Social Media Policies in Russian Organizations:

An Exploratory Study of Social Media Policy Implementation

in Different Types of Organizations in Russia

By

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Abstract

Social media offers many advantages to people and organizations worldwide, but there is also a dark side to this phenomenon. For instance, an organization's reputation can be seriously damaged by employees' actions and online posts. However, many organizations still do not implement social media policies and do not train their employees to properly use social media. Scholars debate the necessity of corporate policymaking and the content of social media guidelines, as well as the most effective strategies to anticipate risks related to employees' social media misuse. Yet, research in this area is fragmented, and findings are limited to specific countries and organization types that cannot be extrapolated to all companies. This research study contributes to the ongoing discourse about the role of corporate policies in preventing negative encounters in social media generated by employees, by providing data about social media governance processes in Russian organizations. It also provides strong evidence on the importance of proper implementation of social media policy and its regular communication to employees for mitigation of risks related to employees' social media misuse. Finally, this research study identifies the most popular social media channels for private and business use in Russia and the factors that influence employees' decisions to post about companies in social media.

KEYWORDS: social media, social media policy, corporate guidelines, corporate governance, employee communication, risk mitigation, risk management, Russia

Introduction

Development of digital technologies created many changes in people's lives. According to Pew Research Center's report, today 72% of the public uses social media sites (Pew Research Center, 2019). Companies all over the world recognized the enormous opportunities of this new communication channel and started to modify their communication practices accordingly (Meredith, 2012; Wright & Hinson, 2015). A Towers Watson study of 328 organizations worldwide found that 65% planned to use social media for public relations (PR) and communication purposes (Towers Watson, 2010).

In traditional communication style, companies crafted their messages in line with organizational goals and led consistent communication through all channels because they were able to control and optimize the dissemination of these messages (Ihator, 2001).

Online communication, in contrast, "is multidirectional in nature and very fast in transmission" (Ihator, 2001, p. 200). Companies tend to lose control over the communication process when using new digital communication channels (Fink & Zerfass, 2010; Ihator, 2001; Zerfass, Tench, Verhoeven, Verčič, & Moreno, 2010).

Another danger for organizations today is employees' social media misuse. On the one hand, communication coming from employees is very effective when they act as brand ambassadors (Kelleher, 2009; Zerfass, Moreno, Tench, Verčič, & Verhoeven, 2017; Zerfass, Verčič, Verhoeven, Moreno, & Tench, 2019). On the other hand, a company's reputation can be seriously damaged by employees' actions and words (Weber, 2013). One of the most well-known cases in this area is the Domino's Pizza crisis in 2009. Their employees filmed themselves doing various disgusting things to food they served and uploaded the video on YouTube. The video was viewed over one million times before it was removed (Weber, 2013). The company's reputation was ruined.

At the same time, around two-thirds of organizations still do not have specific social media policies and do not train their staff to use social media (Jennings, Blount, & Weatherly, 2014; Macnamara & Zerfass, 2012). In the absence of information about social media governance process and its elements, companies experiment with communication in social media (Macnamara & Zerfass, 2012). Along with that, organizations often ban employees' use of social media in the workplace in order to minimize associated risks, but this course of action often has a negative impact on employees' morale (Jennings et al., 2014). Social media blocking is also difficult to enforce because most employees now have multiple personal electronic communication devices that can be used to access social media even with the social media ban in place (Jennings et al., 2014). Instead of blocking social media access, legal experts advise employers to develop a policy that clarifies the boundaries of social media participation for employees (Dryer, 2010; Sánchez, Levin, & Del Riego, 2012).

Although the topic of social media usage by organizations is of great interest both to communication practitioners and scholars, there are still lacunae in research. The findings are limited to specific countries and organization types and cannot be extrapolated to all companies. Scholars state the necessity of further research in this area with a focus on non-English-speaking countries (Linke & Zerfass, 2013; Vaast & Kaganer, 2013).

This research study contributes to the ongoing discourse about the role of corporate policies in preventing negative encounters in social media generated by employees, by providing data about social media governance processes in Russian organizations. Another goal of this study is to identify specific elements of policy and its implementation process that are more effective when it comes to avoiding employees' social media misuse.

Literature Review

The rise of social media has increased public interest in communication practices associated with digital channels. During the last decade, over 200,000 books and articles have been written about this phenomenon. However, most of them have focused on the advantages of social media platforms (Katona & Sarvary, 2014; Kuvykaite & Piligrimiene, 2013; Meredith, 2012; Noor Al-Deen & Hendricks, 2012) and have analyzed the impact of social media on the personal and professional life of an individual (Baek, Bae, & Jang, 2013; Chambers, 2013; Healey, 2011; Lehavot, Barnett, & Powers, 2010; Madsen & Verhoeven, 2016; Raney & Oliver, 2014). Little research has been conducted on the organizational risks generated by social media usage; interest in this area started to grow only recently.

Existing research on social media usage by organizations centers on two major topics: the use of social media for communication and PR, and social media control and risk management. In addition, there is a group of articles in trade press and magazines that offer practical advice on the mitigation of social media risks and policymaking. Their proposals, however, are mostly based on practical experiences and are not supported by any research data.

Usage of Social Media for Communication and PR

When the so-called "digital evolution" (Linke & Zerfass, 2013) – a transition from classical online communication to social media – was complete, both communication scholars and practitioners started to discuss and evaluate the advantages of the new communication channel. In their book *Putting the Public Back in Public Relations: How Social Media is Reinventing the Aging Business of PR*, Solis and Breakenridge (2009) claimed that the socialization of communication offered a new opportunity for PR practices. Mangold and Faulds (2009) called social media "the new hybrid element of the promotion mix" (p. 357): social media not only enabled organizations to talk directly to their customers

but also allowed customers to talk to one another about the organizations. Following the same argument, Kelleher (2009) introduced the model of distributed public relations for organizations, a model where "key outcomes of public relations are fostered by a wide range of people communicating interactively while representing an organization" (p. 185). Kelleher (2009) also noted that conversational human voice in organizational communication correlates positively with trust, satisfaction, and commitment. In 2013, Moreno, Navarro, Tench, and Zerfass (2015) surveyed 2,710 participants from 43 European countries in order to learn about digital media perceptions of communication practitioners. The researchers discovered that "social media tools, stakeholders and gatekeepers are very important for the communication function and for … organizations" (Moreno et al., 2015, p. 251).

However, some scholars have argued that there is still a lack of research in this field and more data is needed to evaluate the impact of social media on organizations. For example, Kent (2010) stated that communication researchers "need more criticism and more theory" (p. 653). Wright and Hinson (2009) mentioned that "meaningful gaps exist when measuring differences between what is happening and what should be happening in terms of … social media" (p. 19) in American companies. Verhoeven, Tench, Zerfass, Moreno, and Verčič (2012) pointed to the absence of information "about the use and management of social media by European PR practitioners" (p. 162). Moreno et al. (2015) noted that some challenging issues could eventually emerge because there was no common understanding about the right strategies and instruments for social media among practitioners. Similarly, no research studies on social media practices in Russian organizations are currently available.

Macnamara and Zerfass (2012) attempted to explore how social media were used by organizations around the world. Designed to provide comparable international data, the study was conducted in two stages using a mixed method approach (online survey and qualitative interviews with communication practitioners) in several European and Australian countries

(Australia, Austria, Germany, New Zealand, Singapore, and Switzerland), as well as one territory (Hong Kong). They found that the "use of social media for organizational communication is … mostly experimental and ad hoc, rather than strategically planned" (Macnamara & Zerfass, 2012, p. 303), which confirmed the research results of Wright and Hinson (2009) and Verhoeven et al. (2012).

Discourse in the area of social media in PR practices is still evolving. The consensus is that social media plays an important role in PR activities, but at the same time there are no right strategies or tools readily available for social media practitioners worldwide. Moreover, available research findings are limited to Western countries, and no data on social media practices in organizations in Russia are available. All scholars state the importance of further research in this area with a specific focus on communication practices in different types of organizations, industries, and cultures.

Social Media Control and Risk Management

In a traditional organizational PR model, communication was a controlled one-way process: organizations were usually the senders of information and their audience – the receivers (Ihator, 2001). The adoption of social media by organizations raised concerns about a possible loss of control over communicated messages (Fink & Zerfass, 2010; Ihator, 2001; Wigley & Fontenot, 2010; Zerfass et al., 2010) and potential risks that companies might face (Jennings et al., 2014; Linke & Zerfass, 2013; Weber, 2013). In general, academic research in this area falls into two broad intersecting areas: analysis of social media challenges and risk mitigation strategies in organizations, and evaluation of different corporate social media governance processes and overall effectiveness of the policies. In addition, another research branch focusing on social media regulations introduced by government has recently emerged. However, in this research study I focus on corporate policies, and I do not address further details on government regulations discourse.

Analysis of social media risks, their mitigation, and control.

Luoma-aho and Vos (2010) analyzed existing corporate communication theories and ongoing discourse and concluded that modern companies interact within multiple and ever-changing arenas that require new communication approaches. These new communication practices created new vulnerabilities. Based on a 2010 ISACA report, Linke and Zerfass (2013) identified major social media generated threats and proposed various risk mitigation techniques. For example, to mitigate risks generated by customer dissatisfaction with the responsiveness of the company in social media channels, researchers proposed to "ensure that staffing is adequate to handle the amount of traffic that could be created from a social media presence" (Linke & Zerfass, 2013, p. 273) and "create notices that provide clear windows for customer response" (Linke & Zerfass, 2013, p. 273).

In 2012 Jennings et al. (2014) investigated social media usage by organizations and individuals. Survey participants included 262 businesspeople employed in a wide range of industry types in the USA. Upon analyzing the survey data Jennings et al. (2014) identified four main risk areas that could lead to reputational losses and various legal consequences for employers: employees' actions on corporate social media channels, employees' endorsement of products or services via social media channels, poorly crafted internal policies, and disclosure of proprietary or confidential information online. They also found that "legal risks arising from employee use of personal electronic communication devices … are not obvious and can be difficult to account for in a traditional employee policy and monitoring framework" (Jennings et al., 2014, p. 103). They concluded that a clear set of rules for social media usage by employees as well as special training should be developed and implemented in organizations to fully use the benefits of social media and mitigate potential risks (Jennings et al., 2014).

Another approach to risk classification was proposed by Cross (2014) who, after careful analysis of available research data, divided risks into two categories: technology, and people. To mitigate the risks generated by technology, Cross (2014) proposed implementing proper security measures and having "the right tools in place to handle any issues that arise" (p. 127). In the case of people, he argued that companies should change employee behavior "through policies, training, and communication" (Cross, 2014, p. 127). His observations about social media policy implementation were similar to those of Linke and Zerfass (2013) and Jennings et al. (2014).

Governance frameworks and policies analysis.

Since many scholars have identified social media policies as an effective tool for the mitigation of social media risks generated by employees, it is no wonder that this topic receives considerable attention from communication practitioners and researchers. However, a limited amount of research has been conducted in this area thus far. Further, there is also a duality in approach: while American scholars focus their research on social media policy and its implications for organizations, European researchers generally discuss overall social media governance processes. Moreover, the terms "policy", "guideline", and "governance" are often used interchangeably, which adds to the confusion.

Zerfass, Fink, and Linke (2011) proposed the term "social media governance" to describe "the formal or informal frameworks which regulate the actions of the members of an organization within the social web" (p. 1033). Social media governance comprises guidelines for social media, tools for monitoring stakeholder communication, training programs for social media, and key performance indicators for measuring social web activities (Zerfass, Verhoeven, Tench, Moreno, & Verčič, 2011). In a related study of social media governance practices, an online survey consisting of 20 questions, each based on scientific hypotheses, was conducted in Germany (Linke & Zerfass, 2013). After analyzing the answers of 1,007

communication practitioners, Linke and Zerfass (2013) concluded that despite high rates of social media adoption by organizations, the majority of organizations still lacked developed governance structures and guidelines.

Guidelines are defined as internal documents that "describe and provide advice on how social media communications shall be dealt with by all of the members of an organization and how it can enable all of them to become communicators in participative online environments" (Linke & Zerfass, 2013, p. 275). Boudreaux (2011) also noted that social media guidelines are "critical to helping employees understand the boundaries of their social media activities relating to their employer" (p. 274).

Cross (2014) defined policies as "a set of directives that addresses a particular aim or goal and provides information on how to accomplish it properly" (p. 217). Vaast and Kaganer (2013) conducted a content analysis of 74 corporate social media policy documents they obtained online. They stated that "organizational policies are documents that present guiding principles on a particular topic (e.g. human resources, IT use) and that are established by senior management to shape employees' actions and perceptions in regard to this topic" (Vaast & Kaganer, 2013, p. 79). Vaast and Kaganer (2013) also argued that an "evolution in organizational responses to social media" (p. 94) can be observed in various types of organizations and identified typical elements of social media policy. Fuduric and Mandelli (2014) developed this topic even further by analyzing 20 social media guidelines with the help of the Competing Values Framework. They concluded that the majority of the existing guidelines were not really effective in stimulating expected change or directing action, and communication process was important for the adoption of the social media policy by employees (Fuduric & Mandelli, 2014). According to current discourse on the topic of social media policy, companies should involve different departments in social media policy creation

and pay special attention to policy promotion and enforcement in organizations (Harris, 2011; Cross, 2014).

However, researchers note that companies should be aware of potential complications when implementing social media policies. For example, Koch, Leidner, and Gonzalez (2013) used content analysis, supplemented by face-to-face interviews, to investigate mechanisms leading to workplace conflicts that were related to employees' social media use. They observed that social media policies often "do not harmoniously combine with traditional organizational cultures" (Koch et al., 2013, p. 501). This could lead to IT-culture system conflict and have a negative impact on both business effectiveness and employees' morale (Koch et al., 2013). Additionally, Weber (2013) conducted a content analysis of 31 private companies' social media policies published online. He argued that social media policies can establish contradictory expectations for employees and this, in turn, could lead to conflicts in the workplace (Weber, 2013). The recent study of 112 social media policies conducted by Banghart, Etter, and Stohl (2019) confirmed these findings. They concluded that organizations tend to complicate the situation "by issuing policies with ambiguous and potentially all-encompassing boundary specifications" (Banghart et al., 2019, p. 362), which does not help prevent negative encounters in social media generated by employees and might also have a negative impact on employees' well-being.

All in all, researchers agree that social media has become a part of everyday life and this fact imposes new risks for organizations. They argue that organizations can mitigate these risks by introducing new policies and training employees, but the content and style of a policy is very important for successful risk mitigation. However, data are scarce and findings are limited to certain industries and countries. Scholars outline the importance of further research in this area.

Summary

As demonstrated in this literature review, the phenomenon of using social media for PR practices is rather new, and research in this area is fragmented, with researchers often working in silos. For example, while American scholars generally analyze social media policies and their implications for organizations, European researchers focus on the overall social media governance process. Moreover, available findings are limited to leading European countries and the USA. Extant literature sources do not appear to include any research studies focusing on corporate social media policies that were conducted in non-Western countries.

Available data suggest that trends observed in the field of social media governance are similar in all Western countries. All researchers outline the importance of unambiguous rules in this area. Some researchers argue that unclear policies can have a negative impact on employee morale and lead to workplace conflict. However, there is no consensus regarding the mandatory elements of social media policy and its implementation process. There are some suppositions about the relationship between size and type of organization and the way that social media is governed. However, there is insufficient data to draw any specific conclusions, and many scholars call for further research along these lines.

Content-analysis of policies and online surveys are the most often used methods of research of social media governance processes. Many researchers also conduct personal interviews to gather more data for further analysis. It would be justified to follow the same methodology when conducting new research in order to obtain comparable results and to contribute to existing discourse in this area.

To sum up, there is still a lack of research in the area of social media governance, specifically when it comes to non-English-speaking countries. Existing findings are limited to specific countries and organization types, and there are insufficient data on the possible

relationships between specific characteristics of organizations (type, size, etc.) and the existence of social media policies. In this research study I explore aspects of social media governance process in different types of organizations in Russia to address the existing knowledge gap and to provide information about this area in non-European countries.

Research Questions

This research study analyzes the implementation of social media policies in state, state-owned, private local, and private international organizations in Russia with a specific focus on companies already negatively affected by employees' social media misuse. The research questions are:

Q1: What is the relationship between the existence of the social media policy and negative encounters in social media?

Q2: What elements of social media policy and its implementation process are more effective in preventing negative encounters in social media generated by employees?

Q3: What is the relationship between the existence of social media policy in an organization, as well as its content, and the type and size of the organization?

Research Design and Data Gathering Methods

Research Design

Interest in social media governance process in organizations started to grow only recently. Currently, there are many gaps in the literature concerning this phenomenon, and it is difficult to construct theories based on existing data. Therefore, inductive reasoning was used in this research; I moved from specific observations to detection of patterns and development of general conclusions about the phenomenon under study.

This research study was conducted within the discovery paradigm because I believe that the "reality is discoverable and … we may gain knowledge of it" (Merrigan, Huston, &

Johnston, 2012). The phenomenon under study exists in reality, and its elements can be classified into categories based on observed similarities and differences.

As the topic of social media policy implementation is quite new and little research has been carried out to date, an exploratory approach was employed. This approach allowed the discovery of further insights into the phenomenon of social media governance in various types of Russian organizations, the observation of patterns of association between specific elements of social media policy implementation process and negative encounters in social media, and the identification of elements of social media policy and its implementation process that could potentially prevent misuse of social media by employees. An exploratory approach also helped in the testing of data gathering methods, the creation of feasible techniques for further research studies in this area, and the development of tentative theories about the relationship between social media policy implementation process and negative encounters in social media generated by employees.

However, the research results were not representative due to the nature of this exploratory approach. This was one of the limitations of the research findings.

The research study was also cross-sectional. I collected and analyzed data from different types of organizations in Russia to identify similarities and differences in their social media governance strategy and policy implementation process and to address the existing knowledge gap in this area, as suggested by Linke and Zerfass (2013) and Vaast and Kaganer (2013).

In sum, I used the discovery paradigm to conduct a cross-sectional exploratory study with an inductive approach to reasoning.

Study Population and Sampling Method

Since the research study focused on social media policy implementation in various types of organizations in Russia, the research subjects included Russian companies of

different sizes, working in different industries. I specifically focused on companies that had already been negatively affected by employees' social media misuse because this could provide rich data on employees' social media use and non-working social media governance elements.

In general, all Russian organizations can be divided into four large categories: state organizations (e.g. ministry, municipality), state-owned companies (e.g. Gazprom, RZD), private Russian companies (e.g. Yandex, Megafon), and private international companies (e.g. GE, Siemens). Among these, I identified companies that had already been affected by employees' social media misuse, as this indicated that their social media governance process was either faulty or nonexistent.

At the same time, I also chose companies from each of the four categories that had not faced any negative employee generated encounters in social media. This allowed me to identify differences between approaches to social media governance processes in different companies and elements that could potentially prevent employees' social media misuse.

Organizations could have been classified into additional categories – for example, those based on size, industry, and location. These categories could provide researchers with other variables for deeper analysis and exploration of causal relationships between different elements of social media strategy, specific features of the company, and negative social media encounters. For example, I discovered some patterns between organization size, the industry in which the organization works, and social media governance process. However, the amount of data gathered was insufficient to make any generalizations or to draw any conclusions based on these findings due to the limited number of research subjects. Thus, a more precise categorization in an exploratory study did not make sense. This is an area for future research.

As my goal was to conduct a cross-sectional study, I planned to gather data from at least two companies from each of the four large categories. The initial aim was to select one company that already had a negative experience with employees' social media misuse, and another that had not. This approach was designed to help me determine the relationship between negative encounters in social media and specific elements of social media governance process. However, due to the difficulties in recruitment of research subjects linked with the current political situation and specifics of Russian organizations, I did not reach this quota. I could only gather data about my research topic from companies that agreed to participate in the study.

For the sampling method, I employed judgment sampling to select the research subjects. Judgmental sampling "involves selecting elements for the sample that the researcher's judgment and prior knowledge suggests will best serve the purposes of the study and provide the best information" (Sullivan, 2001, p. 209). Therefore, the organizations that were invited for participation in the study had been identified by me as the best sources of data about the phenomenon under study based on my knowledge of the topic and available news reports about negative encounters in social media generated by employees.

Although I would have liked to have as research subjects both the companies that were and were not affected by employees' social media misuse, this was not the primary research goal. Furthermore, reaching the quota was impossible under the present circumstances. Consequently, I decided not to use quota sampling as a primary sampling method in this research. Nevertheless, I still tried to find research subjects that fully represented each category in order to obtain richer data for analysis.

Data Gathering Method

The study was conducted in two phases. First, social media policies were collected and analyzed. As a second step, semi-structured in-depth interviews were conducted with

organizations' employees and managers to reveal additional details about social media governance process.

Content analysis.

This method was used to analyze organizations' official documents that regulate the use of social media by employees. Content analysis revealed similarities and differences in approach to social media governance in different types of organizations in Russia and identified policies' main elements.

As Russian companies do not usually publish their internal documents on the Internet, I had to contact them and ask them to share their policies with me. Some companies declared that they did not have any social media policies, while in fact they had unofficial rules for employees in this area. If I had only used content analysis, these cases would not have been taken into consideration and the research results would have been inaccurate. This prompted a second step in the research study – in-depth semi-structured interviews.

Semi-structured in-depth interviews.

With the help of the semi-structured in-depth interview method, a researcher can effectively build rapport with interviewees and collect a maximum amount of rich data for further analysis (Leech, 2002). After analyzing the content of existing policies, I decided to use this method to uncover additional information about known regulations and employees' attitudes towards them. This allowed me to investigate whether there were informal and undocumented policies and rules in place. The questions were created based on the findings of the previous studies in this area.

I planned to interview managers who were responsible for social media policy creation and process implementation (for example, IT, HR, or communication managers), as well as ordinary employees who had worked in the organization for more than one year and therefore were well aware of internal processes and rules. This approach facilitated the

collection of rich data about the actual situation in organizations, management goals and aspirations, and employees' points of view and behavior.

Results

Content Analysis of Organizations' Official Documents

Organization type and presence of social media policy.

In order to learn more about social media governance process and existing rules, I collected social media policies from the companies participating in the research study for further analysis. Most of the companies' representatives declared that they did not have any written social media regulations in place. Only two companies confirmed that they developed official social media policies for employees and agreed to share these documents.

Both companies that had a social media policy were large companies with over 1,000 full-time employees; however, the number of people employed by the participating companies in this research study did not directly correlate with the presence or absence of a social media policy. The research subjects also included large organizations that didn't have any official written regulations. However, none of the small- and medium-sized companies that participated in the research study had any social media policies for employees.

The availability of a social media policy for employees in a company was likely not linked to company type. One of the companies in my research study that had a social media policy was a private international company and another was a state-owned Russian company. At the same time, companies that declared the absence of a social media policy belonged to all three researched categories: state-owned companies, private Russian companies, and private international companies.

To sum up, large organizations in Russia are more likely to have official social media regulations in place; however, organization type does not correlate with the presence or absence of a social media policy.

Language, content, and date of publishing.

Both analyzed documents were provided in English. The private international company also had a Russian version, but the state-owned Russian company's policy was only available in English.

According to the 2010 National Population Census, only 7,574,303 out of 142,946,788 people – which is roughly 5% of Russian population – speak English (Federal State Statistics Service, n.d.). Statistically, it is probable that an organization employs a person who does not speak English well. In this case, a corporate policy written in a foreign language will not be read and understood by an employee, which could bear additional risks of social media misuse.

The policy provided by the private international company was dedicated to the topic of social media usage in the organization. It consisted of a short circular and an addendum explaining basic rules of social media use by employees. In the text of the circular there was a notice that an employee should be familiar with other existing corporate regulations in the areas of communication, information security, compliance, and data privacy and protection of know-how, and if there was any doubt, an employee "should rely on the most severe requirements of the above-mentioned circulars and guidelines" (Personal communication, 2018). However, the social media circular did not contain any links to the circulars in question, and it did not explain how to find these documents. Thus, it might have been difficult for an employee to become acquainted with all the documents in question, which might have increased risks of social media misuse.

In the case of the state-owned Russian company, the rules of social media use by employees were integrated into a larger document called "the styleguide". It also contained the company's mission statement, information related to the company's operation field, and detailed how-to guides for many activities performed by employees. However, there was no

specific chapter in the document that explained how the employees should behave when using social media, as the instructions were scattered throughout the document. The policy did not provide specific rules for only social media channels; the rules were valid for all channels of communications used by employees. In fact, the words "social media" were not used in this document at all; the authors of the policy employed broader definitions like "communication" and "messages". Taking into consideration that this information was presented in 75 pages and there was no specific chapter on the proper use of social media, there might have been a risk that employees would not read the entire document or understand that these rules applied to social media as well.

Both analyzed policies were created around the same time. According to the respondent, the state-owned Russian company published its policy in 2010, and the private international company's circular dates from 2011. However, the expansion of social media platforms into the Russian market began earlier: social networks VKontakte (Durov, 2010) and Odnoklassniki ("*Istoriya proekta,*" n.d.) appeared in 2006, followed by the launch of Facebook in the Russian language in 2008 (Trukhanov, 2008). In 2009, 31 million people ("*Rynok socialnykh setey Rossii,*" 2010), or 52% of all Internet users in Russia (Russian Public Opinion Research Center, 2012), were active in social media. In 2012, 82% of all Internet users in Russia used social media platforms (Russian Public Opinion Research Center, 2012). Therefore, in terms of timing, both companies were a little late in introducing the policies.

During a series of subsequent interviews, it was discovered that both companies with social media policies in place had cases of social media misuse. In the private international company it was a minor violation, while in the state-owned Russian company the transgression of the policy was more severe. However, there were insufficient data to suggest

if there was a correlation between the language and content of the policy and the probability of social media misuse by the organization's employees.

Conclusions.

Despite social media platforms becoming widely used in Russia, most of the companies still did not have any social media policy in place. Large organizations were more likely to have official social media regulations, but there was no relationship between type of organization and presence of social media policy. There was also no connection between the existence of social media regulations in the organization and cases of employees' social media misuse.

Unfortunately, I collected insufficient data to analyze the correlation between the language and content of a policy and the probability of social media misuse by an organization's employees. However, it is clear that there were other factors, such as communication process and corporate culture, at play. I explored these factors during a series of subsequent interviews with employees.

Semi-structured In-depth Interviews

Recruitment and respondents.

I contacted twenty organizations, both affected and unaffected by employees' social media misuse. The recruitment letters were sent to the organizations' official contact e-mail addresses available on their websites. In the case of not receiving any reply in three weeks' time, I contacted organizations by phone, as listed on the respective websites, to check if they had received my request and were willing to participate.

My aim was to gather data from at least two companies from each of the four large predefined categories. However, the difficulties in the recruitment of research subjects, linked with the current political situation and specifics of Russian organizations, prompted me to

revise this goal. Seven organizations that agreed to participate in this research study were recruited.

The split between the organizations in each of the four categories was as follows. One state organization and one private Russian company agreed to participate in this research study. At the same time, I received confirmation from three state-owned companies and two private international companies.

Moreover, not all the participating organizations provided me with two research subjects for interviewing, as was initially set in the research design. As a result, the richness of the gathered data varies between categories, which introduces additional limitations when interpreting research study results.

All in all, from December 2018 to April 2019 I conducted 10 semi-structured in-depth interviews: six in person, and four by phone. The research subjects were white-collar professionals that had worked in the organization for more than one year. Four respondents worked in a Communications Department, five respondents were regular employees from non-PR departments, and one respondent was a managing director.

General findings.

All 10 respondents used social media in their private time. Reading news and chatting were the most popular activities, followed by connecting with friends in social media via newsfeed updates and watching entertaining videos online. Two respondents admitted that they used social media platforms for educational purposes, such as watching lectures, webinars, and TED talks on various topics. One respondent mentioned that he considered social media to be an important asset for personal development because it was "the source of information about the latest trends in [his] profession".

Two-thirds of the respondents shared in personal social media channels company-related information, corporate news, and personal work projects, especially those that they

were proud of, as noted by one of the respondents. Although all of the respondents claimed that they posted online "only what [was] allowed for communication", they still believed that they could face some problems at their workplace due to this behavior. This might have been linked to the absence of clear social media policies or irregular communication of social media rules, as half of the research participants stated that there were no rules at all, and the other half were not able to remember how they had learned about the rules or to speak about their content.

The most popular social media platforms for personal use were Facebook and Instagram; eight out of ten respondents used them on a regular basis. Messengers were also named by the majority of respondents as the preferred means of receiving news (Telegram channels) and updates from friends and colleagues (groups in WhatsApp and Viber). For example, many respondents confessed that they could not imagine daily life without the use of messaging platforms. At the same time, blogging social media platforms, such as LiveJournal, were not mentioned by any of the respondents. There were also differences in the use of social media platforms along gender lines – a finding that aligns with previous studies in this field (Idemudia, Raisinghani, Adeola, & Achebo, 2017; Mazman & Usluel, 2011; Thompson & Lougheed, 2012).

Regarding social media platforms that the respondents used as part of their professional duties, Facebook, Instagram, and messengers also led the list. Although the popularity of social media platforms among respondents generally followed the same trend for both personal and professional use, there were big differences when it came to specific platforms. For example, for professional tasks YouTube and Odnoklassniki platforms were used less often, while the importance of Twitter and Livejournal increased. The messengers were also used differently; while WhatsApp was clearly the messenger of choice for private use, its significance dropped dramatically when used for professional duties.

During a set of interviews I discovered an interesting example of a WhatsApp application in the professional environment. The group chat functionality in this messenger was used for internal communication purposes in a large company with employees working in multiple locations. On the one hand, the use of WhatsApp group chats ensured targeted communication – the information was distributed only to those employees who needed to know it, and employees could receive the updates on-the-go, delivered on their smartphones. On the other hand, it allowed prompt feedback from employees and quick reactions to any issues that might arise. This suggests that, in the future, messengers could grow in importance as one of the social media tools for professional duties.

In sum, the top three social media platforms used for personal activities and professional tasks were the same. However, there were differences in their use, and specific platforms used for professional tasks varied from company to company. This dynamic could have been linked to the fact that the social media platforms for professional use in the specific company were not chosen by the respondent but by the management, and the management likely decided to use the social media channels that were most popular in the specific period of time. Therefore, the employee's use of social media was constrained by management decisions.

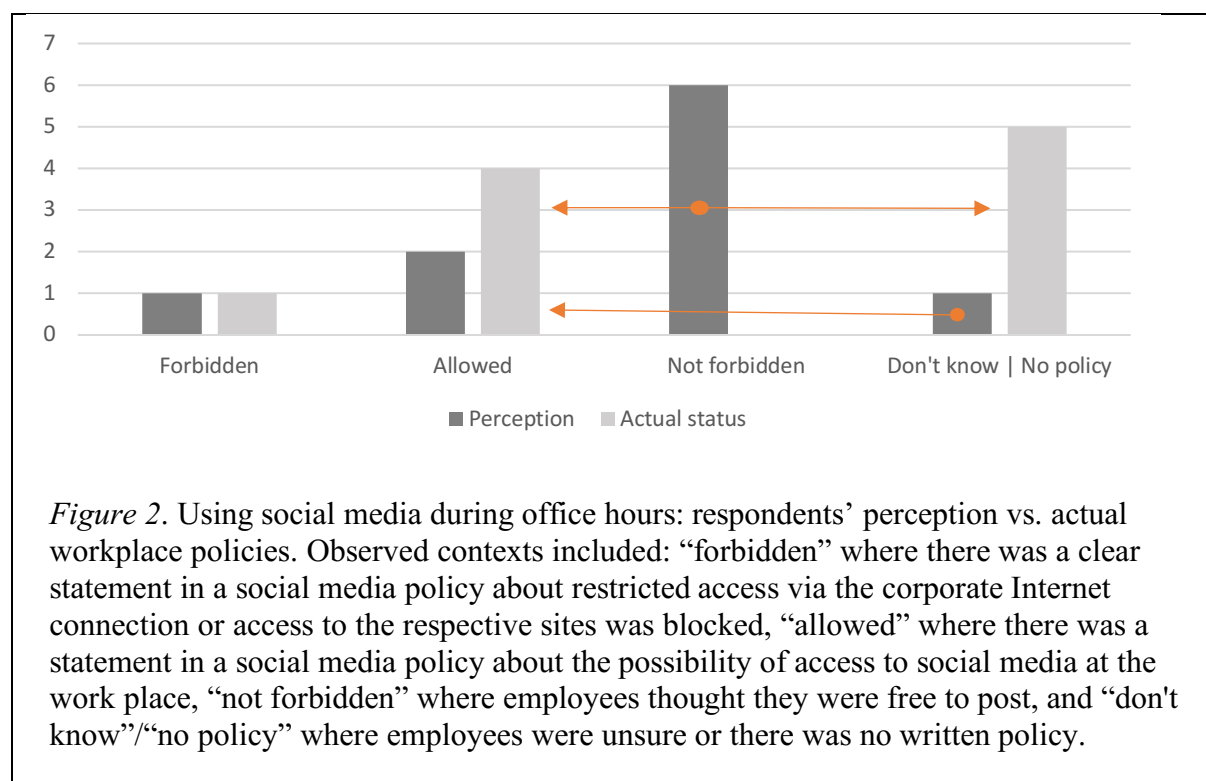*Figure 1*. Preferred social media channels for private and professional use.
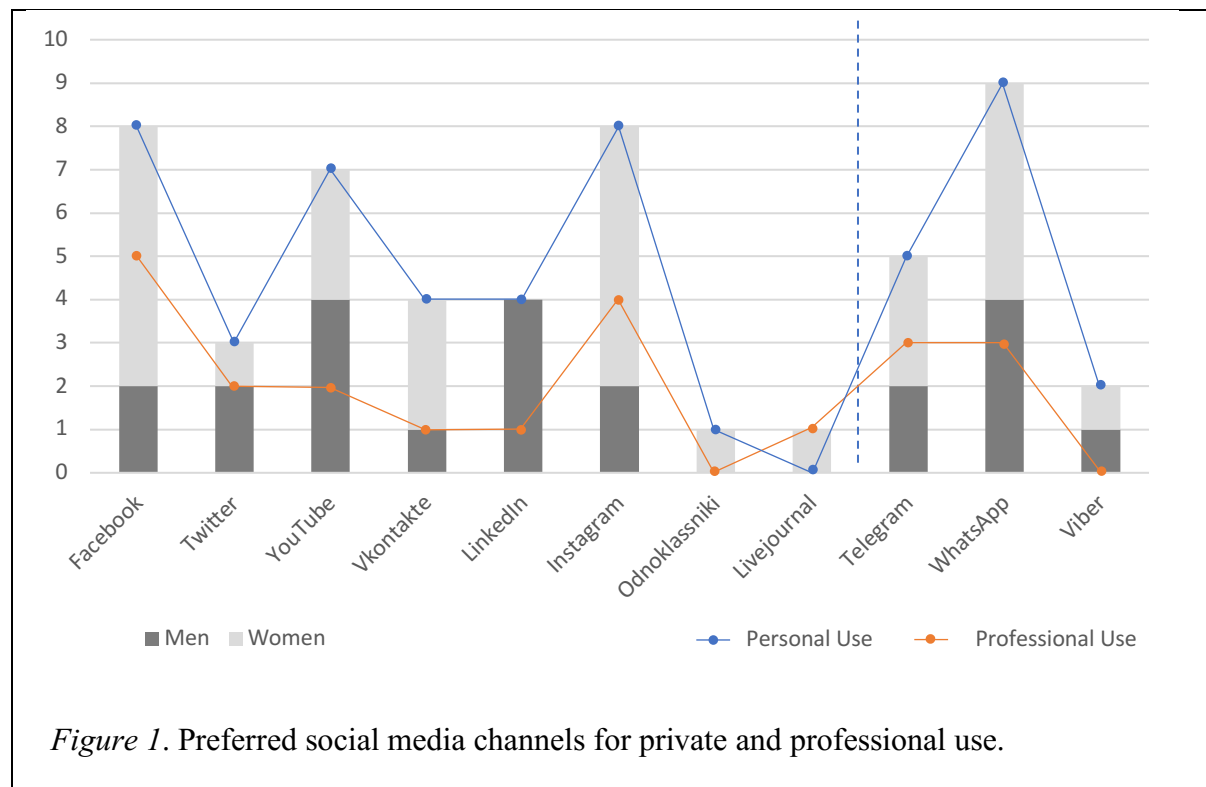
Six respondents claimed to use social media to perform some tasks at work, and four respondents did not have any official tasks related to social media in the office. Nevertheless, all of them used social media during office hours, even if there were restrictions in place.

Respondents preferred to use mobile devices (smartphones and tablets) to access social media platforms both in their private time and during office hours. However, those who used social media to perform some professional duties utilized desktop computers and notebooks in addition to mobile devices because, as some respondents noted, it was a simpler way to reach social media channels at work. If access to social media at work was restricted, respondents used a personal device and a mobile Internet connection to get online during break time.

The words that the respondents used when describing access to social media in the office was also noteworthy. In general, they avoided giving affirmative responses like "it is allowed". For example, six respondents articulated that "it is not forbidden". However, "not forbidden" does not necessarily mean that the activity is permitted, but this answer is more

evasive. The choice of words illustrated that the respondents were not clear about the use of social media during office hours. This could be directly linked to the fact that the respondents that gave this answer were also not able to recall exactly how they learned about the rules of social media use for employees.

All the respondents who thought that the use of social media during office hours was not forbidden were either officially allowed to use social media at work or their company did not have any policy regarding this aspect of employee behavior in the workplace. The only respondent who did not know if permission had been granted to use social media at work was in fact allowed to do so. At the same time, if the use of social media in the office was prohibited, the employees were aware of this policy.

Figure 2. Using social media during office hours: respondents' perception vs. actual workplace policies. Observed contexts included: "forbidden" where there was a clear statement in a social media policy about restricted access via the corporate Internet connection or access to the respective sites was blocked, "allowed" where there was a statement in a social media policy about the possibility of access to social media at the work place, "not forbidden" where employees thought they were free to post, and "don't know"/"no policy" where employees were unsure or there was no written policy.

It seemed like the use of social media during office hours was generally considered a grey area. Many respondents stated that there were no specific restrictions and the management neither encouraged nor discouraged the use of social media by employees at

work. Most likely, the management did not force restrictions on employees because "they [were] on social media during working hours themselves", as one respondent explained.

Half of the respondents said that there were certain rules or recommendations for employees on how to use social media at their organization. Although all respondents employed by companies with social media policies in place confirmed that they knew about the existing rules, they did have trouble recalling the content of the policies and remembering how they had learned about them. Among those who admitted that there were no specific rules for employees related to social media use, one respondent mentioned that their parent company might have had some policies in this area, but they were never implemented in the local subsidiary.

All respondents referred to their "work experience", "professional attitude", and "common sense" as the basis for their decisions on how to act in social media, no matter whether there was a social media policy in place or not. At the same time, two thirds of respondents believed that they could encounter problems at work because of what they did in social media, and half of the respondents said that they knew about situations when employees at their organization were punished for some activities in social media. Therefore, many respondents faced the situation that, in the absence of clear rules, they did not know if their activities in social media were acceptable or not, and this imposed additional pressure on them. As one of the respondents explained: "I am a reasonable person and always think before publishing something online. But there is always a chance that management would not like what I've posted – it's always a very subjective assessment".

In sum, all the respondents used social media at work, and many published news about their company in personal social media accounts. Many respondents that worked in organizations with a social media policy in place did not remember policy content. This could have been linked to the absence or inconsistency of communication on this topic. Most

respondents believed that they could be punished for sharing something online; however, the presence of a social media policy did not alleviate this fear, perhaps because respondents felt that they were not very familiar with the policy.

State organizations.

One state organization – a medium-sized entity with over 250 employees – agreed to participate in this research study, and one interview with a Communications Department employee was recorded. It did not have any official documents regulating employee behavior in social media, and it never experienced negative encounters related to employees' social media misuse.

In this organization access to the Internet was open to all employees, who could visit social media sites without any restrictions. For example, the respondent contrasted this situation with policies at her previous place of work, where access to social media via the corporate Internet connection was blocked for everyone with the exception of press office employees. Nevertheless, employees of this state organization preferred to avoid using corporate IT equipment (PCs, laptops) to access social media sites at work; they browsed social media using their personal mobile devices instead.

The management was not encouraging or discouraging employees to use social media during working hours, but excessive social media use was not welcomed. However, the respondent found it difficult to define what was "excessive use" in this case and how she learned about this attitude.

When it came to specific rules for employees in social media, the respondent was not able to recall any instructions. She said that there was no official or unofficial communication on this topic, and she did not sign any code of conduct.

Although the respondent was in charge of the organization's social media accounts and published information on behalf of the company, she did not post anything related to her

workplace in her personal accounts. This was one of the reasons the respondent was certain that she would not encounter any problems at work for her activity in social media. The other reason was what the respondent called "professional attitude" – she has enough experience in social media to clearly understand what could be posted and what could not.

All in all, no official or unofficial social media policy was present at the state organization. Employees had access to social media, but in the absence of clear rules they avoided posting about the company and accessing social media using office computers. Still, no negative encounters in social media specifically linked to employees' behavior were detected thus far.

State-owned Russian companies.

Three state-owned Russian companies – all large entities, with over 1000 employees – participated in this research study. These companies were drawn from three very different areas – energy, mobility, and media. Five interviews were recorded in total: three with regular employees, and two with employees working in communications.

Only one company implemented official rules related to employees' use of social media. These rules were an integral part of a large document called "the styleguide". At the same time, two out of three organizations encountered negative situations related to employees' social media misuse. Both a company with a policy and a company without a policy were affected, which suggested that some aspects of the policy were not clear to employees or its implementation lacked consistency.

While in two organizations the access to social media was open to all employees, in one organization all social media sites were blocked. The employees could not access the sites using the corporate Internet connection, and they had to request written permission from management to unblock these sites when these platforms were required to perform duties at work. In fact, this is how the employees of the latter organization initially learned that the use

of social media at their workplace was forbidden. However, that did not stop them from accessing social media sites during office hours, as they used personal mobile devices connected to the Internet for these purposes instead.

In general, mobile devices were the preferred means of accessing social media during office hours: four respondents used their smartphones for these purposes. Only one respondent stated that she used the office computer to access social media at work.

Most of the respondents employed by companies with open access to social media stated that there were some recommendations regarding employees' use of social media. At the same time, they were not able to recall in detail what was recommended and how they learned about these regulations. It seemed that there was a lack of communication in this area.

The respondents employed by the company with a social media policy in place said that they knew about an e-mail sent to all the employees that addressed the rules, but they had not personally received it. In fact, they had learnt about the rules from private conversations with their colleagues, as well as from situations when they witnessed employees being punished for posting something in social media. Their understanding of the existing corporate social media policy was a mix of rules stated in the policy and personal beliefs on how to behave in order to not run into trouble.

For example, the respondents said that an employee should not post his or her opinion in social media if he or she disagreed with the company's official position on something. Criticizing the management online could also result in punishment. However, these rules had little in common with the policy's actual content. Although there was a general chapter on libel and defamation, the policy did not state that employees could never express their opinion or were obliged to only post positive information. The policy stated that "truth, fair comment in a matter of public interest" was not a libel (Personal communication, 2018).

Nevertheless, the employees of this organization avoided sharing in social media any information that could be potentially considered as defamation. Both respondents said that they changed the way they used social media after they had learned about the corporate policy and potential penalties.

The respondents from the company without a social media policy said that they did not receive any official communication regarding how to behave in social media. Nevertheless, they knew about the possibility of being punished for their activity in social media and named certain rules. For example, both respondents stated that employees should not publish internal information and criticize the company in social media.

Predictably, the respondents working in communications knew more about the policy and existing rules, and they were rather confident in using social media at work and posting information about the company. At the same time, regular employees that participated in this research study never shared information about the company in their personal social media accounts because, as both respondents stated, they did not want to get into trouble.

The management of the organization with a social media policy in place surprisingly did not encourage or discourage employees to use social media during working hours, while the management of the organization without a social media policy had a more positive attitude towards employees' use of social media. Sharing official corporate posts and positive information about the company in social media was a welcomed behavior. However, it seemed that, in the absence of clear rules, the employees were not eager to post something online even if management allowed social media use during working hours.

In sum, there was no pattern related to the existence of social media policies and the availability of social media for employees among state-owned Russian companies. In some organizations the access was blocked, while in others the employees could access social media. However, a social media policy was more likely to be found in an organization where

access to social media was open to all employees than those organizations where access was blocked.

All state-owned companies with open access to social media had unofficial rules for employees; however, only the media company developed a written policy, which was probably due to the specifics of the field in which the company worked. Nevertheless, the employees of this company were not very familiar with the policy and could not recall its specific parts. Moreover, despite the existence of a social media policy this organization faced several cases of employees' social media misuse. This could be linked to a lack of communication and the fact that the social media policy was not a stand-alone document – the instructions for employees were scattered throughout the text of a larger document. Taking into consideration that employees knew about potential punishment for social media misuse, the absence of a clear policy was inversely correlated with employees' willingness to post something about the organization in social media. The more the employee was uncertain about the rules, the less he or she was willing to share something about the organization in social media.

Overall, blocking access to social media in the office did not prevent employees' social media misuse, as employees still could access social media using their smartphones.

Private Russian companies.

One interview included a representative from a private Russian IT company employing around 300 people. The respondent belonged to the management level and claimed that the company did not have any official social media policy in place. There were also no incidents related to employees' behavior in social media in this company.

This organization allowed employees to access social media during office hours, as they used messengers to coordinate project activities and to communicate with partners and

clients. This company had a Bring Your Own Device (BYOD) policy, so employees used their own laptops and smart devices to do their work and access social media.

In general, the company's management did not encourage or discourage employees to use various social media platforms – it was considered a legitimate alternative to coffee and cigarette breaks. Nevertheless, the management could reprimand employees if they spent time in social media at the expense of their work.

At the same time, no corporate policy regarding social media use was communicated to the employees at this company. In fact, every employee was allowed to decide what to publish online, and the only criteria for evaluating an employee's social media misuse was linked to observed problems with a project's execution. The management believed that all employees understood some basic restrictions for communication in social media – for example, confidential information should not be published online and made public. However, it was not clear if all employees understood what information was considered confidential and how this information should be dealt with in social media.

Although at first glance the private Russian company had no official social media policy for employees, there were some expectations regarding employee behavior when publishing something online. Still, there was no communication regarding social media rules and management expectations, as managers believed that these rules were common knowledge. Employees might not have clearly understood what was expected from them in this respect, but this fact had not led to any cases of employees' social media misuse to date.

Private international companies.

Two private international companies – large B2B entities of over 800 employees and operating in IT and industrial engineering respectively – agreed to participate in this research study. All in all, I recorded three interviews: one with an employee working in a Communications Department, and two with regular employees.

One company had an official social media policy in place and had no incidents related to employees' social media misuse. The other company had no official rules; however, after a negative encounter with one of their partners because of an employee's publication, they started distributing information that clarified what was not to be posted on social media before each large external event. There were no further cases of employees' social media misuse after they started sending out these reminders.

All employees of these organizations had access to social media sites in the office. However, the respondents were generally not sure if social media use at work was officially allowed. Only the respondent working in the Communications Department of the company – which had a social media policy in place – was aware that the use of social media was allowed. The other respondent from the same organization was unaware, although he recalled that there were some rules for employees related to social media use and could quote some of the recommendations offered in the official corporate policy. These varying understandings could be linked to irregularities or inconsistencies in the communication of this policy, as the respondents could not remember exactly how they learned about the social media regulations. For example, their answers ranged from information security training to personal conversation with colleagues, while the circular in question was actually distributed to everyone via e-mail and then this content was presented at information sessions for new employees. At the same time, all the respondents said that the introduction of the social media policy for employees didn't change the way they used social media.

When speaking about rules for employees related to social media use, all respondents stated that publishing confidential information and speaking on behalf of the whole company was forbidden. However, the respondent from the IT company mentioned that criticizing partners and competitors was also prohibited, as she knew that an employee had been being fired after publishing such a post. The respondents from the industrial engineering company

remembered most of the rules about what postings were allowed; however, none of them recalled any recommendations related to self-presentation and copyrights, which were in fact an important part of the social media policy.

In general, the management of both companies neither encouraged nor discouraged employees to use social media during working hours. Positive publications about the company in personal social media accounts were welcomed, but it was expected that the employee's social media activity was not interfering with his or her work. The latter expectation was stated in the social media policy of the industrial engineering company. As to the tone of the publications made by employees, there was no such requirement, but nevertheless all the respondents did mention this aspect. This could be linked to an employees' intention to remain in a safe zone when posting in social media because the risk of offending someone with a post and being punished for it was minimal.

All the respondents were active social media users, but not everyone was posting about their company in social media. For example, the respondent from the IT company said that she did not publish anything about work in personal social media channels, although she knew of many employees in her office who did. The respondents from the industrial engineering company confirmed publishing information about their company in social media; however, both stressed the importance of being cautious when considering what to post. One respondent also mentioned that she used confidentiality settings to limit access to her publications, so that some publications were only seen by her close friends. In addition, the respondents from the industrial engineering company also participated in an internal "employee advocacy program" where they were given access to a library of ready-to-post publications for social media about their company. They could easily share this content in their social networks without fear of violating corporate social media rules and being punished. One respondent confessed that participation in this program helped him better

understand what could be shared in social media without negative consequences. Prior to this, he was afraid to publish something online.

There was no correlation between the willingness of an employee to post about the company in social media and the type of device he or she used. All respondents employed by the private international companies preferred to use mobile devices (smartphones and tablets) to access social media sites both in the office and at home. However, it seemed that their willingness to post correlated with their level of confidence in using social media: the more employees were aware of existing social media rules and confident about the content of posts, the more they were willing to post about the company.

In sum, the private international companies either had implemented an official social media policy or developed some rules for employees in this field. The respondents employed by these companies were active on social media and felt confident when posting about their respective companies online. Existence of social media regulations also helped these companies avoid employees' social media misuse. However, some employees did not have a clear and complete picture of what was expected from them, which was probably linked to the inconsistent and irregular communication of the rules. Regular communication of the rules was crucial in avoiding negative encounters in social media generated by employees. A corporate employee advocacy program seemed to also be a useful tool to mitigate risks associated with employees' social media use.

<div align="center">**Discussion**</div>

Findings

One of the goals of this research study was to identify the correlation between the existence of social media policy in organizations and negative encounters in social media generated by employees, including uncovering specific factors that help prevent negative

situations. I also investigated whether there was a relationship between the existence of social media policy in an organization and its type and size.

In the area of social media regulations, Russian organizations generally follow the global trend described by Jennings et al. (2014) and Macnamara and Zerfass (2012). Despite social media platforms becoming widely used in Russia, most of the companies that participated in this research study still do not have any social media policies in place. At the same time, the employees of these organizations use social media both at work and in private life, and many publish information about their company online. This activity puts these organizations at risk of encountering problems related to employees' social media misuse.

High-tech companies tend to be more democratic in terms of controlling their employees' social media activities, while state-related organizations are more conservative. International companies are more likely to have certain social media rules in place, probably because these rules were implemented in the parent company earlier.

There is a connection between the size of an organization and the presence of social media policy – large organizations are more likely to have official social media regulations. However, I found no specific correlation between type of organization and presence of a social media policy, probably due to small sample size. I also did not collect enough data to analyze the correlation between language and content of the policy and probability of social media misuse by an organization's employees. Still I believe that the language, form, and content of a policy might influence its adoption by an organization's employees. This could be a promising area for future research.

My findings also support the conclusion that the existence of a social media policy in a company does not necessarily prevent social media crises caused by employees. However, taking into consideration feedback collected during the interviews, it seems that an inverse correlation between policy clarity and severity of violation exists. Cases of social media

misuse by employees are less severe when clear and easy to understand social media regulations are in place. Moreover, the data suggests that educating employees about the correct use of social media and creating confident users of these platforms reduces the number and severity of incidents linked with social media misuse, improves employees' work well-being, and promotes an organization's brand outside the company in a positive way.

This research study also confirms that regular and consist communication related to social media regulations is key to avoiding negative encounters in social media. In the absence of regular communication, employees might not recall a policy's content in detail, even if they are aware of the policy's existence. Thus, employees base their behavior in social media on personal assumptions. These assumptions often have little in common with the actual content of the social media policy, which may lead to unintentional violation of established rules and subsequent negative social media encounters between organizations and employees.

Assumptions about social media rules were similar for respondents employed by the organizations with a social media policy and those working for the companies without such a policy. Taking into consideration the lack of consistency in communication of social media rules in some organizations, it is likely that these assumptions are based on a higher order phenomenon, such as cultural attitudes or shared personal experiences. In fact, all the respondents belonged to the same social group: they were white-collar professionals, employed by medium- and large-sized companies, and living in the Moscow area. It would be natural for them to have a common understanding of certain topics. However, future research could address assumptions regarding proper social media use at work in other social groups and cultures. Further, investigating the foundations of these assumptions and determining whether these assumptions vary among different social groups could also be potential areas for future research.

Companies that do not have an official social media policy in place also strive to regulate their employees' social media use in various ways, from blocking access to social media sites to warning by example (e.g. distributing information about an employee punished for social media misuse). However, such activities are not very effective in preventing social media misuse and can negatively impact employees' work well-being, confirming previous findings by Jennings et al. (2014).

This research study also identified the most popular social media channels for private and business use in Russia and factors that influence employees' decisions to post about their companies in social media. These data could be a starting point for a comparative analysis of employees' social media preferences in different countries. These finding could also help companies develop policies that empower their employees to become corporate ambassadors in social media.

In conclusion, the results of this research study provide strong evidence on the importance of proper implementation of social media policy and its regular communication to employees in mitigating risks related to employees' social media misuse. A policy should be written using simple language, and it should be easily accessible by employees. Employees should be regularly reminded about the content of the policy using the most effective internal communication channels. However, insufficient data was gathered to conclude what specific elements of a policy and its implementation process are most effective in preventing negative encounters in social media generated by employees. Further research is required to gain a more complete understanding of the factors that are at play.

Limitations and closing remarks

Due to its exploratory nature, this research study has limitations that should be considered when interpreting the results.

First, the sample size is quite small, and the richness of the data varies by category. Only seven organizations participated in this research study, and the split among the types of organizations is uneven. In addition, some participating companies agreed to only one interview instead of two. Therefore, gaps in the data are likely, and some aspects that could have helped establish an effective social media policy were likely not discovered. Future studies should focus on replicating results by researching a greater number of organizations with a more even split between types of organizations.

Second, the data collection process included interviews conducted by phone and some in person. This could potentially affect the richness and uniformity of the data, as interviewees might provide different information when talking on the phone in comparison to face-to-face communication. Further research should aim to standardize the data collection process to ensure data consistency.

Nevertheless, this research study contributes to existing discourse in the area of social media regulations in organizations by providing information about employee social media habits and social media governance in various types of companies in Russia. These findings could help other researchers proceed with comparative analyses of social media regulations across a variety of organizational sectors and in different countries. Communication practitioners could also use the results to develop and implement more effective social media policies within their own organizations.

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Appendix A: Recruitment Email Letter (English)

Study Title: An Exploratory Study of Social Media Policy Implementation in Different Types of Organizations in Russia.

Research Investigator:	**Supervisor:**
Tatiana Erofeeva	Thomas Barker
University of Alberta	University of Alberta
10230 Jasper Avenue	10230 Jasper Avenue
Edmonton, Alberta, Canada T5J 4P6	Edmonton, Alberta, Canada T5J 4P6
erofeeva@ualberta.ca	ttbarker@ualberta.ca

Dear Sir or Madam,

your organization is invited to participate in a research project focusing on corporate social media policies and their effectiveness in preventing negative encounters in social media generated by employees. The results of this study will contribute to my capping project for Master's degree at the University of Alberta.

As a part of my research work, I would like to analyze social media governance processes and tools that are in place in your organization and identify the specific elements that could mitigate the risks connected with employees' social media misuse, as well as those that do not work well. After the completion of my research study, I could provide you with a short written report containing my specific findings about your organization and recommendation for improvement. This will be done only if you request this report by sending an email to Erofeeva@ualberta.ca.

I believe that my research project could contribute to the existing discourse about social media policy in organizations by providing information about the differences in social media governance in different types of companies. Findings could help other researchers proceed with comparative analysis of social media policies across a variety of organizational sectors or in different countries. Organizations could use the results to develop and implement more effective social media policies within their own organizations.

The findings will be used in my capping project, as well as for scholar articles and various presentations. However, participating companies and people will not be identified in the dissemination of the research.

The study will be conducted in 2 phases. As a first step we plan to analyze your existing social media policy. As a second step, we would like to conduct interviews with 2 of your employees: one should be a person responsible for social media governance (or a communication manager, if you have no special person responsible for social media) and the other – any employee of your company that works in it for more than a year. Each interview will take no more than 30 minutes. The interviews will be recorded with the audio-recording device.

All responses will be strictly confidential. As soon as the responses are coded, information linking data to respondents will be destroyed. The data collected during research will be kept confidential and stored in a safe protected place. Only the researcher and her supervisor will have access to it. All collected data will be destroyed in a way that ensures privacy and confidentiality after 5 years following completion of the research.

According to our estimation, there are no risks for being in this study. If we learn anything during the research that may affect your willingness to continue being in the study, we will tell you right away.

Your participation in this study is voluntary and not participating carries no consequences. Respondents are not obliged to answer any specific questions even if being interviewed and can withdraw from the study without penalty at any time. However, if you withdraw from the study, the data that was collected will still be used for analysis, unless you will additionally request us to destroy it. Please, be informed that the last date for withdrawal from the study is November 1st, 2018.

The plan for this study has been reviewed for its adherence to ethical guidelines by a Research Ethics Board at the University of Alberta. For questions regarding participant rights and ethical conduct of research, contact the Research Ethics Office at +1 (780) 492-2615. All participants can receive a copy of a report of the research findings.

If you would like to participate in this research study or have any questions, please let me know by sending an email to Erofeeva@ualberta.ca or by calling +7 (916) 499-0620.

Your agreement to participate and permission to use the data in my analysis would be very appreciated.

Yours Sincerely,
Tatiana Erofeeva

Appendix B: Recruitment Email Letter (Russian)

UNIVERSITY OF
ALBERTA

Название исследования: Поисковое исследование опыта внедрения правил в сфере социальных медиа в различных типах организаций в России.

Исследование проводится:	**Научный руководитель:**
Татьяна Ерофеева	Thomas Barker
Университет Альберты	University of Alberta
10230 Джаспер авеню	10230 Jasper Avenue
Эдмонтон, Альберта, Канада T5J 4P6	Edmonton, Alberta, Canada T5J 4P6
erofeeva@ualberta.ca	ttbarker@ualberta.ca

Уважаемые дамы и господа!

Я провожу исследование, посвященное изучению существующих в российских организациях правил и политик в области социальных медиа, а также их эффективности в предотвращении инцидентов, связанных с некорректным использованием социальных сетей сотрудниками. Исследование проводится в рамках моей дипломной работы, необходимой для получения степени магистра.

В ходе исследования мне бы хотелось узнать, как в Вашей компании регулируется использование социальных медиа сотрудниками, и понять, какие элементы этих правил действительно помогают предотвращать неприятные инциденты в сфере социальных медиа, а какие, наоборот, - могут их спровоцировать. После завершения исследования я могу предоставить Вам отдельный отчет, содержащий информацию по ситуации с социальными медиа в Вашей компании и рекомендации по возможным улучшениям. Если Вы хотите получить такой отчет, пожалуйста, сообщите мне об этом заранее, написав письмо на Erofeeva@ualberta.ca.

Мое исследование поможет дополнить существующие научные данные о корпоративных политиках в области социальных медиа в различных странах, а другие ученые и исследователи, опираясь на собранные мной данные, смогут продолжить работу в этой области, проводя сравнительный анализ существующих правил в области социальных медиа в различных типах организаций и разных странах. Компании же, опираясь на результаты проведенного мной исследования, смогут разработать и внедрить более эффективные правила в сфере использования социальных медиа сотрудниками.

Результаты исследования в обобщенном виде будут использованы для написания моей дипломной работы, а также в научных статьях и презентациях, посвященных этой теме. Ни названия компаний, ни имена конкретных людей, принявших участие в данном исследовании, нигде фигурировать не будут. Эта информация будет включена в исследование исключительно в анонимной форме.

Исследование будет проводиться в 2 этапа. На 1 этапе я бы хотела проанализировать Ваши существующие правила в области использования социальных медиа сотрудниками, если таковые имеются. На 2 этапе я бы хотела провести телефонное интервью с 2 Вашими сотрудниками: человеком, ответственным за социальные медиа в вашей компании (или менеджером по коммуникациям или PR, если в вашей организации нет специального человека, ответственного за социальные медиа), и любым другим сотрудником Вашей компании, который проработал не менее 1 года. Каждое интервью должно занять не более 30 минут. Разговор с сотрудниками будет записываться на диктофон для последующей расшифровки и обработки в рамках исследования.

Все ответы, данные в рамках исследования, - строго конфиденциальны. Как только мы закодируем данные, полученные в ходе интервью, вся информация, с помощью которой можно идентифицировать интервьюируемое лицо, будет уничтожена. Данные, собранные в ходе исследования, будут храниться в безопасном охраняемом месте. Только исследователь и научный руководитель будут иметь к ним доступ. Через 5 лет после завершения исследования все собранные данные специальным образом будут уничтожены, чтобы исключить потерю конфиденциальности и утечку данных.

По нашей оценке участие в данном исследовании не несет никаких рисков для компаний и/или их сотрудников. Однако если мы узнаем какие-либо факты, которые могут повлиять на решение Вашей компании или Ваших сотрудников быть частью этого исследования, мы сразу же об этом Вам сообщим.

Обращаем Ваше внимание, что участие в данном исследовании является сугубо добровольным. Респонденты могут не отвечать на любые вопросы в ходе интервью, даже если Ваша компания участвует в исследовании. Также Вы можете прекратить участие в исследовании без каких-либо негативных последствий в любой момент. Однако, если Вы принимаете решение прервать свое участие, уже собранные данные все равно будут использованы для анализа, если мы не получим от Вас дополнительный запрос об их уничтожении. Пожалуйста, примите во внимание, что последний срок, когда Вы можете отказаться от участия в исследовании – 1 ноября 2018 года.

План данного исследования был признан соответствующим существующим правилам этики в научных исследованиях Комиссией по этике в научных исследованиях Университета Альберты. Если Вы хотите узнать больше о правах участников и правилах этичного проведения научных исследований, пожалуйста, свяжитесь с офисом Комиссии по этике (тел. +1 (780) 492-2615).

По завершении исследования все его участники могут по запросу получить общий отчет о полученных результатах.

Если Вы согласны принять участие в моем исследовании или у Вас есть дополнительные вопросы, пожалуйста, напишите мне письмо на Erofeeva@ualberta.ca или позвоните +7 (916) 499-0620.

Я буду очень признательна, если Вы согласитесь принять участие в исследовании!

С уважением,
Татьяна Ерофеева

Appendix C: Informed Consent Form (English)

Study Title: An Exploratory Study of Social Media Policy Implementation in Different Types of Organizations in Russia.

Research Investigator:	**Supervisor:**
Tatiana Erofeeva	Thomas Barker
University of Alberta	University of Alberta
10230 Jasper Avenue	10230 Jasper Avenue
Edmonton, Alberta, Canada T5J 4P6	Edmonton, Alberta, Canada T5J 4P6
erofeeva@ualberta.ca	ttbarker@ualberta.ca

Dear ......,

your organization participates in a research project focusing on corporate social media policies and their effectiveness in preventing negative encounters in social media. I was advised to contact you to ask some questions about existing social media policies in your organization.

The findings will be used in my capping project, as well as for scholar articles and various presentations. However, participating companies and people will not be identified in the dissemination of the research.

This research project could contribute to the existing discourse about social media policy in organizations by providing information about the differences in social media governance in different types of companies. Findings could help other researchers proceed with comparative analysis of social media policies across a variety of organizational sectors or in different countries. Companies could use the results to develop and implement more effective social media policies within their own organizations, which can make employees feel more comfortable at their workplace. All participants can receive a copy of a report of the research findings.

All responses will be strictly confidential. As soon as the responses are coded, information linking data to you will be destroyed. The data collected during research will be kept confidential and stored in a safe protected place. Only the researcher and her supervisor will have access to it. All collected data will be destroyed in a way that ensures privacy and confidentiality after 5 years following completion of the research.

According to our estimation, there are no risks for being in this study. If we learn anything during the research that may affect your willingness to continue being in the study, we will tell you right away.

Your participation in this study is voluntary and not participating carries no consequences. You are not obliged to answer any specific questions even if being interviewed and can withdraw from the study without penalty at any time. However, if you withdraw from the study, the data that was collected will still be used for analysis, unless you will additionally request us to destroy it. Please, be informed that the last date for withdrawal from the study is November 1st, 2018.

The plan for this study has been reviewed for its adherence to ethical guidelines by a Research Ethics Board at the University of Alberta. For questions regarding participant rights and ethical conduct of research, contact the Research Ethics Office at +1 (780) 492-2615. This office is independent of the researchers.

Your agreement to participate and permission to use the data in my analysis would be very appreciated.

_____

Informed Consent Statement

I have read this form and the research study has been explained to me. I have been given the opportunity to ask questions and my questions have been answered. If I have additional questions, I have been told whom to contact. I voluntary agree to participate in the research study described above and will receive a copy of this consent form after I sign it.

_____   _____
Participant's Name and Signature   Date

Appendix D: Informed Consent Form (Russian)

Название исследования: Поисковое исследование политик в сфере социальных медиа в различных типах организаций в России.

Исследование проводится:	**Научный руководитель:**
Татьяна Ерофеева	Thomas Barker
Университет Альберты	University of Alberta
10230 Джаспер авеню	10230 Jasper Avenue
Эдмонтон, Альберта, Канада T5J 4P6	Edmonton, Alberta, Canada T5J 4P6
erofeeva@ualberta.ca	ttbarker@ualberta.ca

Уважаемый(-ая) ......!

Я провожу исследование, посвященное изучению существующих в российских организациях правил и политик в области социальных медиа, а также их эффективности в предотвращении инцидентов, связанных с некорректным использованием социальных сетей. Ваша компания участвует в этом исследовании, и мне рекомендовали обратиться к Вам, чтобы задать несколько вопросов касательно существующих политик в области социальных медиа в вашей организации.

Результаты исследования в обобщенном виде будут использованы для написания моей дипломной работы, а также в научных статьях и презентациях, посвященных этой теме. Ни названия компаний, ни имена конкретных людей, принявших участие в данном исследовании, нигде фигурировать не будут. Эта информация будет включена в исследование исключительно в анонимной форме.

Мое исследование поможет дополнить существующие научные данные о корпоративных политиках в области социальных медиа в различных странах, а другие ученые и исследователи, опираясь на собранные мной данные, смогут продолжить работу в этой области, проводя сравнительный анализ существующих правил в области социальных медиа в различных типах организаций и разных странах. Компании же, опираясь на результаты проведенного мной исследования, смогут разработать и внедрить более эффективные правила в сфере использования социальных медиа сотрудниками. Это, в свою очередь, может повысить комфортность и удобство работы сотрудников компании. По завершении исследования все его участники могут по запросу получить общий отчет о полученных результатах.

Все ответы, данные в рамках исследования, - строго конфиденциальны. Как только мы закодируем данные, полученные в ходе интервью, вся информация, с помощью которой можно Вас идентифицировать, будет уничтожена. Данные, собранные в ходе исследования, будут храниться в безопасном охраняемом месте. Только исследователь и научный руководитель будут иметь к ним доступ. Через 5 лет после завершения исследования все собранные данные специальным образом будут уничтожены, чтобы исключить потерю конфиденциальности и утечку данных.

По нашей оценке участие в данном исследовании не несет для Вас никаких рисков. Однако если мы узнаем какие-либо факты, которые могут повлиять на Ваше решение быть частью этого исследования, мы сразу же об этом Вам сообщим.

Обращаем Ваше внимание, что участие в данном исследовании является сугубо добровольным. Вы можете не отвечать на любые вопросы в ходе интервью, даже если Ваша компания участвует в исследовании. Также Вы можете прекратить участие в исследовании без каких-либо негативных последствий в любой момент. Однако, если Вы принимаете решение прервать свое участие, уже собранные данные все равно будут использованы для анализа, если мы не получим от Вас дополнительный запрос об их уничтожении. Пожалуйста, примите во внимание, что последний срок, когда Вы можете отказаться от участия в исследовании – 1 ноября 2018 года.

План данного исследования был признан соответствующим существующим правилам этики в научных исследованиях Комиссией по этике в научных исследованиях Университета Альберты. Если Вы хотите узнать больше о правах участников и правилах этичного проведения научных исследований, пожалуйста, свяжитесь с офисом Комиссии по этике (тел. +1 (780) 492-2615). Комиссия является независимой организацией и не связана с исследователями.

По завершении исследования все его участники могут по запросу получить общий отчет о полученных результатах.

Я буду очень признательна, если Вы согласитесь принять участие в исследовании!

Добровольное информированное согласие

Я прочитал(-а) и понял(-а) информацию о проводимом исследовании, приведенную в данном Информированном согласии. У меня была возможность задать вопросы, и на все свои вопросы я получил(-а) исчерпывающие ответы. Я знаю, к кому я могу обратиться, если у меня возникнут дополнительные вопросы. Я добровольно соглашаюсь на участие в данном исследовании и получу копию этого информированного согласия после того, как подпишу ее.

_____   _____
ФИО и подпись участника исследования   Дата

Appendix E: Semi-structured In-depth Interviews – Questionnaire (English)

I. General information

1. Could you please name the company you work for?

2. How many employees work for this company in Russia?
    - 10 or less
    - 11-50
    - 51-100
    - 101 or more

3. What is your job position?

4. What is your age?
    - 25 or younger
    - 26-35
    - 36-45
    - 46-55
    - 56-65
    - 66 or more

II. General information about interviewee's social media use

5. Do you use social media in your personal life?
    - Yes
    - No
If no, continue to question 8.

6. How are you using social media in your personal life?

7. What social media sites are you using in your personal life? Please, select all that apply or give us your variant:

☐ Facebook		☐ LinkedIn
☐ Twitter		☐ Instagram
☐ VKontakte		☐ LiveJournal
☐ Odnoklassniki		☐ Google+
☐ YouTube		☐ Your variant: _____

8. Do you use social media as a part of your professional duties?
    - Yes
    - No
If no, continue to question 11.

9. How are you using social media as a part of your professional duties?

10. What social media sites are you using as a part of your professional duties? Please, select all that apply or give us your variant:

☐ Facebook   ☐ LinkedIn

☐ Twitter   ☐ Instagram

☐ VKontakte   ☐ LiveJournal

☐ Odnoklassniki   ☐ Google+

☐ YouTube   ☐ Your variant: _____

III. Social media use in organization

11. Is it allowed to access and use social media sites in your organizations during office hours for private purposes?
   • Yes
   • No
   If no, continue to block A.

12. What devices do you usually use to access social media during office hours? Please, select all that apply or give us your variant:

☐ PC or laptop   ☐ Smartphone

☐ Tablet computer   ☐ Your variant: _____

13. Which device do you use most often?

14. How encouraged by management do you feel to use social media during office hours?
   • Yes, completely encouraged
   • Yes, somewhat encouraged
   • Neither encouraged, nor discouraged
   • Not really encouraged
   • Not encouraged at all

15. Do you post something about company, its products or services in social media?
   • Yes
   • No
If no, continue to question 18.

16. What kind of information do you usually post? Please, select all that apply or give us your variant:

☐ Official company news   ☐ Some personal comments regarding your work or company

    ☐ Pictures of the office or colleagues   ☐ Your variant: _____

17. In your opinion, can you encounter any problems at work (e.g. punishment, fine, reprimand from your manager, etc.) for posting that? Please, explain your answer.
    - Yes
    - No

    Explanation: _____

IV. Social media policies and their implementation

18. How did you learn about the rules of social media use in your organization? Please, select all that apply or give us your variant:

    ☐ From official source of corporate information (e.g. Intranet, mail from management, etc.)   ☐ Personal conversation with your colleagues

    ☐ Training   ☐ I am not aware of any existing rules *(continue to **question 27**)*

    ☐ Communication with your manager   ☐ Your variant: _____

19. In your opinion, how familiar are you with the rules?
    - Yes, completely familiar
    - Yes, somewhat familiar
    - Not really familiar
    - Not familiar at all

20. What do you know about the content of these rules? Please, tell me everything you can remember: what is allowed, what is prohibited, etc.

21. Are you aware of any disciplinary actions in your company for violating these rules?
    - Yes
    - No

22. Are you aware of any official documents, such as policies or circulars, where these rules are stated?
    - Yes
    - No

*If **no**, continue to **question 27**.*

23. Was the implementation of a social media policy communicated to employees?
    - Yes
    - No

*If **no**, continue to **question 27**.*

24. How was the social media policy announced and implemented (e.g. publications, workshops, training, etc.)? Please, tell me what you remember about it.

25. How did you react to the policy implementation? How did other employees react to the policy? Please, share your feelings and observations.

26. How did the implementation of social media policy affect your social media use? Please, select all that apply or give us your variant:

- ☐ I changed the way I interact with others in social media
- ☐ I started to pay more attention to what I share in social media
- ☐ I changed my privacy settings in social networks

- ☐ I stopped to use social media at my workplace
- ☐ It had no effect on my social media use
- ☐ Your variant: _____

27. Are there any unofficial recommendations concerning your use of social media, specifically in the workplace?
    - Yes
    - No

If no, END OF SURVEY.

28. Could you please share the content of these unofficial rules with us? Please, tell me what you remember about them.

------END OF SURVEY-----

!!! Continue survey below IF the answer to Question 11 is "NO".

Block A
II. Social media use in organization

a. Are you accessing social media sites in your office during office hours for private or work purposes?
- Yes
- No

*If **no**, continue to **question d.***

b. What devices do you usually use to access social media in your office during office hours? Please, select all that apply or give us your variant:

☐ PC or laptop ☐ Smartphone
☐ Tablet computer ☐ Your variant: _____

c. Which device do you use most often?

d. Do you post something about company, its products or services in social media?
- Yes
- No

*If **no**, continue to **question g.***

e. What kind of information do you usually post? Please, select all that apply or give us your variant:

☐ Official company news ☐ Some personal comments regarding your work or company

☐ Pictures of the office or colleagues ☐ Your variant: _____

f. In your opinion, can you encounter any problems at work (e.g. punishment, fine, reprimand from your manager, etc.) for posting that? Please, explain your answer.
- Yes
- No

Explanation: _____

g. How did you learn that the access to social media during the office hours is prohibited in your company? Please, select all that apply or give us your variant:

☐ From official source of corporate information (e.g. Intranet, mail from top management, etc.) ☐ Personal conversation with your colleagues

☐ Access to social media sites is blocked ☐ Your variant: _____

☐ Communication with your manager ☐ I am not aware of any restrictions (END OF SURVEY)

h. Could you please specify what was communicated in relation to rules of social media use in your organization?

------END OF SURVEY-----

Appendix F: Semi-structured In-depth Interviews – Questionnaire (Russian)

I. Общая информация

1. Пожалуйста, назовите компанию, в которой вы работаете.

2. Сколько сотрудников работают в этой компании в России?
   - 10 или меньше
   - 11-50
   - 51-100
   - 101 или больше

3. Пожалуйста, скажите, на какой должности вы работаете в компании?

4. Сколько вам лет?
   - 25 или моложе
   - 26-35
   - 36-45
   - 46-55
   - 56-65
   - 66 или больше

II. Общая информация о том, как иньервьюируемый использует социальные медиа

5. Вы пользуетесь социальными медиа в личное время?
   - Да
   - Нет
   *Если **нет**, перейти к **вопросу 8.***

6. Пожалуйста, расскажите, как вы используете социальные медиа в личное время?

7. Какими социальными сетями вы пользуетесь в личное время? с

☐ Facebook		☐ LinkedIn
☐ Twitter		☐ Instagram
☐ VKontakte		☐ LiveJournal
☐ Odnoklassniki		☐ Google+
☐ YouTube		☐ Ваш вариант: _____

8. Используете ли вы социальные медиа в рамках ваших профессиональных обязанностей?
   - Да
   - Нет
   *Если **нет**, перейти к **вопросу 11.***

9. Пожалуйста, расскажите, как именно вы используете социальные медиа в рамках ваших профессиональных обязанностей?

10. Какими социальными сетями вы пользуетесь в рамках ваших профессиональных обязанностей? Пожалуйста, выберите все используемые сети или предложите свой вариант:

▦ Facebook	▦ LinkedIn
▦ Twitter	▦ Instagram
▦ VKontakte	▦ LiveJournal
▦ Odnoklassniki	▦ Google+
▦ YouTube	▦ Ваш вариант: _____

III. Социальные медиа в организации

11. Разрешено ли использование социальных сетей в том числе в личных целях сотрудникам в рабочие часы в вашей компании?
    • Да
    • Нет
 *Если **нет**, перейти к **блоку А.***

12. С помощью каких устройств вы обычно заходите в социальные сети в рабочие часы? Пожалуйста, выберите наиболее используемые устройства или предложите свой вариант:

▦ ПК или ноутбук	▦ Смартфон
▦ Планшет	▦ Ваш вариант: _____

13. Какое из устройств вы используете чаще всего?

14. По вашим ощущениям, насколько ваше руководство поощряет использование социальных медиа сотрудниками в рабочие часы?
    • Полностью поощряет
    • В целом поощряет
    • Не поощряет, но и не наказывает
    • Не особо поощряет
    • Совершенно не поощряет

15. Размещаете ли вы какую-либо информацию ок компании, ее продуктах и услугах в социальных сетях?
    • Да
    • Нет
*Если **нет**, перейти к **вопросу 18.***

16. Какую информацию вы обычно размещаете в социальных сетях? Пожалуйста, выберите все подходящие варианты или предложите свой:

▪ Официальные новости компании

▪ Личное мнение о своей работе или компании

▪ Фотографии офиса или коллег

▪ Ваш вариант: _____

17. Как вы считаете, могут ли у вас возникнуть проблемы на работе (к примеру, выговор, штраф, другое наказание) из-за размещения данной информации в социальных сетях? Пожалуйста, поясните ваш ответ.
   • Да
   • Нет

   Пояснение: _____

IV. Правила в области социальных медиа и процесс их внедрения

18. Как вы узнали о правилах, которые действуют в отношении использования социальных сетей сотрудниками, в вашей организации? Пожалуйста, выберите все подходящие варианты или предложите свой:

▪ Из официального источника корпоративной информации (например, интранет, почта, письмо от руководства и т.п.)

▪ В личном разговоре с коллегами

▪ В ходе тренинга

▪ Мне неизвестно о существовании каких-либо правил в этой области *(перейти к **вопросу 27**)*

▪ От прямого руководителя

▪ Ваш вариант: _____

19. Пожалуйста, оцените, насколько вы знакомы с правилами использования социальных сетей в вашей компании:
   • Я знаю все правила
   • Я в целом знаком с правилами
   • Я слышал о правилах, но детально с ними не знаком
   • Я не знаком с содержанием правил

20. Что вы помните о правилах в области социальных медиа? Пожалуйста, расскажите мне все правила использования социальных медиа сотрудниками в вашей компании, о которых можете вспомнить: что разрешено, что запрещено и т.д.

21. Знаете ли вы о существовании каких-либо дисциплинарных взысканий за нарушение этих правил в вашей компании?
    - Да
    - Нет

22. Известно ли вам о существовании каких-либо официальных корпоративных документов, содержащих эти правила, например, циркуляров, гайдлайнов или меморандумов?
    - Да
    - Нет

    *Если **нет**, перейти к **вопросу 27.***

23. Было ли введение правил в области использования социальных медиа сотрудниками анонсировано в компании, коммуницировано сотрудникам?
    - Да
    - Нет

    *Если **нет**, перейти к **вопросу 27.***

24. Как именно анонсировали введение правил в области использования социальных медиа сотрудниками (публикации в конрпоративных изданиях, тренинги, воркшопы)? Пожалуйста, расскажите о любых активностях, которые вспомните.

25. Как вы отреагировали на введение этих правил? Как отреагировали ваши коллеги, сотрудники вашей компании? Пожалуйста, расскажите о ваших мыслях в тот момент.

26. Как введение правил в области использования социальных медиа сотрудниками повлияло на ваше использование социальных сетей? Пожалуйста, выберите все подходящие варианты или предложите свой:

    - ☐ Я стал по-другому общаться с людьми в социальных сетях
    - ☐ Я перестал пользоваться социальными сетями на работе

    - ☐ Я стал более внимателен к тому, чем я делюсь в социальных сетях
    - ☐ Это никак не повлияло на то, как я использую социальные сети

    - ☐ Я изменил настройки безопасности своих аккаунтов в социальных сетях
    - ☐ Ваш вариант: _____

27. Известно ли вам о существовании каких-то неофициальных правил касательно использования сотрудниками компании социальных сетей, особенно в офисе?
    - Да
    - Нет

    Если нет, КОНЕЦ ОПРОСА.

28. Можете ли вы сказать нам, что в этих неофициальных правилах? Пожалуйста, сообщите все, что можете вспомнить об этих правилах.

------КОНЕЦ ОПРОСА-----

!!! Продолжайте заполнение опросника ниже, если ответ на вопрос 11 – НЕТ

Блок A
II. Использование социальных медиа в организации

a. Используете ли вы социалтные сети в офисе в рабочие часы, как по работе, так и в личных целях?
- Да
- Нет

*Если **нет**, перейти к **вопросу d.***

b. С помощью каких устройств вы обычно заходите в социальные сети в рабочие часы? Пожалуйста, выберите наиболее используемые устройства или предложите свой вариант:

☐ ПК или ноутбук   ☐ Смартфон
☐ Планшет   ☐ Ваш вариант: _____

c. Какое из устройств вы используете чаще всего?

d. Размещаете ли вы какую-либо информацию ок компании, ее продуктах и услугах в социальных сетях?
- Да
- Нет

*Если **нет**, перейти к **вопросу g.***

e. Какую информацию вы обычно размещаете в социальных сетях? Пожалуйста, выберите все подходящие варианты или предложите свой:

☐ Официальные новости компании   ☐ Личное мнение о своей работе или компании

☐ Фотографии офиса или коллег   ☐ Ваш вариант: _____

f. Как вы считаете, могут ли у вас возникнуть проблемы на работе (к примеру, выговор, штраф, другое наказание) из-за размещения данной информации в социальных сетях? Пожалуйста, поясните ваш ответ.
- Да
- Нет

Пояснение: _____

g. Как вы узнали о существовании запрета на пользование социальными медиа в рабочие часы? Пожалуйста, выберите все подходящие варианты или предложите свой:

☐ Из официального источника   ☐ В личном разговоре с
  корпоративной информации   коллегами
  (например, интранет, почта,
  письмо от руководства и т.п.)
☐ Доступ к социальным сетям   ☐ Ваш вариант: _____
  заблокирован
☐ От прямого руководителя   ☐ Мне не известно о
                                          существовании каких-либо
                                          запретов (КОНЕЦ ОПРОСА)

h. Пожалуйста, расскажите, что именно вам сообщили касательно правил пользования социальными сетями в вашей компании?

------КОНЕЦ ОПРОСА-----

Appendix G: Overview of Respondents

Age	
26 to 35	40%
36 to 45	50%
46 to 55	10%
Gender	
M	40%
F	60%
Position	
specialist	50%
manager	40%
top manager	10%