

# Online communication within a company: Case study of small company

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## Abstract

This work aims to introduce the basic concepts and tools related to online social networks and their implementation in small companies. Data for research are collected through social network analysis, a questionnaire survey and interviews. Twenty-seven respondents will take part in the questionnaire survey and two respondents from management positions will be interviewed. The risks and benefits of introducing social networks into small companies are examined at a practical level. The greatest risk in the results arises from the threat of data loss, the greatest benefits are increased productivity and improved interpersonal relationships in the workplace, including cost optimization. Yammer social network Yammer is the recommended suitable online social network for implementation in a small company doing business in the production of aluminum structures.

**Keywords:** Social networks; communication; companies; network security; small and medium enterprises; Yammer.

## Introduction

In recent years, the reach and expansion of social networks has increased (Kaplan and Haenlein, 2010). Since 2008, they have begun to penetrate intensively into the internal company sphere, where they have supplemented or replaced hitherto very widespread methods of communication, such as telephone, fax or email (Mullaney, 2012). Especially during the last year, due to the limitations imposed by the pandemic situation, the undeniable benefits of social networks have become apparent. Online social networks, which allow the

incorporation of multimedia content, combine the benefits of some offline means of communication and direct contact. From the very nature of social networks, it is clear that it brings its users various benefits, but also great risks, mostly of the nature of security. In the corporate sphere, there is a key dichotomy between higher employee productivity and higher profits on the one hand and the possibility of stealing valuable data on the other (Gloor, 2017).

The benefit of solving this problem brings great benefits mainly to companies that are going to move part of the communication in the internal sphere to the environment of social networks. It is important to know the risks associated with entering this environment, but also the benefits. From the positions of managers and executives, communication through social networks in companies can represent an improvement in the efficiency of operation and profitability of the company.

With the help of conceptual analysis and definition of key terms such as communication, social networks, social media, social business, their meaning can be more clearly determined. It is important for corporations to determine the results of social network benefits analysis (Mengbin, 2019). If a company decides to use modern communications, it is essential to address the economic, psychological and social advantages and disadvantages of internal use of social networks, or tools of so-called social business to increase business efficiency (Gloor, 2017; Kušen, Strembeck and Conti, 2019). The incorporation of social networks into corporate intranets plays an essential role for easier corporate communication. This system is used primarily for large international corporations, in which they enable fast real-time communication across hierarchical barriers, which enables immediate feedback (Bányai, 2016). The use of social networks poses significant risks, associated primarily with the use of public networks and networks using cloud services. It is good for managers and executives to have an overview of the most important and latest business social networks that can benefit the company. The aim of the thesis is to analyze the benefits and risks of deploying social networks in the internal company environment and to recommend a suitable social network for internal communication to a company operating in the Czech republic, which has not started using social networks as a means of communication. On this basis, the following research questions were identified:

- 1) From a management point of view, does the use of social networks in internal company communication contribute to the growth of work productivity?
- 2) Does the use of social networks in internal company communication contribute to better interpersonal relationships in the workplace?
- 3) What possible risks may arise to the company in connection with the use of internal social networks?
- 4) What social network is the best choice for a small company with up to 50 employees?

## **Literature research**

The current form of organizations is based, among other things, on the needs of today's society. One of the main features of modern society is its dependence on information

provided by social networks. The basic definition of digital social media is offered by Obar and Wildman (2015), who focus on the definition and management of social media. They define social media as social platforms (e.g. Twitter, Facebook etc.), when we meet their icons at every turn and they entice us to join the supposed online revolution. For security on social networks, authentication is essential, which they describe as verifying the user's identity by checking the data that the user enters when logging in to an application, network or information system. The username and password are most often verified according to the list of authorized users. The contributions of scientists in the field of communication policy to address a number of regulatory challenges posed by social media are also gathered here.

The use of social networks in the company environment is now a modern way of communication between employers and employees. He dealt with various forms of interpersonal communication, which also occur in the corporate environment, which also defined the basic structure of the act of communication. He relied on the theory of H. D. Lasswell (1948), where the roles of communicator and communicant alternate. Nakonečný (2020) came to the fact that the proper functioning of communication depends on the understanding of the recipient of the message. The communication must be clear about who it wants to address and what reactions to achieve. It is therefore important that the communicator selects the appropriate communication channel for the information transmission and the recipient's feedback channel.

Ove (2019) analyzed the use of social networks in internal company communication and presented the possibilities of using social media in order to achieve a higher degree of efficiency in the innovation of corporate environment management. When using an online social platform to increase the effectiveness of internal communication and to innovate processes within corporations, two complementary worlds need to be considered separately, but they need to be combined and harmonized because they are closely linked: the creative phases of flexible and uncontrolled information exchange, as well as the world of linear processes, which is needed for business management of the company's mission. Ragozini and Vitale (2020) summarized the latest state of research in the field of Social Network Analysis (SNA). They dealt with advanced methods and theoretical development of the analysis of social networks and applications in many fields. New trends concerning network measures, multilevel networks and clustering in networks are examined here. The relationships between statistical methods for data mining and social network analysis are also deepening here. Along with new methodological developments, they offer interesting applications for a wide range of areas, from organizational and economic studies, collaboration and innovation. They also point out how fundamental thinking is essential in the analysis of social networks. Mengbin (2019) studied various ways of advanced mathematical SNA, based on a study of how individuals develop social strength with each other during network interactions. The mathematical method of agent-based models of opinion dynamics is used here. The mathematical model here describes the dynamics of the agent, and conversely the agents react according to mathematical models that describe the rules or processes that occur during the interaction. Modeling of social networks, data recovery and dynamics of their processes were discussed by Dickinson, Magnani and Rossi (2016) and also Commendatore

et al. (2016). Dickinson, Magnani and Rossi (2016) sought to unify existing practical and theoretical knowledge about multilayer networks, including data collection and these separate research communities, leading to the development of several independent models and methods for solving the same set of analyzes, modeling and extraction of multilayer social network systems, interconnected development social networks, to dynamize the practical usefulness and potential shortcomings of different methods. Researchers from all areas of network analysis will learn new aspects and future directions of this emerging field. The use of real datasets demonstrates the practical applicability of processes such as information dissemination. One real dataset is used to illustrate the concepts presented throughout the study, demonstrating both methods.

Freeman (2004) mapped the development of SNA and lists the entire storyline that led to the emergence of social networks. Detailed historical knowledge of various scientists about the methods of SNA development is presented. He also discusses various specialties such as sociometry, quantitative methods, etc., associated with the history of social networks. He summarizes the entire development and organization of SNA. An important factor for corporations is the analysis of major online social networks (Arnaboldi et al., 2015). Human cognitive limitations on Facebook and Twitter provide a new perspective on the structural features of personal online social networks and the mechanisms that support human online social behavior. He deals with the use of large data sets to study the structural properties of online ego networks and their comparison with the properties of general human social networks and other properties. Users will find the data collected and the conclusions drawn useful during design or research initiatives that include online and mobile social networking environments. He discusses the original structural and dynamic properties of the human social network through the analysis of social networks.

Kaya and Alhaji (2019) also dealt with working with psychological factors in social media. They focused on the analysis of influence and behavior in the broader context of social networking and social media applications. They analyzed the twitter accounts of telecommunications companies. They identify sources in finite graphs with boundary effects using messaging algorithms. Progress in social networking, analysis and mining is highlighted here. The results of this research are beneficial for researchers and students working in the analysis of social networks and social media. Rauber and Almeida (2017) addressed a similar issue; Kuran (1997), who showed how people hide their motivations in social behavior. Brennecke (2019) conducted research focused on employees looking for help in solving problems with co-workers using "dissonant links": network links to co-workers that are both positive and negative. It provides an analysis of employee willingness, instrumental behavior in the network, and suggests a formal hierarchical order, term, and membership in organizations. In the empirical analysis, he use data from surveys and interviews from engineers in large manufacturing corporations. The findings confirm that seeking co-workers' problem-solving assistance brings performance benefits. Internal social networking platforms can also help solve problems. Maiorescu-Murphy (2020) contributes to a specific application in large American corporations. He states that sales of software for running corporate social networks are constantly growing and will continue to grow. Social media has

the potential to be as important to the wider economy as more obviously business information technologies, such as mobile phones and cloud computing. Companies can also use internal blogs and social sites to bring customers into the product design process. The strong use of social tools has a statistically significant correlation with profitability, according to Maiorescu-Murphy (2020).

Processing of data obtained from SNA analyzes can be used to process data obtained from analyzes of so-called social machines, which are the result of interactions between the human brain and technology, or artificial intelligence (AI). A key factor in the use of social networks is the security of data, the security of their sharing and their eventual anonymization (Tripathy and Bakhta, 2018), (Giffin et al., 2017). Closely related to data security on social networks is the issue of spreading fake news, misinformation and false reports, which can significantly damage labor productivity and a company's reputation (Shu et al., 2020). It serves as a suitable entry point for researchers, professionals and students to understand problems and challenges, learn state-of-the-art solutions to their specific needs and quickly identify new research problems in their field. Progress is described in three related sections: (1) user involvement in the dissemination of information disorder; (2) techniques for detecting and mitigating misinformation; and (3) trends in issues such as ethics, blockchain, clickbaits, etc. It addresses students, researchers, and professionals working on fake news and misinformation on social media from a unique point of view.

## **Data and methods**

The work is based on research of theoretical literature and subsequent evaluation of the benefits and risks of the implementation of social networks as a means of internal communication. The analysis will be performed on the basis of data and information obtained by interviewing the management and employees of the company.

### **Data**

Data collection will take place through a questionnaire survey and semi-structured interviews. Two managers from different organizations will undergo a semi-structured interview. The aim of the interview will be to gather information from the respondent in the field of social networks in the company. The first organization uses social networks as a means of communication with employees. The interview will focus on issues related to the benefits and risks associated with the use of social networks. The second interview will be conducted with the top manager of a company less than 50 employees, who will only begin to introduce a social network as a means of communication within the company. The manager will be asked questions that will determine his expectations from communication on social networks, future benefits and possible risks associated with the use of social networks.

The data and information obtained through the questionnaire survey will take two forms. The first form of the questionnaire will be compiled for managers and employees of the company who use the social network as a means of communication, so they have experience with social networks and can say whether it is beneficial for the company. The

questionnaire will contain questions about the benefits of the company's social networks, or possible risks associated with it. The second form of the questionnaire will be intended for all persons who are active users of social networks. The survey will show what job position and in which field the respondent is, and which social network prevails in the given positions. Data for the use of the social network in a small company with less than 50 employees will be obtained by interviewing management and employees through a questionnaire survey in both forms. The aforementioned semi-structured interview will be set up, which will be attended by the interviewer and the top manager. The aim of the interview will be to identify future strengths and weaknesses of the use of social networks in internal company communication. Based on the interview, a suitable social network, which the company could implement, will be recommended.

## **Methods**

The method of data collection will be carried out using a questionnaire survey and semi-structured interviews. The questionnaire survey will take the form of online questionnaires and interviews will take place through the Microsoft Teams platform. Two interviews will take place with managers of two different companies. While one company already has an established online internal social network, the other company does not use any social network for communication.

In the semi-structured interviews, questions will be asked primarily with regard to the assessment of the positives and negatives of the implementation of online communication from the perspective of the company's manager. Furthermore, the respondents will be allowed to comment on the online communication in the company.

In addition, a total of two questionnaire surveys will be conducted. The aim of the first questionnaire survey will be to find out how social networks perform as a means of communication in the company and what benefits they provide. In this questionnaire survey, respondents will be asked a total of 11 questions:

Question 1: Are all employees located on the company premises?

Question 2: To what extent do your co-workers value your opinions?

Question 3: Do you think social networks speed up communication between employees and superiors?

Question 4: Do you think that social networks help with the marketing of a company?

Question 5: How satisfied are you with the supervision of you if the communication is conducted via social networks?

Question 6: Do you publish data on social networks that could affect the company's image or the company's marketing strategy?

Question 7: Are you satisfied with communication via social networks?

Question 8: Does communication via social networks improve your relations with co-workers and superiors?

Question 9: Which social network do you use the most and find reliable and easy to use?

Question 10: In your opinion, does communication via social networks contribute to the growth of work productivity?

Question 11: Do you think that thanks to the social network in the company, there is more openness among employees?

The aim of the second questionnaire survey is to find out the opinion on online communication within the company from the point of view of employees/users of social networks.

In this questionnaire survey, respondents will be asked a total of eight questions:

Question 1: What is your gender?

Question 2: What is your age?

Question 3: What is your job position?

Question 4: What field do you work in?

Question 5: Do you use social networks to perform work as an employee?

Question 6: As a manager, do you use social networks for work activities?

Question 7: If you are an employee, do your superiors use social networks for work?

Question 8: If, as a supervisor or employee, you use a social network for work, which social network do you use most often for your work?

Subsequently, the results of data collection will be analyzed and evaluated, graphically processed and the possible implementation of online social networks as a means of internal communication will be evaluated. For effective analysis of the use of social networks in companies, it is necessary to pay attention to the results of social network analysis (SNA), which use the CAWI method to identify the basic structural elements and relationships on social networks. Based on interviews and a questionnaire survey, the risks and benefits of social networks in the company will be identified.

## **Results**

By enabling the flow of information or the dissemination of human opinions on social networks, SNA (Social Network Analysis) provides greater opportunities for creativity for individuals and companies, ensuring better use of the skills and knowledge of their employees, which is reflected in their greater motivation to work.

### **Interviews:**

Interview 1: The interview was conducted with the manager of a company in which communication using social networks is already implemented. The questions focused on the use of social networks in the company, their benefits and possible risks associated with the implementation of social networks. In the case of the first interview, the respondent was a manager who works with a team of up to 15 members and works in a computer technology

environment. When asked whether social networks are a good tool to support communication, the manager clearly answered yes. It's about sending and forwarding files quickly, and recipients are motivated to respond faster. The manager stated that he uses the social network Messenger as a communication tool. According to him, the social network had a positive impact on relations between employees and the manager, when relations opened up and improved. He said that this communication makes employees more open to managers, as they have a sense of understanding and are used to using social networks. The manager assessed that he also perceives a positive impact on the growth of labor productivity, as people are motivated to work more thanks to a quick response from superiors. When asked whether the manager noted any risk associated with the use of internal social networks, he mentioned the loss of barriers at the level of the superior and the employee, which can lead to a very informal type of communication and a possible loss of authority in the superior. He sees another problem in personal profiles on social networks, where employees can look at the personal profiles of managers and vice versa. Both parties are therefore limited in their contributions and must carefully consider what they put on their profiles and how they present themselves there. The manager did not deny that the workers abused social networks during working hours, however, according to him, the employees are more satisfied, and happy to return to work.

Interview 2: The second interview was conducted with a top manager, who represents a company specializing in the production and installation of sunrooms in the field of construction. The company has 50 employees and has not yet established an internal social network as a tool for communication between managers and employees. As the reason for not introducing a social network, the manager stated the size of the company. The company is new on the market, so this step was not necessary. However, he associates the prosperity of his company is with the awareness of the need for early introduction of social networks as a means of communication within the company. The manager stated that they use a social network only for marketing purposes. When asked whether the company's profile on social networks increased the company's profit, he unequivocally said yes. In his opinion, the social network is the strongest influencer of human thought. Advertising on social networks is the cheapest tool and human reasoning is based on it, which may ultimately be the reason for buying a product or service. The manager assessed that communication via social networks will definitely lead to faster communication, but not to growth in labor productivity. This company deals in manual work, where a person cannot be persuaded to perform faster or output higher quality work through any social network, despite the fact that people are used to communicating through social networks. Regarding risks of implementing social networks, the manager cited the leakage of sensitive materials and information from the company, which could in some way affect the media image or marketing strategy of the company. Besides this, hosting, where the data is not under the direct control of the company, can also pose a risk. For example, there may be an outage and a potential customer will suddenly not find the company's website. He finds another risk in losing respect for managers, as communication on social networks is more of a chat of friends for many people. Thus, the supervisor can easily find himself in the position of a friend, when he is distracted and can be exposed to the employee's private information. The



manager stated that he does not think about the risk of information leakage through future established social networks. In his opinion, people today use social networks as a means of boasting personal success rather than publishing company intelligence. If an employee wants to disclose sensitive information about the company, he will do so, whether the communication is based on social networks or not. The manager stated that when implementing a social network in the company, he requires that the network be a fast communication tool, be open to all employees of the company and that employees can contribute their previous work successes. He imagines that the employee will have his profile, where he will enter his job position and career. The employee will be able to publish more detailed information about himself on the profile, such as his hobbies in his free time.

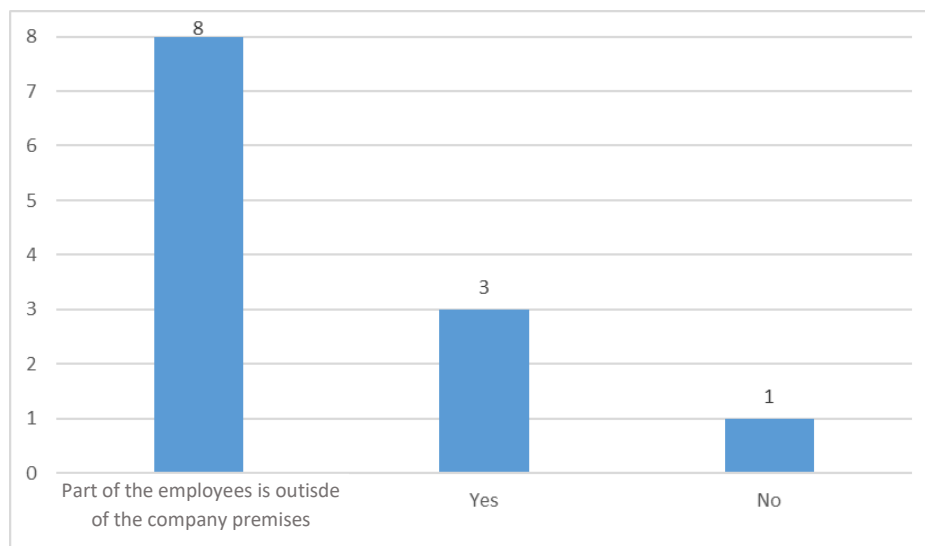
### Survey research:

#### Questionnaire 1:

The questionnaire survey was created in order to find out how social networks perform as a means of communication in the company and what benefits they provide. The respondents here are managers and employees of various companies.

Figure 1 shows that out of a total of twelve respondents, eight respondents said that some employees travel outside the company. Three respondents replied that all employees of their companies were located directly in the organization and the remaining one respondent replied that he was not in the company.

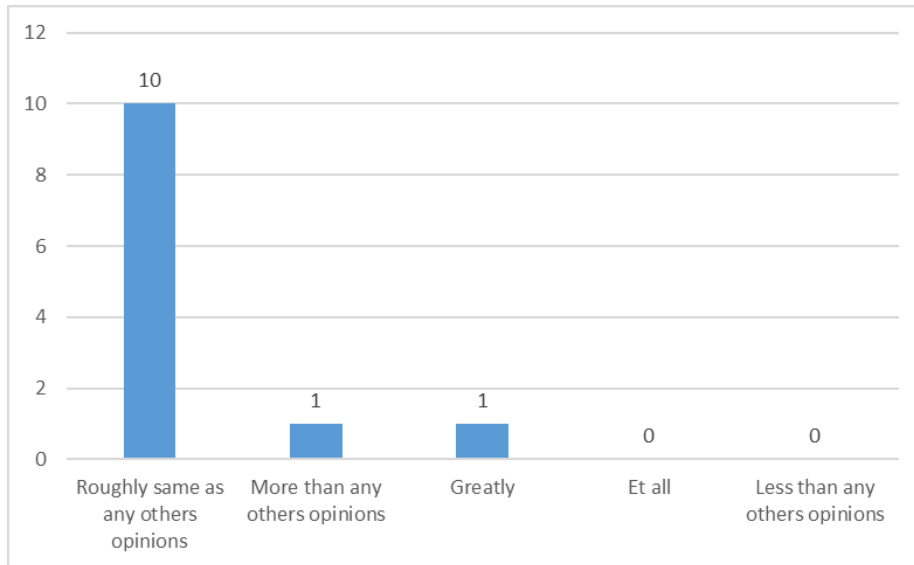
Figure 1: Question 1 Are all employees located on the company premises?



Source: Author.

To question no. 2 (see Figure 2), ten out of twelve respondents answered that co-workers value their opinions roughly as much as the opinions of others. One respondent answered this question that his opinions are highly valued by his co-workers and the other one that his is valued more than the opinions of others.

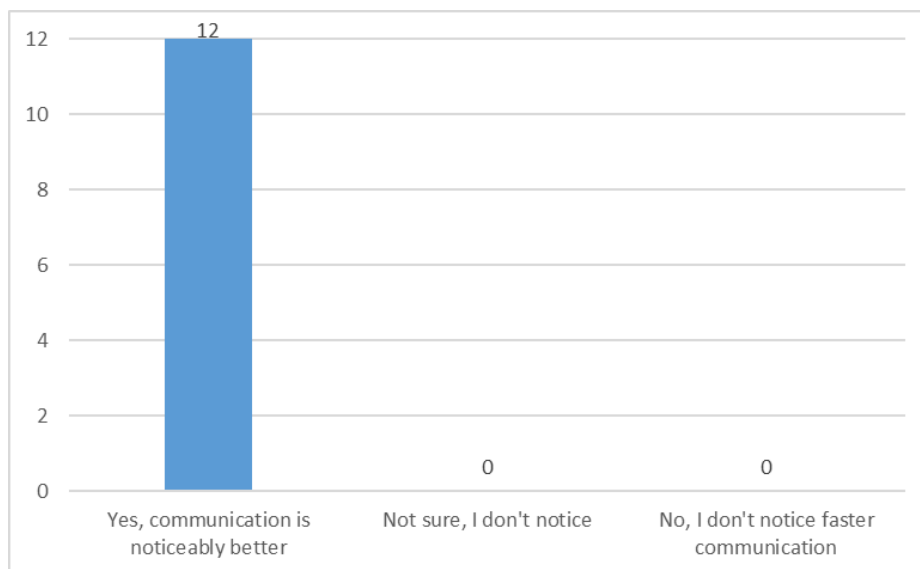
Figure 2: Question 2 To what extent do your co-workers value your opinions?



Source: Author.

Figure 3 shows the frequency of respondents' answers to the question whether, in their opinion, social networks speed up communication. Here, all twelve respondents agreed on the answer that communication through social networks is noticeably faster.

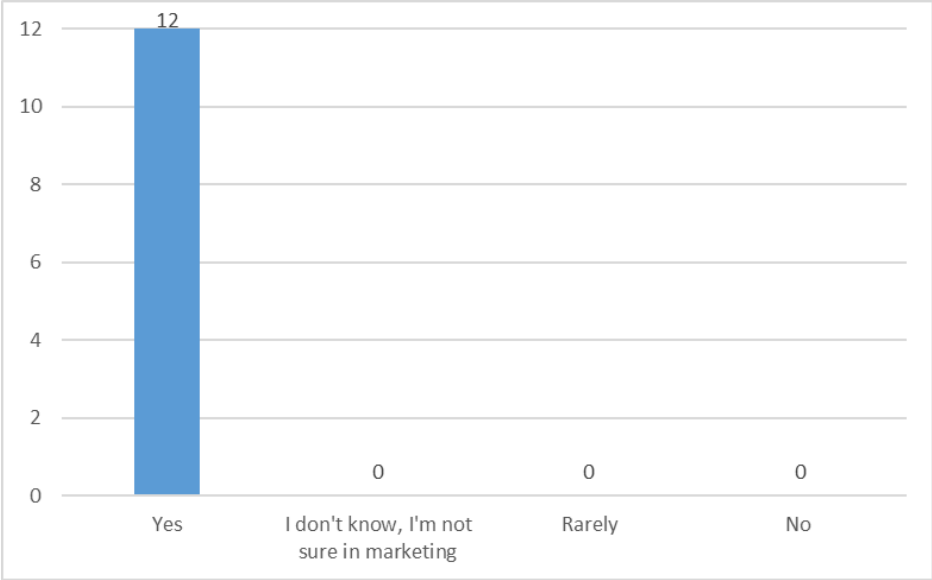
Figure 3: Question 3 Do you think that social networks speed up communication between employees and superiors?



Source: Author.

Question no. 4 (see Figure 4) was devoted to management, where we asked whether the respondents thought that social networks also help management. Again, the respondents agreed on the answer yes, with a total number of 12 of them.

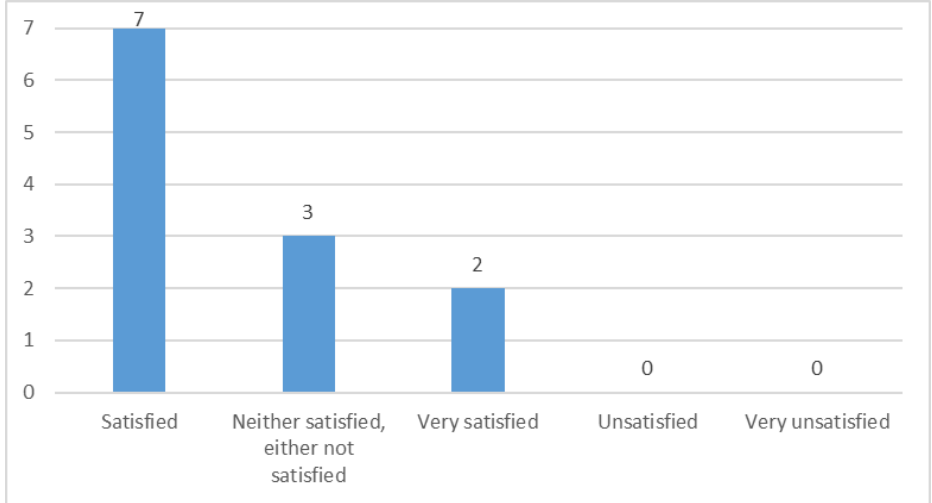
Figure 4: Question 4 Do you think that social networks help with the marketing of a company?



Source: Author.

Figure 5 shows how satisfied the respondents are with the supervision conducted through social networks. Nine respondents answered very satisfied or satisfied. The other three replied that they were neutral, therefore neither satisfied nor dissatisfied.

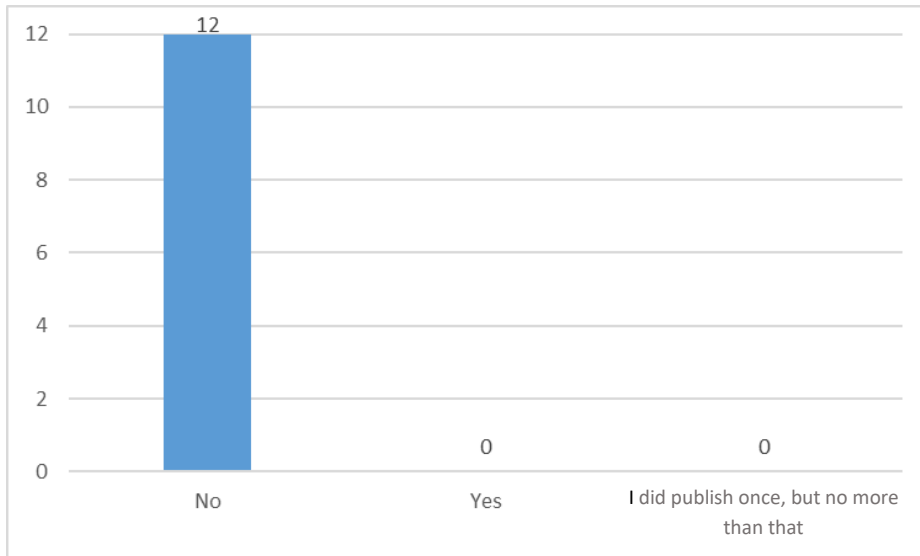
Figure 5: Question 5 How satisfied are you with the supervision of you if the communication is conducted via social networks?



Source: Author.

In the case of question no. 6, all respondents agreed that they do not publish data on social networks that could in any way affect the media image or marketing strategy of the company (see Figure 6).

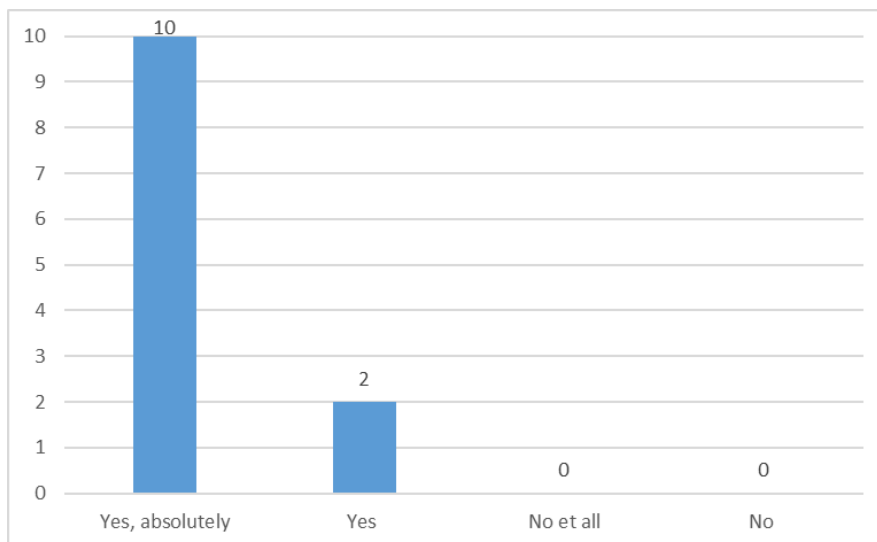
Figure 6: Question 6 Do you publish data on social networks that could affect the company's image or the company's marketing strategy?



Source: Author.

Figure 7 and the bar graph of the frequency of responses shows how satisfied the respondents are with communication via social networks. Here, ten respondents answered that they are very satisfied with communication via social networks and the other two respondents answered satisfied.

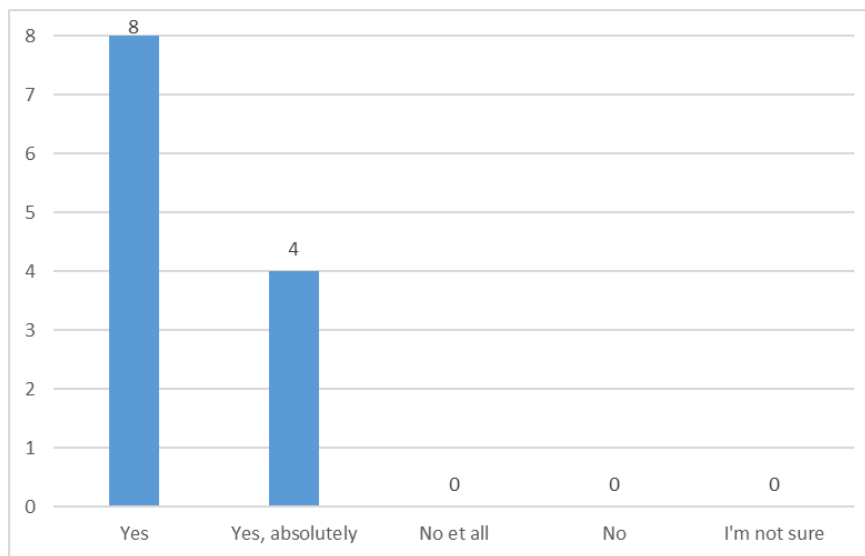
Figure 7: Question 7 Are you satisfied with communication via social networks?



Source: Author.

Question 8 (see Figure 8) was answered by eight respondents that social networks help to improve relations with co-workers and managers. Four respondents answered yes and very much. None of the respondents chose a negative answer.

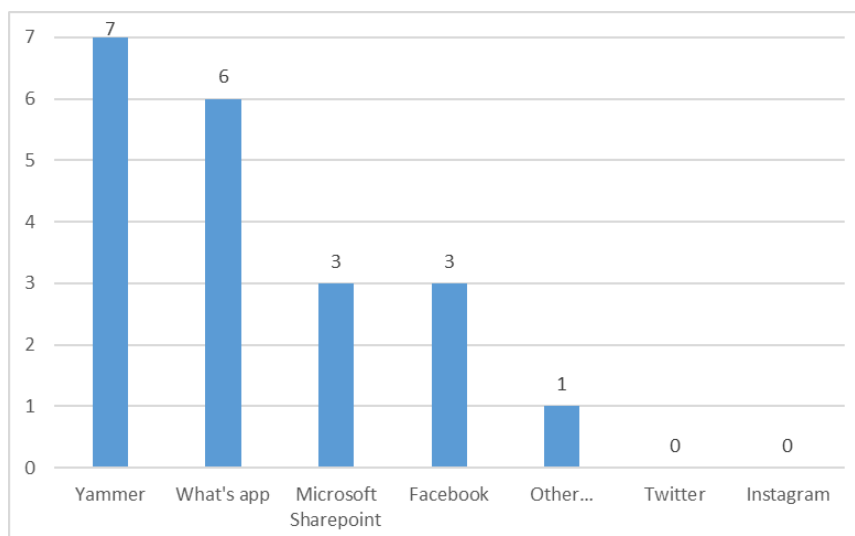
Figure 8: Question 8 Does communication via social networks improve your relations with co-workers and superiors?



Source: Author.

Figure 8 shows which social network respondents prefer and use the most and consider it reliable and simple. The most used, reliable and simple social network is the Yammer social network for seven respondents. The social network WhatsApp was chosen by six respondents. Three respondents chose the Microsoft Sharepoint network and the other three respondents chose Facebook.

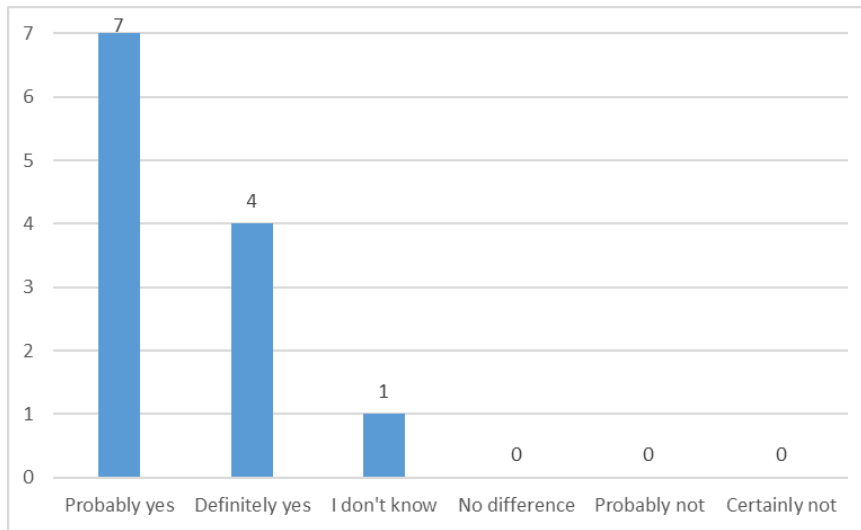
Figure 9: Question 9 Which social network do you use the most and find reliable and easy to use?



Source: Author.

Figure 10 shows the frequency of answers to the question of whether respondents consider social networks to contribute to work productivity. Seven respondents said they probably do. Four respondents are confident and chose the answer yes, and the remaining one respondent said they did not know.

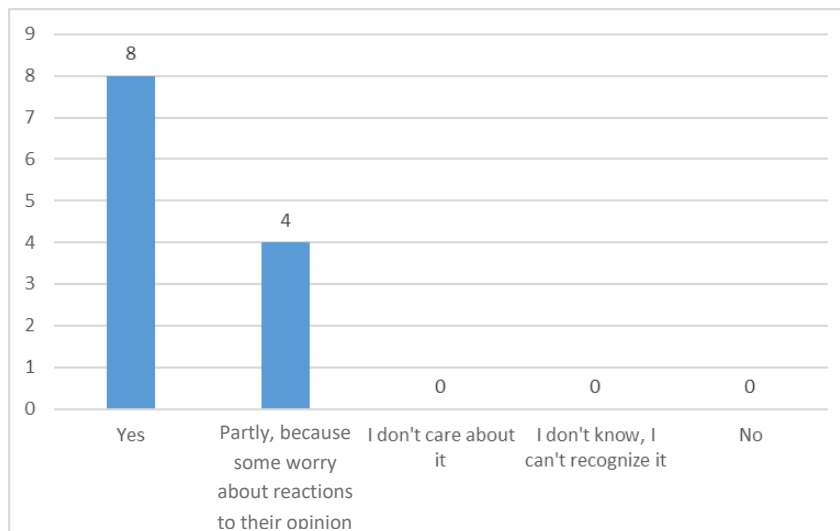
Figure 10: Question 10 In your opinion, does communication via social networks contribute to the growth of work productivity?



Source: Author.

The last, 11th question focused on whether the respondents feel greater openness of employees and superiors thanks to communication via social networks. Eight respondents answered yes and the remaining four answered partially yes, as some are afraid to express their opinion (see Figure 11).

Figure 11: Question 11 Do you think that thanks to the social network in the company, there is more openness among employees?

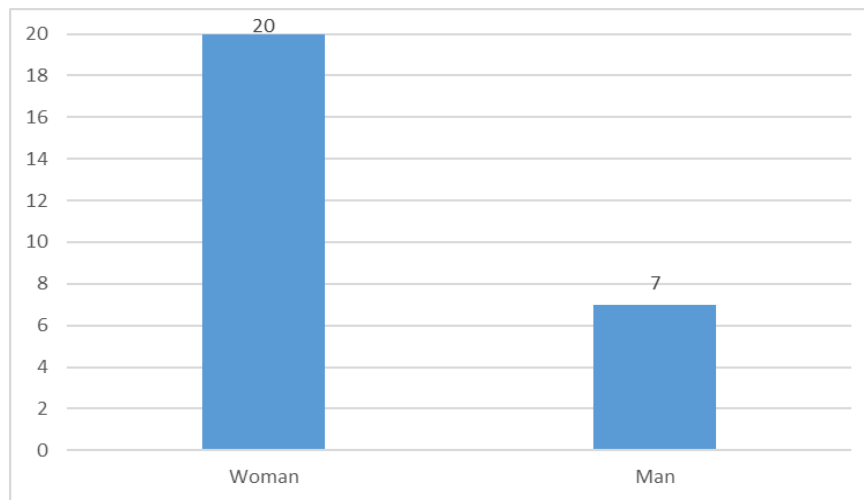


Source: Author.

### Questionnaire 2:

The focus of the second questionnaire was on social network users. Here, the total number of respondents varied, as some questions were not required to answer. Women outnumbered men in the questionnaire survey, as there were only seven men who answered the questionnaire and twenty women (see Figure 12).

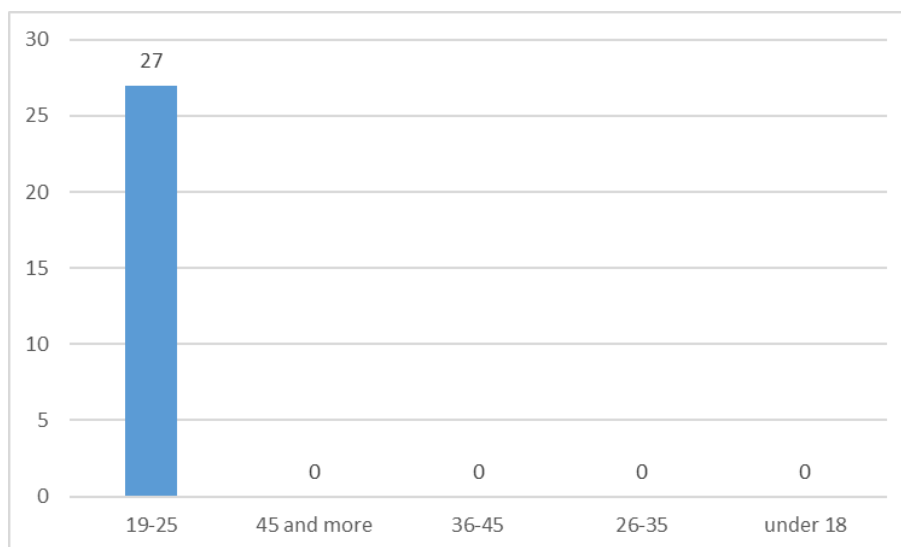
Figure 12: Question 1 What is your gender?



Source: Author.

According to Figure 13, the age group of all twenty-seven respondents is on a scale of nineteen to twenty-five years.

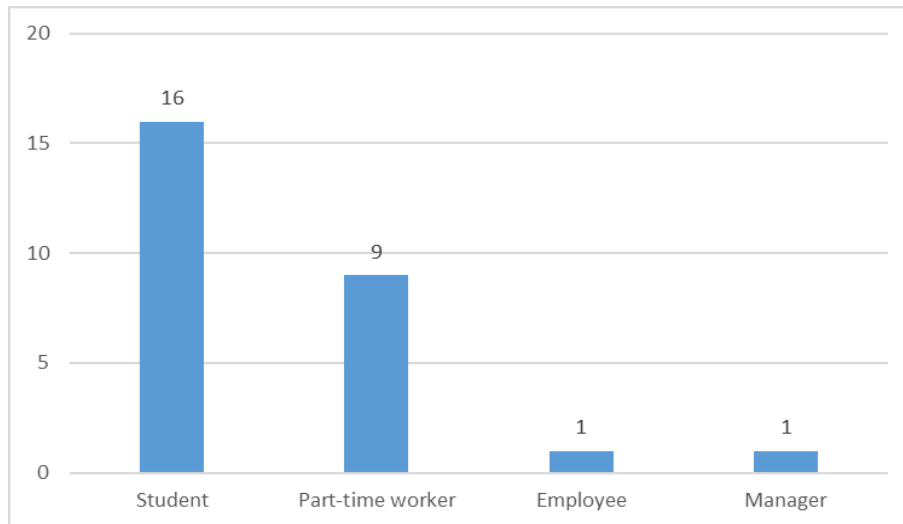
Figure 13: Question 2 What is your age?



Source: Author.

To question no. 3 (see Figure 14), sixteen respondents out of twenty-seven answered that their job is only to study, so they have no job or part-time job. Nine respondents are in the position of a part-time worker, one respondent is a full-time employee and the remaining one respondent is a manager.

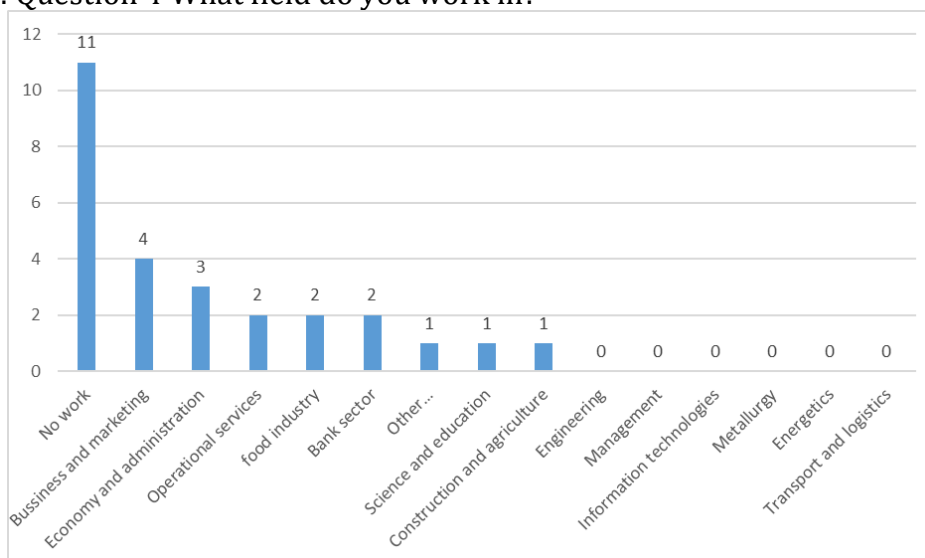
Figure 14: Question 3 What is your job position?



Source: Author.

Figure 15 shows where the respondents work. Eleven respondents answered that they do not currently work anywhere. Four respondents chose the answer trade and marketing, where there are positions such as warehouse worker or sales assistant. Three respondents answered that they work in economics, human resources and administration. Two respondents work in the field of services and another two in the field of food. Banking, finance and insurance were chosen by two respondents. One respondent works in construction and agriculture, another respondent works in the field of science, education and sports, and the remaining one respondent chose other fields of work.

Figure 15: Question 4 What field do you work in?

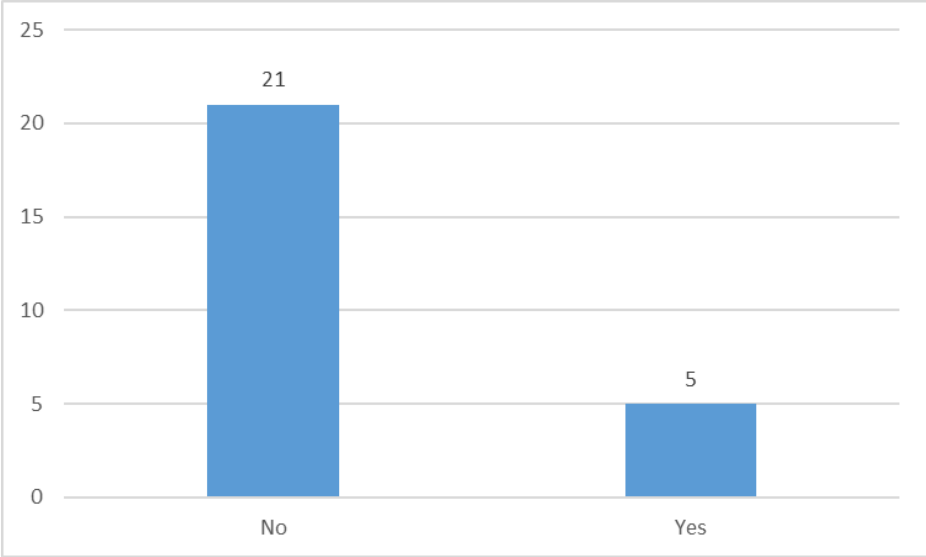


Source: Author.



Of the twenty-six respondents, twenty-one answered no and five respondents answered yes to question no. 5, whether they use social networks for work activities (see Figure 16).

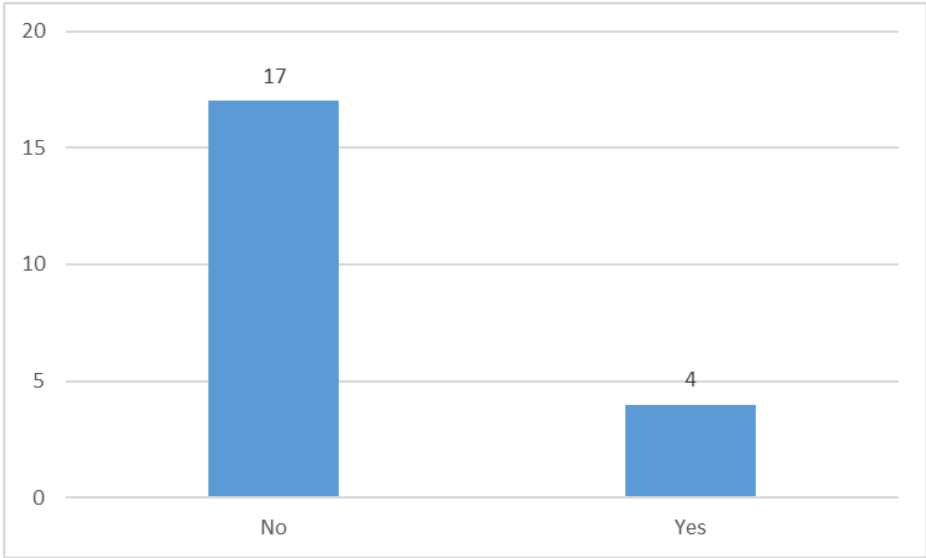
Figure 16: Question 5 Do you use social networks to perform work as an employee?



Source: Author.

Figure 17 shows whether the respondent, as a manager, uses social networks. Seventeen out of twenty-one respondents answered no and four voted yes.

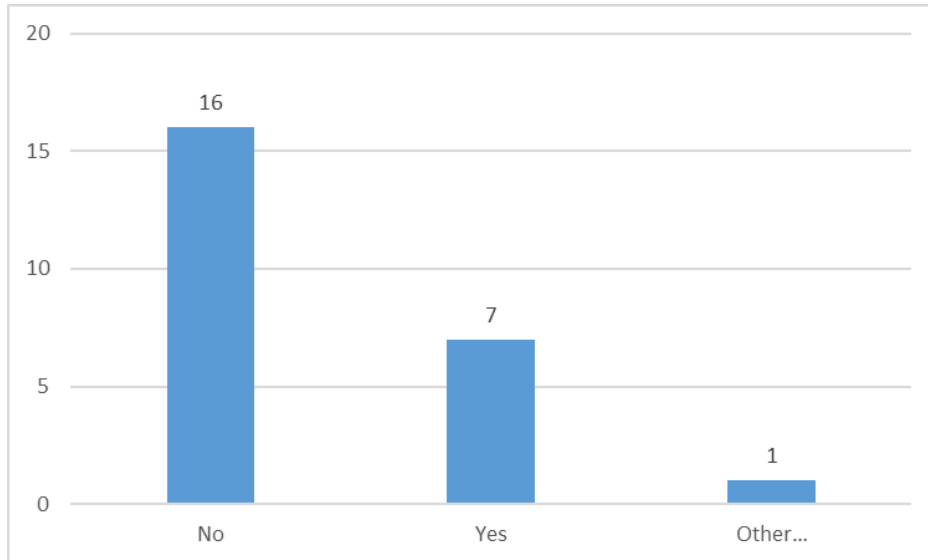
Figure 17: Question 6 As a manager, do you use social networks for work activities?



Source: Author.

Question No. 7 (see Figure 18) deals with respondents who are employees. The question is whether their superiors use social networks for work. Of the twenty-four respondents, sixteen answered no, seven said yes, and one stated other.

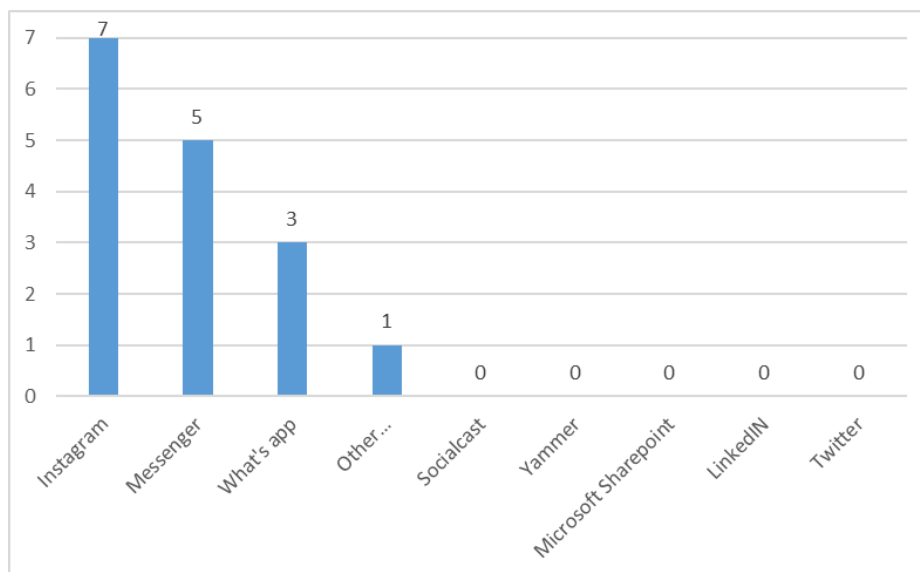
Figure 18: Question 7 If you are an employee, do your superiors use social networks for work?



Source: Author.

Figure 19 shows which social network the respondent uses for his work. A total of sixteen respondents answered this question. Seven respondents use the social network Instagram for their work. Five respondents use Messenger, three WhatsApp and one respondent mentioned another social network.

Figure 19: Question 8 If, as a supervisor or employee, you use a social network for work, which social network do you use most often for your work?



Source: Author.

## Discussion

The interviews and the questionnaire survey show that respondents have a positive view of the use of social networks and perceive them as a benefit for communication in companies. No respondent had a negative view of social networks and encountered any risks using social networks. The interviews and the questionnaire survey helped to answer research questions from the methodological part of the work:

1) From a management point of view, does the use of social networks in internal company communication contribute to the growth of work productivity?

The manager, in the form of the first respondent of the semi-structured interview, stated that social networks in his company contribute to work productivity. The manager of a company producing aluminum structures stated that the main factor here is manual work, which is not based on communication, but on the physical activity of employees, so the social network does not affect work productivity. The questionnaire survey showed that respondents are of the opinion that social networks are most likely to contribute to the growth of work productivity. When it comes to manual work or physical activity, it can be said that social networks do not affect work productivity in any way. For non-manual activities, social networks generate higher employee productivity by optimizing better use of their knowledge, experience and skills. This is made possible primarily by the speed of communication and the wide possibilities of sharing expertise, files and information between all employees, which has a positive effect on their work performance.

2) Does the use of social networks in internal company communication contribute to better interpersonal relationships in the workplace?

Interview 1 and a questionnaire survey showed that communication via social networks has an impact on interpersonal relationships in the workplace. They allow employees to be more open, making it easier for them to discuss their ideas or comments and to receive the opinions and comments of colleagues or superiors. To a certain extent, this eliminates the social barrier between employees, or between employees and the company's management, and conversely, creativity and efforts to innovate are strengthened. The respondent who was interviewed said that employees are more open due to this communication and that their relationships have improved, as employees feel understood and more comfortable communicating via social networks. This statement was also confirmed by the questionnaire survey, where all respondents answered "Yes" or "Partly yes" to the question whether the social network contributes to better interpersonal relationships in the workplace. It is therefore possible to positively evaluate the impact on interpersonal relationships of workers.

3) What possible risks for the company may arise in connection with the use of internal social networks?

The IT manager mentioned the risk of losing respect. He also sees a problem in personal profiles on social networks, where employees can examine the profiles of superiors. Subordinate profiles may contain inappropriate content in the form of personal

information, so it is important what both parties put on social platforms. The manager is not aware of any leakage of information that could affect the good name of the company. Checking the available information on open social networks confirmed this data. This is a positive piece of information for the manager, as he sees that employees are aware of the responsibility for the company's sensitive materials. The manager of a construction company sees a potential risk after the implementation of social networks in the leakage of sensitive information that could affect the media image or marketing strategy of the company. He mentioned the risk in hosting, where customers may decrease in the event of an outage. This manager again sees the risk of loss of respect here, as social networks are more of a chat between friends. To reduce this risk, it is important to keep the conversation going at a correct level.

4) What social network is the best choice for a small business with less than 50 employees?

Based on an interview conducted directly with the top manager of the organization and the results of a questionnaire survey, the best solution for the company is to choose a cloud service offered by the Yammer social platform. Yammer is a relatively lesser-known social platform, as its goal is not marketing and reaching customers, as is the case with Instagram or Facebook. Yammer is a social networking tool that enables the involvement of all people in an organization. It provides a connection to your work team, where your communication is completely secure and visible only to people in your organization. Yammer has the advantage of allowing better management of the results of social network analysis and also has integrated tools that allow, for example, the recognition of moods among employees. It is not financially demanding to acquire and the user has control over the management of the hardware infrastructure.

Similar research has been conducted by Brennecke and Rank (2017), who use a multi-level network approach to examine how a company's knowledge network affects the work interactions between its inventors. Empirically, they combine data from surveys of 135 inventors working in a multinational high-tech company with information derived from the company's 1,031 patents. The results of multilevel exponential graph models show that the various dimensions of inventors' knowledge derived from the knowledge network shape their incorporation into the counseling network in unique ways. Research shows how the structural features of a company's knowledge pool affect the interpersonal interactions between its inventors, thereby influencing the in-house dissemination of knowledge and the social process of generating innovation. Ove (2019) examined the potential of using social media to achieve a higher degree of efficiency in managing innovation in a corporate context. The findings were based on practical observation of employee behavior in the real world in the context of the organization, contributing to a better understanding of when and how to use online social media tools in organizations. He also clearly shows that the implementation of new IT systems in organizations is not just a fabrication of today's modern age, but promotes interpersonal relationships in the workplace and employee productivity. The paper concludes with a recommendation to create an innovative supportive organizational culture as a prerequisite for effective online use of social media in companies.

The findings show that the transfer of internal company communication to the sphere of social networks seems inevitable, as this trend is rapidly spreading among companies. One of the key features of internal social networks is real-time communication and the possibility of close cooperation between employees. Another identified feature of social networks is easy availability and portability (mobile phones, tablets). An important bonus of the implementation of social networks in the corporate environment is the fact that employees are already used to social networks and can work with them. Based on the results of the research, it can be said that social networks contribute to labor productivity and to the formation of better interpersonal relationships within the company. In this context, the priority is the security of corporate data, especially in the event of information leakage and identity theft on social platforms.

The research will be beneficial for corporate managers who are considering the implementation of social networks in the company. The results of the research questions will help answer their questions about the benefits and risks associated with the use of social networks as a means of communication in the company.

## **Conclusion**

The aim of this research was to analyze social networks as a means of communication in organizations. Research of theoretical literature and methodology of academic work was performed, based on finding answers to set out research questions. Through interviews and a questionnaire survey, data were collected and then processed and analyzed in detail. The discussion of the results was based on the obtained data, thanks to which the research questions were answered and an overall evaluation of the research results was performed.

The results show that the use of social networks as a means of communication has a positive impact on interpersonal relationships in the company, contributes to greater openness of employees and helps to communicate faster. The risk that arises from this research is the leakage of information that can harm the company and the risk of violating the authority of a superior. The limits in research occur when the company focuses only on manual work and employs workers who work exclusively manually. Follow-up research could be focused on cross-sectoral comparisons of the degree of impact of the implementation of communication through the social network on individual aspects of workplace relations.

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