



Enterprise Social Media Communication Visibility and Knowledge Sharing Behavior: Role of Impression Management Motivation

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Abstract. As an emerging information technology (IT) platform, Enterprise social media (ESM) such as DingTalk and WeChat experienced explosive growth during the outbreak of COVID-19. ESM is not only a communication channel but also a social platform for managing human resources, communication, learning, collaboration and knowledge sharing. This paper explores the role of communication visibility as an IT feature in promoting employee knowledge sharing behavior. Using the theory of communication visibility and impression management, this paper proposes a model to explore how information transparency and network translucence of ESM affect the explicit and tacit attributes of knowledge sharing behavior, which is influenced by employees' impression management motivation. This research is helpful for managers to motivate employees' behavior by understanding the influencing mechanisms.

Keywords: enterprise social media · communication visibility · information technology feature · impression management motivation · knowledge sharing behavior

1 Introduction

Enterprise social media (ESM) such as DingTalk were widely used during COVID-19. ESM can help employees telecommute, hold virtual meetings, improve work practices, promote industry, and optimize public services. As a collaboration platform based on Web 2.0 technologies [15], ESM is widely used in organizations to facilitate collaboration and information sharing among employees. Knowledge sharing is an important part of knowledge management, helping to transform personal knowledge into organizational knowledge and improve enterprise performance [12].

Knowledge sharing is an important part of knowledge management, which helps to transform personal knowledge into organizational knowledge and improve enterprise

performance [12]. However, important knowledge within an organization is often dispersed among different employees and it is difficult for the organization to specify knowledge sharing by employees in job descriptions [10]. Therefore, one of the main challenges faced by organizations in building knowledge capital is to better promote employees' voluntary knowledge sharing behavior and to ensure that the knowledge shared by employees can effectively improve the efficiency, innovation and competitiveness of the enterprise [32].

Prior studies on employee knowledge sharing behavior on ESM are mainly based on the perspectives of transactive memory system [18], social capital theory [22], overload [15] and privacy concerns [19]. However, few studies have explored the motivation of knowledge sharing from the perspective of social psychology. Specifically, this study explores the following research questions. RQ1. How does ESM's communication visibility affordance lead to employee's impression management motivation? RQ2. How do assertive impression management motivation and defensive impression management motivation affect employees' different knowledge sharing behaviors? RQ3. Does employees' work-family centrality regulate the relationship between ESM communication visibility and employee impression management motivation?

The remainder of this article proceeds as follows. The second part reviews prior studies on ESM, the affordance of ESM, employee's knowledge sharing behavior, and impression management motivation. The third part puts forward the theoretical model and hypotheses. The fourth part outlines the research method. The last part highlights the significance of this study.

2 Literature Review

2.1 Enterprise Social Media

With the widespread use of social media in enterprises, ESM has emerged and received significant attention from scholars and enterprises. ESM is defined as a Web-based platform that allows employees to (1) communicate messages with specific coworkers or broadcast messages to everyone in the organization; (2) explicitly indicate or implicitly reveal particular coworkers as communication partners; (3) post, edit, and sort text and files linked to themselves or others; and (4) view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time of their choosing [17].

Different perspectives have been offered regarding the influence of ESM on knowledge sharing in research. Some scholars believe that ESM allows employees to forward the contents of others, which can help contribute knowledge to the new audience, and promote knowledge sharing within the organization through dialogue and information forwarding [28]. The communication visibility of ESM can improve the accuracy of employees' meta-knowledge [16], promote employees' knowledge transfer [18] and knowledge sharing [17], and improve employees' innovation behavior and innovation performance [15]. However, some studies have shown that the availability of ESM may lead to overload, groupthink and privacy invasion, thus affecting the knowledge sharing process of employees [28].

2.2 Communication Visibility Theory

Affordance theory offers a key perspective in the study of ESM [24], i.e., the same technology can provide different affordances for different users. Visibility, a unique affordance of ESM, makes it easier for employee to know “who knows whom” and “who knows what”, which controls duplication of effort and generates more innovative ideas for products and services [15]. Communication visibility improves meta-knowledge accuracy, knowledge transfer [18], knowledge contribution [27], knowledge sharing [17], and innovation behavior and performance [15]. Two aspects of communication visibility are message transparency and network translucence [15].

2.3 Knowledge Sharing Behavior

Among the many organizational resources, knowledge is considered to be the only unique resource, and is considered to be the key differentiator and is considered essential for any organization to maintain its competitive advantage [29]. Knowledge shared among employees may be divided into explicit knowledge and tacit knowledge [9]. Tacit knowledge is harder to share among employees than explicit knowledge because it takes more time and effort to share. Prior studies on the enabling factors of knowledge sharing may have different effects on different knowledge sharing intentions, primarily because people adjust their knowledge sharing intentions according to the different resource requirements of tacit and explicit knowledge sharing activities [13].

2.4 Impression Management Motives

Social media provides a new place for impression management [14], enabling individuals to participate more actively in self-presentation [13], and is an important way for individuals to build and develop an identity. Two aspects to impression management motivation have been proposed: assertive impression management motivation and Defensive impression management motivation [2]. With the widespread use of social media, online impression management motivation is widely used in research on employee innovation behavior and innovation performance. However, studies on impression management motivation typically do not consider the impact of technical characteristics of the online platform, especially the impact of the functional characteristics of online platform on impression management. Therefore, this paper will further explore the classification of impression management motivation.

2.5 Work-Family Centrality

Work-family centrality is stable. In the study of work-family centrality, many scholars have explored it from the perspective of role identity theory, mainly because individuals will give priority to their own roles with higher identity when dealing with events. Time and energy invested in a person’s work or family role reflects his or her identity [4]. Employees who are work- or family-centered increase their recognition of work or family roles respectively, develop corresponding role behaviors and psychological tendencies and devote more resources to the roles they value [4]. Work-family centrality

has been considered as a moderator in prior research, especially on work-family conflict and work-life attitude. For example, Wolfram & Gratton [33] found that family role importance and job role importance were associated with higher life satisfaction, and the higher the importance of family role, the lower the negative spillovers.

This paper ties existing research on the concept of ESM, communication visibility theory, impression management motivation, knowledge sharing behavior, and other key concepts. Based on the communication visibility theory, social media communication visibility provides an opportunity for employees to manage their own image. As the most unique feature of ESM, communication visibility can improve the meta-knowledge accuracy of employees' "Who knows whom" and "Who knows what", thus facilitating knowledge transfer [18] and knowledge sharing [15]. In addition, personal traits, especially the value judgment of boundary choice, as work-family centeredness, affect the psychological state of employees.

3 Theoretical and Hypothesis Development

3.1 Research Model

This paper proposes a theoretical model involving IM to explore the impact of ESM's communication visibility on employees' knowledge sharing behavior. Table 1 shows the definition of the constructs in the model. Figure 1 shows the research model.

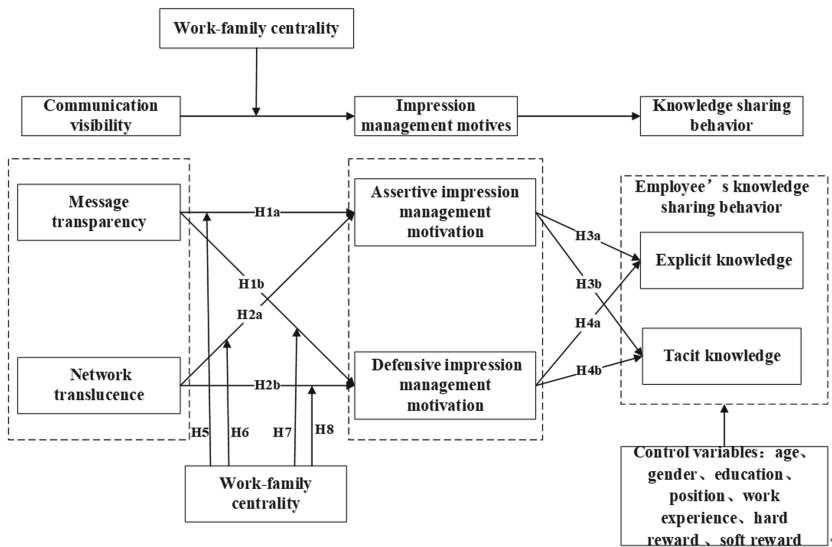
Table 1. DEFINITION OF CONSTRUCT

Constructs	Definition	Reference
Message transparency	Message transparency gives access to the contents of communication occurring with others.	[16]
Network translucence	Clear enough to show that a relationship exists, but not clear enough to show the scope and/or nature of that relationship.	[16]
Assertive impression management motivation	A positive self-management motivation, influenced by a positive emotional state and opportunities to create an impression of approval, and designed to improve the social image of individuals and generate higher returns.	[2, 30]
Defensive impression management motivation	A negative self-management motivation, influenced by a negative emotional state and activated by perceived threats to one's own social image, and designed to avoid or cover up negative images and to protect one's existing social image and benefits.	[2, 30]

(continued)

Table 1. (continued)

Constructs	Definition	Reference
Explicit knowledge sharing	Behavior of employees sharing encoded knowledge including documents, reports, and models on ESM.	[13]
Tacit knowledge sharing	Behavior of employees sharing uncoded knowledge of problem solving, product usage, and product improvement suggestions on ESM.	[21]
Work-family centrality	The choice between collectivism or family first individualism is a value judgment.	[4]

**Fig. 1.** The theoretical model

One of the key drivers of employee behavior is the employee's motivation to make a good impression. Based on the theory of communication visibility, the communication visibility of ESM provides an opportunity for employees to manage their own image. In addition, personal traits, especially the value judgment of boundary choice, as work-family centeredness, affect the psychological state of employees.

3.2 Hypothesis Development

ESM provides a platform for open communication among employees, making previously invisible or hard-to-observe content such as employees' behaviors, knowledge and preferences visible to almost everyone [17], Transparency allows employees to

present themselves on ESM through impression management, which builds, co-creates and maintains their online presence across the organization as perceived by others [14]. The reduction of information ambiguity makes employees more inclined to actively adjust their behavior to present a positive image [11]. Such characteristics of the online environment can inspire employees' positive mental state to present the most powerful image in the eyes of superiors and colleagues. As a result, employees develop an assertive impression management motivation to work hard and present themselves in a way that enhances their image in the eyes of their superiors and other colleagues. Therefore:

Hypothesis 1a. The message transparency of ESM is positively correlated with employee's assertive impression management motivation.

Information transparency allows employees to observe a wide variety of information through ESM contacts, enhancing direct communication between employees and the visibility of third parties outside of communication. However high levels of transparency can plunge employees into a borderless, unstructured world of information [7], allowing other colleagues to judge an employee's image based on what they observe online. What an employee says or does on ESM can be amplified and misinterpreted, causing employees to fear losing "face" or appearing bad in front of co-workers and damaging their existing image. Transparency makes employees more cautious about what they say on ESM, a defensive impression management motivation that motivates employees to protect their current image on ESM, hide their true identity and not take risks [8]. Therefore:

Hypothesis 1b. The message transparency of ESM is positively correlated with employee's defensive impression management motivation.

Network translucence gives employees more opportunities to create new interactions. To maintain interaction, employees need to maintain social interaction and actively present themselves [3]. And the translucence of ESM networks can help employees connect more easily and more frequently with well-connected or close-working colleagues [6], in order to maintain and enhance that closeness, employees are more likely to share positive information and negative emotions to motivate employees to engage in assertive impression management [20]. Therefore:

Hypothesis 2a. The network translucence of ESM is positively correlated with employee's assertive impression management motivation.

Network translucence allows employees to connect with any co-worker on ESM [24], and the sheer size of the online network puts employees in front of more people and information, but frequent social interaction leads to excessive social demands on employees, causing them to feel unmanageable fatigue [34]. Network translucence in ESM makes employees passive and helpless. In order to not give colleagues the impression that they are not up to the job [22], employees must avoid exposing their shortcomings and protect the social image they have established. Therefore:

Hypothesis 2b. The network translucence of ESM is positively correlated with employee's defensive impression management motivation.

As an expected behavior, knowledge sharing is easy to be praised by leaders and colleagues. Employees with assertive impression management motivation know that they

can build a good image for their colleagues by meeting organizational expectations such as actively sharing knowledge at work [25]. In addition, the costs and risks of explicit knowledge sharing are relatively low since explicit knowledge is objectively coded information [26]. Thus, employees with assertive impression management motivation strive to share explicit knowledge that is seen by more people. Therefore:

Hypothesis 3a. The assertive impression management motivation is positively correlated with employee's explicit knowledge sharing behavior.

Employees with assertive impression management motivation are more willing to accept the challenges in order to improve their personal image and self-improvement [25]. Since tacit knowledge is valuable but difficult to adapt and organize, employees with assertive impression management motivation will see tacit knowledge sharing as a challenge and a way to achieve self-improvement and to trigger positive emotions such as pleasure and excitement, and may facilitate the mining and sharing of tacit knowledge. Research has also shown that positive emotions increase individual cognitive flexibility and inclusion, prompting them to break through certain constraints and generate more thoughts in specific situations [1], and stimulate employees' potential, and then facilitate the mining and sharing of tacit knowledge. Therefore:

Hypothesis 3b. The assertive impression management motivation is positively correlated with employee's tacit knowledge sharing behavior.

Employees with defensive impression management motivation are motivated by negative emotional states, fear of losing face, and concern about whether they will damage their existing image [23]. They are more likely to focus on the risks and uncertainties inherent in knowledge sharing behavior. In particular, since explicit knowledge is easy to codify and transfer within an organization [26], they view explicit knowledge sharing as a risk. Therefore:

Hypothesis 4a. The defensive impression management motivation is negatively correlated with employee's explicit knowledge sharing behavior.

Individuals with defensive impression management motivations act to maintain the status quo, which reduces their cognitive range and cognitive flexibility [26]. Tacit knowledge comes from an individual's perception and judgment of the outside world. Since an individual's understanding of tacit knowledge comes from their mental model, the reduction of cognitive scope and cognitive flexibility in such employees will further hinder their tacit knowledge sharing behavior. In other words, defensive impression management motivation cannot induce explicit knowledge sharing behavior, and could also inhibit explicit knowledge sharing behavior. Therefore:

Hypothesis 4b. The defensive impression management motivation is negatively correlated with employee's tacit knowledge sharing behavior.

Work-family centrality is a value judgment about the individualistic tendency to work-or family-first. In the context of ESM, employees who are influenced by both work and family have to make a priority choice. Employees who are work-centered or family-centered increase their recognition of work and family roles, respectively, develop appropriate role behaviors and psychological predispositions [4] and devote more resources to the roles they value.

Based on the communication visibility of ESM, employees with high work-family centrality attach greater importance to work, have higher initiative and demand for work, and can effectively perceive and utilize ESM visibility, be more willing to use the existing conditions to express themselves positively, promote positive work emotion [7], help individuals form assertive impression management motivation, and hinder the formation of defensive impression management motivation. Moreover, people with different job and family roles have different perceptions of the ESM communication visibility, which can affect their moods and attitudes, and thus their mental states [5]. Therefore:

Hypothesis 5. Work-family centrality positively moderates the relationship between message transparency and the motivation of assertive impression management.

Hypothesis 6. Work-family centrality positively moderates the relationship between network translucence and the motivation of assertive impression management.

Work-family centrality represents personal values that influence individual decision-making and day-to-day feelings when dealing with work and family-related matters. Message transparency and network translucence provide employees with the opportunity to manage impressions strategically [24]. While high-work-family-centric individuals value work, they are willing to use ESM for communication visibility. In order to achieve a higher income and image, employees will actively try to avoid being perceived as unenthusiastic or incompetent, thus reducing their motivation to maintain the status quo [20]. Individuals who attach greater importance to their work will attach greater importance to maintaining their work role in order to avoid damaging their image. Therefore:

Hypothesis 7. Work-family centrality could weaken the negative relationship between the message transparency and the motivation of defensive impression management.

Hypothesis 8. Work-family centrality could weaken the negative relationship between the network translucence and the motivation of defensive impression management.

4 Methodology

4.1 Measurement

The measurement scales will be based on scales in prior literature. This paper has appropriately modified the wording of the measurement items to fit the research background of this study. In terms of measuring specific variables, the two scales of communication visibility are derived from [18]. The scales of the two impression management motivation variables are adapted from [2] and [30]. The items of explicit knowledge sharing behavior are adapted from [13]. The items of tacit knowledge sharing behavior are adapted from [21]. In order to make the empirical test more appropriate, the model controls variables that may influence knowledge sharing behavior. These include demographic variables, work experience, and “hard reward” and “soft reward”. All items will be measured by a seven-point Likert scale. A small-scale pre-survey will be conducted to adjust the measurement items before a large-scale survey is administered.

4.2 Target Sample

This paper proposes to use DingTalk as the target research platform. DingTalk is a typical type of ESM used in China and it is relatively easy to collect data from DingTalk users. This study will conduct an online survey. The sample of this research will mainly focus on employees with certain ESM experience. In the future study, the author will use SPSS, MPLUS and other data analysis software to conduct reliability analysis, validity analysis and hypothesis regression test on the collected sample data to further verify the results of the study.

4.3 Pre-survey Analysis Method

Before formal questionnaires are sent out, this study plans to conduct a small-scale pre-survey to ensure that the reliability and validity indicators of the measurement meet relevant requirements. The pre-survey phase will mainly involve the analysis of three data indicators. The index calculation formula can help us to have a preliminary understanding of the principle of data analysis.

$$\text{Cronbach's alpha} = (k/k - 1) \left(1 - \sum Si^2/Sx^2 \right) \quad (1)$$

α is the reliability coefficient, k is the Number of test questions, Si^2 represents the score variation of all subjects on the i question, and Sx^2 is the variance of the total score obtained by all subjects.

$$\text{CR} = \left(\sum \lambda \right)^2 / \left(\sum \lambda \right)^2 + \sum \varepsilon \quad (2)$$

$$\text{AVE} = \left(\sum \lambda^2 \right) / N \quad (3)$$

λ is the factor loadings, N is the number of measurement indexes of this factor, and ε is the residual variances.

Composite Reliability (CR) and Cronbach's Alpha were used to measure the Reliability of each variable. Average Variance Extracted (AVE) measures the average variance shared between a construct and its measures, and calculates correlations between different structures.

5 Discussion

5.1 Theoretical Significance

This research has three theoretical implications. Firstly, this study expands the empirical research on the impact of ESM on knowledge sharing behavior of employees with different knowledge attributes. It enriches the relevant research on employees' knowledge sharing behavior in online work scenarios. Secondly, from the perspective of impression management motivation, this study reveals the "Black Box" of the impact of different types of communication visibility on employee knowledge sharing behavior. Prior

studies on the motivation mechanisms of impression management are controversial, research on online impression management and knowledge sharing is scant. This paper extends the research of impression management from the offline to the online environment. Thirdly, this study introduces work-family centrality as a moderating variable, and extends and verifies the influence of employees' work-family boundary preference on impression management motivation. This study enriches the empirical research on boundary management.

5.2 Practical Significance

First, from the perspective of ESM communication visibility, this paper provides effective guidance for platform designers and enterprise managers to develop the technical features of the platform. ESM suppliers may be able to identify technical features that can promote various knowledge sharing behaviors of employees. Second, employees with different impression management motivations may be able to better adapt to ESM, and managers may be inspired to adopt different ways to motivate employees' knowledge sharing behavior with different impression management motivations. Organizations may be able to take appropriate measures to guide employees to achieve self-regulation when they are challenged to adapt their responses due to ESM communication visibility.

5.3 Conclusion

With the rapid application of ESM in the organization, employees have to adapt to the trend of internal information system transformation and upgrading, which is bound to face multiple pressures. This paper explores the factors that influence impression management motivation along with their influence mechanisms on knowledge sharing. It enriches and expands the theoretical positioning of knowledge management from the perspective of new sociological theories, and clarifies the influence mechanisms of impression management motivation on employees' positive behaviors. Research shows that as an IT platform based on Internet technology, ESM's different technical characteristics have a differentiated impact on employees' psychological motivation, thus affecting employees' knowledge sharing behavior. This study integrates different perspectives of impression management motivation in prior literature and provides a new strategy for organizations to motivate employees' knowledge sharing behavior.

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