

Original Paper

A Study on the Impact of Enterprise Social Media Visibility on Employee Job Satisfaction

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Received: November 14, 2024 Accepted: December 18, 2024 Online Published: January 4, 2025
doi:10.22158/csm.v8n1p7 URL: <http://dx.doi.org/10.22158/csm.v8n1p7>

Abstract

The widespread use of enterprise social media has significantly impacted employee job satisfaction. However, “visibility”, as a crucial variable, remains underexplored. This study investigates how the visibility of enterprise social media affects employees’ psychological states and behaviors through mechanisms such as transparency, social comparison, and emotional feedback, ultimately influencing their job satisfaction. The paper also examines the positive and negative effects of different levels of visibility and explores the moderating role of organizational culture in this process. Finally, it provides practical recommendations for optimizing enterprise social media usage to enhance employee job satisfaction. This research not only expands the theoretical boundaries of social media studies but also offers valuable insights for enterprise management practices.

Keywords

enterprise social media, visibility, job satisfaction, social comparison theory, organizational culture, employee behavior

1. Introduction

With the rapid advancement of digital technology, social media has become an essential tool in modern enterprises, playing an irreplaceable role in improving communication efficiency, enhancing employee collaboration, and shaping organizational culture. Social media provides employees with open and flexible channels for interaction but also introduces new managerial challenges, such as increased information transparency, complexities in privacy protection, and shifts in workplace social dynamics. Among these factors, “visibility” is particularly noteworthy. Visibility refers to the degree to which employees’ behaviors and information are observed or perceived by others on social media platforms.

This variable can significantly impact employees' psychological states and behavioral patterns through mechanisms such as transparency, social comparison, and emotional feedback, ultimately influencing their job satisfaction. However, existing research in this area is insufficient, particularly regarding how visibility specifically affects employee satisfaction. Against this research backdrop, this study aims to explore the potential pathways through which enterprise social media visibility impacts employee job satisfaction. By reviewing relevant literature and analyzing theoretical frameworks, this paper examines how visibility fosters trust through transparency, induces psychological pressure via social comparison and attribution, and enhances satisfaction through emotional feedback. It also analyzes employees' psychological and behavioral responses under low, medium, and high visibility levels to further clarify the positive and negative impacts of visibility on job satisfaction. Additionally, this study explores the moderating role of organizational culture, focusing on how open and inclusive cultural environments can alleviate the stress caused by high visibility and amplify its positive effects. As a conceptual study, this paper does not involve empirical analysis but relies on literature review and theoretical framework construction. The findings not only provide theoretical support for understanding the impact of enterprise social media usage but also offer practical guidance for enterprise managers in designing and optimizing social media usage strategies, ultimately helping organizations improve employee job satisfaction and overall efficiency (Yang & Pitafi, 2023).

2. Theory and Concepts

Enterprise social media serves multiple roles in modern enterprise management. By improving communication efficiency, enhancing collaboration, and shaping organizational culture, social media has become a crucial platform for facilitating employee interaction and enterprise operations. To fully understand how the visibility of enterprise social media affects employee job satisfaction, it is essential to analyze its functions and roles.

2.1 Functions and Roles of Enterprise Social Media

The functions of enterprise social media can be categorized into information dissemination, team collaboration, and cultural shaping. First, in terms of information dissemination, the immediacy and wide coverage of social media enable employees to access and share information more quickly, reducing the risks of information asymmetry. This not only enhances work efficiency but also strengthens transparency and trust among employees. Second, in team collaboration, social media provides a platform for cross-departmental and cross-regional employees to collaborate, particularly in project management, problem-solving, and innovation practices. For example, through instant messaging, group discussions, and file-sharing functionalities, employees can efficiently allocate tasks and track progress, thereby improving team productivity. Additionally, social media can strengthen social bonds among employees, fostering greater team cohesion. More importantly, enterprise social media excels in shaping

organizational culture. By promoting open communication and diverse expression, social media contributes to building an inclusive and supportive cultural environment. For instance, enterprises can use social media platforms to share employee recognition, organizational activities, and development visions, enhancing employees' sense of belonging and organizational identity. Furthermore, employees' sharing of experiences and perspectives on social media helps create a culture of knowledge sharing. However, social media functions may also come with negative effects, such as information overload, privacy breaches, and misinformation dissemination, which can undermine employees' trust in the platform and negatively affect job satisfaction. In summary, enterprise social media is a multifunctional platform with both advantages and risks in information, collaboration, and cultural domains. By managing these functions appropriately, enterprises can strike a balance between improving efficiency and enhancing employee satisfaction. However, as a critical factor influencing employees' psychology and behavior, the issue of visibility requires further theoretical exploration and management optimization (Sun et al., 2020).

2.2 Key Factors Influencing Job Satisfaction

Job satisfaction is a comprehensive reflection of employees' attitudes toward their work content, environment, and organizational atmosphere. It is a critical psychological variable that significantly impacts employees' behavior and performance. Over the years, scholars have conducted extensive research on the factors influencing job satisfaction from various perspectives, which can be broadly categorized into job characteristics, organizational support, social relationships, and individual psychology. First, job characteristics are one of the core factors influencing job satisfaction. These include task variety, skill requirements, job autonomy, and feedback on job outcomes. Well-designed tasks enhance employees' sense of control and achievement, thereby improving their satisfaction. For example, high job autonomy allows employees to manage their tasks flexibly, facilitating better alignment between personal and professional goals. Second, organizational support is a key determinant of employees' job satisfaction. Research shows that when employees perceive organizational attention and support, such as competitive compensation, career development opportunities, and psychological support, they are more likely to exhibit a positive attitude toward their work. Transparent communication mechanisms and fair performance evaluations, particularly in team collaborations, effectively enhance employees' trust in the organization and their overall satisfaction. Social relationships also play a vital role in shaping employees' job satisfaction. Healthy coworker relationships, positive team interactions, and effective leadership support have a favorable impact on employees' mental health and job satisfaction. For instance, when employees feel respected and recognized within a team, it facilitates their integration into the organizational culture and strengthens their alignment with organizational goals. Lastly, individual psychological traits significantly affect job satisfaction. The degree to which an individual's values and psychological needs align with their job determines their perception and

experience of work. Furthermore, employees' adaptability to external environments, emotional regulation abilities, and stress-coping strategies also influence their job satisfaction. In the context of enterprise social media, these factors may influence job satisfaction through new mechanisms. For example, social media usage can improve information flow and enhance team cohesion. However, excessive visibility might trigger social comparison and stress, potentially diminishing satisfaction. Therefore, integrating traditional factors influencing job satisfaction with the dynamics of social media usage provides more comprehensive guidance for enterprise management practices (Zhu et al., 2021).

2.3 Theoretical Foundations of Visibility and Employee Behavior

In the context of enterprise social media usage, "visibility" is a key variable that refers to the degree to which employees' behaviors and information on social media platforms are observed by others. Visibility not only impacts employees' psychological states but also alters their behavioral patterns through complex social and organizational mechanisms. Understanding the effects of visibility requires theoretical support from frameworks such as social comparison theory, attribution theory, and situational transparency theory. First, social comparison theory provides a critical foundation for understanding visibility (Chen et al., 2020). This theory suggests that individuals tend to evaluate their abilities and achievements by comparing themselves to others. In enterprise social media environments, employees' actions and work outcomes are often publicly displayed, prompting them to compare themselves with colleagues. Such comparisons can yield both positive and negative outcomes: on the positive side, employees may feel motivated by exemplary behaviors, enhancing their performance; on the negative side, excessive comparisons may lead to anxiety, reduced self-efficacy, or even feelings of jealousy, negatively impacting job satisfaction and mental health. Second, attribution theory explains how employees interpret others' actions and organizational decisions in high-visibility environments. According to this theory, individuals attribute observed behaviors and outcomes to specific causes based on visible information. On enterprise social media, employees may openly observe and interpret managerial decisions or colleagues' actions. For instance, an employee might attribute a peer's success to ability, effort, or access to resources, influencing perceptions of fairness and organizational support. This attribution process can subsequently alter employees' attitudes toward their work and shape the broader organizational climate. Furthermore, situational transparency theory highlights the nuanced relationship between visibility and trust. High-transparency environments can enhance trust within organizations by making power dynamics and resource allocation more equitable. However, excessive transparency or perceived threats to privacy may induce stress, burnout, or even resistance. For example, excessive exposure of work performance on social media platforms may lead employees to feel excessively scrutinized, adversely affecting their psychological well-being and behavior. In conclusion, visibility exerts complex effects on employee behavior through social comparison, attribution mechanisms, and transparency. These effects must be analyzed in the specific context of enterprise social media

applications. In management practice, organizations should carefully design visibility settings on social media platforms to balance the tension between transparency and privacy, minimizing negative impacts while maximizing the positive influence of social media on employee behavior.

3. Theoretical framework and analysis

3.1 Psychological Mechanisms of Visibility's Impact on Employees

3.1.1 Enhanced Transparency and Its Effects

The visibility of enterprise social media profoundly affects employees' attitudes and behaviors through multiple psychological mechanisms, including enhanced transparency. High visibility in social media fosters greater openness and transparency within the organization, reducing information asymmetry (Sun, 2020). Employees can use social media to track colleagues' work progress, team goals, and organizational policies, thus boosting their trust and identification with the organization. This transparency also strengthens employees' perceptions of fairness, making them more confident that resource allocation and performance evaluations are equitable. However, excessive transparency may impose psychological burdens on employees, especially when they feel their work behaviors are constantly scrutinized, potentially leading to anxiety or unease.

3.1.2 Work-Life Balance and Its Impact

The use of social media also impacts work-life balance, leading to technological stress that can cause employees to feel fatigued, pressured, and burned out. The blurring of boundaries between work and personal life due to the excessive use of social media results in employees frequently accessing social media during non-working hours, affecting their quality of life and job satisfaction. This excessive use can lead to information avoidance behavior, where employees choose not to focus on important work tasks to avoid boredom or fatigue. It can also result in technology-work conflicts, where the use of social media clashes with work tasks, affecting work efficiency. Furthermore, excessive social media usage behaviors, such as over-socializing, over-entertainment, and over-cognitive engagement, lead to social media overload and technology-work conflicts, causing emotional exhaustion and ultimately impacting job performance (Kasim, Fauzi, Yusuf, & Wider, 2022).

3.1.3 Social Comparison and Its Double-Edged Impact

Social comparison is a double-edged mechanism of visibility's psychological impact. High visibility enables employees to observe colleagues' work performance and achievements, often triggering social comparisons. Positive comparisons can stimulate competitive spirit and drive employees to improve their performance. However, excessive social comparisons can lead to negative outcomes, such as diminished self-esteem, increased psychological pressure, and reduced job satisfaction. This negative impact becomes more pronounced when employees perceive their performance to be inferior to that of their peers, resulting in emotional distress and decreased sense of belonging.

3.1.4 Emotional Feedback and its Influence

Emotional feedback is another significant factor in visibility's influence on employees. On social media platforms, employees' work results or behaviors are often met with immediate feedback from colleagues and management, such as likes, comments, or public praise. Positive emotional feedback can enhance employees' self-efficacy and sense of achievement, reinforcing their positive attitudes toward work. Conversely, a lack of feedback or exposure to negative comments over time may harm employees' mental health and job satisfaction. Public emotional feedback may also provoke jealousy or dissatisfaction among other employees, potentially undermining team cohesion and harmony.

3.1.5 Privacy Pressure and Its Negative Impact

Privacy pressure is a major source of negative psychological impact in high-visibility environments. When employees' behaviors and information are continuously exposed on social media platforms, they may feel their privacy is invaded, losing control over personal information. This privacy pressure can lower employees' psychological security, causing a sense of detachment from the organization and ultimately reducing job satisfaction. Therefore, when designing visibility policies for social media, organizations must pay special attention to employees' privacy needs, offering sufficient options and control to mitigate the negative impact of privacy pressure.

Visibility impacts employees' psychology in multifaceted and complex ways. Balancing transparency with privacy, motivation with pressure, and positive feedback with fairness is critical for managing enterprise social media effectively. By optimizing visibility design, organizations can maximize social media's positive psychological effects on employees, enhancing job satisfaction and organizational performance (Pitafi & Ren, 2021).

3.2 Impact Analysis of Different Visibility Levels

3.2.1 Low Visibility: Privacy and Limitations

Low Visibility typically refers to situations where employees' behaviors and information are visible only to a limited audience, such as direct supervisors or team members. In this context, employees often feel a high degree of privacy and psychological safety, allowing them to express opinions and share information more freely. However, low visibility can lead to communication inefficiencies and a lack of transparency, limiting the effectiveness of team collaboration and cross-departmental communication. Employees might miss opportunities to showcase their performance to a broader audience, negatively affecting career development and job satisfaction.

3.2.2 Medium Visibility: Balance and Benefits

Medium Visibility represents a balance, where employees' behaviors and information are shared within a reasonable scope, such as among their team or department. This level of visibility strikes a balance between transparency and privacy, enabling employees to gain recognition and feedback in a public setting without feeling overly exposed. Medium visibility is often considered the most favorable for

enhancing job satisfaction, as it effectively promotes team collaboration, strengthens employees' sense of belonging, and avoids the adverse effects of excessive transparency.

3.2.3 High Visibility: Exposure and Constraints

High Visibility refers to scenarios where employees' behaviors and information are publicly accessible across the organization or even to a broader audience. Such high transparency significantly enhances the flow of information and resource sharing, providing employees with greater opportunities to showcase their skills and achievements. However, high visibility may also impose substantial psychological pressure and behavioral constraints. Employees might exhibit defensive behaviors out of fear that mistakes could be magnified or their privacy infringed upon, leading to a decline in psychological safety and job satisfaction.

The impacts of low, medium, and high visibility levels on employees vary significantly. Enterprises should flexibly adjust the design of social media visibility based on specific management goals and employee characteristics, finding a balance between information transparency and psychological comfort. By doing so, organizations can maximize job satisfaction and improve overall efficiency (Yang, Ye, & Wang, 2021).

3.3 Moderating Role of Organizational Culture

The impact of visibility in enterprise social media usage on employee job satisfaction is often significantly moderated by organizational culture. Organizational culture, which encompasses collective values, norms, and behavioral patterns, not only influences employees' ability to adapt to the social media environment but also directly determines the extent to which visibility either pressures or motivates them. In high-visibility environments, the openness, inclusivity, and fairness of organizational culture play a critical role in mitigating potential negative effects and amplifying positive outcomes.

3.3.1 Open Culture and Transparency

First, an open culture helps alleviate the anxiety and pressure that high visibility may bring. In organizations with an open culture, there is an emphasis on transparent communication, equal dialogue, and innovative expression. This openness extends to the transparency of organizational decision-making processes, which can be significantly enhanced by the use of social media. When employees are privy to the rationale behind decisions and can engage in discussions through social media platforms, it fosters a sense of inclusion and trust. Employees in such a culture are more likely to accept high visibility on social media, as they trust that their behaviors and information will be treated fairly rather than being used for negative evaluations or control. For example, in companies with an open culture, high visibility fosters the sharing of ideas and obtaining feedback, thereby encouraging personal growth and teamwork. In contrast, in environments lacking openness, high visibility may be perceived as a form of surveillance, leading to a decline in job satisfaction.

3.3.2 Inclusive Culture and Support

Second, an inclusive culture helps reduce the social comparison and competitive pressures that visibility can trigger. In organizations with a strong culture of inclusivity, employee diversity and individual needs are respected, and mistakes or shortcomings are tolerated. In such a cultural environment, employees are more likely to view high visibility on social media as an opportunity to gain support and resources, rather than as a risk of criticism or exclusion. For instance, an inclusive culture fosters the development of trust and positive interactions among employees through social media, enhancing team cohesion and a sense of belonging. In such a culture, employees are more likely to appreciate the constructive aspects of social media visibility, seeing it as a tool for recognition and career advancement. However, in organizations with lower levels of inclusivity, employees may experience heightened stress and anxiety due to increased visibility, perceiving it as a source of judgment or exclusion, which negatively impacts job satisfaction.

3.3.3 Fair Culture and Equity

Lastly, a fair and equitable culture strengthens employees' perceptions of transparency and fairness in the visibility process. When employees feel that organizational processes, such as performance evaluations or resource distribution, are conducted fairly, high visibility can lead to a more positive work environment. This extends to the transparency of decision-making, where employees value the openness with which decisions are communicated and the opportunity to provide input. In such a culture, employees are more likely to appreciate the constructive aspects of social media visibility, seeing it as a tool for recognition and career advancement (Huang & Zulkifli, 2023). However, in organizations lacking fairness, employees may perceive visibility as a tool for favoritism or bias, leading to dissatisfaction and reduced motivation.

4. Practical Implications

The impact of visibility in enterprise social media on employee psychology and behavior is complex and multifaceted. It can lead to positive collaboration effects but also trigger negative emotions due to privacy concerns or social comparisons. To maximize the positive impact of social media while minimizing potential negative effects, businesses need to establish well-designed management strategies and practices that optimize social media usage and enhance employee job satisfaction. First, organizations should establish clear visibility rules to balance transparency with employee privacy protection. By providing flexible permission settings that allow employees to control the visibility of their information, companies can effectively reduce anxiety and discomfort caused by excessive exposure (Li et al., 2021). For example, discussions on sensitive projects or personal matters can be restricted to specific teams or direct supervisors, thus alleviating privacy pressure. Additionally, these rules should be guided by principles of openness and fairness, ensuring that all employees can work in a

transparent environment without feeling unequal due to information asymmetry. Second, organizations need to design effective feedback mechanisms to leverage visibility in enhancing employees' positive experiences and job satisfaction. Providing timely positive feedback and recognition on social media—such as likes, comments, or public praise—not only boosts employees' sense of achievement but also strengthens their identification with the organization and their sense of belonging. Management should actively engage in social media interactions, publicly supporting employees' work accomplishments and team collaborations, which helps to reinforce trust. Such positive interactions can alleviate employee concerns about high-visibility environments and foster greater team cohesion (Moqbel et al., 2020). Training and education are essential components of managing enterprise social media effectively. Companies should regularly conduct training on social media usage guidelines and skills, helping employees understand the potential impacts of visibility on both individuals and organizations. Additionally, employees should be taught how to use social media appropriately for communication and collaboration, ensuring they can navigate the platform with confidence while safeguarding their privacy and well-being. By adopting these practices, organizations can create a social media environment that maximizes its benefits, promotes positive employee experiences, and ultimately enhances overall job satisfaction.

5. Conclusion

The visibility of enterprise social media usage has a multifaceted impact on employee job satisfaction. In high-visibility environments, transparency can enhance trust and collaboration, but it may also introduce negative effects due to social comparison and privacy pressure. Organizational culture plays a crucial moderating role in this process, as openness, inclusivity, and fairness can amplify positive effects and mitigate negative ones. By establishing flexible visibility rules, creating positive feedback mechanisms, enhancing employee training, and ensuring fairness, organizations can effectively optimize social media usage, thereby improving employee job satisfaction and overall organizational performance. Future research could further validate these theoretical assumptions through empirical data.

Acknowledgement

- 1) Teaching Reform in Interdisciplinary Courses: Case Study of Course of “New Media Data Analysis and Application
- 2) Strengthening All-Media Communication Systems in Universities

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