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Employee's (Happy) Branding Corporate's 'Social' Reputation: Can You Put a Price on That?

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Abstract

The purpose of this study is to investigate the relationship between Corporate 'Social' Reputation (CSR) and employees' increasing usage of Social Media (SM) and related technologies in promoting and strengthening their company's branding strategies. This study draws on the (Rokka, Karlsson, & Tienari, 2014) conceptualization of corporate reputation management in SM as balancing acts, which take place in relation to different, contradictory, and sometimes paradoxical priorities related to branding and managing employees. The research method of this study was based on the quality content analysis and primarily relied on the recent research articles, and surveys. The findings contribute to the existing discussion on the role of SM, particularly on the employees' growing usage of Facebook, Twitter and Instagram in building CSR bottom line. Future research is discussed regarding the motivation that drives employees to become brand evangelists. Key implications for researchers, practitioners and policy makers are highlighted.

Keywords: corporate 'social' reputation, corporate reputation management, branding, happiness, social media, Twitter, instagram

1. Introduction

This study explored the relationship between Corporate 'Social' Reputation (CSR) and employees' increasing usage of Social Media (SM) and related technologies in promoting and strengthening their company's branding strategies. The marketing doctrine proposed (Challagalla, Murtha, & Jaworski, 2014) provides a firm-wide common approach to decision making. Notably, marketing doctrine helps a firm address the classic consistency–flexibility conundrum by providing high-level guidance to all decision makers in the firm (thus ensuring consistency) but not specifying execution details (thus allowing for local flexibility). In the midst of the enormous growth of SM over the past few years, the question that continues to challenge employers, employees and all the stakeholders is—who are the decision makers, and who is providing such flexibility to whom? SM has practically exploded over the past few years. Every Internet savvy person has a Facebook, Twitter and LinkedIn account if not also an Instagram and a Pinterest—and this doesn't even begin to cover the whole cartload of social networking options that dot the World Wide Web (Srivastava, 2014) today.

Companies are in constant flux on how to best promote their brands. Reaching the corresponding brand evangelists is a good way for brand managers to have information flow from the company to a certain type of consumer. The brand evangelists are in "the field" with potential consumers and can carry on a type of guerrilla marketing on behalf of the brand. Understanding how to engage these evangelists is vital in building, fostering, and cementing relationships. Knowing that brand evangelists have the personality traits of extraversion, openness, and neuroticism (Doss & Carstens, 2014) is a good beginning for understanding how to best approach evangelists, Figure 1:

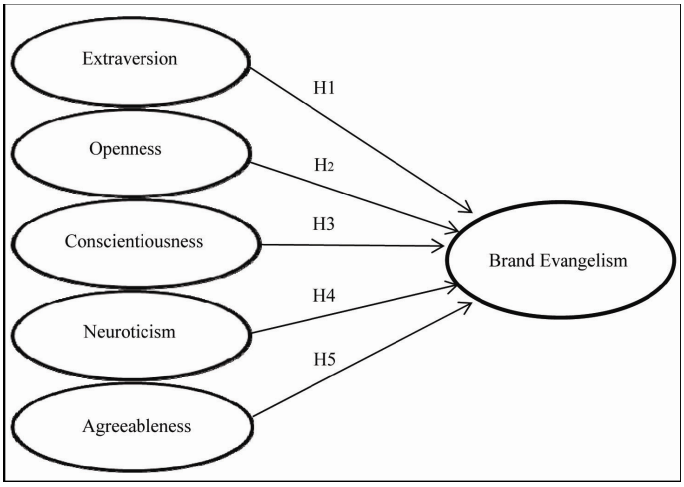

Figure 1. Theoretical model—brand evangelism

Source: Big Five Personality Traits and Brand Evangelism (Doss & Carstens, 2014).

Bal & De Lange (2015) studied the effects of flexible human resource management (HRM) on employee outcomes over time and concluded that the availability and use of flexible HRM would be positively related to employee engagement, as well as higher job performance. Moreover, flexible HRM can be used by organizations to enhance younger workers' engagement, while it can be used for older workers to enhance their job performance. Meaning, it is important for organizations to not only offer flexibility to their employees, but to also make sure that employees take advantage of these HR practices. In this research study particularly in today's single-sign-on world, the author argues whether flexible HRM and *openness* includes a company's management giving permission for adequate usage of SM by employees (happy) as brand ambassadors of their firm in promoting their corporate's 'social' reputation.

Over the years, brand reputations often have been stoked by outward-facing marketing efforts and corporate social responsibility initiatives, but employee treatment is becoming a bigger part of the corporate social responsibility pie. To differentiate themselves in the marketplace and boost customer perception, companies could benefit by treating their employees better and letting their customers know about it (Birkner & Flake, 2015). Although it is well accepted that corporate communication has a direct impact on corporate reputation, little is known about the link between firms' SM communication strategies and the formation of firms' reputations in an (Faber, Fihnorn, & Loeffler, 2012) online environment.

Recent research indicates that experiences bring greater happiness than material possessions depending on the extent to which an experience is ordinary (common and frequent) versus extraordinary (uncommon and infrequent). Eight studies (Bhattecharjee & Mogilner, 2014) examined the experiences individuals recall, plan, imagine, and post on Facebook and find that the happiness enjoyed from ordinary and extraordinary experiences depends on age. Younger people, who view their future as extensive, gain more happiness from extraordinary experiences; however, ordinary experiences become increasingly associated with happiness as people get older, such that they produce as much happiness as extraordinary experiences do for younger people. More and more people are sharing both their common and extraordinary experiences with corporations on SM and in the process are enhancing corporate brand reputation.

Although Facebook addiction partially mediates the relationship between subjective vitality and subjective happiness (Uysal, Satici, & Akin, 2013) the strength of the relationships between the dimensions of the customer-based corporate reputation (CBCR) scale and the trust, loyalty, repatronage intention and overall reputation dimensions were significant and are illustrated in Nomological validity of the model, Figure 2:

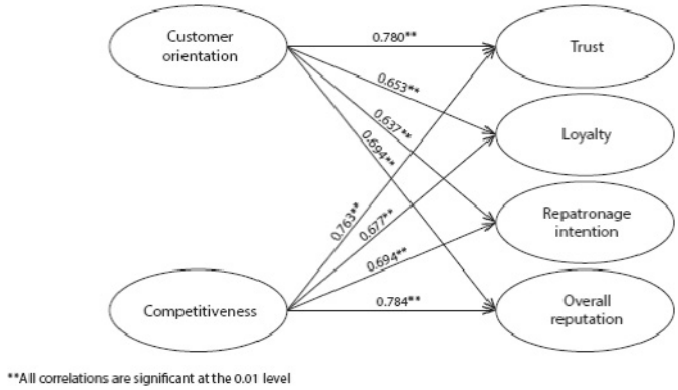

Figure 2. Nomological validity of the model

Source: Validation of the customer-based corporate reputation scale in a retail context (Terblanche, 2013).

The rise of SM has led to a fundamental shift in the way businesses of all sizes engage with their customers (Nadeem, 2012a; 2012b). But what is of primary concern to employers all over the world is the increasing use of SM at workplaces. So addicted are people to their networks that not taking a peek online or making a hasty post whenever an opportunity presents itself is quickly becoming a tough order for most. In fact, folks take their SM presence so seriously that there have been cases where potential recruits have declined positions in organizations due to restrictive SM policies.

Companies cannot afford to ignore the way SM has gotten integrated into different aspects of our lives. As for employees, social connectivity at work is fast becoming as essential as their appraisal process, leave rules, clean weekends and job perks. Thus, for organizations, it is absolutely important to chalk out a realistic SM policy that adds to the happiness and motivation of the employees, without excessive monitoring and towering controls. Done the right way, an organization's attitude towards SM policy can play an important role in furthering its goodwill among (Srivastava, 2014) employees.

The purpose of this research study is to enhance our understanding of the relationship between corporate 'social' reputation and employees since the current academic literature does not have an understanding of how the satisfied and happy employee's interaction with SM is influencing the promotion and branding of corporate's 'social' reputation.

2. Literature Review

Based on Agnihotri (2014) study, this research further analyzed how corporate reputation that the firm earns in mass media enhances its market value and its impact is higher when firm is standalone compared with when it is affiliated to a business group and when the firm's CEO is present on SM through Facebook, LinkedIn and Twitter, Figure 3.

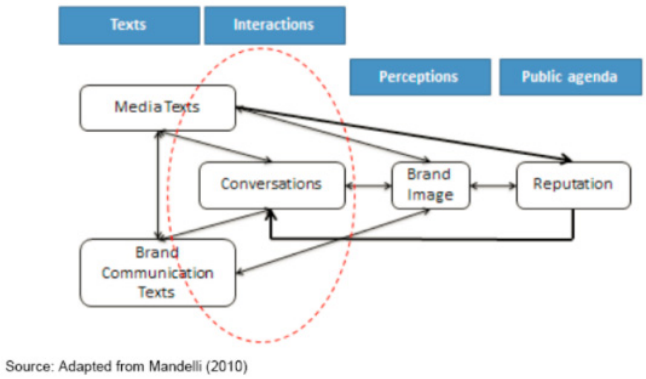

Figure 3. Media branding communication to conversation to reputation

Source: Mass-Media-based Corporate Reputation and Firms' Market Valuation—Evidence from Emerging Markets (Agninotri, 2014).

Moreover, companies manage their reputation in SM, focusing on the role of employees. Social-media environments amplify the need for distinct corporate reputation-management practices. Corporate reputation management in SM requires balancing acts, which take place in relation to different, contradictory, and sometimes paradoxical priorities related to branding and managing employees (Rokka, Karlsson, & Tienari, 2014). Although the relationship between corporate social responsibility and corporate brand equity is sequentially mediated by corporate brand credibility and corporate reputation (Hur, Kim, & Woo, 2014) Figure 4, there was a partial effect of employer branding on employee engagement through employee expectation, while there was also a partial effect of employer branding (Piyachat, Chanongkorn, & Panisa, 2014) on discretionary effort through employee engagement.

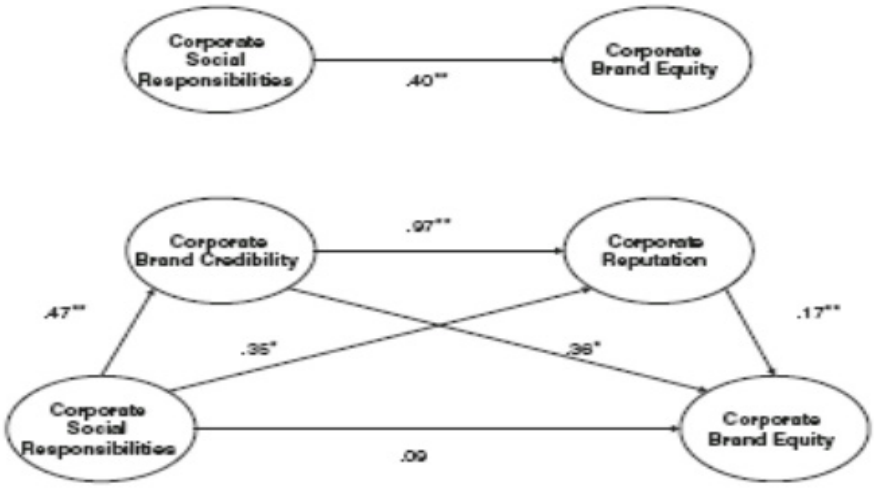

Figure 4. Three-path mediation model

Source: How Corporate Social Responsibility Leads to Corporate Brand Equity (Hur, Kim, & Woo, 2013).

This study highlights that the workers and the way that corporations treat them are in the national spotlight now more than ever. Starbucks and Costco are the prime examples of the brand benefits of a happy workforce (Birkner & Flake, 2015). Moreover, there is a pressure from the marketing department to better integrate (Katona & Sarvary, 2014; Nadeem, 2015) the largely independent SM operation into the company's broader marketing efforts. A loyal customer base can be important to the long-term (Nadeem, 2013; Nadeem, 2012a) success of any brand and corporate reputation.

As companies are interested in building more enduring and lucrative relationships with their stakeholders (Nadeem, 2013) many Chief Marketing Officers (CMOs) are still wondering how to properly demonstrate ROI on social spending. Companies increasingly communicate about corporate social responsibility through interactive online media. Birkner & Flake (2015) found that an increase in perceived interactivity leads to higher message credibility and stronger feelings of identification with the company, which also boost corporate reputation and word-of-mouth. Using interactive channels to communicate about corporate social responsibility can improve corporate's social reputation.

This study also highlights that despite the effectiveness of interactive communication channels, firms need to carefully monitor these channels. Moreover, perceived interactivity is significantly and positively related to both message credibility and identification, Figure 5.

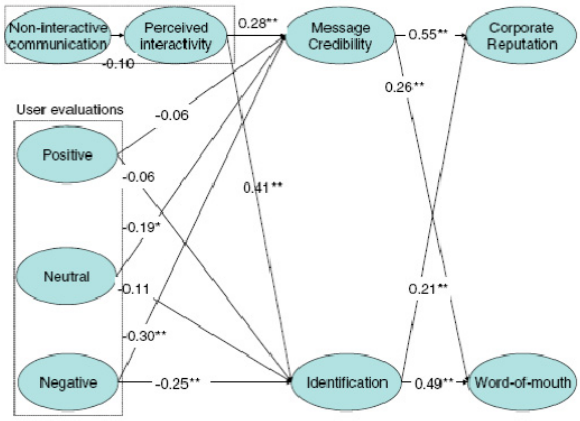

Figure 5. PLS model—message credibility and identification are significantly related to corporate reputation

Source: The Impact of Interactive Corporate Social Responsibility Communication on Corporate Reputation (Eberle, Berens, & Li, 2013).

This research study reviewed the literature on the corporate reputation and employees' relationship and identified gaps in the body of knowledge. The value of this study resides in making the rather under-developed and inconclusive literature (Perez, 2015) on branding corporate 'social' reputation link with the happy employees.

3. Methodology

This study used the quality content analysis *methodology* and relied on the recent marketing research articles and digital analytics surveys. This research follows qualitative, descriptive approach and general analytical strategy and is based on theoretical propositions. This study argues that an in-depth analysis of content in SM seems to be an attractive alternative to traditional research methods because data is already available and, at first glance, only has to be analyzed. As the amount of user-generated content (UGC) in SM is rising constantly, more and more employees/consumers exchange their product and brand experiences using SM platforms (Faber, Eihnorn, Hofmann, & Loeffler, 2012).

In this study, SM research provided valuable additional insights, e. g. ideas, explanations and backgrounds for the initial results. Using the quality content analysis procedure, this study is primarily built upon recent case studies, research articles, and surveys. This research study also shows the advantage of mixing traditional research methods (research articles, surveys, and case studies) with the analysis of existing SM (Faber, Eihnorn, Hofmann, & Loeffler, 2012) content by identifying additional insights which complement traditional research results. The approach of creating additional value by analyzing existing data in SM focuses on innovative and creative insights (Faber, Eihnorn, Hofmann, & Loeffler, 2012) when addressing the main argument examined by this research study—Can you put a price on the employees' (happy) branding of their company's CSR?

4. Results

The results of this study reveal that corporate reputation mediates the relationship between organizational legitimacy and customer support. The main question addressed by this study is: How are employees (happy) influencing the 'social' reputation of the corporation with specific reference to SHRM and Adobe Corporation (Julig, 2014) Surveys? The model designed (Srivoravilai, Melewar, Liu, & Yannopoulou, 2011) captures the effects of institutional factors on Corporate reputation and examined a potential outcome of the reputation building process, Figure 6.

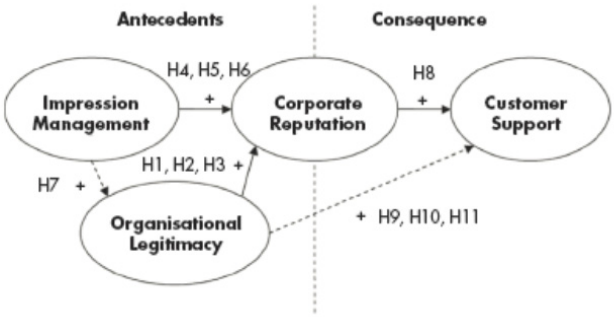

Figure 6. An operational model of the antecedents and consequence of corporate reputation

Source: Value Marketing through corporate reputation (Srivoravilai, Melewar, Liu, & Yannopoulou, 2011).

Case in point 1: SHRM (2008) report represents the findings from the Employee Job Satisfaction and Engagement Survey of 600 U.S. employees. The overall employee survey was conducted in July and August of 2013. The survey assessed 35 aspects of employee job satisfaction and 34 aspects of employee engagement such as—conditions for engagement, engagement opinions and engagement behaviors. The purpose of the annual employee survey was to identify factors that influence overall employee satisfaction and engagement in the workplace. The results of this survey are quite clear on what is driving employees' job satisfaction at the moment. Compensation/pay is typically a top priority but many workers are also motivated and inspired by the relationships they have with colleagues and supervisors, and the ability to use their skills in their jobs, Figure 7:

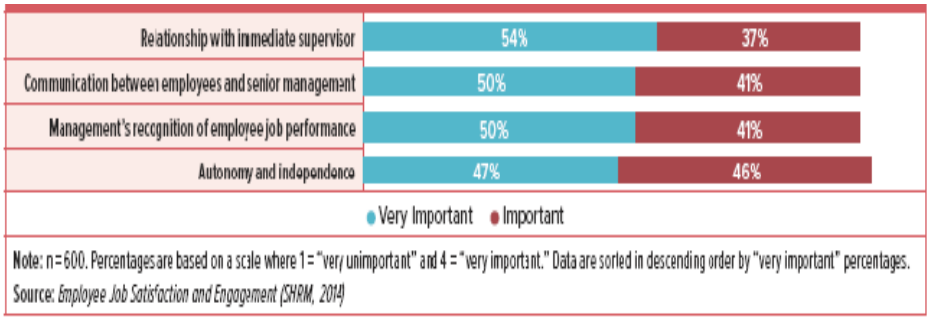

Figure 7. Importance level of employee relationships with management aspects

Source: Employee Job Satisfaction and Engagement—The Road to Economic Recovery (SHRM, 2014).

Case in point 2: Adobe Corporation (Julig, 2014) is empowering their 11,000 employees worldwide to be SM brand ambassadors. As a result, they are building customer goodwill and influencing sales. For example:

- SM influences 20% of subscriptions to Adobe Creative Cloud.
- A greater percentage of Adobe employees are sharing content about Adobe on Twitter than any other group of tech brand employees in the world, per Social Look.
- As of mid-2014, approximately one-third of Adobe's 11,000 employees have taken Social Shift training to be brand ambassadors.
- In some months, one Photoshop brand ambassador has generated more revenue than the official Adobe @Photoshop Twitter account.

In 2013, Cory Edwards, head of Adobe's SM Center of Excellence, was pondering how Adobe could use SM to influence more sales. As a corporate SM professional for seven years, he knew firsthand how difficult it can be to get senior executives active on SM. Then he discovered the Edelman Trust Barometer report. The report showed that while trust in CEOs has been declining, trust in company employees has grown. Edelman Trust Barometer data shows employees are a trusted source of information. "We had a 'Eureka!' moment about how much value the average employee could bring," Edwards said. As a result, Adobe now focuses on empowering

all employees to be brand ambassadors. Their efforts are paying off. Adobe first assessed where they stood regarding employee advocacy. They checked the SocialLook leaderboard, which measures employee advocacy through Twitter accounts. SocialLook bases its measurements on Twitter accounts whose bios specifically mention working for a particular company. Edwards was surprised to find that Adobe was already ranked 4th for tech companies. Since implementing programs to empower employees to share on SM, they have consistently ranked in the top three, hitting the Number 1 spot three months in a row.

This study shows that the consumers' perspectives in the context of a financial setting suggest that the main factors that bear influence on a favorable corporate logo (antecedents) are: corporate name, design, and typeface. The importance of the company's corporate logo enhances the corporate image, attitude toward advertisements, recognizability, familiarity, and corporate reputation (Foroudi, Melewar, & Gupta, 2014). The dynamic relationships of buzz and traffic with firm value as well as (Luo & Zhang, 2013) the related mediation effects of buzz and traffic. They also reveal significant market competition effects, including effects of both a firm's own and its rivals' buzz and traffic.The time trend of public opinion about carmaker Toyota dropped precipitously in early 2010 following a series of quality issues and recalls. Impressions of Toyota only showed a notable drop after recall information hit the majority of the other media. The good predictions showed that all that the media studied moved in reasonable synchrony, so all could represent the information shaping public opinion even though the messages did not include advertising or broadcast content (Fan, Geddes, & Flory, 2013).

Today's organizations (McCafferty, 2013) are either slow to recognize the influence of SM on their reputation, or they don't know how to take full advantage of it. Either way, this ineptitude is hurting them in the competitive talent recruitment and retention game, according to a recent survey, the "Emerging Workforce Study" from Spherion Staffing Services. Even when companies are pursuing SM strategies, very few of their executives give a positive assessment of the success they're having with SM. The research also shows how ineffectively organizations follow through on their stated missions.

All this makes a difference as employers seek to appeal to high-achieving "emergent" professionals, who are more willing to take control of their careers and are more difficult to retain. The research was conducted by Harris Interactive and involved 225 human resource managers and 2,035 employed adults, Figure 8.

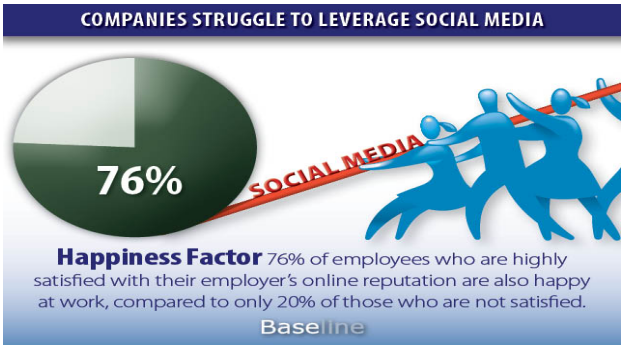

Figure 8. Companies struggle to leverage SM

Source: Companies Struggle to Leverage SM (McCafferty, 2013).

"The 'emergent' attitudes toward the workplace are often indicators of new expectations among all of today's workers when it comes to drivers of engagement, productivity and retention," says Sandy Mazur, division president at Spherion. "Perhaps most compelling this year is workers' desire for a clear corporate mission that is followed through on and the importance of a company's SM practices and beliefs."

5. Discussion

This study was motivated by the need for research that can lead to a better understanding of the role of employee's branding in enhancing corporate's 'social' reputation. This study highlights that the people who describe themselves as happier engage in certain activities more than those who describe themselves as less happy. Based on 34 years of data collected by the General Social Survey (GSS) on social activities and media usage, it is found that people who are happy report being more active in most social activities, in religion and in newspaper reading. On the other hand, happier people (Robinson & Martin, 2008) report less time watching television, a relation that holds after control for education, marital status and other predictors of happiness.

Zhu, Sun, & Leung (2014) study examined the antecedents and outcomes of corporate social responsibility and the moderating role of ethical leadership which also has a contingent role in the relationships between corporate social responsibility, firm reputation, and firm performance. Such ethical leadership in any given firm can only be highly effective provided corporate policies dictate employee satisfaction and happiness, Figure 9.

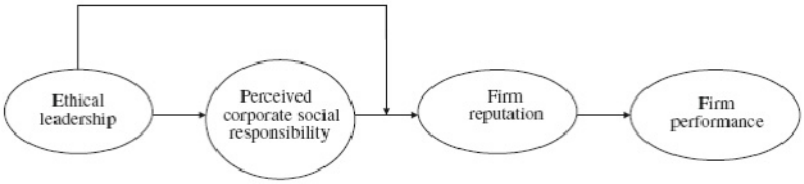

Figure 9. Path of ethical leadership

Source: Corporate Social Responsibility, firm reputation, and firm performance: The role of ethical leadership (Zhu, Sun, & Leung, 2013).

A study by National Labor Relations Board (NLRB) emphasizes that "the right to engage in protected concerted activity is one of the best kept secrets of the National Labor Relations Act", and "that a right only has value when people know it exists". The launch of a webpage by the NLRB to make the public aware of the rights of employees to act together for their mutual aid and protection, even if they are not in a union, highlights the agency's recent efforts to reign in employer efforts to control employee use of SM with respect to employee engagement in protected concerted activity. NLRB efforts are being praised by organized labor and its supporters and roundly criticized by opponents. The purpose of this NLRB study was to examine employee use of SM regarding protected concerted activity, the efforts by the NLRB to facilitate employees' ability to engage in protected activity via SM, and what should employers be doing to facilitate compliance with the NLRB's recent efforts to reign in employers' efforts to control (Calvasina, Calvasina, & Calvasina, 2013) use of SM.

Sivertzen, Nilsen, & Olafsen (2013) tested the employer attractiveness scale (EmpAt) and analyzed relationships between dimensions in this measurement scale and the use of SM in relation to corporate reputation. The authors argued that several employer attributes are positive for corporate reputation, which again is related to attraction of potential employees. Specifically, the results suggest that innovation value, psychological value, application value, and the use of SM positively relate to corporate reputation. This study suggests that the outcome is not only the corporate reputation but also the overall corporate 'social' reputation, Figure 10.

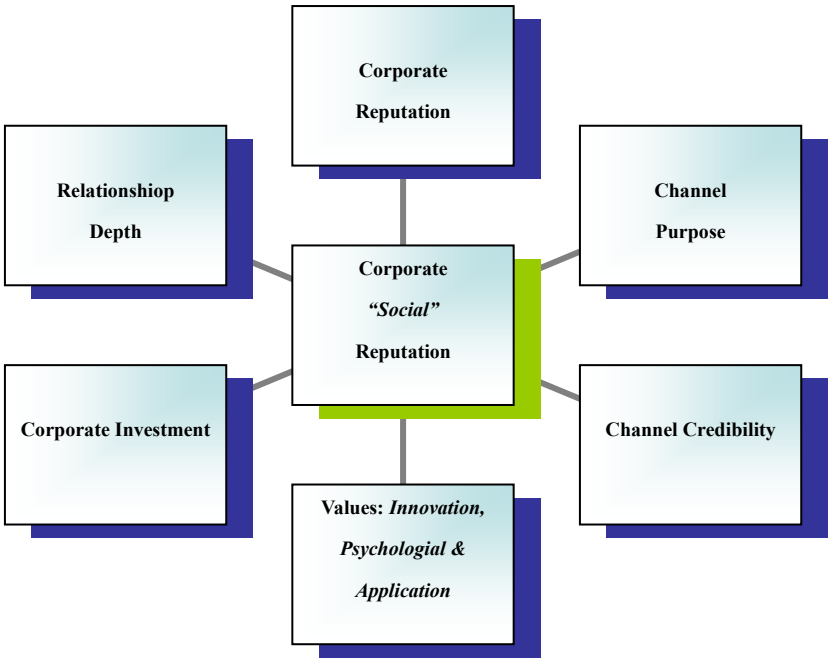

Figure 10. SM Relationship—Corporate Reputation (Modified: Nadeem, 2015)

Source: Employer Branding: Employer Attractiveness and the Use of SM (Sivertzen, Nilsen, & Olafsen, 2013).

Puncheva-Michelotti, McColl, Vocino, & Michelotti (2014) highlighted the concept of corporate patriotism and clarified its relationship with corporate reputation in the context of multi-stakeholder engagements. The perceptions of corporate reputation are identified in four key stakeholder relationships—consumer, purchasing, employment, individual share investment and community relationships. The authors argued that the stakeholder relationship context moderates the role of corporate patriotism as a dimension of corporate reputation. Corporate patriotism is more important for the reputation of a company as an employer and local citizen than as a provider of products and services.

Martínez & Rodríguez Del Bosque (2014) argued that sustainability plays a vital role as an antecedent of corporate reputation and that the economic, social and environmental domains of sustainability present a direct and positive relationship with both corporate image and reputation. Schweidel & MOE (2014) argued that the results show that the inferences marketing researchers obtain from monitoring SM are dependent on where they "listen" and that common approaches that either focus on a single SM venue or ignore differences across venues in aggregated data can lead to misleading brand sentiment metrics. After receiving compelling criticism (Byrd, 2012) from Facebook followers for not engaging enough, Toyotas SM team formulated an enhanced SM engagement effort which focused on stressing the importance of genuine, two-way, online engagement in a consumer-driven environment. This greatly contributed to Toyota's quick rebound from the crisis and helped it emerge with its company's brand reputation intact. Furthermore, companies can learn from the example set by Toyota in that, while profits are important, building and nurturing long-term relationships in a socially-responsible manner can result in reinforced positive attitudes and behaviors, which are far more important to the company's bottom line. Moreover, through the utilization of the stewardship model in an online engagement strategy during times of crises, incorporating a two-way communication approach can yield positive results for the company's brand reputation.

Employees are one of the best (and often underutilized) tools companies have in their social toolkit. Employees can help amplify a brand's messages and help share that brand's story. Employees' messages will be more trusted than company's brand messages. 90% of consumers trust recommendation from people they know and only 14% trust advertising.

Smith (2015) showed that the Social Arts and Science Institute (SASI) has put together an Employee Activation Maturity Assessment that outlines the critical competencies companies require to be successful with employee advocates:

1) *Policy & Governance.* It's critical that companies have SM policies in place before rolling out an Employee Advocate Program. What role are employees going to play in the overall corporate social reputation strategy? How is the company going to manage and support them? SM policy is important to help mitigate the potential risk associated with setting teams free online to engage in social channels. It is also important in helping employees feel empowered to engage on social networks.

2) *Training.* SM training is a critical part of any employee advocate program. A SASI survey revealed that 71% of executives said that their company was concerned with potential risks posed by SM. Yet only 36% claimed that their organizations had SM training. It's important to train employees on SM's best practices, company policies and strategy. Similar to policies and governance, training employees in SM can help mitigate risk as well as provide employees with the skills they need to be successful.

3) *Metrics & Measurement.* As with any initiative it's important that companies are set up to measure business impact of their Employee Advocate Program. Powering thousands of employees in social channels will drive lots of social shares and help the organization reach new audiences and prospective new customers. Because of such, it's critical to track and measure the key performance indicators that matter most so that you can prove value and deliver results.

4) *Tools & Technology.* In order to activate employees in social channels, it's important that they have access to the tools they need to be successful. At the most basic level this means providing access to consumer tools to facilitate social engagement and sharing. Organizations that have truly made a commitment to SM will actually provide employees with access to enterprise tools to allow employees to listen to and engage with relevant conversations and topics at a more granular level.

5) *Leadership.* Arguably one of the most important parts of a successful Employee Advocate Program launch is executive buy-in. The most successful social companies not only have buy-in from leadership, but the executives are social themselves, leading by example.

This study argues that the venues by which employees can voice satisfaction, dissatisfaction, and their experiences with the organization have traditionally been limited to internal communication systems that are orchestrated and sanctioned by the organization. However, SM such as Facebook, Twitter, and LinkedIn, as well as blogs and instant messaging, now enable employees to deliver messages to hundreds or even thousands and millions of people with a few keystrokes...messages that may or may not be desirable to or sanctioned by the organization. Under these circumstances, employee voice can either be an untapped resource for enhancing the organization's public image or a bomb waiting to explode with devastating impact on the firm's reputation. Effective management of employee voice begins with understanding its purposes: contribution to management decision making, demonstration of partnership, articulation of individual dissatisfaction, and expression of collective bargaining. These expressions of voice can be guided and managed to a strategic advantage when organizations provide a proper organizational (Miles & Mangold, 2014) context along with the appropriate mechanisms for employees.

6. Conclusion

This study affirms that the corporate reputation is considered as the consensus of perceptions about how a firm will behave in any given situation, based on what people know about it, including (Sandberg, 2002) financial performance. Smith's (2015) study of TINYPulse showed that resources, SM in particular, and co-workers cause the greatest happiness to an employee in any industry. Stores with more satisfied (Grandey, Goldberg, &Pugh, 2011) also have greater customer satisfaction.

This study highlights that the Toyota encourages its employees to think of ways to improve production. They can also stop the whole assembly line if they see something (Byrd, 2012) that needs fixing. Whole Foods organizes its workers into teams that have a lot of freedom to choose members and distribute tasks, relying on peer pressure rather than top-down control. Starbucks and Costco, operate under "employees first" philosophies, offering wages and health-care benefits that surpass the industry standard, and they are reaping the rewards. Both have proven that companies that look out for long-term employee happiness can be more efficient and profitable. While neither company aggressively markets these efforts, the positive employee treatment can be a worthwhile marketing peg, whether or not (Birkner & Flake, 2015) it's widely promoted.

This study argues that the confounding nature of an online reputation threat demands that in certain cases, and specifically in the case of parody, responding to a reputation threat can be more damaging than ignoring the issue. Analysis suggests that understanding the process by which information goes viral and the unique attribute of humor in perpetuating the spread of information online can prevent organizations from making inappropriate reputation management decisions. Hence, organizations ought to actively engage (Veil, Petrun, & Roberts, 2012) in the discussion that is already creating their reputation online. The firms have incentives to target multiple stakeholders in a reputation repair strategy—including capital providers, customers, employees, and geographic communities—and actions targeting each group generate positive market returns as reputation capital is repaired. The frequency of, and stock returns to, reputation-building actions are greater for restating firms in the period after their restatement. In addition, firm characteristics predict the types of stakeholders targeted by firms. Actions targeted at both capital providers and other stakeholders are associated with improvements in restating (Chakravarthy, Jivas, deHaan, Rajgopal & Shivaram, 2014) that firm's financial reporting credibility.

This study shows that employees and corporate reputation are unique resources that generate positive financial performance and ultimately create sustainable competitive advantage. Corporate reputation is vital to an organization and employees are the key link to managing it. By recognizing the synergistic role that employees can play in the overall positioning of corporate reputation, management can help satisfy corporate strategic objectives. Examine initiatives essential to gain employee commitment to corporate reputation (Cravens, 2006) as well as the use of the Balanced Scorecard to integrate corporate reputation metrics into the incentive system. Most corporations want to make people happy and productive and improve people's lives. As emphasized by Puncheva-Michelotti, McColl, Vocino, & Michelotti (2014) study, marketing managers should consider the reputational advantage stemming from corporate patriotism in the design of multi-stakeholder corporate communication strategies.

Moreover SM policies must meet company and legal requirements, but should include open opportunities for employees to support SM efforts. Moreover, a majority of employees are willing to share company information—they're just not sure what to share because they don't want to get in trouble. Crafting a SM policy that meets company and legal limitations, empowers employees and is short and sweet is quite an undertaking. Managing its development requires listening to a number of contributors and distilling the important parts into a short, easily understood policy that reduces risk for the company and gives employees the freedom to support the

company's branding strategies. The new policy can be a rallying cry to help employees across the organization understand SM, increase activity and help create a more socially (Tung, 2015) active company.

This study argues that it would be a mistake for a company to base its management philosophy on Taylor's aphorism that "people are no more than mechanical parts" in a great assembly line. It is equally mistaken to cling to the idea that all workers can be left to their own devices—and that all you need to do is be nice to your employees (Economist, 2015) and miracles will happen. When customers go anywhere, whether they're buying a cup of coffee, or they're buying clothing, they want to know that the company they're purchasing it from is taking care of their employees. That gives customers a moment of pride, to know that as a consumer, you're supporting a company that's doing the right thing, taking care of the people who make that company possible. When employees are actively engaged in branding their company's CSR as the best ambassadors (Birkner & Flake, 2015) you really can't put a price on that!

7. Implications

The results of this study present interesting implications for both the academic field and marketing industry. With the ubiquity of SM in all aspects of daily life, research interest in the topic has been on the rise. El Ouirdi, El Ouirdi, Segers & Henderickx (2015) argued that within the existing body of research on these tools, part of the literature focuses on the use of social technologies by employees. In terms of methodological choices, research on the use of social technologies by employees is found to be fragmented and in need of further quantitative studies, mixed-methods approaches, and theory-based research.

This research study (Treem, Dailey, Pierce, & Leonardi, 2015) examined the expectations that workers have regarding Enterprise Social Media (ESM) and found that individuals' frames regarding expectations and assumptions of SM are established through activities outside work settings and influence employees' views about the usefulness of ESM. Differences in technological frames regarding ESM were related to workers' age and level of personal SM use. The findings also emphasized how interpretations of technology may shift over time and across contexts in unique ways for different individuals.

This study also highlighted (Jennings, Evans, Blount, & Weatherly 2014) that with the increase in the use of mobile devices in the workplace, both employer supplied and personally owned, and the major role SM has begun to play in today's world, businesses face many new challenges with their employees. SM may be seen by some employers as a virtual Pandora's Box. Though it may seem to hold bountiful riches, employee posts can unleash a firestorm of unforeseen challenges and consequences ranging from those financial, to legal, to ethical.

This study shows that the new happiness movement (Saunderson, 2015) which is about employer-supported volunteerism where employees are engaged in doing well in their immediate communities or in the global arena. The shift of happiness at work moves from feeling good to doing the right things—such as happy employees promoting CSR using SM.

8. Future Research

This study demonstrated that the social technologies within corporations can enhance the employee's productivity by building communities, and fostering new ways of collaboration. Moreover, corporations would like a better corporate reputation. A positive reputation is arguably the most valuable asset that a corporation can possess. Most corporations are struggling to find alignment of internal and external communications to achieve a coherent and consistent message to influence public perceptions of the news media's and SM reporting.

The growing plethora of SM outlets have also sparked both opportunity and concern in how organizations manage their (Schniederjans, Cao, & Schniederjans, 2013) corporate image. Future researchers are encouraged to focus on further understanding of how SM strengthens organizations' 'social' communication—with various internal (employee to employee—e2e) with external (business to business—b2b) stakeholders in promoting CSR and overall employee's satisfaction/happiness.

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