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EVOLVING IDENTITIES, SOCIAL MEDIA AND THE EMPLOYMENT RELATIONSHIP: AN INTERPRETATIVE PHENOMENOLOGICAL ANALYSIS

A thesis submitted in partial fulfilment of the requirements of Sheffield Hallam University for the degree of Doctor of Business Administration

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Contents

List of Figures and Tables

Figures

Tables

Abstract

This study uses interpretative phenomenological analysis (IPA) to explore how actors in three key organisational roles: human resources practitioners, operational managers and employees use social media to dramaturgically shape identity and the implication this has on employment relationships. The study contributes to qualitative research design by using a multi-perspective approach. The research draws upon data captured from 25 semi-structured, in-depth interviews. Analysis is presented in four key themes: 1) adoption, participation and staging of social media in the workplace 2) power, control and surveillance of social media use 3) evolving identity and dramaturgical performance on social media; and finally, 4) resistance, misbehaviour and conflict.

The findings reveal social media are not widely adopted, lack strategic coordination and their purpose is not fully understood. Actors used a variety of sites to dramaturgically stage their identity and aesthetic representations of self; some were contradictory to organisational expectations. Little training existed to develop social media skills, therefore was regarded sceptically by HR and management who sought tighter control mechanisms to govern access and use. Social media policy was often unclear and difficult to find. Regulations became attenuated as they filtered through organisations. Management, in attempts to control use, developed bastardised rules suiting their own agendas including hard HR management tactics, surveillance and pre-screening of employee profiles for recruitment and disciplinary purposes. Such regimes were not governed by policy or development; these have ethical implications. Employees used sousveillance to observe peers and management; highlighting possibilities for regulations and highlight both a challenge and resistance to power in employment relationships. The regimes of control contributed to novel forms of misbehaviour which require reflection and adaptation to management practice.

Key words: social media, employment relationship, dramaturgy, identity, power, surveillance, sousveillance, misbehaviour.

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Author's declaration

I confirm that this thesis is sole work of the author, Claire Taylor.

List of Abbreviations:

ACAS: Advisory, Conciliation and Arbitration Service.
CIPD: The Chartered Institute of Personnel and Development
CPS: Crown Prosecution Service
ER: Employee relations
EV: Employee voice
HR: Human resources
HRD Human resource development
HRM: Human resource management
IPA: Interpretative phenomenological analysis
IR: Industrial relations
RP: Reflective practice
SM: Social media
SNS: Social networking sites
TU: Trade unions

Chapter 1 Introduction

This chapter outlines the context for the doctoral project: *Evolving Identities, Social Media and the Employment Relationship: An Interpretative Phenomenological Analysis.* The study explores how actors in three key roles make sense of and experience use of social media in organisations. The study addresses a current a gap in qualitative research by utilising a multi-perspective approach to examine use of social media, focusing on the accounts of employees, trade union representatives, managers and human resources actors to explore the implications for human resources management and employee relations. This chapter outlines the research rationale, purpose and aims. It details the central research question, supporting research objectives, potential research audiences and gives thought to the limitations of the study. A historicity is provided to develop a backdrop to the study. The chapter concludes by detailing the importance of the study contribution and outlines the thesis chapters.

1.1 Research Rationale

Social media (SM) are online forums which allow communities to interconnect and communicate using differing social networking sites (SNS) (Clark and Roberts, 2010). SM sites have grown exponentially and are accessed easily through sophisticated mobile technology (Clark and Roberts, 2010; Kaplan and Haenlein, 2010). SM has been widely adopted by differing generations (Rosen, 2010). They have undoubtedly changed how we communicate. They have altered the fabric of society and how labour is organised (Castells, 2000). SM has multiple business purposes making them a facet of ongoing work

expectations (Mergel, 2010/13). Martin et al (2015) suggest SM is used for business communications, employee voice and collaboration tools. Bennett et al (2009) suggest this increases the need for radical business approaches. Conversely, it is argued SM may contribute to a loss of labour production at work (Moqbel et al, 2013; Moussa, 2015). Regulating SM use is therefore of paramount importance to organisations. Regulation is a complex undertaking because SM use straddles both public and private domains of life (Kaplan and Haenlein, 2010).

The SM context is challenging for expectations within employment relationships and is, therefore, regarded sceptically by human resource practitioners and legislators due to the risks its use presents (Broughton et al, 2010; Biro, 2011; Jacobson and Tuft, 2012). Increased surveillance of employee profiles often occurs during pre-recruitment checks (Tripathy and Kaur, 2012). Cowan (2008) suggests ethical employers should outline surveillance and monitoring activities within policy to protect employees. This suggests such approaches may have implications for employee relations, human rights and privacy (Broughton et al, 2010; CIPD, 2013; Steel, 2012).

The SM context provides new terrains for employees to explore and develop differing identities, which may be conflictual in the employment relationship. Blurring boundaries between work and privacy have led to growing issues with employee identity and online conduct (Jacobson and Tufts, 2012, McDonald and Thompson, 2016, Thompson, 2016). Employers increasingly seek to control online identity through policy and management practice. Dillon and Thomas (2006) suggest employees are unlikely to understand SM policies and procedures adequately. The Advisory, Conciliation and Arbitration Service

(ACAS) in a commissioned report highlight employers have difficulty in developing clear standards of SM behaviour in a report (Broughton et al, 2010). The Chartered Institute of Personnel Development (CIPD), who represent human resources (HR) highlighted conflicting views employers have over use of SM. The CIPD suggest employers should embrace SM use to enhance effectiveness and employee voice (CIPD, 2013).

Employment law literature demonstrates scepticism for SM use. Guidance focuses on adaptation of IT policies to incorporate SM use, a context which favours protection of employers (Cohen and Cohen, 2007; Biro, 2011). Previous studies focused on quantifying use (CIPD, 2013), SM policy, regulation and employment law (Biro, 2011; Broughton et al, 2010), employee voice (Martin et al, 2015), employee rights (Jacobson and Tufts, 2012) and employee information checks (Tripathy and Kaur, 2012). Qualitative studies are usually single perspective and focus on implications of SM use for HR managers (Van Gramberg, 2014) or the workplace (Bennett et al, 2009; Creed and Scully, 2011; Moussa, 2015). This overview positions the purpose of the study.

1.2 Purpose of the Study

This study explores how social actors in three key roles interpret and make sense of SM use from their perspective. It examines how SM rules are developed, applied, understood and managed to ascertain the impacts on employee identity, behaviours and employment relationships. The study uses an interpretive design to explore the differing experiences of the SM context. In doing so the study contributes to relevant theory on SM use, employee relations, identity and dramaturgy.

1.3 Overview of the Study

The study uses interpretative phenomenological analysis (IPA) to explore the multi-perspectives of actors who manage or use SM. The study focuses on these key areas: The purpose of SM in the workplace, sense-making of SM regulation and control, experiences of SM surveillance, performance management and how these affect identities. Lastly, the study explores how HRM practices lead to online misbehaviour and the effect this has on employment relationships. The findings are presented in four empirical chapters using qualitative quotes taken from the transcripts of the in-depth interviews. Chapter 8 presents case studies which illustrate novel online misbehaviours. These add to a growing body of literature in this area.

The multi perspective approach used in this study uniquely focuses on three key roles in organisations located in HR, management and operational functions. The core assertion is the employment relationship is performed through these roles. The digital context means employment relationships are conceived and shaped differently. They have become more than a pure economic exchange as SM use extends beyond the workplace. SM provides an interesting space for subjects at work to dramaturgically shape identity and become omnipresent. Thus, identity has become both inscrutable and visible at the same time. This study uses this premise as an interesting backdrop for discussion on wider regulation and power relations; particularly management authority to regulate digital work (Blyton and Turnbull, 2004; McDonald et al, 2016).

The purpose of this research is to explore in depth experiences of SM use from these differing perspectives within the dynamics of the employment relationship.

The study explores actors' experiences of SM policy, regulation, approaches to surveillance and management practice in this area. The study examines whether HRM techniques are ethically grounded or widely understood by employees. The study seeks to understand the implications such activities have on employment relationships (Edwards, 2003; McDonald and Thompson, 2016) and draws attention to unvoiced expectations within employment relationships (Coyle - Shapiro and Neuman, 2004). Dramaturgy (Goffman, 1959) is used to explore how SM is "staged" to shape individual identity and how actors use these to enhance their labour potential. The central concepts underpinning the study are explained in the literature review (Chapter 2).

The study uses data gathered from 25 purposive, semi-structured, in-depth interviews with actors in three key roles. Role group 1 consisted of actors in HR. These included HR directors, managers, policy specialists and advisory employees. Actors were interviewed for their roles in developing SM regulation and providing support in disciplinary cases. Role group 2 consisted of actors in management or supervisory roles. Actors were interviewed because of their role in embedding SM regulation and practice of managing SM use. Role group 3 consisted of actors in employee or trade union (TU) roles. They were interviewed because of their role in adhering to or breaking SM regulations.

1.4 Aims of the Study

The study aims to explore the dynamics of the employment relationships in an SM context; this is achieved using the multi-perspectives of actors in three specified role groups as outlined. This study aims to provide further insights into the regulatory nature of SM use. Further it aims to analyse whether the SM context has adapted over time and is ethically managed contributing to literature

in this area. The study is intended to be a thought provoking text which critically reflects on the role of HR and employee relations (ER) practice on SM use. The research examines the effect HRM practices have on identity, behaviour and employment relationships. However, it is also the intention that the findings can be utilised to contribute to an advancement of differing approaches to HRM practice in the digital context. The findings can be used to practically address ethical issues presented in the study. These primarily focus on embedding greater use of critical reflective practice in HRM regarding use of SM technologies; developing robust organisational learning through use of SM and application of clear and appropriate surveillance and sousveillance regulation which apply to all staff.

1.5 Research Question

The research question guiding the study is: *How do managers and employees interpret lived experiences of social media networking on their workplace identity?*

The question allows for a deep exploration into SM use and the impact this has on identity and professional role. The study uses four secondary research questions to support the in-depth inquiry as follows:

1. *How do organisations and different constituent roles embrace and use SM?*

2. *How are organisational rules for regulating and controlling SM created, developed, managed and understood by actors?*

3. *How do actors make sense of online and offline identities and behaviours on SM?*

*4.	What are the implications of SM use on behaviours, evolving identities and the employment relationship?*

1.6 Thesis Objectives

Three research objectives were developed to support the study:

Objective 1: To explore the dynamics of the employment relationship in a digital context using a multi perspective design.

Objective 2: To explore how SM contributes to a dramaturgical enactment of self-identity in a professional context.

Objective 3: To explore the variety of management approaches to control and regulate SM use and how this drives potential online misbehaviour.

The research objectives allow for reflective inquiry into HRM and ER practice in the digital context. The objectives support a qualitative research design and seek an in-depth interpretation of the regulatory nature of SM contexts. The study is positioned to be relevant for professionals in HR and ER practice.

1.7 Relevance to HR Professional Practice and Academic Research

The study is relevant for researchers in ER, HR, and identity. The study contributes to a wider body of knowledge and HR practice in these theoretical domains. The target audience includes professionals in those areas. The study contributes to pedagogy for students of HR and business by drawing attention to implications of SM use. The study demonstrates the efficacy of ethical practice for future management and HR professionals. Findings of the study will also enable students to reflect on their engagement with SM and to develop professional profiles for employability purposes.

The study develops thought provoking texts on a range of areas such as:

1. Developing HR practice which supports and engages employee use of SM.

2. Exploring inclusive approaches to SM policy and regulation which includes use of employee voice mechanisms and partnership working in a digital context.

3. Developing ethical guidance on HRM practices to recruitment and surveillance.

4. Developing reflective practice approaches (RP) to regulation and to mitigate any effect on online misbehaviour and to enhance employee relations contexts.

Limitations of the study are now discussed.

1.8 Limitations of the Study

This interpretative study focuses on the perceptions of SM use by three differing groups of social actors. The study is therefore not representative of all roles in organisations; however, parallels may be drawn and meaning from the actors' experiences may have transferability to wider work contexts. The research paves the way to enable further differing programs of study in this area.

1.9 Reflection and Historicity

This section demonstrates and reflects on my role in this study. Alvesson and Skoldberg (2009) suggest reflection is purposeful to scoping conditions for how research activity interacts with what is being researched. Moon (1999:23) defined reflection as:

> *"A form of mental processing with a purpose and/or anticipated outcome that is applied to relatively complex or unstructured ideas for which there is not an obvious solution"*

The SM context requires both reflection and critical inquiry. My historicity is used to highlight how this context created curiosity and was used to shape the study (Smith et al, 2011). This is used as a foreground for the research philosophy, chosen methodology and demonstrates how this connects to my preunderstanding over time (Moran, 2000). Heidegger (1926/ 2010) stated:

> *"Only a being that, as futural, is equiprimordially **having-been,** can hand down to itself its inherited possibility, take over its own thrownness and be **in the moment** for "its time". Only authentic temporality that is at the same time finite makes something like fate, that is authentic historicity, possible"* (section 385:366. bold text as original).

This is used to shape the philosophical approach by suggesting being and self-reflection is core to the researcher's role. This section creates transparency regarding my "*having been*" and informed my research approach.

Prior to joining academia, I held roles in business, management and human resources development (HRD). There is a symbiosis between these roles involving employee engagement, performance management, discipline and development. Many HR activities are devolved to line management with greater onus to understand organisational regulations. As a manager I was involved in disciplinary cases which included perceptions of misuse of technology and loss of productivity. These furthered my research interests. I completed an MSc in psychology focusing on employee wellbeing. The findings suggested stress was exacerbated by use of technology and caused boredom at work. As a qualified

workplace mediator cases frequently included mobile device and SM use, both were perceived as interferences at work. Cases included online harassment and perceptions of poor HR and management practice. This created employee resistance, schisms in employment relationships and led to animosities between parties. Some cases required serious criminal investigations into abuse of digital technology including accessing paedophilic and pornographic materials. These cases were extremely complex. I witnessed competing tensions between management, HR and employees. It became apparent handling cases required investigative skill, diplomacy and sensitivity. This sparked an interest in dramaturgical approaches to shaping identities.

In academia, I observe increasing attachment adolescents have to mobile devices. They are more immersed in a digital world. I am keen to state digital activity is often used positively to connect with modes of study, co-curricular activity and interrelationships coordinated through differing platforms. Pastorally, I have supported students who have been disciplined for SM interactions, including issues of sexual behaviour and exclusion from in-groups (Appendix 3). This behaviour strikes a chord with experiences in the workplace. Both contexts demonstrate SM has the potential to disrupt or build interrelations. I am fascinated with management and HR practice. I am curious to explore how SM is evolving to incorporate, control and discipline digital activities. Whilst I have pre-understanding of management and HR cases I had no prior experience of using SM platforms. As part of the study I joined SM to observe online interactions and the effect this has on individuals.

 The historicity illuminates upon my experiences and is used to allow me to critically reflect on this phenomenon. My concerns and preconceptions relate to

particularity in how SM use is managed and the impact this has upon identity and employment relationships. The historicity enabled me to develop differing lenses from which to gaze upon this research terrain. They provide a critical lens for research purposes using a hermeneutic of scepticism. This is used to be critically evaluative of the SM context, the participant roles and my role as a researcher. As a mediator and ER development specialist I provide a practitioner gaze. This follows a double hermeneutic tradition to understand HRM practices and make sense of differing experiences in this study (Smith and Osborn, 2003). As an educator I use a reflexive gaze to develop research informed pedagogy using critical reflection to explore the impact of SM on my own and others identity. These gazes look beyond what is presented by the actors to critically evaluate their narratives to contribute to a greater understanding of differing practices in this context.

1.10 Importance of the Study

This section briefly outlines the importance of this research. McDonald and Thompson (2016) highlight a dearth in qualitative research which seeks to understand the tensions and causes of conflict that exist in SM use from a work and employment relations perspective. There is also a paucity in qualitative research design using a multi-perspective approach to gain a fuller account of SM working practices. This study bridges both these gaps by making a significant contribution to qualitative research design using a multi-perspective approach. The study uniquely focuses on examining the accounts of actors in key, significant, interlinking roles in HR, trade unions, management and frontline employees' in organisations. These roles are perceived to underpin the employment relationship. By focusing on and bringing together these

interlinking roles the views of actors are captured to provide greater understanding of the contested terrains that exist in contemporary employment relationships due to SM use. The research findings highlight the implications this has for HRM and employment relations. The next section outlines the structure of the thesis.

1.11 Structure of the Thesis

This section outlines the structure and thesis chapters:

Chapter 1: Introduction: This chapter has positioned the research topic, research question, purpose of the research, potential audiences and limitations of the study. Lastly it provided a foreground to the study using reflection and historicity.

Chapter 2: Literature Review: This chapter presents the relevant theoretical areas using a conceptual framework. The literature focuses on HRM, employee relations and employment relationship, identity in organisations, dramaturgy, management control, power and surveillance. The chapter includes relevant case law and legislation on SNS.

Chapter 3: Research Philosophy - This chapter outlines the philosophical approach, epistemology, ontology, and how these relate to the research design of interpretative phenomenological analysis (IPA).

Chapter 4: Research Methodology and Data Analysis this chapter presents the study method and approaches to capture data and details the analytical process used in IPA design. It then presents four superordinate themes, the participating organisations and cast of *dramatis personae.*

Chapter 5: *Act 1, Theme 1: Adoption, Participation and Staging of Social Media in the Workplace* this chapter presents the first theme focusing on use and participation of SM by organisation and individual. The theme examines the unique stage settings for SM use and how these platforms are incorporated in the organisations, by key roles and explores the actors perceived obligations of use.

Chapter 6: Act 2, Theme 2: Power, Control and Surveillance in Social Media Use this chapter presents theme two, focusing on regulation, mechanisms and strategies of SM control in the organisational contexts. It explores how regulation, control and surveillance are understood by each actor. It reveals novel management and HR approaches to control SM use.

Chapter 7: Act 3, Theme 3: Evolving Identity and Dramaturgical Performance on Social Media this chapter presents theme three, focusing on identity exploration, self-expression and the dramaturgical approaches used by actors to shape professional identity highlighting competing tensions between individual and organisational identity.

Chapter 8: *Act 4, Theme 4: Resistance, Misbehaviour and Conflict* this chapter presents the final theme focusing on sought after emotions, conflict and SM misbehaviours. The chapter presents the findings as cases studies to demonstrate the complexity and perceptions of behaviour in an SM context.

Chapter 9: *Discussion:* this chapter draws together the key findings, critically appraising the contexts and outlines the core tenets of the study.

Chapter 10: In Conclusion: Contribution to Practice and Knowledge: This chapter draws the study to a conclusion, making recommendations and

demonstrating the contributions made to HRM practice and theoretical

knowledge. The chapter reflects on the study and makes suggestions for

future research.

Chapter 2 Literature Review

This chapter presents the literature contained in this study introducing them using a conceptual framework. The framework was developed to ensure links between research questions, relevant theoretical areas and to guide the chosen methodology. The chapter demonstrates the planned approach to the literature review.

2.1 The Purpose of the Literature Review

Hughes (cited in Bryman, 2004) highlights theoretical insights support a program of study. There are multiple purposes for the literature review as follows:

The development of precise, clear aims and objectives of the literature review
Pre-planned search methods
A comprehensive search of relevant articles and sources
Clear assessment criteria in the selection of articles for review.
Assessment of the quality of the articles and the strength of the findings
Synthesis of the individual studies
(Based on Tranfield et al, 2003; Denyer and Neely, 2004).

Table 1 Purpose of the Literature Review

These criteria were used to evaluate the importance of literature supporting the aims and purpose of this study (Wallace and Wray, 2011). The literature search was developed iteratively during the doctoral process (July 2013 -August 2017). Literature was continually reviewed to ensure focus for the study (Appendix 1).

2.2 Focused Literature Search

To ensure precise aims of the literature review, a conceptual framework was developed, iteratively during the course of the doctorate, to guide the study approach. The framework below is used to illustrate the links between relevant bodies of key literature (Figure 1). This was used to create a frame of reference from which to develop study objectives, research aims and methodological approach.
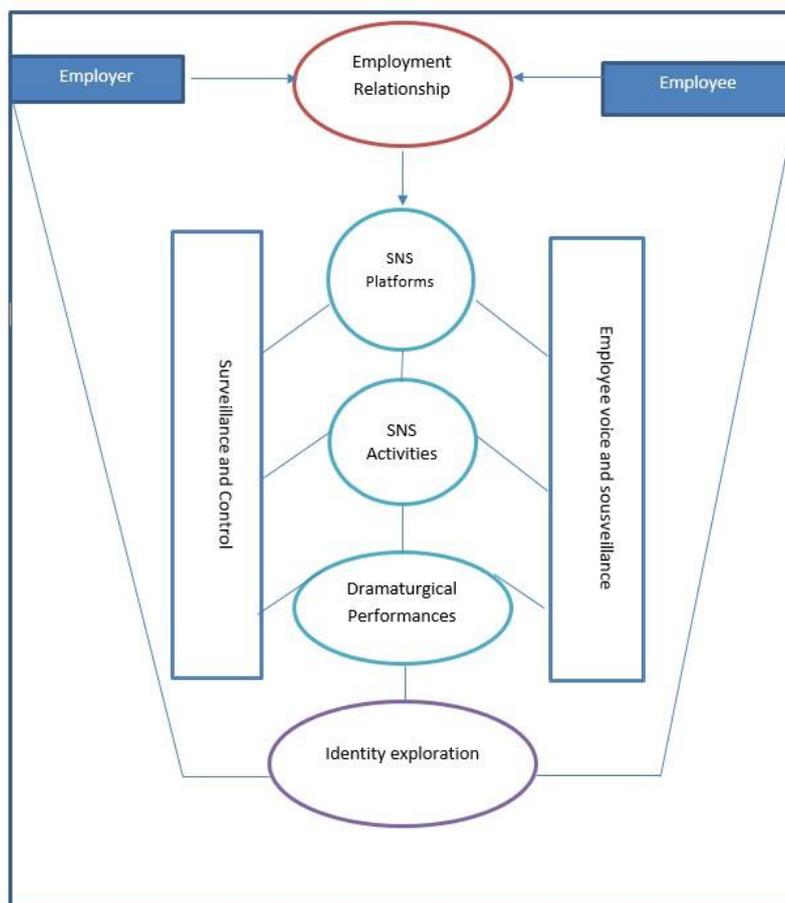
Figure 1 Conceptual Framework for the Study

The conceptual framework was used to plan the literature review. The theoretical areas were used to generate key words for text searches linked to the study parameters and to retain focus on relevant sources of literature (Bell,

2005). This iterative process included pre-understanding, field work and conceptual areas gained from the analytical phase of the project. The literature areas were distilled into the following domains:

1.   Human resource management, employee relations and employment relationship.

2.   Identity in organisations.

3.   Management control, power and surveillance.

4.   SM use or misuse.

5.   Dramaturgy and dramaturgical approaches to SM

6.   Employee voice and trade unionism on SM

7.   Case law and legislation on SM

These domains were used to form Boolean logic key words to search databases. The search focused on peer reviewed journal articles using EBSCOhost, Emerald, Industrial Relations, Employee Relations, Organisation and International Management Journals. Research commissioned by professional bodies (CIPD, ACAS), relevant policy documents and governance on SM legislation was also included. Synthesis of the literature involved critical appraisal of article abstracts and conceptual texts (Appendix 2). Importance was placed on employee relations and the employment relationship, critical appraisal of SM technologies, SM use, dramaturgy and identity. As the study progressed, further conceptual areas were revealed. The following areas were then brought into focus: employee surveillance, sousveillance and privacy. These had resonance due to analytical findings in the study. The conceptual framework is now discussed.

2.3 The Conceptual Framework

The conceptual framework focuses on key theoretical areas guiding the research. The employment relationship is the central concept guiding this study as it forms the basis of relations between employees and their employer. This was extended to include human resource management (HRM) which broadly encompasses practices associated with regulation, procedures and behaviour in organisations. These are contextually located in the specific phenomenon of SM. The context focuses on the obligations of parties using SM. This is perceived to cause tension between employees and employers. The literature search focused on issues of SM, regulation, case law and HRM approaches including surveillance. This links to Foucauldian concepts of power, discipline and panoptic surveillance as using SM straddles both private and public domains of existence where actors are more visible. SM use allows fluidity of the self and for actors to dramaturgically shape their identity on a myriad of platforms. Each identity portrayal may diverge, thus becoming conflictual in work and thus affecting employment relationships. The relevance of each literature area is now outlined.

2.4 Human Resource Management

HRM is conceptually relevant because it secures employment relationships between employers and employees. Dessler (2015) states HRM is a process of recruiting, remunerating and performance management of employees. Inyang et al (2011) state HRM focuses on creating high performance workforces to achieve organisational success. Thus, it can be agreed HRM is a collection of practices associated with the control and management of employees (Cappelli

and Neumark, 2001; Guest et al, 2003; Martin et al, 2009; Milkman, 1997). I agree with Godard (2014) who stated HRM is a neo liberal ideology requiring a stable and ordered workforce. I perceive "ordering" employees in an SM context is harder to align due to its multifarious use which extends beyond the workplace.

Boxall (2013) identified three agendas for HRM: the individual, organisation and society. SM operates across these three agendas incorporating both public and private use. Boxall et al (2014) and Boxall (2013) state HRM is nuanced seeking to harness employee talents and underlying characteristics. Harnessing infers HRM strategies of power and control used to ensure organisational effectiveness. Such power to control digital technologies is increasingly sought by HRM (Moussa, 2015). This suggests SM contexts are a complex area of control, regulation and legislation. This presents challenges for how HRM ethically secures power to coordinate effort in organisations (Edwards and Wright, 2001; Huselid, 1995; Kalleburg and Moody, 1994). Therefore, digital contexts remain a contested terrain in the application of HRM and power relations.

The ethical role of HRM in this context conceptually links to literature by Townley (1994) and Foucault (1980). This study focuses on the challenge and coherence of HRM practice in this domain; particularly, what workplace practices of control or surveillance of SM exist and how is this regulated. Surveillance is used to explore panoptical views of employees which are secured to gain power (Foucault, 1980). Foucauldian theory is used to address ordering and discipline of employees. This links to how SM creates hidden vestiges of power in organisations (Foucault, 1980; Thompson, 2011; Townley,

1994). Discourse of power dynamics are performed through work roles (Lukes, 2005; Townley, 1994). Roles are a key element in this study as they enable actors to perform as agents of power. Roles used in this study are located in HR, management and frontline roles. These roles shape how individuals are constituted and controlled in work. The roles in this study are perceived to underpin dynamics within the employment relationship. The roles in HR and management accumulate knowledge about employees, monitoring their online behaviours at work. Contextually, HR must adapt to new digital terrains which are redefining work. HRM ensures labour is regulated, compliant and competent in such digital activities (Ulrich, 2010). These activities have relevance and may impact upon the employment relationship. This is now discussed.

2.5 Power, Control, Social Media and the Employment Relationship

Employee relations (ER) conceptually focus on labour processes, regulation and control of the employment relationship (Dundon and Rollinson, 2011). Bain and Clegg (1974:95) state the focus of ER is:

> *"…administering of rules which regulate the employment relationship, regardless of whether these are seen as formal and informal, structured or unstructured"*

This conception is purposeful to use of SM as it encapsulates the breadth of such relations and focuses on the calculable administering of rules. This view also captures and involves an informality which may be applied to SM contexts. Informality is of interest when regulating SM use as online interactions extend beyond traditional boundaries of work and are perceived to be where competing tensions in employment relationships arise (Holland and Bardoel, 2016).

The employment relationship is an important and enduring aspect of employee relations. These relationships are viewed as an economic exchange which secure and form the basis of agreement between employers and employees over their capacity for work (Blyton and Turnbull, 2004). Edwards (2003) suggests employment relationships focus on the role of HRM in developing the productive aims of the organisation and the aims of employees working within them. Employment relationships are by nature uncertain and merge conflicting principles of worker consent and management control. Lewis et al (2003:6) suggest employment relationships are social, economic, psychological and political relationships. Thus, employees are guided to devote their expertise and time to the interests of their employers in return for a wage. This demonstrates the view that employers assert a power to control employees, who in turn must submit to their authority.

Spooner and Haidar (2006) state employment relationships are essentially fluid and rest upon the securing of interests between worker and their employer. The interests are principally contained and legally defined by a contract of service, where the elements of control are reflected and shaped. Townley (1994) suggests HRM strategically places value on employees as a resource in the employment relationship and uses power to effectively achieve organisational goals. Keenoy and Kelly (1998) concur with this view suggesting employment relationships are power based relationships where a frontier of struggle for control still exists. Blyton and Turnbull (2004) assert the common interests between employees and their management cannot be assumed or coordinated into existence. This further develops the conception that power to control employees is a central dynamic in ER approaches. SM use is located at this

intersection, as employers seek to regulate and control employee use of SM platforms.

Clearly, conception of the employment relationship has morphed over time and even more significantly due to the digital context. Thompson and van den Broek (2010) highlight notions of control are essentially contestable and prone to persistent tensions over employee identity, profit, wage, authority, compliance and use of technology. This indeed demonstrates SM may disrupt how employment relationships are managed in this context. Particularly, due to the blurring of boundaries which now exist. Moussa (2015) suggests employers regulate internet and website use, which now includes monitoring the use of SM. SM use straddles private and public aspects of life it is a significantly challenging and complex area of work for employers to shape and control. It also poses issues for employees who seek to use SM.

Brown (1988: 55-7) prophetically stated employment relationships are amorphous and the stakeholders are interdependent on each other. This is coupled with the agency involved in HRM techniques governing employment relationships. Kahn-Freund (1972:9) states:

> *"…there can be no employment relationship without the power to command and a duty to obey".*

SM is therefore a contested terrain of power. Approaches to control SM use require regulatory policies which create competitive advantage for business and power to assert control over employees. Employers' therefore legitimise a basis to control, regulate and monitor SM use within the employment relationship (Biro, 2011; CIPD, 2013; Martin et al, 2009). However, Moussa (2015) suggests this must be balanced against an employee need to retain privacy and human

rights. Thus, as Blyton and Turnbull (2004) suggest, employment relationships now reflect competing tensions between status, contractual, economic and social contexts. Therefore, conflict is likely to coexist on digital terrains and lead to an exploitation of employees.

McDonald and Thompson (2016) suggest SM use allows workers to develop networks or communities to exchange ideas and information. They state SM are a pervasive aspect of culture which is encompassed within contemporary employment relationships. They state the dynamic forces of SM have created tensions in the employment relationship. SM has therefore, altered how employers govern and perceive online work-related conduct. This raises the notion that employers will formulate expectations of what SM behaviour is deemed acceptable in this context (Jacobson and Tufts, 2013).

McDonald and Thompson (2016) highlight that little attention has been given to the tensions which arise in employment relationships over SM use. Literature has primarily focused on the need for employers to provide clear SM policy and guidance (Broughton et al, 2010; CIPD, 2013). Emmott (2015) states few organisations are able to distinguish or articulate what an application of reasonable effort in SM work looks like. Jacobson and Tufts (2013) state issues in policy, employee rights and discipline affect the management of boundaries between actors' professional and private life. They suggest employers are still determining what to include in SM policy. This includes fairness, trust and management delivery in this context (Guest and Conway, 2001). As Spooner and Haidar (2006) suggest there is a contemporary importance on improving understanding of the employment relationship due to the profound changes in how work is organised in this digital context. SM, therefore, has fundamentally

disrupted how this type of work is coordinated or controlled. Importantly, little is known about the effect of SM on employment relationships. This study explores these notions.

A clear emphasis emanating from research focusing on SM centres on the power to control employee use of online platforms. This largely rests on the employer developing SM policy and devolvement of HR practice to line management to regulate SM use. This alters the strategic emphasis placed on HRM and challenges the employer-employee focus in the employment relationship (Van Buren et al, 2009). Mills (1982) suggests employers have the right to direct employee performance at work. HRM emphasis is placed on policy development, regulation and advice as part of the strategic role. Research on SM policy regulation is often quantitative in nature and simply seeks to understand whether organisations have a SM policy or employee awareness of SM policy (Broughton et al, 2010; CIPD, 2013; Deloitte, 2009). The empirical data suggests SM policy is a misunderstood area. This infers SM regulations fail to adequately direct performance or articulate effort required by employees. This is perceived to be because SM emerged and operates within a context which is often based on calculability, rationality, hierarchy and formal rules. Van Gramberg et al (2014) state digitised dimensions of employment require mechanisms of control which typically sit outside of work. This demonstrates the complexity of the SM context and highlights the notion that SM is a contested terrain where conflict flourishes.

McDonald and Thompson (2016) state contestation in the employment relationship centres on conflict and resistance over employee effort, discipline wages and wider work issues which may be individual or

collective. This also typifies SM use and highlights how such tensions amplify how power is used to control the employment relationship in this context.

Conflict, power and regulation in ER literature are linked to dominant frames of reference within employee relations, particularly unitary or pluralist (Cradden, 2011; Fox, 1966; Lukes, 2005). These perspectives are important to this study and allow greater consideration of how workplace rules are developed. Each perspective is used to address themes of control, harmonisation of workers, power and conflict. These lead to differentiated approaches of HR and employee relations practice in this area.

Edwards (2003) suggests the unitary perspective commands harmony and focuses on management power. This perspective developed by Fox (1966) is dominated by a view that organisations are singular, harmonious entities that unify the interests between the employer and their employees. This view emphasises a shared common purpose, mutual co-operation and demands a loyalty from employees. Management in this perspective has sole authority and a legitimate right to lead decision making. Dundon and Rollinson (2011) suggest the unitary view perceives conflict within the employment relationship as pathological or mischievousness. Bingham (2016) points out a criticism of the unitary perspective are it presumes the interests of employees coincide with those of management. This leads to inadequate incorporation of mechanisms for dealing with employee conflict or resistance to forms of control, which may engender discontent at work. This is relevant to use of SM as it assumes employers and employees will have an agreed strategic agenda for appropriate SM use.

The pluralist perspective focuses on the collective nature of work. This perspective focuses on the regulation of conflict; which is expected, inevitable and contained through organisational discourse. The pluralist perspective focuses on an incorporation of collective bargaining as a method of reducing tensions in the employment relationship. This suggests organisations are an amalgamation of divergent sub-groups who each have legitimate aims and leaders (Dundon and Rollinson, 2011; Edwards 2003). Bingham (2016) suggests there is an assumption the organisation needs to accommodate differing viewpoints to effectively manage perceived conflict within employment relationships.

Tackling such conflict is orchestrated by the organisation who agrees to incorporate processes of negotiation, consultation and shared decision making to resolve workplace tensions. A criticism of this perspective is that management may not relinquish their authority on every aspect governing the employment relationship, particularly strategic financial decisions (Bingham, 2016; Edwards, 2003). This highlights the conception there is an unsettled struggle for control within capital (Armstrong, 1989). This is relevant to this study. The research aims to explore how the sample organisations orchestrated, consulted and discussed the regulatory frameworks for SM use.

The radical perspective is a derivation of Marxian philosophy (1894/1974). This perspective, developed as a critique, views organisational divergence as a manifestation of wider societal conflict. This conception focuses on the need for employers to control means of production (Dundon and Rollinson, 2011). This perspective recognises pre-existing inequalities which affect the status quo of the employment relationship (Bingham, 2016). These inequalities are based on

social class and uneven distribution of power between the buyers and sellers of labour; thus, conflict in this perspective is inescapable. Edwards (2003) asserts this view by highlighting major differences of interest between employers and their employees. This view suggests the disorder between the divergent groups in organisations runs deep. However, what can be agreed is that organisations need to address such issues so that mutual co-operation can be gained. Edwards (2003) suggests this rests on an understanding of how power and control manifests itself within the employment relationship. He states employees need to be allowed to pursue one's discretion in the way roles are performed. Simultaneously, management has legitimacy to direct employees in their work. The premise of such direction creates an underlying view of power where employees can pursue their own individual or collective interests' objectives. Edwards (2003) notes power to control employees is rarely given much attention in employee or industrial relations texts. This again is relevant to this study which aims to look at how power is utilised to control SM use and the ability for employees to direct their work in this domain. A fundamental aspect therefore rests on an exploration of the underlying view of power in this context and how management exert control by shaping expectations of workers using SM. The participating organisations in this study were either unitarist or pluralist in nature.

Edwards (2003) states managerial control and authority is realised through the development of rules which are not necessarily clearly enunciated. This develops a view that management may not always enforce rules. Thus, rules are perceived to be complex social institutions which are based on dominant beliefs and ideologies. Rules also include the formal provision of obligations and worker rights (Edwards, 2003). It is pertinent to highlight and increase

the understanding of the ambiguities regarding the control of SM use present in this context. Edwards (2003) places importance on the meaningful interpretation of rules in action and suggests the status of rules vary. Over time if an understanding is created a rule may become a norm, custom or practice. He suggests regulation generation is often informal in practice. This infers power resources and control shift over time. In this context SM allows workers to resist rules and possess resources to mobilise themselves online; proactively opposing the actions of management. This is perceived in SM case law as a form of resistance and or misbehaviour. Thus, as Lukes (2005) suggests power and control are contested concepts which may involve disputes. As observed in each of these ER perspectives SM activity yields new dimensions for conflict, resistance and power to control which exist in employment relationships. Indeed, as Edwards (2003) suggests broader policy developed to control new technology is ambiguous and suggests this rests upon an understanding of both work practices and is a product of managerial choice. This study aims to explore the organisational and managerial choices made to regulate SM use and importantly how these are embedded through managerial approaches to control its use.

It is pertinent to discuss, in terms of developing choice and securing employee cooperation, how SM may be used to enhance the employment relationship. SM offers mechanisms for employee voice and engagement (Marler and Parry, 2015; Martin et al, 2015). Employee voice is concept with a range of definitions (Bingham, 2016). This may include a variety of processes and structures which may enable and empower employees to contribute to decision-making in organisations (Boxall and Purcell, 2003; Budd, 2014). As Bingham (2016) suggests the definitions of employee voice are unsatisfactory as they do not

account for employees who offer strong opinions to an employer by speaking out. This is typically a grey area in the control of SM use; predominantly because this type of employee activity may lead to legal action being taken. Thus, a proportion of SM literature is dominated by the challenge to power and control which SM poses for organisations, HR and management (Broughton et al 2010; CIPD, 2011; Van Gramberg et al, 2014). These pre-conceptions influence how HR culturally assimilates SM and subsequent conflict or tensions which may arise in the employment relationship due to the dynamics of its use.

Holland et al (2016) suggest employees use SM to gain voice and to collectivise. Such activity poses a challenge to the management assertion of power (Martin et al, 2015). Collective use of SM poses further risk to organisations as they seek to mitigate perceived conflict at work. Views posted on SM are highly visible and maybe deemed harmful to organisational reputation (Biro, 2011, McDonald and Thompson, 2016). Conventional employee voice channels are devised by management who form the conditions for communication and engagement in workplace issues (Holland et al, 2016). Importantly, SM is increasingly used to shape collective disputes, where management are not necessarily able to control or shape their set up (e.g. Junior Doctors Strike BBC, 2016). Thus, SM may be used to potentially air negative views of the workplace (McDonald and Thompson, 2016). Barry and Wilkinson (2016) suggest the conception of employee voice in research is narrow and located from a unitarist lens. Further, Barry and Wilkinson (2016) suggest little consideration is given to the asymmetry in employment relationships that provide workers to have a capacity to engage in employee voice, thus creating a power imbalance. This demonstrates the difficulty HRM has in mediating conflict, controlling behaviors and e-communication in this

context. Holland et al (2016) however, suggest SM creates an opportunity to engage with employees. They state SM may enhance employee voice as it allows engagement and real-time dialogue to address issues. This allows SM to be used positively to assess the responses and actions of management to inform their view of the employment relationship. Similarly, Holland et al (2016) state management can use the immediacy of employee SM responses in this context to embrace this as new form of communication to harness employee opinions to advance the organisation or choose to use this mechanism to observe forms of deviant behaviour. However, this requires management preparedness to utilise and incorporate SM as part of the employment deal (Martin et al, 2015).

Importantly, Holland et al (2016) note the paucity of research on the incorporation of SM use, its purpose for organisational communication and employee voice. This study will utilise this premise to understand how management make sense of SM use, integrate and perceive this form of communication to impact on workplace relations.

Conversely, much of the literature focuses on negative aspects of integrating and controlling SM. Bondarouk and Brewster (2016:2664) state e-technology and management approaches create:

> *"work pressure, role ambiguity or overload, enrichment of jobs, identification and de-personalisation of work, justice and equality, intra and inter organisational inequality, inclusion and exclusion, loss of jobs and creation of new jobs, power and loss of power for various stakeholder groups, re-skilling and de-skilling, appearance of new organizational forms "*

These factors demonstrate the effects of SM work, technology and HRM practices on the employment relationship. It is clear SM use creates tensions between parties in employment relationships. This context highlights the diminishing boundaries between work and privacy. McDonald and Thompson (2016) suggest use of SM reflects a growing shift between the public and private workplace boundaries. They state these results in contestations in the employment relationship. Zerubavel (1991) defined work boundaries as "mental fences". Ashforth et al (2000: 474) suggest boundaries between work and personal environments create:

> *"…physical, temporal, emotional, cognitive, and/or relational limits that define entities as separate from one another".*

Delineated and segregated boundaries are harder to characterise in SM terms. Rothbard and Ramarajan (2009) state configuring boundaries between work means employees seek to delineate professional and personal hemispheres. This is contested in SM work where boundaried nature of its use highlights the increasingly dispersed nature of work (Tietze, 2005). The regulatory nature of boundaries is interesting when applied to SM use. A negotiation of individual identity may be informal, conflictual with contractual obligations and agency of a professional self. Pre-existing literature on identity suggests it is possible to delineate a professional and private self. However, this study perceives SM use creates a bleed between these two hemispheres to the extent they collapse into each other (Wesch, 2009). This has relevance for employees who dramaturgically portray identity on SM platforms. McDonald And Thompson (2016) suggest this is of importance as SM is used to access information which is deemed important in recruitment and selection processes from private

networks. Literature on SM encourages a delineation of boundaries (Cooper and Inglehearn, 2015) however such omnipresence online is increasingly difficult to segregate. Malaterre et al (2013) suggest little is known about how SM boundaries are managed. This study seeks to explore how actors in three key roles manage these boundaries, the influence this has on employment relationships and their identity exploration.

Clearly, these conceptions of SM use highlight implications for conflict to arise in the employment relationship, particularly over what is observed and made sense of online. This may lead to an assumption that employee displays of identity and behaviour maybe conflictual with organisational expectations placed on them. This develops a conception that SM online activity may be deemed as misbehaviour. Ackroyd and Thompson (2003) highlight there is a dearth of literature on conceptions of misbehaviour in HRM, ER and organisational behaviour. Their work centres on the categories of practice which focus attention on the control of (mis)behaviour to allow an appreciation of resistance and oppositional practices in organisations (Thompson, 2016). Their thesis was developed to challenge the discourse of conformist accounts of behaviour. This is important to this study as Thompson (2016) suggests resistance is everywhere; and indeed, more visible due to the public nature of SM. Thomas and Davies (2005) state resistance is a process of adaptation and subversion where individuals reflect upon their own identity performance. In doing so they suggest that individuals recognise there are conflicts and contradictions which subtly change meaning and understanding. This study extends this view. SM is by nature a place where resistance to conformity in identity performance may be observed. SM use in this context becomes a central dynamic in forms of resistance and potential forms of misbehaviour. The

employee relations conceptual frames of reference lend themselves to rulemaking as a form of controlling labour and identity. As Thompson (2016) suggests new forms of technology can be used to simultaneously to develop regimes of control and surveillance. He suggests these activities have become subsumed in the everyday practices of management and implies that such activities have become reified. Islam (2012:41) suggests reification

"…involves seeing people in "thing-like" terms, treating their aspects as inert properties rather than as subjective expressions"

This view defines people in terms of properties which Islam suggests constitutes a pathway to reification and forgets the subjective nature of their humanness. This reduces employment relations to an allocation, deployment and cost of human capital which is involved in production tasks. This fails to acknowledge their sentient sense of being. This conceptual view is reliant on denying emotions and suggests an approach of trust in employees who are rather more self-disciplined. Yet SM is used as a space for employees to explore their sense of self. This enables them to utilise platforms in ways that are contradictory to the organisational expectation. This adds to the underscoring of the employment relationship and policy discourse which surrounds use of SM. This has implications for conflict regarding behaviours and identity which may be deemed inappropriate. This study aims to explore how actors in the three roles make sense of SM regulation, the impact this has on the employment relationship, approaches to power, control, identity performance and perceptions of addressing misbehaviour in this context. This concludes this section. The following section highlights the importance and growth in SM use.

2.6 Social Media Growth

This section highlights how SM use has grown exponentially over the last five years. Twitter has over 140 million users worldwide; Facebook has over 1 billion users. Both are used and lauded in business (Jacobson and Tufts, 2012). Facebook is the most popular site, with a high penetration across a majority of age groups. 72% of these consumers used Facebook in the last three months. Twitter remains popular, despite little growth in usage. Instagram and Snapchat have lower usage rates. These sites remain popular with 16-24-year olds. Niche networks, such as YouTube, Reddit and Tumblr, have a high penetration with youth audiences (Source: Mintel Academic, Online Retailing Social Media UK, 2017)
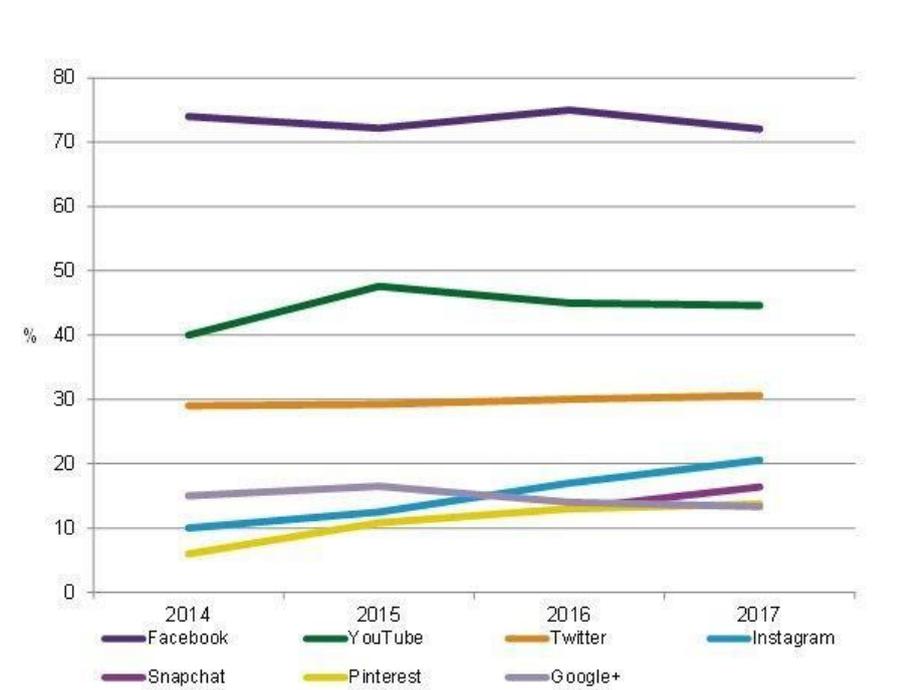
Figure 2 Social Media Use UK 2014 – 2017 (source Mintel Academic)

Figure 2 demonstrates the growing frequency of SM use in the UK between 2014 -2017 (base 2000 users). Turkle (2003) and Turkle (2015) state our relationship with technology is different from the tool we perceived it to be. CIPD

33

(2013) states SM is used to promote services, products and maintain brand presence with consumers. Users communicate regularly with "friends"; a dynamic which includes persons unknown to actors (Ellison et al, 2007). SM activities also form part of increasing obligations and work activities. Bradley and McDonald (2011) state this involves ability to locate business experts, resolve issues, stimulate interest or increase collective intelligence; contributing to business effectiveness. They highlight SM leads to emergent and unplanned organisational structures which occur due to online collaborations. The literature demonstrates managerialist ideals of integrating SM at work. Social networking is now discussed.

2.7 Networking and Homophily

This study focuses on use of SM and not the technology. SM platforms provide a wide range of networks for users to interconnect (Clark and Roberts, 2010; Kluemper and Rosen, 2009). Dambrin (2004) states SM technologies create virtual office spaces. Nardi et al (2002) suggest SM is vital for professional networking, project and team work. Networking is conceptually conceived as *homophily*; a conscious or unconscious tendency to associate with people who resemble us (Christakis and Fowler, 2011). Research on SM networking tends to focus on structural approaches which highlight gaps in social networks. Granovetter (1973) states gaps are weak ties. This presents opportunities to build networks giving access to new resources, contacts and information. Importantly, for organisations this also adds the dimension to increase employee voice as means to engage in new forms of communication (Holland et al 2016) as discussed in section 2.5.

However, SM networks and content are perceived to conflict with organisational expectations of being "professional". Identities are prone to change and renegotiation (Webb, 2006). Dynamic use of SM relates to both identity and the network itself which are perceived to increase an individual's virtual sense of "every-where-ness". This, dependent on SM material, may be perceived as an outward appearance of rebellion (Ackroyd and Thompson, 1999; Ezzamel et al, 2001). Thus, growth in interconnectivity and networking via SM is coupled with fear (boyd and Ellison, 2007; Richardson and Hessey, 2009). Fear centres on SM users being observed as four-dimensional beings who are omnipresent (Scott, 2015). Digital corporeality means individuals are less containable. This has resonance for ER practice and notions of ordering subjects at work (Barrett, 2002). As highlighted in section 2.5 theoretical literatures on SM use focuses heavily on misconduct at work highlighting specific legal action in employment tribunals (see section 2.11). McDonald and Thompson (2016) highlight the paucity of empirical research in areas of contestation. They state tensions in conflictual use of SM focus discussion primarily on a legal perspective.

Legal cases demonstrate problematical issues in how SM is used to air employee discontent with organisational conditions. Examples include the Bullied Blogger column (Times Higher Education Supplement Online). This demonstrates how digital activities are difficult to manage. Blog content may be anonymous or parody organisational life. Gordon v Waterstones (2005) demonstrated the consequence of employees using SNS platforms to creatively air views about employers. This case highlighted tension in employee legitimacy to express their grievance about employers online. This acted as a catalyst to provide employers with perceived legitimacy to surveil employee SM activities.

Implicattion of surveillance using SM and perceptions of misbehaviour are now discussed.

2.8 Surveillance and Perceptions of Misbehaviour on Social Networking Sites

The previous two sections highlighted the growth in SM use for business networking and labour production purposes. The evolution in SM use has led to a perceived need by employers to control and monitor this type of work and any associated online work-related conduct that may be deemed as inappropriate (McDonald and Thompson, 2016). This section focuses on how employers legitimate and assert their right to surveil workers on SM. These activities pose a challenge to the employment relationship.

Use of monitoring and surveillance techniques adds to the asymmetry in power relations which underpin employment relationships in SM contexts (Dundon and Rollinson, 2011; McDonald and Thompson, 2016). Poster (1990) cited in Dundon and Rollinson (2011) argues surveillance using technology has become more sophisticated. Moussa (2015) states employers legitimise motives for employee monitoring to prevent any perceived inappropriate behaviours by employees. Moussa also suggests, the reason for focused surveillance rests upon categorising the need to improve effective and productive use of company time, to minimise work-related gossip, reduce cyber-loafing, pilfering or wider forms of workplace deviancy such as online gambling and accessing of pornography. These highlight a variety in "behaviour" classifications which are now more nuanced and complex. Such surveillance activity fails to account for any impact this may have on employee identity or behaviour considered importantto this study. These categorisations of behaviour clearly articulate a

parity with notions of misbehaviour as classified by Ackroyd and Thompson (2003). Ackroyd and Thompson (2003) suggest forms of misbehaviour cannot be neatly mapped into the traditional employee relations concepts of resistance and control. This study agrees with this view and uses the premise to explore emerging forms of misbehaviour on SM and forms of SM control to counteract such activity. This is used as premise to build on the dearth of literature in this area. The research aims to build understanding on how organisations address online behaviour issues by integrating management approaches to surveil and control employee use of SM. This is important as there is a paucity of research on how surveillance and monitoring practice is achieved which this study aims to explore.

Employer practice of surveillance and monitoring is raised as a growing concern by McDonald et al (2016), McDonald and Thompson (2016) and Moussa (2015). This study extends this view and suggests monitoring and control practices have become subsumed into everyday practice and reified (Islam, 2012). This is due to the blurring of boundaries between the private and public spheres and a diminishing conception of privacy addressed later in this section. Such practices also serve as a form of contestation within the employment relationship (McDonald and Thompson, 2016).

Use of SM for monitoring in this study is perceived to go beyond traditional norms of observation. This suggests whilst technology may be sophisticated, monitoring and surveillance approaches may lack finesse. Literature in this area raises concerns over managerial practice. Moussa (2015) states management approaches to surveillance are invasive and can cause distress to employees. Martin et al (2009) state there is little strategy in organisations on educating

managers in best practice of SM control. Critical evaluation of surveillance suggests SM activity leads to under-productivity as workers feel alienated and powerless (Botan, 1996). Kizza and Ssanyu (2005) state surveillance undermines morale and fosters mistrust between employees and management. Employers trying to discourage SM use is likely to be unproductive and unenforceable (Mostaghimi and Crotty, 2011). Bennett et al (2009) suggest prohibiting SM networking and use may be detrimental to organisations. Van Gramberg et al (2014) state research demonstrates a growing scepticism in such management actions. These views, however, raise ethical concern over how such practices occur (CIPD, 2013; Jeske and Shultz, 2015: McDonald et al, 2015, McDonald and Thompson, 2016).

McDonald and Thompson (2016) suggest practices in monitoring focus on three key areas: profiling, work-related blogs and posts and private use of SM. Each of these domains of activity are placed under forms of scrutiny. McDonald and Thompson (2016) suggest this leads to contestations at work over the type of content, work effort and identity portrayal. These signal a variety in forms of conflict within the boundaries of the employment relationship. Their research suggests a manifestation in tension commences from the recruitment process at the start of a potential employment relationship and involves profiling.

Profiling is an activity which involves gathering information from SM using individual profiles or search engines (McDonald et al, 2016). Harrington (2009) states employers have greater capacity to access personal biographies via online profiles. Individual profiles are increasingly used as background information checks by employers. This extends beyond utilisation of the traditional curriculum vitae (Tripathy and Kaur, 2012). Such surveillance occurs

during pre-recruitment stages of employment. Online biographies are used to screen out prospective employees (Shea and Wesley, 2006; Zeidner, 2007). This asserts employer rights to legitimately protect organisations from negligent hiring (Blackwell, 2004). McDonald et al (2016) suggest profiling has significance as employees are potentially unaware of such practice. This highlights how extended searches into employee profiles impact on ethical, legal and professional approaches to HR management. This study agrees with this view. Surveillance of SM profiles is a clear power statement from employers. SM information which employees may consider "private" is now more visible and available within a more public gaze (Ehrenreich, 2000/2001). Once employment is secured, SM information as, Ehrenreich (2000/2001) suggests, is open to judgement by employers who utilise online employee data to make decisions regarding suitability of workplace behaviours. Case law detailed in section 2.13, highlights how employees may post comments which are disparaging about organisations. Online material is therefore used as a method for discipline. This may lead the employer to make decisions regarding an employee's continuation of employment service if online activity is deemed inappropriate. This highlights a growing imbalance of power for employees in contemporary employment relationships. McDonald and Thompson (2016) suggest SM profiles and posts are used to seek discrepancies between information provided by employees as prospective candidates. Further, McDonald and Thompson (2016) state employers use SM to find discrepancies between what the employee may do and say on and offline, using such material to reshape boundaries of work and expectations. These also include feigned illness, discrepancy in required organisational appearance or absence issues.

McDonald and Thompson (2016) importantly raise the issue of the extent in how such surveillance activity is becoming commonplace and the impact this may have on employee expectation of privacy or work intensification. SM surveillance in this study is viewed, therefore to impact upon the employment relationship. McDonald and Thompson (2016) suggest such practice asserts employer power to access SM information and threatens an employee right to retain a private identity. Ehrenreich (2000/2001) similarly suggested practice of online monitoring is a power issue which is rooted in employment law and embodied within social and economic infrastructures of our societies. Further, Ehrenreich states online material is used to take action against employees which may affect their dignity and could lead to a dismissal. This, Ehrenreich suggests, is because the employer may unearth contradictory aspects of the employee affecting how they perceive the individual. Further, use of surveillance is a display of power as methods to monitor employees goes beyond the working day and into differing spheres of private lives. Employees have little protection from such employer practice or procedures to tackle any unwarranted SM behaviour, particularly if monitoring is cited within organisational policy (Biro, 2011). Ehrenreich (2000/2001) suggests this causes tangible suffering and economic harm to employees if dismissed. Clearly monitoring practices threaten societal notions of privacy (Ehrenreich, 2000/2001, McDonald and Thompson, 2016). Importantly, emphasis is placed on the need for employers to provide clarification of when monitoring and observation takes place. A key issue is signposting surveillance activity may take place outside contractual hours of work.

Clearly, literature highlights little is known about SM surveillance and the practice of profiling. Indeed, this study uses this premise to explore the extent to

which employees in HR and managerial roles use profiling and forms of surveillance to make sense of identity. It focuses on whether this is articulated and how this may affect recruitment decisions or impact on the formation of an employment relationship. McDonald and Thompson (2016) highlight scarceness in discussion on SM control approaches in HRM literature. This study hopes to address this issue by exploring approaches on profiling used by the actors in the study.

The act of observing employees signifies debate is required regarding surveillance practice and what is considered normative online behaviour by employers so that individual identities can be explored fluidly and legitimately portrayed on SM (McDonald and Thompson, 2016). Adams et al (2000) state surveillance and monitoring highlight conflicting issues between an organisation need to protect its property against liability and balancing such activity with an employee's right to privacy under the Human Rights Act. Conversely, Martin and Freeman (2003) state surveillance encourages productivity, paternalism and social control for employers. ACAS (2017) acknowledge surveillance has implications for parties in the employment relationship. Bennett et al (2009) state employers assert their right to control SM networking and content because the emergence of SM has blurred traditional distinctions of working space and time. Moussa (2015) extends this view and states surveillance activity is legitimated as a need by the employer to enhance productivity and should be articulated in policy. Further, Moussa (2015) provides advice to make such monitoring less distressful for employees. This conception highlights the view that surveillance practice is both negative and invasive thus more likely to impact on contemporary employment relationships. Moussa (2015) contends a growing issue is for employers to reflect upon is whether the act of observing

employees should take place and suggests surveillance and monitoring practice should be clearly articulated to employees, primarily within a policy. Secondarily, Moussa discusses key issues for the employer to consider regarding how surveillance is performed is what information will be used and how feedback would be communicated to employees. This highlights a lack of clarity exists emanating from HRM in how such practice occurs.

In the UK there is no fully formed guidance for employers on surveillance practice or how this is applied. Further, as Moussa (2015) suggests such activity blurs the boundary of privacy, which as Clark and Roberts (2010) state is potentially harmful for society. A central issue is there is no universal definition of workplace privacy (Ehrenreich, 2000/2001; Miller and Weckert, 2000). Jeffery (2002a) asserts surveillance is a legitimation by the employer to consider information accessed. A clear issue of tension in contemporary employment relationships is what information is to be considered private and where is the boundary of work delineated? McDonald and Thompson (2016) suggest private use of SM also takes place within work. This raises the legitimacy for employers to use surveillance techniques. Often employers seek to control use of SM by blocking the ability to access some SNS on computers in the organisation during work hours (Moussa, 2015). Moussa (2015) and Ehrenreich (2000/2001) suggest using computers and differing modes of online communication for personal purposes during work offers employees little privacy or protection from employer surveillance. Similarly, with the advent of mobile devices employees can clearly circumnavigate any potential Firewalls. Thus, other rules on SM access may be applied or adapted. Again, this is a little understood area of research. This study will explore how rules of SM are developed and adapted.

Bennett et al (2009) suggest whilst SM is both revered and perceived with fear in organisations it is a significant developmental element in work concluding SM use is much misunderstood, unappreciated and undervalued. Thus, as McDonald and Thompson (2016) highlight use of SM is a new contested terrain in the employment relationship. SM use symbiotically offers new technological methods for productivity, panoptic forms of surveillance and management control. A key contestation is that control mechanisms are extended beyond normal working practices and hours. This adds further challenge to the parties within the employment relationship. Further, each organisation may have differing limits of what may be tolerated or defined in terms of appropriate use or deviations in expected behaviours. Thus, making this a difficult area to control and unify within wider universal codes of practice per se. This this is an area of work where tensions will clearly arise and exist.

A growing tension in surveillance practice focuses on legitimately using digital technology to track employees using surgically implanted or worn technology which add to contested areas within the employment relationship (Briken et al 2017, Mann et al, 2003). Miller and Weckert (2000) state such forms of surveillance are an intrusive invasion of human physiology. Surveillance approaches therefore require professional management practice. This suggests moral expectations are now placed upon organisations to protect workers and provide clarity on how digital information is used and accessed. This demonstrates the depth in the philosophical and ethical debates of SM surveillance and establishes a need for critical reflection and ethical HRM approaches.

A prominent contestation in SM surveillance literature is that such activity may lead to dismissal over SM content. Dismissal on SM use principally falls into three categories of misconduct: unsuitable comments about the organisation, its customers or fellow colleagues. A criterion for dismissal is the visibility of online content. SM content is akin to gossip as it is an unconstrained conversation where employees may participate in evaluative comments about work related issues (Kuo et al, 2015). Manaf et al (2013) state SM gossip is strategic and involves social comparison with friends to gain instant cultural information; this may include one up-man-ship over fellow employees. McDonald and Thompson (2016) also argue differing forms of online commentary are viewed as forms of resistance. This is covered in section 2.9 of the literature review.

SM use is often used to categorise employees as recalcitrant workers and suggests their actions amount to misbehaviour (Ackroyd and Thompson, 2003). McDonald and Thompson (2016) suggest misbehaviour through SM misuse typically falls into distinct categories. These are anonymous blogs, defamatory or irreverent online content and excessive personal use of SM. Such activity may lead to dismissal. McDonald and Thompson (2016) suggest SM behaviour is problematical. Employees can challenge disciplinary action because they posted outside working hours and contested in employment tribunals (see section 2.13). An important contestation is that employers now consider online activity and conduct to fall within the jurisdiction of monitoring and regulation, regardless of working hour boundaries. The issues demonstrated in this section highlight the depth of employer concerns on how SM technology affects performance and productivity (Moussa, 2015). Little empirical qualitative research exists on how SM surveillance is practiced by management actors in the employment relationship, importantly whether such approaches to

monitoring is invasive, which may trigger forms of resistance behaviour. This study seeks to explore actors' experience of surveillance and management practice in this area and the impact this may have on behaviours. A clear consideration is the actors understanding of guidance and SM policy to articulate management control, surveillance, actions and expected behaviours. Management approaches to control SM, employee resistance and an emerging concept of sousveillance to counteract and subvert methods of control are now discussed.

2.9 Management Approaches, Resistance and the Emergence of Sousveillance

As discussed in Section 2.8 growth in SM use has led to an upsurge in management approaches to surveil employees. An appraisal of literature on SM and surveillance highlighted the growing need for consideration of ethical and responsible management of SM. This section now focuses on how management approaches used to control SM lead to a potential for conflict to arise in the employment relationship. This demonstrates employees may resist mechanisms of SM control. Lastly, the section introduces how resistance may lead employees to incorporate use of SM as a reverse panoptical device to observe management.

Reddington (CIPD 2012a:10) noted SM use has enormous potential in the employment relationship and paves the way for:

> *"Re-conceiving and re-negotiating the employment deal, social media*
> *can be used to drive two-way communication around how employees are*

treated and managed and what role they play in the overall success of the business."

This demonstrates use of SM, management practice and the treatment of employees are central to positive employee relations contexts. Advancement of understanding such practices has potential to change the way employees and management engage in SM practice together. This context as discussed also creates a perceived need for greater management effort and perceptions that more monitoring is required (Everett et al, 2006). Moussa (2013) states employers use technology to reimagine control in the employment deal to track employees. Towns and Cobb (2012: 205) suggest this acts as an "electronic leash". Riedy and Wen (2010) suggest control of SM includes filtering software to inhibit access and control to websites. These activities link to panoptic effects where employees are controlled by their equipment. Adams and Purtova (2017) state observation therefore has multiple connotations and implications. Lukes (2005) suggests these approaches make the subject at work permanently visible and provide a functioning of power to control employees. This links to a Foucauldian nature of a disciplinary society. This view is applicable to the permanency and visibility in SM. Lukes (2005) highlights Foucault's view and suggest this rests upon the rationality of rule-making which develops patterns of practice that are imposed on individuals culturally.

Townley (1994) states such practices manifest themselves in a range of calculable measures used to control workers. This naturally creates tensions which may lead to worker resistance and types of misbehaviour. Further, Townley (1994) states Foucault fails to adequately construct a theorisation of resistance. Thomas and Davies (2005:687) define resistance as

> *"…a constant process of adaptation, subversion and reinscription of dominant discourses. This takes place as individuals confront, and reflect on, their own identity performance, recognizing contradictions and tensions and, in so doing, pervert and subtly shift meanings and understandings."*

This definition is important as moves forms of resistance from notions of a grand panopticon of surveillance towards more subtle conceptions of communicative conflicts and the reality that now exists online. This highlights a more micropolitical view of resistance (Thompson, 2016). Further, Thomas and Davies (2005) state resistance is stimulated by weaknesses, contradictory and alternative subject positions. These create a space for differing or oppositional discourses which highlight individual interest. Further, they state that in resisting something this reifies and privileges it as areas of political contest.

Ackroyd and Thompson (2003) suggest employees use such contestations to diminish employer power and resist being controlled by fostering new interpretations of (mis)behaviour. Thompson (2016:108) classifies resistance as a range of informal practices and organisation that exist as a

> "*contested terrain of work relations – effort, bargaining, absenteeism, and sabotage and the like rather than strikes and diputes*".

Further, Thompson states in Foucauldian conceptualisation, resistance is futile as it is inseparable from power. He suggests discipline therefore grows stronger in order to direct and control work behaviour. This links to the discussion on SM, surveillance and employer legitimation to control workers. However, Ackroyd and Thompson (2003;47) state:

"Control can never be absolute and in the space provided by the indeterminacy of labour, employees will constantly find ways of evading and subverting managerial organization and direction at work. This tendency is a major source of the dynamism within the workplace."

Mumby (2005:22) suggests resistance manifests itself in all forms of organisational behaviour stating resistance occurs where there are competing efforts to shape and fix meaning on expected behaviour. Thus,

"organisational stakeholders and interest groups engage with, resist, accommodate, reproduce, and transform the interpretive possibilities and meaning systems that constitute daily organizational life".

These conceptions highlight the competing views, tensions and differences present in SM use and behaviour. These demonstrate organisational and employee use of SM may be both engaging and paradoxically conflictual. These highlight employees may use SM to engage in resistance collectively or individually to refute the power of organisations to control them.

Whilst concepts of management practice and surveillance render the employee powerless; an emerging body of literature focuses on how SM inverts power relations. The use of technology as a method and form of resistance is therefore paramount to this discussion. Geelen (2015) notes SM can be used to recruit, campaign and organise young workers. Martin et al (2015) state SM is used to enhance employee voice and recognise its use may also include dialectical interactions which are oppositional. These conceptions suggest employees have some form of control and capability to express views freely.

Building on the notions of resistance, SM offers the capability to invert this process and to use this technology to observe the observers. This has led to a new conception of sousveillance which allows users to utilise technologies to observe those in positions of power within organisations. Sousveillance is described as an activity which allows the observer to become the observed using digital technologies (Mann et al, 2003). The etymology of sousveillance is derived from the French "sous" meaning below and "veiller" meaning to watch. SNS technologies enable employees to observe authority using SM as an inverse panopticon and to resist forms of surveillance. Mann et al (2003) suggest surveillance is being made almost invisible and suggest new technology and secretive methods offer new opportunities to collate data about individuals. This also creates new opportunities for observation and sur/sousveillance. Mann et al (2003) are not specifically referring to SM however they allude to the rise of an increasingly networked society. They also discuss how mobile technologies are used to film, photograph and record data. It is understood in this study that such data can be transferred to SM. Such content as discussed in section 2.8 may be viewed as detrimental online content. Thus, it may be used as a form of public surveillance of private space. As discussed in section 2.8. SM surveillance is becoming ubiquitous. However, SM creates a space for employees to use social technologies to record and take control of monitoring by using SM technology as an inverse panopticon. Mann et al (2003) state sousveillance problematises both surveillance and acquiescence as employees may now record evidence of management practice. It is also conceivable that SM technology allows workers to view each other. Thus, power dynamics whilst predominantly existing between the employer and employee may also coexist between peers. Thus, sousveillance

as Mann et al (2003) suggest may increase equality between a surveiller and those being surveilled. A litany of case law (2.13) and the nature of misbehaviours described in section 2.8 in this context provide examples where fellow co-workers have used SM content to disrupt relationships between each other. Such activity may also be conceived as forms of sousveillance.

Sousveillance, in its truest form, therefore poses a challenge to power relations and the unitary nature of the employment relationship, which Noon, Blyton and Turnbull (2013) state captures the right of management as the sole legitimate authority. Fox (1966) captured the enduring nature of the unitary perspective which demands loyalty from the employee and sees conflict as irrational. Whilst surveillance would prevail in such a hegemonic environment, sousveillance resists and counteracts such hegemonic constructs. The pluralist perspective of employment relations incorporates divergence within the employment relationship to mitigate any conflict (Fox, 1966). Sousveillance, challenges the authority of management and as a divergent approach may result in a hugely contested terrain in SM use as management may object to being observed. Thus, as Kelly and Kelly (1994) argue pluralism is ever-changing. Phillips (1993) states historic notions of pluralism addressed group concerns, representation of interests and inclusion of communicative theories of democracy. SM and sousveillance are both participatory and emancipatory activities. These are viewed to extend principles of pluralism towards a more radical perspective and potentially allow SM communication to challenge the power of employers. Reddington (2012) states management practice requires adaptation to address a *totalitarian character of a 'monoculture that rigorously suppresses critical reflection"* (Willmott, 1993: 531). Mann et al (2003) similarly agree and suggest sousveillance is increasingly sought after. Sousveillance

affords people to be both masters and subjects of a panoptical gaze. Further Mann et al suggest networks and wearable computerised devices provide a differing voice to the more dominant discourse of organisational surveillance. This suggests a need to develop sousveillance as a form of resistance and self-empowerment as individuals move between complex networks. Exploring use of sousveillance in this study supports this perspective. Little is known about the extent of sousveillance at work, how it is used or captured in policy. This provides space for this study to explore on the extent of its presence and to provide a critical reflection on its use. What is apparent is sousveillance allows resistance to become more visible on SM and challenges the power of the organisation as it publicly highlights struggles of workers effectively. Yet employees who use SM to show mistreatment of workers may have this act of deviant behaviour viewed as contentious or deemed as a form of misbehaviour. Thus, the emerging construct of sousveillance is likely to yield to a perceived need to control such subversion. Interestingly, within the area of SM use and regulation there is little guidance on sousveillance. This again may lead to further adaptation in rules to contain this area work. This concludes this section. The following section focuses on legal guidance for SM use.

2.10 Legal Guidance on Social Media Use

The previous sections focused attention towards approaches to control SM use. They highlight the legal context which suggests management and HR professionals seek to tighten control over SM use. Martin et al (2009) suggest this requires effectiveness in practice and policy. Macky and Boxall (2008) suggest research must probe behind the veil of HRM practices to ascertain how policies and techniques are interpreted and enacted by managers. Moussa (2015) suggests regulation and policy to control SM raises ethical concerns,

particularly over forms of monitoring employee use of SM and technology. This study uses this premise to look at regulatory practice of SM use from the differing perspectives of the actors.

ACAS are influential in guiding employers on SM use in the UK. They state employers must provide appropriate SM policy and outline acceptable SM behaviours. They suggest employers follow case law precedent and outline how they would legally constrain employees who breach SM regulations (Brimelow, 2005; Broughton et al, 2010). Advice suggests SM policy and action are unclear. Little qualitative research exists on how managers and employees interpret SM regulations, particularly actions of surveillance, monitoring and disciplining online behaviours. This study aims to contribute to knowledge in this area. The following section focuses on UK legislation and the impact on employee and human rights.

2.12 Social Media Legislation and Rights

The UK legal framework for SM use centres principally on a range of key legislative areas: Employment Rights Act (1996), Communications Act (2003), The Regulation of Investigatory Powers Act (2000), Data Protection Act (1998), Equality Act (2010), Harassment Act (1997) and the Human Rights Act (1998) (HRA). Legislation is primarily concerned with the intent in SM communication (CPS 2017). The HRA is most cited by employees in case law. These centre on two principles; the rights of privacy (Article 8) and freedom of speech (Article 10). Article 8 states privacy is a democratic right. Legislation retains the right to prosecute individuals in the interest of national security, public safety or the economic well-being of the country. The articles include a protection of morals,

respect for the freedoms and rights of others. Introna (1997) states individuals have a right to be free from judgement of others. HRA article 10 outlines principles of freedom of expression which states everyone has a right to have opinions, share ideas and information *"regardless of frontiers".* Steel (2012) notes the central issue with SM use and freedom of speech is the content is often deemed offensive which is likely to affect organisational reputation. This supposition correlates with McDonald and Thompson (2016) who state employees will use online material to control and discipline employees if online material and behaviours are deemed inappropriate. Legislation therefore retains the right to test whether SM comments are malicious. Relevant SM case law is now discussed

2.13 Social Media Case Law

To demonstrate contested areas of SM activity this section draws attention to the legal context of SM use. This section highlights key contested areas and SM case law. As McDonald and Thompson (2016) suggest contestation are areas of conflict and resistance in effort and wages. A key area of challenge between employers and employees is the use of specific platforms. A primary growing focus is the use of LinkedIn. LinkedIn is used to develop business contacts, customer relationship marketing and recruitment of the self and others. Use of LinkedIn therefore blurs the boundaries between ownership of production and private networking. Guidance for ownership of LinkedIn contacts is a confounding area which has been tested in employment tribunals. These cases principally centre on the commercial threats individuals pose to businesses. In *Whitmar Publications v Gamage [2013] EWHC 1881 (Ch)* LinkedIn contacts were used to create a new business venture. The employer terminated the

employee's contract due to perceived competitive threats this venture posed to their business. LinkedIn is used to develop professional identities and seek employment. This creates tension between employers and employees who tout themselves for work. This was observed in *Flexman v BG Group plc ET/2701998/11.* This illustrates competing tensions in career opportunities which may lead to constructive dismissal. LinkedIn is significant in this study as all actors used the platform for employability purposes. Table 2 provides an overview of UK SM case law since 2009 and presents the key legal implications of SM misuse. (See over leaf).

Case name / date	Category	Law	Outcome
Chambers v DPP Neutral Citation Number: [2012] EWHC 2157Case No: CO/2350/2011	Prosecution for menacing and grossly offensive material.	Communications Act 2003 S.127	Fair
Gill V SAS Ground Services UK ltd Case No 2705021/09	Unfair dismissal. Sickness absence.	Employment Rights Act 1996 S.98	Fair
Young v Argos Ltd ET case No 1200382/11	Gross Misconduct. Derogatory comments.	As above	Unfair
Teggart v Teletech UK ltd Case no 704/11	Unfair dismissal. Derogatory comments.	As above	Fair
Zavier V Dorchester ET case No 2201485/06	Unfair dismissal. Disclosure of confidential material.	As above	Fair
Dixon v GB Eye Ltd ET Case 283642/10	Grievance. Highly offensive comments.	As above	Fair
Taylor v Somerfield Stores ET case no 107487/07	Reputational damage.	As above	Unfair
Gosden V Lifeline Project Ltd ET Case no 2802731/09	Reputational damage.	As above	Fair (band of reasonable response
Jones v Tower Boot Co Ltd 1997 ICR 254	Employers liable for acts of harassment and abusive comments	Equality Act 2010 s.26	Upheld in favour of Jones

*(*Source: Case Law IDS Law Brief 957 & 958, 2012*)*

Table 2 Overview on Social Media Case Law

The case law highlights the importance of HR practice and emphasises

coherence of SM policy, disciplinary methods and actions to control SM use.

Unfair dismissal was granted in a few cases where lack of clarity on SM

guidelines existed. A key point to note is that human rights principles rarely featured in case summations. SM policy is discussed in the following section.

2.14 Internet Access, Policy and Practice

Case law demonstrates the importance of SM policy which includes stipulations on use of mobile devices (Broughton et al, 2010; Van Gramberg, 2014). This indicates how SM policy extends beyond working hours (McDonald and Thompson, 2016). Biro (2011) states SM policy centres on balancing the principal interests of employee privacy with an employer's legitimate right to regulate, monitor and act upon perceived misconduct. Biro states this is unequally weighted and calls for more research to explore how organisations legitimate SM control and mechanisms of observing employees online. Moussa (2015) suggests making the practice of monitoring less distressful for employees, stating organisations should articulate surveillance approaches within a relevant policy. This research aims to look at SM practices of observation and surveillance and if this is captured in policy.

The Regulation of Investigatory Powers Act (2000) covers the extent public organisations use covert surveillance. This is not explicit for commercial organisations. Legislation states surveillance of SM should be cited in policy. Rifkin (1994) suggested organisations should develop clear policy regarding privacy; detailing when and how employers use data. Smith (1993) found privacy policies are not effectively embedded in organisations. Cornelius and Radlund (2010:3) state policy is an abstract term "*remote from everyday concerns*". This implies SM policy is not widely recognised by employees. This highlights ongoing ethical concerns over how SM policy is interpreted. This conceptually links to political agendas and power relations in the employment

relationship (Townley,1994). This study will explore how actors make sense of SM policy and examine techniques to control its use. The following section focuses on sense-making and how this is deployed by actors to understand how SM is used as a device for identity exploration. This is perceived as a potential source of tension in employment relationships.

2.15 Sense-Making, Social Media and Identity Exploration

The previous sections illustrated the growth in SM use and the increasingly blurred boundaries between a public and private self. These highlighted the impact this has on the employment relationship. This section focuses on how SM is understood through sense-making and the impact this has upon individual identity at work.

Sense-making is pertinent to this research as it emphasises the importance of understanding the relationship between knowledge, information and human meaning (Schwandt, 2005). Schwandt (2005:182) defined sense-making as "*meaning making*" or "*feeling making"* stating the word "sense" implies individuals reflect on and make sense of behaviours and social-emotional human experiences of interaction. Understanding interaction and knowledge are important when applied to the SM context. Actors are required to make sense of newly acquired information about each other as they interact and observe each other online. This is perceived to include making ethical judgments about fellow co-workers which indicate a moral courage.

Schwandt (2005) states the sense-making process is dependent on the development of a sense-making framework and characteristics of the sense-making process itself. Further, Schwandt recognised the interconnection in

developing understanding from social cues is complex. He recognised sense-making occurs across multiple situations and contexts. As such he suggested sense-making may exhibit large variances between where meaning is attributed to and dependent on the appropriateness of the sense-making framework and readiness of potential relationships that are interconnected.

This is relevant to sense-making of identity in an SM context. SM allows individuals to from interconnected relationships. Use of SM as McDonald and Thompson (2016) state alters the permanency of work contexts. This also links to the fluidity which may occur when individuals construct their identity online. This identity construction may differ to the offline self and actors must make sense of what is being viewed online. This may lead to tension in the employment relationship. Previous literature stated identity could be separated and clearly demarcated. The SM context, however, challenges this conception as the boundaries between the private and public self are diminishing. Identity exploration in this context is perceived to be more fluid because use of SM allows a renegotiation of identities in differing platforms (Kerrigan and Hart, 2016). Such fluidity poses significant challenges for HRM and management to control (Cooper and Inglehearn, 2015, McDonald and Thompson, 2016). Kerrigan and Hart (2016) suggest this is due to dynamism within online narratives where actors use different platforms to create multiple selves. Observing difference in identity is clearly complex. This requires actors, whose roles underpin the employment relationship, to use, learn and deploy sense-making skills to understand their co-workers on multiple SM platforms, where identity may be inherently more fluid. Importantly to make decisions about what they observe as discussed in previous sections.

Sense-making, therefore, is grounded in identity construction which occurs between interdependent relationships which occur and are formed by actors in organisations. (Tracy et al, 2006; Weick,1995). Weick (1995:20) claimed the *"maintenance of identity is a core preoccupation in sense-making"* and suggested sense-making is a complex process involves identity construction of actors and the identity of the organisation simultaneously. This emphasises the growing need for organisations to potentially control identity (Webb, 2006). This enables individuals to develop socially constructed meanings which they assign to contextual events, thus SM is used to develop meaning. As Stets and Burke (2000:225) state identity theory focuses on:

> *"a categorisation of the self as an occupant of a role, and the incorporation, into the self, of the meanings and expectations associated with that role and its performance".*

This suggests expectations and meanings are used in organisations to develop standards to guide behaviour. This is important to managerial efforts to control identity online (McDonald and Thompson, 2016).

Identification of identity links to concepts of the self in relation to distinct categorisations of work such as role or demography (Brewer, 1991; Hogg and Terry, 2001; Oakes, 1987; Webb, 2006). Tracy et al (2006) expand on this view and state the primary way social actors define themselves is through their occupation. Thus, identity has been conceptualised as a set of central, distinctive, and enduring characteristics that typify a person or a line of work (Albert and Whetten, 1985; Ashforth, 2001; Kreiner et al 2006). These views suggest social actors make sense of organisational environments collaboratively and individually so that identities can be constructed. However,

Identity is also focused on how we represent ourselves and is core to our sense of being (Erickson, 1964). Erickson (1964) suggested this involved being true to ones' actions. Such authenticity is problematical within the contemporary context of SM. As Kerrigan and Hart (2016) SM is used to perform identity in a variety of ways. Thus, actors may use SM to develop an identity which is conflictual to organisational expectations, thus, triggering a contestation within the employment relationship. This may be simultaneously viewed as a form of misbehaviour (McDonald and Thompson, 2016, Thompson, 2016).

This is relevant to the link between SM use, identity and social identity theory. This is regarded as our self-concept and the shared commonalities we have with others in group settings (Arnold et al, 2005; van Knipperberg, 2000). Ashforth and Mael (1989) state social identification creates perceptions of belongingness and how we develop individual distinctiveness within social groupings. Distinctiveness is relevant to this study as people craft differing identities through their interaction online. Sense-making of differing SM identities is used in this study to explore the varying perspectives of actors in three distinct role groups. SM creates a context for professional and personal identity affiliations to become visibly apparent. This has resonance for group cohesion or acts of resistance in SM contexts. A core issue is how we interact and present self-identity across these multiple levels (Van Gramberg et al, 2014). A core tenet is whether the multiple versions of the "self" lie in tension with the professional self. Josselson (1996:28) states:

> *"Identity is what we make of ourselves within a society that is making something of us".*

Our digital corporeality is more freely observed by larger authorities, particularly organisations. Digital identity, therefore, has strong links to the employment relationship and regulation at work. Cerulo (1997) states identity influences work experiences, addressing this by incorporating two central questions: "Who am I? And "how should I act?" Alvesson et al (2008) state ongoing identity work involves a critical appraisal of the self to construct a coherent and positively valued identity at work. Svenningsson and Alvesson (2006:1165) define identity work as the engagement in:

> ".. forming, repairing, maintaining, strengthening or revising the constructions that are productive of a sense of coherence and distinctiveness".

Further they suggest identity work may occur in complex and fragmented contexts. This certainly is the case in SM environs. This suggests identity construction would be continuous and paradoxical as organisational contexts favour stability. Thus, a theme of engagement in sense-making of identity work would also be complex during transitions and crises. This infers identity work is ongoing and involves radical transformations of the self (Ibarra, 1999). Identity is, therefore, within this study, an exploratory performance which may lead to tensions and anxieties in the employment relationship. Further, Weick (1995) perceived sense-making is critical when moments of tension, paradox, or ambiguity occur and where the sense of the environment is affected by a disruption thus, affecting a sense of self. This is critical to the SM context and how managers, HR and employees make sense of identity both on and offline.

The contemporary context of SM is more challenging due to the blurring of the boundaries between the public and private sense of self (McDonald and

Thompson, 2016). This highlights that a sense of self may be conflictual to that observed in offline situations. Using SM to make sense of each other implies, therefore, a greater skill is required by managers to understand how we interact on SM. Schwandt (2005:177) suggests sense-making of identity is vital for managers to understand cues within organisational environments to make *"expedient and decisive actions"*. Further, Schwandt stated sense-making was an imperative managerial action which developed deeper understanding. Sense-making is used in this study to explore how individuals develop identity in online contexts, how this controlled and understood by the actors in the three key roles. Humphreys and Brown (2002) suggest actors in management roles author hegemonic identity narratives which are refined and shaped by reactions of co-workers. This suggests identity formation adds to power displays at work which may create ongoing tensions. This study uses this to explore how HR and managers use their identity construction to display power in the employment relationship at work.

Kerrigan and Hart (2016) state there is a need to understand the personal within the context of SM. This is applied to the role of the employee and the need for a greater understanding which elucidates ways to understand how this context has greatly impacted on both the public and private spheres of life. This is important to this study, as McDonald and Thompson (2016) suggest the integration of SM work has impacted most heavily on employees, thus the employment relationship within this context is most at risk. The contested terrain of SM in use is affected by how employees explore their identity online using SM to commit to or reject work identities (Luyckx et al, 2006). This study uses this premise to explore how the fluidity of identity is interpreted and shaped by actors in three roles. The shaping of identity is developed using dramaturgy.

This conception is perceived as method to perform and display identity online. The link between dramaturgy and identity is discussed in the following section.

2.16 Dramaturgy, Identity and the Digital Self

Dramaturgy is purposeful to this study as it encompasses a conception of theatre as a metaphor. This theorisation suggests human interaction is staged like a performance (Goffman, 1959). SM use can be aligned to theatrical conceptions and identity exploration. SM platforms represent differing "auditorium" space used by individuals to dramaturgically shape identity (Kerrigan and Hart, 2016). These incorporate ideological concepts of a front and back stage self (Butler, 1993; Goffman, 1959). Butler (1993) states performativity is a rehearsed discourse of power which produces the phenomena it regulates and allows beliefs to be formed. Kerrigan and Hart (2016:1704) assert SM use is:

> "…created for a specific audience at a specific time leading to front stage and back stage personas".

SM is therefore used to create liminal digital personhoods. Liminality is important to this study. This concept develops the idea that online performances maybe conflictual. Turner (1960) used the central idea of conflict to define liminality as a transition of being which occurs as actors' transition between and betwixt differing states. Kerrigan and Hart (2016) extend this view suggesting actors create characterisations and identities which are less delineated and performed in more fluid ways online. This may involve a professional context or conversely be used to portray sexual orientation. They state there is little empirical evidence for how such transitions are managed by the self. This also

infers how inhabiting highly liminal states of identity performance may be perceived as conflictual for the professional context.

Bullingham and Vasconcelos (2013) assert online platforms are used as visible front stages to present desirable images of the self. They state actors are aware they are performing to audiences. Whereas a back-stage self requires no such performance. Carbado and Gulati (2000) suggest actors exploit identities, creating pastiches of the self to survive work. This involves adopting strategies to signal hard-work, team orientation and trustworthiness to be observed positively at work. Benford and Hunt (1992) suggest actors define a sense of power utilising dramatic techniques such as scripting, staging, performing and interpretation. SM use incorporates these four dramatic techniques.

Raghuram (2013) and Hunter-McDonnell and King (2013) suggest SM profiles are a concealment of evidence which contradict official constructions of the self. This enactment of self-identity is important when performing on sites like LinkedIn, where interactions lend themselves to labour processes. This links to further theatrical metaphors such as the use of masks to develop differing versions of the self (Goffman 1982). Masks may be adopted during online and face to face interaction or totally dropped. The concept of dramaturgical performance techniques links well to performativity in specific roles. Each role performance is a blended and pre-agreed version of identity. Organisations provide actors with different settings to perform experiments with or even enforce roles (Benford and Hunt, 1992; Simpson and Carroll, 2008). However, SM performances are open to critical appraisal and are used by employers to inform decisions during pre-recruitment checks (McDonald and Thompson, 2016). Due to the liminal quality of digital identities SM profiles are less contained. Using SM profiles as a form of evidence is more precarious. Actors

use impression management to dress their sense of self. This is referred to as a discretionary effort made by actors to control information used to influence perceptions about them by others (Giacalone and Rosenfeld, 1990; Goffman, 1959; Richey et al, 2016; Schlenker and Wowra, 2003).

This suggests use of SM involves forms of aesthetic labour. Aesthetic labour is defined as an appraisal of workers who look appealing and sound right (Warhurst and Nickson, 2007). This concept highlights the expectations placed on workers in this context. It commodifies the physicality of employees and includes assessing their appearance, face and voice as a part of a delivery of aesthetic performances at work (Witz et al., 2003). Nath et al (2016) focused research on appearance and body modifications to highlight a growing trend in aesthetic labour in organisations. These are perceived to be manifestations of identity work. These are both identity and dramaturgical performances which are more visible in online contexts. Their findings suggest there is a growing business-case for appearance management which is based both on wider societal assumptions and what the organisation may find acceptable, versus what is objectionable or un-aesthetic. Whilst their study does not focus on SM use the premise is used to highlight employee appearance and identity features were taken-for-granted in most organisational cases. They demonstrate expectations are placed on employees to purposefully show an organisational fit by dressing according to comply with company standards and to develop a certain look. This emphasises the potential for SM to be used to control aspects of identity work, either at the point of recruitment or in wider online surveillance activity. This also conceptually links to emotional labour which refers to employees who are required to manage emotions and feelings within their work routines to create appealing observable facial and physical displays

(Hochschild, 1983). These have implications for control of appearance at work, on SM and sense-making.

Identity is therefore a socially constructed process (Alvesson and Robertson, 2006) and a way of making sense and meaning (Sveningsson and Alvesson, 2003). This places SM narratives as a central or subplot within the ongoing dramatic achievement of the self. As Reissner (2010) states self-identity rests with fellow actors which poses problems for accuracy in recruitment and how actors are understood at work. Leonardi and Treem (2012) state impression management and dramaturgical approaches have enduring allure when it comes to SM. This is reliant on how actors incorporate and assimilate emotional skills to navigate such complex work settings (Schwalbe and Gecas, 1988). This has obvious links to how contestations occur within the employment relationship (Edwards, 2003; McDonald and Thompson, 2016). Such contestations may lead to the airing of grievances on SM or forms of resistance to occur (McDonald and Thompson, 2016; Thompson, 2016; van den Broek and Dundon, 2012). This has disciplinary consequences. Sonnenberg et al (2011) suggest combatting breaches in the psychological aspects of work requires organisations to commit to positive HRM practices. This brings discussion onto the complexity of power in SM contexts.

Foucauldian discourse suggests identities at work are used to create fear and exert power over others. This links to dramaturgy and performance. A central tenet in identity literature is formulated by the differing domains of life which influence us (Berger and Luckmann, 1966; Beyer and Hannah, 2002). Alvesson et al (2008:15) state the meaning of *who I am* and *who we are* as groups cultivate narratives which draw upon cultural resources to transform the self. Cover (2012:182) states SM use broadens critical frameworks which

contextualise cultural practices of identity and selfhood. This applies to the power of identity and performance in HR and management roles which will be explored in the study. This is linked to a sense of moral identity (Blasi 1995; Damon and Hart, 1992; Erikson, 1964). Hart et al (1998: 515) defined moral identity as:

> *"…domains of psychological functioning that are implicated in moral life. For example, moral identity cannot be reduced to sophisticated moral reasoning, because there are many people capable of the latter whose lives show little evidence of commitment to, or action toward, moral goals. Nor can moral identity be reduced to personality traits linked to prosocial behaviour such as resilience, agreeableness, conscientiousness, or generativity. This is because the relations of these traits to specific lines of action and to the sense of self are indirect and weak".*

This suggests developing a moral identity is a complex undertaking. Bandura (1999) and Bandura et al (1996) argued moral standards and self- sanctions are important predictors of a person's moral behaviour. This focuses on the importance of language, narratives and euphemisms in the development of a moral identity and reasoning. This conception is relevant to sense-making on SM discourse as actors critically reflect upon their own discourse and behaviours.

These both link to a further dramaturgical metaphor of mytho-drama (Olivier and Verity, 2008). "Mytho'' is developed from theatrical storytelling. This focuses on insights into human nature using Shakespearian text. Storytelling relates well to reflective practice and SM use. The ''drama'' relates to learning

and is used in the development of online experiences which may or may not be dramatic in nature. Dramaturgical concepts are used to explore how actors reflect on SM use, when performing in organisational roles and how they learn through their performances online. The study explores how dramaturgical performances are used to shape a variety of different self-hoods, how these are managed, evolve or are played out (Malaterre et al 2013). Importantly, how these performances affect employment relationships. The liminal quality of our SM activity as discussed requires skill in sense-making and reflection on what is observed online. Critical reflection and organisational learning have been highlighted as methods to establish appropriate use, control and monitoring of SM. The following section focuses these concepts.

2.17 Critical Reflection, Organisational Learning and Social Media

Critical reflection enhances organisational learning and significant change (Høyrup, 2004). SM networking is positioned as an aspect of work which requires significant individual critical reflection. Appraisal of the literature demonstrates SM is used increasingly in cybercrimes (BBC March 2017), revenge porn and harassment. The Crown Prosecution Service (CPS 2016) reported a rise in *Violence against Women and Girls* which included SM use for criminal sexual activity. This may occur in the workplace, as observed in my historicity (section 1.9).

Sousveillance is used for public disclosures on abusive activity in organisations such as national care homes, prisons or grooming informants (BBC 2010-2017). These cases cite failures in HR and management practice to challenge such behaviours. Thus, organisational learning and critical reflection are important where SM and techno-behaviour is concerned. Nyhan et al (2003)

developed four operational areas of organisational learning which centre on *(1)* Coherence between individual learning needs and the "tangible" and "intangible" dimensions of organisations. (2) Creating stimulating or challenging work environments for individual development. (3) Support, guidance and feedback to ensure developmental learning and reflection. (4) Interdisciplinary partnerships for collective learning modes and human resource development communities. SM contexts create plausibility for stimulation, organisational learning and improving effectiveness. SM requires learning through reflective practice in HRM. Reflective practice (RP) is a core remit for CIPD professional accreditation and CPD requirements. CIPD suggest RP requires critical awareness, capability to make well informed decisions or challenge assumptions *(*CIPD no date: produced by Owen and Fletcher last accessed 2017*).* Research on RP by part time professional HRM students suggests practitioners view reflection with a degree of scepticism and feel it is too introspective (Bull and Taylor, 2014). This study aims to explore reflection and critical appraisal by HR managers when sense-making on SM use.

This chapter explored relationships between differing bodies of relevant literature. The chapter highlighted complexities and issues linking SM use, employee relations, surveillance and identity theory. These illustrate SM contexts are highly contested terrains which create tensions in work. The review focused on emerging trends of SM surveillance and sousveillance which destabilise power structures at work. This highlighted how SM devices are used to dramaturgically to shape identity which may affect how actors are perceived in work. This drew attention to diminishing boundaries between the self and work. This illustrates how individualised employment relationships place emphasis on PC's at work. Finally, focus was placed on reflective practice

and organisational learning, specifically critical appraisal of HRM and SM use. The review highlighted gaps in knowledge and literature on SM use from an interpretative and multi-perspective view. This is used to position the contribution this study aims to make to both knowledge and practice.

This concludes the literature review. The next chapter focuses on the philosophical underpinning of this study.

Chapter 3 Research Philosophy

3.1 Introduction

This chapter introduces the philosophical perspective guiding the study. The chapter outlines how the ontology and epistemology supports the chosen methodology interpretative phenomenological analysis (IPA) (Smith, 1996; Smith et al, 1999; Smith et al, 2009) and demonstrates the suitability of qualitative research.

The overarching research question is: *RQ 1. How do managers and employees interpret lived experiences of social media networking on their workplace identity?*

The chapter reflects on the role of the researcher and acknowledges my "*pre-existing values, assumptions and beliefs that may affect the interpretation of data".* (Clare, 2002:141). I have explained my historicity and acknowledged *a priori* experiences in Chapter 1. This provided the differing gazes from which to explore "truths" in this study. This creates a point from which to develop the ontological and epistemological positions.

3.2 The Ontological Position

Ontology is derived from the Greek word *ontos* (being) and *logos* (theory) (Johnson and Duberley, 2000). Ontology describes the study of being, existence and substance in the world (McAuley et al, 2007). The ontological

position seeks to understand the social and political reality being investigated (Hay 2002, see Figure 3).

Ontology	Epistemology	Methodology	Methods	Sources

What's out there to know? → What and how can we know about it? → How can we go about acquiring knowledge? → What procedures can we use to acquire it? → Which data can we collect?
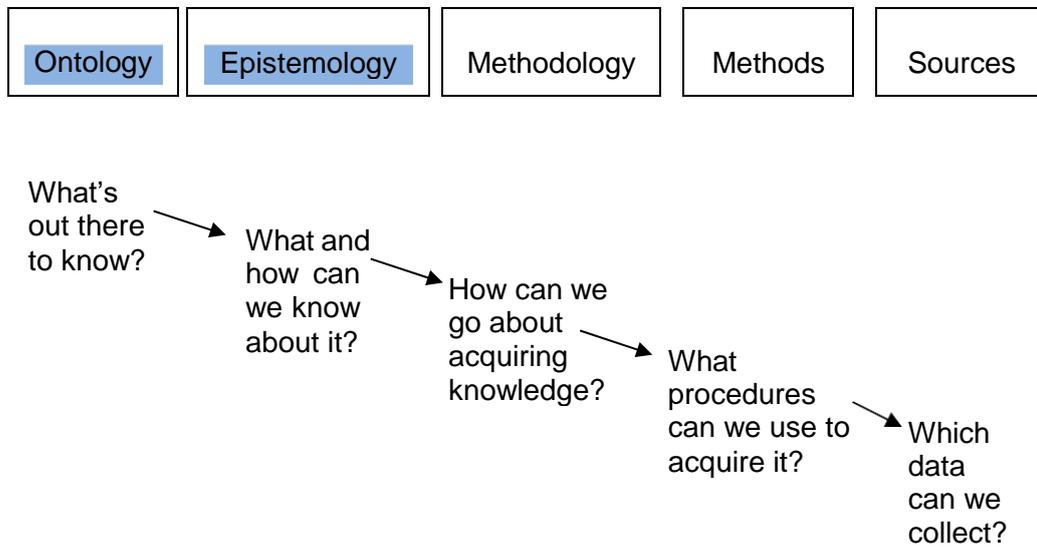
Figure 3 Questions of Ontology and Epistemology (Hay, 2002)

Blaikie (2000) states ontological views are assumptions and claims relating to social realities and how these interact with one another. The purpose of ontological inquiry is to synthesise and assert *"What is the nature of the phenomena, or entities, or social 'reality' that I wish to investigate?" (*Mason, 2002: 14). The phenomenon being explored is SM. The truth, from my perspective is SM exists as a communication infrastructure used by actors for a myriad of business and personal purposes. Further, SM is not an illusory phenomenon, yet, due to its variable nature of use I believe it is inter-subjectively and socially constructed by actors. I believe individuals use differing levels of consciousness to perform and shape their identities on SM. Further, SM is understood as a dramaturgical device, to display identities which are sometimes liminoid and illusory. This emphasises my belief individual identity is not subscribed to fixed forms. This notion fits with Heideggerian philosophy,

this considers the "self" as an ongoing project. SM use does not sit externally to the individual or something which deterministically impacts on them. SM use is co- constructed in simultaneity via interactions and social practices. Heideggerian philosophy is used to support the notion that SM is a huge facet of how we become to exist as beings-in- the-world. The central concept of *Dasein* (there- being) is of huge importance (Heidegger, 1927). *Dasein* is ontologically concerned with possibilities of being. These conceptions drive forward the idea that actors are unique. Further, in relation to SM phenomena, actors use platforms to construct multiple possibilities for being. The design of this study must suit this ever-shifting context (Snelson, 2016). This suggests SM is ever- changing and not necessarily identifiable. This provides capacity for interpretative design approaches to provide meaningful knowledge construction (Prasad, 2005). IPA is considered an appropriate methodology. It is committed to exploring how individual actors make sense of phenomenological experiences. This is suited to the differences of individual SM experiences and how actors develop their sense of being in these digital contexts. Given the cultural, socially constructed and technological aspects of SM, I assert, like Remenyi *et al* (1998) there is a necessity to study the situational details of SM use. This locates my approach and philosophy within an interpretivist, social constructionist paradigm. See Figure 4.
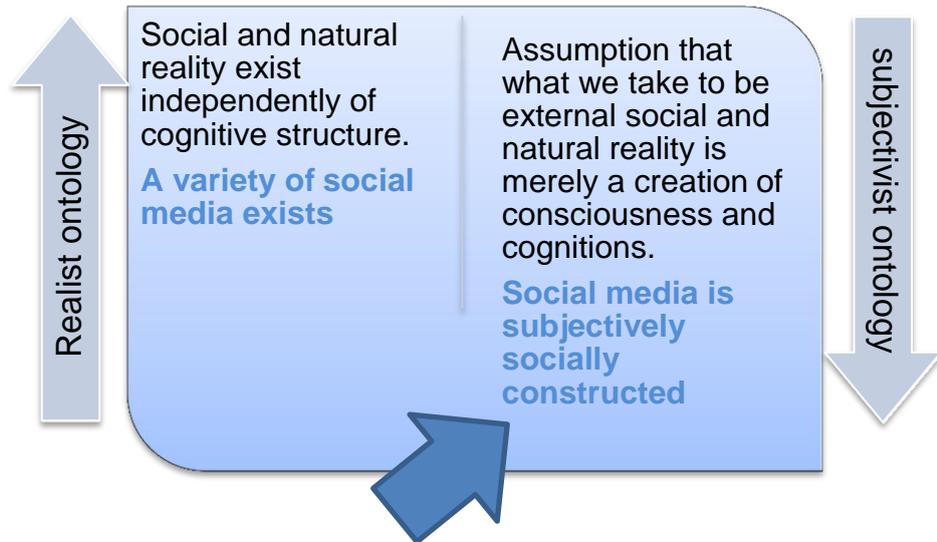
Figure 4 The Ontological Position adapted from Johnson and Duberley (2002)

This philosophical stance is developed because of relationships between how reality exists for each actor. I believe this is socially defined and constructed on SM, rather than discovered (Berger and Luckmann, 1991; Hammersley, 1992). The experience of SM and how actors make sense of that world is therefore more subjectively understood (Andrews, 2012). Social constructionism is outlined in the following section.

3.3 Social Constructionism

The SM phenomenon is suited to a social constructionist perspective due to the intersubjective nature of human interrelationships in online contexts. Andrews (2012) states the paradigm of social constructionism makes sense of the social world because society exists as both an objective and subjective reality, which adds to the ephemeral qualities of SM. Alvesson and Skoldberg (2009) state social constructionism views society as produced and reproduced through conventions and shared meaning. This view is suited to the nature of SM as a phenomenon. SM is a social process which is co-created through discourses when networking together, thus supporting a constructionist view (Gergen,

2001; Stead, 2004; Young and Colin, 2004). My belief is SM is used in simultaneity with our offline self however, we do not present the self as fixed. SM platforms are used dramaturgically to shape the self as an ongoing social accomplishment (Goffman, 1959). Further, narratives of the "self" emerge temporally via online dialogues. This discourse is, therefore, where knowledge is socially constructed and embedded contextually (Stead, 2004). Due to the temporality and shifting nature of the self in the digital context, there is a social process of construction between actors inhabiting different SM worlds and where differing behaviours and emotions emerge. Gergen (2011:113) states these "*utterances are essentially performative in function. That is, in the very saying of something, one is also performing an action within a relationship*". SM invites actors to perform and participate in a construction of a reality together, viewing multiple versions of the self selectively. Thus, discourse may offer differing interpretations of the self, thus it is an inter-creative process and rests upon the social conventions of networking. Such interactions have implications culturally.

The nature of social constructionism means actors cannot be reduced to dichotomies or categories. They are many "beings" who are continually sense making and providing meaning for differing selves in this social context (Ashworth, 2003). An essential factor of *Dasein* in this context relates to how actors use existential structures of SM to care for and give meaning to one another (Heidegger, 1927). Processes of posting and responding to each other, allows actors to care by responding within temporal realities of SM or work contexts. Further, construction of meaning and knowledge takes place in a reality where higher authorities such as employers make sense of SM posts. Organisations want individuals to care for their brands and the organisation as

though a being. Alvesson and Skoldberg (2009) state this creates a critical variant used to impugn the context of political and power relations. This provides an ideal terrain for this study and sense-making of SM from the perspective of actors in three key roles. The purpose is to explore social norms of control as exercised through HRM and management practice of SM which have emerged as organisations seek to control online behaviours. The nature of being at work and on SM suggests online misbehaviour is also socially constructed as resistance, recalcitrance or noncompliance (Ackroyd and Thompson, 2003). This demonstrates there is no single privileged voice on how or why these behaviours occur. They emerge as part of our complex human nature (Newton et al, 2011).

Quantitative studies focused on online misbehaviours show a rise in case law (Broughton et al, 2010; IDS Law Brief, 2012). Positivist approaches state scientific research ought to be value free and strive for pure objectivity (Guba and Lincoln, 1994). Positivism is also a construction which reduces analyses to a state of oneness or unity (Stead, 2004). However, "science" has variances which cannot be seen as a single "truth" (Newton et al, 2011). This study is not seeking such reductionism or predictability. A deterministic approach to human behaviour is at odds with generating understanding from sense-making and the effect of SM on identity and being within this context. Quantitative data capture would therefore have limitations. McDonald and Thompson (2016) highlight that little is known about perceptions of online misbehaviours from key roles in the employment relationship. Use of role in this study provides a basis from which to explore the SM phenomenon by adding to understanding of the social construction of behaviours, habits and routines in this context.

SM activities rely on dramaturgical performances; cognitive schema and language used which may be interpreted in differing ways (Kerrigan and Hart, 2016). A cognitive schema is a structure which allows actors to organise beliefs and knowledge about appropriate behaviours which are expected of individuals within specific roles (Ashforth et al, 2000). These require a deeper exploration to understand actors' reactions to their digital surroundings and work colleagues. These may differ to realities or experience in the workplace. Watson (2002) suggests delving into perspectives of how individuals frame their realities means the social researcher analyses phenomena with higher degrees of rigour. This relates to *Verstehen* (Weber 1949) the focus of which is an inductive search for understanding and meaning to enable the researcher to access differing viewpoints of social actors, their intersubjective worlds and sense-making (Outhwaite,1975). This relates to the epistemological position which is now outlined.

3.4 The Epistemological Position

Mason (2002:16) states epistemology is the quest for *"what might represent knowledge or evidence of the entities or social reality?"* Epistemology is derived from the Greek words *episteme* meaning science and *logos* meaning knowledge (Johnson and Duberley, 2000). Epistemology therefore is the way knowledge of social reality can be understood and how what is assumed to exist can be known (Blaikie, 2000). This study uses a subjective analytical frame of reference. It focuses on the "realities" of how the world appears to actors in three distinct roles and interprets their interpretations of reality. This is explained using Burrell and Morgan's (1979) four paradigms of organisation theory. See Figure 5. This aims to answer the following key questions: Is reality

a given or a product of our minds? Can one experience something to understand it? Do individuals have a "free will", or are they bound by/ determined by their environment?
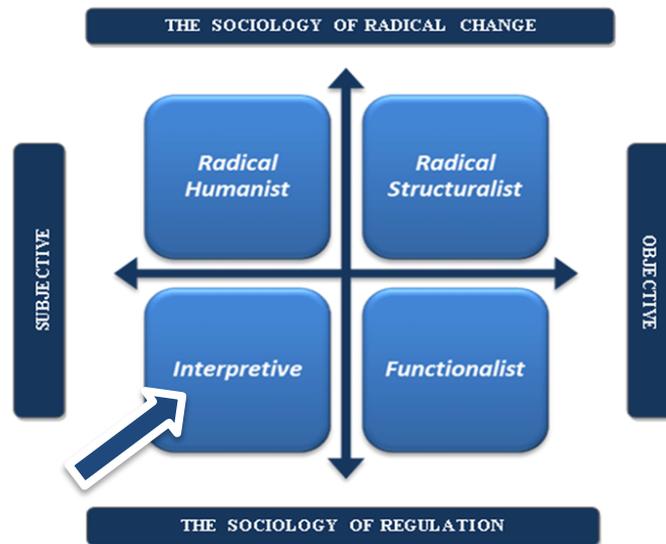
Figure 5 Four Paradigms in Organisation Theory (Burrell and Morgan, 1992).

Saunders et al (2009) suggest the paradigmatic model is insightful to generate fresh insights into real life issues. Bernstein (1983) suggests there is an optimistic fallacy in research philosophies which state there is one secure method for making progress with "knowledge" or episteme. A key issue being they are perceived as mutually exclusive states. An interpretative philosophy is important and enables a way to step back from objective cognition (Yanow and Tsoukas, 2009). As Abercrombie and Longhurst (1983) and Mannheim (1960a; 1960b) suggest knowledge and experience are subjectivist, reliant upon social culture and systems. Berger and Luckmann (1966) state experience and knowledge are stored as layers of memory. In answering these questions, SM is an infrastructure which exists, however, its content may be a product of actors' minds as they create "roles" from which to enact and co create institutions or characters. These views are grounded in a Marxian

philosophy. These suggest we do not have a non-situated perspective of how we view and co create social worlds. Heidegger stated existence is inter-subjectively grounded (Smith et al, 2009). Similarly, Arendt (1994) stated philosophy is concerned with the uncanny and exceptional which one can abstract from the universal patterns of life; it is argued SM use is both. Arendt argued in trying to objectify everyday activity, homogenously, applies a blanket term over the concept of work and production. Use of SM is not deterministic therefore shared experiences of differing sites mean actors enact differing roles and become immersed in different ways of being (Moran, 2000). Through these dramaturgical devices actors spontaneously develop and improvise ongoing renegotiations of self and exploit a sense of being (Heidegger, 1927). Thus, my philosophical approach perceives SM use as something fragmentary, improvised and yet to be accomplished (Yanow and Tsoukas, 2009). We may be the same being however we project ourselves by developing different identities and acting differently in digital worlds. Further, on SM it is possible to create avatars; we may portray a parody or antithesis of ourselves. A basic example is the professional self on LinkedIn, the social self on Facebook, the sexual self on Tinder, an-other-worldly being on Secondlife.com. These manifestations of being create differing constructionist perspectives of identity, roles and society. The interpretative paradigm is now explained.

Pragmatism

Interpretivism

Post-Positivism

Participatory

Postmodern
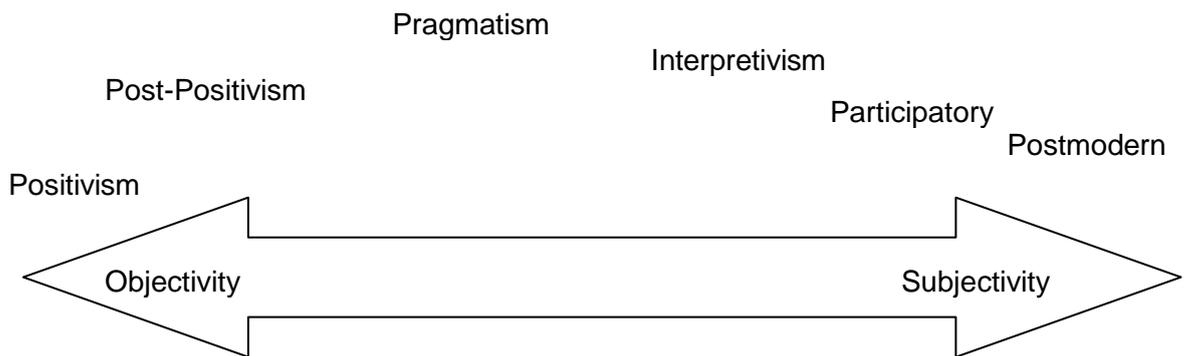
Positivism

Objectivity

Subjectivity

Interpretive epistemologies are grounded on subjectivism. See Figure 6. This position views real world phenomena as less-fixed. As Grix (2004) states the world does not exist independently of our knowing of it, which maps to the ontological position. The interpretivist approach is used to access differing meanings, interpretations of being and existence by actors in this study. The reality and consciousness of SM use is shaped by engagement with objects, or platforms which are full of meaning (Crotty, 1998). SM use is further shaped by language and discourse which does not passively label objects; it helps actors to mould their reality (Frowe, 2001:185). This links to identity construction on SM as a process of metamorphosis (Alvesson 2004). Hume (1738/2000:259) prophetically stated "*the identity which we ascribe to the mind of man is only a fictitious one*". This is ideally suited to the self on SM. This suggests identity is interpretative, temporal and subjectively shaped by discourse. Discourse was important for Heidegger (1927) as language philosophically shapes the foundations of knowledge and being through its expressiveness. SM is expressively used, and the interpretation of discourse allows access to a disclosed, yet visible world. This study accessed discourse via the narratives of actors.

3.5 Relevance of the Philosophical Position

Matisse (1953) stated *"Il faut regarder toute la vie avec des yeux d' enfants"* (look at everything in life with the eyes of children). The process of ascribing meaning to the digital self is a similarly creative endeavour. SM is used creatively, theatrically and as aesthetic art. Individuals dramaturgically develop and depict the self-online through processes of self-creation. Heidegger (1950) was interested in art as a method of disclosure regarding the being of being. This involves the idea the actor's social life is portrayed dramaturgically on SM which replicates a theatrical stage (Prasad, 2005). Actors consistently engage in improvisation of the self through use of impression management to manipulate the essence of *Dasein.* This is suited to IPA methodology. The philosophical rigour of this research approach is used to access the inner-worldliness and discourse of actors participating in this study. In dramaturgy, Mead (1934) developed the notion "theatre of the mind". This suggests we are characterised by several internal dramas. Actors create internal scripts where plots, subplots and soliloquys are developed. These may or may not be played out in reality; or online. SM is manipulated to create an image or performance of these scripts as the *frontstage persona* is projected online (Goffman, 1959; Kerrigan and Hart, 2016).

As in theatrical performance, social sciences must disentangle the feelings, experiences and contexts of each actor. Disentangling in this study is used to develop critical and scientific lenses using a hermeneutic and reflexive approach to challenge reifications and orthodoxies in HR practices. These are sought to develop practice-based research (Greenwood, 2002; Islam, 2012; Prasad, 2005). The concept of reification contributes to the forgotten practices

which contribute to deeper understanding of organisational life. This is used to focus on the relationship between human agency and the production of labour online (Berger and Pullberg, 1966; Honneth, 2008a; Islam, 2012; Lukacs, 1971). Islam (2012) states sociality is reified in employment relations to look like duties and obligations. These are not freely entered or negotiated forms of social interaction. SM is adjunct to these practices, the discourse of the actors is critically analysed to understand and explore how SM practices become reified, such as surveillance of employees. The philosophy is linked carefully to phenomenology, where meaning is sought and appears in the discourse and performance of these social actors (Moran, 2002).

3.6 Reflexivity in the Study

Bracketing is an important consideration for IPA research methodology. According to Husserl (1927) as cited in Smith et al (2011) transcendental subjectivity is accomplished by a process of bracketing or epoché. This involves stripping away the researchers' prior experience, knowledge and bias so it does not influence description within the phenomenon being studied (Tufford and Newman, 2012; Tymieniecka, 2003). However, Starks and Trinidad (2007) state research is a subjective undertaking. The researcher is instrumental in all phases of analysis; therefore, bracketing is rejected in this study in favour of an interpretative hermeneutic. Heidegger (1927) stated historicity and historiography of the researcher is of consequence to the research position. This belief concurs with my own; I believe one cannot extrapolate the self from its sense of having been. I have outlined my historicity (Chapter 1) and detail bracketing (Appendix 4) to further mitigate subjective bias from dominating the study. I also used reflection on and in action during the process of study (Yanow

and Tsoukas, 2009). These considerations provide further surfacing of my preconceptions (Ahern, 1999; Rolls and Relf; 2006). These are now outlined.

3.7 Reflexive Methods

Table 3 outlines the reflexive methods undertaken in this study (Tufford and Newman, 2012).

Reflexive Method	Research Phase
Reflective Notebooks	Reflective notebooks were used iteratively during the research processes. Ahern (1999) suggests reflective journals are important for researchers starting new research topics. Each notebook captured learning, thoughts and experiences. These were used in meetings with my supervisory team or IPA meetings. They captured reflections on theory, philosophy and methodology to challenge assumptions regarding SM contexts, organisations, interviews and
Engaging with research associates	I engaged with associates iteratively across the study program. Primarily with my doctoral supervisory team. I attended South Yorkshire IPA group meetings and engaged with IPA groups online. I attended conferences to help determine research issues and implications in the study. All discussions were instrumental in reflective and reflexive processes. Research associates aired concerns and challenged assumptions regarding research processes, approaches to the study and my own emotions during the whole process. This developed my thinking and enabled me to adapt to ensure appropriate methodological approaches.
Notes/memos	During data analysis phases notes, mind maps and process charts were used. Case summaries were developed for each actor. Notes on each analytical phase were fed into discussions with IPA group sessions and supervisory meetings.
Reflexive Action	Reflexivity occurred continually throughout the research process, "*In action*" was used during SPACE/BUIRA conferences and IPA forums. This allowed me to step back from my thinking and to review assumptions or value laden statements in study. Discussions were used

for mentoring purposes. This shaped research activity and academic practice. "*On action"* incorporated journals, notebooks, mind maps and process charts. These allowed comprehensive reflection on analysis, recommendations and final reflections for practice based action on SM use and further research.

Table 3 Reflective Approaches used in this Study

Table 3 outlines the in-depth, critical reflection which supported and appraised the program of study. This focus aided the analytical phase and ensured data captured in this study is no less meaningful for its subjectivity. The reflexive process also captured and reflects on the purpose and credibility of the study (Appendix 8).

3.8 The Intellectual Puzzle

Mason (2002) states qualitative research is constructed around three intellectual puzzles. See Table 4. The puzzles are outlined to consider differing propositions and to develop a critical position of this study. These acknowledge differing role perspectives and comparison and contrasting use of SM and the impacts this has upon employment relationships.

Developmental puzzle:

- What is the lived experience of differing actors in constituent roles using SM for work?
- How does embracing SM shape and develop actors' perceptions?
- How do these actors make sense of SM rules and regulations and how these may influence and shape their own experiences of SNS in work?

Comparative puzzle

- What can we learn from comparing these different actors and their experiences of SM?
- How may this use of SM impact upon the employment relationship at work?

Mechanical puzzle

- Using the lived experiences of SM and the impact this may have on employment relationship, can any theories or conceptions be developed which may specifically inform future management practices?
- What are the subsequent implications for HR and employee relations practice?

Table 4 The intellectual Puzzle (Mason 2002)

To conclude, this chapter outlined the philosophical position guiding the study, demonstrating why an interpretative approach is utilised and the intellectual puzzle it hopes to solve. Chapter 4 outlines the methodology; interpretative phenomenological analysis.

Chapter 4 Research Methodology

This chapter presents the rationale for an interpretative phenomenological analysis (IPA) methodology. The chapter details component parts of IPA, phenomenology and hermeneutics. It outlines the research design and execution of the study.

4.1 Phenomenology

Phenomenology is core to the interpretive paradigm. It is considered a research method and philosophical approach (Denzin and Lincoln, 2000; Geanellos, 1998; Gill, 2014; Koch, 1995; Le Vasseur, 2003; Lopez and Willis, 2004). Gill (2014) states phenomenology refers to the study of phenomena. Moran (2000) states phenomenon is anything appearing to actors as a conscious experience. Phenomenological inquiry was developed by Husserl (1927) as cited in Smith et al, (2009). It is a philosophical perspective which focuses inquiry on the essence of human experience to understand how actors live through differing phenomena. This involves caring and wholeness (Geanellos, 1998; Moran, 2000; Tymieniecka, 2003; Wojnar and Swanson, 2007). Giorgi and Giorgi (2003) state phenomenology is used to descriptively clarify everyday situations of social actors. Van Manen (1990: 39) states:

> *"Phenomenological inquiry is not unlike an artistic endeavour, a creative attempt to somehow capture a certain phenomenon of life in a linguistic description that is holistic and analytical, evocative and precise, unique and universal, powerful and sensitive."*

The creative outlook is suited to the epistemological and ontological commitment (Chapter 3).

Finlay (2009) states phenomenological research delivers linguistically rich descriptions of "lived experiences" unique to each actor. The SM phenomenon in this study focuses on actors' dramaturgical approaches to develop identity online. The study uses a multi perspective approach focusing on actors in three specific roles. The roles are interlinked and form the heart of the employment relationship (HR, management and operational employee roles).

Phenomenological approaches are linked to Heidggerian philosophy (1927:35) which conceptually frames phenomenology as "*the science of the being of beings"*. This centres on the principles a phenomenon will show itself through itself. The focus of this study will be to seek what is concealed or submerged in the SM phenomena to drive a deeper analytical frame. Embree and Mohanty (1997) identified differing perspectives in the school of phenomenology. This study uses a hermeneutic (interpretive) phenomenology. This is concerned with the interpretation of humanness as it shows up in the structures of experience (Guignon, 2012). This is explored in the following section.

4.2 Hermeneutic Phenomenology

Heidegger stated the signification of hermeneutics was the basis of interpretation which creates conditions for a deeper ontological exploration (Heidegger 1927; McCauley cited in Cassel and Symon, 2004). Meaning is created through understanding a part of phenomenon and relating it back to the whole. This is achieved using a hermeneutic circle which includes pre-understanding and iterative cycles of analyses to shape understanding (Duberley et al, 2012; cited in Cassell and Symons, 2012). Hermeneutic Phenomenology allows phenomena to become accessible because humans endow meaning and share life-worlds (Guignon, 2012). *Dasein* is conceptually

important to hermeneutics and emphasises the sense of being. Heidegger felt

social actors were unable to abstract themselves from contextual influence. He

felt their choices of "*being*" provided a wider meaning for their lived experience.

Thus, understanding actors does not happen remotely from their temporal,

social and cultural contexts (Geanellos, 1998). Wojnar and Swanson (2007)

highlighted key distinctions between descriptive and interpretive approaches.

See Table 5. This study holds the view participating actors are self-

interpretative beings which is core to our understanding and being. In order to

create wholeness, the study looks at the SM phenomenon through the lens of

actors in three key roles.

Descriptive	Interpretative
1. The emphasis is on describing universal essences	1. The emphasis is on understanding the phenomena in context.
2. Viewing a person as one representative of the of the world in which he or she lives	2. Viewing a person as a self-interpretive being world in which he or she lives
3. A belief that the consciousness is what humans share	3. A belief that the contexts of culture, practice, and language are what humans share
4. Self-reflection and conscious "stripping" of previous knowledge to present an investigator free description of the phenomenon.	4. As pre-reflexive beings, researchers actively co-create knowledge help to interpretations of phenomenon
5. Adherence to established scientific rigor ensures description of universal essences or eidetic structures.	5. One needs to establish contextual criteria for trustworthiness description of co-created interpretations
6. Bracketing ensures that interpretation is free of bias	6. Understanding and co-creation by the researcher and the participants are what makes interpretations meaningful

Table 5 Distinctions between Descriptive and Interpretative Approaches

The commitment to an interpretative development of knowledge requires deep

exploration and iterative revisions of initial interpretations to gain a deeper

analytic of phenomenon. In this study I hold the view actors are agents with

capacity for a liminal identity which occupy different thresholds and transitions

(Kerrigan and Hart, 2016). Hermeneutic phenomenology is used to challenge

empirical generalisations and to demonstrate *being* is not fixed or unchanging.

Guignon (2012) states hermeneutic inquiry uses scaffolds and structures from

human creations as an armature. This makes it possible for creative self-

interpretations. Heidegger (1927) relied on a facticity of worldliness and reality

which becomes present through Dasein and *there-being* in the world. This is

purposeful to analysis of human agency on SM. Heidegger stated humans act

on differing possibilities, desires and to satisfy urges which include impulsivity

[*epithemia*]. This requires grounded reasoning for action via reflection (Guignon,

2012). Impulsivity occurs regularly in SM use. Individuals post online quickly,

viscerally and lovingly. Such impulses are linked to improvised dramaturgical

approaches and misconduct at work. Heidegger (1927) stated humans possess

a sense of time and are capable of reasoning how to present their sense of self

for the sake of which they act (Guignon, 2012). In this sense SM is confounding.

Hermeneutic inquiry is used to explore how actors reflect on and navigate

impulsivity on SM platforms. The relationship of role is relevant to social

constructionism and *Dasein,* this is now discussed.

4.3 *Dasein* and Employee Role

Dasein creates an understanding of itself, and for whom "being" is applied

(Heidegger, 1927). This relates to social experiences, which are part of a wider

life plan. SM experiences are not just an imagined state residing in an

individual's head as they occur online with others. Heidegger (1927) stated

Dasein is not purely an instrumental device but is achieved by being thrown into

the world, which may or may not be of our choosing. This links to cultural

contexts of SM which shapes who we are. Guignon (2012) states context

informs the professions we choose and characteristics we adopt to form

personalities and identity. Principles of *Dasein* in this study are applied to specific actors in three key role groups. Roles in this study may integrate and perform identity constructions online. Management may also seek to control SM use which has implications both for identity work and surveillance approaches. These have importance to the representation of institutions of work (Alvesson and Skoldberg, 2009). The importance of role is now outlined:

HR management roles: These roles are typically entrusted with creating strategies for coordination of effort of people in organisations. These roles link to the nature of agency and the subject at work. These roles shape construction of organisational rules, policies, procedures and employee behaviour. This includes use of language, symbols and mechanisms which shape rules. HR roles are central to how regulations come to life and play a key role in disciplinary processes if misbehaviour occurs. HRM supports investigations into perceived misuse of SM and coordinates disciplinary / grievance outcomes. The roles included policy development leads, HR directors, managers, business partners and employee relations specialists.

Operational management roles: These roles are of central importance because they embed and enforce SM regimes of control. These roles develop their own agency and interpretation of SM policy which may reject or deviate from HR policy practice. The Ulrich model of HR delivery devolves HR responsibility to operational management who are likely to be involved in wider HR practices. These roles involve performance management and surveillance of employee online behaviour. Management conduct a range of mechanisms including appraisals and one to one meetings to manage SM use. These roles are involved in investigations and disciplinary tactics on perceived misuse of SM

technology. The roles in this study included roles such as upper, operational and supervisory management actors.

Employee roles; are central to this study as their sense of being is constrained by adherence to regimes of control of SM. Employee roles pose a challenge for management and HR. Employees are perceived to break regulations and will have their own agency when using SM. These roles are perceived to engage in creative use of SM. They are subjected to SM controls and management practice. It was vital to capture employee experiences and perceptions of SM to develop a critical variant of social construction of SM and rule setting agendas. A key area was their capacity to voice concerns regarding controls and surveillance at work. Employee roles included assembly workers, support officers, administrators and sales advisors. This also included trade union activist roles as some employee actors had dual roles which involved union representation. A focus, where possible, was to explore how trade union employees were involved in consultation and development of SM policy, disciplinary or grievance procedures. These roles were included as their agency focused on establishing protection of employee rights. These views were vital to capture a more critical view.

Role is vital to this study and allows individuals to create a scaffold which links to an institutional sense of being. Role has been dismissed as archaic and clichéd by Mangham (1996). However, role is perceived to be deeply embedded in a social constructionist view of the world. Role as a device is used to make sense of professional practice, identity and experience in work. Role is linked to *Dasein* and provides a cultural imperative for actors to develop connections and understanding. Role is linked to agency and ordering of the self in organisations

(Townley, 1994). Importantly role is also linked to dramaturgical approaches. The immersion into role is used to further describe front or back stage self and a mask which actors' don to develop ongoing constructions and notions of self (Goffman, 1959). Role is also used to script, stage and portray edifices of power. These may influence power relations in the employment relationship and agency at work. These differing interpretations of self may impact on the employment relationship (McDonald and Thompson, 2016). Berger and Luckmann (1966) state role makes institutions come alive and are parallel to an unwritten libretto in a drama. This is purposeful to this study as SM and identity are dramaturgically performed in an online context. The research approach is now outlined.

4.4 Research Approach

The study is interpretative, phenomenological and hermeneutic in nature. The purpose of this approach is accurately outlined by Groenewald (2004: 44):

> *"…to describe as accurately as possible the phenomenon, refraining from any pre-given framework, but remaining true to the facts".*

The experiences of SM are explored through actors who perform in differing roles. There is no pre-ordained framework as this is an exploratory study. Facts are given using the actors' in-depth views of the context, their human agency and phenomena being studied (Gray, 2014).

4.5 Determinants of Interpretative Phenomenological analysis Methodology

Social scientists are interested in the analysis of people's actual online behaviour (Purdam and Elliot cited in Halfpenny and Proctor, 2015). After deciding an interpretative approach would be used, the second issue was which research method would be appropriate. Thought was given to how in-depth experiences could be accessed. I considered ethnography and inclusion of online commentary, which would provide rich description (Alvesson and Skoldberg, 2009). However, this posed ethical issues on SM content and furthermore, may not delve deeply into how actors experience SM. Prasad and Prasad (2002) state this presents a limitation for research. A key determinant for using IPA methodology was the ethical consideration of requiring actors to consent to posts/tweets being analysed alongside views of their employer, therefore the study sought to analyse experiences of SM.

A determinant of IPA design was actors may discuss how SM disrupts work, their perceptions of misbehaviour and others at work. This presents an ideal situation for in-depth exploration and interpretation of differing perspectives, experiences and regimes of control as each actor sees it (Gill and Johnson, 2010). Thought was given to differing approaches to data collection such as focus groups, widely used in qualitative approaches (Coule, 2013). However, this method raised issues in procedural and ethical protocols. Focus group activity would expose actors to others in their perceptual discussions. This was perceived to create vulnerability if employers sought to act upon or investigate comments.

Utilising qualitative methodologies constituted an ethical challenge. A factor for method and design strategy was the requirement of a flexible and creative approach to explore SM use, dramaturgical approaches to identity and variations in experiences of role. The IPA design allowed for in depth discussion on idiographic nature of role performances in this context. IPA delves beyond developing broad generalisations about human behaviour and offered straightforward guidelines. The method is flexible, interrogative and inductive which suited the study research questions (Smith et al, 2009). The approach allows for different levels of interpretation and can be used with existing theoretical frameworks (Brocki and Weardon, 2006). IPA is now outlined.

4.5 Interpretative Phenomenological Analysis

Gill (2013:311) states IPA is a well-developed qualitative, practical approach to research design. IPA enables an exploration of how *"individuals make sense of their personal and social world".* Welman and Kruger (1999:189) state *"phenomenologists are concerned with understanding social and psychological phenomena from the perspectives of people involved".* This supports the multi perspective approach used in this study. This approach captures the deeper, multi-layered textures and perspectives of individual experiences (Willig, 2001). Brocki and Wearden (2006:88) state IPA has its roots in symbolic interactionism where actors:

> *"are not passive perceivers of an objective reality, but rather that they come to interpret and understand their world by formulating their own biographical stories into a form that makes sense to them".*

Smith (2011) states IPA is used to capture in-depth data from actors who may share contextual perspectives of a specific experience and where they co-construct shared meanings. The biographic approach used in this study creates a double hermeneutic process where both researcher and participant are interpreting meaning (Smith and Osborn, 2003). Clare (2003) states IPA is relevant for understanding subjective responses to phenomenon. This approach supports the central research question: *How do managers and employees interpret lived experiences of social media networking on their workplace identity?* The design approach was a conscious choice to explore sense-making of the evolving nature of SM use and associated regulation in organisations, using three perspectives within the employment relationship. IPA approaches traditionally use case studies to detail the existence of actors (Yin, 1989). Smith et al (2009) state case studies are drawn together to make sense of phenomena. Smith (2017) states advancement of IPA rests on developing new design approaches.

This study contributes to advancement in IPA by using a multi-perspective approach to capture lived experiences of actors, in the outlined roles, engaging in use of SM at work. The multi-perspective design uses the three role groups (outlined in section 4.3) to provide case study materials. This design approach opens the possibility for understanding the complex views of personal SM experiences and regimes of control. This correlates to Smith et al (2009) who state epistemological assumptions ensure IPA is suitable for examining individuals' identity constructions and their involvement in their context. This study offers new insights on how specific roles inhabit identities on SM and the impact this has on employee relations contexts. Qualitative research has often focused on the implication of SM use from an employer perspective (Biro, 2011;

Broughton et al, 2010). The multi-perspective approach allows differing voices to be heard regarding SM use and for these to take central foci.

A multi-perspective approach in IPA was advanced by Clare (2003; 2004) who interviewed patients and their partners. This was used to create a fuller account of patient experiences of Alzheimer's disease. This demonstrated the flexibility in the IPA approach. This study design similarly seeks to draw together differing perspectives of actors. The participants are inextricably interlinked by their work, role and digital contexts. The study intertwines employee role to develop idiographic meanings from each perspective. These are considered in relation to each other (Bromley, 1986). Use of role was purposeful to create sample universes which had homogeneity. Sallis and Birkin (2014) state this is purposeful for IPA studies which traditionally have difficulty with smaller representative sample populations (Smith et al, 2009). This design approach is considered ideal for doctoral, wider phenomenological and IPA studies (Brocki and Weardon, 2006; Starks and Brown-Trinidad, 2007). The analytical process is now outlined.

4.6 In-depth Analysis

Blumer (1969) conceptualises qualitative research design as a way to capture meanings human beings attach to experience of their world. This in-depth study uses Heideggerian hermeneutic phenomenology to explore how actors are absorbed within their specific worlds of practice and specific role agency (Yanow and Tsoukas, 2009). This approach was used to move between the idiographic nature of actors in specific roles, their accounts of SM use and dramaturgical approaches to develop their identity.

Hammersly (1989:116) suggests interpretative approaches are vital constructions of modern society which are governed by *"explicit processes of interpretation rather than by traditional norms".* This is suited to SM use, as Elliot (2011) suggests boundaries between data and subjectivity in this context are blurred. This is due to actors' identities are partially co-constructed within memories of the social groups in which they interact online. This suggests in-depth inquiry is both suited and required to construct further knowledge of digital worlds. This will be achieved by exploring use of metaphor and dramaturgy, used to develop identities.

IPA uses a systematic analytical method to develop a rigorous, comprehensive account of themes captured from the data (Clare, 2002). The in-depth analysis uses the hermeneutic cycle to move between each case discourse. These are drawn together within the specific role groups to construct units of meaning. The approach builds on traditions of participant research in an organisational context to explore wider psycho-social and cultural contexts to elicit deeper meaning (Bryman, 2013). The method of data collection is now outlined.

4.7 Data Collection

The qualitative data was captured from 25 semi structured in-depth interviews. This method is commonly used in IPA (Smith et al, 2009). Interviews were conducted face to face, to develop meaning (Schwandt, 2001) and:

> *"…obtain descriptions of the life world of the interviewee with respect to interpreting the meaning of the described phenomena" (*Kvale, *1996:5).*

Interviews allowed for rapport to build with participants and provided flexibility to manage conversation flow. This was important as a fairly novice researcher

(Smith, 2009). Kvale (2006) states interviews give voice and intimacy to actors. This was purposeful for exploring SM use as it straddles personal and work-related use. The Interviews allowed for privacy and provided ability to access narratives, case notes, policies and SM texts of various actors. The privacy of one to one interviews was an ethical consideration to protect actors from their comments if they discussed misuse or breaking of SM policy. The sampling approach is now outlined.

4.8 Purposive Sampling

A purposive sampling strategy was used in this study. Smith (1999) suggests this suits the idiographic nature and variety of actors interviewed. The sample was selected based on the purpose of the research (Babbie, 1995; Greig and Taylor, 1999; Groenewald, 2003; Schwandt, 1997). Cunliffe (2016) and Kvale (2006) state it is important to reflect on the relationship between the researcher and actors as we construct meaning around an interpretation of their lived experience. Schutt (2012) and Kvale (2006) state this approach leads to challenges in the interview process. Biases could lead the researcher to manipulate the interview discourse. I endeavoured to minimise bias from the study using reflective discussion on the interview processes with my supervisory team or IPA group at each stage. The reflexive approaches enabled me to stand back from each stage. I prepared a frame of semi structured interview questions to ensure focus (see sections 4.11 and 4.12). The purposive sample was gained using a well-developed network of contacts from pedagogic engagement with businesses, alumni and the CIPD. Criteria used to recruit participants included a) HR actors who were members of the CIPD and b) actors who had experience of SM phenomenon being researched

(Kruger,1988). The purposive sample approach was developed by Yardley (2000:221) who stated:

> "…*rigour depends partly on the adequacy of the sample - not in terms of size but in terms of its ability to supply all the information needed for comprehensive analysis".*

The purposive approach enabled focused in-depth qualitative comparison of interlinked roles (Brocki and Weardon, 2006). This approach was chosen because it ensured participating HR actors were involved in developing regulatory frameworks for SM control. This included access to sample SM policies to regulate behaviour and mitigate forms of SM misconduct. This allowed a comprehensive exploration of sense-making regrading intimate knowledge of SM regulation and tackling differing behaviour/identity issues. Whilst organisations in the study had regulation for SM use, conduct and behaviour, actors in the differing role groups provided an idiographic perspective of SM use and management methods. Touroni and Coyle (2002) argue this provides rich in-depth analyses. Further criteria were developed to establish relevance of wider management and employee actors in the study. This included employees who used SM sites or union representation that supported cases of perceived SM misbehaviour. A key consideration was whether representatives were included in discussion on SM regulation. This purposive approach enabled a focused exploration of interlinked personal idiographic experiences of SM regulatory and employee voice contexts which may add to knowledge regarding tension in the employment relationship.

Smith and Osborn (2003) state there is no 'right' sample size for IPA studies. They welcome samples which develop a multi-perspective approach. It is worth

noting not all organisations recognised trade unions and access to members was not always possible due to working patterns on interview days. The semi structured interview process is now outlined.

4.9 Semi Structured Interviews

Semi structured interviews (SSI) were used to capture data in this study. Interviews were carried out at the organisation locations. Interview schedules took place between 2015 and 2016 (Appendix 5). The SSI's were coordinated by HR leads, took place on one day and lasted between 45 mins - 2 hours dependent on work schedules or conversation flow. Each interview started with an overview of the study; provided in document form. Consent was sought verbally when arranging the interviews. Written consent was sought as each interview commenced, with an explanation of what to do should actors wish to halt or stop the interview (also Appendix 5).

The aim of the SSI was to capture meaning on the organisation; individual actors and their use of SM. SSIs were designed to capture perception or involvement in regulation for SM use. The SSIs focused on SM behaviours and practice from each perspective. Each interview was conducted in an informal conversational style. Open questions were used to facilitate discussion and reflection on legal SM cases. These were used to elicit understanding of the phenomena in context rather than setting out to test predetermined hypotheses (Carter and Little, 2007). During interviews access was sought to wider textual materials such as: SM texts, policies or case notes. These materials are not presented. The actors requested case notes and policy documents remain confidential.

4.10 Semi Structured Interview Questions (SSIQs)

SSI questions (SSIQs) were developed using IPA guidance (Smith et al, 2009). SSIQs link to the focused conceptual framework (section 2.3). The development of questions allowed a preparation of agenda of topics to be potentially explored in each interview. These were framed in suitably open form and suited my level of research experience. The agenda of each interview was guided by the actors as we discussed their life-world and individual SM experiences. Table 6 presents the SSIQs. Section 4.12 outlines how SSIQs link to role, SM phenomena and the conceptual framework underpinning the study.

Questions	Participant	Concept Areas					
	HRM/MGR/ Emp	SNS Platforms	SNS Activity	Identity exploration	Surveillance opportunities	Employee Voice	Employee Control
1 How has your organisation embraced SNS?	HR/Mgr/ Emp	x					
2 Which sites have they / have you used? (Back up Question)	HR/Mgr/ Emp	x	x		x		
3 What purposes have they /have you used these sites for? (back up)	HR/Mgr/ Emp	x	x	x	x	x	x
4 What does the organisation have an SNS Policy in place?	HR/Mgr/ Emp	x	x		x		x
5 How was the policy developed? (back – up)	HR / Manager				x	x	x
6 Who was involved in the development of the SNS Policy?	HR /Emp /Mgr		x			x	x
7 How did you embed the policy? (training, Focus groups, I&C, Union meetings)	HR/Mgr				x	x	x
8 What training or devpt did you receive on SNS use in work? (back-up)	Emp				x	x	x
9 Was there any misuse of SNS that triggered this? (back up	HR/ Mgr		x	x	x	x	x

	HR/Mgr/Emp	x		x	x	x

statement question

Whats your view on the statement

Facebook, LinkedIn, Twitter, Foursquare, blogs, wikis, online discussion boards, Google Groups, Tumblr, and video- and photo-sharing sites such as YouTube and Flickr—could impact on the company." - http://www.shrm.org/publications/hrmagazine/editorialcontent/2013/0813/pages/0813-social-media-policy.aspx#sthash.JPH3FIuV.dpuf

10 What expectations do you have of employees using SNS?	Hr /Mgr			x	x	x
11 What expectations do have about your privacy when using SNS?	Emp			x	x	x
12 How do you monitor Employee behaviour?	HR/ Mgr			x	x	x
i.e. Recruitment, Pre Recruitment, Daily, Whistleblowing				x	x	x
Give e.gs						
13 What do you scrutinise prior to recruitment?	HR/Mgr		x	x	x	x
14 To what extent do you connect with work colleagues on SNS Sites?	HR/Mgr/Emp	x	x	x	x	
15 How does being connected blur the boundaries between your work and private life?	HR/Mgr/Emp		x	x	x	x

16 How do you differ in your identity online to the one you have in work? (can you give an example)	HR/Mgr/Emp	x		x	x		
17 With your followers have you ever commented on: Work / Colleagues? (Back up)	HR/Mgr/Emp	x		x	x	x	x	x
18 Can you give examples and on which sites (Back up)							
19 With the increased use of SNS how has this you changed the way you work or develop your practice?	HR/Mgr/Emp			x	x	x	x
20 What has been the impact on your work routines?	HR/Mgr/Emp				x	x	x
21 What has been the impact on managing performance?	HR/Mgr					x	x

Table 6 Semi-Structured Interview Questions

4.11 Outline of Semi structure Interview Questions

Each SSIQ was devised to be open and expansive. Smith et al (2012) suggest a range of 10 open questions. SSIQs included prompt or follow up questions. The preparedness ensured SSIQs related to the conceptual framework and in-depth nature of study (Chapter 2). SSIQs were documented to allow participants comfort. They enabled a focused opening for each interview and created a conversational style. Participants were not asked all 21 questions. Some SSIQs appertain to specific roles. The SSIQs were discussed in supervision meetings and IPA discussions. This enabled a revision of the final question schedule and to ensure links to the research question and objectives.

This IPA study is concerned with exploring SM phenomenon; it was purposeful to focus on SM use as an access point (Q1). This allowed insight into organisational SM contexts. These are perceived to shape use and participation endeavours. Q2/3 focuses on individual preferences of SM. This was used to ascertain similarities or variance to organisational preferences. Use represents the dramaturgical SM stages favoured by individual representation of identity. Q4/5 focused on exploring SM regulation and policy development. This was used to understand how rules were created, embedded or shaped approaches to HR, employee relations and individual practices. Q6 explored employee voice and involvement to ascertain how employees were involved as stakeholders. Q7 explored actor awareness and perceptions of SM governance. Q8/9 explored regulatory understanding and perception of SM case law. Q10 - Q13 were specifically for HR and management actors. These explore sense making within specific role distinctions and how they individually perceive SM use. Q14-

17 were developed to capture individual preference of SM to dramaturgically shape identity, experience and practice. Q18 – 21 explored psychological impacts of SM and blurring of boundaries between work and private lives. The following section outlines how data was recorded, transcribed and stored.

4.12 Recording and Transcription

A Sony digital recorder was used to record each SSI. Recordings are stored on a locked hard drive in an alarmed office environment. Each SSI was transcribed by me or by an external transcription service; using intelligent verbatim.

The transcription service was approved due to a learning requirement (dyslexia). Immersion in the analytical phase ensured each transcript was reviewed intensively. This process relied on the audio recordings used to hear the discourse from a highly humanistic stance. Transcripts were sent to participants via email for verification to ensure they were a true reflection of the interviews. Three participants responded to this process (Appendix 5). The following section outlines the analytical approach.

4.13 Data Analysis Approach

This section details the analytical process undertaken in this study. Smith (2004) states quality of the final analysis is informed by each stage of the process. Smith et al (1999; 2009) developed a detailed and systematic approach to IPA analysis. This study followed the rigorous analytic process. The approach was informed by the conceptual framework. This created a theoretical locus and coherence to the SSIQs (Section 4.11). This shaped the analysis and created transparency (Swift et al, 2002). The structure

acknowledges my role in the process and ensured careful interpretation during the analytical process (Brocki and Weardon, 2006; Smith, 1996).

IPA is idiographic in nature; therefore, analysis is highly focused on the "particular" which allows for individuality of *Dasein* to unfurl (Heidegger, 1927). Case narratives were created to develop an interpretative sense of being from each role group perspective. A priority in the analytical approach was to explore each transcript on its own merit. Smith et al (1999) state analysis requires close interaction between the text and the researcher. The process used manual coding and thematic analyses. These are the principal tools in IPA research traditions (Langridge, 2007). Reid et al (2005) state thematic analysis is applied flexibly according to the analytical task. This was achieved iteratively using the hermeneutic cycle, as explained.

4.14.1 Phase 1: Familiarising with Data; A Single Case Approach

Initial immersion focused on generation of codes and broad themes within a single case. The focus on exploring each case enables one to develop an understanding of the particularity in each actor's discourse and develops a sense of their being (Pietkiewicz and Smith, 2012; Smith et al, 1995; Smith et al, 2009). The first single case chosen was *Davina*, Head of HR Policy because she was the first individual interviewed and personally transcribed. The case was striking in terms of HR practice which incorporated a high degree of employee voice mechanisms to develop SM policy and regulations at work. This transcript was analysed to note units of meaning and to draw upon emergent themes. This allowed a movement between the singularities and particularity of this case in relation to other HR role cases. This involved

observation and careful construction of similarities or idiosyncrasies in each case. This offered new insights on differing HR approaches to SM regulation and control. This was repeated for each case within each role group, coding transcripts correspondingly to develop multi-perspectives. The first management case analysed was *Frances.* Her management style contrasted sharply with other management participants. This demonstrated a difference to suggested HRM practice and was purposeful to capture idiosyncrasies. The particularity of this case offered insights into the hegemonic nature of SM use. *Brittany* was the first employee case analysed. Brittany was disciplined for SM misuse. This captured raw emotion from a worker perspective. The uniqueness in each case helped develop an analytic frame to highlight tensions emerging within dynamics of the employment relationship.

The process focused on familiarisation with particular words, phrases and sections of data. Pietkiewicz and Smith (2012) state this process allows the researcher to connect with the data. This was done in relation to my observations of the interviews. An interpretative case summary was developed (Appendix 7) which vividly recalled the staging and setting of each interview. This offered further interesting insights into management practice. Each iteration revealed new insights and a higher abstraction and psychological terminology (Smith, 2006). For instance, I noted in Davina's case she erased online pictures at a descriptive level. A re-analysis of this activity noted a conceptual link to liminal aspects of her identity. The audio recording captured Davina's emotion and sadness about erasing pictures. This highlighted the

blurring of boundaries between the private and public self and formed the initial frame for the theme regarding moral identity.

4.14.2 Phase 2: The Hermeneutic Cycle

The hermeneutic cycle (Smith et al, 2003) used in IPA is influenced by the annotations of the first case and the whole dataset. Pietkiewicz and Smith (2012) state good practice involves use of initial notes to refine themes. The data focus moves from exploratory to the descriptive, linguistic and conceptual coding of themes. This involved a cyclical process using annotations, interpretative summaries and reflections on each actor (Appendix 7). The process of qualitative analysis ensured a rigorous, comprehensive capture of themes (Clare, 2003). This phase focused on compiling a list of preliminary themes for each role group.

4.14.3 Phase 3: Cross Case Analysis

The hermeneutic cycle (Smith et al, 2003) involved coordinating themes by key role group to develop a multi perspective approach. This progressed to involve a double hermeneutic approach to make sense of the corpus of data and to seek wider connections between the relevant units of data. This phase sought patterns or differences in the data between the key roles. In order to move to a deeper analytic IPA guidance suggests focusing development on locating conceptual and theoretical themes (Smith, Flowers and Larkin, 2012). The conceptual framework was used to create the focused units of meaning and to develop clusters of related themes.

4.13.4 Phase 4: Analytic Categories

Development of the analytical themes is described as follows:

Descriptive themes - paid attention to activities, events or items relating to SM use. This allowed exploration of the actors' facticity and *thingliness* in SM use (Heidegger, 1927). This involved constructing meaning on access to SM use and perceptions of regulation.

Linguistic themes - the discourse elicited metaphors regarding SM use to portray organisation aesthetics. This focused on image, imagery, metaphor and emotions. This allowed for an exploration of feeling regarding interconnections, interactions, socio-cultural relationships and the impact of SM use emotionally between the actors; which brought forth new language.

Conceptual themes - narratives were sought that related to the conceptual framework or introduced new theoretical conceptions of SM use which build upon pre-existing concepts in the structure of the study. This allowed the emerging areas of dramaturgy and organisational aesthetes to become apparent. Actors' discourses highlighted scripting, performance and staging of which began to emerge. This supported the idea of the actors as dramatis personae who portrayed identity. This process allowed for a prevalence of themes to be captured and refined across the corpus of data. The following section outlines how the themes were distilled.

4.13.5 Phase 5: Seeking Relationships between Themes

The principle aim was to draw together a cohesive piece of in-depth analysis grounded in experiences, understandings, claims and concerns of the actors. This was done by reflectively, iteratively and critically deconstructing the compilation of themes (Smith et al 2009). Smith, et al (2009) state this is useful to challenge the relationship between themes and concepts. I referred to Sabatier (1986) to inform a deeper analytic which included focus on

legislation and CIPD professional body guidance. To mitigate potential bias

and to rigorously check the data I referred to analytical techniques developed

by Ryan and Bernard (2003):

- Repetition – focus repeated key words across the corpus of data.

- Indigenous typologies – focus on particularities of role group and emerging

  language.

- Metaphors and analogies – focus on key phrases to explain experiences,

  thoughts and feelings in the dialogues which allowed further dramaturgical

  performances to emerge.

- Transitions – focus on changes in actors' sense of being, such as emotional

  reactions, intonation and behaviours present during interview recordings and

  narratives.

- Missing data – using Heideggarian philosophical approaches to look beyond

  the data for what is not present or overlooked. This process allowed for a deep

  richness to emerge and to seek abstract or absent aspects of being in relation

  to SM use.

The next section focuses on categorisation of final themes.

4.14.6 Categorising Themes

A hierarchy of themes was created using Microsoft Excel to assemble data by

role group and organisation (Figure 7). This allowed the amalgamation of the

corpus of data and to enable coherent cross case analyses. This captured key

actor quotes from the transcripts and codes to be noted (page, line number)

(Smith et al, 2012).
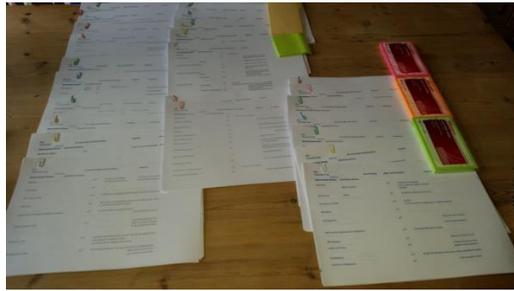
4.14.7 Hierarchy of Themes

The distillation of themes was achieved systematically working through each file to create a summary list of hierarchical themes. This follows IPA traditions (Brocki and Weardon, 2006). A hierarchy of themes per role group was transposed onto colour coded sticky-notes to enable a cross comparison by role. The purpose was to seek similarities and idiosyncrasies as illustrated (Figure 8).

clusters of themes generated in HR discourse

clusters of themes generated in managers discourse

clusters of themes generated in employees' discourse

The process of aggregating themes in this method follows an IPA tradition of organising material to a higher level using graphic representation. Smith et al (2011) suggest this allows themes to act as magnets which could be easily maneuvered into thematic maps. Theme clusters by role group were laid

alongside each other which created a visual structure and hierarchy of material (Smith et al, 2012). This approach allows core themes to emerge and for a simultaneous process of refinement spatially. These were filtrated using a continuous and iterative process. The data set was discussed with my supervision team, to ensure independent scrutiny and validity of the analytical interpretation. Lastly, these were reviewed iteratively alongside transcripts to remove bias.

4.14.8 Rigour and Validity

Table 7 (see overleaf) demonstrates the aggregation and hierarchy of themes. These were initially distilled into six core thematic areas as follows:

Superordinate themes and sub themes	HR (10 actors)	Management (7 actors)	Employees (8 actors)
Theme 1.The extent and preferences of Social media and homophily			
Preference and platforms used	23	14	25
Connections internally and externally	30	10	17
Value and purpose of the social media platforms	24	30	32
Theme 2. The extent of rules and power dynamics in social media use management in controlling or extolling the virtue of social media			
Ownership by department silo of social media usage in differing organisation	26	13	14
The extent of social media policy and guidance	83	32	42
The extent of firewalls and access controlling social media use	40	33	7
The role of leadership and mgmt.	46	41	21
Use of power and surveillance	89	87	54
Theme 3. The extent of employee voice, involvement and participation in social media use			
Involvement and participation of stakeholders in social media policy	30	11	23
The extent of voice; mechanisms for ignoring or adopting social media use to organise	34	30	31
Theme 4.The sense making of behaviour, misbehaviour and conflict			
Catalysts for differing range of behaviour	51	67	47
Conflict between individuals, their managers and the organization	33	39	53
Perceived social media misbehaviours	62	64	48
Theme 5. The sense making of identity exploration and self-expression			
The organisational social media identity	20	15	35
Professionalism, role identity and social media use	48	26	19
Individualism, identity and social media	39	24	66
Tensions in the employment relationship; who I am / who do you	18	41	47
Social media as dark and light space for expressing individuality	25	11	36
Theme 6.The art and language of reflection and organisational learning in social media use			
Learning and development practices on social media uses	30	15	31
Deep reflection and reflexivity on social media use	11	10	12

Table 7 Abstraction of Themes

The aggregation of these final themes created a large data set. Detailed

discussion with my supervisory team focused on reducing this to a

coherent and manageable caucus of data using abstraction. Themes

were reviewed and refined focusing on the key thematic areas, alongside the initial research questions. They were revised into four thematic areas with a further collation of relevant participant quotes. The final themes are shown in the following diagrammatic chart (See overleaf).

4.15 Presenting the Final Themes

Act 1: theme 1

Adoption, participation and staging of social media in the workplace

Subordinate themes

- Organisational adoption of social media
- Individual role adoption of social media
- Individual reflections of social media use

Act 2: theme 2

Power, control and surveillance in social media use

- Development of social media regulation
- Mechanisms of control
- Strategies and techniques of controlling social media
- Power observed in the employment relationship

Act 3: theme 3

Evolving identity and dramaturgical performance on social media

- Evolution of HR professional role and identity
- Evolution of management role and identity
- Evolution of employee and trade union role and identity

Act 4: theme 4

Resistance, misbehaviour and Conflict

- Emotion and misbehaviour in social media content
- Individual cases: catalysts for online misbehaviour and the impact on the employment relationship.

Figure 9 Presenting the Final Themes

Each theme is briefly outlined overleaf.

Act 1. Theme 1: Adoption, Participation and Staging of Social Media in the Workplace – presents findings on SM use and preferences in the organisations. This is cross compared with the actors use and feelings regarding SM use. This provides a structural vantage point to understand the idiosyncrasies of the organisations and the individuals. This chapter outlines the differing SM stages used by each actor used to perform and shape identity. Data is presented using tables and illustrative quotes.

Act 2. Theme 2: Power, Control and Surveillance in Social Media Use – presents findings on the variety of regimes of SM control, regulation and policy established in each organisation. The theme explores the actors' ability to control and influence SM use through involvement and participation in employee voice and decision-making processes which are perceived to be important to healthy employment relationships. The findings focus on performance management, power dynamics and the rising use of SM surveillance. Data is presented using tables and illustrative quotes.

Act 3. Theme 3: Evolving Identity and Dramaturgical Performance on Social Media – presents findings on the incorporation of SM in ongoing efforts of individual identity construction. The theme explores the dramaturgical approaches and techniques deployed by actors in specific roles to develop their professional identity. It addresses perceptual use of SM and identity how this may be controlled by organisations. Data is presented using illustrative quotes and specific case illustrations.

Act 4. Theme 4: Resistance, Misbehaviour and Conflict - the final theme presents findings on how the regulation, control, management practice and identity cleave novel approaches to SM performance. The theme presents five cases to demonstrate differing forms of misbehaviour and the disciplinary approaches used by management and HR to address such issues. These are used to build a critical appraisal of practice in this area. Data is presented as case vignettes which detail the specific nature of misbehaviour in SM contexts.

4.16 Participating Organisations

This section provides an overview of the participating organisations that have been given avatar names to protect organisational identity.

1.   Aedis – Housing sector.

2.   Pala – Telecommunications sector.

3.   Tiro – Employment agency sector.

4.   Alumno – Higher Education sector.

5.   Senes – Healthcare sector.

6.   Charta – Office supplies sector.

7.   Pharma – Chemical engineering sector.

All organisations were large UK or international employers with established HR departments. Four organisations recognised trade unions. All organisations had locations in the north of England (Appendix 5: Interview Schedule)

4.17 Dramatis Personae

This study views participants as actors, in IPA traditions this requires a brief overview of their profiles. Actors have been given fictitious names to anonymise their individual identity.

Aedis

1. Alex: HR manager, age 45, CIPD, MSc Occupational Psychology, wide experience of HR contexts. Used LinkedIn to establish a professional and marketable identity, dealt with cases of SM misbehaviour, reflective on SM use in organisations. Using HR role to build and instil values and behaviours within a newly changing organisational environment, perceptions that policy to control SM was not necessary.

2. Alan: Head of Property Services, age 47, used LinkedIn to connect externally. Manager of a large operational team with managerial ambition to build cohesive team, Studying at MSc level to supplement management knowledge, managed cases of SM misbehaviour and harassment in his team. He used informal networks to manage and control SM use.

3. Anne: Coordinator for Engagement, age 44, used a variety of SM in various roles internally and externally, highly focused on the collective and community participation of SM use. Her approach was causing tension with management who perceived this as highly radical. Anne was frustrated by a lack of forward thinking in the organisation and was fighting for her housing tenants to have a voice.

Tiro

1. Beatty: HR Regional Officer, age 42, CIPD, new to Tiro organisation, used LinkedIn to develop her professional identity, had dealt with cases of SM misbehaviour, used some training for SM development, utilised a traditional, personnel, command and control style of management, used little reflective

practice or provided little challenge to management orthodoxy, regular use of SM to surveil recruitment applicants which was not documented in policy.

2. Beth: Director, age 47, BA, responsible for large recruitment sales teams across UK, had dealt with differing cases of SM misbehaviour and nefarious activity, had been a victim of SM abuse by employees, was not a regular user of SM. Beth felt SM use was for younger generations. Beth had some development to encourage her to use SM, the primary focus was to increase sales and business connections. Control of SM use was based on observation and physical proximity to staff.

3. Brittany: Sales Recruiter; age 36, disciplined for SM misuse in a previous company and resigned prior to disciplinary outcomes, used SM for mainly personal interaction and friendships, mainly Facebook, which was used interchangeably to seek employees. Brittany also used LinkedIn for work obligations to recruit. Brittany had little understanding of the disciplinary processes. Brittany had little training on using SM and little legal knowledge of recruitment and the equality act.

Pala

1. Claire: HR Director, age 55, CIPD, MSc, wide range of experience at international level leading large HR teams, highly focused on leadership development. Involved in reviewing SM policies, use of SM was wide due to the nature of the sector (technology). Claire's personal use of SM was minimal and restricted given the context. Claire had dealt with developing and instigating the strategic use of SM. Highly involved with cases of SM misbehaviour across the group, involved in creating communities of practice online and HR blogs. Claire was not comfortable in using SM.

2. Charles; Operational Manager, age 54, recently changed roles from operations to HR, had stopped using SM due to new HR role, involved in cases of SM misbehaviour, which was a determinant of his retreat from SM. Experience of consulting with trade unions on policy for SM use and regulation,

approach incorporated traditional HRM practices around policy and disciplinary process.

3. Charlotte; HR Consultant, age 44, CIPD, strong knowledge of SM misbehaviour and case by case discussions. These were used to contribute to wider organisational learning on SM use. Charlotte was not a regular user of SM.

4. Clive: Sales Director, age 38, BSc, newly aspiring leader with a long service employment record, responsible for staff in large commercial team, used SM widely for client relationship building, worked to management standard guidance on SM use, used LinkedIn and Facebook which linked to a relationship marketing tool. This made management of boundaries more blurred, recently involved in case load on SM misuse and technology breaches.

Alumno

1. Davina: Head of Policy Development, age 42, CIPD, had dealt with a range of SM misbehaviour cases in public sector, HR role involved working in partnership with trade unions on SM policy development and coordination of a policy development group, limited personal use of SM was conflicted and lurked on SM. Davina manipulated SM to portray a professional identity.

2. Debbie: HR Policy Development Manager, age 39, CIPD, had dealt with SM misbehaviour cases, co-chair of a policy development group which included formal discussions with recognised trade unions. Debbie was a regular user of SM and wanted to use SM in a positive way to support the organisation.

3. Dahlia: Operations Manager, age 46; MSc, currently investigating SM misbehaviour (loss of productivity), limited use of SM, preferred Twitter and LinkedIn, strategic in her approach to developing online connections, involved in monitoring of SM performance and developing performance management techniques, frustrated by policy and guidance which she recognised was a grey area, involved in developing her own approach to policy which deviated from wider policy.

4. Darcy: Senior Officer, age 44; MSc, experience of managing a team of support officers, experience of personal and work SM use, own use of SM was fairly wide and reflected the aims of Alumno, involved in SM misuse case which was causing tensions between the team. Darcy felt she lacked support from management and was seeking further management development. Contextually this was causing her antagonisms and affecting wider relationships within the team.

5. David: Academic, age 65, PhD, entering retirement phase, ex trade union chair and representative, involved in SM policy negotiation and discussion at University level, member of the policy development group. David was reflecting on SM use due to retirement. Highly reflective on how SM and policy, felt they should offer protection of members, wanted to avoid punitive styles of HRM and management practice.

Senes

1. Erica: HR Director, age 44, FCIPD, keen SM user, passionate about using platforms to build organisation, HR and employer branding, CIPD key note, keen on building leadership and skills, used SM to leverage prominent profile in the profession advocating use of SM, had strategically developed policy and development for SM use, had dealt with a range of SM misbehaviours, had experimented with avatars on SM. This had caused tensions with perceptions of identity.

2. Elizabeth; CSR HR officer, age 36, new user of SM for mainly work purposes, which involved using SM to promote organisation for aesthetic and CSR purposes, used SM for personal and work purposes. Elizabeth had dealt with breaches in performance on SM. Her role involved developing teams in the organisation to embrace SM.

3. Elana; IT Manager, age 32, BSc, keen user of SM, passionate about interconnectivity internally and externally, used SM for identity purposes, knowledge creation and on the ground public journalism. Involved in SM development and training.

Charta

1. Fiona: HR Manager, age 43, CIPD, used SM to connect for personal and work purposes, had dealt with cases of misbehaviour, had SM policy forced from IT. Fiona was not allowed to use development to support SM use. Fiona connected widely with employees across all areas of the organisation.

2. Flo: L&D Manager, age 51, CIPD, limited use of SM, felt frustrated by little scope to use L&D to strategically develop SM use, felt the organisation used a macho style of management.

3. Frances: Credit Control Supervisor, age 26, keen managerial focus on high performance, used regular surveillance and observation of her team, used improvised management tactics to control SM and mobile device use including a mobile phone amnesty. Her approach was hard HRM.

4. Freya: HR Officer, age 17, totally retreated from SM. This was due to psychological experiences which affected self-esteem, also stated retreating from SM suited wider long-term career plan in HR.

Pharma

1. Georgia: HR Manager, age 39, CIPD, wide range of experience in differing sectors and employee relations environments, keen on developing trade union partnerships had SM policy forced down by marketing, personal use of SM (Facebook) and a strong dislike of LinkedIn, felt the organisation lack strategic L&D for SM use.

2. Greg: Operations Manager, age 42, BSc, new to organisation, strong managerial ambition, sought high performance from his team, limited user of SM typically LinkedIn, made comparison of SM rules with previous employer, preference for control and command, highly disciplined environment, felt SM should be restricted which was core to his narrative.

3. Gary: Assembly Worker, age 49, skilled labourer and TU representative, strong pride in his work and his TU role, strong dislike for SM, preferred

traditional face to face communication, opted to not to use SM in TU role, this was due to restrictions placed on workers from using mobile phones for health safety reasons at work, involved in collective bargaining, negotiation, case work, had supported disciplinary cases involving SM.

This chapter outlined the methodology, data capture and analytical phases of the study to demonstrate both rigour and credibility. The chapter presented how the data was distilled into four themes and presented the cast of *dramatis personae*, who play their unique individual parts in how SM impacts upon identity and the employment relationship.

The following empirical chapters present the four superordinate themes. They provide a full libretto of SM contextualised performances. This has been purposefully done to highlight the in-depth quality of fieldwork undertaken in this doctoral study. Each theme presents detailed data to highlight the complexities, nuances and sensitivities of digital contexts to provide a deeper level of analysis and phenomenological understanding. Each chapter is carefully constructed to provide comprehensive insights into individual sense-making of SM use, identity construction, behaviours and the impacts this has on HR and management approaches from the differing idiosyncratic perspectives.

The data is presented using illustrative quotes, tables to illustrate key points and case vignettes. The thematic areas are presented by actor role group to highlight similarity or divergence within the dataset. Theme four as the finale focuses on SM misbehaviour. This is presented using case vignettes to demonstrate the complexity of this digital context and to highlight the impact on employment relationships. The anticipated aim of each chapter is to develop

the main theme as a journal article or combine them collectively as a text book.

Chapter 5 presents the first theme which focuses on adoption, participation and

staging of social media in the workplace.

Chapter 5: Act 1: Theme 1: Adoption, Participation and Staging of Social Media in the Workplace

Social media (SM) is used widely in business; this chapter presents how each organisation allowed use of a combination of specific social networking sites (SNS) to stage their brands online. The use of sites is compared with the individual actor SM preferences for SM using cross case analysis to explore how they adopt SM to stage, portray and evolve their identity. The data is presented by key role group to explore the differences emerging between each role constituency. The accounts of the specific actors establish the idiographic nature and perceptions of SM use.

The variances in narratives established SM use is not an activity afforded to all employees. Inability to access SM is used as a central theme on control and allows further insight into the regulatory nature of digital work. This provides an interesting subplot which replicates wider power dynamics within contemporary employment relationships. The context of SM use explores the central research question (CRQ):

CRQ: *How do managers and employees interpret lived experiences of social media networking on their workplace identity?*

To explore and understand the lived experiences of SM a secondary sub-question was used:

1) *How do the organisations and the different constituent roles embrace and use SNS?*

Addressing these questions enabled a wider understanding of the SM context as Heidegger (1927) stated such ontological inquiry allows interpretation to create a phenomenal characterisation and structure which underpins a sense of being. Thus, this chapter focuses on the first superordinate theme: *Adoption, Participation and Staging of Social Media in the Workplace.* The theme highlights variances between organisational use of SM and the variety in how individual preferences and adoption of SM are formed. It examines how adoption is influenced by the actors working roles. This construal helps to demonstrate a variety of perceptions and organisational expectations of SM use. This is addressed using three subordinate themes as follows:

Subordinate Theme 1: *Organisational Adoption of Social media*

This sub-theme focuses on the organisational context which scaffolds and shapes perception of professional identity and SM use.

Subordinate Theme 2: Individual Adoption of Social Media

This sub-theme focuses on SM adoption by actors in key roles: HR, management and frontline employees which are pivotal to the employment relationship. Exploration of the individual SM motifs provides insight into how actors develop habits or practice in SM use. This draws attention to how SM is used as a dramaturgical device or "stage" to project differing representations of self, persona and identity in online contexts (Goffman, 1959). The examination of idiographic SM use relates to the expression of self and *potentiality-of-being-oneself* online (Heidegger, 1927:257). The data provides a nexus between human agency in digital contexts and ongoing narration of self-hood. Individual actors' accounts of SM performances are used to explore their novel SM use.

This focuses on their perceptions, behaviours and performance at work. The narratives create an observant account of SM use and contribute to wider understanding of the psychological aspects of SM which are perceived to underpin the employment relationship. This theme emerged from the following semi structured interview questions (SSIQ):

1.   How has your organisation embraced SNS?

2.   Which sites have they / have you used?

3.   What purposes have they /have you used them for?

The data is presented using tables and illustrative qualitative quotes.

5.1.   Organisational Adoption of Social Media

The contextual use of SM was explored in each interview to understand how the organisations engage and use SM. Furthermore, each actor perspective captured the perceived individual expectations and experiences of SM use in these organisations. The narratives suggested organisations control SM use by dictating preferences and access to specific SNS platforms. The findings demonstrate SM participation and use is varied. Most actors described SM use as piecemeal and lacking in strategic direction. Table 8 demonstrates the SNS preferences for each organisation. This highlights the dominance of platforms such as Facebook, Twitter and LinkedIn. These sites were perceived by actors to hold value in representing their employer and personal brand online.

Organisation*	Social media platforms used	Adoption level
Aedis	Facebook, Twitter, LinkedIn	Low
Tiro	Facebook, Twitter, LinkedIn	Medium
Pala	Facebook, Twitter, LinkedIn, blogs	High
Alumno	Facebook, Twitter, LinkedIn, Yammer, blogs	Medium
Senes	Facebook, Twitter, LinkedIn, Pinterest, Instagram, YouTube, Yammer, blogs	High
Charta	Facebook, Twitter, LinkedIn,	Low
Pharma	Facebook, Twitter, LinkedIn,	Low

names changed to ensure anonymity.

Table 8 Organisational Preferences for Social Media

The narratives revealed unique levels of SM adoption. Most of the organisations were still developing SM use. Senes was the only organisation to embrace a wide variety of SNS platforms and high level of use. Actors described SM being used for a variety of business purposes including employer branding, consumer interest, communities of practice, corporate social responsibility (CSR) and employee voice.

Three organisations (Pala, Alumno and Senes) used blogging to interconnect internally and externally with stakeholders. The narratives highlighted the significance of blogs to establish a visibility of key leaders in organisations. This drew attention to how SM use is hierarchical and replicates power dimensions which already pre-exist within organisations. Blogs were mainly done by Chief Executive Officers (CEO's) or Directors. This contributes to a perpetuation of elitism in organisations and suggests that blogs are dramaturgical devices to develop "front stage" personas for powerful organisational elites which further contribute to an evolution of individual digital identity (Goffman, 1959; Kerrigan and Hart, 2015). Two actors (Clare and Erica) held HR directorships and discussed a range of growing expectations placed on them to blog as part of their leadership roles. This is perceived to

affect both the employment relationship and relates to the role status of individuals. Power as a theme is explored further in Chapter 6.

Two organisations (Senes, Alumno) used Yammer, an internal SM platform, to interconnect across the organisation. Whilst Yammer is participatory in nature and used to increase employee voice (Martin et al, 2015) the narratives revealed this site was not integrated coherently and not all employee groups could regularly access Yammer during the working day. This affected perception of employee voice (EV). This suggests how SM technology creates further division and stratification within the workforce, adding to tension to employment relationships.

A significant finding revealed HR and management actors perceived their organisations to use SM minimally. The actors discussed how SM did not have well -developed strategic alignment. This was perceived to affect opportunities for marketing of brands, services and individuals. Six factors were identified from the narratives which were seen to influence levels of SM use. These are presented using illustrative quotes.

5.1.1 Six Factors Influencing Social Media Adoption

Factor 1: Strategic Aims of Social Media

A key theme identified in the narratives was how actors described their organisations lacked a clear strategic direction for adoption and participation of SM use. This structural factor was evidenced in fifteen interviews as demonstrated in the following quote:

"We have a Facebook page …We've got a Twitter account, but we've not got any strategy behind that, so we are not clear on why and how we use it…Facebook seems to be a moaning ground for our disgruntled customers." Aedis, Alex, HR Manager (p.1 line 3-6)

The narratives in this study often contrasted with wider literature which suggests SM is used constructively for business purposes. This statement characterises a perceived confusion over the nature of SM use within this sample. The organisations were still developing how to position and integrate SM in their business portfolios. In this case, adoption of Facebook had morphed into a consumer complaints platform rather than positive marketing effort. This demonstrates misperceptions in use and highlights how SM requires key skillsets to mitigate tensions in consumer relations. This may potentially impact upon employment relationships and demonstrates a potential risk for organisations if parameters of SM use are ill defined. This draws attention to the potential legal issues as SM interactions may increase the likelihood of conflict between consumers and employees who choose to defend their work or the organisation online. This has occurred in cases such as British Waterways Board v Smith (UKEATS/0004/15, 3 August 2015). Employers need to reflect on SM engagement which enables employees to respond positively and protect them from making inappropriate comments online (Holland et al, 2016; McDonald and Thompson, 2016). Such interaction relies on the voluntary nature of SM use and the expectations placed on employees to self-regulate when posting. McDonald and Thompson (2016) suggest these impacts upon tensions within the employment relationship. This highlights a need for

organisational learning to develop highly effective SM behaviours and strategies (Høyrup, 2004; Martin et al, 2015; Nyhan et al, 2003).

Factor 2: Market Position and Labour Resource
Despite statements suggesting SM use lacked strategic direction 22 actors in the sample stated using SM created opportunity for business growth and marketing. This data demonstrates SM activity is synonymous with varieties of capitalism and highlights SM use obeys the imperative to renew production (Hall, 2010) as illustrated:

> *"They are looking to expand the team that deals with social media. They feel it's an untapped resource. They think they are not up to scratch …and that they're not exploiting it to its full advantage" Alumno, Davina, HR Policy Development (p.1 line 1-8).*

The narratives emphasised the role of human agency and performivity in SM work. Briken et al (2017) suggest digitalisation drives radical change in labour production and increases the pressure to rationalise structural factors within SM contexts. The quote emphasises the exploitation of SM is vital to increase market share. Moving forward, this draws attention to how such activity may lead to work intensification if SM resources are viewed as underperforming. This suggests SM growth is inevitable and it will lead to both increased labour effort and intensity on the organisational need to create new forms of control which will form part of the expectation in contemporary employment relationships (McDonald and Thompson, 2016).

Factor 3: Adoption-Innovation of Social Media

A key narrative which emerged in 21 interviews revealed SM use was not broadly adopted by employees across the stratifications of the organisations. Thus, SM use was fragmentary and disorganised. This is highlighted for the significance this has on employee voice and interconnectivity (EV) via digital technologies. This intimated developing interconnectedness across organisations is challenging:

> *"It has embraced it [SM] on a very mixed level ... I tend to think of the adoption innovation curve when I think about Senes, 'cos that is so true about social media here. There are some early innovators who see the opportunity and have been trying to push it for some time. There's a chunk of people who are the kind of late majority and are starting to now get it, but we have some laggards who are still doing the whole "this has got nothing to do with me". Senes, Erica, HR Director (p.2 line 2 -6)*

This actor reveals employee adoption of SM is affected by personal preference to embrace such technology. The actor, Erica, conceptually links SM use to Everett Rogers (1962) model of adoption and innovation. This concept was referred to in three separate discourses with HR actors (see section 5.2.6). Variance in adoption illustrated differing propensity and motivations to utilise SM in the actors' role. This is highlighted to create a focus on how the integration of new technologies may cause tensions in employment relationships (McDonald and Thompson, 2016). Erica's narrative demonstrates a greater emphasis placed on HR directors to support integration of SM use and interconnectedness across all levels of the organisation. Narratives suggested a

proliferation in using SM sites internally and externally added confusion over its purpose for some employees, particularly how they are expected to engage on SM (Holland et al, 2016; Martin et al, 2015). Erica's narrative highlighted some employees are unlikely to view SM as a core part of their role which may jar with unwritten expectations in employment relationships.

It is pertinent to point out SM participation will be lower if firewalls make it impossible for actors to interconnect. Firewalls control access to specific websites and SNS (Broughton et al, 2010; McDonald and Thompson, 2016; Moussa, 2015). Firewalls replicate a dramaturgical device called vomitoriums (VOM). A VOM is a technical design feature of theatrical stages which control exit or entrance points to the stage (auditoriahttp://dictionary.tdf.org/voms/laste accessed 04/08/ 2017). In this case access to SM platforms, which serve to Stage and display the organisation and individual. See Figure 10 (overleaf)
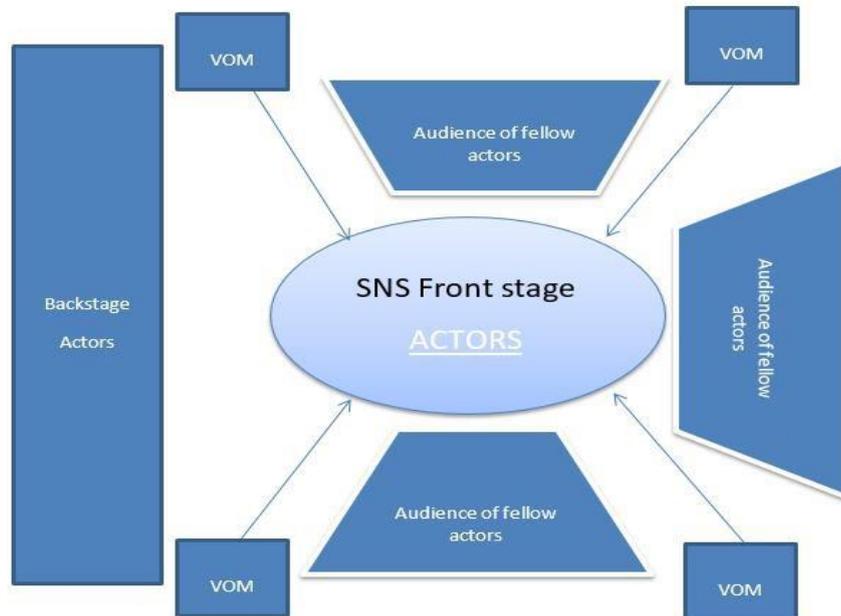
Figure 10 captures the pictorial metaphor of SM as a thrust stage. It depicts the

controlled use of Firewalls which contain and impede employee access to SM

site (Moussa, 2015). The narratives highlighted how this was particularly

prevalent for employees in lower stratifications in organisations. Conversely

actors in elite roles are liberally able to access SM. This emphasised the

constant scrutiny, regulation and power dynamics associated with use of SM

(McDonald and Thompson, 2016; Moussa, 2015). Access rights established

differing levels of trust which had been realised in these contemporary

employment relationships and actors revealed SM is largely viewed with a high

degree of scepticism. Access points to use SM placed focus on the determined

attempts by the organisations to manage identity online and within strict

timeframes (Goffman, 1959; Kerrigan and Hart, 2015; Webb

2006). Mechanisms of SM control are discussed further in Chapter

6.

Factor 4: Recruitment and Marketing

HR (10) and management (8) actors acknowledged SM activity is

predominantly aggregated into two distinct areas of business; marketing and

recruitment of key personnel:

> *"The company only uses social media only from the part of recruitment*
>
> *and marketing… they'll use LinkedIn, they'll use Facebook, they will*
>
> *tweet and we probably have different directors through the business*
>
> *that tweet as well". Charta, Fiona, HR Manager (p.2 line 2-5).*

Analyses of the texts highlighted organisations primarily use SM for the

purposes of attracting talent and to recruit skilled workers. SM allows the

organisation to position their self as an employer brand and is coupled to using

SNS platforms to market products and services. This suggests SM is highly

externally facing and still not widely conceived as a tool for internal

collaboration and participation. This appeared to contradict wider literature.

LinkedIn was the main stage and dramaturgical device which held value for

both organisations and actors to develop market share, professional personas

and identities. This underpinned their perceptions of their employment

relationship in the digital context (Martin et al 2015). This emerged in 24

interviews. Narratives highlighted directors are expected to create

communities of interest, tweet, post, vlog and blog. These findings suggest

SM forms part of a growing repertoire of skills required by leaders to shape,

influence and develop work relations. This links to continuing professional development (CPD) and practice (Martin et al 2015). Actors' revealed interconnectedness of leaders was strategically important in six organisations. A growing remit for HR development (HRD), therefore is to create interdisciplinary learning and relationship building across organisations (Nyhan et al, 2003). The dataset revealed participation on SM was dependent on status, skillset and access to a variety of SNS (Martin et al, 2015). This furthered the idea that SM is conceptually linked to power dynamics in the organisation (Townley, 1994).

Factor 5: Employer Representation

The discourse of power, control and discipline was evident in 15 interviews with HR and management actors and focused on the perception that SM use requires greater regulation to ensure employees represent the organisation positively:

> …*"how do you represent the business when we want you to and then how do we rein it in when it gets out of control." Tiro, Beatty, HR Officer, (p.2 line 3-7).*

This shows the requirement in SM work to represent the organisational brand and reputation professionally. The quote intimates a need to protect the organisation from the risks of employee online comments. This actor consistently highlighted the legal tension which existed and implied employee online activity gets out of control. The conversation subtly alluded to a perceived organisational need for monitoring SM use (Briken et al, 2016). This key finding allowed the theme of surveillance and discipline to emerge. Beatty

uses a metaphor to *rein* in SM use. This denotes physical acts of disciplining

and harnessing animals. The metaphor is interpreted to mean organisations

need to restrain employees from making unprofessional SM comments. This is

used to expose the subtlety and unnoticed levels of subordination and

punishment in this context. This case highlights the precarity of the digital

context and widening aims of the organisation to control means of production in

this context (Blyton and Turnbull, 2004).

Factor 6: Surveillance and Lurking

Use of SM clearly presents a landscape where new forms of surveillance

are more prevalent:

> *"They have been looking at how we [employees] use social networking*
>
> *and in particular the views that are portrayed on there" Pharma,*
>
> *Georgia, HR Manager (p.2 line 4-7).*

This quote highlights the intangible nature of surveillance in SM contexts. The

observation of employees was alluded to regularly in the narratives of actors in

HR and management roles. The actors commented on this activity being

undertaken by remote third parties to ensure employees represent

organisations positively. The narratives across the study suggested

surveillance was a little understood area of regulation and practice for all

actors.

Observation and surveillance link to Foucauldian discourse on power and the

concept of the panopticon (Foucault, 1975). Such disciplinary approaches are

perceived to impact on relational dimensions of trust and communication in

the employment relationship (Kizza and Ssanyu, 2005). McDonald and

Thompson (2016) and Moussa (2015) highlight forms of surveillance are growing. Thompson (2016) suggests contemporary work contexts may facilitate use of technology as an electronic panopticon which employees will naturally seek to resist.

Surveillance by managers and leaders in this study was perceived to play a dominant role in their dramaturgical performances (Goffman, 1959). The narratives demonstrated surveillance activity was informally achieved and largely unnoticed:

> *"I find that I am an observer rather than an active participant". Alumno,*
>
> *HR Policy Development Lead, Davina (p.9 line 3)*

The practice and technique of surveillance was achieved by the actors' discretion which was characterised by their lurking silently observing their peers. Lurking was perceived to be an active part within informal disciplinary processes for HR professionals. This was perceived as a conscious motivation to protect others and their professional sense of self. This showed a degree of moral reasoning (Hart et al, 1998). However, lurking is of interest and is perceived to support the reification of surveillance. SM may also be used to subvert this process as Foucault stated:

> *"He who is subjected to a field of visibility, and who knows it, assumes*
>
> *responsibility for the constraints of power, he inscribes himself the power*
>
> *relations in which he simultaneously plays both roles, he becomes the*
>
> *principle of his own subjection". (Foucault, 1975:202)*

SM places all users under observation. This means HR actors also become the observed. Their role in discipline and punishment means actors often restricted

use of SM as they did not wish to misrepresent organisations for fear of repercussion. This conceptually links to sousveillance (Mann et al, 2003). This concept led to an emerging pattern across all actors in the study who used SM voyeuristically to observe wider peer groups. It was interesting to note, nine HR actors consistently referred to observing images of online nudity and debauchedness. This strengthened the perception of a moral HR identity which is considered distinctly different to ethical codes of HR practice (Bandura, 1999).

Furthermore, surveillance or sousveillance practice was not overtly captured in SM policy which is perceived to impact more broadly on employee privacy (Miller and Weckert, 2000). This raises issues on the subjectivity applied to surveillance regulation in this context. This is perceived to impact on the ethical formation of self (Foucault, 1978). Six actors did pause for reflection on the social mores of SM surveillance. Their narratives provided ethical considerations regarding using SM to judge employees.

Forms of surveillance are included in legal advice (ACAS, 2016). Guidance suggests management may observe employees to ensure SM compliance. Monitoring and observation was formally captured in 3 policies observed in this study (Pala, Alumno and Charta). Use of surveillance contributed techniques and strategies to control SM use (see Chapter 6). The next section focuses on individual use of SM by role.

5.2 Individual Adoption of Social Media by Role

This section explores individual motifs of SM use and demonstrates how actors adopted, rejected or experienced SM in their key roles. Responses to this

theme was captured using two associated questions: *Which SM sites have you / do you use?* And *what purposes have you used these sites for?*

5.2.1 HR Role Social Media Adoption and Preference

This section captures data interviews with 10 HR actors and demonstrates individual SM preferences and levels of use.

Organisation	Name *	Social media platforms	Adoption level
Aedis	Alex, HR Manager	LinkedIn, Facebook	low
Tiro	Beatty, HR Advisor	LinkedIn, Facebook	low
Pala	Claire, HR Director	LinkedIn, closed Facebook group, Facebook	medium
	Charlotte, HR consultant	Facebook	low
Alumno	Davina HR Manager	LinkedIn, Facebook,	low
	Debbie Policy Development Manager	LinkedIn, Facebook	low
Senes	Erica HR Director	LinkedIn, Facebook, Twitter, External Blogs, Avatar blogs, Yammer, Pinterest	high
Charta	Fiona HR Business Partner	Facebook, LinkedIn	low
	Flo Organisation Development Manager	Facebook, LinkedIn	low
Pharma	Georgia HR Business Partner	Facebook, LinkedIn	low

names changed for anonymity

Table 9 Individual HR actor Preference and Adoption of Social Media

Table 9 demonstrates the popularity of LinkedIn. This site was used by nine HR actors for CPD and networking purposes. This conceptually links with homophily and a perceived need to network with likeminded peers (Christakis and Fowler, 2006). LinkedIn is a pivotal dramaturgical device for the purposes of reinforcing a professional identity it held value for recruitment of the self and

head hunting employees; however, as the data shows SM use was not widely adopted by HR actors.

Facebook was associated with and used for social purposes. The HR actors suggested this platform was synonymous with a more socially uninhibited sense of self. This correlates to Headworth (2015) who suggests SM use is daunting and confusing for people due to a lack of knowledge and skill. The idea of a "social" self was perceived to represent a dislocation between intended projections of a professional identity on LinkedIn. A pattern emerged when cross comparing cases, both HR and management actors were unlikely to widely interconnect on the variety of SNS due to their role in disciplinary activities. The low level of use was perceived to link with a difficulty in managing multiple identities within these bounded settings.

HR actors discussed a need to control SM content (boyd and Ellison, 2007). Socially oriented SM platforms such as Facebook or Instagram were rejected by HR actors because of the bleed between the public and the more personal sense of self. This conceptually links to the phenomenon of SM leakage (Kerrigan and Hart, 2016). Only one HR actor, Erica, extensively used SM for professional purposes to reinforce her role and identity (See section 5.2.3). This behaviour aligns to notions of self-presentation (Goffman, 1959). Erica's deeper adoption of SM included avatars and parodies of her role. This revealed the contradictory nature of personal SM adoption particularly when juxtaposed with status. The following section presents the idiographic nature of SM use for HR actors.

5.2.2 Personal Branding

The narratives suggested few HR actors adopt SM platforms to build social capital, individual identity and for career advancement:

> *"I think there's a personal benefit to individuals. So there is the personal branding thing. Personally, I've developed my career through social media, so many of the people I know and collaborate with today, those relationships have come through social media and transitioned into real life relationships" Senes, Erica, HR Director (p.5 line 33-36).*

Erica suggested that SM adoption and networking enhances employability prospects for aspiring HR elite. This is of significance as the cross-case analyses indicated nine HR actors did not participate frequently on SM and chose not to portray the self on a variety of platforms to widely network. A clear pattern of restricting or rejecting SM use emerged with HR actors. This is perceived to affect perceptions of HR branding in a digital context. Headworth (2015) suggests this is a wide-scale issue affecting organisations, as the uptake to integrate digitally skilled workers is unusually slow. Thus, minimal use of SM was interpreted to be heavily influenced by a dominant HR culture which was informed by the regulatory nature of work. This stemmed from involvement in SM disciplinary cases and legal guidance (ACAS, 2017; Biro, 2011).

LinkedIn held allure for all actors and was perceived to be an important dramaturgical device to stage professional identity:

> *"The lightbulb moment, actually, you know, was this is about marketing me as an individual in the organisation. And then as an individual who*

maybe looking for work I see it as a promotional tool for me." Aedis, Alex,

HR Manager (p.13 line 18 -20).

This quote demonstrates the central importance of SM to dramaturgically stage and display professional skills. Nine HR actors referred to LinkedIn as a mechanism to reinforce a positive construction of self. Importantly LinkedIn is used to promote their labour as a marketable commodity. In this case, Alex uses the metaphor of a lightbulb, suggesting the power LinkedIn held for his labour potential and career advancement. This forms a central tenet in employment law where emphasis is placed on a battle to harness commitment. This was observed in Whitmar Publications v Gammage (section 2.13). Use of LinkedIn for self-promotion, therefore, may act as a catalyst for tension in the employment relationship. This led to an emerging theme of role modelling on SM adoption.

5.2.3 Role Modelling

An emerging pattern suggested HR actors felt a growing expectation in their employment relationship to act as a role model where SM use was concerned. This theme created two differing types of role model; avid and restricted users. The following case example highlights avid use to champion SM use at work:

> *"I'm role modelling it and I like to think that it makes me really accessible*
>
> *for people as well, 'cause HR in the past here wasn't accessible. So I like*
>
> *to think that's one way we could say: we're real people and we're nice"*
>
> *Senes, Erica, HR Director (p.3 line 10 -12).*

Erica's discourse highlighted her passion for SM, which strategically used to increase accessibility to herself and the HR Department. This places a focus on

the strategic benefits of SM use (Leonardi et al, 2013). Erica's narrative revealed an interesting repetition of the word *real* in her discourse about HR personnel. This was interpreted to mean HR is perceived as remote and inaccessible. SM in this case was used dramaturgically to authenticate and stage a more accessible appearance of HR to wider work peers (Goffman, 1959). This finding was unique in comparison to other HR actors, five of whom felt wider perceptions of HR departments were negative:

> *"We are a team and there is an open-door policy… we really have tried you know…it can be challenging." Pala, Beatty, HR Manager (p.8 line 49 -53)*

This suggests digitisation of HRM is slowly increasing to enhance accessibility with a degree of mixed success. Furthermore, the cross-case analyses highlighted HR departments were slow in embracing SM or e-HRM. This led to a second categorisation of role modelling which involved restricting SM use to signify professionalism because:

> *"I am an example to other people in the HR department." Alumno, Davina, HR Policy Development (p.3 line 7)*

There was a perception by HR actors that limiting adoption and presence on SM in particularly Facebook was important. Actors perceived Facebook content to be associated with amoral behaviour. Their discourse alluded to nudity, drunkenness and horseplay content. This demarcation was conceptually linked to moral and ethical dimensions of self (Hart, 1992). Limited interconnectivity was associated with their role in the disciplinary nature of work:

> *"I don't think it's appropriate that I see everything that you do in your*
>
> *outside world" Pharma, Georgia, HR Manager (p.5 line 3 -8)*

Georgia demonstrated empathy to her wider employee stakeholders. Her reflexive stance drew reference to a need to create a boundary between herself and wider colleagues in an online context. This perception enhanced her role model status and shows a capacity to care as a key part of her sense of being (Heidegger, 1927). This also protected a bleed between the public and private hemispheres of her identity. This is perceived as a moral justification of the right to socially disengage (Bandura, 2002). This also led to a growing theme on self-image portrayal and identity on SM which is now discussed.

5.2.4 Positivity, Image and Identity Reinforcement

Interestingly, narratives led to a discovery that HR actors felt an inherent responsibility to portray their selves positively on SM:

> *"I never ever comment about work on Facebook, I comment on positive*
>
> *things. I might say that I have had a great day at work" Alumno, Debbie*
>
> *HR Policy Development (p.8 line 18-21)*

The discourse suggested HR actors used positive-only displays of self on SM to reinforce their professional identity. This conceptually links to impression management (Richey and Coupland, 2016; Schlenker and Wowra, 2003). Debbie's case reflected her perceived need to only reflect happiness at work. This focuses on the staging of the dramaturgical presentation of self in the digital context. It highlights an emerging construct of emotional labour where actors felt they could only display positivity (Goffman, 1959; Hochschild, 1983). Such portrayals are perceived to reinforce the unitary perspective of

150

organisations who seek to create and pictorially display their harmonious workforces' online (Cradden, 2011; Fox, 1966). Use of positive posts corresponds to the regulatory nature of SM and links to codes of behaviours outlined in SM policies in the study. These relate to the tangible obligations and expectations underpinning contemporary employment relationships (Blyton and Turnbull, (2004).

Performances of positivity online may be too unrealistic or evangelical in terms of behaviour (Ackroyd and Thompson, 2003; Cornelius, 2010). These portrayals signify tensions in what constitutes positivity. These may also be a perceived as contested area of work and breach in the employment relationship (Edwards, 2003; McDonald and Thompson, 2016, Thompson, 2016). This raises subjectivity in how agency is influenced by interactions at work. This relates to Foucauldian analyses regarding institutions; particularly the growing emphasis placed on displays of structural relationships and the actors involved rather than simply a concretion of policy (Hatch and Cunliffe, 2013; Townley, 1994).

Interestingly, observation of positive, professional posts informed how HR actors observed and made sense of other users' images and online content. This presented an ethical dilemma in how HR actors utilised employee online profiles as a process for decision making:

> *"We make judgements on somebody's suitability for a role and if they look like they're out partying all weekend are they going to be a hard worker" Tiro Recruitment Beatty, HR Manager (p.3 line 29 -31).*

This case draws attention to the reification of surveillance techniques which are used to legitimise "searching" through SM profiles for the embodiment of

aesthetic perfections. This relates conceptually to aesthetic labour (Nath et al, 2016). This is significant when such content is used purposefully to judge applicant suitability. This often-unconscious motivation bore little critical reflection and illustrated the subjectivity in HR online surveillance activity. Observation of SM content was done without individuals being aware their profiles were being used in recruitment decision making processes. This conceptually relates to profiling and tensions in the employment relationship (McDonald and Thompson, 2016). This suggests a need to anchor ethical HRM approaches to recruitment practice. The analysis revealed that pre-recruitment surveillance was now an expectation by applicants in this digital context (Moussa, 2015). This, however, raises questions over the temporal use of SM and whether the presentation of self, overtime can be justified. Without further interrogation can individual profiles be truly used to define suitability to a role?

The judgement of online dramatis personae highlights issues for HRM who must fairly recognise the idea of multiple contemporaneous identities overtime in line with equality legislation (Kerrigan and Hart, 2016). The statements on observation and lurking emphasised that HR and management actors seek a fit with more idealised characterisations. Judgements of individuality were not necessarily focused on capability which relate to robust job criteria. Further, such snap judgements were not reflected upon, particularly when they discussed online image. Little reflection was given to whether glossier images were manipulated for impression management purposes rather than actual skillset. The use of SM appears to throw a veil over a growing ethical crisis for HR practice. This seemingly may involve stereotyping and bias (Bandura, 2002). Importantly as Poster (1990, as cited in Dundon and Rollinson, 2011)

suggests this is becoming unnoticed due to a pervasiveness of SM technology. This is positioned as a need for adaptation in HR practices and SM policy to reflect more robust ethical foundations and professional management behaviours. It brings to the foreground a growing need for greater critical reflection in this context (Hørup, 2004; Yanow and Tsoukas, 2009). The thematic analysis placed focus on the highly subjective and aesthetic nature of SM which is now introduced.

5.2.5 Organisational Aesthetics

Some organisations strategically used aesthetes to develop employer branding:

> *"So when people apply for a job, we put … comments to them: "why don't you go and have a look at our Pinterest board?"… we're doing lots of pictures of smiley, happy employees, suggesting that this is a brilliant place to work." Senes Healthcare, Erica, HR Director (p.1 line 24-32)*

This narrative demonstrated the importance of employer branding online. SM images are used to portray an aesthetic representation of happy employees who cohesively work together. Such online dialogue retains the healthy focus on reinforcing unitary perspectives of work (Cradden, 2011; Nath et al, 2016). Philosophically, online images conceptually link to notions of beauty in organisations. The multiple aesthetic values placed on SM imagery and discourses are perceived to be associated with depictions of contemporary working life (Strati, 1999). They capture the subtle expectations in dress codes and visual appearance norms (Nath et al, 2016). Erica's discourse demonstrated how language regarding SM use is loaded with these values as she states the organisation is a brilliant place to work. The narrative, however,

also gave rise to an undertone of cynicism using the word *suggesting* which intimates a more disharmonious view of work. This is interpreted to question the authenticity of the employer brand and reflects the growing conflictual nature of work.

Conversely, one HR actor's narrative focused on the strong dislike of SM platforms because of the manipulated imagery and content:

> *"It's where people blow smoke up their own backside". Pharma, Georgia, HR Manager (p.4 line 1)*

In this case, Georgia highlighted a personal distaste for the dramaturgical representations on LinkedIn and uses a strong metaphor of smoke. This was interpreted to mean LinkedIn is used by individuals to inflate their sense of self. This further emphasised how dramaturgical aspects of online identity are linked to impression management (Goffman, 1959). The metaphor of smoke adds a further theatrical dimension. Dry ice is often used in theatrical productions to mask characters on stage, usually the villain. Georgia's comment intimated a similar effect as she perceived profiles to mask and disguise authenticity of self. This suggests online representation of identity is not all it appears to be. This highlights the notion of staging the self-online and conceptually links manipulating SM images to the role of a craftsperson or aesthetes who use content to renegotiate their online endeavours as a potential representation of the organisation (Strati, 1999). Such activity has ethical implications for SM use in pre-recruitment surveillance techniques and further demonstrates the subjectivity of our temporal online identity (Kerrigan and Hart, 2016). This has serious implications for HR best practice, particularly whether SM profiles can

be used to gain "truths" about the suitability of applicants given the suggestion profiles are heavily manipulated.

5.2.6 HR Adoption-Innovation of Social Media

Overall, the cross-case analyses highlighted HR actors were influenced to minimally adopt SM use. This is influenced by individual status and expectations set out in their role. Whilst Erica derived a lot of pleasure and benefitted from using SM. Claire, HR Director at Pala, felt differently:

> *"I confess. I'm a laggard. I'm not out there… only in a closed user group".*
> *Pala, Claire, HR Director (p.4 line 24-25).*

Claire's discourse revealed her use of SM was minimal and defined by her employer. Claire's dialogue was highly reflexive regarding her individual position on SM. Claire diligently diary noted to ensure she actively participated via posts, blogs or on communities of practice. This demonstrated high expectations in her employment relationship (Blyton and Turnbull, 2004). Claire's digital activity was also used as a dramaturgical device. Claire was perceived to be donning a mask to carry out such activities. Her dialogue revealed confessional tones of guilt as she reminded herself to complete such digital activities. This conceptually links to the impact leaders have on influencing organisational interconnectivity and adoption of SM use (Headworth, 2015; Martin et al, 2015; Ulrich, 2010). Her tone was interpreted as a fear of breaching expectations in her employment relationship (Edwards, 2003, McDonald and Thompson, 2016, Spooner and Haidar,2006). This suggests there is a wider need for HRM to develop skills and behaviours which contribute to appropriate use of digital technology.

Claire's narrative conceptually linked to the adoption-innovation curve (Rogers, 1962). See Figure 11. The model demonstrates propensity to adopt or resist products. In this study 21 actors were observed to be located in the late majority or laggard quartiles; One actor (Erica) was perceived to be an innovator and three actors were perceived to be early adopters (Clive, Anne and Elana)
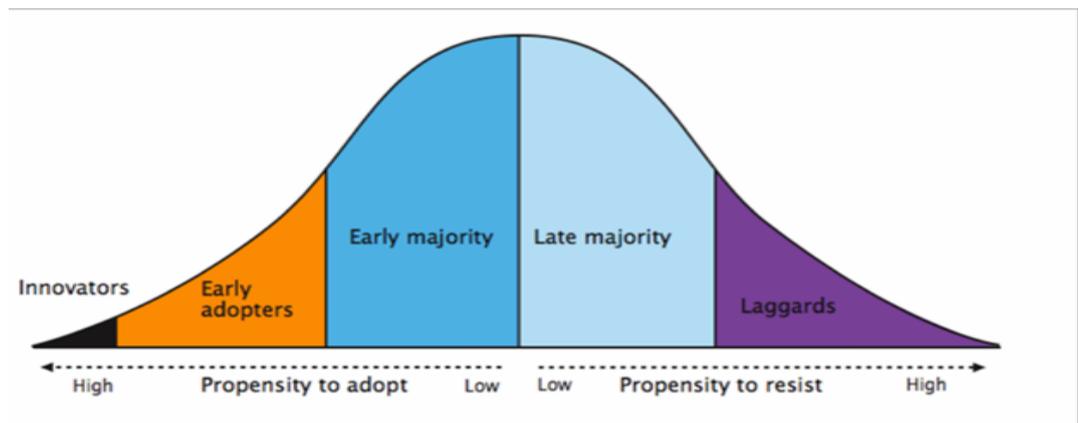
Figure 11 Adoption Innovation Curve (Rogers, 1962)

SM adoption is linked to individual choice and ability to connect at work. It was apparent HR actors had difficulty incorporating SM use because of their role in regulation and discipline. Interestingly, all HR actors had a presence on LinkedIn which offered them labour market potential.

A key area influencing SM adoption by HR actors was linked to their understanding that SM offered capacity as a mechanism for employee voice (Martin et al, 2015):

> " … if you're an HR person, you've got your ears to the ground and
> you're sufficiently out there and not sat in an ivory tower, you should
> know most of what people are saying to you anyway but it does present
> you with another way of getting your employee voice. But I also think

there's a wider element to employee voice generally, not just employees to leaders within their own organisations but through things like Glassdoor, where prospective employees, pissed off former employees are going on and talking about your company and I think it has a role to play in the trade union side of it as well … the millennials or the genzeds or whatever they're talking about … these are people who are digital natives…this is how they communicate, so you gotta be there as well."
Senes, Erica, HR Director (p.13 line 13-21)

Erica raises the importance of embracing SM; her dialogue captures the depth and growth of SM use. Erica observes the differing levels of immersion by younger generations. Interestingly this statement raises the topic of how SM use exceeds and extends the parameters of the employment relationship as future and ex-employees use platforms like Glassdoor to comment on work experiences which may significantly impact on employer brands.

To summarise, HR professionals in this study were low level users of SM. This role group opted to regularly restrict or segregate adoption of SM as a form of role modeling. Restriction was linked to perceptions this would enhance a professional and moral identity. This highlighted empathy for wider employees and to stop them from witnessing any perceived online misbehaviours. By comparison one HR actor (Erica) strategically used SM to forge a career and positive online identity. This was also a form of role modelling. Lastly, SM activity was found to be a growing expectation placed on HR leaders in organisations. The next section focuses on data captured from interviews with management actors.

5.2.7 Management Role Social Media Adoption and Preference

In the study, seven management actors were interviewed. Table 10 outlines their individual preferences from SM use and adoption levels.

Organisation	name	Social media platforms	Adoption level
Aedis	Alan	Facebook	low
Tiro	Beth	Facebook, LinkedIn, Twitter	low
Pala	Charles	withdrawn from sites	none
Alumno	Dahlia	Twitter, LinkedIn	medium
Senes	Elizabeth	Facebook, LinkedIn, Twitter	medium
Charta	Frances	Facebook, Twitter	low
Pharma	Greg	LinkedIn	low

*names changed for anonymity

Table 10 Individual Management Social Media Adoption and Use

The cross-case analyses demonstrated a similarity in adoption levels between HR and management actors who also minimally used SM. The main platforms used were Facebook, LinkedIn and Twitter. Management actors also segregated their SM use into distinct categories of social and professional use. Interestingly, one management actor had completely withdrawn from using SM altogether. SM use was perceived to compromise his role (Charles). Resistance to use SM in work contexts is not unique to business settings. Archibald and Clark (2014) and Headworth (2015) suggest employees are unaware of the applicability and benefits of SM to collaborate and develop best practice. Management actors in this study appeared to be perplexed by use of SM and opted to restrict connections because of their role in performance management

and disciplinary purposes. The choice to reject SM was perceived as a rigorous management rationality driven by their need to increase productivity (Strati, 1999). Narratives of four management actors suggested they perceived SM significantly affected productivity (McDonald and Thompson, 2016; Moqbel et al, 2013; Moussa, 2015). This demonstrated how online presence further shapes labour production and collaborative endeavours (Briken et al, 2017). Critical evaluation of these management perceptions suggested a very traditional view. The discourse suggests they were unsure of SM technologies which appeared to be an experimental enigma to them rather than a means of production. A key point is that managers may need to reflect on and develop digital capability as SM use exponentially grows and becomes part of the fabric of business (Castells, 2000). The next section focuses on the idiographic nature of SM use by management actors.

5.2.8 The Generation Game

The findings suggested some management actors felt SM work appealed to a younger generation:

> *"…the younger people clearly use it [SM] far more effectively …Susan doesn't even have a Facebook account, she's 45, but the young ones who've grown up with it they come in and go "oh just put it on Facebook" ... I don't want work stuff on my Facebook, it's not about that it's about keeping in touch with people I haven't seen for 30 years". Tiro, Beth, Sales Director (p.2 line 6-11).*

This captures the perception that SM appeals to young employees. This highlighted SM use is daunting and fraught with competing misconceptions

regarding its integration at work. These views if unchallenged may enforce stereotypical views which dominate the SM context. A perception young people are more immersed in the use of SM is prevalent in extant literature (Rosen et al, 2010). Research suggests millennials, children born in 1990s, have differing levels of connectivity and work values to those born in the 1960s. This discourse was apparent with managers in the study. Yet, evidence in this study also contradicted this view, the youngest participant (Freya) had withdrawn from SM altogether. The divergence and misconceptions draw significance to protected characteristics of age set out in the Equality Act (2010). This highlights a need to carefully position SM use to ensure interconnectedness is open to all employees and not perceived to ostracise any demographic.

5.2.9 Retreating from Social Media Use

A commonality occurred in the cross-case analyses regarding cultural implications of SM interactions:

> *"I was [on Facebook] and I was on Twitter but when I came into HR I logged out of both". Pala, Charles, Manager (p.10 line 32).*

Two actors had withdrawn from SM use altogether (Charles, Freya). Withdrawal from SM coincided with a change of career in to HR roles. This reinforced how adoption of SM is culturally espoused (Castells, 2000). This contradicts wider conceptual thinking about integration of SM and highlights strategic gaps in interdisciplinary use (Martin et al, 2015; Nyhan et al, 2003). This demonstrates a growing need for HRM to reflexively review SM use in organisations to ensure future workforce practices are more inclusive of digital technologies (Ulrich, 2010). Some management actors rejected SM platforms:

"I wouldn't touch Facebook with a bargepole… My life is busy enough."

Alumno, Dahlia, Manager (p.8 line7-8)

The narratives demonstrated Facebook had a polarising effect as all actors perceived this platform detracted from the staging of a professional identity (Benford and Hunt, 1992). Dahlia uses a metaphor of a *bargepole* which was interpreted to mean to push aside and the tone represented a strong distaste for Facebook. This suggests Facebook lacks credibility for professional purposes.

A re-reading of the text inferred a perception that SM use increases workload (Bondarouk and Brewster, 2016). This was interesting from a labour relations perspective. This suggests that increased digitisation adds complexity in the notion of what constitutes fair work (Briken et al, 2017). Furthermore, Weil and Rosen (1997) suggested individuals re-establish boundaries when using technology to protect personal space and minimise stress. SM has blurred these delineated boundaries. This highlights a constant interrogation between the private and professional self-identity. The inability to remain segregated highlights SM leakage and potential distress for employees who wish to retain some degree of privacy (Kerrigan and Hart, 2016).

A rejection of SM by actors in HR and management roles is perceived as a form of resistance. This links conceptually to dissent and disengagement at work (Thompson, 2016). This is unusual given that Castells (2009) postulated digital networks create power and capacity to enhance the role of leaders. Power drives a moral context where individuals are responsible for an agency to be effective in organisations. Therefore, to be powerful means one has to decide where to focus attention (Lukes, 2005). This suggests managers hold powerful

strategic positions over the integration of SM use in work. Westaby et al (2014:67) define this position as centrality, suggesting this is an important metric for SM use. Management position could be used as a central entity in SM networks which act as a hub-and spoke structure. However, findings in this study suggest managers were not viewed as a hub due to their lack of engagement with SM. They operated a more panoptic position, where power was used to regulate SM use as a mechanism for tighter observation and employee control rather than for collaborative work activities. This conceptually links to Foucauldian concepts of power in management practice (Townley, 1994). Conversely, if management actors resist SM use this may tilt the power balance. Resistance to use SM may be interpreted as a form of underperformance which links to forms of misbehaviour (Ackroyd and Thompson, 2003). This is highlighted to show how SM creates a precarity for all roles.

5.2.10 Selectiveness and In-Groups

The cross-case analyses highlighted a similarity between all actors in terms of their selectiveness in interconnecting:

> *"I am friends with some employees." Charta, Frances, Credit control manager (p.2 line 9-11)*

This subjectivity highlights a potential trigger for further conflict between work peers. The choice to interconnect with selected colleagues may unwittingly create perceived in-groups, favouritism or cronyism. Tajfel and Turner (1979) state evaluation of in-groups requires a high degree of mental processing. This may be misinterpreted by other team members as a management tactic to

create power and compliance (Edwards, 2003; Lukes, 2005; Townley, 1994). Self-monitoring theory suggests people differ in how they regulate, control and present themselves in interpersonal relationships or social settings (Fang et al, 2015; Snyder, 1974). This suggests managers may lack skills to express themselves in this setting which had a strong resonance with HR actors in the study.

To summarise, a high degree of similarity existed between HR and management actors who delineated their use of SM to protect their professional identity. Managers were likely to resist adoption and were low users of SM. This has implications for interdisciplinary interconnectedness and power dynamics. A key predictor of low adoption by managers was their role in discipline and performance management. This was influenced by their perceptions SM technology impacted on productivity and labour production. They perceived SM to be a device for younger employees. This added to emerging debates regarding SM capability, engagement and collaboration between intergenerational workforces. The following section focuses on the data captured from employee actor interviews.

5.2.11 Employee and Trade Union Role Social Media Adoption and Preference

In the study eight employee actors were interviewed, two also held trade union roles. Their SM preferences are captured in Table 11.

Organisation	Name*	Social media platforms	Adoption Level
Aedis	Anne	Facebook, Twitter, LinkedIn	high
Tiro	Brittany	Instagram, Facebook, Twitter, LinkedIn	medium
Pala	Clive	Facebook, LinkedIn, Twitter	high
Alumno	Darcy	Facebook LinkedIn	medium
	David (trade union)	LinkedIn	low
Senes	Elana	Facebook, Twitter, LinkedIn, Instagram, Yammer, YouTube	high
Charta	Freya	withdrawn	low
Pharma	Gary (trade union)	never user	low

*names changed for anonymity

Table 11 Individual Employee Actor Preference and Adoption of Social Media

The cross-case analyses demonstrated employees also had varied and limited use of SM in this study. Three employees used SM to widely interconnect with peers and external communities (Anne, Elana, and Clive). Two actors in trade union roles did not use SM. David, had recently joined LinkedIn however was reticent to use SM due to his role in supporting employees in disciplinary hearings. Gary on the other hand coined a term *never-user*. This was due his traditional preference for face to face communication. This is perceived to have transferability due to the age gaps in organisations (Headworth, 2015). Their lack of SM use was interesting from a participatory and EV perspective.

One female actor (Freya) had withdrawn from SM due to social and psychological impacts associated with its use. These findings corroborate how SM adoption and participation are linked to stratification of SM and ability to access its use. This further develops the discourse on power dynamics which was found to exist in these digital contexts (Foucault, 1977; Lukes, 2005;

Townley,1994). The next section focuses on the idiographic nature and SM use for employee actors.

5.2.12 Stratification of Social Media Use

The cross-case analyses revealed an emerging pattern of social stratification and categorising employees which existed in SM use. The findings revealed most actors in the sample demarcated who they interconnected with on SM; this was often with friends in a similar peer group or status:

> *"I'm on Facebook…but my manager and the Associate Director I'm not friends with them because there is a certain line to draw." Tiro, Brittany, Recruitment Sales (p.2 line 4 -7)*

This comment highlights the class divisions which tangibly exist between workers in different strata. This has implications for strategic integration of interdisciplinary and collaborative working on SM (Nyhan, 2003). This demonstrates inter-organisational relationships which may add value to the business are perhaps more complicated. This highlights that the barriers which existed between organisational elite and low-level employees are perpetuated in SM contexts (Ehret et al, 2013). This finding adds to already present schisms in employee relations and reinforces the discourse of power relations in organisations (Edwards, 2003, Townley,1994). The findings suggest SM use is reliant on voluntary interactions and interconnectivity (Culnan et al, 2010).

5.2.13 Timewasting and Differing Modes of Trade Union Communication

Interestingly, two employee actors felt SM activity was a waste of time; this had similarity to both the HR and Management perception in this study:

"...there are loads of people interested in contacting me though Facebook. I get endless emails about it…I just delete them... I'm never going to contact them"

Alumno, David, Academic / TU representative (p. 4 line 9 - 18).

Both actors were male, over 40 and trade union representatives (TU). Neither TU actor used SM for engaging in union organising purposes. Their discourses highlighted preferences for traditional forms of communication. Both narratives suggested using SM was tantamount to time theft (Moussa, 2015). This was interesting due to the duality of their roles. Their preferences have transferability and pose interesting challenges for trade union representation, organising and membership growth (Woods, 2014/2017 as cited in Hodder and Kretsos, 2015). This demonstrates unions may need to rethink strategies to integrate SM which may rebalance power (Lukes 2005). Secondarily, SM may increase capability to attract younger memberships as adolescents are increasingly using digital rather than print forms of media (Geelen, 2015 as cited in Hodder and Kretsos, 2015; TUC 2016). Use of SM and expansive networking allows for greater interpersonal connections and essentially may create a broader base for worker solidarity, community groups and unions to interconnect. Importantly to this study professional union identities maybe redefined and more visibly observed in work. The use of SM was addressed with David, who focused his narrative on notions of TU tradition, balance and order at work:

"…our traditional methods of communication were not very effective. And that's been a constant theme for us I think over many, many years…because we've got low attendance at branch meetings, we rely

very heavily on email and email isn't a great form of communication for

that dialogue and exchange, for sharing these ideas. And we've lost

something significant there. So it's a question of whether we can find

that again. Social media possibly could be a way to do it. But then it

requires everyone to think that that's a good way to do it. And

unfortunately that's not the position". Alumno, David, AcademicTU

Representative (p.5 & 6 line 51-13).

This was interesting and shows how traditions are competing with a need to recruit and engage new TU memberships. This was interesting as SM is used to communicate to mass target audiences and to assimilate power (Castells, 2009; Hodder et al, 2015). In this case, David had endorsed use of SM to develop SM networks. It was interesting to explore further the perception of SM use within his TU role. The narrative focused on the importance of traditional forms of communications. This resonated with literature which suggests the decline in union memberships are associated with more traditional norms of unionism which lack appeal with younger workers (Hodder and Kretsos, 2015). This poses a challenge for union activity and the incorporation of SM.

5.2.14 Employee Voice

An interesting finding regarding new forms of solidarity emerged in the narratives. This highlighted SM use offers employees the capability to mobilise using internal digital platforms for informal participatory means, EV and action:

"… setting up weird groups like the carpark appreciation society…quite

funny stuff. So it was kind of by people's choice that they started using it"

Senes, Elizabeth, CSR Manager (p.6 line 28- 32)

EV is an enduring employee relations concept and encompasses a range of actions which offer employees a means to discuss and influence work situations. This usually rests on the interests of managers to create EV mechanisms (Culliane et al, 2012; Martin et al 2015)). This case highlighted how SM has inverted this dynamic. Yammer was used in this context to create informal worker participation and to take action in the workplace (Martin et al, 2015). This makes evident a key tension which suggests informal organising via SM may potentially have repercussions if misinterpreted by management (Kaufman, 2015). It was observed in this sample that the employee role group largely were not involved in forms of participation or mobilisation. This further reinforces the hegemonic power of management. However, this demonstrates SM may be used to mobilise workers.

The following section demonstrates restricting adoption of SM may be linked to reflective practice regarding wider societal issues associated with its use.

5.2.15 Societal Impact of Social Media

The cross-case analyses unearthed startling, idiosyncratic, biographical experiences of SM activity. These revealed actors' may reject SM because of the psychological impact it caused on them:

> *"Once you 're out there you can't come back. "Charta, Freya,*
>
> *HR Administrator (p.2 line 13 -15)*

Freya had withdrawn from SM due to wider issues of concern. This principally centered on the impact of SM as mechanism for sexual exploitation and grooming. Freya had observed and encountered such activity with a friend. This clearly affected Freya's self-esteem. Freya's narrative echoed research on

adolescents who lose esteem because of the constant comparison they draw

between their self and others online (Royal Society of Public Health, BBC

2017). Freya's narrative revealed a darker view of SM use. This is positioned

to suggest HRM needs to critically reflect deeply on the impact SM use may

have on employees and to ensure their online safety (Hørup, 2004; Yanow

and Tsoukas, 2009). Freya's withdrawal from SM contradicts stereotypical

views of younger generations. It is pertinent to note Freya was pursuing a

career in HR. This case demonstrates differing forms of online surveillance

and observation exist which are more pervasive. Some forms of observation

observed in the study subvert the notion of panoptic surveillance as discussed

in the following section.

5.2.16 Sousveillance

Employee actors acknowledged they were fearful of being observed by

their peers and the implications this may have on their roles:

> *"People were emailing me back going oh Darcy you are on Facebook*
>
> *during work time" Alumno, Darcy, Support Officer (p.6 Line 30-32)*

In this case Darcy expressed fear regarding her posts and illustrated how

tensions arose when she was observed by her peers. They discussed the

impact of such judgements on their time-keeping, whereabouts and application

to work tasks. This resonates conceptually with sousveillance and

demonstrates the changing nature of surveillance in organisations (Mann et al,

2003). The narratives suggested sousveillance was used as evidence to track

management and employees alike, some of which was used for disciplinary

purposes. This contributes to sources of conflict between co-workers and is

perceived as a further breach in the employment relationship (Edwards, 2003; McDonald and Thompson, 2016; Spooner and Haidar, 2006). These perhaps need greater reflection in HRM strategies and policies to enable greater understanding.

5.3 Chapter Summary

This chapter focused on understanding the structural nature of SM use in the organisations. The data captured demonstrates a high degree of variance in SM adoption between the organisation and individual actors. All organisations dictated which platforms were accessible to employees. These platforms represent differing dramaturgical stages to manipulate and portray the organisation aesthetically.

The cross-case analyses revealed that SM use is highly stratified and creates an imbalance where organisational elite are afforded a high degree of trust and access to use SM. Actors in elite positions were increasingly expected to use SM and is considered a growing area for leaders to display and evolve a prominent organisational identity. This draws attention to a growing repertoire of digital skills required by high level management. Conversely, employees in lower stratifications were more restricted in SM use. The expectation was to stop access and seek compliance through a proliferation in SM regulations or use of firewalls.

Whilst SM interconnectedness was sought by all the participating organisations it is argued a lack of strategic integration did not improve internal communication and interdisciplinary working. This suggested launching digital platforms requires careful strategic planning and communication. It also

highlighted that SM perpetuates pre-existing hierarchies within organisations. This shows SM is dictated by cultural and personal experiences.

The variance in use between actors was affected by a range of factors such as psychological SM experiences, age and role. The findings suggest SM is viewed with a degree of scepticism by HR, management and trade union actors who do not deeply engage with SM. Actors in trade union roles had strong preferences for traditional face to face communication. This indicated SM use has not fully impacted upon the collective and participatory nature of work. Conversely, one elite HR actor significantly found SM adoption increased the visibility of her status, networking capacity and employability. These findings suggest an inherently institutional view of SM which is conservative and culturally determined. These implied actors in HR or management were unlikely to champion liberal access to use and adopt SM. Table 12 summarises the findings from the cross-case analysis.

	HR Roles	Management Roles	Employee Roles
Type of SM use	• HR elite roles are expected to use and champion SM as part of widening organisational expectations placed on them. • HR elite have a key role in creating communities of practice. • Most likely to use LinkedIn to professionally interconnect with likeminded HR peers or HR networks. • Least likely to interconnect with employee groups outside HR functions. • Most likely to connect with peers in a leadership role. • Use of LinkedIn to self-promote skills and for employability purposes. • Minimal or self - restricted use of SM to protect professional identity which was viewed as role modelling. • Role influenced the self-restricted use of SNS • Aesthetically manipulates online images to portray professional identity.	• Most likely to use LinkedIn to connect with likeminded peers. • Minimal SNS use in work, disconnect between marketing initiative and labour effort. • Least likely to connect with work colleagues from different strata in the organisation. • Use of LinkedIn to self-promote and for employability purposes. • Minimal use of Facebook and Twitter. • Role in regulation and control influenced their perception of SNS	• Most likely to use Facebook to connect socially with family and friends. • Most likely to connect with peers in a similar role and status. • Most likely to use LinkedIn to gain business connections and seek employment. • Gender, age, role and socio-cultural experiences influenced whether they used SNS at all • Restricted on SNS use by use of firewalls
Level of Adoption by group	• Limited use of differing SNS. • Resistance and significanal withdrawal from SNS.	• Limited use of SNS. Wide resistance and withdrawal from SNS	• Limited access to use of SNS. • Some rejection of SNS.

	• Distinctive idiographic cases used SM to develop identity for growing HR leadership role, career and professional profile.		
Purposes of SNS use	• Self-promotion • Lurking • Surveillance of others • Pre-screening of recruitment candidates' employees • Networking • Learning and development • Career enhancement	• Surveillance of others • Pre-screening of recruitment candidates' employees • Networking • Learning and development • Career enhancement • Affiliation and	• Affiliation and friendships • Sousveillance • Networking • Learning and development • Career enhancement
Influencing factors in the restriction of SNS use	• Role identification • Age • Regulation, rule adherence and legislation • Case work as a predilection for minimal use • Moral Identity and justification	• Role Identification • Age • Time wasting • Rule adherence • Firewalls	• Harassment (sexual) • Gender • Age • Role identification • Rule adherence • Firewalls
Adoption/ Innovation	• Innovator if in elite role. If not laggard/late- majority. Significantly high propensity to resist SNS of a social variety i.e. Facebook.	• Late majority/ laggard significantly high propensity to resist SNS of a social variety i.e. Facebook.	• Innovator/ late majority/ withdrawal.

Table 12 Cross Case Comparison of Adoption and Participation on Social Media

This concludes the presentation of findings in the first theme. This focused on exploring how organisations and constituent actors in key roles embrace and use SM. The following chapter presents theme two which centres fully on the discourse of power, control and surveillance which had emerged in these contexts. The theme focuses on the expectations of the actors in key roles who utilised differing mechanisms and practices to create discipline in SM use.

Chapter 6: Act 2: Theme 2: Power, Control and Surveillance in Social Media Use

The previous chapter established the contextual staging of the organisation and self on SM in the study. The discourse lead to an emerging construct of control which created the premise for this theme: *Power, control and surveillance in social media use.*

This chapter presents findings on how power is portrayed, and the mechanisms used to establish control of SM in organisations. This includes an exploration of individual performance management approaches used by actors in the sample. This brings to the fore the nature of the human subject within the study. Foucault (1983) inferred two meanings of subject which relate to power; to be a subject to someone else by dependence and control or to be tied to an identity by self - knowledge or conscience. These elements draw attention to how power comes to life and are embodied in the interlinking roles and how each actor portrays power within their ongoing role scripts and identity endeavours. This theme emerged as actors discussed how they tackled online misbehaviour. Misconduct is conceptually linked to conflict existing in employment relationships and how organisations seek to manage SM behaviours to create compliance. The exploration revealed distinct variances in portrayals of management practice and rule setting agendas in this context. This is of importance as little is known about management practices in this setting, particularly how actors dramaturgically shape role and make sense of the blurring boundaries of identity which add complexity to SM contexts.

The theme exhibits the differing influences in the power relations schematic and addresses the impact such enactments have on the employment relationship. The chapter addresses a secondary research question:

How are organisational rules for regulating and controlling social media created, developed, managed and understood by the actors?

The discourse centres on management effort used to coordinate approaches to regulate SM activities. What became apparent in the discourse was each organisation used an array of properties to control SM use. This included SM policy and mechanisms such as firewalls. Exploration of control also allowed insight into individual strategies deployed by actors to ensure employee SM performance on SM remained in acceptable limits. As discussed in Chapter 2 regulation, control and power are central canons in employee relations and link to how conflict emerges in the employment relationship (Edwards, 2003). Literature oscillates between competing assumptions that a) employees will harmoniously work together and conflict does not exist or b) regulation and control are sought to minimise conflict in the employment relationship which does exist (Blyton and Turnbull, 2004). Power and control are central themes associated with dramaturgical performance of identity and role of agency in organisations (Townley, 1994, Webb, 2006). The exploration therefore focuses on unearthing insights into how actors scripted and staged power in the employment relationship. This is focused to draw attention to how SM regulation is reflected upon or given ethical consideration on how such management practice and compliance is sought and which may impact on the employment relationship.

The analysis includes the following subordinate themes:

6.1 Development of social media regulation: This section emphasises differing approaches to SM regulation in participating organisations. It demonstrates differing interpretations actors had of SM policy and governance. It establishes a lack of coherence regarding rules appertaining to SM use and a disparate knowledge of policy.

 6.2 Mechanisms of control: This section focuses on the different mechanisms used to control access to SM use in the organisations. This section examines how regimes of control are established by actors in key roles.

6.3 Strategies and techniques of controlling SM use: This section explores variance in the strategies deployed by management actors to control SM use. It reveals how actors dramaturgically develop identity performances to establish power and control. This is of importance as Jacobson and Tufts (2012) state little empirical research has focused on how regulation and management practice impact upon the employee.

6.4 Power exhibited in the employment relationship: This section focuses on the idiosyncratic power strategies deployed by organisations to gain compliance. It focuses on where power was shared through employee voice (EV) mechanisms to consult with employee stakeholders on SM regulations and how these affected ongoing relations.

These clusters of themes arose when actors discussed their perceptions of regulatory frameworks for SM use in their organisations. Some HR actors referred to employment law in their narratives. This was purposeful to gain insight into whether legal guidance was incorporated (Broughton et al, 2010;

CIPD, 2013) and how influential this has been over time. The findings show guidance focused on protecting the employer by creating SM policy (Biro, 2011; Moussa, 2015). Further, findings revealed some organisations were yet to develop specific SM regulation. This contradicts UK guidance established by both the CIPD and ACAS.

Establishing the regulatory context in the participating organisations was addressed by asking the following SSIQs: 1) does the organisation have an SM policy in place, 2) how was SM policy developed and with whom? 3) how did you embed policy? And 4) what training or development did you receive on policy?

The data is presented using illustrative quotes and figures to highlight key points.

6.1 Development of Social Media Regulation

This section focuses on how SM regulations were established and understood by each actor. Table 13 provides an overview of the typology of policy, the lead department considered to "own" SM regulation and summarises devices used to control access to SM (Moussa, 2013). Furthermore, it highlights the key stakeholders involved in the decision making of SM regulations such as trade unions (TU). Finally, it captures whether training and development were integrated to develop SM skills.

Organisation and ER frame of reference	Typology of Policy	Department Ownership of policy	Trade unions integrated discussion on policy	Firewall	Training/ development
Aedis (Unitary)	No SM policy. Code of behaviours or harassment policy used to address issues.	HR	no (derecognised)	yes	no
Tiro (Unitary)	SM Policy	HR	no	yes	yes (management focused)
Pala (Pluralist)	SM Policy, plus wider policies on use of SM communication	HR	yes (2) integrated in discussions on SM policy	yes	yes (management focused)
Alumno (Pluralist)	SM Policy	HR	yes (4) integrated in discussion on SM policy	No	yes (HR Focus only)
Senes (Pluralist)	SM policy	HR	yes (1) Not integrated in discussion on SM policy.	yes	yes
Charta (Unitary)	SM policy	ICT	no	yes	no
Pharma (Pluralist)	SM Policy	Marketing	yes (1) Not integrated in discussion on SM policy.	yes	no

Table 13 Typology of Policy, Voice and Development on Social Media

The findings revealed six organisations had a specific SM policy and online behaviour codes. Despite legal advice (Broughton et al, 2010) one organisation did not have an enforceable social media policy (Aedis). Case law suggests this diminishes the power of employers to protect their interests (Biro, 2011). Five organisations had SM regulation developed by the HR function and two organisations had their regulation developed by marketing or information, communication and technology (ICT) functions. This illustrated the differing organisational locus of control for SM regulation. The HR actor discourses

suggested ICT and Marketing led policies were less widely understood by employees. This inferred policy ownership added to a lack of coherence, internal conflict and bureaucratic control in organisations. Two HR actors (Fiona, Erica) commented on inter-department battles over competing interests in controlling SM use. This was perceived to affect their employment relationship (Edwards, 2003).

The findings show four participating organisations recognised trade unions (Alumno, Pala, Pharma, Senes). These are important stakeholders in the employment relationship. Trade unions (TU) contribute to meaningful business decisions and provide recognised vehicles for wider employee voice (EV) (Blyton et al, 2008; Martin et al, 2015). Interestingly, only two organisations consulted with unions on SM regulation (Alumno and Pala). This suggests risks associated with SM use were great and management wished to protect both the employer and employee. The findings show little or no SM training and development was provided for employees. The narratives suggested development was given to management or HR actors only and focused on SM regulation, policy and disciplinary offences. Only one organisation offered a broad program of SM development involving all employees. This correlates to extant literature (CIPD, 2013) which states employees are not skilled in SM use. This highlights why employees may not fully understand how to integrate SM use professionally within roles.

6.2 Mechanisms of Control

The following section demonstrates methods of control which were found to exist in each organisation and deployed to restrict SM use and participation.

These are considered as properties which aid the staging of power in the employment relationship.

6.2.1 Firewalls

All organisations utilised firewalls to control SM access. Firewalls were often cited in policy and yet were not uniformly applied across the stratifications of participating organisations. This revealed SM work allows workers to be further divided into classifications:

> *"We don't allow normal folk access to the likes of Facebook, Twitter other*
>
> *than before eight o'clock in the morning and after six o'clock at night".*
>
> *Aedis, Alex, HR Manager (p.9 line 4-5)*

This statement highlights how organisations restrict access to SM for the lower strata of employees, thus adhering to a more managerialist perspective. Use of firewalls was considered by actors to be a primary mechanism in restricting SM use and correlates to wider research (Billington and Billington, 2012). Moqbel et al (2013) suggest controlled use of SM reduces the effects of presenteeism; defined as being in work but producing low productivity. Firewalls posed an interesting paradox in the discourse on digitalisation of work. In this case, Alex discussed being transparent and supportive of employees using SM; all three actors at Aedis used a dialogue of being digitally inclusive coining a phrase:

> *"digital by design" Aedis, Alan, Property Services Manager (p.12 line 3).*

However, discourse on transparency of being more "*digital"* in this context did not apply to *normal* employees. This had multiple connotations and was interpreted to mean firewalls were installed to maintain cooperation and productivity in the lower operational ranks of the workforce. This exploration

contributed to a distinctly hierarchical view of the nature of SM within organisations. Critically, SM participation and adoption is therefore considered a privilege for actors as they achieve positions of power and contradicted the discourse of being *digitally inclusive.*

Firewalls were installed on personal computers (PC) and actors discussed how circumnavigating these rules are easy to breach by using mobile devices. Four actors Beth (Tiro), Charles, Clive (both at Pala) and Greg (Pharma) discussed how they or their employees breached firewalls. Their narratives revealed organisations are aware of such breaches. Ackroyd and Thompson (2003) state management should address whether breaching rules is perceived as a misbehaviour and make decisions over whether to tolerate or take action. The organisations in these cases often did take breaches seriously as management performed regular employee checks on computers, company owned mobile phones and associated expenses claims. SM platforms were found to be monitored for applicability to routine work. The actors at Pharma and Pala stated the employer calculated lost time and data charges incurred by employees. These statistics were used as evidence in disciplinary procedures. This demonstrates SM work includes calculable labour strategies to scrutinise SM use and performance (Townley, 1994). However, five organisations did not utilise calculable methods of SM scrutiny and were reliant on discretionary management effort to observe lack of productivity and time theft due to SM use. Ackroyd and Thompson (2003) state calculable methods of surveillance should also include observation of management wrongdoings in these contexts. Operationalising such effort would incur time costs and it is hard to ratify how

such activity could take place. Given the stratification of SM use this raises an important question over who is observing management?

6.2.2 Social Media Policy

Literature and case law emphasises a distinct need for specific SM policy and guidance. This states the employer must provide clear disciplinary rules for SM use (Biro, 2011; Broughton et al, 2010; Dessler, 2015). The findings revealed six organisations had a distinct SM policy because of the need to defend the organisation:

> *"…it's a brand that you're trying to protect and when you've got x amount of employees saying whatever they like all over the worldwide web, that gets harder to protect." Tiro, Beatty, HR Manager (p.5 line 22- 28)*

This emphasised how the majority of HR actors in the study perceived the importance of ACAS guidance. They all aimed to follow suggested best practice in this area (Broughton et al, 2010; CIPD, 2013, 2017). Their narratives suggested the shaping of SM policy was somewhat more complex due to the duality of its role professionally and privately. SM use allows individuals to reimagine liminal and multiple individual identities visibly showing *"who am I?"* (Cerulo,1997). Webb (2006) suggests management are, therefore, increasingly interested in controlling identity. Further, this requires rule setting which aligns to the sense of being a subject at work (Foucault, 1983). The dominant discourse of HR and management actors suggested SM behaviour and identity exploration potentially sat in tension with an organisational view of *"who do you want me to be?"* and *"how should I act?"* (Cerulo, 1997).

Despite legal advice, one organisation, Aedis, did not have a SM policy:

> *"They've not developed a policy, and if there were issues around what employees put on Facebook then we would probably cover that under other policies." Aedis, Alex, HR Manager (p.1 line 12-15).*

Biro (2011: 24) states SM policy is effective in balancing the employers need to regulate and the employee's need for privacy interests. Moussa (2015) suggests greater emphasis is placed on employers to create unambiguous privacy boundaries. This case was unique yet highlighted that regulation of SM use is still a grey area for HRM. McDonald and Thompson (2016) highlight how this ambiguity adds to changes in the workplace norms which impact upon both privacy and work intensification.

A lack of policy is considered problematical and is reliant on a significant need for individual autonomy and self-regulation (Ackroyd and Thompson, 2003; Fang et al, 2015). Lack of clarity on SM engagement rules enables employees to contest disciplinary measures as they arguably do not know what is expected of them (Biro, 2011; Broughton et al, 2010; Lucero et al, 2013; Moussa, 2015). Contesting disciplinary measures for employees is compounded by associated costs of employment tribunal processes (ET). The emphasis on having a distinct SM policy and zero tolerance approach to SM use was explored with the actor, Alex who stated:

> *"I don't buy that … if we've got a company Facebook page then I would like our employees to be putting on that page so if there are discussions around what the organisation does then I'd want the employees to understand that and also to support the organisation publicly. So, I don't see that it should be zero tolerance… that's why they've not gone down*

the social media policy because it can be very restrictive and it's not

adding value to a business." Aedis, Alex, HR Manager (p.3 line 6 – 11).

This demonstrated that some HR actors perceived SM policy regulation to be too limiting. Yet this finding was interesting as this view contradicted the previous statement regarding restricting SM access for *normal* folk. This draws attention to the conflictual and contradictory nature of regulation and highlights the impact this has on the employment relationship (McDonald and Thompson, 2016). This is used to suggest HR needs to address the clarity of SM use as this poses a challenge for how employees make sense of and interpret regulation; particularly if no SM development is offered. Ackroyd and Thompson (2003) state management have discretion and power to direct and define behaviours at work, including categorising and developing procedures for misbehaviour identification and what they find unacceptable. This case illustrated how SM policy often lacked coherence and reveals a greater need for clarification on SM access and use.

Access to analyse SM policies was granted at interview stage. All participating organisations wished these to remain confidential. SM regulations were accessed via online portals or policy handbooks. Analyses of SM policy content revealed documents were lengthy and written in an inaccessible tone which is perceived to add further complexity in how employees interpret regulation; particularly employees from diverse backgrounds. Senes was the only organisation to create a simple SM policy consisting of 6 bullet points.

The HR actors' stated a proliferation of IT policies added to the confusion on SM and made relevant policy difficult to find:

"Unless they fall upon it [SNS policy], I'm not sure how they would find it?" Charta, Fiona, HR Manager (p.4 line 20)

The cross-case analyses highlighted locating relevant SM policy was an issue in all the organisations. Ackroyd and Thompson (2003) state regimes of control are secured through mutually understood policy. An invisibility of policy poses a challenge for the defensibility of the employer (Moussa, 2015). This finding highlighted that SM policy owned or governed by differing functions such as marketing or ICT departments added to a further lack of clarity on regulation. The discussions revealed competing tensions and emerging political aspects of control between departmental ownership of SM regulation. These interests were perceived to add to the complexity and integration of SM regulation. This highlighted how policy development often occurs within department silos. This is considered to impact upon the effectiveness of regulations. The impact of SM policy was discussed with Georgia, HR Manager at Pharma:

"There is a lot in that policy that states what you should not do … its things like 'make any views that could be deemed as the company's'. So you have to say "I" and not "we", as the organisation. There is a lot of stipulation in there about if ever you are doing anything which is linked to [Pharma]... people know it is your personal view … there's a lot of stuff about general disciplinary rules around not bringing the company into disrepute…like "the manager's getting right on my nerves this week." Pharma, Georgia, HR Manager (p.6 line 1-10).

Policy articulates the managerial prerogative, capturing both obligations and expectations placed on employees in this context (Ackroyd and Thompson, 2003). This particular policy demonstrates a need for correct use of grammar and personal pronouns. This requires analytical and English language skills. This is significant given the differing educational levels and diversity within UK workforces where English may be an additional language. This draws attention to a growing concern that regulating SM behaviour requires significant educational support. The findings in this sample demonstrated that no largescale training was provided in six organisations for employees to develop their SM skills. This is correlates to wider literature which suggests lack of SM development is a growing issue (Headworth, 2015).

Three organisations captured the right to monitor employee SM activity (Charta, Pala, Alumno). These findings suggested surveillance of SM use was not apparent to employees which have wider socio-political implications for the freedom of speech and privacy as outlined in the Human Rights Act (1998). Smith (1993) states privacy is rarely captured in policy and further act to show how SM policy protects the rights of the employer; this is discussed in the following section.

6.2.3 Protecting the Employer

Participant narratives suggested policy is a strategic device to protect the employer from employee misuse of SM:

> *"We were almost trying to fudge our way through those regulations to find a point we could have them on basically." Alumno, Davina, HR Policy Development: (p.2 line 7 -11).*

Protecting the employer was a central construct for HR actors who emphasised their keenness to adapt SM policy to get the employee. In this excerpt, Davina mentions the organisation was trying to *fudge* their way through regulation. *Fudge* is an interesting metaphor relating to an action which avoids making a clear decision (Oxford Dictionary, 2017). This has differing connotations and is interpreted to mean the organisation was attempting to circumnavigate all policy rules to ensnare an employee. This spells a cautionary tale and provides insight into the visceral regulatory nature of the employment relationship. This conceptually relates to coercion in power dynamics and a standardising of employee behaviour (Fox, 1966; Townley, 1998).

This case provided insights into HR practice of regulation and attempts to minimise misbehaviour in wage-effort bargains (Ackroyd and Thompson, 2003). HR actors involved in the disciplinary process of SM misbehaviour highlighted that employees will challenge the SM rules in ICT policies:

> *"… they copied their manager in … well where does it state that you can't put anything on Facebook in your own time?… apart from the obvious, it's common sense, there was nowhere that stated that … it's like having a policy that's generic enough to capture everything… common sense in line with the policy." Pala, Charles, Operations Manager (p.4 line 6-17).*

The actor, Charles, inferred SM behaviour is guided by common sense, trust and controlled autonomy (Ackroyd and Thompson, 2003). However, HR and management actors in this study perceived employees did not use common sense or logic when on SM. Taylor (2011) suggests common sense is neither common or has a sense of appropriateness. Common sense implies

individuals self-regulate and adapt their behaviour (Fang et al, 2015). McDonald and Thompson (2016) state codifying SM behaviours and conduct are expanding our notions of the workplace and professionalism, thus redrawing public-private boundaries of work and what is deemed acceptable in terms of behaviour. The narratives of the HR actors suggested employees rarely reflected on their use of SM. This suggests that the boundaries of work have shifted. Conversely HR actors rarely reflected on why employees found SM regulation and use problematical and how this may affect interpretation of rules (McDonald and Thompson, 2016).

The narratives therefore revealed a growing lack of trust in employee SM skills which suggest this is a more nuanced area of work (Headworth, 2015). To counteract this perception six organisations had previously required employees to secure formal authorisation to use and participate on SM externally. In two organisations (Alumno and Pharma) individuals were asked to send suggested posts to be pre-checked by a third party such as marketing to vet SM communications before posting. Such activity is aligned to Foucauldian concepts (1977) of standardizing procedures and documentation to allow managers to make comparators on performance. Will-Zocholl (2016) states standardisation of digital and creative work is difficult to achieve. Standardisation of SM content is perceived to affect the degree of autonomy and control individuals have such activity. This also allowed a further sense of bureaucracy and power relations to emerge in this context which is perceived to limit creativity and affect interconnectivity. Ackroyd and Thompson (2003) state the exactitude of control may further contribute to misbehaviours at work.

To ensure positive adoption for SM use one organisation (Senes) took a uniquely simple approach to the development of SM policy and behaviours:

> *"I proposed a completely different policy it fits social media. … it seriously raised some eyebrows from certain quarters; not least actually our global HR Director who said to me: We don't really write policies like this …I can't remember how I actually got her to put her signature to it but I must have been very persuasive". Senes, Erica, HR Director (p.5 line 1-13).*

The actors at Senes all discussed how the simplicity of their policy made it more effective and widely understood. The particularity of this case fits conceptually with Ulrich (2010). The HR actor, Erica was personally championing SM work orientation and used policy development and integrated training support to reframe SM use by focusing on the benefits to the organisation. This correlates to wider research on the role of leaders establishing SM participation for employee voice (Martin et al, 2015).

Integration of SM activity was explored with Erica and she detailed how she put forward a strong business case for use of SM:

> *"I had an argument … it's about networking, it's about sales; it's about the brand message… I could make other realistic arguments about why it was useful…I guess, from a Facebook perspective, I didn't have a very good argument; there was a huge amount of concern that people would waste time on it, so, if I'm honest, I kind of left it 'cause I thought I've won the battles that I really need to win... I let it go and I've never fought the battle again". Senes, Erica, HR Director: (p.4 line 14 – 12).*

This discourse highlights the value of key SM platforms and how Facebook is largely perceived as a huge distraction from work (D'Abate and Eddy, 2007; Moussa, 2015). Erica described putting forward a *business case* for each platform drawing attention to the capitalistic enterprise of organisations. SM adoption must show a return on investment as part of the labour process (Ackroyd and Thompson, 2003).

A central construct in Erica's narrative was the *"battles"* she had with fellow directors to integrate SM platforms. This revealed a depth of feeling regarding her experiences in championing SM use. There was a visible resignation in her discourse regarding the whole approach. This highlighted the effect of challenging peers and working in silos on SM work. This draws attention to the polarising effect SM adoption has on individuals. This added to the central tenet of power dynamics which are perceived to impact on working cultures and employment relationships (Edwards, 2003; McDonald and Thompson, 2016; Townley, 1994).

6.3 Strategies and Techniques of Controlling Social Media

This section focuses on the unique strategies and techniques deployed by management to ensure employee compliance on SM observed in this study. Townley (1994) states observing regimes of control in organisations makes the mechanics of power more visible and understandable. The particular performances of management practices in this study were idiosyncratic and provide a fascinating insight into the dramaturgical portrayal of power. It is perceived these enactments were created in response to the actors' individual perceptions of SM behaviours and a growing need to establish power over

employees in their teams (Ackroyd and Thompson, 2003). These draw attention to the variability of how key actors shape regimes of control.

6.3.1 The Panoptic Effect of SM

An emerging discourse in the corpus of data suggested most actors used SM to observe performance. Narratives revealed that SM surveillance was often covertly and informally achieved. This had differing implications often associated with a fear of being observed and the physical effects this had on actors:

> *"I went on to Facebook I saw my boss who doesn't normally use Facebook… was on Facebook. I'm like, "stop panicking"…. I literally cacked myself [pause] … Then I was like, grow up, as if she's going to call me in tomorrow and say, "I saw you on Facebook at three o'clock yesterday" … I'm so terrified of big brother". Tiro, Beth, Sales Director (p.10 line 30-36).*

The effect of being observed is linked to Orwellian concepts of surveillance. This discourse creates a dramaturgical and sinister undertone. It shows how SM allows the panoptic visibility of employees at all levels to emerge. The dialogue infers a fear of being caught and notions of corporal punishment. Beth implied she was not necessarily conscious fellow directors would observe her SM use. This highlights how actors may misinterpret policy and drew attention to the fact managers are unclear about their visibility. This has resonance for performivity and calculability at work (Moussa, 2015; Townley, 1994; Will-Zocholl, 2016). Beth's reaction infers she *cacked* herself at being observed by management. This is a Yorkshire colloquialism meaning to defecate oneself.

This highlighted the pathological anxiety and physical responses to surveillance situations (Steimer, 2002). This case demonstrated the subjectivity inherent in these surveillance practices. It revealed SM rules are not routinely applied to all stratifications of the workforce (Ackroyd and Thompson, 2003). Beth held a directorship which is perceived to influence how she was treated differently to employees in lower ranking positions within the organisation who were reprimanded for their misuse of mobile phones. This exposes the often-unfair contradictions in the application of SM regulation processes (Dessler, 2015). This raises important ethical considerations regarding how management protects their interests and agendas (Moussa, 2015).

6.3.2 The Watchtower

Foucault (1975) stated discipline assumes the mechanisms of power and a greater need to observe agents. Surveilling employees on SM emerged as a strong discourse for management actors' who focused their narratives on techniques used in their daily routines and practices:

> *"I'm always on the lookout for people who might be swinging the lead, I*
>
> *do think I am quite observant and I am always keeping my eye out"*
>
> *Charta, Frances, Credit Control Manager (p.5. line 18 – 21).*

The particularity of this case highlighted the keen-eyed observation deployed by some managers. Frances dialogue consistently referred to her teams' addiction to mobile phone use. In this discussion, Frances used a metaphor of *swinging the lead* to describe how her team had a propensity for work avoidance. The phrase is translated to mean the act of shirking or malingering at work (Oxford Dictionary, 2016). Ackroyd and Thompson (2003) state direct control over

employees are the habitual practice of management. Conversely, they state the habitual attitude of employees is recalcitrance and misbehaviour. Frances' embodied this view and her narrative focused on her strategies to create control of the team. This involved her panopticon-like view of her employees; her discourse alluded to a metaphor of the watchtower. She discusses how she looks out for misbehaviour where she metaphorically gazes down on and scrutinises her employees (Foucault, 1975:173). Her regimes of control were improvised and stemmed from a perception her team would:

"…take the mick" Charta, Frances, Credit Control Manager (p.5 line 26)

Uses of hard HRM techniques were perceived to be symptomatic of the wider organisational culture which focused on calculable revenue performance. This physical form of observation was normative in two commercial organisations (Charta and Tiro). These approaches were deployed to ensure high employee productivity and to deter employees from the distraction of their mobile devices (D'Abate and Eddy, 2007; Moussa, 2015). Management actors in these organisations used displays of power which involved eyeball management and physical proximity such as standing over employees to make them focus on work. These actions are attributed to a discourse of power where such disciplinary practices have real consequences for employees (Thompson, 2016). These highlight forms of surveillance which are more oppressive. These forms of performance are full of theatricality and revealed a greater depth of subjugation and power dynamics being played out in the employment relationships in these settings. Examples of these approaches are now elaborated upon.

6.3.3 The Wall: Keeper of Phones

Due to some perception employees are distracted or addicted to their mobile phones some management actor' revealed unique techniques to stop devices being used at work. The most striking case was Frances, who I observed made her team place their phones on a window ledge at the other side of the office. I have termed this ledge *"The Wall".* In my reflection of the interview and my observations, the window- ledge signified a dramaturgical device used by Frances to exert power. It was reminiscent of "The Wall" which is both a fortress and a boundary that cannot be crossed depicted in the book *Game of Thrones* (G.R.R. Martin, 1991). This imposed phone amnesty was an "unwritten rule" developed by Frances. This stemmed from her perception that by taking mobile devices away from her team members she may increase their productivity. These sentiments were echoed by other actors in this study. This view conceptually fits with the Theory X notion of the lazy worker (Ackroyd and Thompson, 2003; McGregor 1960):

> *"…you can't have any personal phone calls; you can't have your phones on your desk. And I don't want to micro-manage people; that's not my style. Charta, Frances, Credit Control Manager (p.5 line 27-31)*

Ironically, Frances revealed she did not wish to operate a "micromanagement" approach. Her technique links to differing management styles which are an important canon in employee relations contexts (Edwards, 2003; Purcell and Ahlstrand, 1993). Management styles add to the perception that managing conflict is inherent in the employment relationship and will incorporate differing methods of control. This organisation was operating a traditionalist

management style and highlighted how managers injected their own philosophy and ideas to legitimise poor labour conditions (Dundon and Rollinson, 2011). Frances narrative focused on a desire for hard work this was perceived to be a hallmark of her more transactional management style. This is associated with low trust management regimes (Edwards, 2003; Ackroyd and Thompson, 2003).

In tackling SM or mobile phone misuse Frances stated she would:

> *"I generally send out a blanket e-mail to everybody of my expectations, I try not to single you out, Charta, Frances, Credit Control Manager (p. 5 line 7-19).*

The use of written communication is used to map out desired behaviours. Frances sends these to her whole team and not the actual perpetrator which is perhaps unusual. This had multiple meanings. This approach may reduce stigmatism of perceived misbehaviour (Ackroyd and Thompson, 2003). However, it was perceived to signal Frances is visibly avoiding individual performance discussions to avoid confrontation.

There was a similar habitual pattern of avoiding confrontation in the discourse which emanated from other managers in the study. They discussed a reticence to approach employees for fear of repercussions or the situation escalating. This demonstrated that management actors need more competence to tackle unconventional SM behaviours at work. This relates to wider research which suggests the managerial regimes have an impact on further rule-breaking (Ackroyd and Thompson, 2003; Edwards, 2003; Rollinson et al, 1997). Use of email was perceived to be a dramaturgical device which aided the manager to

script their approach in directing employee performances. This is perceived to be counterproductive in inducing appropriate work place behaviours as it lacks a humanistic approach and may further impact upon power dynamics in the employment relationship which is now discussed.

6.4. Power Observed in the Employment Relationship

This section focuses on employee relations concepts which relate to how power is shared, sought and utilised within the employment relationship in this context. The interpretation focuses on 3 key areas which influence power in organisations.

6.4.1 Employee Voice and Consultation on Social media

Eight HR actors were directly involved in shaping SM policy development, regulation and behaviours across the organisation. These actors were instrumental in the inclusion of employee voice mechanisms (EV) to develop regulations. Their discourse focused on the acknowledgment of EV mechanisms with wider stakeholders. Yet the discourse drew attention to the backdrop of dramaturgical performances and further staging of *dramatis personae* in discussions:

> *"..Trade unions are true to type, they have an issue about surveillance monitoring and the freedom of speech... [they] were more reluctant to subscribe to anything … we thought we had got to a point where we thought we had agreed the policy and they fed it to their regional branch and … they were saying that we don't want this for our members so there was a bit of issue there with the dynamic between how region were imposing their way to a local consultation and discussion …we said to*

them come on we have local negotiation here and good partnership".

Alumno, Davina, HR Policy Development (p.2 line 8 -20).

This shows how the differing interests emerge in the playing out of power relations in the employment relationship. The idea of leading control was a central construct for HR actors. Their narrative focused on their dismay at any challenges to their perceived power during the processes of consultation on SM policy. This was perceived to add further tensions in employment relationships as coalitions and personal interests became more prominent. A central dynamic is the need to balance each side of the opposing debates on ethical SM regulation (Barry and Wilkinson, 2016; Bingham, 2016; Edwards, 2003). This statement highlights the intricacy of discussions which were being played out at a regional and local level. As Bingham (2016) suggests this perpetuates a unitary view where management are unlikely to concede power to wider organisational members, this lead to an assertion of management power. As Barry and Wilkinson (2016) suggest pluralism should incorporate social values which recognise employee rights to have effective voice; regardless of any consequence to management. They suggest there is blindness to systemic issues of power. Critically, this demonstrates the time and thought which needs to be given to hearing all interests in this context. It also demonstrates how EV processes impact upon the employment relationship.

Discussions on SM use in organisations principally focused on the employee right to freedom of expression and speech on SM. These areas of legislation pose challenges for an interpretation of law due to the differing philosophical viewpoints (Steel, 2012). Organisations must navigate between liberal and

draconian notions of limiting "freedoms" on SM. These must not breach

societal needs, protection of the business concerns and individual (Biro, 2011).

The primary concerns raised by the unions in this case centered on issues of

surveillance and any retributive steps taken by management to punitively

address perceived SM misbehaviours. This correlates with wider research on

privacy and monitoring of employee behaviours through technology (Moussa,

2015). This has implications for the employment deal where the employer

strives to strike a balance between regulating behaviour and mitigating rights of

the employees (Reddington, as cited in CIPD, 2013). These rights are

potentially diminishing as the dark-net gives rise to further concerns societally

as it offers space for anonymous solidarity and nefarious activity (Rudesill et al,

2015; Van Gramberg, 2014).

Consultation forums at work allow employees and unions an opportunity to air

concerns over such issues. These fora were discussed by the actors and

observed to be the scenes in which dramatic techniques of power are displayed

and used to script and stage ideas, norms, beliefs, values in organisational

discourse (Benford and Hunt, 1992). These fora allow identities to emerge and

the actors to portray *dramatis personae*. These portrayals of character link to

edifices of power relations. The scenes exist as subplots to managerial regimes

by allowing employee voice to contribute to legitimate decision making in

organisations (Martin et al 2015). Power in this sense is pluralist and two

dimensional (Cradden, 2011; Edwards, 2003; Fox 1966; Lukes, 2005). These

fora offer employees an opportunity to articulate alternative visions of power

arrangements. The narratives illuminated how HR practitioners are often

inculcated to represent the interests of both the organisation and employee

(Kochan, 2004). In this study, HR actors followed a managerialist approach as the actor, Davina states "*come on*" to the TU. This inferred she was acting on behalf of the organisation. Van Gramberg et al (2014) states the digital context presents a timely need for the advocacy of ethical HRM practices, arguing the HR remit should champion the needs of employees and not just organisational ones. This was apparent in this context as little reflection is given to the acknowledgement of issues associated with freedom of speech and privacy.

The narratives highlighted how these interactions led to a polarisation of views in the process:

> *"They were like WHY!?… Particularly the academics who said its freedom of speech, we are allowed to say whatever we want to say. .. We were faced with "too tight guidelines" and "you are being too controlling", "you are watching us and policing us" Alumno, Debbie, Policy Development (p.1 line 23-30).*

This draws attention to the frustrations over the apparent challenges to heterodoxy made by the TU. The statement demonstrates a potentially detrimental implication for consultation, negotiation and ongoing joint partnership efforts. This drew attention to how HRM is used to galvanise the organisational opinion and sentiment (Benford and Hunt, 1992). This dramaturgical performance is perceived to be used as a motive for coercing compliance and to support management agendas.

A way to circumnavigate challenge to the management agenda is to simply avoid meaningful consultation on SM regulations as observed in other organisations in the sample:

"We consult with them on disciplinary grievance and not much else"

Senes, Erica, HR Director (p.12 line 17).

This demonstrates a full exercise of power between management and the TU. This demonstrates how HRM may exclude forms of EV, thus rendering unions more amenable to regulation in a formulaic and prosaic way (Townley, 1994). This focuses attention on the differing shades of pluralism and the ongoing asymmetries in employment relationships (Dundon and Rollinson ,2011; Edwards, 2003; Bingham, 2016). It revealed consultation may be less meaningful in some organisations and may signify further means of oppression (Lukes, 2005). Critically these challenges the ideal for HRM posited by Ulrich (1997:149) who stated HR managers should be:

'The employees' voice in management discussions' and assure

'employees that their concerns are being heard'.

The dynamics and issues of SM use and notions of freedom of speech were explored with the actor David, a TU representative:

"Personally, I wouldn't feel my need to express my academic freedom would require me to have any access to social media at all!... the major tension for me was I wasn't that keen on the idea of a policy at all because the point about policy generally, when I'm taking a union perspective … and looking at what HR are doing, is to say 'this is about having some way of penalising people if they do something wrong'. I'm very happy to have a policy which is a supportive policy, which says 'We'll help and encourage you to do the right things'. It's what the

sanctions are if they don't? Alumno, David, Academic TU representative

(p.3 line 13 – 38).

This key finding focuses on the competing tensions and the capability of organisations to develop punitive sanctions for SM use. The narrative highlighted how TU's perceived SM policy was not developed to be supportive of employees. A concern for unions is to articulate what sanctions would be applied to any perceived misbehaviour. This correlates to guidance as a moot point of clarification (ACAS, 2017; Biro, 2011). Moussa (2015) suggests SM policy communications should include protection for academic freedom and use of SM for pedagogical work. This highlights the contradictions in SM use. Conceptually this links to Lukes (2005) who states organisations seek acquiescence in power relations and firmly draws attention to the dominant interests of the parties. A significant finding is that HRM in this sample sought to suppress employee voice. This creates a nexus to employee silence; where characters for differing reasons offer no vocalisation of issues or it is simply silenced for them (Dyne et al, 2003). The discourse revealed how HR actors dramaturgically display loyalty to role and swear allegiance to organisationally constructed definitions and norms (Benford and Hunt, 1992). This was of interest and exposed how actors develop, enact and secure commitment to their organisational agency and professional identity. This highlights the potential for contestation in the employment relationship to arise. Management use of power is now discussed.

6.4.2 Management Right to Manage

Management actors demonstrated a keen need to contain SM use because it created under productivity (Van Gramberg et al, 2014). However, when trying to rein in SM use management actors discussed how they could not locate SM regulations:

> *"I started to look for a policy on it and I couldn't find one so I know our Head of [Services] has just produced something or had somebody produce something but it is quite, as a lot of our policies are, quite big and it doesn't really drill down to the level that I wanted ... It's still open to interpretation …I will be supplementing that policy myself" Alumno, Dahlia, Manager (p.4 49 – 51)*

This draws attention to how managers seek to develop their own rules without being constrained. Thus, regulations are dramaturgically used as a draft script which may be adapted to suit their own ideology on control (Dundon and Rollinson, 2011). Management actors felt SM policy was perceived as too broad (Dessler, 2015). In this narrative, Dahlia stated policy did not drill down to her needs. This is a common error in policy development (Lucero et al, 2013). However, this draws attention to the central issue of management improvising rules by creating their own hybrid versions. This is problematical for establishing fair treatment at work for employees (Ackroyd and Thompson, 2003). Further, literature on digital work suggests policy is further compounded by inadequate methods of measuring and quantifying SM activity which therefore intensifies control of labour (Pfeiffer, 2016 as cited in Briken et al, 2017; Will-Zocholl, 2016). In this case, a Twitter project had not been fully scoped by the management actor. A growing conflict existed between expected outcomes and

achievement of calculable goals.

In terms of procedural approaches to tackling misbehaviour in this context the management actor was struggling to understand what actions to take. Belcourt et al (2008) suggest employee monitoring involves a range of differing management tactics involving monitoring internet links, emails, telephone use, video surveillance, storage and recording of employee performance. Pfeiffer (cited in Briken et al 2017) suggests these are instruments of atomisation and require a commitment to a performance of power and strict protocols (Benford and Hunt, 1992). The approach of performance management and discipline was explored with the actor, who stated:

> *"I'm quite at liberty to get a report from IT if I feel that I'm suspecting there's you know inappropriate use … I don't feel justified. I couldn't go there now based on what I know. I think that would be almost kind of you know victimisation really." Alumno, Dahlia, Manager (p.4, line 33-36).*

The actor, Dahlia, appeared reticent in atomising productivity. This emphasises concerns about protecting her actions which she felt maybe perceived as a form of *victimisation*; this demonstrated a psychological anxiety over disciplining of employees. This was perceived to be a reflexive approach and demonstrated the subtle discretionary effort required by management to investigate issues using empathetic approaches (Ackroyd and Thompson, 2003). This relates to her sense being and how she used empathy and caring (Heidegger, 1927). This highlighted how disciplinary processes rest on relations between key actors who coordinate the formal or informal processes (Saundry et al, 2011). It also

demonstrates management is often culpable in the poor articulation of SM

activity and task orientation.

A distinct assertion of power was use of pre-recruitment surveillance. This is

discussed in the following section.

6.4.3 Screening Out

A key theme which emerged in 25 interviews was a growing reliance on pre-

screening of SM profiles during recruitment processes. Pre-screening online

profiles has long been debated in literature (Broughton et al, 2010; McDonald

and Thomson, 2016; McDonald et al, 2016). This has serious repercussions for

HRM and management practice. It is of interest in relation to principles of

privacy stipulated in the Human Rights Act (1998) and ethical considerations as

part of the Equality Act (2010). Screening out potential candidates is a clear

power statement regarding individual identity:

> *"I can give you 20 examples of times when we have screened people out*
>
> *...recently, we were showing somebody out of an interview, we took him*
>
> *into reception and said thank you very much for coming in, loved him,*
>
> *gorgeous he was... After he'd gone the receptionist said, "You might just*
>
> *want to Google him. I've seen something on Facebook… So we*
>
> *Googled him and he'd just done two years for following students home*
>
> *on the night bus and then mugging them. Not once, but a multiple*
>
> *offender and he'd just done time. We'd looked him in the eye directly*
>
> *and said, "Have you got any criminal convictions declared unspent with*
>
> *the Criminal Convictions Act 1974 and Rehabilitation of Offence Act*

1974?" … We screened him out … Facebook has stopped us making

far worse mistakes". Tiro, Sales Director, Beth (p.6 line 22 -36)

Pre-screening is used to unearth material evidence on applicants and employees. All actors articulated they used pre-screening regularly and legitimised its use. In this case a spent conviction is uncovered which the applicant had not declared under the Criminal Convictions Act (1974) and Rehabilitation of Offence Act (1974). SM information is therefore powerful. The findings highlight that candidates need to be transparent regarding issues which may affect their employability. However, such SM panopticism also revealed an interesting discourse of stigmatisation by some HR actors:

"..Tattoos for example, I once were recruiting using a telephone interview

and I was looking on Facebook and there was a young lady and she was

going to be front of house and she had a tattoo on her neck. 'Did you say

that?' … you really can't because its judgement … I didn't take that

candidate any further. "Tiro, Beatty, HR Manager (p.3 line 2 – 8)

HR actors in this study were observed to prefer traditional wholesome images of happy employees. SM images were used to stereotype and label individuals by HR actors who may deem applicants unfit for certain job roles based on aesthetics (Nath et al, 2016). This was of interest as tattoos and body art are not related to skillsets. Pre-screening conceptually links to notions of organisational aesthetes and a quest for norms in dress codes and image (Nath et al, 2016; Strati, 1999, Timming, 2014). This draws attention to the fact

HRM may be in violation of the Equality Act (2010). An exploration of how this approach fitted with this key piece of legislation was discussed with the actor:

> *"If I'm absolutely honest, it probably really doesn't which is why it's not explicitly written but we all make judgements all the time…I know the times are changing now, it hasn't been a candidate driven market so we've been able to be more picky." Tiro, Beatty HR manager (p.3 line 28 -32)*

This demonstrates a requirement for ethical HRM recruitment practices which adhere to key legislation and makes the above statement hard to ratify. Tattoos and body adornment are an expression of identity not capability. Clearly, Beatty viewed body adornments as conflictual and in tension with her individual perception of normative dress conventions at work. Timming (2014) found HR practice is negative and prejudicial to applicants with body art. ACAS (2016) are keen to eliminate such stereotyping and released guidance which reflects more ethical recruitment practices. As McDonald and Thompson (2016) suggest this raises concerns from an employee perspective which include how qualified are employers to make such decisions.

6.4.4 Master of Whispers

Surveillance of employees unearthed interesting findings on management behaviours. This incorporated further dramaturgical devices relating to observation and gossip (Kuo et al, 2015). To gain knowledge and power over employees some management actors lurked in the workplace:

"You hear them in the corridor saying similar things ...there are people

who feedback things and there's ways to find out what's been said"

Aedis, Alan, Property Services Manager (p.14 line 6 -20).

This portrayal by Alan drew comparison to a character in literature, Varys, the

spymaster, in Game of Thrones (G.R.R Martin, 1991), who uses dramaturgical

devices to remain hidden and to observe fellow characters. Evidence from his

observation of employees is used to create knowledge and manipulate power.

This case illustrated how SM and gossip are synonymous with each other and

manipulated by management as a dramaturgical attempt to hold power. Kuo et

al (2015) state gossip as a phenomenon affects all employees and creates

cynicism at work. From a theatrical approach Alan appears to use a web of

wider actors who are complicit in this schema and vie for positions in the power

structures. This poses ethical issues and relates to knowledge of truths. Kizza

and SSanyu (2005) state such management activity could undermine morale

and create suspicion which may result in strain within the employment

relationship. Use of informants is clearly sought after by management to prop

up their position of power. This case highlights observation is varied and open

to interpretation. It highlights both SM and office spaces are used as panoptical

stages from which to closely observe each other (Mann et al, 2003). Further,

management may capitalise on this activity at their discretion (Ackroyd and

Thompson, 2003).

6.5 Chapter Summary

This chapter focused on how SM contexts yield new opportunities to exercise

power and develop techniques for controlling employees. The strategies

observed perpetuate traditionalist styles of management and highlight a divergence from extant literature which suggests management capability should encourage collaborative behaviours in this context (Nyhan et al, 2003).

The findings revealed SM policy is a key mechanism for SM compliance which was adapted to suit the purposes of management. Internal ownership of policy often made policy structurally difficult to coordinate regulation and locate SM policy in the organisations. Furthermore, one organisation did not have a distinct SM policy which enables employees to challenge regulations in SM contexts.

Firewalls were found to be a common device used to regulate employee access to SM. The analyses on firewalls provided insights on digital methods to classify workers which perpetuate organisational hierarchies and further asymmetry in the employment relationship. Organisational elite actors had liberal access to use SM whilst those in lower strata were often denied use at certain times affecting the collaborative nature of SM and trust between colleagues. Such tactics to control use contributed to new forms of misbehaviour and a growing repertoire of management techniques to counteract mobile device use.

Only two organisations used employee voice processes to try and approach SM use and compliance using more democratic means. Dialogue was held between key management and union stakeholders at a corporate level however these narratives demonstrate that consultation on SM regulation was not always meaningful. In some organisations trade unions were not invited to participate on discussion of SM use at all; highlighting differing shades of pluralism.

The scenes of discussion reinforced characterisations of identity portrayal by actors to show their alignment to traditional organisational ideals. This agency was shown to galvanise the hegemony that dominated employment relationships in this study.

The managerial regimes observed to control SM use demonstrate that hard HRM techniques prevailed in this context. These approaches contributed to perpetuating misbehaviours as these techniques often subjugated and infantilised employees. These practices drew attention to a need for careful consideration in management techniques; particularly as employees may increasingly use sousveillance to counteract such treatment. The variability in individual techniques highlights the deeper ethical implications of SM use for HRM practitioners. A clear issue to address is surveillance and pre-screening which revealed a subjective nature inherent in SM use which reinforces the unitary nature of organisations. Table 14 (Overleaf) summarises the key constructs of power and control existing within this study:

Constructs of power	HR role	Management role	Employee role
Regulation	Lead role in developing SM regulation which may reinforce organisational ideals.	Embeds and improvises on SM regulation which may deviate from the main policy.	Subjugated by regulation and surveillance.
Strategies for SM control	Shapes discussion on SM controls via EV mechanisms. Uses their key role as aesthetes to shape and embody agents in organisations using pre-screening which perpetuates unitary view of organisation.	Adapts control methods to suit own needs and agendas.	Ability to challenge control where regulations are unclear, non-existent or less transparent.
Dramaturgical devices to enhance power	Consultation forums used to stage key HR roles in power dynamics, procedure and process. Use of panoptic approaches and surveillance to recruit idealised agents.	Use of panoptic approaches, spying, surveillance and physical displays which subjugate and infantilise employees. Manipulating network of employees to create a web of power.	Use of sousveillance as a reversed panoptic device.

Table 14 Key constructs of power and control

This concludes the presentation of findings in the second theme which focused on ascertaining an understanding of how SM use was regulated, controlled and managed by the actors. During the analyses it was evident there was a palpable interrelationship between power and individual identity. The processes allowed individual dramatis personae to emerge and made apparent individuals were playing many parts. The following chapter focuses on the evolving identities and dramaturgical performances observed in actor narratives.

Chapter 7: Act 3: Theme 3: Evolving Identity and Dramaturgical Performance on Social Media

The previous chapter established the key constructs of power, control and surveillance in social media use. These factors allowed a theme regarding the portrayal of individual identity to emerge (Benford and Hunt, 1992; Goffman, 1959; Jenkins, 1996; Lukes, 2005; Watson, 2006). This chapter focuses on: *evolving identity and dramaturgical performance on social media.* The theme addresses how actors dramaturgically shaped their identities in work contexts and addresses the secondary research question:

How do the actors make sense of their online and offline identities and behaviours on SM?

The digital context is a complex dimension for identity exploration and is perceived to incorporate a creative process for self-discovery and invention. SM represents a variety of different "stages" where actors can dramaturgically perform and play out differing identities which may differ from those portrayed at work (Kerrigan and Hart, 2015). Such dramatisations are perceived to affect power and create tensions in the ascribed nature of their role. McDonald and Thompson (2016) suggest changes in identity affect the dynamics and interests of the employment relationship. They state SM creates a new space for a growing interconnection between conduct at work and identity where the boundaries between the public and private self are diminishing. This suggests employers are seeking to legitimately control our identity.

The roles played by each actor form a framework from which to develop dramaturgical characterisations to present professional identity. These emerged during the scenes of power displayed in the previous chapter. Dramaturgy is used to reflect these social encounters and how actors presented their sense of self in offline and online interaction (Goffman, 1959). Further, dramaturgy is informed by a sense of reflexivity and introspection, thus actors are exposed to a critical gaze of the self-online by others. This allowed an exploration of how actors make sense of, and redefine, their identity performances during SM use. This is an important terrain for employee relations as this shows how organisation control is sought to manage the boundaries between differing identities on SM and which affect the employment relationship (McDonald and Thompson, 2016). The chapter focuses on the following subordinate themes:

7.1 The evolution of HR professional role and identity: This section focuses on HR actors' commitment to professional role identities in a digital context. It reveals how these actors define the identity of others and their own. It explores how they use this context to portray and articulate power in their roles

7.2 The evolution of management role and identity: This section focuses on management actors' commitment to a managerial identity and how actors use this to articulate power and control in their roles.

7.3 The evolution of employee, trade union role and identity: This section focuses on actors in operational employee or trade union roles. It explores how interconnections and power relationships shape and control their identities in the digital context.

The findings are presented using illustrative quotes.

7.1 The Evolution of HR Professional Role and Identity

This section focuses on how HR actors in this study developed their identity in SM contexts. The narratives highlighted how HR actors strongly identified with developing a positive, professional identity which had strong affiliation to their organisational role. This is integral to the employment relationship as their role is aligned to shaping regulatory processes and discipline. This exploration focuses on dramaturgical techniques used by actors as a framework to illustrate how they shaped identity in the SM context using scripting, staging, performing and interpreting (Benford and Hunt, 1992).

7.1.1 "It's in the blood"; HR Cultural Perceptions of Social Media

Identity may be shaped within cultural contexts which drive an actor's capacity to perform in certain role commitments. Further, the context enables a modification of the self (Benford and Hunt, 1992; Castells, 2010). A key construct which emerged in the narratives of HR actors was the creation of a script relating to their role agency in institutions. The central dialogue focused on their role as a subject of power, embodiment and commitment to HR techniques. These were associated to notions of discipline and control; which provided an everyday sense of how they viewed their self in relation to SM activity and interconnections:

> "… when you are in HR… it is part of your genetic blood … you just don't [go on social media]". Alumno, Davina, HR Policy Development (p.7 line 34 -35)

A key construct for HR actors developing a professional identity was to show their self-discipline by limiting or rejecting use of SM. Rejecting interconnections was a central tenet to stage the self as a moral individual. Davina uses a strong biological metaphor in her narrative which was interpreted to mean rejection of SM is professionally espoused in HR cultures and task orientation. This had transferability across the case analyses and highlighted a collective sense of professional identity. Davina's script was shaped by her concern SM use posed a risk to the institution and others. The notion of limiting digital identity is seen as a legitimising identity (Castells, 2010). The dramaturgical mechanism of abstention enforces a position of power in the organisation, shaped by the HR disciplinarian role, knowledge and power (Foucault, 1977; Townley, 1994). Thompson (2016) suggests ideal employees are willing to self-regulate and control their behaviours. This implies employees can segregate and manage the public-private boundaries. An individual approach to managing identity is now discussed.

7.1.2 Commitment to Segregating the Self online

All actors in the study made a conscious effort to stage a professional identity. This involved tailoring and manipulation of online performances:

> *"When I joined here and people asked me to be friends… I went back and edited my photos because it had gone back over 10 years... i.e. flicking the V [gesture / swearing] … falling over [drunk] on a hen do! I don't want this to be the side of me … I don't want to project this image to anyone". Alumno, Davina, HR Policy Development (p.9 line 14 -18).*

HR actors keenly edited their online profiles to manipulate the views others have of them. This highlights how the temporality of online identities is used to critically gaze upon their-being. Past images are reflected upon and erased to redefine, enhance and reinforce professional identity. This demonstrates the actors fear their self- identity leaves a permanent digital footprint. This revealed a dilemma on how SM content links to an uninhibited back stage self. HR actors discussed how they tried to segregate SM profiles to contain past identities. SM identity is therefore conflictual and liminoid. The use of profiles is used reflexively to reconstruct a new and emergent professional identity (Kerrigan and Hart, 2016; McDonald and Thompson, 2016; Moussa, 2015). This establishes an agency problem for HR actors in the SM context as their content may provide a mismatch to perceived role identification in the offline context (Hatch and Cunliffe, 2013). Thus, manipulation of online profiles is used to present an idealised, but not entirely authentic version the self. This dramaturgical technique is used to rescript and stage identity which links to impression management (Goffman, 1959; Kerrigan and Hart, 2016). The critical gaze of others in an online context allowed actors to develop an understanding of their self (Yanow and Tsoukas, 2009):

> *"I am also conscious that … I am management level …should I have a picture of me with that last Pina Colada looking inebriated at the bar because I am a role model" Alumno, Davina, HR Policy Development (p.9 line 7-9).*

This reflection highlights how SM forms part of the architecture in how we now make sense of ourselves. Davina use SM to relate and reflect upon her two

differing senses of self in relation to her management role. This relates to

Foucauldian concepts of the subject as a body of discipline, power and

knowledge. This demonstrated that actors use SM to become an aesthete,

manipulating images to influence perceptions of how others view their self (Nath

et al, 2016; Strati, 1999). Kerrigan and Hart (2016) state we consciously act this

way because we are performing to audience on SM. The audiences are used

for an interpretation of both performance and power relations (Benford and

Hunt, 1992). This demonstrates SM is used to shape a self which adheres to

social conventions and rules. It can be argued this is purposeful for inspection,

judgment, comparison and correction of the self on the SM stage. It may also be

prejudicial and critically demonstrates the panopticist nature of SM (Foucault,

1980; Lukes 2005; Townley, 1994).

The inter-subjectivity of SM use may lead actors to protect the self from

judgements as observed in this case, Davina is trying to segregate and protect

the self by creating a boundary around her un-inhibited self (Ashforth et al,

2000; Zerubavel, 1999). Boundaries are purposeful in confining temporal,

physical, emotional and cognitive aspects of our self. A clear issue is whether

such online material can truly be segregated as material may bleed into differing

spheres of our lives (Kerrigan and Hart, 2016). McDonald and Thompson

(2016) suggest SM, therefore, opens wider the terrain of control and resistance.

They suggest the multiple levels of visibility of our identities on SM means we

are prone to observation by our peers and importantly to this study forms of

regulatory surveillance. They suggest this destabilises the private-public

boundaries of the self and allows contestations in the employment relationship

to arise.

Deletion of online material allows actors to develop a mask which is used to demarcate private and professional areas of the differing selves (Rothbard and Ramajaran, 2009). This signified emotional labour is used to project the best version of the HR self in an online context (Hochschild, 1979). This demonstrated SM forms the basis of character improvisation. Actors play with a range of dramatis personae which are used in differing situations (Benford and Hunt, 1992). These critically serve to remind us of our human fragilities and highlight we are subject to our own contradictions in SM contexts. These differing representations may affect interpretations of the professional self. Redefining our sense of being in an online context also tells a truth about how we feel about such manipulation:

> *"…it is a shame... these are only snapshots of our lives and can never truly be the whole picture of who you are…" Alumno, Davina, HR Policy Development (p.9 line 31-32).*

Using SM as a mechanism for reflexive learning on and in our actions is of paramount importance to our employability (Yanow and Tsoukas, 2009). As depicted this leads to a repurposing of the self as HR actors were acutely aware SM profiles were scrutinised and decoded by organisations. This demonstrates how organisations are seeking to control identity and renders employees as subjects (Barrett, 2001; Kerrigan and Hart, 2016; McDonald and Thompson, 2016; Townley, 1994; Webb, 2006). Briken et al (2016) state this opens opportunity for SM to be used as a greater method of control. The motive for a modified self, however, revealed an inner conflict regarding the authenticity of individual identity. This actor reflected on her truer self and conveyed sadness

about losing past images. This highlighted identity performance online is linked emotionally to our biographies as we develop overtime. The images capture us with loved ones and, importantly, flourishing in positive environments. These act as an album for differing aspects of our identities and not necessarily a representation of our whole-ness. This throws a spotlight upon how SM content creates precarity for employment and raises concerns about the validity of how online images are used (McDonald and Thompson, 2016). This statement draws attention to the fact SM activity is inspected and interrogated with growing popularity. All actors in this study used online screening to inform judgements on potential recruitment candidates. This emphasises the need for reflection and self-regulation (Fang et al, 2015; Thompson, 2016).

7.1.3 Two Hemispheres

The complexity of managing and negotiating identity strongly emerged in the HR and management actor discourse. This highlighted the challenges for managing the boundaries between the differing portrayals of self. Their role as a subject of discipline made them more acutely aware of a perceived incompatibility between the two hemispheres of the public and private self. Management of these two hemispheres was addressed further with the actor, Davina:

> *"I think I can't dissect one from the other I think the person you are in work trips over into your home life and your home life trips over in to your work life unless you are a complete robot. But I guess it is the extremes for me, so the "true me" that my friends will see at 11 o clock on Friday night is not what you will see on social media or what I will be in*

work…That is just how I want to be perceived" Davina, Alumno, Policy Development Lead (p. 10 line 34-38).

Davina's narrative highlights navigating a transition between the social and professional self is difficult. This demonstrates identities in a digital context are multiple and compete with one another. The metaphor of the robot was interesting. This was interpreted to mean dissecting the socio-emotional self would create an impersonal view of individuals. This offered a dystopian view of work which seeks to harness a mono-identikit. Barrett (2001) suggests use of technology means we have entered a panopticist era of work which illuminates on identity incoherence. McDonald and Thomson (2016) highlight a growth in surveillance due to the visibility of the self on SM. This suggests our SM activity requires ongoing self-management and reflexivity for the construction of workplace identities. Staging the self on SM involves effort to prune, coordinate managing and direct materials (Benford and Hunt, 1992). This requires skills to decide which aspects of our lives audition to get "stage-space" online. To compartmentalise the professional identity many HR actors used LinkedIn which was perceived to be a highly staged performance arena designed to interconnect with and cast the "self" amongst specially selected characters. This is a further method of identity construction (Cover, 2012). SM contacts are effectively positioned as "cast" members who support a reinforcement of professional HR identity. A separation of "selves" is thus more chaotic in this context as content control is harder to contain and may lead to SM leakage (Kerrigan and Hart, 2016). Some HR actors did experiment with more liminal identities by using avatars. This highlighted a divergence in SM use and where

a bleed between identities is problematical for HR participants. This is now discussed.

7.1.4 The Avatar: Multiple Online Selves

A unique case highlighted some HR actors were creatively experimenting with SM use. However, this demonstrated creating a conflictual identity adds tension to the employment relationship:

> *"I have another Twitter account that is a parody account, It's got its own blog which is a parody… only somebody didn't see it as a parody here, Senes, Erica, HR Director (p.9 line 49-52)*

The particularity of this case was interesting as the actor held a directorship. Actively experimenting with the self as a parody about HRM online demonstrated a duality of identity which created a conflictual sense of self. This highlights how SM is used to critically gaze upon the self. The narrative demonstrated SM affords individuals an opportunity to create an anti-identity construct (Carroll and Levy, 2008). Erica was experimenting with her sense of self which she perceived would remain anonymized. The dis-identification of self was used to parody work and identity for comedic effect.

The perception of the parody may have felt more secure as it was contained as a bounded self (boyd & Ellison, 2007). However, this statement demonstrates SM are prone to SM leakage (Kerrigan and Hart, 2016). Erica's reflection highlights performance online is dramaturgically played out in a stage-like realm, that such characterisations are understood like a comedy or pantomime. Actors may play scenes within their own dramatic performance. However, they are

expected to commit to dramaturgical disciplines and conventions which are more professionally oriented (Benford and Hunt, 1992). Avatars and parodies present an alternative self, which are a hidden version of self. They serve as a *dramatis personae* used visually to construct a contradictory and somewhat rebellious version of ourselves in an online context. This has obvious links to dramaturgical devices in Shakespeare. Characters use disguise to fool other actors in plays like King Lear, Midsummer Night's Dream and the Tempest. The illusions of character are used as a means of trickery, control, power or resistance (Benford and Hart, 1992). In this case, character construction was a conscious effort to stage a more subversive "self" using the dramaturgical techniques of masking and cloaking identity. This case revealed an evolution of a digital identity which runs contemporaneously alongside the real self. This may be imagined or contradict enactment of the professional self. This demonstrates more experimental aspects of shaping identity which are akin to theatrical roles. This was of interest due to Erica's role and was perceived to push boundaries within her professional role and behaviour at work. This may be perceived as an act of defiance or misbehaviour (Ackroyd and Thompson, 2003, van den Broek and Dundon, 2012). This highlights the contradictions in professional behaviour for HR actors which may impact on employment relationships (Blyton and Turnbull, 2004, McDonald and Thompson, 2016).

7.1.5 Virtuous HR Identity

A convergence in HR narratives suggested actors retreated or demarcated use of SM platforms and interconnections. This is perceived to link to the construction of a virtuous identity (Dutton et al, 2010). The virtuous identity advanced as actors described performing to set criteria of being a subject of HR and related to how they perceived they should be at work and online (Creed

and Scully, 2000). In the following case Debbie described how she acted to reprimand fellow colleagues for their online dialogue:

> *"I took it upon myself to go and say to that individual "do you know who are your friends in this department?" They just had not thought" Alumno, Debbie, HR Policy Development Team, (p.7 line 11-12)*

Debbie used her HR role to inspect her "friends" online posts. Debbie used an everyday sense of power to shape her identity and to mentor colleagues on their appropriateness on SM networks at work. This provided her a small position of power used to cultivate modifications to online behaviours and to help shape their professional identity. This was perceived to be done with empathy for individuals freeing them from judgment by wider peers (Foucault, 1980; Heidegger, 1927). Components influencing Debbie's identity were her affiliation to her HR script. Her dialogue demonstrated a construction of self which was dominated by a need to act as a moral arbiter. Debbie identified as possessing an ethical character and virtuous identity. Her language was imbued with symbolic meaning in her behavioural approach (Dutton et al, 2010; Goffman, 1959; Park and Peterson, 2009a). Debbie observed peers on Facebook which conceptually links to sousveillance and panopticism (Mann et al, 2003). Debbie used this construct as a dimension of power knowledge (Lukes, 2005; Townley, 1994). In this sense it is not clear whether her "friends" interpret this as a form of suppression or friendly advice. Whilst this is perceived as having a form of integrity linked to the virtue laden identity (Dutton et al, 2010) it may act as a potential trigger for fellow colleagues if they resist any ascribed identity norms which may affect team relations. Critically this form of

identity development reinforces a hegemonic rhetoric. It renders the individual as a subject of the organisation rather than a freer construction of self. Castells (2010) suggests this relates to resources and stratagems which allows individuals to survive institutional power struggles.

Debbie's approach suggests identity work is culturally ascribed and regulated by the organisation (Alvesson and Willmott, 2002; van den Broek and Dundon, 2012). This also crystallises how identity work is related to power and labour processes at work. This approach has psychological implications for how we envision and cross compare self-identity with peers (Fineman, 2006; Hackman, 2009). This suggests self-identity is not necessarily authentic and may be perceived as hackneyed or contrived. Positive dialogue online is a dramaturgical device which is like storytelling (Sims, 2005a). The online dialogue represents meaning we create of ourselves and others. This may also be precarious (Sims, 2003). In this sense SM content is viewed as a fairy-tale where identity creations are full of illogicality. We teach children not to tell fibs, yet SM content is staged to create over generosity with "truth" regarding identity, aesthetes and skills. Thus, SM may affect the employment relationship if we cannot achieve fairy tale expectations of the self.

The next section focuses on management participants in the study and how SM is incorporated as a facet of their identity construction.

7.2 The Evolution of Management Role and Identity

There was a strong correlation between the management and HR participants. The cross-case analyses showed that management actors also restrict and

demarcate SM use to reinforce professional identity. This section illustrates management identities are assigned and allocated against a back drop of power relations and labour production processes (Briken et al, 2016; Edwards, 2003; Jenkins, 1996; Webb, 2006). Characteristics of identity are utilised for corporate purposes and to create an enterprising identity (Watson 2008). This relates to principles of agency theory where managers are controlled to ensure they act in the best interest of the organisation (Lukes, 2005; Hatch and Cunliffe, 2013).

7.2.1 The Disciplined and Productive Self

The management actors used SM to create objective interest in their identity which linked to a strategic work purpose. In this narrative, Dahlia discussed how before accepting friend requests she emailed potential interconnections to rationalise the purpose of interconnecting with her:

> *"Can you explain what you think the benefit of this connection would be"*
> *Alumno, Dahlia, Service Manager (p.10 line 16)*

This emphasised a strong instrumental managerial discourse which is used to reinforce the managerial identity (Webb, 2006). This relates to dramaturgical techniques of staging and performing to a conformist managerial identity. Interconnections allow her to develop her identity within the dynamics of class and economic consciousness which relate to a managerial output. Conceptually this links to the enterprising nature of identity. Individuals seek to use interconnections in which capitalism can flourish (Watson, 2008). Dahlia stated she was quick to unfollow and de-link to other users which demonstrated identity work on SM is a highly self-focused process. When asked why she did not interconnect widely with her team she stated:

"…What would I do if something outrageous came up… how would that cloud my judgement really" Alumno, Dahlia, Manager (p.9 line 23).

This highlights demarcation is used to distance the self from immediate work teams. This draws attention to the ordering of subjects, mechanisms of power and its association to SM use (Barrett, 2001; Lukes, 2005). It was interesting to note Dahlia perceived she would feel confused if she saw any perceived misbehaviour. This links to again to the panoptic effect of observing employees online and represents an ideological boundary that she placed between her public and private hemispheres in digital work. This suggests SM has disrupted a sense of cultural and social continuity at work and highlights that for management there is no escaping from their role of discipline and power as it extends beyond the employment relationship into the omnipresence of the SM context (McDonald and Thompson, 2016; Moussa, 2015). It may also be argued this places management under the scrutiny of employees, due to surveillance and forms of sousveillance (Mann et al, 2003).

7.2.2 Subversive Online Responses and a Renegotiation of Self

The analysis highlighted how understanding the self is formed through SM content. The narratives of management actors showed interrelationships are more fragile due to the emergence of SM. The following case highlights how managerial identity is affected by subversive comments online. SM is a space where comments about management can be made. In this case the dismissal of a work colleague had caused a flurry of negative comments where employees used SM to discuss the sacking of their peer and to name call their director who recalls some of the comments made about her:

> *"Oh there's a snake in the grass, we all need to stick together now, you can't trust anybody." Tiro, Beth, Sales Director (p.8. line 43-44).*

Beth's narrative highlights how disciplinary action is dissected and commented upon online. Whilst power may reside with leaders' offline; SM is used by employees to subvert how power is distributed and to test the equilibrium (Lukes, 2005). This highlights how SM is used for ongoing identity renegotiation, involves critical appraisal and social construction of self by others. This case draws attention to how online interrelations overlap with disciplinary processes. It illustrates managers must discursively navigate and interpret identity performance which is now more visible. Derogatory comments form the basis of case law by ridiculing the dramatis personae of the individual. I explored how the comments affected the actors' sense of self-esteem:

> *"..Somebody else rang me and said off the record that "last night you should have seen what he was putting on Facebook"… we knew what he was up to and it was clear he was slagging me off …Horrible, horrible, vindictive and nasty, manipulative and unprofessional behaviour. He's connected with lots of people. This was very negative about me … we went through a quandary of how we dealt with it. In that instance, because of who his network was we decided not to do anything about it" Tiro, Beth, Sales Director (p.8 line 27-38).*

Beth's narrative demonstrated the effect of reading the online comments made about her. This had an impact on her feelings, image and identity. Importantly, Beth had been excluded from the online dialogue which tipped the balance of power. This demonstrates the complexity of conflict in this context and the effect

this had on the employment relationship. The impact of being "unfollowed" had a melodramatic effect. This dramaturgical technique has similarity to Shakespearean mytho-drama where actors are subjected to false friendships and cast aside. This is apparent in plays such as Othello where actors feign friendships to manipulate power. This has implications for ongoing identity construction and capability to dramaturgically play a strong role in discipline and performance management (Benford and Hunt, 1992). This also creates a paradox in the SM context as organisations expect directors to interlink with teams across the organisation and to create a strong leadership identity. Clearly, boundary management between the private- public schemas of identity adds to the complexity of inter-team relations. This is where the interplay of SM affects trust in the employment relationship. This conceptually relates to resistance, as a construct of misbehaviour (Ackroyd and Thompson, 2003; Lukes, 2005). This highlights how SM and work behaviours represent forms of resistance (van den Broek and Dundon, 2012). Somewhat ironically this case illustrates how power is redistributed as no course of action was taken over the employee's use of derogatory comments. This demonstrated the economic power the employee gained through their networks which were used to great effect in this case (Castells, 2000). Thus, economic performance is treated as an area of negotiation in the power to discipline (Townley, 1994).

7.2.3 Regimes of Hierarchy, Agency and Identity

Management actor narratives focused on a dialogue of performance, control and regulation of others. This created a subjective managerial discourse and identity (Karman and Alvesson, 2004). The discourse of power was used to

articulate the duty and obligations they felt were expected within the employment relationship:

> *"My expectations are high and I accept that not everyone will meet my*
> *expectations. It is difficult because you set yourself up for failure*
> *because I can't always meet my own expectations [laughter]." Pharma,*
> *Greg, Operations manager (p.6 line 52-55).*

This sentiment conveys a managerially inspired discourse relating to high achievement. In this case, Greg is complicit in accepting power structures and his position to obey (Milgram, 1974). The managerialism is based on high attainment and output which may impact on interrelations. This discourse highlights how management practice could lead to overwork. Significantly this may affect employee relations if calculable performances are not achieved (Townley, 1994). This narrative demonstrated a dramaturgical performance of identity which linked to the economic relations and operation of power in the employment relationship. Actors articulated how they coped with differing expectations and developed identity templates in order to create conditions which empower subjects (Barrett, 2001; Linstead and Thomas, 2002; Sveningsson and Alvesson, 2003). However, this also created a class consciousness and polarisation in the staging of relations at work:

> *"they were very much a "them and us" culture between the trade staff*
> *and the management team." Aeidis, Alan, operational manager (p.7 line*
> *46 -47)*

Alan's narrative emphasised the ever-present power dimensions inherent in organisational cultures and used to reinforce management identity. This

statement highlights a manifestation of resistance and the perpetuation of a class struggle within the divisions of labour in organisational contexts. This identity template shows how the differing interests in the employment relationship create tensions and attitudes within differing work roles (Hatch and Cunliffe, 2013). This would affect interconnecting and online participation between worker stratifications. This may explain why employee take up of SM was so low.

Resistance to use SM was a strong construct in management actor narratives:

> *"If you're at work, you're at work …I struggle to see how Facebook would be useful in your working environment. … people in marketing might say well it is part, you know, your role might determine if you need to use it. In my team I wouldn't see a need; I don't see why you need to be on social media during your work time." Pharma, Greg, Manager (p.8 line 52-57).*

Management discourse is punctuated by the view SM is not purposeful to the organisation. This created a further oxymoron as organisations sought to use SM to promote brands and services. Management narratives further highlight identity is shaped by role agency, acquiescence and commitment to highly traditional performance rules. This showed how managers foster views of their self and legitimise strategies through their own narratives (Humphreys and Brown, 2002). This is used to suggest a subjectivity which views technology as a distraction in the SM context. This paradoxically demonstrates resistance to new forms of working which may create discipline, yet simultaneously affect business innovation.

The final section focuses on the employee actor use of social media and how this impacts upon identity formation.

7.3 The Evolution of Employee Role and Identity

The employee actors demonstrated a varied experience of SM use. Significant factors included access to SM, age and life stage of the actors in this group. This yielded surprising findings on how SM affects identity performance. The experience of SM for some employee actors was not always positive. These are briefly discussed to highlight broader concerns about SM use, the impact on identity and wider HRM practice. The analyses are presented as individual cases with the relevant illustrative quotes.

7.3.1 The Project Identity and Career Development

A similarity arose between employee and HR actors who experimented with a variety of differing SM to project and dramaturgically shape professional identity (Benford and Hunt, 1992). The following case demonstrates identity is anchored by differing assimilations of the digital self to construct a positive work identity:

> *"I relate more to the business objectives around what we want to get out, whereas my personal thing is my objectives are different." Senes, Elana, ICT Coordinator (p.2 line 16 -18).*

Elana discussed how digital context presents employees with the possibility of achieving both business and personal goals which affirm strong role commitment (Allen, 2011). Elana was hyper-connected; her identity was porous and permeated across a range of differing networks (Kerrigan and Hart, 2016). This was unique in the employee actor group. Elana's narrative focused on how

231

SM is used to create knowledge, thus reinforcing professional work identity in this context (Goffman, 1959; Nyhan, 2003):

> *"I think the connectedness is a really interesting one. It's knowledge, isn't it … I like the idea of the hive mind, but I guess that also has a downside, doesn't it in terms of the people responding in a measured way to stuff.... so there is a flip to that… I think the way that you can develop ideas by connecting with other people is really interesting."*
> *Senes, Elana, ICT Coordinator (p.7 line 16-20)*

This narrative highlights the positive impact SM had on individual employee identity and their sense of self. Elana links perceptions of SM to a conceptual notion of the hive mind which is defined as collective intelligence using technologies to develop knowledge, network and to provide feedback (Glenn, 2009). This is metaphorically linked to the collective nature of bees working together. This was interesting from an employee relations perspective. The duality of the metaphor infers the infinite possibilities to collaborate and to build self-development. It also reinforces roles and hierarchy established within bee colonies. Emphasis is placed on the role assumed by worker bees.

This relates to concepts of team work and solidarity which have a colonising effect on identity (Casey and Schellenberg, 1997). This is purposive to HRM and renders the individual a subject at work (Barratt, 2001; Townley, 1994). This shows how SM is beneficial for establishing power dynamics (Castells, 2010) and for labour production (Barrett 2001; Townley, 1994). Critically, this highlights how SM fulfils managerial ambition to increase productivity. Whilst Elana derived pleasure from her ICT role this demonstrates corporate cultures

ensnare individual identity to accomplish control in organisations (Alvesson and Willmott, 2002; Webb, 2006). Some employee actors were retreating from SM which is now discussed.

7.3.2 Retreating from Social Media

A pattern emerged in the cross-case analyses which showed a significant number of actors rejecting or retreating from SM. This was principally influenced by a commitment to their professional HR role (Allen, 2011). The social context was a key determinant in retreating from SM. This following case illustrates how adolescence represents a critical transition for individuals and a crucial axis point for identity formation on SM. According to research SM is perceived to be vital for millennials in terms of social groups, culture, music, shared experiences and defining who they think they are (Rosen, 2010). Freya the actor highlighted its significance:

> *"just purely because you know what everyone's doing and you are not missing out on anything". Charta, Freya, HR Admin Assistant (p.3 line 15-17).*

Freya highlighted how SM provides a constant access to perceived friendships, affiliation and structural ties to peer groups (Cover, 2012). Temporally, Freya's need to access SM had shifted this was explored with the actor:

> *"On Facebook you can be very unrealistic, you can be in this unrealistic world where you can put things on, pretending that you're someone else and you're really not. Like to be fair if I looked at Facebook, some of the stuff I probably was putting on I'd think "Why did you do that?" That's not*

even the type of person you are kind of thing" Charta, Freya, HR Admin

Assistant (p.7 line 13-17).

This case narrative highlighted the porousness and fragile nature of identity construction in online contexts for adolescents (Baxter-Magolda, 2003; Kerrigan and Hart, 2016). Freya deeply reflected on her online profile and how she perceived this to portray a false sense of self. Her narrative showed how dramaturgical performance is masked to create a pastiche of the self. Baxter-Magolda (2003) states contextually the speed of technology creates a need for deep reflection as we mature. The particularity of this case demonstrated adolescents do reflect on the enormity of SM use and the complexities involved in developing multiple, illusory online identities:

"I don't want people judging me on what I do in my spare time" Charta,

Freya, HR Admin Assistant. (p.2 line 42- 46).

Freya's experience of a liminal digital identity had an effect on her self- esteem which led to a renegotiation of identity. The findings showed 24 actors used SM to surveil prospective employees. Freya was aware her career and friendships may possibly be affected by online interactions. This reinforces how organisations, HR culture and SM influence identity (Castells, 2010).

During the exploration, Freya elaborated on how online discourse led to her retreat from SM and to reflection on her digital identity. The situation related to *trolling* which is defined as: *"A deliberately offensive or provocative online post with the aim of upsetting someone or eliciting an angry response from them"* (Oxford online Dictionary 2016). Freya discussed how this situation had a profound effect on her:

"She was getting a lot of abuse … what seriously have you got going off in your life that you actually have time to sit and bully someone through a social network?" Charta, Freya, HR Admin Assistant. (p.3 line 18 -23).

Freya revealed how observing online issues of harassment led to her experiencing a degree of self- estrangement regarding her own use of SM. This case highlights an increasing issue of sexual harassment. A recent CPS report shows that violence towards women and girls using SM activity is rising (2016/17). This context demonstrates wider societal issues with SM use which may affect gender and identity formation online. This has relevance to HRM practice as SM is increasingly used as a vehicle in the subjugation of individuals which may include harassment, sexting and revenge porn. Sexuality is way of expressing shaping identity (Ackroyd and Thompson 2003). Thus, Ackroyd and Thompson (2003) suggest management are put under pressure to manage forms of misbehaviour which falls into this category, particularly if these activities may take place during working hours or involve employees. These clearly relate to a growing issue associated with identity threats (Caza and Bagozzi, 2009). This focuses attention on the emerging need for HRM related skills to professionally handle sensitive cases for employees. The current context also shows there is a growing need for vigilance regarding sexual harassment which has pervaded both politics and the arts. The recent scandals involving prominent leaders in these sectors have called for HRM to hear the voices and concerns of people raising issues affecting sexuality and to address these claims with appropriate procedures. This case is used to closely reflect upon self-identity. This highlights the significant threats and fragilities which exist within contemporary employment relationships. When focusing on

sexuality a further construct became apparent this allowed actors to critically gaze upon self- identity online as now discussed.

7.3.3 The Looking Glass Self

Employees discussed how they used SM as a mirror to construct their adult identity. This is associated with how actors perceived their dramaturgical performances influenced the perceptions others had of their sense of self (Goffman, 1959; Richey and Coupland, 2016; Schlenker and Wowra, 2003). Actors discussed how online content was used to develop a strong identity and self-esteem; this was particularly strong in the narrative of Freya, who as an adolescent had been more immersed on SM:

> *"I thought if I put something on Facebook and a lad liked it kind of thing that would make me feel better about myself". Charta, Freya, HR Admin Assistant. (p.8 line13 -17).*

Conceptually Freya's discourse links to notions of the "looking-glass self" as her SM content is used critically to improvise performance online and garner adoration from her followers. The narrative shows how the views of others online informs a renegotiation of identity, however the undertone of the narrative illuminates on the fact that such discursive nature of identity exploration may affect self-esteem. This is thought to have transferability regarding the importance we attach to criteria such as appearance or behaviour (Martey and Consalvo, 2011). The metaphor of a mirror in this theme is fitting and demonstrates how we gaze narcissistically upon the aesthetics of the self. We use our SM content to make sense of ourselves from a third-party perspective. The dialogue demonstrates use of impression management to construct SM

material which appeals to our fellow cast members as a prospective audience. The material is targeted for a specific reason to gain popularity and being liked (Leonardi and Treem, 2012).

The particularity of this case offered a highly gendered experience and emphasised how identity creation is targeted for a male audience to derive self-esteem. This has significance for evolving renegotiations of identity. By drawing a constant comparison of our physical aesthetic appearances with that of our peers. SM profiles and images are becoming a provocative statement regarding the evolution of our identity in an online context. They are a focus of both organisational inspection and a statement on the concept of beauty and aesthetic judgement (Nath et al, 2016; Strati, 1999). This narrative is used to draw attention to such subjectivities. This case raises debate on SM content and how organisations and their subjects use SM to dictate how the "beautiful" are objectivised or disregarded in SM contexts. This applies to all genders and demonstrates identity construction links to Foucauldian analysis, gendered power dynamics, aesthetic labour and dramaturgical performances in work (Lukes, 2005; Nath et al, 2016). This type of sexualised content is increasing given the rise of social media influencers such as the Kardashians and Zoella who focus on pleasing audiences with their appearance which may contravene perceptions of a wholesome work image sought by organisations.

7.4 Chapter Summary

This chapter focused on exploring how actors make sense of online and offline identities and behaviours on SM. The findings highlight that actors use and assimilate a variety of ways to construct identity in SM contexts and

demonstrate how actors incorporate dramaturgical performances to strengthen a sense of self and professional identity.

Similarities existed between the actors who chose to demarcate their profiles to co-workers. Demarcation and boundary setting of SM extends the range of power dynamics in organisations. Interacting with fellow colleagues was problematical for managers particularly during disciplinary issues. This created tension and allowed in-groups to form. This was observed to impact upon the identity of leaders as they may be cast out and defriended by employee online groups. This trigger particularly affected social identity between the employee stratifications and was seen to affect the esteem of the leaders, thus weakening their power and identity.

In some cases, identity evolved due to a retreat from SM. This enabled individuals to protect a moral and ethical identity. This was profoundly important to HR actors in the study. This was attributed to their strong affiliation with their role commitment. They dramaturgically staged and portrayed a positive and professional identity on SM context.

In some cases, societal contexts influenced SM identity. This was due to factors such as trolling. These experiences led to a total removal of online identity to protect the actors' sense of being. Such activity demonstrates the profound impact these experiences have on the self and identity construction; particularly from a gendered viewpoint.

Two actors gained significantly more positive work-related identities because of their adoption of SM into their repertoire of skills. This was perceived as an experimentation of self in an SM context. This was a progressive and

evolutionary aspect of identity. Some actors creatively experimented with SM

to create parodies of their identities by using avatars. This highlighted the

evolution of an anti-identity which may impact upon the employment

relationship. A comparison of role identity is summarised in table 15 (overleaf).

Role:	HR	Management	Employee
Basis for identity construction	- Virtue is used to shape identity - Retreat and segregation of self - Role and identity boundary management to protect a sense of self - Multiple complementary and virtuous identity creations. - Cultural assimilation of identity in role. - Reflective and reflexive about SM	- Managerial discourse shapes identity. - Partial retreat and segregation of self. Boundary between co-workers to protect the self. - Cultural assimilation of identity in role. - Reflective about SM	- Identity is controlled by managerial ambition. - Generation and tradition shape identity. Retreating from SM identity to reach an ideal sense of self. - Identity is developed through the Hive Mind and associated with the learning process. - Reflexivity on identity construction.
Impact on SNS activity	- Moral engagement with role. - Created a positive construction of identity. - SNS is used as a device for lurking and observation.	- Commercial and colonising effect of identity. - Power dynamic within identity. - Individual create selves that align to internal and external standards.	- Individual progressively engaging with SM and identity. - Colonising effect of identity. - Life stages and learning are equivalent to SM use and ongoing identity construction

Table 15 Cross Case Comparison of Evolving Identity

The portrayals of identity online allowed some interesting characterisations of self to develop. This made the theme of discipline and misconduct in SM contexts to become apparent. The following chapter focuses on such issues through the lens of resistance, conflict and misbehaviours which emerged in the narratives and demonstrates the implications for contemporary employment relationships. These issues are presented as individual case vignettes.

Chapter 8: Act 4: Theme 4: Resistance, Misbehaviour and Conflict

The previous chapter focused on the dramaturgical portrayal of individual identity to show how actors perceive they should present the self in an online context. The cross-case analyses of the narratives suggested organisational behaviour on SM should be orderly, programmable and compliant. This demonstrated a unitary frame of reference in work prevails. The narratives also focused on categories where identity portrayal leads to organisational misbehaviour thus, this chapter focuses on the final theme: *Resistance, misbehaviour and conflict.*

This chapter presents key findings on new perceptions on SM deviance and conflict. These were synonymous with the simultaneous discourse on controlling SM use. The theme emerged frequently in interviews with managers and HR actors. The theme addresses the final research question: *What are the implications of SNS use on behaviours, evolving identities and the employment relationship?* This was purposively chosen to explore differing forms of SM misbehaviour found to exist in contemporary settings and how managers address such issues. The discourse allowed a development of the following subordinate themes:

8.*1 Emotions and behaviour; Expectations in the Employment Relationship*

This section explores organisational expectations of emotion and behaviours described in the narratives that impact upon the employment relationship. The dramaturgical presentations and discourse highlight a transmutation between online and offline self-identity. The analysis suggested management and HR actors were confused with this metamorphism and struggled with perceptions of online misbehaviour.

8.2 Individual cases; Catalysts for Online Misbehaviour and the Impact on the Employment Relationship.

This section presents individual case vignettes which demonstrate new forms of conflict and perceptions of misbehaviour which emerged in the narratives. These are used to provide a deeper understanding of SM behaviours and the effect on managing employment relationships.

8.1 Emotions and Behaviours; Expectations in the Employment Relationship

The cross-case analyses showed that HR and management actors perceived employees should display "normal" or "common sense" behaviours online. These actors described a range of expected behavioural display rules to ensure SM compliance. Key to this was the display of positive emotion. This conceptually links to emotional labour and dramaturgical performance of a professional identity at work (Goffman, 1959; Hochschild, 1983). The discourse on emotion and behaviour became a strong indicator linked to dramatic techniques of scripting and staging involved in the direction of worker performance (Benford and Hunt, 1992). This creates a colonising effect to

control both identity and performance (Webb, 2006). The following illustrative cases demonstrate the expectations of emotional labour underpinning the employment relationship.

8.1.1 Desire

Desire was vocalised to place strong emphasis on displaying passion for work, role and commitment to the organisation. Managers discussed how they expected to see desire displayed as part of the dramaturgical performance in role (Goffman, 1959; Benford and Hunt, 1992):

> *"..we've got desire of managers to improve our systems, procedures and development.. If the guys have got the same desire to embrace, want to learn and understand and if we went together the effort would be…"*
> *Pharma, Greg, Operations Manager (p.14 lines 3-5).*

This emphasised how identity and managerial ambition are used to increase production (Webb, 2006). Desire is carefully positioned within the management script to encourage and symbolise a portrayal of hard labour effort. The harnessing of this strong ideal is often critiqued for being a utopian ideal linked to a unitary perspective of the workplace (Cradden, 2011). This has implications for emotional labour and a colonisation of self- identity within a corporate discourse (Casey, 1995; Hochschild, 1983). Managers used *desire* as a script to harness engagement in work and induce collective passion (Benford and Hunt, 1992). Thus, display of emotions and positive identity formed a bed-rock of calculable dramaturgical performance at work (Ackroyd and Thompson, 2003).

8.1.2 Happiness

The vocabularies of management actors focused on words to empower their fellow cast of employees. This routinely included the word *happy*:

> *"I like to have a happy workforce but we are here to do a job" Pharma Greg, Operations Manager (p12 line 8).*

Happiness is again a conceptual reinforcement of the unitary perspective of employee relations which seeks to create harmonious working conditions (Fox, 1966). *Happy* was used in the scripts as a mechanism for displays of compliance in work. The statements paradoxically demonstrated a tension with being happy, labour effort and increased production. Managers focused their dialogue on harnessing happiness:

> *"…and it's about me keeping harmony in the team and making sure that everybody is okay, … they're happy where they are. Do we need to do anything if they're not happy? And why are they not happy? 'Cause if it's not happy because they're sat next to somebody who is not nice to them or whatever it maybe, then I can do something about that. But if they're unhappy because we don't pay them enough money, well that's what we pay to all our people, so we can't do anything about that. … It's about keeping harmony in the team". Charta, Frances, Credit Control Manager (p.10 line 13 -23).*

This discourse shows a managerial ambition to create harmony, happiness and to tackle a degree of conflict. This demonstrated worker engagement, emotion and identity are bound by "feeling rules" applied to the portrayal of acceptable work standards and codes of conduct (Webb, 2006).

A happy workforce is used to examine the stimuli of work and to explore forms of pleasure derived from employment. This was ironically juxtaposed with a notion that *we are here to do a job.* This dramatically changes the script. The narrative focuses on the staging of labour performance as mechanistic and routine; therefore, engagement becomes harnessed to the labour processes (Briken et al 2016). This perception emphasises the impact psychologically on employee wellbeing and satisfaction (Stride et al, 2007). Frances, the actor, spoke at length regarding the hard HRM tactics which she used to create "happy" compliant employees which clearly create demonstrated the antonym of joy at work. Pay and remuneration were mentioned to affirm the basic variety of capitalism; however, these are off-bounds in any challenge to improving work conditions. These are not regarded an area for discussion or negotiation in the employment deal. This creates asymmetry in the employment relationship as pay is deemed unfair (Blyton and Turnbull, 2004; Briken et al, 2017, Edwards, 2003).

Management actors discussed how emotions were often negatively displayed in SM content. The discourse described an undulating undercurrent of emotion which breached required behaviour display rules. This created a space for resistance to saccharine displays of emotions in an online context. This is explored in the following section.

8.1.3 Hate

Hate was vocalised by HR and management actors to describe an employee display of job dissatisfaction on SM, this excerpt captures typical SM content:

> *" 'I bloody hate my manager' or 'I've had a crap day and hate working*
> *here'..if it's somebody that keeps continuing saying 'I'm having a you*
> *know, crap day. I hate this place, I hate this place' I think the*
> *conversation has to be had because that's the image that the public are*
> *getting about our business" Tiro, Beatty, HR Manager (p. 7 line 22-27).*

This visible act of employee defiance is considered a breach in expected SM display rules. This is construed as misbehaviour requiring formal discipline (Ackroyd and Thompson, 2003; Biro, 2011; Broughton et al, 2010; van den Broek and Dundon, 2012). This conceptually drew attention to issues of conflict in job-related well-being. This focuses on how work causes displeasure, anxiety or depression (Stride et al, 2007). This comment was interesting and highlighted issues of worker subjugation. A keen focus in the study was to address how actors made sense of such contradictory behaviours in this context. The discourses suggested a belief that vitriolic comments were attributed to personality traits (Weitz et al, 2012):

> *"The bitchiness and the nastiness that's not the social media [laughs]*
> *that's the person" Aedis, Alan, Manager, Property Services Manager*
> *(p.11 line 12-13).*

Management actors rarely reflected on their own practice and behaviour as a trigger in this context. Conceptually, gossip and cynicism are a phenomenon of work where individuals participate and produce evaluative comments about work or fellow colleagues (Kuo et al, 2015). This has implications for SM, predominantly related to the visibility of comments which are considered legally to bring the organisation into disrepute or which constitute forms of harassment

(Biro, 2011; Broughton et al, 2010; McDonald and Thompson, 2016).

Interestingly, these online comments are not perceived by management as a legitimate method of employee voice (Martin et al, 2015).

Job related gossip is perceived in literature to create wider cynicisms and disillusionment at work. This is associated with employee relations conditions such as abusive supervision and its effect on the employment relationship (Kuo et al, 2015, McDonald and Thompson, 2016). Further analyses suggested that HR actors felt management required more skills to hear employee concerns:

> *"We have some fantastic managers who will listen, take on board views and communicate. Then you have some who don't like to listen and do not like confrontation and don't like being with someone…so if anyone comes to them with an issue then they would rather sweep it under the carpet and if you have an individual who is strong willed person they will find another forum for that." Alumno, Debbie, HR Policy Development Team (p.7 line 28- 35).*

This comment shows that management capabilities are varied and infers they dislike tackling conflict or hearing employee concerns. This suggests management are unsure of how to confront issues. This pinpointed a trigger point where such employee grievance is aired online. I asked the HR actor what managers are expected to do in this scenario:

> *"…they're given explicit instructions to do things and we leave a lot of things to their discretion, so therefore, you end up with … very varying management capability". Charta, Flo, HR Development (p.7 line 4 – 8).*

This demonstrates a management reliance on HRM in providing a direction. It shows a lack of clarity over how management should take future actions (Van Woerkom, 2003; van den Broek and Dundon, 2012). Critically, this highlights asymmetry in the employment relationship as management use their discretion to handle SM behaviour (Ackroyd and Thompson, 2003; McDonald and Thompson, 2016). This added to the power dynamics and shows how the model of devolvement from HR to management is somewhat diluted, when it comes to contemporary issues of misbehaviour. It was interesting to unpick why HR actors and managers perceived employees used SM to voice grievance about work issues. One actor perceived this constituted a form of whistleblowing as discussed in the following section.

8.1.4 Whistleblowing

Some HR actors perceived employees took to SM as a form of public disclosure on working conditions:

> *"Social media in a way is like whistleblowing gone mad. You are not using the proper whistle blowing channels…they are now firing off a FB comment or an article and press send" Alumno, Debbie, Policy Development Team (p.7 line 33-39).*

This perception drew attention to an HR perspective which suggested SM comments constituted a contemporary form whistleblowing. This was perceived as a form of sabotage and resistance by individuals, rather than a duty to inform society of a wrongdoing (Ackroyd and Thompson, 2003; Noon et al, 2013; van den Broek and Dundon, 2012). Whistleblowing was perceived in some ways to even the playing field of power relations between the organisation and an employee. This type of activity may stimulate debate over what is typified as

misbehaviour and resistance as a mechanism to survive work (van den Broek and Dundon, 2012; Thompson, 2016). This focused management and HR attention on a need to address working conditions. However, such activity is also perceived to bring the organisation into disrepute. This activity forms the bedrock of formal disciplinary action taken by employers (Biro, 2011; Broughton et al 2010). This demonstrated an employee rarely understands grievance procedures or the Public Interest Disclosure Act (1998). The act usefully enables employees to take action in respect of victimisation and acts of hegemony at work.

The narratives drew attention to the dexterity of the manager to approach work situations with care, particularly if they are the root cause of such emotions. It was interesting to explore whether organisations truly heard these concerns or to address management behaviours:

> *"..we are not just recommending that individual is subject to disciplinary but recommending that managers actually need to be more responsive"*
> *Alumno, Davina, HR Policy Development (p.8 line 13 – 14).*

This indicated some form of HRM best practice used to encourage reflection upon management behaviours and practices which negatively affected employees. This was not conclusive across the cases. This also did not suggest managers would be disciplined for any unethical management approaches. Only one organisation conducted wider investigations into management approaches which centered on a lack of following due process:

> *"…where they have breached the disciplinary process… if they themselves have stepped out of process" Pala, Charlotte, HR Consultant (p.11 line 34-37).*

This suggested procedural justice was far from clear. It does highlight contestation in the employment relationship. It suggests workers use SM to counteract prevailing organisational methods to control work. This is perceived as a form of resistance (Thompson, 2016). This suggested SM contexts that challenged working conditions would leave workers in precarious and unprotected situations. It also showed that HRM and management practices fail to truly unpick all sides of the issues. Such worker dissent shows how (mis)behaviour overlaps with resistance as workers seek to fight back over work and working practices (van den Broek and Dundon, 2012; Thompson, 2016)

The following section presents individual case vignettes to provide a greater depth of knowledge on misconduct, management practice and power relations which affect the employment relationship.

8.2 Individual Case Vignettes: Catalysts for Online Misbehaviour and Conflict in the Employment Relationship

The narratives of HR and management actors highlighted some employees may act counterproductively on SM. Weitz et al (2012) suggests various antecedents contribute to forms of misbehaviour. These include feelings of injustice, exploitation, immorality, opportunism, dissatisfaction, pay inequality and general frustrations. Thompson (2016) suggests workers use these to resist and destabilise power relations. Many of these categorisations have been elaborated upon in the discourse presented. This section brings some of these category issues into sharper focus. Each vignette highlights the complexity of

managing SM behaviours. The first case focuses on opportunism and financial gain.

8.2.1 All Mine: A Case of Owning LinkedIn Contacts

LinkedIn is widely used in business and contributes to new forms of labour production. Ownership of LinkedIn contacts is a contested topic in employment tribunals; case law principally focuses on the potential threat to revenue losses which may impact commercial organisations.

This vignette highlights a growing conflict over the appropriation and ownership of LinkedIn contacts. This case focuses on the misuse of LinkedIn contacts to opportunistically gain employment whilst already in the employ of an organisation (Weitz et al, 2012). In legal terms appropriating online contacts for your own use is considered a misuse of confidential information and a breach in your implied duty of good faith in an employment contract. Protection of client contacts are often covered in restrictive covenants detailed in employment contracts, which principally serve to legally protect the employer.

In this case scenario, a recruitment agency sales director, Beth, had been informed by a commercial client that her sales employee, Jason, had used her LinkedIn database to contact clients to avoid using a recruitment agency and to recruit him as a permanent internal recruiter for their organisation, the following details the moment she found this information out:

> *"he sent me an email from his personal email address…it comes up as*
> *Jason Smith, speccing himself in as an internal resourcer, speccing*
> *himself in as an internal recruitment person…this email categorically said*
> *staff are more likely to stay with you if you recruit them directly than*
> *through an agency, companies waste £3 billion a year in the UK on*

agency fees, companies waste time and effort simply using agencies,

literally.., he sent that to everybody on his LinkedIn…he emailed that list

from work to his home address one night, at 7.30pm, rang in sick the

next day and then emailed 700 people, my contacts, my 12 years of

building up that database, slagging off recruitment agencies and

suggesting that he could do a better job if he looked internally for that

company." Tiro, Beth, Sales Director (p.3 line 2-16).

Case law states ownership and use of online contacts needs to be articulated in the terms and conditions of the employment contract. The employee clearly poses a commercial threat as he sought to secure a new job role. The email to hundreds of clients is perceived as a direct threat to brand reputation and a breach in the contract. Weitz et al (2012) state jobs are designed with opportunities to advantageously use organisation resources which includes use of SM contacts.

Weitz et al (2012) suggests organisations have strict mechanisms to determine and affect employee misbehaviour. Beth articulated how this act of defiance was considered and led to a formal disciplinary investigation:

"The very first thing that they do … our MD, legal, HR is they make him

print off everybody, all his connections ...they write a letter saying this is

what you have to do, it's our intellectual property…you only have these

connections potentially because you've worked for Tiro Recruitment …

categorically we have covenants coming out of our ears in our contract,

so categorically soliciting our clients in any way, shape or form including

LinkedIn, Facebook and Twitter is absolutely unacceptable and a serious

offence which we pursued." Tiro, Beth, Sales Director (p. 3 line 30-36).

This excerpt shows the prevailing unitary nature and a cumulative display of power waged against the employee (Cradden, 2011; Edwards, 2003). The narrative presents the key legal stipulations outlined the employment contract. This included restrictive covenants and organisational policy on intellectual property. This outlined to employees they must not solicit clients for other purposes than recruitment business.

Restrictive clauses are typical elements in employment contracts in sales environments. There are debates whether such clauses are enforceable. Covenants last for a significant period once the employee has left the organisation. This has an impact on the employability of the individual. The emotional aspect of the case was explored with Beth:

> *"It was shock … I know it's really mean to call somebody stupid, he's not stupid at all but that lack of common sense... it's emotional awareness isn't it … He thought he was better than me … I was shaking when I sacked him, literally the most angry I have ever been with anybody … because I felt it was a personal insult on me… which is obviously a ridiculous thing to feel, but that is how it made me feel ..it's frightening how one little thing like that could literally make or break you in theory if it was done properly. It does make you realise how fragile the whole thing is I think." Tiro, Beth, Sales Director (p.5 line 9-16).*

Beth infers the employee lacked emotional intelligence and common sense. She reflects on and corrects herself as being mean. This highlighted the anger in her discourse as she portrays the employee as calculating and speculative.

This inferred the employee had sociopathic tendencies. There was a clear conflict between the individual and herself as she speaks about him. In this sense trust has been breached and a violation has occurred within the employment relationship (Edwards, 2003; McDonald and Thompson, 2016). Weitz et al (2012) suggest a schism develops in work relationships when attitudes and perceptions differ as to the purpose of work. Kuo et al (2015) suggests when this occurs employee commitment to the organisation decreases. Ackroyd and Thompson (2003), Thompson (2016) and Weitz et al (2012) suggest a strong correlation between worker dissatisfaction and sabotage in the workplace. I asked Beth to reflect on this transmutation from the point at which she recruited the employee:

> *"sometimes you'll come across somebody like Jason that you have a feeling about that you think, "He's a bit weird, would I have bought from him. Then you think well actually as a complement to the rest of us he's steady, he's married, he's got two young kids, he needs to earn good money." Tiro, Beth, Sales Director (p.6 line 16 -21).*

This provided an insight into the perceptual judgement of the employee as a stable, sensible person. The discourse shows the individual was quirkier than the usual team member's recruited. This is positioned to query recruitment processes and organisational fit of individuals. This raised concerns over what the employee may have been experiencing in terms of treatment. It questions whether there was an awareness they were different from others within the team which may have led to disengagement. Weitz et al (2012) suggest employees experience resentment if they feel management actions are unfair, thus, did these perceptions influence the employees behaviour. Reflecting on

this if an employee is happy in their role would they seek to look elsewhere for employment? van den Broek and Dundon (2012) state employers seek self-discipline and suggest this signals loyalty to the brand and a diminished need for control sanctions and surveillance. Yet this case highlights how SM is used for economic gain which serves to harm the reputation and productivity of the organisation (McDonald and Thompson, 2016; Moussa, 2015). This emphasises the legitimacy of organisations to control labour effort of employees on SM with stricter regulation.

Current case law suggests LinkedIn contacts gained from public domains do not constitute confidential information. LinkedIn is defined as being personal to the account holder under LinkedIn's own terms and conditions. Some employers in the sample range actively used LinkedIn as part of customer relationship marketing tools which blurs these boundaries. Advice given to employers is to stipulate which SM platforms are the sole properties of the organisation (https://www.recruitment-international.co.uk/blog/2016/11/what-happens-to-all-those-linkedin-contacts-when-your-employee-leaves). This form of conflict is expected to grow and present wider issues for case law.

8.2.2 Just Bantz: A Case of Breaching Confidentiality

The visibility of Facebook posts is cited in employment law as often bringing the organisation into disrepute. In this vignette the actor, Brittany breached employment law and SM policy by posting a photo of a potential recruitment candidate on Facebook because the applicant looked like her colleague and she wanted to have a laugh about this with her peers.

This case highlights how employee conduct on social media requires

responsible autonomy and self-discipline (van den Broek and Dundon, 2012; Thompson, 2016). Ackroyd and Thompson (2003) and Weitz et al (2012) suggest autonomy is a predictor for the rate of misbehaviour. They suggest loose parameters of control create an environment where misbehaviour may become more prevalent. This is used to suggest that regulations for SM use and appropriate SM posts were unclear. Brittany, as a recruitment specialist was expected to understand the "rules" of confidentiality set out in the Data Protection Act (1998) and legal practices of recruitment. However, this case highlights Brittany may not have necessarily fully understood rules in relation to use of SM:

> *"So I took a picture of it and sent it to him on Facebook. It was just the picture …. no personal details … and said, 'You've got a doppelganger." The HR Generalist reported me to the HR Manager and they were going to take me through disciplinary." Tiro, Brittany,Recruitment Sales (p.2 line 4-52).*

The irony in the discourse is paramount; Brittany assumed because she posted a picture and did not disclose the personal details of the recruitment applicant this would be alright. Weitz et al (2012) state personality traits are a strong predictor of workplace delinquency which includes conscientiousness and experience as a forecast of behaviour. In this case conscientiousness was explored with Brittany, particularly how this applied to the knowledge and awareness of SM:

> *"They have that many different policies and there was that much red tape, it was like really, you never knew what you could and couldn't do.*

In terms of the severity of what I did, I didn't think there was anything wrong with it, to the point where the whole of the HR team was laughing. Everybody knew what I had done and everybody was laughing about it … it was one of the HR team that then reported me … and it escalated from there but I wasn't aware of doing anything wrong". Tiro, Brittany, Recruitment Sales (p.3 line 44-49)

The lack of consciousness required behaviours and clarity regarding SM policy are key to employee sense-making over what they interpret appropriate behaviour to look like. Brittany's perception was that SM regulation is red tape. The issue highlights the importance of being adequately trained on legal elements of SM use, confidentiality and disciplinary measures (Biro, 2011, Broughton et al, 2010; Moussa, 2015). Brittany was lulled into a false sense of security because she perceived this was fun and banter with "friends". She was clearly shocked her behaviour had been exposed by HR colleagues. I explored how being caught by a "friend" had made her feel:

"I'm quite a trusting character, you see. I'm a real people person and I'm quite a trusting character, so when you befriend people, you don't expect them to use it against you. I would have expected if they were a friend, to turn around and say, '[Brittany], you know, you need to take that off', whereas they didn't; they went and totally blew... they had discussed it between them and together escalated it. So it was like two of them against me kind of thing, without my knowledge and it just came out of

the blue. So it kind of made me very sceptical of new people" Tiro, Brittany, Recruitment Sales (p.7 line 49 – 56).

Brittany articulated how the strong sense of betrayal she felt by her friends. This draws attention to the implications of SM sousveillance and the effect this has on inter-team relations (Mann et al, 2003). It also adds to a dramaturgical sense of Shakespearian revenge being played out within the employment relationship. It is interesting Brittany saw the disciplinary investigation as a form of revenge:

> *"I was made an example of … I was kind of like really screwed over" Tiro, Brittany, Recruitment sales (p. 7 line 26 -27).*

Brittany believed the punitive measures on her were harsh and this situation could have been resolved informally. What is poignant is her belief this act was not done maliciously. This emphasises that employee development is required to understand SM privacy. Sadly, Brittany left the organisation before she was summarily dismissed to due to a perception this would keep her record of employment clean. This is a concern as she is still unaware of the consequences of her actions. This raises issue with a clarity in HR practice and demonstrates a need to clarify disciplinary issues and intended outcomes (Biro, 2011; Blackwell, 2004, Moussa, 2015).

The case demonstrates the disposable and precarious nature work in the SM context. It highlights how a trickle-down approach to embedding SM policy affects the interpretations of such regulation.

8.2.3 Peep show: A Case of Nudity

A reoccurring construct in the dialogue of HR practitioners was the perception that Facebook is used to portray an un-inhibited sense of self, drunkenness and nudity. The following vignette illustrates how online pre-screening of content involves judgement of nudity online. As discussed in section 7.3.3 our content may increasingly contain gendered and sexualised images. This type of

employee behaviour may contradict notions of professional identity; posing an issue for employee employability. This suggests employee awareness is required to understand scrutiny of their SM accounts is more widely practiced by employers.

Research suggests group norms dictate sexualised behaviour in online contexts. It shows an increase in adolescents sending and receiving nude images online (Baumgartner et al, 2010). This case is positioned as a key issue for management recruitment practices. The case focuses on a supervisor, who was presented with a semi-nude picture of a newly recruited member of her team:

> *"somebody's clicked onto his Facebook page … his bottom's out with his underpants pulled down… He's starting with us next week, so that's my lasting impression of this new guy" Alumno, Darcy, Support Officer, (p.4 line 4-9)*

The representation of the "self" using nude images is interesting and has multiple connotations. This demonstrates how the boundaries between our personal lives are becoming less fixed and more open to judgement by employers and work peers (Malaterre et al, 2013). Our expressiveness is juxtaposed with how SM is used to search into our history and constitutes contemporary forms of surveillance. A reflection on contemporary team dynamics the awareness of such online content will be shared in a work

context. This case highlights a growing need for actors to set strict SM access settings and to assess whether such images could be detrimental to their labour capacity. Limiting access to your profile diminishes the chance of anonymous

people scrutinising online materials. This case draws attention to the fact employees have little awareness on the containment of such images or how these are used to judge our potential behaviour in work.

Displaying nudity may lead to stereotyping of people who post more overt pictures of their bodies. This has potential implications for sexuality under the Equality Act (2010). I explored with Darcy what she did in terms of viewing such image:

> *"I'm trying not to judge what I've seen but I cannot imagine my first day of not being able to think "I've seen your bottom"… He sounds like a really fun guy … I think you have to realise that there are certain things you can post". Alumno, Darcy, Support Officer (p.4 line 10 -19).*

On this occasion nude images did not affect the management judgement regarding recruitment. Watson (2006) states a fundamental issue with nudity, sexuality and behaviour is it forces management to accept employees are primal and reminds management they have to tackle uncontrollable human urges. Ackroyd and Thompson (2003) suggest sexual misbehaviour at work is a contradiction in work which is often overlooked. They state contemporary writing often views the terrain of work as sexless. However, SM further disrupts this notion and may cause further conflict over expectations of appropriate online behaviour.

Three organisations in this study stated sexual and nude online content maybe classified as gross misconduct. Interestingly one HR actor took a philosophical view to sexual misconduct on SM:

"I once had an employee …He took a close-up picture of his erect penis and e-mailed to a lot of his work colleagues. So, that's just life. People will do dumb stuff on social media. Get over it.… you'll never get the benefits". Senes, Erica, HR Director (p.10 line 38-41).

This statement suggests sexualised behaviour online is a fundamental aspect of our humanity. This highlighted differing approaches in how HRM and management chose to tackle this form of misbehaviour. This contributes to knowledge on the significance of nudity and employability (Ackroyd and Thompson, 2003) and how to control such activity (Moussa, 2015). Importantly, images are used as a legitimate reason to screen out potential applicants. Such activity may rationalise employer and HRM practitioner need to use profiling as a mechanism to protect the organisation from negligent hiring (McDonald et al 2016). A key issue is whether this is appropriate ethical HRM behaviours if applicants are unaware.

8.2.4 Feeling Mighty Sick: A Case of Absenteeism

The following vignette draws attention to how SM profiles are used to track employee whereabouts. These are used to make distinctions between illness and availability for work. Ackroyd and Thompson (2003) define absenteeism as an unexcused and habitual withdrawal from work. This narrative focuses on a supervisor who observed a feigned illness due to the SM content posted by an employee who phoned in sick and then posted that they were in the pub. This contributes to new forms of absence, misbehaviour and surveillance by co-workers:

"I said I hope you're all right, she had a really craggy voice…I looked at

her sickness record and I got this really weird feeling to have a look on

Facebook, …this picture of her … 'getting pissed with [friend]' … during

work, when she was supposedly sick." Alumno, Darcy, Support Officer

(p.6/7 line 58-2)

Tribunal cases have cited Facebook activity to prove employees are *swinging*

the lead. This illustrates the perception of employees who arouse suspicion and

growing mistrust in the employment relationship (McDonald et al 2016;

McDonald and Thompson, 2016). The Facebook feed in this case alerted the

manager to the fact the individual was in the pub.

Absence is a conception of the organisation, regimes of control and recording

of problematical behaviours (Ackroyd and Thompson, 2003). Absence

management is an attempt to control employees and to also manage wider

perceptions of injustice by fellow workers. In this case employees also saw the

SM feed as they were all interconnected. There is call for employers to

abandon using SM sites to make such distinctions as these may lead to

discrimination and unfair dismissal claims.

(http://www.telegraph.co.uk/technology/2017/07/13/bosses-told-stop-snooping-employees-facebook-profiles/).

Darcy illuminated on how she raised the matter of fake illness with the individual

in the return to work interview:

"She said well you shouldn't have checked my Facebook anyway, I said I didn't, you're my friend on Facebook… you were as bold as brass, so what does that say to your other team members that know you're off on sick." Alumno, Darcy, Support Officer (p.7 line 4 -6).

The growing visibility of employee movements is not only tracked by management. There is a pressure for formal management practice, routine surveillance and policing attendance from work colleagues and which are easier to achieve given SM use. Employers use Facebook content to defend disciplinary actions, particularly where employees utilise the exact number of sickness days stipulated in policy (http://hrmagazine.co.uk/article-details/how-pulling-a-sickie-could-lead-to-grounds-of-gross-misconduct). This is a complex area of HR practice as some employees who post on Facebook during an absence are legally protected by being declared unfit for work. This case adds to knowledge on employee surveillance and absenteeism and highlights a growing need for employers to articulate when and what forms of surveillance are practiced (Moussa, 2015).

8.2.5 You B@$tard: A Case of Bad Mouthing Management

A common issue affecting employers and employees was online comments posted about fellow co-workers. This vignette illustrates the reaction of a manager who observed a group of employees commenting on their management style on Facebook. Using the reverse peep-hole of SM the manager can critically gaze on their sense of self through the eyes of their team. This highlights how online behaviours stimulate a shock to the very core of ourselves as we can see how others view us. This may be potentially psychologically harmful for the individual concerned:

> *"The manager actually came to me himself and broke down and it affected him in a bad way" Aedis, Alan, Property Services Manager (p.4 line 22).*

This demonstrates the psychological effect and depth of emotion experienced when online activity exposes allegations of direct bullying. In order to resist such management practices, employees may misconceive the right to freedom of speech and express their discontent through opinion online:

> *"I can say what I want."*
>
> *Aedis, Alan, Property Services Manager (p.5 line 9).*

Organisations need to make clear employees cannot necessarily say what they want online. This also suggests HRM should use the reverse peephole of SM content to view management practices as this may offer insight into individual approaches which need addressing. This would deliver greater procedural justice to protect employees from psychologically harmful aspects of work. These cases highlight how SM is used to voice concerns over and resist working practices (van den Broek and Dundon, 2012; Thompson, 2016). Employees in this case were given verbal warnings and told not to make online comments again. This presents a potential issue in how allegations of online discourse are dealt with in the long term. These may have implications for SM as an EV mechanism for employees to "whistleblow" online as they are seemingly misheard. This has implications for regulating SM use as a mechanism for EV. In this case workers are viewed by management to simply vent dissatisfaction (Holland et al, 2016). This suggests workers use SM to influence or control their working environments and that this activity is simply viewed by management as misbehaviour (Thompson, 2016).

Whilst each case has to be treated on its own merit there are legal implications which state consistency must be applied to SM cases. This poses an interesting challenge for investigation and conflict resolution. This presents a need to reintegrate teams using facilitation or group mediation.

8.3 Chapter Summary

This chapter focused on emotions, resistance and conflict which emerged in the narratives. The illustrative cases illuminate upon a range of perceived misbehaviours which exist due to SM contexts. Each vignette briefly presents a range of potential triggers for conflict and misbehaviour. The cases demonstrated there is an ongoing battle for financial gain using SM between organisations and employees. This centres upon the ownership of SM databases and contacts. Organisations seek to retain power and ownership of contacts by use of restrictive covenants. Breaching such clauses highlights how employee misbehaviours pose a real threat to the economic might of organisations.

Other vignettes focus attention on our privacy, images and nudity. Images make us highly visible and recognisable on SM. The cases highlight how employees are not clear on when images may be used to post online. This highlighted a lack of development on SM, data protection and employment law.

The cases also show that our digital footsteps are used to track our whereabouts and may be used as evidence against us. These are perceived to affect organisational brand representation, aesthetes and productivity. This suggests employees need more awareness of how identity portrayal affects employability. These illustrations serve to remind HR of its need to provide non-

judgmental recruitment practices within the Equality Act (2010). Some cases draw attention to the fact employees post reckless things online as they are not conscious of how SM content is surveilled. This illustrates the complexity involved in both case law and making judgements on employee behaviour. Importantly for employees these vignettes highlighted SM is used to secure camaraderie and as a mechanism to survive, laugh or vent about work experiences. Unfortunately, there was little awareness how such content is perceived as an outward attack on the organisation. HR actors observed this a form of public disclosure. This is positioned to suggest HRM and management should look behind online discourses to explore issues of subjugation and exploitation that workers experience in work. Sadly, this was not the case and procedural justice was often neglected as the content was viewed as bringing the organisation into disrepute rather than to address such management action. The behaviours depicted in each vignette draws attention to management discourse. Online content is used to ensure calculable and positive descriptions of work. Happiness was vocalised to support a unitary frame of reference which harmonises workers and renders conflict in the employment relationship as implausible. This suggests SM misbehaviour is an abstract concept rarely discussed or commodified (Ackroyd and Thompson, 2003). Utopian ideals of work are juxtaposed to harsher realities of work in these digital contexts where conflict prevails for a variety of reasons, not least because of management practice. This is situated to suggest HRM has lost sight of the worker, their emotions and experiences which are laid visible and omnipresent due to SM profiles. This exposes how the harmonised offline world is contorted in SM contexts. This ploughs a space for HRD to support appropriate SM

techniques and clarify expected goals in use. Table 16 (Overleaf)

summarises the key points from the cross-case analyses:

Misbehaviours	Management approach	Action taken
Bad mouthing colleagues or organisation	Investigation of evidence.	Informal dispute discussion, in 1 case employees were discipline in the other they were left.
Timewasting	Observation, investigation of SM evidence.	Email, discussion.
Appropriation of LinkedIn Contacts for personal gain	Observation, investigation of SM evidence, use of legal teams and in- house solicitors and gardening leave.	Formal termination and summarily dismissed.
Images posted of applicants	Investigation of evidence, disciplinary meetings.	Resignation tendered before summary dismissal.
Images and contents of SM used in recruitment	Observation and surveillance of SNS into individuals background with no formal training.	None; Clear area of reification in HR practices.
Images of nudity posted	Observation and pre recruitment surveillance.	None, position was offered.
Feigning illness and posting images whilst ill	Investigation of evidence, assessment of previous levels of absence in line with sickness and absence policy, return to work interviews, fit-notes and disciplinary meetings.	Formal discussion on absence levels and new targets set with individual, performance appraisal objectives or discussions with teams to outline SM posts are legitimate without breaching confidentiality.
Legitimacy of posts (Peers infighting and misconceptions of posts	Observations / sousveillance by peers of SNS posts brought to attention of management. Used to snitch on fellow colleagues.	Investigations, informal discussions with individuals.

Table 16 Social Media Misbehaviours Captured in this Study

This concludes the findings which were drawn together in four thematic areas. The discussion chapter now draws together key points from the empirical chapters to create a rich understanding of SM experiences and the impact this has on identity and employment relationship.

Chapter 9: Discussion

This chapter draws together the key discussion points emerging from the four empirical chapters. The aim is to develop a "holistic" view and reveal deeper understanding of SM experiences from a multi-perspectival view within the employment relationship. Each theme is now discussed.

9.1 Discussion Theme 1: Architecture, Scaffolds and Structures of Social Media

A key finding emerging from this study is SM is not something we can easily segregate; yet individuals and organisations sought to compartmentalise its use. This is perceived to affect how workers adopt, engage and experience SM. The following key points illustrate how SM is constructed and scaffolded, thus affecting an individual sense of being.

Key Point 1: Stratified Interconnectivity

A key finding suggested SM use in organisations is varied and piecemeal. A key driver for success in developing SM networks is the capability to interconnect between organisational strata and individual actors (Nyhan et al, 2003). Literature also focuses on digital effort to ensure organisations develop a strong online presence (Ackland and Zhu, 2015). The majority of actors in this study were, however, found to be limited users of SM. This is based on a few principal organisational issues. The strategic aims for SM in five organisations were unclear to actors or how its use related to their professional role. This was profound for employees in lower stratification roles, who were more restricted in using SM at work. This builds on literature regarding the politics of networks and

SM use (Castells, 2000). Findings demonstrate employee use of SM was shaped by stratification, gender and age (Castells, 2000; Rosen, 2010; Geelan, 2015). A pattern of similarity emerged across the sample universes as few actors were avid users. Most restricted their own use or had limited access to use SM platforms. Some simply disliked SM. This presents opportunities for wider marketing initiatives to strengthen brand positions and internal interconnections (eMarketer, 2013, CIPD 2013).

This also demonstrates opportunity to use SM for employee voice mechanisms (Martin et al, 2015). This inferred digitalisation had changed at such a pace in some organisations. Key actors were unsure or daunted by these new territories. Their discourses highlighted a resistance to use SM. Actors in this study were observed to be laggards or late adopters of SM use (Everett-Rodgers, 1962). This demonstrated that key roles are influential in how SM is adopted and shape an encultured view of SM. The narratives of HR actors were of particular significance as they were highly risk averse and preferred a total restriction in access to use SM. This is perceived to manipulate a view in how SM is positioned in organisations. Critically, as SM grows this presents a commercial risk to organisations as this affects how interconnectivity can be used to exploit business opportunity, innovation and collaboration. Six HR actors did not interconnect with peers at work. Only one HR actor, Erica was highly engaged in SM use. As an HR Director she had developed a good range of access to SM and supported access to use SM with a full program relevant development.

Management actors in the study were prone to interconnect on an ad hoc basis. This is perceived to contribute to in-groups and silos. A similarity existed,

therefore between management and HR actors, who both narrowly interconnected on SM which affects homophily and employee relations across organisations (Christakis and Fowler, 2009).

Discourse on SM use suggested interconnectivity was more complex for HR actors due to their role as disciplinarians in the organisation. HR actors strongly avoided interconnections because of a willingness to display professionalism and because they did not wish to observe unexpected misbehaviours online. Their narratives focused on their perceptions of displaying a virtuous behaviour online (Dutton et al, 2010). This generates a one sided view of SM experience and knowledge. It suggests SM use and HRM are in tension with each other, characterising an absence in uniformity of values on SM across the organisation. Similarly, management actors also reflected upon interconnections with work colleagues and were fearful they may observe misbehaviours. These perceptions stage a highly negative assumption regarding SM use and highlight that mistrust is prevalent in employment relationships from the onset. Briken et al (2017) suggest the digital context reinforces pre-existing inequalities of work; which was palpable in this study.

Inequalities highlighted a view that lower stratifications of workers were prone to misbehaviour and therefore highly restricted to access to SM. To stop use firewalls were installed and hard HRM and management practices were routinely applied. HR and management actors bastardised rules to scaffold and restrict use to minimise any risks to the organisation (Biro, 2011), to reduce any distractedness (Moqbel et al, 2013; Moussa, 2015) and to increase productivity (Briken et al 2017). This imbalance may have implications for HRM. This creates tensions between the notions of "us" and "them" which were observed

in the organisations. This also created a paradox as organisations were seeking to increase SM use. This draws attention to HRM reflective practice in this digital context. Furthermore, this develops an understanding on how SM use emulates cultural and physical hierarchies which pre-exist in organisations (Castells, 2000).

A debate over allowing employees' access to SM was fraught with politics, tension and conflict. This added to conceptions of dramaturgically staging organisational social interactions (Goffman, 1959; Kerrigan and Hart, 2015). This created silos in organisations and halted effective collaboration. The digital territory is therefore perceived by HR actors to disrupt notions of harmony within contemporary employment relationships (Cradden 2011; Fox, 1966; Edwards, 2003; McDonald and Thompson, 2016; Spooner and Haidar, 2006). Findings highlighted how SM is used as a theatrical arena where, scenes, scripts and dimensions of power are visibly played out by actors. From an HRM and business perspective long term inability to interconnect across stratifications in organisations will have implications for the collective nature of employment and production.

Furthermore imbalances in SM infrastructures have implications for the democratic aims of employee voice mechanisms (Martin et al, 2015; Thompson, 2016). This contributes to employee relations practice which incorporates SM into this territory. SM channels were integrated into voice mechanisms within three organisations using platforms such as Yammer (Senes, Alumno and Pala). However, these channels were observed to perpetuate distinctly management agendas and were not fully integrated to all organisational actors (Cuillane et al, 2012; Kaufman, 2015). This suggests HRM need to responsibly

align and cultivate SM for greater democracy in employee voice. A strong *raison d'etre* would be to utilise SM to enhance engagement with workers (Hodder and Kretsos, 2016; Holland et al 2016; Martin et al 2015). This finding has transferability; launching digital channels of communication would represent the differing needs of the organisational population. Managing out employee voice on SM has a number of implications and may affect the flow of information management rely upon for decision making in this contemporary context (Holland et al, 2016). This is perceived to be a likely cause of conflict and resistance in contemporary employment relationships (McDonald and Thompson, 2015).

Some employees were unlikely to cooperate or add to voice channels on SM. This affected actors in key stakeholder roles such as trade union representation. Two actors in union roles were resistant to use SM due to an encultured and traditional view of organisational communication (Biro, 2011; Broughton et al, 2010; CIPD, 2012; Hodder et al, 2016). This adds to psycho-analytical literature of SM use by Turkle (2015) who suggests there is still a strong need to reclaim true conversations. This is of interest psychologically, despite more methods to communicate in organisations, the art of meaningful conversation and engagement with workers is still highly favoured in shaping work interrelationships; this is a key consideration for leaders when communicating inter-generationally across organisations (Holland et al, 2016).

Key Point 2: S is for Socialising

The data suggested actors in the sample tried to segregate SM into two hemispheres of public and private use (Bullingham and Vasconcelos, 2013; Kerrigan and Hart, 2016). These findings highlight this is increasingly

difficult to achieve. In order to delineate private use, organisations were creating strict regimes of control. Firewalls were routinely installed as a method of restricting access (Stukas and Sicker, 2004). These regimes perceptually reinforce and augment employee views that SM is only for organisational elite or for their own social aspect of life. Thus, this has a polarising effect on how SM is perceived. This may affect a deeper understanding of policies and subliminally add to a misconception of the boundaried nature of work (Asforth et al, 2000; Malaterre et al, 2013; McDonald et al, 2016; Tietze, 2005). This builds upon a need for establishing an HRM practice which is inclusive in its approach to SM use. This reduces requirement for hegemonic managerial regimes to control use (Van Gramberg et al, 2014).

Spooner and Haidar (2006) state the employment relationship is now challenged by the societal demands placed on workers due to the differing work contexts. This study highlights and contributes to a debate on how society and work are more architecturally interweaved due to SM use. Segregation of the two private-public spheres of life create philosophical issues; using SM platforms is not "other-worldly"; therefore, does not sit as an extension to an easily separated working life. McDonald et al (2016) suggest whilst SM contexts allow organisations to have a prominent source of applicant information this has limitations and ethical challenges for HRM; focusing on privacy violation and the acquiring of online information that acts as a predictor of job performance. Key to this issue is the need to rethink our relationship to SM and the clarity with which HRM practice supports its growth in use. The debate rests on a creation and embedding of *fair to all* regulations which are clear to SM users in

organisations.

Key Point 3: Staging Unitary and Managerial Agendas Online

The study highlighted how SM is increasingly used for the purposes of developing employer branding. The analyses focused on recruitment practices to attract employees (Capelli, 2001; Edwards, 2010; McDonald et al, 2016; Moussa, 2015; Sivertzen et al, 2013). SM was used, therefore as a dramatic device to "stage" the organisation and workers as attractive and harmonious. The narratives of HR actors highlighted how aesthetic images of employees cultivate corporate digitised personas. These propagate a unitary perspective of the organisation as happy and beautiful (Cradden, 2011; Edwards, 2003; Fox, 1966; Strati, 1999). Online aesthetics influence how we think and feel about organisations. The images of workforces are used to reinforce organisational reputation (Sivertzen et al, 2013). This activity brings aesthetic labour to the foreground. Aestheticism is used to determine both identity and looks sought after by organisations. Our online images are used in profiling exercises and suggest employees need to look good and sound right in order secure employment (McDonald et al, 2016; Nath et al, 2016). Nath et al (2016) suggest approaches to aestheticise work are subjective and problematic for HRM. This study highlights that managers may make snap judgements over worker appearance, particularly if it contradicts with expected norms. In this study HR actors suggested they used SM to reinforce narratives about expected behaviours and images. Actors made decisions over whether to hire someone based on their physical appearance and attributes such as body art (Nath et al, 2016; Timming, 2015). This is positioned to underpin the employment relationship by showcasing normative, enthusiastic employees who go beyond

276

their employment contract. These signify new digital manifestations of aesthetic labour (Nath et al, 2016) digitised forms of emotional labour (Hochschild, 1983) and impression management (Richey and Coupland, 2016). This suggests non-normative behaviours are somehow abnormal; thus, management and HR actors were shocked at alternative voice or SM displays of bitchiness, nudity or hatred online by employees.

Conceptually, Casey (1995) states such organisational practice and discourse evoke notions of designer employees and 'corporatized selves'. LinkedIn was used regularly by all actors to dramaturgically stage the self and reinforce professional identity. LinkedIn was also used to renegotiate positions of power, wealth and status (Foucault, 1980; Benford and Hunt, 1992). This demonstrates SM is used to colonise and shape corporate identikit. This is perceived as a digital form of exploitation, particularly if working conditions conflict with such glittering images of organisational life as witnessed in employer branding images of Sports Direct on YouTube which contradict the harrowing accounts of management malpractice provided in the recent select committee investigation (BBC, 2016).

Use of SM for recruitment purposes highlighted how content is used as a key determining factor in categorising and commodifying workers in the labour process (Islam, 2015). Aesthetics and image were used predominantly by actors in management and HR roles to observe and make judgements on future employees (Nath et al, 2016). Further, use of profiling impacts upon the right to retain a private identity (McDonald et al, 2016).This raises concerns regarding ethical practice of HRM and the subjective nature of SM use. These organisational practices provide subtle and palpable forms of prejudice in

recruitment and employer branding practices which commodify workers and are

now reified by HRM (Islam 2012). McDonald et al (2016) suggest little attention

is given to organisational policy which articulates SM profiling to observe

employees and state employees are unaware of such activity. This research

highlights how employers are moving towards significantly greater forms of

regulation of identity and private lives which are limiting employee capability and

freedom to express their selves when off duty. This demonstrates a requirement

for more ethicality in contemporary workplace practices which impact on

employment relationships are now perceived to extend beyond working duty.

Key point 4: Trickle Down Regulation

The findings suggest greater awareness of SM policy regulation is needed. It

can be argued employees were aware of SM policy (McDonald et al 2016). This

study highlights employees were unclear of the implications of their SM misuse

and any sanctions which may be applied. This suggests SM and profiling policy

lacked translation and embeddedness throughout organisations. Some

employees were at risk as they had already been reprimanded for misuse. They

had not been wholly informed of why their behaviour constituted misconduct

(Biro, 2011; Broughton et al, 2010; McDonald et al; 2016; Moussa, 2015).

Employee actors were significantly at risk because they were the least likely to

have SM training and development, as the findings discern. This contributed to

confusion in the sense-making of regulation, participation and skillsets.

Conceptually, less participative approaches to developing regulation suggests

this had an adverse effect on regulation and this contributed to ongoing

misbehaviours at work (Ackroyd and Thompson, 2003; McDonald et al 2016).

Key point 5: Social Media Skills Deficits

There was a distinct SM skills shortage across the sample universes. This places emphasis on a requirement for HRD and a need to drive SM talent as its use grows (Headworth, 2015). Only one organisation in this sample established a program of SM training for all staff groups and championed its use (Senes). The remaining organisations provided training for management or HR only. This implies HRD is used reinforce a managerial discourse of retaining compliance and effective control to protect the interests of the organisation (Humphreys and Brown, 2002). This is associated with low trust management regimes and lacks efficacy of the SM strategic purpose.

Low level skill sets inhibit wider purposes of marketing, networking and employer branding. This may impact on organisational learning. Nyhan et al (2003) developed four factors of consideration for organisational learning; these are considered in relation to SM use findings in this study:

1) Coherence between the tangible and intangible dimensions of the organisation; to reconcile with individual learning needs.

Six organisations struggled to make sense of the tangible benefits and purpose of SM. This becomes problematical for sense-making and creates a huge paradox for HR and management actors who did not consider SM a main stream business activity. Clearly, HR can no longer afford to have this view and must focus on how SM could be more broadly integrated into organisations and importantly within the HR portfolio. Bennett et al (2010) suggested SM will supersede use of internal intranets; there was evidence in this study to suggest

this trajectory was beginning slowly with the integration of Yammer in two organisations (Senes, Alumno).

Some organisations incorporated blogging or communities of practice to enhance organisational learning. However, this was a low level activity. The findings predominantly suggested blogs reinforced the hierarchies and status of elite organisational actors. This activity demonstrated a growing expectation on actors to perform visibly as key online dramatis personae (Benford and Hunt, 1992). Thus SM is used to stage an evolving identity and power status. This finding has transferability; all organisations encouraged elite personnel to create online narratives (Humphreys and Brown, 2002). This view perpetuates visible manifestations of power and conceptually relates to Foucauldian concepts. SM creates a panoptic effect for elite actors who may also be examined and observed in their use of SM. Critically this may diminish power thresholds by use of sousveillance (Foucault, 1977; Mann et al, 2003; Townley, 1994).

> *2) Stimulating or challenging work is a prerequisite for implementing a learning organisation.*

It can be argued SM use provided some actors in the study with stimulation as they were avid SM users. However, many actors struggled with its concept and use. In this context HR actors used SM content as a basis for learning on misbehaviours. Learning objectives centered on what not do online and to emphasise policy. This encultured view perpetuates conceptions of risk adversity for HRM. There was little evaluation or production of knowledge on whether policy and regulation was effective. Only two HR actors were

involved in SM learning projects such as communities of practice. This implies management and HRM can embrace communities of practice more robustly as a cost effective mechanism for HRD purposes (Martin et al, 2015). This is has transferability for organisations and HRM to champion SM use (Ulrich, 1997, 2010).

(3) The provision of support and guidance

There was little evidence of coherent HRD support and guidance for SM use. Development was used to create understanding of policy and regulation for selected management, trade union elite and some key HR actors. Development rarely covered how to engage all workers to use SM for business practices, employee voice, relationship building or developing employees more broadly (Martin et al, 2015). This contributes to a managerial agenda of securing acquiescence and compliance. This rationalises notions of right and wrong and legitimises self-interest linked to role (Humphreys and Brown 2002). This also reifies how HR treats employees as resources, particularly when incorporating SM (Islam, 2012). This offers a critical view of HRM and suggests a need to develop recognition for nurturing positive work relations which support employee dignity in the digital context (Briken et al 2017). This should include use of SM as an employee voice mechanism which would not only aid organisational learning but allow employees to contribute to decision making processes in organisations using such technology (Martin et al 2015). Importantly this may also be used in closed groups to address mutal employee concerns about work practices (McDonald et al, 2016).

A core area of support and guidance ironically should focus on HRM use of SM. Particular focus highlighted unethical practices associated with pre-

screening and surveillance of SM material. The findings demonstrated how HR recruitment practice using SM did not necessarily comply with equality legislation and were often prejudicial (Nath et al, 2016; McDonald et al, 2016; Moussa, 2015). Such recruitment techniques were hugely subjective which is problematical for the ethical application of HR practice in this area (Islam, 2015). This is a serious concern and involved judging people on their looks and use of body art (Timming, 2015). This view contributes to a growing body of knowledge and suggests reflexivity is required to step back from such bias. This builds on pre-existing knowledge regarding HR practitioners which suggests they avoid reflective practices (Bull and Taylor, 2014). This is positioned to suggest HRM endorses more critical reflection to address prejudicially encultured views that HRM has created for itself.

> *4) To address organisational learning there is a need for boundary-crossing and interdisciplinary partnerships between the vocational education and training and human resource development communities.*

Crossing boundaries and creating interdisciplinary partnerships in the SM context was found to be complex. There was some evidence to suggest organisations were trying to be integrative; however the findings highlighted existing conflicts between control and ownership of SM policy and how to interconnect between strata of the organisation. The context provided little opportunity to widely work on SM across different project groups. Islam (2012) states this creates a greater need for HRM to develop deeper ethical considerations of the workplace and to redress the imbalances in infrastructures. Islam (2012) also suggests this creates ongoing labour

conflict which is punctuated by a struggle to defend ways of being. This is positioned as a mechanism for greater interdisciplinary working. In order to address SM use HRD must work collaboratively with key organisational partners to shape and support workers to integrate use appropriately.

9.2. Discussion Theme 2: The Performance of Power, Control and Surveillance in Social Media Use

Theme two discussion centres on the performance of power, control and surveillance in the study. This illustrates how actors used differing approaches to influence power dynamics. In this study the roles create an axis point where power is exercised between key parties which are now discussed.

Key Point 1: Scripting Scenes of Power

Humphreys and Brown (2002) state actors author hegemonic organisational identity narratives. These shed light on dynamics formed within the employment relationship and how HR and management actors developed a central script of power. Benford and Hunt (1992) state scripting provides direction to define a scenic plot and outline expected behaviours. HR and management discourse focused on creating control, compliance and regulation. Narratives observed how HR actors enforced their view in discussions on regulation. This dominated scenes of employee voice found to exist in the study. This was viewed to affect power dynamics over the creation and integration of SM policy. Westekamp and Esmi (2011) suggest policy must be consistent with wider elements of discipline. This was a key issue for trade union actors who felt unclear on how sanctions and punishment would be applied to their members. In these scenes HR actors were shown to disregard trade unions and employee concerns over SM regulation in favour

of protecting the organisation. This view is interesting as employee voice mechanisms can enhance workplace satisfaction, worker engagement and learning (Martin et al, 2015). Yet in this study, the data suggests that employees who voiced concerns over SM regulation or tried raising discussion regarding punitive action of SM use was often marginalised or ignored. This in effect creates forms of employee silence which impacts on the capability of employees to mutually raise concerns about workplace issues (Dyne et al, 2003).

In this study, as policy trickled through the organisation, the findings suggested regulation was diluted as actors either failed to acknowledge policy or created their own hybrid versions which suited their management agendas. Dessler (2015) suggests SM policy must not be too broad and indefensible this can be argued to be true as management actors felt policy was too vague. This draws attention to capturing SM policy which reflects ethical HRM practice that also protects employees (Broughton et al, 2010; Jacobson and Tuft, 2013). This demonstrates HR actors operated a unitary and hegemonic perspective of power (Edwards, 2003; Fox, 1966, Lukes, 2005). This highlighted the forgotten- ness of the employee as a key construct in the employment relationship.

Key point 2: Staging; Management Styles

Each organisation had differing managerial approaches (Cradden, 2011; Edwards; Fox, 1966). These are presented using six management styles to demonstrate how the employment relationships were governed (Purcell and Ahlstrand, 1993). Dundon and Rollinson (2011) state individualism is the extent employees are regarded as important resources within organisations.

The findings suggested some organisations treated employees as commodities (Islam, 2015). Collectivism is the extent employees are involved in decision making processes in organisations. The findings demonstrated minimal opportunities for employee voice interventions observed in the narratives of HR, management and trade union actors. The dramaturgical performances of key actors in the employment relationship demonstrated how their approach may contort such processes. Interventions highlighted employee voice channels and strategies were of benefit to management (Kaufman, 2015).

SM platforms are often incorporated by organisations to enhance voice in organisations (Holland et al, 2016; Martin et al 2015). Discussions on SM were observed to strengthen the managerial agenda, offering little by way of meaningful consultation (Cuillane et al, 2012). Figure 12 (Overleaf) plots the management styles observed in this study.

Employees as a Resource

Employee Development Focus	Sophisticated Human Resources • Aedis • Tiro		Sophisticated Modern (Consultative) • Alumno
Paternalism	Paternalist	Sophisticated Modern (Constitutionalist) • Pharma • Senes	Modern Paternalist • Pala
	Traditionalist • Charta	Standard Modern	
Cost Minimisation	None (Unitarist focus)	Adversarial	Cooperative

Individualism ... Collectivism

Employees as a Commodity

Figure 12 Management Styles adapted from Purcell and Ahlstrand (1993)

The model is further explained:

a) *Shades of Individualism*

Three organisations incorporated individualised management approaches.

Charta operated a *traditionalist* style of management because of the hard

HRM approaches used and emphasis on cost reduction. HR actors in Charta

suggested employees were considered overheads and their narratives

highlighted employees were offered little development on any area other than

legal requirements for fire safety. Management actor narratives at Charta

focused on utilising highly aggressive management styles which infantilised

286

and subjugated employees. Aedis and Tiro operated a *sophisticated human relations* style. Discourse of actors in these organisations focused on managerial regimes which incorporated softer HRM approaches. Development was based on the strategic direction of the organisation and married through to organisational core values used to direct expected behaviours in workplaces. Some development of SM use was offered to HR and management actors. However, wider use of SM had not been fully ratified. Actor performances were still dictated by commercial pressure to perform.

b) *Collectivism*

The remaining organisations operated collectivist approaches; showing the varying shades of pluralism observed in the study, particularly how employees were included in decision making processes for SM use. Decisions to involve employees in developing regulation were carefully orchestrated by management and HR. Alumno used clear processes of negotiation with trade unions on SM regulation and operated a *sophisticated modern* style of management*.* Actors at Alumno alluded to scenes of discussion on SM use, thus incorporated a degree of power sharing on regulation and control of SM policy activities. The negotiations were of interest as the narratives demonstrated the dramaturgical techniques to display power within these key role constructs. Whilst employees were included in consultation and discussion, attention is drawn to the staging of "partnership" discussions where a hierarchy of power was displayed in the formal EV meetings. The scripts of HR actors were heavily loaded to suggest SM rules were there to direct, control and manage employee dissent. Discourse inferred union

representation was antagonistic, rather than reflecting a plurality of interests in the organisation. This highlighted notions of resistance and conflict which exist in this terrain of employee relations (van den Broek and Dundon, 2016; Thompson, 2016). HR actors sought to control trade union activists by trying to dissuade meaningful discussion on issues of freedom of speech. Conversely, the trade union actor enjoyed the debate. These scenes of power demonstrated the dramatic personae and cast of characters were crucial to the staging, posturing and development of the employee relations contexts. These scenes highlighted issues in the polarising views on SM. Barry and Wilkinson (2016) suggest open forums for employee voice allow the organisation to develop motivations for constructive change. In this context though it can be argued that management were again trying to silence and marginalise use of voice (Dyne et al, 2003).

The HR actors, tried to galvanise sentiment about opposing use of SM. This draws attention to the need for HRM to use critical reflection on their stereotypical perception of structurally connected stakeholders; importantly to stand back from these subjective views (Islam, 2012). HRM may need to consider their differing roles in the scenes of power to ensure a more balanced view. This may include use of mediators who could offer a more facilitative approach to negotiation, consultation and decision-making.

Senes and Pharma operated a *sophisticated modern constitutional* style of management as trade unions in these organisations were reluctantly conceded. Dialogues regarding policy development suggested management strategies directed employee behaviour (Dundon and Rollinson, 2011). Implementation of SM regulation was demarcated and reserved for

management to integrate at their discretion. Thus managerial regimes had more direct control (Ackroyd and Thompson, 2003). Senes, remained unique in this sample as they were more passionate about the strategic purpose of SM. A wide range of development was made available to employees and certain SNS were unrestricted to employees. This conceptually links to Purcell and Ahlstrand (1993) who state management styles reflect the human resource strategy. HRM in this organisation operated a more engaging and high trust modus operandi of employees. This is perceived to be influential in how SM is treated or valued.

Pala is located as a *modern paternalist* as the style of management incorporated a strong involvement with trade union representation. The HR actors focused on a strong sense of social responsibility in SM use due to its sector. Thus concerns about SM use were not just internally motivated. They incorporated training and development which added to a more inclusive participative managerial regime (Ackroyd and Thompson, 2003). Ackroyd and Thompson (2003) suggest managerial styles develop systems of production which inhibit or build trust; thus they are contestable. They suggest managerial

strategies of direct control do not eliminate misbehaviours. They simply lead to employee innovation on resisting or appearing to be uncooperative with management.

The consideration of management styles demonstrates a shift in shades of pluralism, to greater depth. Employee voice has significance for employee relations and the sectors of work (Bennett, 2010; Holland et al, 2016; Martin et al, 2015; McDonald et al, 2016; Prowse and Prowse, 2007). Dundon and

Rollinson (2011) suggest employee voice practices have developed to the extent there is a representation gap where employees have little say beyond work tasks. The findings in this study correlate to this notion. There was a lack of recognition for the plurality of interests on SM in organisations. Overall the extent of employee voice remained at the shallow end of the spectrum of pluralism (Marchington and Wilkinson, 2008). This further demonstrates the highly stratified nature of employee voice and SM use.

David (Alumno) was the only actor in the study who had been given access to fully participate in employee voice channels, due to his union role. Conversely, Gary, also a union representative, experienced minimal employee voice opportunity as the HR approach in the organisation did not consult with the recognized union on anything wider than pay. This affects power sharing features associated with voice mechanisms (Cuillane et al 2012; Holland et al, 2016; Kaufman, 2015). Ackroyd and Thompson (2003) suggest if employees are not included in developing regulation this creates a more corrective, punitive approach to discipline. This approach creates potential for employee dissent, and to some degree was illustrated throughout the study.

Interestingly, findings showed neither trade union representatives used SM to collectively organise. This presents a key area for unions to rethink stratagems to increase use of collaborative SM networks for organising (Heckscher and Carre, 2006). The findings in this sample showed this may be a complex undertaking as the union representatives were amongst the least likely to use SM .This corresponds with wider literature (Hodder and Kretsos, 2016). Conceptually this suggests SM could be used to engage with younger members (Hodder, 2015; Holland et al, 2016). Importantly, these

scenes demonstrated how power is concentrated with management and HRM. The scripts and scenes observed in the narratives affected the course of dialogue and perpetuated more unitary views (Edwards, 2003; Humphreys and Brown, 2002; Lukes, 2005; Townley, 1994). The HRM subjectivity found to exist in this study is used to question the suggestion made by Ulrich that HR managers operate as a voice for employees in management discussions (1997).This study contradicts such notions and contributes to a more critical view of HRM. This discovery suggests HR actors perceive their self as an agent with power to perform and act for the organisation (Islam, 2012; Townley, 1994).

Key point 3: Performing; Management Techniques

A variety of management practices were observed to create control and compliance on SM. A key issue for management actors was an awareness and ability to locate SM regulation this study. The findings demonstrated managers were creating their own localised rules (Dahlia, Frances and Greg). This relates to visibility, clarity and embedding of policy at an organisational level (Biro, 2011; Broughton et al, 2010; CIPD, 2013). Ackroyd and Thompson (2003) state a trickle-down approach to culture, rules and regulation is diminished as it moves down the organisational hierarchy discoveries in this study support that view. The individualised, novel forms of control applied by some management actors appeared to subjugate employees. Tactics included use of phone amnesty and physically standing over employees. These hard HRM approaches are dramaturgical techniques perceived to infantilise workers (Ackroyd and Thompson, 2003; Benford and Hunt, 1992). Critical evaluation of these techniques highlighted subjectivity in how these were applied in organisations. They were often inconsistent with

wider organisational rules. Further, such practices were allowed to be reified and were not stipulated in policy (Islam, 2012). This contradicts suggestions management practice is more adaptive and embraces digital technologies (Francis et al, 2014, Reddington, 2012).

Braverman (1974) argued a fundamental feature of the industrial relationship is that management styles exploit, deskill and degrade labour. This study contributes to this view highlighting concerns regarding over some control mechanisms and profiling of employees which are becoming more apparent in digital contexts. This contributes to debates on coercive power to control SM activity and employee identity. Critically, narratives highlighted how performance measurement techniques rested largely upon forms of eyeball management and prejudicial approaches to surveillance of SM content (Foucault, 1975; Moqbel et al 2013, Moussa, 2015). These approaches add to understanding of how this terrain is used to render employees in a permanent state of visibility (Townley 1994; McDonald et al 2016).

The observations demonstrated management actors adopted the role of inspector, aligned to positions of role power (Frances, Beth). Scrutinising an employee is a method of dramaturgically displaying power through role performance (Benford and Hunt, 1992). These scenarios highlighted how employees succumb to a situation of being the bearer of power (Townley, 1994). As such, management practices in this context are less adaptive, highly traditional and perpetuate minimised trust in the employment relationship (Blyton and Turnbull, 2004). This highlighted that human agency in this terrain is controlled by "instrumental" features of HRM. These are perceived to have

implications on the basic dignity of workers and their employment relationships (McDonald and Thompson, 2016, McDonald et al 2016; Moussa, 2015, Thompson, 2016).

In literature, there resides an assumption management are unproblematic agents in the systems of production (Thompson and McHugh, 1990). This study highlights that management actors were rarely scrutinised or corrected on their novel management of SM practices. The style and techniques observed suggested management practice was based on their own low tolerance for SM use. Thus SM use was broadly categorised as a form of misbehaviour, rather than re-conceptualising SM as a mechanism for further labour production. Of particular note was some management practice was observed to lack moral legitimacy to reign in use. Some managers discussed how SM projects had not been fully articulated to employees. This rendered any form of discipline difficult to achieve and rested upon a gut instinct by management to take action. Of significance is that when employee complaints arose regarding management practices, HRM was unlikely to fully reflect on or investigate such approaches or practices. Furthermore, investigation was done on an ad-hoc basis and little reflexivity was applied to any case history which allows such practices to become reified (Islam, 2012). This conceptually leads to the relationship between reflective practice and action (Yanow and Tsoukas, 2009). This relates to a Heideggerian sense of being thrown into the world of SM. It implies management actors are too involved in the processes of capitalism to recognise flaws in their own processes

and approaches. They are simply too immersed in their everydayness (Yanow and Tsoukas, 2009).

9.3 Discussion Theme 3: The Evolution of Identity and Dramaturgical Performance on Social Media

Use of SM had a significant impact on the professional identities of actors; these are discussed in relation to each role:

Key Point 1: The Moral HR Identity

Simpson and Carroll (2008) and Callero (1994) state inhabiting role is dictated by status, position and social context. The digital context significantly shaped HR identity performance. A core facet of their evolving sense of being was a strong affiliation to professional role. HR actors were observed to wield tremendous power over SM interaction which incorporated a panoptic observation of co-workers through pre recruitment surveillance and lurking.

Such performances were legitimised as developing a virtuous identity (Dutton et al, 2010).The notion of virtue was incorporated as a factor in identity evolution. To shape a virtuous online identity, HR actors used dramaturgical performances to demonstrate worth as responsible professional elite. Such portrayal involved positive-only posts to highlight their principled quality of character (Dutton et al 2010, Humphreys and Brown, 2002; Park and Peterson, 2003/2009; Peterson and Seligman, 2004). HR actor narratives highlighted refraining from SM use.

This linked to their perceived personal qualities of wisdom, courage, humanity, justice and temperance. This subjectivity highlighted more prejudicial views which emerged as they viewed SM content and aesthetic

images of employees which were based on sexuality, drunkenness and nudity. These views sat in tension with the Equality Act (2010) (Nath et al, 2016). Significantly they highlight implications for HRM practice in recruitment and profiling (McDonald et al, 2016). Two HR actors stated categorically they would not look at candidates SM profiles because it was unfair to judge employees (Georgia and Davinia). Other HR actors in the study legitimated their approaches to online surveillance and profiling activity because of the public nature of SM. Therefore, virtue is highly subjective and used to reify HR actions which are open to interpretation (Islam, 2012).

Critically, these narratives highlighted a subjectivity which rarely included assessing their own actions. When actors did reflect on recruitment practices they legitimised this as morally protecting organisations. This correlates to research which suggests HR practitioners dislike reflective practice and feel introspection is dangerous (Bull and Taylor, 2014). Lundgren and Poell (2016) suggest reflecting critically on individual practice is a starting point for developing fresh perspectives on daily routines with a view to acting on new understanding. This operationalises critical reflection; however there was little evidence to suggest HR or management actors did much reflection of their own practice; which they legitimately rationalised.

Key point 2: The Liminal Social Media Identity

Due to the nature of SM most actors were observed to have an evolving identity. The particularity of one case, Erica, stood in stark contrast as she fully embraced a range of SM platforms to develop multiple versions of her own identity. This highlights the evolutionary aspect of the digital self which is evidentially more liminal in nature (Kerrigan and Hart, 2016). This

conceptually relates to Mead (1934) who suggested there are as many

selves as there are roles. The liminality of identity observed in the study is

captured in Figure 13. This is developed to demonstrate the evolving states

of identity observed to create a sense of the differing layers of self and being.
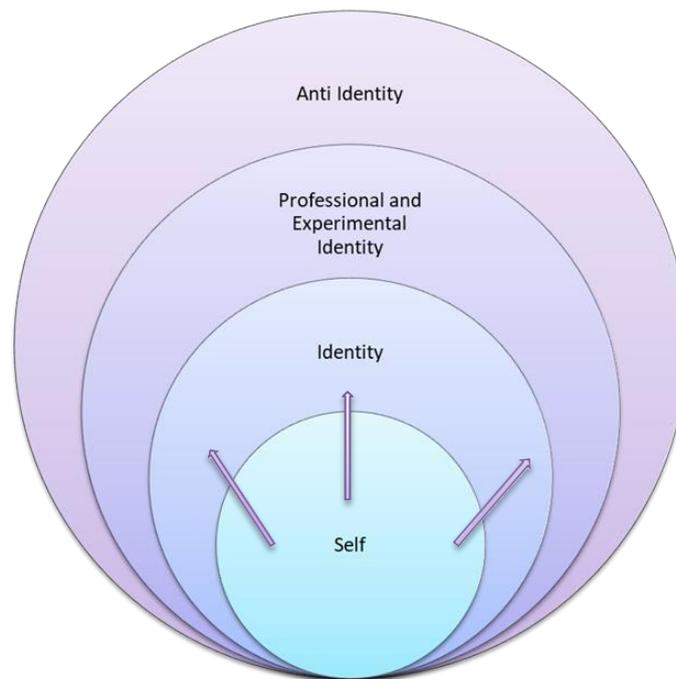
Figure 13 Evolving Identity

Using a variety of online dramatis personae enabled actors to relinquish any

preformed sense of identity. This contributes to further understanding on the

shifting nature of identity and SM activity. Actors developed identity

dramaturgically on SM to play entirely different personae. This relates to

Shakespearian dramatic techniques where actors mask the self; taking on the

personae of someone else (Goffman, 1959; Kerrigan and Hart, 2016). This

provides an interesting counter debate to the conception of a moral identity and actively demonstrates conceptions of an online anti identity (Simpson and Carroll, 2008).

It can be argued avatars create space for antagonisms in the employment relationship. Such parody posts upset colleagues and revealed a personal agenda of power which is achieved through a discourse of subversion using SM. This provides an insight into how SM is used in other dimensions. Critically, use of avatars allows individuals to reflexively develop new ways of seeing the self (Lundgren and Poell, 2016; Yanow and Tsoukas, 2009). Experimentation with "being" contributes to further understanding on the conflictual nature of SM behaviour in the workplace. The use of avatars highlight that employees perceive they have a right to retain a private identity on their use of SM platforms (McDonald et al 2016). This highlights a conflict within the employment relationship (McDonald and Thompson, 2016).

Managerial identity creations were found to be socially constructed and related to images constructed by the organisation (Gioia et al, 2000). Actors moulded an image of the "self" based on their perception of organisational cultures and values. This influenced how they felt they should act both on and offline. This conception related to identity work and the question of "how should I act in work" (Cerulo, 1997). Contemporary understanding of the management role often exalts them as: "strategists", "leaders", "culture-creators", "visionaries" or "entrepreneurs" (Sveningsson and Alvesson, 2003). This portrays managers' as persons of consequence. Further, Svennigsson and Alvesson (2003) state managers therefore do not conform to one managerial type. Thus performance

enables a managerial identity to be an iterative process where individuals

create differing identity positions (Kerrigan and Hart, 2016). There were a

variety of performances by each manager in the study. Their identity

construction evolved to incorporate dramaturgical techniques to wield power.

This included cast members who were used as a web of spies to inform

managers of misbehaviours at work (Goffman, 1959; Rooney et al, 2010). This

is a novel twist to gossip in the workplace (Kuo et al, 2015). This builds upon

notions of panoptic observation in the workplace and demonstrates how actors

use sousveillance of each other to support their identity creation. This creates

SM as an object of positional power (Mann et al, 2003).

Observation of SM content affected the identity of some management actors

negatively. Thus, SM disrupts status, power and role. This was observed when

decisions to control and discipline misbehaviour in an SM context were made

(Beth, Dahlia, Alan). This contributes to understanding on identity devaluation.

SM interaction had led to altercations online and offline, this created space for

crises in identity foundation (Dutton et al, 2010). Conceptually this relates to the

temporality of identity. SM interactions in this context shape a sense of both

being and being thrown in the world (Heidegger, 1926). This dimension adds to

the complexity of workplace conflict. The trigger of misbehaviour requires

managers to cognitively reflect on aspects of their role and identity.

The role of management is therefore precarious and conceptualised as a variety

of social masks used in the ongoing construction of self (Goffman, 1959;

Strauss, 1969; Sveningsson and Alvesson, 2003). The liminality of SM disrupts

how we exist and how we view ourselves. This affects the position and visibility

of identity. This relates to a Heideggerrian sense of existence and the

metaphorical death of an identity. In this sense SM identity is 'being-towards-death' which signifies the ending of an online self. SM is used inter-subjectively to aid the co-construction of how to be in the future projection of self. Elements of the dramatis personae must be confronted or denied to allow the identity to further evolve.

Key point 3: Birds of a Feather

The findings suggested employees interconnected with each other (Christakis and Fowler, 2009; Rooney et al, 2010). Cover (2012) states this is a specific strategy to gain friends who are similar to us in order to create highly personalised networks. This has multiple connotations; predominantly this reinforces notions of hegemony in organisations as employees are subjected to more categorisation in work (Humphreys and Brown, 2002; Townley, 1994). In an employee relations sense SM is used to affect the collective sense of "us". Rooney et al (2010) suggest this relates to place identity which is perceived as an affiliation to physical settings and the people we function with. This correlates to how management may seek to use this to create a colonising effect for identity, simultaneously workers may use this to resist work practices in order to survive work (Webb, 2006). This premise is used to preserve in-groups and collective social identity (Hogg and Terry, 2000; Lukes, 2005; Rooney et al, 2010). Ackroyd and Thompson (2003) suggest this develops a collective interest. Thompson (2016) extends this view suggesting workers use SM to dissent, provide employee voice and seek solidarity over oppressive work regimes which highlight contestations in the employment relationship.

Key point 4: Susceptibility and SM Identity Work

Cover (2012) states identity is shaped by the views of others and that actors manipulate content in order to be "liked". The narratives in this study observed how SM is used to develop uniqueness of self and impression management purposes (Bullingham and Vasconcelos, 2013; Goffman, 1959; Richey and Coupland, 2016). The majority of actors created online content to manipulate the views others had of them; particularly the view of the employer. Manipulation of SM material for impression management and identity work may also have a big impact on actors. The particularity of one case, Freya, highlighted SM is used to manipulate a sense of beauty, aesthetes and belonging. Nath et al (2016) suggest that organisations drive the notion of aesthetic labour to ensure employees look good. This suggested SM is used as a looking glass to reflect a fragile and aestheticised sense of self. This was often found to be at odds with the interior sense of self (Kerrigan and Hart, 2016). Cover (2012) states identity is therefore complex when navigated online. The findings highlight how identity navigation is a response to feelings of competing with fellow actors to create positive impressions (Richey and Coupland, 2016). These showed actors assimilate identities gathered from the differing influences in our lives (Abes et al, 2007). This case unearthed more complex SM situations which involved interactions with others who are not known to us (Reagle, 2015; Rosen, 2010; Turkle, 2015). In terms of impression management we court critique of others through their comments. This helps shape how we make sense of being and simultaneously contributed to understanding on identity devaluation. Further, retreating from SM was a response to evolve a more positive sense of self and to avoid such

comparisons being drawn with peers to protect the self (Dutton et al, 2010; Bullingham and Vasconcelos, 2013). SM was being used to confront a new sense of being and to help transition to a new phase in life and identity. These cases contribute to knowledge on how identity is temporally linked to our sense of self and provide a sense of self-esteem.

9.4 Discussion Theme 4: Resistance, Misbehaviour and Conflict

This section captures discussion on misbehaviour, conflict and resistance found to exist in this study.

Key point 1: HR Dialogues of Discipline and Misbehaviour

Islam (2012:40) states reification involves commodifying people in "thing-like" terms. The narratives of HR and management actors often described employees as inert properties rather than human sentient beings with a range of subjective expressions. The discourse suggested actors were perplexed when employees chose to expose their selves or to use emotive, subjective expressions on SM. The narrative showed HR actors only deemed SM content to be acceptable if portraying positive emotions, staging wholesome images of their "self" online and demonstrating productivity.

When HR actors observed negative emotions online they critiqued these actions as perceptions of misbehaviour or misconceptions of whistleblowing. Little exploration of why such activity occurred or what management practice triggered this online activity. This suggests HRM practices need to reflect more deeply on such behaviours (Islam, 2012). Watson (2006) suggests HR and management fail to view employees as flesh and blood. The narratives of HR

and management actors often showed disdain of observing the freer employee self which had become apparent from their observing workers online activity. The case studies presented in Chapter 8 highlight how managers view online nudity. The HR narratives in Chapter 6 and 7 highlight how actors used online images to recruit more "wholesome" employees. This demonstrated aesthetic labour was used to develop corporatised identities in organisations (Nath et al, 2016).This demonstrates a growing conflict in the private –public space which SM use straddles. This highlighted such activity is broadening organisational regulation in this context to manage expectations and to control employee SM use which impact upon employee freedom of expression, the right to retain a private identity and the employment relationship.

Whilst HR actors discussed observation of employees online this was not described as a routine distinct practice or articulated clearly in policy on managerial surveillance practice. The narratives did not disclose creating discrete methods of measuring SM performance, a key factor of contemporary work (Ball, 2005; Islam, 2012). This does little to create objectified approaches and demonstrated that actors found it difficult to articulate calculable economic outcomes of SM use as part of the labour process. This provides a lens on the forgetfulness of HRM to remember a duty of care to develop fair systems in complex digital contexts. This contributes to understanding about the formless SM management and HR practice observed in this study.

Interestingly reflection on SM misbehaviour needs to ironically include HR practice. Perhaps the most distinctive finding highlights a growing subjectivity in pre-recruitment scrutiny techniques such as profiling. This is categorised as

misbehaviour as it was observed to flaunt equality law, offered no valid method

of measurement or calculability, and rested primarily upon aesthetic labour

processes of commodifying workers (Nath et al, 2016; Strati, 1999; Townley,

1994). This has serious repercussions if candidates challenge prejudicial

judgements of criteria under the Equality Act (2010) (McDonald et al, 2016).

This finding is used to prick the conscience of HRM and to suggest SM

techniques deployed by HR actors are not based on truths or demonstrate

ethical practice. These have a destabilising effect on the plight of workers and

demonstrate contradictory HR practices. If such approaches are reified they will

impact on yet to be formed employment relationships (McDonald and

Thompson, 2016). This draws attention to approaches which must now

incorporate ethical HRM practice. As Islam (2012: 43) states:

> *"reification is tantamount to a forgetfulness of the recognitive bases of*
>
> *human relations, striving for a normatively sound HRM approach is less a*
>
> *question of finding correct values than of "remembering" or attending to*
>
> *the values implicit in our social system, i.e., the unquestioned notions of*
>
> *civility that social actors expect from each other but are often left*
>
> *unexplicit in contractual terms or day-today work relations."*

This suggests HRM must "remember" the basic human principles which augur

employment relations.

Key point 2: Management Dialogues of Discipline and Misbehaviour

The management styles and techniques demonstrated a variety of approaches

to control SM behaviours. It can be argued direct controls were put in place to

minimise distractedness of SM use. Paradoxically, they contributed to

manifestations of misbehaviours. Management actors were found to focus on displays of positive emotions and were keen to replicate an aesthete of corporate culture and identity (Ackroyd and Thompson, 2003; Nath et al, 2016; Strati, 1999). These visible manifestations highlighted the unitarist focus of organisations (Cradden, 2011; Edwards, 2003; Fox, 1966).The discourse demonstrated utopian ideals of harmony to support corporate monocultures (Bullingham and Vasconcelos, 2013). These conceptually created front stage dramaturgical performances which control a concealment of how the actor feels in online interactions (Goffman, 1959). The constant portrayal of a positive self-online leads to emotional labour. This adds further tension in employment relationships and working conditions (Hochschild, 1983, Spooner and Haidar, 2006).

Coercive and hard HRM techniques were also observed in the study. This further acted as a trigger for misbehaviours in online contexts (Ackroyd and Thompson, 1993). Such regimes are likely to be the cause of worker dissent and resistance (Thompson, 2016; van den Broek and Dundon, 2012). The case vignettes presented in Chapter 8 demonstrably showed how regulations may encourage employees to circumvent rules and resist managerial practices by taking to SM to vent about such practices. This contributes to understanding on how SM is used as a catalyst to highlight tensions in the employment relationship (McDonald and Thompson, 2016). This is problematic for employees as they are often dismissed if their vent their views of the employer online, yet these are deemed an artistic use of resistance (McDonald and Thompson, 2016). This is positioned for critical reflection for HR and management to rethink and reshape such use of SM and how it is used as a forum for employee voice

online (Martin et al, 2015). This study highlights how employees are aware of and react to working practices, including surveillance of themselves online (McDonald and Thompson, 2016).

The management actors' discourse suggested they struggled with a concealment of their own emotions regarding SM use and misbehaviour. They described losing control when employees misbehaved or ostracized them online. This study demonstrates how management actors experienced upset and anger at work due to a loss of affiliation with colleagues. This provided further insight into worker resistance in this context (McDonald and Thompson, 2016). The digital context therefore requires dexterity, emotional resilience and intelligence to survive this complex context. Further this drew attention to how such altercations affect individual emotional well-being in management roles (Stride et al, 2007). These positions naturally create contradictions and asymmetry in the employment relationship (Edwards, 2003; McDonald and Thompson, 2016). It appears management actors misunderstood the ephemerality of SM and how this is juxtaposed with their own daily management practice. This demonstrates a need for support, guidance, and HRD for managers to navigate this new terrain.

Key point 3: Employee Dialogues of Discipline and Misbehaviour

A phrase from the narrative beautifully encapsulates employee misbehaviour in this context; *"people do dumb stuff on social media" (Erica).* The case studies illustrate how employees behave in unique ways online and highlighted differing forms of online misbehaviours. They capture how SM is used as a stage from which to improvise, perform and act in your own inimitable way. In some cases

the performances represented a comedic pantomime where workers are driven by a need to survive work through a collective sense of humour or bawdy, sexual conduct. Online banter correlates to notions of misbehaviour in literature (Ackroyd and Thompson, 2003; Watson, 2006). Ackroyd and Thompson (2003) state joking is ubiquitous at work and in culture. This relates to dramaturgical performances, staging and the expressions we use online (Bullingham and Vasconcelos, 2013; Goffman, 1959). Such behaviour is synonymous with creating an authentic freer self and was done with little reflection. These showed employees were simply unclear on what constituted good online behaviours and positions a requirement for well- constructed HRD.

Employee actors in the study were most likely to experience workplace conflict, dissent and tension at work (Ackroyd and Thompson, 2003, Thompson, 2016). Conflict is heightened by social interactions with management which auditioned as material evidence in performance reviews online (Scott, 2015). These altercations collide with a panoptic view on everyone's performance and builds on notions of our growing digital corporeality (Mann et al, 2003; McDonald and Thompson, 2016). The findings demonstrated employees were very unclear on the regulations or ramifications of online behaviours. Importantly, some employees experienced negative online behaviours (Freya, Beth). This demonstrates a variety of gaps in the appropriation of appropriate SM behaviours. This further suggests a need for greater HRD to develop resilience, support, and guide employees on their SM use. Therefore, SM work requires an ability to reflect-in-action (Yanow and Tsoukas, 2009). The cases highlight a lack in self-regulation and a growing misunderstanding of the small boundaries that now exist between work and our private lives, which are increasingly

diminishing. Employees simply cannot comment on organisations and colleagues as they may have done in the pub, without serious repercussions. A noteworthy issue in tackling derogatory comments is the lack of consistency in how managers and HR actors tackled this issue. Some managers allowed employees to get away online misdemeanors because of the financial worth they brought to the organisation and the employees power of informal SM networks (Castells, 2000). This is observed to suggest power can be subverted by employees and used to shape infinite fields of possibility (Lukes, 2005; Thompson, 2016; van den Broek and Dundon, 2012).

Nudity and sexuality online was a key construct in the discourse on SM notions of misbehaviours by employees or future recruits. The narratives of management and HR actors suggested employees and candidates exposed themselves online regularly or presented themselves inappropriate ways (McDonald et al 2016; McDonald and Thompson, 2016). Whilst this study highlights these activities were for the purposes of humour, these japes are categorised as gross misconduct in some SM policy. Some cases demonstrated sexualised images were posted to increase self-confidence and to construct an adult identity (Freya). Watson (2006) argues sexuality, nudity and humour are expressions of the human spirit. They are dramaturgical displays of a freer self, which may or may not be deemed appropriate, dependent on management style and regulation as observed in this study. The significance of this is such portrayal of self is observed contemporaneously with offline sense of self. This "staged" self contradicts perceptions of professionalism, brand reputation and misbehaviour (Moussa, 2015; McDonald and Thompson, 2016). However, it may be seen as a construct of affiliation with

peers. Importantly such images may affect employment due to employer online profiling activity (McDonald et al 2016). These images are therefore used for aesthetic labour purposes (Nath et al, 2016). Importantly, as Moussa (2015) states employees may be unaware of such forms of surveillance activity.

Core to misbehaving is the panoptic effect of SM and its appeal for surveillance and sousveillance techniques (Mann et al, 2003; McDonald and Thompson, 2016). SM presents a viable, cheap option for surveillance which allows management to track employee movements and where content as used as evidence to discipline employees. Absenteeism has always been rife and is a key area where SM is used to investigate and evidence employee misbehaviour and misuse of time (Moussa, 2015).

Headworth (2015) suggests SM policy is used to guide employee behaviours so they are aware of what they can and cannot post. I am careful to make a distinction that illness is a broad term and involves differing approaches to recovery, particularly mental health issues, therefore they may post that they are out and about whilst on recovery. Employee use of sousveillance, therefore may create further tension and conflict between peers. HRM and HRD practice and policy in this area needs to include articulation on the mechanisms for monitoring of employee behaviour (Moussa, 2015). This is positioned to suggest this may also need to include peer to peer monitoring.

Serious allegations of employee misbehaviour were discussed in the narratives. These were associated with SM pilferage and use of equipment for personal gain (Ackroyd and Thompson, 2003; Watson, 2006). Case examples centred on using LinkedIn contacts for employment and potential earnings. Such activity

demonstrate a need to understand restrictive covenants and clarity over ownership of SM contacts in work which are presented as legal issues associated with the property of the organisation. LinkedIn is a grey area, as SM grows, policies need to reflect and articulate regulations regarding digital databases.

Ackroyd and Thompson (2003) state the articulation of cases create a better understanding of misbehaviour and required behaviours. It can be argued the narratives and cases in this study highlight poor employee performance and behaviours. This may stem from the opportunities SM present, economic climate, high targets, a distinct lack of SM development, hard management techniques and poorly articulated policy on SM use and surveillance. The illustrative cases highlight employees are not clear on the rules of engagement with SM or associated databases. Further they are unaware of any monitoring and observation which may be used to counteract any forms of misbehaviour in this context. The cases add to new perspectives on misbehaviour and potential development of regulation of labour production in SM contexts.

In conclusion, the case studies were presented to demonstrate how employees are thrown into a digital world. They highlight how SM is more immersive and offers opportunity to use a plethora of stages for the experimentation with identity and subversive behaviours. They also highlight an overlap between misbehaviour and forms of worker resistance (McDonald and Thompson, 2016; Thompson, 2016). Moreover the narratives showed that employees are simply unaware of the pros and cons of using SM. These draw attention to a significant lack of HRD which focuses on SM practice and legislation. A lack of clarity in

SM use enables organisational misbehaviour to flourish in digital contexts, not because employees are inherently bad, but they operate within confusing environments with little nurture or development. This focuses attention on the precarious nature of SM use for employees.

In analysing case materials, it became apparent management and HR actors believed regulation would automatically create obedience on SM. However, the structure and nature of SM practice create an environment for more contrary behaviours. A specific issue to address is the misconception regarding a boundary-less nature of digitalised work. SM use has crept into the private hemisphere of our lives (McDonald et al, 2016). This has led to the emergence of a more contemporary and pervasive employment relationship and changed the conditions of employment which extends beyond the office. Employees are, therefore more susceptible to having to create perfect profiles; aesthetically using images and content to support a positive and mono-identikit (Nath et al, 2016; Webb, 2006). This is a contradiction of work itself and questions whether work should induce these feel-good factors. The narratives of the employees illustrated working conditions may induce quite the opposite. This threatens the right to freedom of expression and to retain a private and segregated identity (McDonald et al, 2016). This highlights that employee use of a variety of SM platforms is prone to leakage between the sites (Kerrigan and Hart, 2016). Digitisation is juxtaposed to highly traditional managerial regimes of control (McDonald et al, 2016, McDonald and Thompson, 2016). Hard HRM approaches were used to commodify and coerce employees to aesthetically look pleasing. They seduced employees to use emotional labour to survive work (Hochschild,1983). Such practices may create the premise for an anti-identity

to emerge, thus affecting brand reputations. Anti-identity was perceived as a form of misbehaviour, however this study contends such activity is a representation of poor labour conditions which subjugated employees.

This focus suggests HRM needs to critically reflect upon SM practices, conditions of work and regimes of control. The experiences of workers in these digital contexts are shown to be compounded by a lack of awareness and ability to participate in shaping regulation. The purpose of this study would be to realise this as a premise for a more inclusive, objective, and adaptive approach to SM use to allow all employees greater access and which may contribute to these technologies to enhance employee voice mechanisms in work. Table 17 demonstrates the multi perspectival comparison between the key actor roles:

Theme	HR	Management	Employee
Participation and Use	Stratified and top level interconnectivity; SM used for CPD and strategic purposes.	Selectiveness of interconnectivity; upwards / sideways level; used for CPD and strategic purposes.	Socialising and interconnectivity with similar strata of peers.
	Unitary and managerial agendas; Silo working on policy development.	Unitary and managerial agendas; Adaptation of policy to suit own agendas.	Trickle down regulation means policy is diluted, unclear and lacks procedural fairness across organisations.
SM Skills	Social media skills deficits; HR elite are likely to need a full range of digital skills for blogging etc.	Social media skills deficits.	Skilled in social use of SM; lacking in professional staging of SM identity and content.
Power and Control	Scripting and staging, scenes of power, Aesthetic manipulation of content.	Performance of power through traditional management styles.	Performance as antagonists.
Surveillance	Surveillance and lurking of others; Little reflective/reflexive practice.	Surveillance and use of panoptic HRM management techniques.	Observed both formally and informally; used sousveillance to balance the power and to render management in a field of vision.
Employee Voice	Staging and controlling of employee voice.	Minimal stakeholder role in employee voice.	Lack of collective power and employee voice.
	Lead role in the development of legal regulatory and procedural aspects of SM use.	Lead role in embedding and shaping regulatory and procedural aspects of SM use.	Subjected to regulatory and procedural use of power to shape compliance in SM use.
Identity and Dramaturgical Performance	Moral and liminal individual identity; Creative use of subversive anti-identity and avatar.	Evaluative and liminal individual identity.	Liminal social Identity; *birds of a feather* collective sense of being on SM.
	Attribute and appearance informed	Attribute and appearance informed	Attribute and appearance shaped
Resistance, Misbehaviour and Conflict	Dialogues of discipline and misbehaviour.	Dialogue of positive emotions and presentation of self.	*People do dumb stuff*
	Attitude informed	Attitude informed	Esteem informed

Table 17 Cross Case Comparison of the Four Themes

This concludes the discussion chapter. The next chapter presents the contribution this study makes to practice, methodology and knowledge. It concludes by reflecting on the approach as a whole and addresses implications for future research.

Chapter 10: Conclusion: Contributions to Practice and Knowledge

The purpose of this study was to explore the SM context to gain a deeper understanding of the impact its use had on identity and the employment relationship using an interpretative, multi-perspective design. This chapter presents the contribution this research makes to HRM practice. This is distilled into three component areas: critical reflective practice, organisational and interdisciplinary learning; and surveillance and sousveillance regulation and techniques. The chapter then presents the contribution to knowledge this study provides. This is distilled into three areas: the development in IPA design, hermeneutic phenomenology and three theoretical areas which are as follows: the reification of HR practices and forgotten-ness of the employment relationship, organisational aesthetic labour and dramaturgical identity performance, and lastly, forms of digital misbehaviour.

This research builds upon employee relations theory by exploring how SM is used by actors in HR, management and operational employee roles. The study provides insight into the regulatory nature of SM use and portrayal of power dynamics as part of the labour process. The interpretative data draws attention to differing managerial regimes and the effect these have on identity and employment relationships. The study achieved this using three objectives outlined in Chapter 1. These focused on exploring the changing dynamics of employment relationships in this context. It captures the differing perspectives on the dramaturgical enactment of self-identity on SM. The research explored

and presented varied managerial regimes used to control and regulate SM use and finally how these were observed to trigger potential online misbehaviours.

The study distilled the findings into the four key thematic areas; presented in four distinct empirical chapters. These focused on the differing SM platforms adopted and used as stages to present individual identity, the power and control mechanisms used to create identity compliance, the variety in dramaturgical identity performances and five case vignettes which presented novel forms of SM misbehaviour. The key points raised from the analysis were used to develop the research contributions. These are presented in the following sections. The first focuses on the contribution to HRM practice.

10.1 Contribution to HRM Practice

There are three areas this study makes to HRM practice. Each area is now outlined.

10.1.1 Critical Reflective Practice

Use of reflective practice is a key requirement for HR professionals and is aligned to CIPD requirements. The digital terrain presented in this study highlighted a clear need for much greater critical thinking, particularly on SM policy which articulates appropriate use of SM and for surveillance and profiling of employees. HRM practitioners must stand back from encultured belief systems regarding SM use, employee relations, and online aesthetics or behaviours for ethical reasons.

Islam (2012) stated HRM practices are traditional; cost oriented, and rarely focuses on the people context. This research builds on this notion and highlights

little critical appraisal was done by HR or management practitioners which focused on an evaluation of their practices or techniques associated with controlling or developing effective SM use.

To start with, SM policy and regulation was found to not filtrate clearly through organisations. This made it impossible for employees to understand regimes of control. Particular ethical emphasis is paid to use of pre-screening, surveillance and hard HRM management techniques observed in the study. HR practitioners have allowed such activities to develop and become reified. They were also inculcated in the adoption of such tactics; which are perceived to cast forgetfulness on the rights of employees. In order to better serve organisations, as digital technologies grow, HRM is called upon to critically evaluate such traditionally held beliefs and to innovate on appropriate practices which adopt a more permeable approach to humanity, identity and the presentation of self.

Embedding use of critical reflective practice would challenge, evaluate and adapt presuppositions regarding SM and wider technologies. Critical thinking is a principal requirement of CIPD professional standards and aligned to key professional areas of competence. See Figure 14.
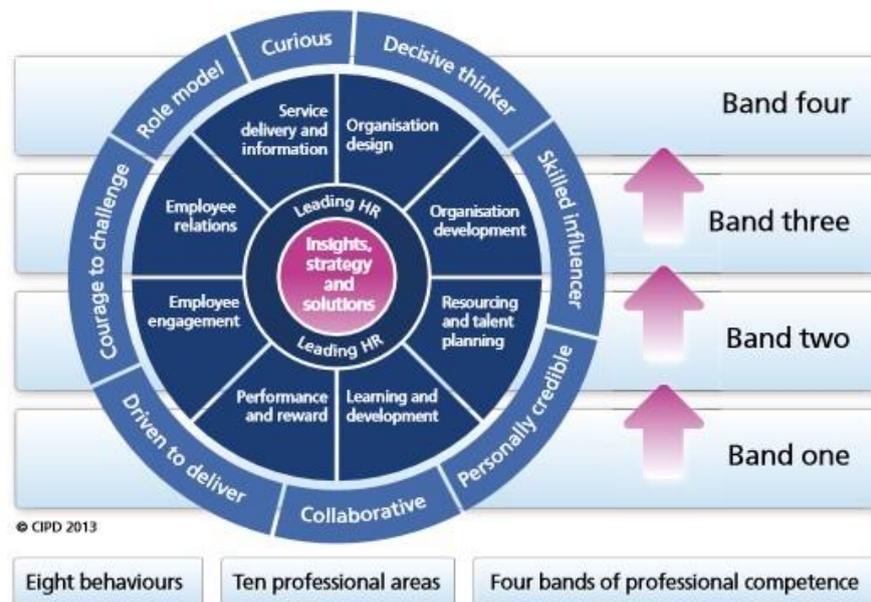
Figure 14 CIPD HR profession Map (2017)

The CIPD profession map outlines required behaviours and competency areas. These emphasise an evaluative orientation in HR roles. This is used to stimulate greater attention on critical reflective practice (Hørup, 2004; Yanow and Tsoukas, 2009). Critical reflection moves learning and adaptation in professional roles beyond a basic appraisal of issues. This is a paradigm shift towards a deeper critical appraisal of actions. This requires HR practitioners to examine and challenge deeply held assumptions to ensure reasoning is aligned to forms of transformative change in personal perspective and practice.

Culturally, this study highlights that HR environments need to adapt to include critical reflection more robustly, rather than subscribing to a rationality of analysis which simply protects the organisation. Individual evaluation of key situations such as integration of SM or misbehaviours

317

may be treated as critical incidents. This includes how HR actors make judgements on applicant appearance or deny use of SM for employee voice purposes as found to exist in this study. Thus, a discourse is developed to focus areas of HR practice as more acute and requiring attention to more judicious diagnostics. This involves outlining specific areas of adaptation in practice. Emphasis is placed on a transition from constructing speculative conception of issues to a more thorough critical appraisal. This should incorporate supervision, observation and investigatory work using key stakeholders. These may be incorporated to contribute to robust analyses of issues, context and conditions. Feedback from stakeholders is used to gain further 360-degree knowledge and to develop "critical" friends. This process of diagnoses enables a thorough and well- informed analysis to guide ideas for action and ongoing CPD.

Thought is given to how critical reflection is captured and operationalised. Lundgren and Poell (2016) suggest varying approaches and pathways. Emphasis is placed on allowing individuals to develop secure understanding of critical reflection, its importance to HR practitioner roles and its link to CIPD criteria. Individuals would be encouraged to use differing models of critical reflective and to capture materials using a variety of observations, written, verbal and video communications as a method to underpin reflexivity. The imperative of such approaches is to ensure ethical consideration of issues at work. This would lead HR practitioners into a deeper discussion on how they affect organisational cultural change, which is inclusive, and gives thought to the employee. This led to the emergence of the second contribution to practice

which focuses on organisational and interdisciplinary learning.

10.1.2 Organisation and Interdisciplinary Learning

This study found minimal integration of HR training and interdisciplinary organisational learning to support and develop SM use, skills and behaviours. These particularly relate to use of employee voice, surveillance, profiling and use of SM The study conceptually used Nyhan et al (2003) to observe interdisciplinary learning was concentrated on adapting SM, controls, regulation and policy. This had little effect on wider employee SM behaviours. Thus, learning options and channels need to be broadened out which include all employees to meet specific SM skills needs.

This further aligns to CIPD professional technical areas of competence which suggests HR should work with leaders to develop strategies for learning to make recommendations on advancement which meet business requirements. As a stakeholder HR needs to be involved in developing SM use rather than restricting use or being a passive recipient of digital technology.

These findings highlighted that HR actors need to ensure they have well-developed SM skills which deliver relevant HRM infrastructures and business propositions in digital contexts. It was clear most HR actors were laggards who were resistant to use SM. This presents an ideal opportunity for HRM to champion SM use by working collaboratively to develop and deliver SM best practice.

Key to this is how HRM needs to redefine learning and adoption of SM which suits this ever-changing digital environment. This is relates to critical reflective practice, as the findings revealed HR professionals saw little strategic merit of

SM, past recruitment and marketing initiatives. A critical evaluation of SM use would appraise how SM may benefit stakeholders and develop a route forward.

A recommendation is to align interdisciplinary learning to address contemporary regulatory frameworks. The findings showed how focus was placed on restricting SM use in this study. This is too risk averse and creates a real opportunity to re-evaluate SM use and learning as a way to stimulate, engage and develop employees, who are the best advocates and consumers of organisational products and services. SM can be positioned to harness their passion and to develop exciting business projects both internally and externally. This conceptually relates to incorporation of e-HRM (electronic-enabled HR) and employee voice in organisations (Francis et al, 2014; Holland et al, 2016 Martin et al, 2015). There was a real difference between these conceptual views of SM and how it is integrated in reality. HRM in this study had not fully evaluated how SM can be integrated to enhance services. The CIPD (2013) have given thought to how SM use may enhance business operations. See Figure 15 (overleaf).

Figure 15 details the potential purposes of SM in organisations (CIPD, 2013).

These present how SM may be used to enhance HR practices including

integrative models of employee voice, workplace community, development and

recruitment, all of which were found in this study to be areas requiring

significant HR innovation. In the words of an actor in this study HRM needs *to*

be brave in the SM context. As a digital tool evaluative approaches may be

aligned to develop HR analytics on SM use. There are possibilities to utilise

data on SM content and participation. This may be evaluated to see whether

such approaches aid employee engagement and voice.

Integrating learning may allow critical appraisal of SM guidance and regulation.

The findings showed how much of the regulations remained invisible to

employees and managers. Moreover, a trickle down approach to regulation

diluted how policy was understood as it travelled through the organisation. A

recommendation is made for HRM to collaborate with core business functions to garner synergy between stakeholders who would champion and repurpose SM use. Silo working was found to halt interdisciplinary working and understanding. This created tribal like subcultures and polarisation on SM use. HR and managerial leaders need to critically appraise such divisions by working in partnership to develop approaches for digital technologies. This would add continuous improvement to service provision. Interdisciplinary approaches would benefit integration of SM and ensure regulation is cascaded and development occurs.

Interdisciplinary learning needs to focus on the provision of developmental learning for frontline employees. Actors in this study were inexperienced or lacked key digital skills, thus were resistant to use or understand SM. This links to literature in this area where SM has a purported skills deficit (Headworth, 2015). Interdisciplinary approaches allow employees to understand competing requirements from IT, marketing, recruitment and HRD perspectives. Development need not be expensive and could include sound bites, podcasts, blogs, YouTube self-development videos or quick online classes. Importantly, development must focus on management and HR and should highlight use of appropriate ethical surveillance and profiling approaches which sit within the Equality Act (2010) (McDonald et al, 2016).

A growing area of development must focus on organisational elite as all organisations in the study expected leaders to incorporate SM to position their leadership identity. Assessment of digital skills must align to individual capability and recruitment processes. Furthermore, HRD is required to support

leaders who are not immersed in this digital world. There is some expectation SM activity will be performance managed with the notion of feedback. SM analytics can be used to understand audience engagement with elites.

This view suggests organisational focus on SM should shift to widen participation and access to use platforms. It must allow actors from all stratifications to stage their personae and key roles throughout the organisation. This would allow HR to innovative on use of SM. Drawing visibility and attention to a new wave of professionals who would champion their particular functions of work. This challenges the notion of replicating and perpetuation of elite hierarchical structures. This may reduce barriers of interconnectivity between the stratified layers in organisations. This is vital if organisations seek to develop, adaptive, flatter organisations. This would also seek to break down power dynamics and barriers in organisations. Widening interconnections would be beneficial for democratic employee voice mechanisms, self-development and career progression. This would engage workers in SM as an employee voice mechanisms would be used to positively change work environments and may improve both productivity, employee relations and effective business decision- making (Holland et al, 2016; Martin et al 2015).

10.1.3 Ethical Surveillance and Sousveillance Regulation and Techniques

A key contribution to practice is to focus on the incorporation of ethical surveillance and sousveillance techniques. Findings revealed these activities are increasing and are fraught with problems, tension and conflict (McDonald et al, 2016; Moussa, 2015). Further such activities were not captured in relevant policy. Actors undertaking such activity were not using SM data appropriately or in a way which encourages diversity. Narratives focused on biased judgement

of body image, looks and art. This poses significant challenge for recruitment practices. This demonstrates body aesthetics and emotional labour were sought after and are linked to increased labour effort (Hochschild, 1983; Nath et al, 2016; Timming, 2015). Contribution to practice in this area focuses on the incorporation of specific ethical policies which apply to use of surveillance and pre-screening in management and HRM practice, techniques and performance in this area. A key of focus is to address how SM surveillance is encountered and to ensure more inclusive ethical HR approaches.

Similarly, use of sousveillance has not previously been considered as an area of HR practice (Mann et al, 2003). A particular concern for practice is to evaluate how this activity sits in relation to whistle-blowing, management techniques, employee voice and performance management. This includes addressing use of sousveillance by incorporation of HRD materials to ensure employees stick within parameters of the law on public disclosures. A critical evaluation and reflection on sousveillance or surveillance materials by HRM would address unwarranted management practice, behaviours and techniques. They allow employees a mechanism to voice mutual concerns and to resist exploitative and abusive management practice (McDonald et al, 2016; Thompson, 2016).

This concludes the contribution to practice. The following section focuses on the contribution to knowledge.

10.2 Contribution to Knowledge

This section outlines the contribution to methodology, knowledge, and theory development this research generates. Tracy's (2010) *Criteria of Quality* was used to establish credibility and to demonstrate a robust research design approach. This included reflective appraisal, significance and timeliness (See Appendix 8). The following section presents the contribution to the development in IPA design this study makes.

10.2.1 Development in IPA Design

This research makes a contribution to the advancement in IPA methodology. IPA is traditionally conducted in clinical settings with small samples. This study advances use of IPA by developing a multi-perspective approach within an organisational, HR, ER and SM context. The study bridges a gap in qualitative research design by examining the SM context from the differing accounts of HR, management, trade union and employee actors. The study focused on capturing narratives using sample universes which underpin the employment relationship to understand the contested terrain of SM use and how this impacts upon relations. Larkin (2017) suggests multi-perspective approaches are purposeful when a phenomenon is relational and systemically dispersed. The SM context is both, due to the regulatory nature of use and its alignment to human relations systems of control in organisations. The context created an ideal opportunity to explore implications of SM use, impact of control on the employment relationship and identity. Importantly the study capture the voice of employees and trade unions to offer divergent views on SM use in organisations. HR and management practice were critically analysed using the differing perspectives and actor experiences of SM.

The four themes describe and explored how SM effects identity creation, role and behaviour. IPA was chosen for its flexibility and links to developing deep understanding of changes in identity and life transitions (Smith, Flowers and Larkin, 2009:163). This study adds to these traditions by focusing on how SM develops a sense of self-hood in simultaneity with work, role and life transitions.

10.2.2 Hermeneutic Phenomenology

Larkin (2017) states hermeneutic phenomenology focuses on a directedness and relatedness of being. This research makes a contribution to hermeneutic phenomenology by exploring the intersubjective qualities, perspectives and impact of SM use from within the dynamics of the employment relationship. The hermeneutic approach was used to delve into three differing construal's of SM use, regulation and performance. This design was purposefully chosen to make-sense of the actor SM experiences. It utilised the three differing perspectives to gain a deeper analytic of the SM terrain as a whole; rather than from a particular frame of reference such as HRM. This interrogative approach used the work context to focus in on the essence of being from the three perspectives. This developed a holistic view of existence in the SM context. This contributes to knowledge on how a sense of *Dasein* is developed through the staged online performances of self. This provided in-depth knowledge on the dramaturgical and aesthetic portrayals by each actor. These contrasted between each role group as the findings demonstrate. This study provides a greater insight into how SM existence affects the boundaries between public and private domains of life; importantly, how actors manage such digital experiences. The study used a hermeneutic lens of scepticism to explore how SM experience was impacted on by SM policy, regulation and HR management

practices. This contributes to knowledge on ethical issues affecting employees and their potential employment relationships as discussed in the previous section.

10.3 Theory Development

This section outlines the contributions made to theory development in three interrelated areas. See Figure 16.

Reification of HR Practices and the Forgotten-ness of the Employment Relationship;

Organisational Aesthetic Labour & Dramaturgical Identity Performance

Forms of Digital Misbehaviour
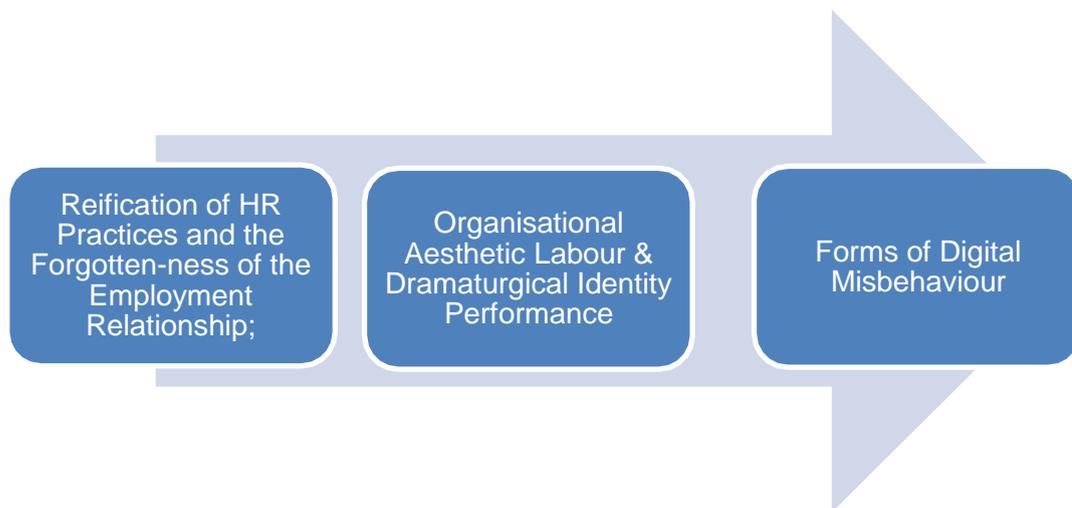
Figure 16 Three Contributions to Knowledge

Each area is now outlined.

10.3.1 Reification of HR Practices and Forgotten-ness of the Employment Relationship

The key contribution to knowledge this study makes is the analytic attention given to the reification of HR practice and techniques. Emphasis is placed on the findings which demonstrated areas of concern. This centered on policy development which does not fully filtrate through the organisation nor integrate with employee involvement and voice mechanisms (Martin et al, 2015; Moussa, 2015). Importance is placed on the findings which show practices of surveillance and pre-screening approaches found to exist, that disregarded

equality legislation. These "practices" were rarely captured via policy or subject to evaluation of procedural approach. The findings highlight the potential impact these activities have on employees. These actions suggest HR has forgotten the foundations they lay which underpin the employment relationship and highlight use of SM is essentially fuelled by mistrust. As Blyton and Turnbull (2004:376) state *"this hardly augurs well for employee relations"*. Theory development, therefore, focuses on the forgotten-ness of HR practices in the digital context (Islam, 2012). This research demonstrates the paradox between the evolution of a virtuous HR identity and the actuality of HR practices. HR was found to use SM as a panopticon used to legitimise prejudicial recruitment and disciplinary practices (McDonald and Thompson, 2016; Moussa, 2015; Thompson, 2016). Reification of surveillance activities fosters foundations of poor employee relations environments. These are perceived to contort the possibility for HR service capability in this multi-dimensional age. Importantly, the forgotten-ness draws attention to the potential unfairness and injustice of these techniques (Islam, 2012; McDonald et al 2016; Moussa, 2015). These principles are key tenets to establishing positive employee relations environs. Whilst it can be argued the role of policy was to protect employees, HR had forgotten the key activity of robustly embedding SM regulation. The trickle down approach to establishing rules did not aid employee understanding of this complex tool. A more embedded, inclusive and recognition based approach is required to establish organisational values of SM and how this applies to all actors and purpose within their work. The findings contribute to theory development by addressing a gap in qualitative research which examines and explores the differing views and approaches to this practice. Whilst offering a

critical view of HR practice, this creates great opportunity for innovation in HR practice. Particularly, how HR as a department may champion SM use that aligns with HRM and people strategies in organisations. This study builds upon employee relations theory by stating SM adds to the dichotomous nature of conflict in the employment relationship.

10.3.2 Organisational Aesthetic Labour and Dramaturgical Identity Performance

A contribution is made to theory development on organisational aesthetic labour. The study focused analytic attention on recruitment and employer branding practices (Nath et al, 2016; Timming, 2015). The findings revealed SM is used by HR practitioners and management to make prejudicial judgements on employees and their labour potential. Particularly if potential employees had body art or tattoos. This contributes to knowledge by discovering management and HR actors were less bound by the formal SM regulations. These actors used SM content to justify moral actions and perceptions of employees expressing liminal identities. The role played by HR practitioners is akin to a craftsperson, using SM information to craft a "gestalt" of a wholesome, idealised, representation of employee workforces. This key trend highlights the concentration on aesthetics supports a unitary frame of reference. This draws attention to the ethical implications for employee relations, HRM practice, employment legislation and well-being. Clearly, such practice sails close to being discriminatory. The practice of profiling blurs the private-public spheres of life and as McDonald et al (2016) there is a growing issue in such practice. This contribution to theory development presents the complexity in individual sense making processes (Schwandt, 2005). This

places particular emphasis on the moral justification of HR decisions. It also raises issues over the qualifications HR practitioners possess in order to make decisions regarding actual job performance. The SM context is new era for labour aesthetes, our online profiles are used to judge appearance and behaviour traits rather than skills. This is raised as a key issue for equality legislation and for HRM to value and embrace employee uniqueness and difference.

The research adds to dramaturgy and identity theory by stating SM enables employees to craft multiple identities. Findings revealed these run on a continuum from a highly moral to a sub-cultural anti- identity expression. This study shows that some actors crafted ulterior identities on SM. This contributes to theory on use of parody and identity avatars. This builds on conceptions of the liminal and anti-identity, which resist the colonising effect of organisational control of the self in order to survive work. Bandura (2002:103) stated actors perform to moral imperatives. This preserves a perception that actors are moral agents acting on behalf of the organisation. Using conceptions of dramaturgical portrayal of identity this study presents how actors used SM to craft gestalt, digital identities which appear to be virtuous. Yet, use of avatars and anti-identity demonstrate staging of labour aesthetics which create a paradox for HR practice. This contributes to knowledge on the ephemerality and liminality of identity; which is both multiple and contradictory. This contributed to knowledge on the impact SM identity portrayal has on individual employability. SM platforms act as differing theatrical stages to dramaturgically shape professional performances of identity. Actors were shown to create a range of dramatis personae, which often, but not exclusively, represented a

wholesomeness of self. Actors developed dramaturgical masks or multiple identities to survive work; displaying positivity and happiness. This revealed emotional labour conflict and showed such portrayal may be inauthentic. Thus, SM is used strategically by employees to enhance labour prospects and to develop career longevity using aesthetic portrayal of labour. Further, such dramaturgical performances personify the Shakespearean adage: *"All that glisters is not gold"* (Merchant of Venice: Act II Sc. VII). SM platforms were gilded stages used to create a marketable commodity of labour effort. A gilding of online dramatis personae may come with a caveat as actors highlighted doubts over such portrayal of self. Thus, a question arises whether SM portrayals can ever be justifiably used in recruitment activities as an assessment of skill.

Lastly, the crafting of online identity contributes to further conceptions of employee conflict, resistance and power dynamics in the employment relationship (Edwards, 2003; Thompson, 2016). Actors shaped multiple identities to increase self-power by using SM. Powerful organisational elite used their unlimited access to SM to help shape strong, visible, identity profiles. This gave them omnipresence in the organisation and reinforced the hegemony already in existence in organisations. This contributes to a debate on the politics of SM use and draws attention to the implications for employee relations structures.

10.3.1 Forms of Digital Misbehaviour

This study makes a contribution to knowledge on novel forms of conflict and misbehaviour which exists in SM contexts. SM metaphorically replicates a panoptic view of employees used by organisations to facilitate a

unidirectional, disciplinary gaze on their organisational behaviour (Ackroyd and Thompson, 2003, McDonald and Thompson, 2016; Thompson, 2016). SM provides a new territory for management practices to emerge which endeavour to control such behaviours. This highlighted the importance of appropriate methods of profiling and consistent approaches to use of analytics on phone and data usage. This was not uniformly applied or captured explicitly in policies.

The novel management practices observed in this study to control SM use included eyeball management, hollering, physical proximity and subjugated treatment of workers. These approaches contribute to how such practice does not augur the employment relationship. Development of management practice is required in this new context. The study contributes to forms of subjugation at work which clearly add to the struggle in contemporary employment relationships. Furthermore, such approaches were subjectively applied by managers and rarely related to wider organisational policy. Such practices focus analytic attention on how this contributes to dissent, resistance and conflict in organisations (van den Broek and Dundon, 2012; Thompson 2016). Findings revealed these approaches led to innovations in employee misbehaviour in SM contexts. The differing case studies presented new forms of theft, enterprise, absenteeism, subversion and office banter. The cases revealed SM is used by employees who do not succumb to universal values and norms. Such activity has legal implications for employers such as defining the ownership of SM content and contacts. This is a contested legal terrain as contacts were shown to be used for self-enterprise. The study contributes to growing examples on how employees use SM to improve their wage effort. SM

creates an additional space for antagonisms to appear visibly between capital and labour. These tensions lead to the significance of critical reflective practice to reflect on why individuals use SM to voice their struggles. This demonstrated a lack of understanding by employees regarding the boundary-less-ness and simultaneity of SM and notions of whistle-blowing. There was little comprehension of what you cannot say or do on SM.

A final contribution focuses on use of SM and role of trade unions, employee involvement and voice on the SM context. In this study, trade unions were slower at garnering support for SM and held a traditional view of its use. The trade unions recognised employees required protection from SM policy, regulation and management practices and welcomed support and guidance which was not punitive. Despite this a key issue is union representatives in this study were not involved in using SM for their own communication or, identity portrayal. This has an impact on power dynamics in these contemporary settings as they have a reduced visibility. This study contributes to and highlights a key role for trade unions to take a proactive role in campaigning to support workers to use SM. There are clear areas where their involvement could secure an evaluation into workplace practices and regulations on SM and surveillance activities. A pressing issue is for trade unions to be included in discussions over regulatory policy for digital work. As key stakeholders HR professionals need to work in partnership with trade unions, as outlined by CIPD, to scope what such regulations and practices look like and what sanctions will be applied. This is suggested as a mechanism to enhance engagement and voice.

This concludes the contributions this study makes to knowledge.

10.4 Study Limitations

This section focuses on the limitations of the study and is used to direct further research on this phenomenon.

The study sought to use an exploratory methodology and therefore offers limited generalisability. However, the data is thought to have transferability, due to the similarity across the findings. The study is qualitative and as a result the research framework provides my interpretation on the richness of SM use and the lived experiences of a limited group of actors (Brocki and Weardon, 2006). The data presented in the study, therefore can be interpreted in multiple ways.

The research focused on three key roles which allowed rich analysis of differing multi perspectives and experiences of the actors. Scientifically this method utilised small sample universes, it can be argued that a greater depth of data could be gained by using a wider pool of participants. Actors were recruited from organisations which were located in the north of the U.K. it can be argued this may influence unitary, traditional, cultural and socio-technical contexts.

Due to the interpretative approach used, it can be argued, it is unclear how generalisable findings are. There are significant theoretical overlaps on specific roles, and concerns of SM and surveillance techniques. These highlighted the growing fascination with image and revealed how the actor was involved in crafting a gestalt employee. Thus, a degree of overlap in SM practices used by HR and management actors is observed, particularly on labour aesthetes. However, it is realised this would require further exploration.

Lastly, the adopted philosophy of hermeneutic phenomenology developed a process of coming to an understanding, rather than assuming or scientifically proving a hypothesis. Different research paradigms would no doubt offer alternate interpretations on identity, dramaturgical approaches. These limitations provide a basis for further research in this context. This is outlined in the following section.

10.5 Implications for Future Research

This section outlines the aims for future research. Due to the nature of the findings it would be purposeful to conduct further interpretive study into the aesthetics of labour relations, metaphors of power and the effect on identity. The aim of such qualitative research would be to look at the effect of crafting organisational identity templates to ascertain the implications this has on employees from diverse backgrounds. Focus would centre on implications of competing discourses on a wholesome and idealised image of an employee. Particular emphasis would centre on exploring these conceptions in relation to equality legislation.

Future research would be useful to examine dominant cultural views and how this influences use of technology, particularly those emerging from HR practitioners. A key issue that struck me whilst doing this study was the distance of HRM to its role in championing new technologies. The traditional, paternal, and unitary views exposed in this study created a differing approach to sense making of rules which seemed out of kilter with the purpose and use of SM, particularly where there is no obvious development. Qualitative research may

contribute to deeper understanding of this phenomenon and contribute to the development of inclusive regulatory practices.

Lastly; this study overwhelmingly found HR and management actors reify practices of SM regulation due to their role in controlling SM use. This is used as a premise for quantitative studies which examine HRM practices of surveillance and employee practice of sousveillance. Quantitative research could be used to objectify and statistically analyse working practice in this area. A mixed method studies approach may explore the effect this has on labour processes.

10.6 Conclusion: Reflecting on the DBA

Undertaking the doctoral research process has been a huge challenge, personally. This journey closes with a personal appraisal and reflection. This brings the study full circle and refers to the Heideggarian phenomenological approach.

During the research process I literally embodied a thrown-ness of being which has been absorbing and tumultuous. The first point of reflection centres on my use of IPA methodology. This followed a thorough and well-structured design approach (Smith, Flowers and Larkin, 2009).This was invaluable to crafting the research process. The guidance was hugely helpful and offered a script to stage and frame the study, whilst retaining creativity. The IPA support groups enabled me to develop my critical thinking in the DBA process. These were used to challenge my assumptions of SM use and to align the research to development of pedagogic approaches which shape HRM practice.

My professional expertise has its roots in management, HRD and pedagogy. Reflective practice emphasises the importance of a community of practitioners and their collective self-understanding. I have used a critically evaluative approach to explore use of SM. I have been forced to challenge an encultured perspective of SM; viewing use as a risk to both organisation and individual. This project has literally peeled back my eyes and fundamentally shifted my view. I realised there were competing tensions; however this process of study has made me observe how SM has become part of the fabric of business infrastructure. Thus, as practitioners we need to observe the simultaneity of its use. Importantly, whilst we strive to be interconnected we seem to have created a forgotten-ness of conversation and discussion. This emphasised a need for criticality and reflexive approaches. These will enable me to craft inclusive HRD approaches which give thought to inclusive and ethical HR praxis.

Use of SM leaves space for self-directedness and improvisation in practice. This draws attention to the varieties of performance enacted by managers and HR practitioners in this terrain. I can sense-make how difficult it is for all parties in the employment relationship to interpret and follow obligations in SM use. Particularly, how regimes of control unwittingly malign or forget the employee as a sentient human entity. This leads me to reflect on how HR practitioners are perhaps too caught up in ways of being. Their worldliness is perhaps too removed from digital business practices as they focus more on the regime of control and restrictedness. The familiarity HR has with the agenda setting of rules has perhaps lost sight of the complexity of digital contexts. This is a prime area for critical reflection and adaptation to how HR embeds rules.

During the course of this study I began to use SM interconnecting with friends, colleagues and students. I have critically reflected on my own SM profile. Importantly giving focus to the interpretation of my own aesthetic image, identity and digital narrative. I am aware it is sometimes painful to be on show. It is a great tool for the looking glass self. It can subvert panopticism and may voice resistance to dominant norms and culture. I have reflected upon the power of SM. This is, to me, like the eye of Sauron in Tolkien. I have used this pedagogically, to aid students have awareness of their own SM identity for their employability. Importantly, this enables them to reflect upon recruitment decision making processes and to critically review how employer branding is positioned. They can use this to reflect on the ethical practices of organisational aesthetics. Importantly this allows them to become the craftsperson of their own aesthetes and identity on SM.

Reflecting on the research process, this has been an epic voyage. I have found the DBA route engaging and supportive. It has connected knowledge with HR practice. None of this would have been possible without accessing the narratives of the social actors, who were incredibly honest about their SM experiences. In exploring their stories I unearthed amazing expertise and areas of development in HRM and management practice. The process of study has been deep and rich.

In terms of my learning and development this whole process has been immense. I have developed academically and feel this aids my connection with my teaching and my students. The process has developed my own sense of being and capability as I was told I would not get to university. I was aware I

was different and during this study it became apparent there was more to this struggle. As a result I was tested and gained a late diagnosis of dyslexia. I am still learning what this means. I feel this will lead me to support people think smarter about those of us who think, act and look differently. This is why I love the SM topic as it appears to divide people in the same way that disability does.

This study has taught me much about my own resilience and capacity. My doctoral supervisory team has helped me prove I am capable of answering the intellectual puzzles I created. Moreover this process taught me to challenge judgmental assumptions of others and I have used this process to develop myself as a role model. This draws parallel to the phenomenon of SM as content is filled with resistance to normality and used to challenge culture. This demonstrates HR practitioners are missing a huge trick. If used cleverly, this digital tool can fight inequality, a core remit of HR practice. Clearly, there is a long way to go, as my findings attest.

Lastly, I hope to have set an example to my children and my students on the importance of study. I want them to challenge themselves and not be contained by the boxes others place us into. Simply put study is an exciting process of discovery and reinvention. Much like SM it can be used to emancipate and challenge contemporary prejudices. My final reflection is simple; anything is possible if we believe we can.

(Word count: 81,299)

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Appendices

Appendix 1: Comprehensive Literature Search

Comprehensive literature search area	Purpose / aim	Assessment criteria	Synthesis
Social media OR Social Networking AND work places AND the employment relationship	Scholarly articles Containing these words	search for Peer Reviewed articles (PRA) only	Initial search 2,399 PRA narrowed to 6 relevant titles
Social media AND regulation OR Policy OR the issues OR experiences affecting different user groups relevant to this study: • Employee OR trade union use • HR OR Management use	To widen the specificity of the search directly to this study	As above and use of Google search for professional body inclusion (ACAS/CIPD/WERS)	23,000 Narrowed to 12 titles
Digital OR social media OR Networking, identity AND exploration AND impact on workplaces OR employee relations OR employment relationship	To widen article searches with differing key words	As above and in specific journals such as IRJ/WES/Organization	824,000 Narrowed to 16 articles 8 core text books
Human Resources OR Employee Relations AND power AND control	To widen and ensure articles relevance to professional roles and task orientation of roles.	As above	126,000 Narrowed to 3 articles and 2 core text books
Social media AND HR AND CIPD AND ER AND reflective OR Reflexive practice	To ensure articles relevant to specific areas of professional practice	As above	Narrowed to 4 articles

Appendix 2: Criteria for inclusion & final selection of literature

Must include experience of SM by HR or ER practioners
Must focus on UK regulation where possible
Qualitative or mixed methods
Peer reviewed, key ER text (such as Townley, Briken et al)
Notes an asymmetry on power dynamics
Use of SM in identity with dramaturgical approaches

2.1 Criteria for exclusion:

SM use was not for work purposes
Research was outdated legally
SM research was purely quantitative

2.2 Final selection criteria for papers

Journal / Paper	Criteria
Literature area: Identity (9)	
Identity Matters: reflections on construction of identity scholarship in org studies (Alvesson et al 2008) Organisation	Paper 1 in a special edition qualitative in nature and led snowball search due to it being a special edition of journal on identity. (included)
Reviewing Role in processes of identity construction (Simpson and Carol; 2008) Organisation.	Qualitative, focus on key roles – links to boundary nature of HR and the differing perspective of role in the study. (Included)
Managing Identity work personal predicaments and structural circumstance (Watson 2008) Organisation	Exploration of case study- qualitative and focused on identity and corporate persona (included)
Change meaning and identity (Reissner 2010) Journal of Organisational change	Qualitative research into organisational learning. Whilst pre cursor to Identity on SM it was valuable for OL and OD.
Me Myself and I aggregated and disaggregated Identities in SNS (Tene 2013) Journal of international Law and Technology.	Used for the purposes of transformation of identity through differing platforms. But eventually excluded as it focused on passwords too much.
Narratives of organisational identity and identification: A case study of Hegemony and Resistance: Humphreys and Brown (2002) Organisation studies	Useful paper for the use of Foucault and hegemony which informs a managerial identity narrative.
Unravelling HRM identity, ceremony and control in a Management consulting firm. Alvesson and Karreman (2007) Organisation Science.	Key focus is on a critical appraisal of HRM practice and identity. Looks at how HR uses loaded meanings in HR systems
The self and Identity (Aquino and Reed)	Focus on the use of Moral reasoning and identity which had emerged in the data.
Pathways for positive identity construction	Useful study on work related identities

at work: 4 types of positive identity and the building of social resources. (Dutton et al 2010)	which focus on positive work identity – this emerged in dialogues with the actors as they stated they could only be positive in work.
Literature area: Dramaturgy (3)	
Theorising digital personhood: a dramaturgical approach (Kerrigan and Hart 2016) – Journal of marketing management	Theorising regarding the digital personhood and use of SM as a dramaturgical approach and the fluidity of SM use – whilst not HR ER use it highlights the strategic use of SM.
The presentation of the self in the online world: Goffman and the study of online identities (Bullingham and Vasconcelos 2013) Journal of Information science	Exemplification and discussion on SM and dramaturgical aspects of identity.
Dramaturgy and social movements: The social construction and communication of power (Benford and Hunt 1992)	Draws on the key elements of power using 4 key dramaturgical techniques, useful for role commitment.
Between Foucault and Goffman discourse in the abstract and face to face interaction (Hacking 2004) Economy and Society	Focus on the use of two complementary theoretical positions, both applicable to this study
Literature Area: Social Media (9)	
Social Media Tools for Leaders and Managers Billlington and Billington 2012) (Journal of Leadership, Accountability and Ethics vol. 9(6) 2012	This paper addresses social media and related strategies for business leaders. In terms of how SM is incorporated from a non HR view. Suited to the study as this is multi- perspectival
Harnessing Social Media (Collection of Thought pieces: Authors various including Dr M Reddington) CIPD 2012	Used for HR practice in SM use from the perspective of the professional body. Used as a dichotomy to ER/Legal positioning.
Workplace impact of Social networking (Bennet et al 2009) Property Management Journal	Focused on the cultural perceptions of SM use in UK at the early stages – used as a comparison to the present context to see how perception have shifted
Managing Employee Social Networking: Evolving Views from the National Labor Relations Board (Lucero et al 2013) Journal of employee response rights	Whilst principally centring in US legislation it was useful to consider the rights of individuals on SM
Do social media enhance constructive voice all of the time or just some of the time (Martin et al 2015)	Use of SM for voice purposes was important to consider in the study. This article was highly useful in looking at the role of leadership in positioning the use of SM and how they integrated it for voice purposes.
Performing and undoing identity online: Social networking identity theories and the incompatibility of profiles and friendship regimes (Cover 2012) The international Journal of research into New Media	Used for the critical frameworks of SM use, these focus on the theoretical and critical perspectives.
Use of Social Media at work: a new form of voice (Holland et al 2016)	Use of SM for voice purposes. Again as with Martin et al (2015), a consideration

	was the forms of use for SM communication. SM is considered as mechanism to enhance HRM.
IDS law briefs on SM and the workplace (2012)	2 papers which focus on the principle legal cases in SM use.
Social Media(tion) and the re-shaping of the Public/Privaet Boundaries in Employment Relations (2016)	This paper offered a contestation of SM and how this impacts primarily on the employment relationship. It highlights the boundaries of work are morphing and creating tensions on interplay between work and privacy.
Friend or Foe? The Promise and Pitfalls of Using Social Networking Sites for HR Decisions H. Kristl Davison Catherine Maraist Mark N. Bing Springer Science+Business Media, Journal of Business Psychology	Uses the premise to raise questions about using SM for HR practice particularly the validity and usefulness of information obtained on these sites, applicant perceptions of employers' use of these sites, and the legality of using these sites, among others.
Literature area: Surveillance and Monitoring (7)	
Sousveillance: Inventing and Using Wearable Computing Devices for Data Collection in Surveillance Environments (Mann et al 2003) Surveillance & Society	Sousveillance: is a new area to consider in terms of policy. It is process that inverts surveillance by using devices for to observe leaders in surveillance environments – this is the leading article on this area as it is a little researched area.
Monitoring employee behaviour through use of technology issues of employee privacy in USA (Moussa 2015)	Use of extensive monitoring is considered and the link to how policy is incorporated – again USA perspective – but interesting in terms of the notion of surveillance which is not as widely used in UK but follows USA models.
Profiling employees on line shifting public and private boundaries in work (McDonald et al 2016) Human Resource Journal	Discusses the issue of pre rec checks and profiling to collect information on employees – this clearly is an issue for monitoring employees and discusses the ethical practice for HRM.
Employers use of social networking sites a socially responsible practice (Clark and Roberts 2010) Journal of Business Ethics)	This looks at policy on employer checks and the ethics behinds the use of the scant information in hiring process.
Using social media content for screening in recruitment and selection: Pros and Cons (Jeske and Shultz 2016) WES.	Legal frameworks from both UK and USA are compared which made this recent research pertinent to include
Perspective: Managing professional boundaries and staying safe in digital spaces (Cooper and Ingelhearn 2015) Journal of research in nursing)	This focuses on the use of SNS and the boundaries from a specific employee perspective – useful to consider as a point of professionalism
Perceptions of Employees on Information checks by employers using SM in the IT sector (Tripathy and Kaur 2013) Management and Labour studies	This was used as it focuses on the perception of employees rather than from an HR perspective.

Literature Area: HR and EHRM (3)	
Managing electronic communications a new challenge for HR Managers (Van Gramberg et al 2014) International Journal of HRM	Focus on the increase of tech in HR context and how this is managed for business effectiveness'.
To post or not to post employee rights and SM (Jacobson and Tufts 2013) Review of Public administration	The paper focus on conduct in SM context and looks at how policy and regulation starts at government level the article discusses key rights of the employee.
Social networking analysis in HRD a new methodology: Hatla (2006) HRD review	Focusing on the performivity and effectiveness of HRD and Social networking this is a pre cursor to SM use but was vital to think that HR encourages networking yet is risk averse to SM use..
Gossip in the workplace and the implication for HRM and its relationship to employee cynicism (Kuo et al 2015) International Journal of HRM	Used to position gossip – relates to SM posts about the organisation.
Dissent at work and the resistance debate: departures, directions and dead ends (Thompson,2016)	This paper highlights the notion of resistance and provides an appreciation of alternative discourse on behaviour at work focusing on more oppositional practices. An emphasis is place on the symbiosis between product, effort, time and importantly identity.
Literature Search area: Employee relations (5)	
Workplaces and Social Networking The Implications for Employment Relations ACAS 2010 Andrea Broughton, Tom Higgins, Ben Hicks and Annette Cox (The Institute for Employment Studies)	Seminal working paper on SM rights in UK
The state of the employment relationship (CIPD ,2005)	Used to look at how this research has morphed temporally overtime – capture the view of the CIPD as professional HR body.
The Psychologisation of ER (Godard 2014) HRJ	Article argues that HRM is multidisciplinary – but that this is morphing this is used to state that ER is changing and the issue for the PC
The future of ER from the perspective of HRM (Boxall 2014) Journal of Industrial relations	Article that focuses on an analytical process of both ER/HR.
Defining The Employment relationship (Spooner and Haidar 2006) International Journal of Employment Studies	Focus of redefining the Employment relationship – specifically looks at control and dynamics.
Partnership and the development of trust in British workplaces (Dietz 2004)	Focuses on Partnership and the development of trust in British workplaces thought to underpin the employment relationship

Literature Search – Reflective Practice	
CIPD guide on RP - note no date downloaded from their site 15: 32017	Useful positioning of RP by CIPD used for RP in ethical HR practice.
Reflection as a core process in organisational learning (Hoyrup 2004) journal of workplace learning	Theoretical analysis of OD and OL and the link to RP. Used for positioning how HR must integrate this activity levels of the org.

2.3 Final selections of Core Text Books included in the study:

Understanding Employee Relations. Dundon and Rollinson (2011) McGraw Hill
The Dynamics of Employee Relation. (Blyton and Turnbull (2004) Palgrave Macmillan.
Industrial Relations (2nd Ed) Theory and Practice. Edwards (2003) Blackwell Publishing.
Employment Relations: Fairness & trust in the workplace. Bingham (2016) Sage.
The realities of work (Noon et al Palgrave Macmillan Palgrave Macmillan
Reframing HRM; Power ethics and the subject at work (Townley 1994) Sage
Organisational Misbehaviour (Ackroyd and Thompson 2003) Sage.
Connected (Christakis and Fowler 2010)
The New Digital Workplace (Briken et al 2017) Palgrave
Young Workers and Trade Unions (Hodder and Kretsos 2016) Palgrave Macmillan
The four Dimensional Human Being Ways of being in the digital world (Scott 2015) Palgrave Macmillan
Rewired (Rosen 2010) Palgrave

Appendix 3: Student Misconduct Preliminary discussion

Prior to commencing the main study I had preliminary exploratory discussions with 3 second year degree students from the University Business School who were disciplined for SM misuse. The students had been involved in an ongoing SM dispute where accusations escalated to an allegation of harassment culminating in an investigation and subsequent disciplinary meeting. I used the interview to formulate this research. The discussion was recorded and transcribed.

Student Social Media Harassment Case details: This case involved a student and their aggrieved partner. The case was complex and involved pervasive use of SM to ascertain each other's activity post romantic break up. The activity included comments which caused aggravation. This activity formed the basis of an allegation of unwarranted sexual harassment as an act of revenge. The students involved were called to an investigation and given notice to attend disciplinary meetings They were asked to provide evidence of SM activity

Similarities between student social media misuse and employee social media misuse:
This case echoes case law and workplace investigations into SM misuse. It was apparent in the discussion students had not realised SM activity and comments could actions could lead to serious allegations. It was clear students were not fully aware of policy around SM use. It was apparent they were not aware private elements of SM use could be investigated or had been made fully aware of wider procedures. The following quote illustrates this ignorance…"*we were told to behave well, be nice to other people, that kind of stuff.. not the rules…".* University policy is similar to workplace policies as it includes aspects of desired behaviours. Parallels can be drawn from their perception that SM behaviour is somehow exempt from workplace governance if it takes place externally to the organisation. This highlights a lack of clarity and awareness in policies governing social media usage. This illustration was used to draw links to expectations in the psychological contract (outlined more broadly in the literature review). It was clear from discussions that their lives are fully immersed in the use of social media sites. All 3 actors were incredibly active on Facebook, Twitter, Snapchat, Linkedin and Instagram. Causality in this particular range of incidences and context appeared to create a link to Mythodrama (Oliver and Verity (2008) and Dramaturgy in terms of performance and social interaction. Clearly the warring between these actors affected desired workplace behaviours. The students explained they view "gossip driven" SM media activity online. This discussion was purposeful in order to underpin and explore issues for consideration in work. The pertinence was in exploring how the interactions were completely natural to these actors. Such uninhibited reactions online have implications for the psychological contract for all parties. This preliminary discussion was used as a schema for SM as a staged area of performance where differing identities and behaviours emerge. It was pertinent as a preliminary insight into how student actors assimilated their roles and a misunderstanding of policy was witnessed. This was purposeful look at how the scripted policy may be perceived as prop in the dialogue for SNS behaviour. The script is the framework for how the actor may choose to act and is used widely in the rehearsal of a play. It was useful to understand that SM policy is often hidden. Actors clearly improvise and assimilate their own sense of regulation. This has implications for how organisational rules are applied rehearsed, understood and adhered to. This helped shape the SSIQs

Appendix 4: Bracketing as Preunderstanding

In this section I reflect upon the central issue of my position as the researcher – the *who I am and what I know.* This is purposeful to "bracket" any assumptions and to mitigate against the issues which may affect this study. I will state upfront my position and how I aim to bracket this bias.

<u>My childhood</u>

I am from a traditional working class background with relatively open opportunities. The background was happy. I was born in the 1960's where the traditional roles assigned to male and females were being challenged. This was the era of Greer, in truth my mother, was instilling in me the ability to have an inquiring mind and to not rely on a male.

To bracket any judgement on sexual orientation and gender roles which may differ to any conceptions of sexuality and gender that I may have.

<u>My education</u>

Education was highly sought after and my parents were a driving force in encouraging me to develop my ability to learn. My mother chiefly saw education as a way to achieve autonomy from life as housewife. Schlafly (1977) opposed such liberal views stating that women who veered from such a path were taking a flight from responsibility. So one can see why women wanted to challenge their lot. This made me appreciative of the quest for equality. It made me realise I was aware of my sexual and social identity which as Bourdieu (1972) states is created at the same time and constructs divisible differences between the sexes. I think in this sense I was aware of an awakening of my consciousness of such a sexual identity and a determinate social definition which are incumbent on socially ascribed versions of what it is to be distinctly male or female.

To bracket any preconceptions that I have about emancipation or educational background which may sway how I feel about differing participants?

<u>My preconceptions about managers and commercial organisations</u>

A distinct shift in the quest for truth and knowledge came as I entered work –Working in newspapers challenged the core of my beliefs. The context of investigative and popularist journalism, the heftily targeted environment of advertising departments and the managerial approaches used to increase sales consumption of press is being questioned today in the aftermath of the Levenson Inquiry. One can pre suppose what the environment was like. Macho-arrogant and hedonistic are words that readily come to mind. Scruples about advertising and journalistic pieces were flimsy – the aim was to sell daily papers and reap advertising at a premium with little regard for the reader, the advertiser and or those who were unlucky enough to be reported. Newsworthy material comes at a price for someone. This environment is where I learned to my chagrin that humanity can be unscrupulous and unfair. I saw management approaches which were aggressive. I witnessed increased competitiveness between individuals with a desire for power which was in my view corrupt; yet at the same time the place of work was a jolly place filled with a collective camaraderie. This was a young person's haven, where money grew on trees and rewards for yielding high revenues were worth the heartache for a while. In this sense we replicated Foucault's knowledge is power argument (1982) I did realise that we were being motivated by different forms of power whether that be status, intellect or monetary. In this sense we declared *truth* to be what we the powerful declared it to be. I perceive the power to be consciously or unconsciously created by ourselves, that we are somehow disconnected and overtaken by the panopticon of power and as Foucault states:

"Instead, I would say that the analysis, elaboration, and bringing into question of power relations and the "antagonism" between power relations and the intransitivity of freedom is a permanent political task inherent in all social existence [...] In effect,

between a relationship of power and a strategy of struggle there is a reciprocal appeal, a perpetual linking and a perpetual reversal. At every moment the relationship of power may become a confrontation between two adversaries. Equally, the relationship between adversaries in society may, at every moment, give place to the putting into operation of mechanisms of power. The consequence of this instability is the ability to decipher the same events and the same transformations either from inside the history of struggle or from the standpoint of the power relationships. The interpretations which result will not consist of the same elements of meaning or the same links or the same types of intelligibility, although they refer to the same historical fabric, and each of the two analyses must have reference to the other. In fact, it is precisely the disparities between the two readings which make visible those fundamental phenomena of "domination" which are present in a large number of human societies."

I agree with Foucault that power is asserted and played out in the relationships. In doing so the editors were overtaken by the machine that ran them. This makes their will not their own, yet it does not absolve their actions. Whilst I concur that knowledge is used as an upper hand and a power tool. I am mindful that some individuals would not see the power dynamics in such academic terms.

To bracket any preconceptions I may have about commercial entities and the differing individual managerial approaches used by social actors whilst maintaining a critical stance.

Preconceptions about social media

I was not a user of social media prior to this study. I was fascinated with how it was increasingly used by individuals and how it was impacting upon work relations. Alongside this CIPD, ACAS and research articles were all making great evidence-based quantitative arguments for restricting SNS use. The key preconceptions were that SNS use is linked to increased presenteeism and bouts of misbehaviour in work. Working in HR I had knowledge of and worked on caseloads with HR managers. This often involved the increased use of technology as a distraction from work tasks. The assumption by HR managers was often that the employee was recalcitrant. The aim was to bracket preconceptions of SNS use as a distraction in work and to suspend any judgement about SNS users as recalcitrant.

Appendix 5: Consent Form and Covering Letter

Consent Form:
DRAFT TITLE OF STUDY: *I gotta be me*: *A multi stakeholder study on sense-making of online identities at work.*

Please answer the following questions by circling your responses

Have you read and understood the nature of this study?	YES	NO
Have you been able to ask questions about this study?	YES	NO
Have you received enough information about this study?	YES	NO

Do you understand that you are free to withdraw from this study?

• Within the time frames specified	YES	NO
• Without giving a reason for your withdrawal?	YES	NO

Your responses will be anonymised before they are analysed.   YES   NO
Do you give permission for members of the research team to
have access to your anonymised responses?

Do you agree to take part in this study?   YES   NO

Debriefing

Would you like a transcript of the project research results to be   YES   NO
sent to the email address you have provided?

Please note a confirmation e-mail will be sent to all volunteers stating that the project has been completed.

Declaration

Your signature will certify that you have voluntarily decided to take part in this research study having read and understood the information provided. It will also certify that you have had adequate opportunity to discuss the study with an investigator and that all questions have been answered to your satisfaction.

Signature of participant:... Date:...........................
Name (block letters):...

Signature of Researcher:.. Date:...........................
Claire Taylor, Sheffield Hallam University, 0114 225 4882, claire.taylor@shu.ac.uk

Please keep your copy of the consent form and the information sheet together.

Claire Taylor MSc, MSc, PGCLTHE, FHEA
Senior Lecturer, Sheffield Hallam University

Re: Request for Doctoral Research

Dear

I am a doctoral student and senior lecturer at Sheffield Hallam University. I am currently

undertaking the Doctorate of Business Administration program researching in the field of

employee relations and human resource management (HRM).

I am in the process of writing my doctoral dissertation and am collecting data for that purpose.

My doctoral dissertation is focusing on a range of issues associated with the use of social

media in the workplace. The aim of this research is to explore how the increasing use of social

networking sites (SNS) has impacted on managing employee identity and organisational

behaviours.

I am interested in analysing how employees make sense of organisational policy and

management control in this area. The particular focus is on how employees adhere to

organisational rules when outside of their working hours, how this impacts on their work

identities and the implications for the management of them as individuals and for HRM

practice. I am seeking to understand how social networking activity contributes to perceived

anomalies in employee behaviour and how this may cause conflict within work. This is

becoming an increasing area of concern for HR practioners, due to a rise in case law and impact on the brand in this area.

The purpose of this letter is to ask for your assistance in my studies and to ask if you would be willing for yourself, an operational line manager and a member of staff to agree to be participants in this study.

Please ask any questions that you have about participating in this project at any time. I want you to have the information you need to make a decision that is best for you.

I attach an outline of the proposed study and an Informed Consent Form.

Appendix 5: (continued) Interview Schedule

Role by domain			Number

Organisation	Fictitious Avatar Name	Gender	Roles
Aedis Housing Interviews 7th May 2015	Alex Alan Anne	Male Male Female	Head of HR Maintenance Manager Community Engagement Officer
Tiro Recruitment Consultancy Interviews 14th May 2015	Beatty Beth Brittany	1.Female 2.Female 3.Female	Senior HR Advisor Director Recruitment consultant
Pala Communication Interviews 12th December 2015	Claire Charles Charlotte Clive	Female Male Female Male	HR Director Operations Director HR Consultant Sales Director
Alumno University Interviews 24th October 2014, August 2015.	Davina Debbie Dahlia Darcy David	Female Female Female Female Male	HR Business Partner HR Policy Manager Operations Manager Engagement Officer Lecturer and Trade Union Representative
Senes Healthcare products interviews 6th Feb 2015	Erica Elizabeth Elana	Female Female Female	HR Director Project Manager Marketing and Communication Officer
Charta Stationery Interviews 4th Dec 2014	Fiona Flo Frances Freya	Female Female Female Female	HR Business Partner Organisation Development manager Credit control Manager Apprentice
Pharma Chemical Engineering interviews 26th Nov 2014	Georgia Greg Gary	Female Male Male	HR Manager Maintenance Manager Shift team leader and TU representative
HR Roles			10 interviews with actors who hold HR roles that had in-depth knowledge and experience of SM use.
Management Roles			7 interviews with actors with leadership or management roles who had in depth knowledge of SM projects and use at work.
Employees			8 interviews with actors who have operational roles; 2 of which held Trade Union Representative roles, who had experience of SM misuse or were involved in the shaping of

	regulation
Students	3 – disregarded in the analysis as it was not robustly aligned to working practices.
Total number of interviews	28

Appendix 6: Transcription Verification

RE: Re Transcripts

Taylor, Claire
Tue 3/21, 11:27 AM

cheers hun!

From: [redacted]
Sent: 08 March 2017 06:22
To: Taylor, Claire
Subject: Re: Re Transcripts

Hi Claire,

Thank you for sending me my transcripts for review. Having read through I believe that they are a true and accurate account of our interview. Should you require any further clarification please do not hesitate to contact me.

From: Taylor, Claire <Claire.Taylor@shu.ac.uk>
Sent: 31 January 2017 17:30:13

Subject [redacted]

Dear S [redacted]

As discussed as part of my methodology please can you look over your transcripts.

Appendix 7: Interpretative Transcript Summaries

Tiro: Brittany (Employee)

Brittany holds a frontline recruitment role in the agency. She presented as loving her new role. In her narrative she discusses work as though each department were a separate tribe.. HR tribe v Sales Tribe. This seems to link with the notion of role and identity. She discussed HR with a sense of foreboding. It was clear that HR was something that she saw as aloof, cold and arbitrary. This highlighted division in the workforce. Her persona was bright and bubbly. Her use of SNS was twofold: on a very informal personal level through Facebook (FB) and LinkedIn was used for professional and commercial purpose to recruit for roles. Brittany had been disciplined by a previous employer for misconduct on SNS. This was because she circulated a photo of a candidate on FB. Brittany seemed confused why this would present issues for confidentiality. There was a genuine bewilderment that she had been investigated. The genuine hurt was apparent as she was shocked the case had been brought forward by two "friends". She was also confused because the office banter over what she had done had suggested they found her post "funny". Therefore there is a sense that the whole team misunderstood the implications. Therefore there were existing questions around visibility of SNS policy and development across that particular org. Brit demonstrated upset and a feeling that she was being made an example of. Her pride forced her into resigning as she stated she could not handle the stress and felt she knew she would be dismissed for misconduct. She left. The issue this presents is a high propensity for recidivism; from her perspective she felt she has not been made clear of the reasons. This is because she left prior to the investigation commencing. Thus Brit has presented a sense of not having learned from the context. She had not changed her settings. What she had done in this new org was to only accept friends request form people on a similar level. This spelled out the fact that she operated in a hierarchy and the notion of tribes was stratified. Brit was still unclear about the issues of recruitment, she had received little training on recruitment and data protection. She was asked about policy in the current place and was a bit clearer. But was still confusing her use it was apparent that she was not clear on the boundaries between her SM public and private use.. She was also using a work coordinated platform and her personal sites for commercial purposes. This is seen to blur boundaries and confuse the notion of the professional identity.

Main Themes (distilled) :

- Tribes – HR v Sales
- HR visibility aloof and cold
- Friends - a much confused term.
- Isolation – in and out of the office when being investigated
- Emotional response to investigation and misconduct
- Rules and rule breaking
- Visibility of Policy for SNS
- Office banter (Misconduct and humour)
- Sharing information and legal aspect of data protection
- Clarity of misconduct issues
- Lack of L&D for rec and SNS
- Management approach – left alone to misbehave if you bring money in
- Intelligence, self-regulation

Reflection: Examples of Misconduct and misbehaviour L&D upfront, repeat training and SNS Coaching. Mentoring /mediation before and after "misconduct" due to the relationship issues.

Interpretative transcript summary

Alumno: Davina (HR Policy Development)

Davina is the HR lead for policy development and was being tasked with bringing in SNS policy for University. SNS being used much more widely within the University for branding, student comms, recruitment was still a grey area. The communication issue was the biggest area that defined this interview: This centred on the principle of freedom of speech. This links to HRA and ERA. The key staff group perceived to affect this was academic freedom of speech. Dav was very thoughtful and worked closely with the trade unions particularly UCU /Unison and her own HR PD team to ensure that consultation was managed appropriately. This brought to bear the notion of joint partnership working. There were clear areas that she felt should be delineated in terms of policy this was surveillance which she felt was intrusive. Her teams approach was to advise against it. Her notion of trade unions was interesting "true to type" – this presented an issue for the power dynamic and identities at the table – there is a clear notion form HR of a stereotypical TU rep. This needs exploring with the TU rep.Control and regulation were discussed in relation to ACAS / CIPD and flurry of case law- they were introducing there policy quite late – used a more consultative approach through a committee specific for policy – EPDG / JNC and I&C. Surveillance in previous org had been too invasive which was driving her philosophy at Uni. She felt the policy and MGMT actions should marry to the academic philosophy of transparency and freedom. She called knowing the FB contents of peoples worlds as an unhappy accident – felt that once you scrutinise you then look for stuff which meant you kept observing the person almost stalking them? Distinctions of boundaries between work and privacy were a clear issue that were thought of this included the lack of clarity over working time, the personal perceptions that it affected (she kept saying (I Think) this appeared as though she was still in inception mode! Regulation was an interesting issue of "trying to get the employee" – the notion of an objective HR was challenged in this interview – it was firmly about protecting employer.SNS not a generation thing – the worst misconduct were in frontline employee roles where the roles was mundane (Boredom – wellbeing agendas).

Identity of HR : This was massively interesting – she talked of the self as two different hemispheres – her use of SNS was massively manipulate to portray herself as professional – erased all her photos. Her emotions = sad and reminiscent as the photos were also a part of who she was. Used her family life as way to suggest she was quirky – hubby a DJ – and talked of her other side. Almost as Schizophrenic. She also talked about her identity as something that was sexual SNS and sexuality was repeated in other HR interviews – this is a definite theme of morality and judgement (Kandola and Bias). It also felt as tough HR was too rigid in her view that it needed to allow people to be people in their own right – but recognise this was a fact of Recruitment and impression management.

Themes:

- Duality/Tension in identity
- Sexuality on SNS
- Morality for HR
- Stereotyping and judgement by HR
- Partnership and consultation approaches
- Power dynamics in HR /TU relations
- Stereotyping of TU (true to type) – perception of challenging persona and identity?

Reflections: Major aspect in this interview was the HR morality, bias and stereotyping which are seen to be in massive conflict with one another – the moral identity is clearly a portrayal – dramaturgical aspects – playing a part and scripted and enculturated.

Working with TU and power dynamics – HR relationship with TU does this mean they can offer no challenges? Are challenges seen as threat to Hegemony. Suspension of judgement – natural justice seems key issue for HR to perceive.

Interpretative transcript summary

Charta: Frances (Credit Control Manager)

Frances works in credit control. Her manner was one of stress – she had little time for interview – I respected her for being up front. F presented a very "together" persona, organised and efficient. Her Latin mantra would be laboro laboro laboro as her narrative was one of hard work and no fun. Her dialogue involved a dictatorial tone – because I say they shouldn't – Parent and naughty child approach. This could be a trigger if her manner and tone were misunderstood. Her approach was interesting – it was explained as Foucauldian (Panopticon). She was always on lookout for those swinging the lead (lots of metaphors) She was like a Game of Thrones episode. Fraces wanted to catch people out – almost the lazy worker theory. THE WALL or SHELF – she made her team put phone on the windowsill to minimise phone device use. Punitive approach – yet her discourse were confused as she appeared to shy away from confrontation. Voyeur – she loved watching and observing folk online – similar to HR a lurker. She discussed being nosey. Her responses at start were more clipped. This also translated to her eyeball management style – Varys the watcher in GOT. Dramaturgical (using VOMS).All of the above was contrasted with her own view of her own identity as collaborative and approachable. She talked of having an open door policy – (she sat in an open plan office). Which was ironical as she actually discussed using email with her team not face to face dialogue? She placed distance to her and her team. Ageist view – older people sit and play on phones _ again the perception of Boredom and wellbeing spring to mind – Presenteeism. Yet she also felt old – conflict in the view of her identity – not as fixed.

Themes:

- Panopticon and eyeball management
- Distal issue in management
- Mgmt. communication – can blanket email ever be good as a coaching tool?
- THE WALL – punitive measure of phone amnesty
- Lurking on SNS
- Empathy and warmth of MGMT – trigger to SNS dialogues Boredom SNS and presenteeism.

Appendix 8: Academic Credibility

The following table demonstrates how academic rigour and credibility are aimed for using Tracy's (2010) Criteria of Quality.

Criteria for quality (end goal)	Various means, practices and methods through which to achieve the criteria	Evidence in this study
Worthy topic	The topic of the research is: 1) Relevant	Tracy (2010) suggests worthy research contains a compelling conceptual or theoretical stance. The purpose of this study focused on exploring sense-making conceptions of SM use and the implication this has on identity construction and the employment relationship. Previous research focused on misuse and regulation of SM in employment law. SM in this perspective is viewed as disruptive to the employment relationship. The research rarely discusses differing views of SM using a qualitative approach. Little is known about how individuals in the organisation interconnect and their experiences of SM from within the actual employment relationships. This study sought to add to this body of research by looking at three key roles within the employment relationship. Studies on managing social media often look at two opposing arguments in SNS use a) it is a good thing or b) it is bad thing for work spaces. In the main SM studies tend to be quantitative in nature. Studies using Identity exploration rarely look beyond one role. Whilst studies on identity have looked at the HR role it is rare that they develop notions of how this may impact on interconnectivity with other constituent roles. What makes this an interesting study is the cross analyses of the constituent roles exploring the competing perspectives situated at the heart of the employment relationship.
Worthy topic	2) Timely	This study responds to a need for greater understanding and insight into how SNS is used in wider work contexts and within the key roles in the employment relationship. This is a timely study because SM use has increased and is used to air anger at employing organisations. As this study developed there was a wave of trade union activity and strikes. SM use was used for both surveillance and sousveillance purposes (network rail users posting about train drivers) or to get across competing ideologies (use of Facebook in political campaigns from Junior Doctors and by general public showing support for differing political factions in the general election and EU referendum). This raises expectations on organisations to counteract such media activity and places emphasis on HRM to tackle such behaviours. It is also important to consider SNS use, technology

382

		and employee activity recent big cases have changed political infrastructure (Donald Trump and Hilary Clinton purportedly misusing technology and SNS during the USA election). This shows that misbehaviour sits at the top of the chain and can have serious legal implications. This study seeks to look at the capability to address such behaviours. Many studies highlight SNS use is little understood but that it can be used to enhance the business (Bennett 2010). Use of SNS can be used to deploy social identities in the workplace (Creed and Scully 2011) and some call for a need to manage SNS activity (Broughton et al 2010, CIPD 2013, Biro 2011, Lucero 2913, Moussa 2015 and Van Gramberg et al 2014). There is a gap in the linkages between these competing perspectives and roles. It is through this study, using an interpretative approach one can explore differing emotions, behaviours, similarities, differences and tensions which may become apparent.
Worthy topic	3) Significant	The differing use of a qualitative exploratory research methodology provides a basis for greater understanding and insight into interlinking roles. Interpretative phenomenological Analysis allows for an exploration of this little understood phenomenon in relation to the use of SM and the impact on the employment relationship. The study draws upon the competing discourse using themes drawn from Foucault to focus on the manifestation of power and control of SNS. This approach looks at how managing the use of SM activity affects, maintains and creates new identity constructions. Indeed highlighting how actors create versions of them self in SM helps look at how intercommunication is adopted or hindered. Importantly how interpretations of self, compete or enhance interrelations within the employment relationship. The interpretation of identity online is of interest and this study sought to do this by looking at how dramaturgical devices are used to portray the self in an online context. Goffman's conception of the front and back stage self are useful to look at how these can be used for the portrayal of the public and private self.
Worthy topic	4) Interesting	This study explores the dimension of SM in work and explores the intersection between the offline and online self and how the identity is constructed. This is interesting as this is also used to address how role is an important factor in online identity portrayal and the effect this has on the dynamics of the employment relationship. Due to some of the findings in this study this relates to Tracy's (2010) concern for interesting research and Schwandt's moral intelligences (1996) which call for a critique of current contexts. This study has raised ethical issues in HR and management for the purposes of educating new recruits regarding surveillance. It also aims to support young students to develop professional personas
Rich rigor	The study uses	The use of Foucault (1975) and Islam (2012) as a

	sufficient, abundant, appropriate and complex 1) Theoretical constructs	central discourse for power and reification are strong 'theoretical constructs' presented in the research. This is due to the power dynamics, use of HRM in surveillance, discipline and punishment. However this was an exploration of individuals and did not see power as separate to their being. The other strong constructs were homophile (Christakis and Fowler 2011) in terms of how the interconnectivity is manifesting itself at work or not between the constituent roles. The use of identity was also massively affected which relates to a number of theoretical conceptions (Beech, Alvesson, 2008) and the notion of being and dramaturgy in terms of their identity construct related to role (Goffman 1986). An interpretation of these conceptual areas were pulled together via an exploration of actors use of SNS, how they used power and control in their role, the effect of SNS on their identity construction and notion of behaviours and emotions in the work space. These multiple subject areas were drawn on to make sense of how these all combined to affect the employment relationship.
Rich rigor	2) Data and time in the field	The research data was captured in the field via semi interviews. This process took over 12 months to collect. The first waves of interviews were seen as a mini pilot. These were conducted over a the first 3 months. These interviews were transcribed and analysed to adapt the future interviews. The interviews were conducted over a day long period spent in each organisation. Each interview lasted from 35 mins to 2 hours long. The day spent in the field also allowed me to observe the workspaces and places as well as the actors. I also kept a journal to note any observations. In order to reflect upon each new field experience there were hiatuses in the collection. This enabled me to revise and adapt any interview glitches. There were other materials of text which I did use for analysis. This included SNS materials, law reports and copies of the SNS policies used by the organisations in this study
Rich rigor	3) Sample(s)	The sample consisted of 25 actors in seven organisations; This consisted of 10 HR actors, 8 management actors and 7 employee actors. Whilst these were from differing contexts there was homogeneity in the roles of the actors.
Rich rigour	4) Context	All interviews were conducted with actors employed in the UK. The actors were employed in differing sectors with some similarity: 2 organisations had morphed from public sector to commercial entities (Aedis and Pala). One organisation was fully public sector (Alumno). These 3 organisations had similar principles and similarity in some of the employee voice mechanisms (Pala and Alumno were still unionised). Four organisations were commercial entities which came from production of healthcare products (Senes), chemical engineering (Pharma) these had similar

		interaction on voice and similar approaches to manufacturing. Both were unionised. The remaining two organisations were in the stationery and recruitment sectors. They were driven by hard approaches to sales. The sample was diverse in organisational nature but not in roles, which is where homogeneity largely existed.
Rich rigour	5) Data collection and analysis processes	The in-depth interviews used a semi structured process. A question framework was produced to ensure questions related to their role. This was outlined in the methodology chapter. The interviews produced 31 transcriptions, 654 pages of interview dialogue. This was reduced to 28 actors transcripts actively used in the study. I have already documented the number of themes this data capture generated and produced a large quantity of meaningful data. Alongside the data capture I had access to 5 SNS policies and 1 set of case notes (students). These were not used as they would allow readers to identify the organisations / individuals thus affecting the anonymity. I created a journal to note my own observations and reflections of the stages in the process and during the data capture. The data was reviewed after each interview. It was reviewed during the transcription process and within three cycles during the hermeneutic process to capture the conceptual, theoretical and descriptive levels in each interview in line with IPA. They were cross correlated with each other to generate themes. The interview transcriptions and approach to data capture were taken to my regular DBA supervisory team meetings and were scrutinised as part of the DBA processes. The transcriptions and data capture were also discussed at IPA meetings held in Sheffield.
Sincerity	The study is characterised by Self-reflexivity	The research has been driven by reflective practice. I am interested in reflective practice and its use and have co-authored a paper on the lack of reflexivity and reflective practice by HR actors (Bull and Taylor 2014). This methodology was utilised because of this factor. IPA imbibes a reflexive stance. I have from the onset in the introduction of this study consciously reflected on my own part in the research process. I outlined my experience and fascination with my own 'pre understanding' of SNS use from a managerial and Hr perspective which emerged from my own roles as, director, manager, employee and now as an academic. Some this pre understanding and experience has driven the need to explore this as a topic as it was here that I felt SNS was largely misunderstood. It was here that I also felt there were tensions in work because of the approaches used to manage SNS. I also state that I was not a user of SNS and therefore could bracket myself form this phenomenon. However I have used my reflective journal to look at how SNS interaction

		has made me feel and experience the use of SNS as a professional.
Sincerity	2) Transparency about the methods and challenges	I have stated the approach taken to the data capture (above and in the methodology chapter) including how I arrived at the purposive sample. I have included a redacted version of a transcript. I have logged all the themes in Excel files and in Vivo (all password protected and stored off campus in an alarmed environment). I have kept a reflective log throughout the process. I have the data recordings for all interviews conducted. In terms of transcription I undertook some of the transcription and have been very open in the fact that I found this very difficult as I have dyslexia. I have also noted a transcription service was used. To compensate this method I undertook and listened to the interviews at least 3 times each to familiarise with the actors' dialogue and narrative. I made notes after each interview on the experience. I have included reflective notes in the thesis to show the vulnerability I faced in the whole process.
Credibility	The research is marked by 1) Thick description, concrete detail, explication of tacit (non-textual) knowledge and showing rather than telling	The research brings together the experiences of 3 constituent roles, HR, Management and employees in a given organisation. By highlighting the differing roles I can give the differing perceptions and tensions in the study in multiple ways. I provide an overview of the organisation and a brief overview of the actors. In each theme I capture the differing experiences the actors had when encountering SNS use. Each actor was asked similar questions from a range of questions that would engender response about their tacit knowledge, SNS use and experiences on SNS. They openly discussed their interconnections with peers at work and how they represented themselves on SNS. These all came together to develop clear pictures of their experiences and highlighted tensions in the interrelations at work.
Credibility	2) Triangulation or crystallization	I have triangulated the data by the use of 3 differing constituent roles and the inclusion of a conceptual framework (Introduction) which highlights the differing theoretical constructs I chose to use to underpin and guide the study. I wanted to create a greater understanding of those at the heart of the employment relationship and look critically at the assumptions they have of SNS and each other. The idea of collecting the different sources of data was to triangulate and crystallise views on employee voice, identity, the employment relationship and of course SNS (Tracy2010). Using differing collation of data sources and actors it is hoped that a greater exploration of an enduring concept the employment relationship can be looked at in greater detail.
Credibility	3) Multi-vocality	Lindlof and Taylor (2002) suggest that multivocality provides a description of the actors' performances and their significance to interpret meaning. In the sample I have interviewed and observed employees who sit at the heart of the employment relationship in 7 differing sectors. They have a similarity in role. These roles offer differing perspectives and multiple voices. Each

		role offers a chance to look at the competing dynamics. By looking at 10 HR actors I can use the IPA methodological approach to create *verstehen* on their social practice and look at their different or similar view points.
Credibility	4) Member reflections	Each participant was offered the chance to view the transcripts and signed a consent form. I used an external transcription service which eliminated my bias. I then went through each recording to check the accuracy. I shared this with fellows in the supervisory team. Following the interviews I did correspond with some of the actors to ask further questions and to share the transcripts. I was concerned about this and referred this issue to my supervisors who said that sending data to participants is an issue. I then researched this and refer to Hagens et al (2009) who state that accuracy is rarely improved. Three actors stated the transcripts were true reflections of theinterviews.
Resonance	The research influences, affects, or moves particular readers or a variety of audiences through 1) Aesthetic, evocative representa-tion	The narratives of the actors which emanated from their interviews were used to achieve an evocative representation of their perspective. Some were incredibly moving such as Freya the adolescent whose story of her experience on SNS led to her full retrenchment from Social Media. Other accounts evoke a strong reaction such as the prejudicial perspective of the HR actors, which promote wider ethical considerations and which have been called for wider laws to build around discrimination. Other narratives evoked emotional reactions emanating from the interviews which centred on the harassment of managers by being abused on SNS.
Resonance	2) Transferability and naturalistic generalizations	The accounts can be applied to notions of *'transferability'* and '*naturalistic generalisation'* . The exploration of the differing roles in SNS use can themselves create transferability as they explore the differing aspects of performance management, policy creation, employee voice, discipline and punishment – these correlate not only with HR roles but also management and are thought therefore to create a generalised but natural look at everyday occurrences in the work space.
Significant contribution	The research provides a significant contribution 3) Conceptually/ theoretically	As outlined I positioned the research against a conceptual framework to guide the study. This drew upon the broad church of employee relations theory, identity theory and SNS use theory. It will therefore build upon and add to these theoretical foundations. It also looked at roles within the employment relationship and there it makes a contribution to HRM and management studies.
Significant contribution	1) Practically	I completed this study as part of a DBA. The contribution is not purely about knowledge. It makes a contribution to practice of HR and management. The key aspect is focuses on the IPA design which uses multi-perspective view and advances hermeneutic research. I also make a contribution to reflective practice, organisational learning and ethical considerations for both roles. The findings of the study

		can be disseminated through the CIPD, CMI and the ILM professional bodies. It can also be disseminated in the core HR programs at University as I teach on a CIPD accredited UG course to influence young HR practitioners.
Significant contribution	2) Heuristic significance	This study brings together the multiple perspectives of HR and management alongside their wider range of employees. This offers multi-vocality and provides greater insights into some of the challenging aspects of work and technology. It als focuses on the reification of HR practices. In re thinking some of the boundary and demarcation it will provide a heurism to greater understanding of improved connectivity, engagement and ethics.
Significant contribution	3) Methodologi-cally	The study is unique as IPA is often used in clinical settings. This study offers a new and unique perspective by looking at the constituent roles and the focus on using Foucault as a backdrop (FDA is akin to IPA). This explores how the dynamic of the employment relationship is played out due to an in-depth exploration. This approach provided me to seek theory which gives an insight into really serious implications for the actors and the organisations.
Ethical	The research considers 1) Procedural ethics (such as human subjects)	In this study SHU ethics approval was sought and signed off by the REC (SHU REC1 and 2). All actors and organisations were anonymised and avatars were given to protect the identities. The data is stored on a PC with passwords. Hard copies are stored in a locked environment with a burglar alarm. Ethics for each interview were considered.
	2) Situational and culturally specific ethics	Each participant signed a consent form which outlined the issues such as low risks, the ability to withdraw and access to the transcript. I also outlined the confidentiality and anonymity.
	3) Relational ethics	Relational ethics were considered and minimised as the CIPD local branch aided much of the purposive sample. I did not seek the organisations it occurred by introduction from CIPD to HR directors. Accesses to 3 organisations were via my own HR contacts that held posts as directors and or HR managers. With each director and lead manager I sought their agreement to explain the research. I have initial meetings or phone calls with all the leads. I also covered this by sending out a follow up overview of the study with consent to proceed form so they could agree it was something they would agree to participate in.
	4) Existing ethics (leaving the scene and	Access to each participant was sought via each director. I did not specifically choose participants. The HR Director sought these out which again minimised bias from my point of view. Each director was

	sharing the research)	thoughtful about the sample and included HR actors who had created or led on policy. Trade unions were sought out by the directors to ensure multi-vocality where they had included them in voice mechanisms of policy. In terms of producing publishable data I will consider the cautions given by Tracy (2010) and will include a disclaimer before publishing to state what may or could be misrepresented. This will occur after the Viva and upon completing the DBA.
Meaningful coherence	The study 1) Achieves what it purports to be about	The study used an IPA methodology which utilised semi structured in-depth interview. The central research question focused on and explored the sense-making of SNS use by those constituent roles in the employment relationship. An overview of the questions used to shape the study and a description of the interview questions were included and presented in the methodology chapter. Semi structured interviews was utilised as a method of collection as I have dyslexia. Developing a range of questions ensured that I did not come away from the guiding conceptual framework and to endeavour to create some consistency and rigour between the actors' interviews.
Meaningful coherence	2) Uses methods and procedures that fits it stated goals	The use of interviews was considered against a range of other methods, I was considering use of case notes to look at the text and was going to use Foucauldian Analysis and Discourse analysis or narrative analysis. A central issue was access to these legal documents. The access to such texts proved difficult and so Interviews were seen to offer a better option. Focus groups were also considered but felt that this may not allow for a truth to become apparent as some actors are not able to speak publicly about their experiences as being open may vocalise issues which they needed to keep confidential or which may harms their identity as a professional. The use of differing actors provides the multivocality and differing competing perceptions of these within distinct contexts and employment relationships,
Meaningful coherence	3) Meaningful and interconnects literature, research questions/foci, findings and interpretations with each other	The interconnections are apparent form the differing roles and the differing use of theoretical constructs in the conceptual framework. These as stated pull together tenets which may affect the employment relationship are outlined in the introduction and methodology chapter. I focused on 3 roles and the aspects of control, power, use of identity and social media. I pull these together to make distinctions about the competing perspectives to create coherence in the study. I draw on wider issues of these activities and theoretical constructs to complete a more holistic exploration of the dynamics of work and SM. The findings are presented alongside literature to support the competing perspectives of these roles. These are drawn together in the final discussion chapter to make conclusions and recommendations for practice. I conclude with implications for wider studies.