Special Issue: When Social Media Meets Social Service: Using Social Media in Public, Nonprofit, Education, and Healthcare Organizations / Edited by Gohar Feroz Khan, Mark C. Hoffman & Tomasz Misztur

Best Practices in Social Media at Public, Nonprofit, Education, and Healthcare Organizations / Gohar Feroz Khan, Mark C. Hoffman, Tomasz Misztur

Abstract: Interaction facilitated by social media is becoming an integral part of life in contemporary society, tweaking the human psyche's deep need to connect. Having changed the creation, sharing, and consumption of information, it inevitably must be integrated into the operation of most human organizations. While some organizations readily adapt themselves to social media, the majority have struggled. While many public-serving organizations are trying to embrace social media, these government, nonprofit, education, and healthcare organizations have complex legal and ethical environments that create special concerns and constraints. For these organizations, social media can be a challenge to: perceived non-partisanship and fairness; student, patient, victim, or client confidentiality; facility security; employee productivity; protection of intellectual capital; information and reputation management; and regulatory compliance and enforcement processes.

Best Practices in Social Media: Utilizing a Value Matrix to Assess Social Media's Impact in Healthcare / Deirdre McCaughey, Catherine Baumgardner, Andrew Gaudes, Dominique LaRochelle, Kayla Jiaxin Wu, and Tejal Raichura

Abstract: This study examines the relationship of social media channel utilization (activity on blogs, content communities, and social networking sites, plus posting a social media policy) by healthcare organizations and the brand rating of those organizations, as measured by patients who have completed the Hospital Consumer Assessment of Healthcare Providers and Systems (HCAHPS) survey. We found the degree of adoption of social media channels among hospitals to be 25%, which is consistent with other reports. We also found a positive relationship between social media channel utilization and patient rating of their overall hospital experience, as well as patient willingness to recommend the hospital. Based upon our findings, we introduce a Social Media Value Matrix. The matrix indicates that healthcare organizations utilizing a greater than average number of social media channels have significantly higher social media value scores (derived from the intersection of HCAHPS scores and social media channel prevalence) than hospitals that utilize fewer than average social media channels. Rogers (2003) diffusion of innovation theory is referenced to explain the rate of adoption of social media by healthcare organizations.

The Employment of Dialogic Principles in Website, Facebook, and Twitter Platforms of Environmental Nonprofit Organizations / Daejoong Kim, Heasun Chun, Youngsun Kwak, and Yoonjae Nam

Abstract: The present study conducts cross comparisons among nonprofits' leading Internet platforms regarding use of dialogic principles, and investigates relationships between this use and financial capacity. A content analysis was conducted of three Internet platforms (website, Facebook, and Twitter) of 60 U.S.-based environmental nonprofit organizations. The results reveal that (1) 85% of the organizations use either Facebook or Twitter, (2) the overall extent of dialogic principle employment is the highest for the website, followed by Facebook and Twitter, (3) positive correlations are found only between the website and Twitter in the dialogic principles of the dialogic loop and the usefulness of information to the public, and (4) organizational financial capacity is positively correlated only with Twitter in the overall dialogic principle employment. The results indicate that, although nonprofits operate multiple Internet platforms for relation building with the public, they substantially rely it on their websites and use Facebook and Twitter to supplement particular dialogic features that are limited on websites.

Social Media Risks and Benefits: A Public Sector Perspective / Gohar Feroz Khan, Bobby Swar, and Kon Sang Lee

Abstract: Social media are becoming an important intermediary for interaction between governments, governments & citizens, and governmental agencies & businesses. This is due to the unique characteristics of social media: openness, participation, and sharing. However, despite rapid adoption, a growing concern and skepticism regarding the use of social media exists in the public sector. The purpose of this study is to investigate empirically the risks and benefits of social media use by public agencies. For this purpose, a research model was developed and tested in a survey of 289 government sector employees from six South Korean government research institutes (GRIs). We found that both risks (i.e., social risk, time, psychological risks, and privacy concern) and benefits (i.e., social connectivity, social involvement, information attainment and entertainment) significantly affect public sector employees' satisfaction with and intention to use social media. However, the effect of the benefits on users' satisfaction was stronger compared to the risks. The results of the study have important implications for researchers and policy makers.

Validation of the Beneficial and Harmful Work-related Social Media Behavioral Taxonomies: Development of the Work-related Social Media Questionnaire (WSMQ) / Richard N. Landers and Rachel C. Callan

Abstract: Although social media is increasingly used by employees during work, little is known about what employees are actually doing on social media or why. To remedy this key gap in the literature, a series of three studies was conducted. In Study 1, a qualitative critical incident study was conducted to develop a taxonomy of social media behaviors that are beneficial to work performance, along with a taxonomy of behaviors that are harmful. In Study 2, the Work-related Social Media Questionnaire (WSMQ) was developed to measure these behaviors. In Study 3, cross-validation and criterion-related validity evidence was collected on the WSMQ. Behaviors identified by employees as harmful to job performance were positively related with counterproductive work behaviors and negatively related to task, contextual, and adaptive job performance. Behaviors identified by employees as beneficial to job performance were generally unrelated to actual job performance. Thus, behaviors identified as harmful by employees were indeed harmful, but behaviors identified as beneficial were not beneficial. This

suggests limited value in permitting access to social media by employees without a particular plan in place to utilize the features of social media productively.

#universitycrisis: The Impact of Social Media Type, Source and Information on Student Responses Towards a University Crisis / Erik M. Snoeijers, Karolien Poels and Colombine Nicolay

Abstract: Universities have every reason to avoid damaging their reputations through mismanaged crises. Moreover, universities have the moral duty to protect their students from harm by effective communication in a time of crisis. Social media have evolved into the fastest and most direct means to communicate with student populations. In this study, we experimentally tested the use of Twitter and Facebook as crisis communication media at a university. We further observed the effects of the communication source (university or dean) and the crisis information (instructing or adapting) on secondary communication by the students (e.g. sharing the message and leaving a reaction). The role of the dean as an information source seemed to incite action by students. We also found some counter-intuitive effects, particularly with regard to type of crisis information communicated on Facebook or Twitter, by the dean or the university.

How Do People Participate in Social Network Sites after Crises? A Self-Determinant Perspective / Xuequn Wang

Abstract: People increasingly rely on social network sites (SNSs) to find out timely information about crises. Thus, emergency managers are interested in how people participate, and how to promote their participation in SNSs after crises. Based on Self-Determination Theory, this study develops a theoretical model to examine the mechanisms through which different types of motivation contribute to various participating behaviors in SNSs after crises. Survey data was collected after the Ya'an earthquake, which occurred in China on 20 April 2013. Our results show that while autonomous motivation is positively related to posting new content about the earthquake, controlled motivation is positively related to commenting on others' content about the earthquake. Furthermore, perceived autonomy and perceived relatedness are positively related to autonomous motivation. We suggest that emergency managers may want to promote different types of motivations, depending on the specific participating behavior preferred after crises.

Consumers' Emotional Reactions to Negative Publicity and Crisis Management in the Healthcare Industry: A Multiple Case Study of Lipitor and Oxyelite Pro / Hosung Timothy Rhee and Sung-Byung Yang

Abstract: Negative publicity has an adverse effect on an organization, especially in online environments where consumers' word-of-mouth travels fast. By implementing an appropriate response strategy and being attentive about consumers' emotional reactions, an organization could minimize potential damage from crises. This explorative multiple case study decomposes each of eight negative publicity cases into the dimensions of drug/supplement type (Lipitor and Oxyelite Pro), negative publicity source type (organizations and individuals), response execution status (response executed and no response), and defensive response type (attack-the-accuser and justification) in measuring consumers' particular negative emotions (anger, anxiety, and sadness). Based on the results of the study, the following propositions are derived: (1) higher degrees of anger

and sadness are correlated with the negative publicity involving a supplement; (2) a higher degree of anxiety is correlated with the negative publicity caused by individuals; (3) a higher degree of anger is correlated with the response executed; (4) response execution is the dimension that exerts the strongest impact on consumers' negative emotions; (5) a higher degree of sadness is correlated with the late response; and (6) the degrees of anger and anxiety subside after the second response.

Infomediary Business Models for Connecting Open Data Providers and Users / Marijn Janssen and Anneke Zuiderwijk

Abstract: Many public organizations are opening their data to the general public and embracing social media in order to stimulate innovation. These developments have resulted in the rise of new, infomediary business models, positioned between open data providers and users. Yet the variation among types of infomediary business models is little understood. The aim of this paper is to contribute to the understanding of the diversity of existing infomediary business models that are driven by open data and social media. Cases presenting different modes of open data utilization in the Netherlands are investigated and compared. Six types of business models are identified: single purpose apps, interactive apps, information aggregators, comparison models, open data repositories and service platforms. The investigated cases differ in their levels of access to raw data and in how much they stimulate dialogue between different stakeholders involved in open data publication and use. Apps often are easy to use and provide pre-defined views on data, whereas service platforms provide comprehensive functionality but are more difficult to use. In the various business models, social media is sometimes used for rating and discussion purposes, but it is rarely used for stimulating dialogue or as input to policy-making. Hybrid business models were identified in which both public and private organizations contribute to value creation. Distinguishing between different types of open data users was found to be critical in explaining different business models.