Managing Facebook Friend Requests in Workplace Relationships: An Application of
Communication Privacy Management Theory
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Chapter I

Introduction

The use of social networking sites (SNSs) continues to increase in the United States (boyd & Ellison, 2008). SNS pervasiveness extends beyond personal home use and into the professional world. The purpose of this thesis is to examine coworker Facebook friend request decisions within the organizational context. The study employs Communication Privacy Management (CPM) (Petronio, 1991, 2002) theory as a theoretical framework to explore the privacy dilemma of when personal and workplace relationships potentially intersect through coworker Facebook friend requests.

Facebook uses the term *friend* when referring to the link between two individuals. When one wants to create an online link, they send a friend request, which is accepted, declined or left in limbo without a decision. Individuals may now receive friend requests from a varying number of individuals, from work colleagues and associates to family and offline friends. Additionally, Facebook users are able to establish groups or categories of friends (e.g. work colleagues and college friends) and decide the amount of information, including photographs, to share with the groups. In comparison to other SNSs, Facebook has developed a pattern of offline to online relationship building, the very type of relationship this thesis examines (boyd & Ellison, 2008; Dwyer, Hiltz, & Passerini, 2007; Ellison, Steinfeld, & Lampe, 2007; Joinson, 2008; Lampe, Ellison, & Steinfield, 2004; Ross, Orr, Sisic, Arseneault, Simmering & Orr, 2009).

While not a brand new phenomenon, the study of SNSs, such as Facebook, in the workplace is still in its infancy (DiMicco & Millen 2007; Skeels & Grudin, 2009). The study of SNSs within communication studies has a breadth of research in the areas of

computer-mediated communication (Tong, Van Der Heide, Langwell, & Walther, 2008; Walther, Van Der Heide, Kim, Westerman & Tong, 2008; Walther, Van Der Heide, Hamel & Shulman, 2009), instructional communication (Mazer, Murphy, & Simonds, 2007), and interpersonal communication (boyd & Ellison, 2008; Ellison et al., 2007).

Related to computer-mediated communication (CMC) and SNS use, several interesting findings emerge from the literature. For example, information posted by individuals on another user's profile is relied on more heavily by the profile owner's network members than the information posted by the profile owner (Walther et al., 2009). Social cues of attractiveness impact others impressions of the profile owner when their friends are deemed attractive (Walther et al., 2008). In the area of interpersonal communication, the study of SNSs opens new doors to possible relationships. Ellison et al. (2007) found a relationship between the use of Facebook, social capital (e.g., community and social ties), and psychological well-being. Furthermore when an individual has too few or too many friends on Facebook, they are perceived more negatively than those who have an optimal number of friends, as related to the rater's number of friends (Tong et al., 2008). Lastly, the instructional communication literature supports a negative association between instructor use of Facebook and student perceptions of instructor credibility (Mazer et al., 2007). While this literature is impressive in scope, less evidence exists in the organizational communication literature and organizational context for how individuals deal with coworker Facebook friend requests, framing the privacy decisions from a CPM perspective.

Applying CPM to coworker Facebook friend requests and the privacy management processes occurring on Facebook from an organizational perspective is

useful given discussions about privacy rights and the way that organizations use SNSs in decision-making. Companies utilize nearly any means possible to gain private information in determining an individual's ability to succeed in the job (Cuesta, 2006). Organizations may seek private information on Facebook to assess an employee or potential employee's capabilities and degree of fit within the organization (Cuesta, 2006). Employers frequently employ SNS searches to make decisions about candidates (Cuesta, 2006; Larson, 2009). While CPM theory acknowledges that individuals have both public and private needs regarding the sharing of information (Petronio, 2002), this thesis specifically examines the privacy decisions and needs that individuals may have in the organizational context. CPM theory looks at the sharing of information and the decisions associated with that on a continuum (Petronio, 2002). The goal of this study is to explore the decisionmaking and privacy management practices regarding coworker Facebook friend requests.

This provides an employee with a privacy dilemma of what to do when a colleague requests to be linked via Facebook. This linkage means a loss of privacy, as all personal information, photographs, and comments posted by the individual may be readily available to a workplace peer. The employee has the option to either accept, reject, or take no action in response to a coworker Facebook friend request. Once a request decision has been made, an individual may re-assess their current privacy management rules and disclosure practices. SNSs create a blurring of professional and personal lines (DiMicco & Millen, 2007; DiMicco, Millen, Geyer, Dugan, Brownholtz, & Muller, 2008; Jackson, Yates, & Orlikowski, 2007). One specific study discovered through the interviews with Microsoft employees that there are some tensions when using

SNSs to communicate with colleagues (Skeels & Grudin, 2009). Legitimacy of using social network software, struggle of mixing personal and professional personas online, tensions from crossing boundaries, and disclosing confidential organizational information were four of the problems discovered. Employees at Microsoft struggled with presenting themselves to several audiences (i.e., coworkers, family, and face-to-face friends) and determining how to set their privacy settings. Additionally, individuals were conflicted when in receipt of Facebook friend requests from managers, faculty members, or anyone from a different power status (Skeels & Grudin, 2009). As such, exploring how individuals make decisions about managing their privacy on SNSs, in light of coworker Facebook friend requests, presents a unique privacy decision and application of CPM theory. Current communication literature that examines disclosure and privacy orientations does not address the decision-making process an individual experiences when determining whether to accept a Facebook friend request from a work colleague. This thesis begins to contribute to that very area.

Social Networking Sites

SNSs play an important role for researchers interested in the impact that computer-mediated communication has on interpersonal relationships. When used, the term SNS indicates an online forum that has three main characteristics that allow participants to "(1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system" (boyd & Ellison, 2008, p. 211). Though first launched in 1997, the popularity of SNSs exploded in the United States between 2002 and 2004, with many geared towards specific audiences

(boyd & Ellison, 2008; Steinfield, Ellison, & Lampe, 2008). MySpace was aimed towards teenagers, Facebook towards college students, and LinkedIn towards professionals (DiMicco & Millen, 2007). SNSs, though once not intended for active use in a professional setting, are finding their way into the workplace with increasing popularity (DiMicco & Millen, 2007; Skeels & Grudin, 2009).

Increased use of social networking websites makes managing personal and professional boundaries more complex, as the user composition on Facebook becomes increasingly diverse and an integral part of workplace communication (DiMicco & Millen, 2007). Specifically this thesis examines the social networking website Facebook, due to the greater control over page content and privacy management that it allows its members to have compared to other networking sites, such as MySpace and LinkedIn (FoxNews.com, 2006). Given that young adults use Facebook for maintaining social and personal relationships (Acquisti & Gross, 2006; boyd & Ellison, 2008; Cuesta, 2006; Debatin, Lovejoy, Horn, & Hughes, 2009; Dwyer et al., 2007; Ellison, Steinfield, & Lampe, 2006; Ellison et al., 2007; Gross & Acquisti, 2005; Lampe et al., 2004; Lampe et al., 2007; Lampe, Ellison, & Steinfield, 2008; Tufekci, 2008), greater potential exists that several of their non-work related friends will be a part of the Facebook collective boundary. As such, access to a personal profile and disclosures on the site reflect more of a potential privacy dilemma than allowing a coworker to view professional profiles on LinkedIn. For this reason, this thesis only explores coworker friend requests on Facebook.

Facebook began in 2004 as a SNS solely for the use of college students (Mazer et al., 2007) and slowly began to be marketed to high school students and then large

corporations and finally, was open to the general public in 2006 (Lampe et al., 2008; Tufekci, 2008; Tuunainen, Pitkanen, & Hovi, 2009). Another unique characteristic of Facebook is that after visiting the site, 5% of its users go onto websites within the educational category (Tancer, 2007). Facebook is a linkage based SNS that allows users to post personal information, such as status updates, photographs, hobbies, education, and messages (Mazer et al., 2007; Joinson, 2008; Tuunainen et al., 2009). By belonging to a network, most everyone in the network can view one another's pages, unless otherwise restricted by the user. The offline social networks that Facebook bases its online networks on include colleges and universities, high schools, corporations and companies, and towns and regions (Lampe et al., 2008); though in December 2009, changes were proposed by Facebook founder to eliminate some networks and rework privacy settings with the arrival of Facebook's 350 millionth member (Zuckerberg, 2009). The pages allow Facebook friends to post comments and tag photos of one another, viewable by everyone in the network or friends with both individuals (Mazer et al., 2007; Tuunainen et al., 2009). This creates a dynamically evolving SNS.

It is important to note that Facebook allows its users to set specific privacy settings that can block individuals or groups of individuals from viewing their private information. Users can even go as far to adjust privacy settings on a friend by friend basis, meaning they have control of whether or not work colleagues can view photographs of them or see status updates. Members also have the ability to restrict what information is available to those who are not their friends, if they are able to be found through a search, how much of their name is revealed within a search and whether or not others can request to be friends. As such, significant privacy management occurs through

the use of privacy settings, as well as disclosure practices. Research supports that privacy settings are rarely used (Acquisti & Gross, 2006; Madden, Fox, Smith, & Vitak, 2007).

SNS use in the workplace enables colleagues to better connect with coworkers and other employees (Wang & Kobsa, 2009). Both Microsoft and IBM have recognized the impact of SNSs and have taken the time to research Facebook, due to its high daily access by their employees (DiMicco & Millen, 2007; Skeels & Grudin, 2009). Microsoft employees utilize Facebook to maintain awareness of colleagues, build stronger relationships with colleagues, and gather professional information (Skeels & Grudin, 2009). Many IBM employees utilize Facebook as they progress from college into the workforce. Specifically they keep in contact with college friends and maintain frequent contact with those in their workplace (DiMicco & Millen, 2007). SNSs are an integral way individuals stay in contact with one another, maintain awareness of colleagues, build relationships within an organization (DiMicco & Millen, 2007), and maintain a sense of community (Jackson et al., 2007).

Currently, Facebook has more than 400 million active users (those who have logged-in in the past 30 days), with their fastest growing user demographic as those 35 years and older (Facebook statistics, 2010; Fletcher, 2010). In July 2009, iStratgy Labs found that within the last 6 months, the 55 and older age category of Facebook users had increased by 513.7% (Corbett, 2009). This indicates that Facebook is no longer a SNS used only by young adults, but a space with wide appeal for interaction among many.

Digital Footprints

Given the increased use of SNSs, the management of private information through social media deserves greater attention in scholarly research. Research supports that a

about them for others to view on the Internet (Madden et al., 2007). Furthermore, when it comes to SNSs, 60% of users put no restrictions on their profiles and allow anyone to view personal information (Madden et al., 2007). Related to coworker use of SNSs to gather information, 19% of Internet users search for information about their professional colleagues with 33% of users specifically turning to SNSs to search for information (Madden et al., 2007). When looking specifically at Facebook, Acquisti and Gross (2006) found that 30% of current members of Facebook did not know if there was any way to manage who can search for and find their profiles, while 18% do not know if Facebook allows them to control who can read their profile, which is possible. As such, the simultaneous management of personal and professional boundaries on SNS deserves greater attention.

With increased availability of places to seek information, as well as capabilities for archival on the Internet, employees need to be even more conscious of how their colleagues may learn more about them. Information and photographs posted on SNSs, blogs, listservs, as well as personal information (i.e., address, email address, and birth date) are more accessible than ever before. Organizations are also aware of the impact that the use of a SNS may have on an employee, as 20% of working American adults report their employers have a policy restricting organizational information sharing on SNSs (Madden et al., 2007). It may be the case more often than not that voluntarily and actively shared information in one setting (i.e., personal life) has the potential to be involuntarily shared in another setting (i.e., workplace) (Madden et al., 2007).

Specifically this new phenomenon is termed as "digital footprints" and our digital

footprints are finding their way through our personal lives and into the workplace, where our colleagues have every opportunity to know more about us, whether or not we explicitly give them permission (Madden et al., 2007).

Workplace Relationships

Some individuals strive to maintain a distinct difference between their personal and professional lives, while others seek friendships and romance with coworkers. For those seeking relationships, the distinction between personal and professional life becomes blurred, making the management of privacy more complex. Workplace friendships are defined as informal and person-related interaction in a workplace setting that enhance job satisfaction and provide support and information sharing (Berman, West, & Richter, 2002; Mao, Chen, & Hsieh, 2009; Riordan & Griffeth, 1995). Though workplace relationships share many of the same characteristics as other friendships, they are distinctive (Sias, Heath, Perry, Silva, & Fix, 2004).

Given the substantial amount of time that individuals spend at work, it is reasonable that the workplace is where many people learn to cope with and manage stressors (Krouse & Affifi, 2007). Therefore, professional interactions that result in friendship are driven by motives such as interpersonal needs, affection, inclusion, and a need to relax during the work day (Anderson & Martin, 1995; Graham, Barbato, & Perse, 1993; Riordan & Griffeth, 1995). Essentially, employees want to communicate with and know that their colleagues care about them and like them, as well as create a pleasant working environment (Anderson & Martin, 1995; Morrison & Nolan, 2007). Additionally research indicates that frequent exposure to another individual (i.e., at work) increases the likelihood of friendship (Morrison & Nolan, 2007). Overall, an organization can impact

the way that friendships are formed or the way that relationships are formed (Odden & Sias, 1997). An environment can either support cohesion, collaboration, and coworker communication in both personal and professional ways or discourage it.

Another influence on workplace relationships and decision-making regarding connecting with colleagues is impression management needs. Impression management is a purposive, goal-directed behavior that is used to enhance one's social identity in the eyes of others (Bolino, 1999; Boseman & Kacmar, 1997; O'Sullivan, 2000).

Organizations often require that individuals conform to specific roles or goals, therefore impression management behaviors may be used to maintain the expected identity, match anticipated behaviors, and not violate organizational norms (Boseman & Kacmar, 1997; Gardner & Martinko, 1988). The impact of impression management may be dependent upon what an individual believes is dictated by the organization or the impressions they want to make to colleagues. Additionally the influence and use of social media change how colleagues communicate with one another.

Facebook has been linked with the formation and maintenance of social capital, which is the benefit that one receives through relationships with other people (Lin, 1999; Steinfield et al., 2008; Warren, 2008). Each bit of social information, no matter how small or seemingly mundane, enhances friendships by creating what some term as a portrait or novel of friend's lives and allowing them to feel as if they have never been apart (Thompson, 2008). Because of the link that has already been made between relationships and use of SNS, it only makes sense that workplace relationships should be further examined. This area of study is interesting because work relationships operate with a boundary between the social norms that govern friendships and the expectations of

an individual in the workplace environment (Morrison & Nolan, 2007). Better understanding the workplace relationship and influence of social media will allow for individuals in the workplace to make more educated decisions when deciding to link with colleagues via SNSs.

This thesis, similar to other work (Berman et al., 2002), employs a broad definition of workplace relationships. In the workplace, relationships may occur due to location, amount of time spent together, and common interests; however, workplace friendships share a common characteristic with general friendships because both are voluntary. Workplace relationships are defined in this thesis as friendships that occur in the organizational setting, without any qualifications on rank or department location (Morrison, 2004; Sias et al., 2004).

Current State of Economy

Beyond wanting to know they are cared for in the workplace, individuals may also seek workplace relationships to enhance job security in turbulent economic times. Workplace friendships "involve mutual commitment, trust and shared values or interests between people at work, in ways that go beyond mere acquaintanceship but that exclude romance" (Berman et al., 2002, p. 217). Friendships in this context contribute to the overall work experience by providing social support and enhancing job progress and career development (Krouse & Affifi, 2007; Sias et al., 2004). Additionally, gainful employment is thought to play a significant role in the formation of identity, self-esteem, mental and physical health, as well as the overall organization of one's life (Safilios-Rothschild, 1970).

Attending to and managing private disclosures on SNSs is critical as individuals seek economic stability. As of September 2009, the number of unemployed individuals in the United States rose to 14.9 million, a rise of 7.4 million since December 2007 and specifically, the number of persons working part time only for economic reasons climbed from 423,000 to 9.1 million (Bureau of Labor Statistics, 2009). The numbers of discouraged workers who are not looking for work because they believe no jobs are available almost doubled in 2009 (Bureau of Labor Statistics, 2009). Furthermore, the number of job openings has fallen by 2.4 million (50%) since June of 2007 and quit rates (individuals quitting their jobs voluntarily) are 45% lower since the most recent peak in December of 2006 (Bureau of Labor Statistics, 2009). Switching jobs is not as economically feasible as it once was and enhancing workplace relationships is one way to improve job security.

Communication Privacy Management (CPM) Theory

Communication Privacy Management (CPM) theory frames the process of disclosure employed in this thesis by focusing on the rules individuals establish when managing the tensions between public information disclosure processes and maintaining individual privacy needs (Petronio, 1991, 2002). Individuals have both public and private needs when it comes to sharing information (Petronio, 2002), yet this thesis specifically examines the privacy dilemma that some individuals may encounter while balancing their interpersonal relationships with colleagues on a SNS. This theory is expansive with several propositions and rules; however, throughout this thesis an explanation of all these elements will be covered as it relates to individuals' privacy management on Facebook. Child (2007); Child, Pearson, and Petronio (2009); and Child and Agyeman-Budu (2010)

extended the propositions of CPM to a SNS context. CPM theory proposes that individuals equate private (or undisclosed) information with personal ownership.

Utilizing CPM theory to analyze the management of boundaries between professional relationships in the workplace and private information is important to better understand since many individuals reveal substantial information about themselves freely on SNSs (Gross & Acquisti, 2005).

CPM theory does not focus on the content of the disclosure, but rather uses a boundary metaphor to illustrate each person's individual and collective privacy management processes. Specifically, the image of a boundary is used to illustrate the interplay between individual and collective information ownership and disclosure practices (Petronio, 1991, 2002). Turbulence occurs when privacy rules do not function as intended and readjustment to current privacy rules concerning disclosure occurs. When the revealing or concealing of private information functions adequately, no turbulence occurs. However, it is through turbulence that we learn about people's privacy rules and expectations (Petronio, 2002).

CPM theory provides a framework for studying how individuals make decisions related to the potential tensions of maintaining a professional relationship with coworkers by tightly managing privacy versus allowing more disclosure and the integration of colleagues among personal relationship. Coworker Facebook friend requests necessitate considering privacy needs since it is more of a peer-based applications (Pempeck et al., 2009). CPM theory addresses privacy orientations and the influence of culture and climate on the rule management process, as they relate to an organization and its members.

Organizational Culture, Climate and Privacy

Through the study of the existing literature, this thesis defines organizational culture as a macro-level function where deep and unconsciously held assumptions embedded in an organization give it a unique identity and dictate behaviors (Hoy, 1990; Shadur, Kienzle, & Rodwell, 1999). Through the years, research has stated multiple definitions and blurred the terms of organizational culture and climate (Shadur et al., 1999). However, the most important distinction is that culture broadly assesses shared assumptions and ideologies at play within an organization (Hoy, 1990) and strongly influences an individual's development of privacy management rules (Petronio, 2002). In fact, culture is so embedded in its member's lives that it is taught to new members as the "correct way to perceive, think, and feel" (Schein, 1984, p. 3). Organizational climate is a micro-level variable encompassing the way individuals experience the organization on a day-to-day basis. Climate is perceived by employees as either encouraging communication and relationships or focusing more on task or information-based relationships (Brzozowski et al., 2009; Guzley, 1992; Odden & Sias, 1997). The communication climate perceived by employees influences their relationship with colleagues (Smidts, Pruyn, & van Riel, 2001). This thesis examines organizational culture in terms of the assumption about privacy and disclosure within the organization and organizational climate as the day-to-day functioning of communication and relationship maintenance among colleagues. The perceived organizational privacy culture must be considered due to its potential impact on the behaviors of organizational members and how they respond to coworker Facebook friend requests (Hellreigel &

Slocum, 1974). This thesis acknowledges that organizational and/or departmental culture influences and socializes the values and beliefs of its members about privacy.

CPM theory stipulates that rule development processes impact the degree of revealing or concealing information between individuals. Cultural expectations on privacy is one of the macro-categories impacting individuals decisions about privacy management and disclosure practices (Petronio, 2002). Organizational members reflect on the socialized privacy management culture when making decisions about what to reveal to one another. One way that culture has been studied from a CPM standpoint is through examining privacy orientations about disclosure that have developed over a substantial period of time within groups, such as families (Child & Pearson, 2009; Morr, 2002; Morr-Serewicz, Dickson, Morrison, & Poole, 2007; Morr-Serewicz & Canary, 2008; Petronio, 2002; Petronio & Caughlin, 2006).

Privacy Orientation

An organization or department can develop a very "family-like" way of communicating. Individuals spend upwards of 40 hours a week with one another, as well as rely on each other to communicate effectively regarding personal feelings or task-related messages. In fact, organizations are working on building more family-type environments by encouraging more involvement, better conditions, and more social practices (Casey, 1999). In a field study, Casey (1999) found a caring and committed employer and a family of colleagues who were passionate about the job resulted in employees motivated to assume the habits and values of the organization, that when interpersonal interactions based on a team or family atmosphere were enacted, higher levels of commitment ensued. The partnership between

Due to these characteristics of family within the workplace, studying family and organizational privacy boundaries, as it relates to CPM, is a valuable intersection to begin to make. The term *privacy orientation* encompasses the values and beliefs formed over time that the members of a group create about the disclosure and management of private information (Petronio, 2002). Specifically, an individual's socialized privacy orientation influences disclosure practices as well as relational satisfaction (Petronio, 2002; Serewicz & Canary, 2008).

This study examines the construct of privacy orientations within the organizational setting the same way that previous scholarship has within families. When organizations socialize members to be open with one another, more permeability is reflected in the privacy orientation (Petronio, 2002). When organizations develop a privacy culture where information is not disclosed and secrets abound, low permeability is reflected in the privacy orientation. Organizational privacy boundaries are similar to family boundaries due to the multiple levels and types of relationships that exist within an organization (Petronio, 2002). While limited, other research has also utilized privacy orientations surrounding the organization (Allen, Walker, Coopman, & Hart, 2007; Metzger, 2006). This thesis extends privacy orientations most commonly examined in the family to the organizational setting as a way to assess organization socialization or cultural beliefs about disclosure and privacy engagement in general.

Purpose

The use of Facebook and other SNS is becoming more commonplace within the workplace and very little research currently exists to examine this rising trend (Child et al., 2009; DiMicco & Millen, 2007; Skeels & Grudin, 2009). The research within this

thesis examines the interactions through SNSs that are a part of people's behaviors from a communication and privacy management perspective.

The central focus of this study deals with how individuals handle coworker

Facebook friend requests. More specifically the study examines organizational privacy
orientations and the intensity of Facebook use as two possible antecedents influencing
how Facebook friend requests by coworkers may be handled. The study also explores
how coworker Facebook friend request decisions impact an individual's subsequent
Facebook privacy management practices. Research supporting the model will be explored
in the next section, as well as the specification of research questions and hypotheses.

Chapter II

Review of Literature

The literature review supports the influence that an organization has on technology and privacy management practices by addressing CPM theory (Petronio, 1991, 2002) and privacy orientations within the context of the Facebook and the workplace. Next, the literature review reinforces the study of SNS in the workplace and how workplace relationships are associated with the general organizational privacy orientations and communication satisfaction within those relationships. Finally, the review of literature ends by examining coworker Facebook friend request decisions and privacy management practices.

Communication Privacy Management

The disclosure and management of practices associated with private information is the crux of CPM theory (Petronio, 2002). CPM's basic propositions give a framework elaborating on how people utilize rules that result in more concealment or revelation of private information. The theory is applied to a wide range of interactions.

CPM theory highlights six propositions about privacy management and communication. The first proposition states that individuals perceive they own any private information about themselves (Petronio, 2002). As owner of the information, individuals also desire to regulate and control how private information is revealed, who the information is revealed to, and what happens to the information once revealed (proposition two). Ownership and control of private information is illustrated within these first two propositions by the use of a boundary metaphor. Boundaries exist around personal information to demonstrate the concept of how individuals manage information

and disclosure. When individuals do not disclose information to others it resides in an individual privacy boundary. Disclosure of private information establishes a collective boundary where all individuals within the collective boundary are responsible for the management of that information (proposition three). Co-ownership of private information occurs when information is moved into a collective boundary.

Proposition four establishes that five factors activate more or less movement of information from individual to collective boundaries (Petronio, 2002). Cultural expectations, gender, individual motivations, contextual factors, and risk-benefit analysis motivate the movement of private information (Petronio, 2002; Child & Petronio, in press). Specifically this thesis focuses on how organizational privacy culture, coworker communication satisfaction, and intensity of Facebook use influence how individuals deal with coworker Facebook friend requests and their subsequent privacy management disclosure practices for information residing in a collective boundary.

The fifth proposition of CPM specifies three rule management processes that individuals use to coordinate collective boundary operations. When information resides in the collective boundary, it is managed through three types of rules: boundary linkage rules, boundary ownership rules, and boundary permeability (proposition five). Child (2007) and Child et al. (2009) extended these three types of rules to SNS privacy management. *Boundary linkage rules* cover the caution or inclusiveness an individual experiences in linking to others on a SNS. *Boundary ownership* deals with disclosing information in ways where less or more ownership of private information is allowed for individuals in the collective boundary. Lastly under collective boundary coordination is the concept of *boundary permeability*. Boundary permeability is the controlling of the

depth and breadth of information shared with the collective boundary. Ideally these three types of rules are jointly negotiated with others in the collective boundary; however, this is harder to do within SNSs, so orientations about these practices and the ways that individuals employ these three boundary operations that either restricts or allows greater access to private information have been established (Child et al., 2009).

The final proposition of CPM deals with boundary turbulence. Boundary turbulence occurs when privacy rule systems do not function adequately and adaptations occur to privacy rules to return to optimal management of individual and collective boundaries. Essentially, boundary turbulence exists when privacy expectations do not match privacy reality. Individuals feel violated when others learn information about them, without their permission (Petronio, 2002). An individual also readjusts aspects of the determined privacy rules (boundary linkages, boundary ownership rights, and boundary permeability) when rules have been violated. This is a common occurrence in an individual's life, because the coordination of regulating private information is complex and occurs on multiple levels. Within this thesis turbulence exists if an individual makes any modifications to their Facebook account upon receipt of a coworker Facebook friend request.

Friend Request Decisions, Organizational Privacy Orientation, and Coworker Satisfaction

This thesis examines the connection between organizational privacy orientations and how coworkers deal with Facebook friend requests. Furthermore, this thesis also examines the associations between organizational privacy orientations and coworker communication satisfaction and coworker Facebook friend request decisions.

An organizational culture encompasses deep and unconsciously held assumptions and ideologies embedded within the organization (Hoy, 1990). The shared orientations among members of a department or organization give it a unique identity (Hatch & Schultz, 1997; Hoy, 1990; Shadur et al., 1999). Privacy orientations reflect socialized understanding of privacy and disclosure practices as organizations reinforce the privacy culture by emphasizing disclosure and openness among members or privacy and the concealment of information within the organization.

Coworker Facebook Friend Request Decisions

Facebook began as a place for college student peers to connect with one another. When Facebook first became popular, it was well-known for bringing a sense of community to college campuses by allowing students to share information with one another in what was considered a safe environment (Cuesta, 2006; Ellison et al., 2007). By 2007, Facebook members on one university campus reported spending an average of 10 to 30 minutes on Facebook each day and having between 150 and 200 Facebook friends (Ellison et al., 2007). Within a year's time, Steinfield et al. (2008) found that students' use of Facebook nearly doubled (by roughly 21 minutes a day) and their amount of Facebook friends grew by 50%.

Students find that creating distinct lines between protecting individual privacy and wanting to socialize via SNSs is a dilemma (Acquisti & Gross, 2006; boyd & Ellison, 2008), but as the Facebook audience increases to include individuals of all ages and backgrounds, the question remains for professionals regarding how to balance one's work life and personal life when SNSs are involved (Facebook statistics, 2009). In the study of troublesome colleagues, Fritz (2002) found that when peers perceived colleagues to be

different than themselves, focused on self-promotion and distracting, they were more likely to dislike the coworker. More specifically, commonality of goals and motivations played a significant role in coworker relationships. Hess (2000) highlights the importance of maintaining distance to avoid obligations, protecting oneself from being hurt, and making public versus private distinctions in undesirable relationships with peers. However, this may be easier prescribed than followed by coworkers. Previous experiences with individuals contribute to an individual's decision regarding distancing behaviors (Hess, 2000), but if one has never interacted with the individual via a SNS, there is no prior knowledge of how the interaction will play out. As is evidenced, there are more questions than answers when examining the decision-making process when in receipt of coworker Facebook friend requests.

Studying coworker Facebook friend requests allows for potential boundary turbulence as individuals make effort to balance professional workplace relationship demands, deal with troublesome coworkers, and integrate meaningful coworker relationships into existing personal relationship networks outside the workplace. When an individual receives a Facebook friend request from a coworker and they restrictively readjust their current Facebook settings or delete posts that may be too public, the individual is experiencing boundary turbulence. Boundary turbulence occurs when preexisting privacy management practices are adjusted to evolving privacy needs (Child et al., 2009; Petronio, 2002), like discovering your coworkers are trying to access your Facebook page. Individuals may need to adapt. Research question one explores organizational member's general responses to coworker Facebook friend requests and

examines if boundary turbulence frequently occurs when people receive coworker Facebook friend requests (see Figure 1):

RQ₁: Will differences exist in the way individuals respond to coworker Facebook friend requests, highlighting boundary turbulence in the response to the request or not?

RQ_1

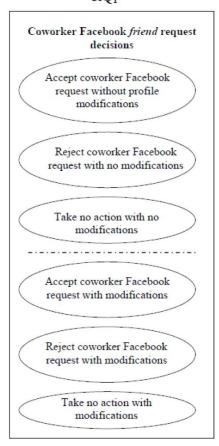


Figure 1: Model of potential coworker Facebook friend request decisions

Organizational Privacy Orientation and Technology

Organizational privacy orientation about disclosure is socialized over time by events that demonstrate the value of open versus closed disclosure and communication practices with others. Organizational expectations about privacy inform employees about appropriate social behavior, both on and offline, which ultimately controls what boundary

rules are set (Petronio, 2002). The environment of one workplace compared to another will influence its member's perspectives and level of value on the importance of revealing or concealing personal information. This will influence the decision-making process of whether to become friends on Facebook and if privacy settings need to be changed within that process.

The emphasis of openness is rooted in the human resources approach. Eisenberg and Witten (1987) identify three types of openness within organizational communication literature: disclosure of personal information, disclosure of non-personal information, and the clarity or ambiguity of the disclosures. Endorsement of the benefits of empathic listening; the sharing of sentiments; and development of trust and concern within an organization does not mean openness is appropriate in every situation. The contributing factors that impact organizational communication range from the organizational culture's support of informal conversations (Fayard & Weeks, 2007) to the ability to maintain privacy (Pacanowsky & Trujillo, 1983).

When an organization values discussion and views informal communication as a tool to help achieve production and social goals of groups, the climate allows for acceptance of disclosure. Kraut, Fish, Root, and Chalfonte (1990) defined informal communication as "that which remains when rules and hierarchies, as ways of coordination of activities, are eliminated" and as "spontaneous, interactive and rich" (p. 5). Specifically informal communication or "water cooler conversation" is valuable in supporting work groups as it promotes discussion, social relationships, collaboration, and assists when colleagues must deal with uncertainty (Fayard & Weeks, 2007; Herbsleb, Atkins, Boyer, Handel, & Finholt, 2002; Kraut et al., 1990). Using a qualitative study to

observe informal interactions that happen around water coolers and photocopiers, Fayard and Weeks (2007) found that it was important that there was a certain level of privacy when these informal conversations were occurring, as it allowed for more freedom to speak freely and for control over the interaction. These studies specifically looked at face-to-face informal conversations. This thesis extends our understanding of those face-to-face informal interactions and examines the influence of social media on informal communication. Previous studies determine that essentially there is value in the organizational encouragement of informal communication among coworkers, as such a climate creates an environment of openness among colleagues (Fayard & Weeks, 2007; Herbsleb, Atkins, Boyer, Handel, & Finholt, 2002; Kraut et al., 1990).

Schweiger and DeNisi (1991) found that when organizations communicate caring and concern to employees, whatever the communication's informational content, increased employee commitment can be anticipated. Specifically during organizational changes, this climate of openness allows for the employee acceptance of more flexibility in day-to-day activities (Schweiger & DeNisi, 1991). The true environment of an organization is expressed through the processes of communication (Pacanowsky & Trujillo, 1983). Pacanowsky and Trujillo (1983) believe that by studying the communicative processes of an organization, its culture will be reflected. Essentially, the organizational environment dictates the openness or closedness of communication among coworkers, and will influence an individual's decision-making process when it comes to how to interact with colleagues.

Another contributor to employees understanding the organizational environment beyond communication is the process of organizational socialization. Socialization

examines the process by which an individual adjusts to and gains the necessary knowledge to participate as a member of an organization (Bauer & Green, 1998; Chao, O'Leary-Kelly, Wolf, Klein & Gardner, 1994). While the study of socialization varies significantly in regards to theory, past research, tactics, outcomes, moderating and mediating variables (Saks & Ashforth, 1997) and process versus content (Chao et al., 1994), much of the literature emphasizes the role that the organization and its members play on an employee's decision-making processes. Socializing employees to understand an organization's norms and values is something that individuals engage in throughout entire careers (Chao et al., 1994). It is not something that only occurs during the initial ingratiation into the workplace, but something that occurs during the introduction of new employees, new management, new policies, and new technologies (Allen et al., 2007; Chao et al., 1994).

Additionally a factor that contributes to the emphasis of disclosure and communication among colleagues is the value placed on the use of technology to communicate. The increasing use and application of technology within the workplace influences the development and understanding of organizational culture. Organizations have moved beyond the question of if technology should be used and are now wrestling with if they should manage employee use of it and if so, how to do that. As organizations struggle with these questions, employees begin to feel the ripples of technology surveillance and management decisions. The lines are blurring between the use of technology in an individual's professional and personal life.

Technology use in the workplace is a well-studied area in the communication literature and began to appear in the mid-1980s with the increasing popularity of the

personal computer (Townsend, DeMarie, & Hendrickson, 1998). Specifically in 1986, electronic media (i.e., email) began to be examined with the incorporation of media richness as a concept to examine from Media Richness Theory (Steinfield & Fulk; Trevino, Daft, & Lengel, 1987). Over the past two decades the study of information technologies in the workplace has encompassed a better understanding of technology's value to accomplish day-to-day tasks and maintain relationships with organizational colleagues (D'Ambra, Rice, & O'Connor, 1998; Dickey, Wasko, Chudoba, & Thatcher, 2006; El-Shinnawy & Markus, 1997; Schmitz & Fulk, 1991). Research conducted at the technology enterprise of Hewlett-Packard between 2006 and 2008 discovered that when a manager utilized and participated in social media, other employees were more motivated to participate in SNS usage (Brzozowski., Sandholm, & Hogg, 2009). Brzozowski et al. (2009) also found that the overall corporate culture influenced employee's decision to participate in SNSs.

Employees understand an organization's view of technology by the social norms that are exhibited. When organizations give each employee a laptop or adopt policies regarding the use of instant messenger, the company is perceived to support the use of technology. DiMicco et al. (2008) found that when Beehive, an intranet SNS solely developed for IBM employees, was created, there were many positive reactions. Beehive is most similar to Facebook, because its capabilities allow for the linking of friends, allow for comments and wall posts, tracking of individuals through status updates, etc. During interviews at IBM, DiMicco et al. (2008) learned that most individuals were more comfortable sharing information about their opinions regarding work and IBM on Beehive (an intranet) than on Facebook (an outside SNS). This indicates the positive

effect that creating an environment of communication via technology can have on an organization and its members.

The study of organizational use of instant messenger is increasing (Handel & Herbsleb, 2002; Herbsleb et al., 2002; Isaacs, Walendowski, Whittaker, Schiano, & Kamm, 2002; Nardi, Whittaker, & Bradner, 2000), due to its wide array of uses in the workplace, from broadcasting information and questions, tracking individuals, and coordinating impromptu meetings (Handel & Herbsleb, 2002; Nardi et al., 2000). Though first thought to deter efficiency in organizations, recent literature finds that most chat is utilized for work discussions or questions (Handel & Herbsleb, 2002; Nardi et al., 2000). Herbsleb et al. (2002) focused on how organizations encourage adoption of instant messaging (IM) as a work function. While some work groups and employees experienced negative issues with adopting IM, many users found it useful. One way to encourage employee adoption of IM is for the organization to exhibit management usage of the tool (Herbsleb et al., 2002). Beyond encouraging the use of technology, an organization that emphasizes the use of IM encourages conversation initiation among colleagues (Nardi et al., 2000).

An organization can also deter the use of technology among its members when an organization utilizes surveillance. With the dawn of the information age, employees are able to gain more information in order to make their jobs easier and communication more efficient. However, simultaneously, organizations have gained the capability to more closely observe, analyze, and control employee behavior (Allen et al., 2007; Stanton & Stam, 2003). Allen et al. (2007) define surveillance in the workplace as "the few watching the many" (p. 174). This translates into the upper management or the IT

department watching and restricting technology use for organizational members. There are two common perspectives when it comes to workplace surveillance: organizational coercive control or organizational caring (Allen et al., 2007). Coercive control indicates that the organization intends to control deviant employees and ensure hard-working practices ensue. The use of surveillance also demonstrates an organization cares by protecting employees from unfair work practices. When employees believe that they are being controlled, retaliation is a common response (Allen et al., 2007; Stanton & Stam, 2003). No matter the conclusion of an employee, the knowledge that an organization utilizes surveillance technology conveys a clear information control message. This organization may also emphasize that employees must be cautious what they say and how they utilize communication technology.

These diverse practices, from encouraging technology use to surveying employee technology use, imply that organizations have drastically different orientations about the value of open communication among individuals within the organization. Through the socialization of employees, organizations develop norms about privacy management and the use of technology (Allen et al., 2007). In essence, an organization influences how its members think, feel, or act towards SNSs.

Workplace Relationships and Coworker Communication Satisfaction

Workplace friendships are valuable resources on both personal and professional levels. Though many workplace friendships are often based on proximity, common work interests, or projects, the friendships grow to include personal disclosure, mutual respect, need, and trust (Berman et al., 2002; Krouse & Affifi, 2007). The context of the workplace is not just a place for friendship but functions as a place for coping, the

development of meaningful relationships, and organizational success (Krouse & Affifi, 2007). The satisfaction that one feels with these relationships will positively impact workplace friendships.

This emphasizes the value found in workplace relationships and the need for them to be further examined. Specifically, organizations that require long hours and little time for individuals to develop friendships outside the workplace benefit from the mutual development of strong work relationships (Riordan & Griffeth, 1995). Krouse and Afifi (2007) determine that "the workplace context does not merely function as a place for friendships and coping, but plays a significant role in friendship development, coping processes and organizational efficiency" (p. 109). Examining the use of Facebook in workplace relationship maintenance and development provides a way to extend the role of technology through social media.

Workplace friendships transcend unequal age, status, or gender (Berman et al., 2002). Length of time in a working relationship, as with any relationship, can be affected by a change in proximity or when one relational partner violates another's trust (Reinsch, 1999). There are many critical factors to a work relationship that result from a variety of motives. Motives include interacting with work friends to cope and escape family stressors (Krouse & Afifi, 2007), for relaxation (Graham et al., 1993), and to share the unique knowledge of workplace experiences and activities (Sias et al., 2004).

The study of the deterioration of workplace relationships also emphasizes the importance of a functioning relationship. Sias et al. (2004), studying workplace friendship deterioration, concluded that the decline of the workplace relationship can threaten job security and the organization as a whole. Prior to their research, no known

research existed addressing the deterioration of workplace relationships. The study found that there are five factors that can determine workplace friendship deterioration and affect one's communication satisfaction: a problem personality, distracting life events, conflicting expectations of the friendship, betrayal, and promotion of one individual. These results emphasize the impact that trust (or lack thereof) has on workplace relationships, as well as the importance of communication satisfaction. When one peer cannot share information, the relationship will suffer or may be ruined. Sias et al. (2004) indicated that for the successful management of dialectical tensions, a consensus must be met regarding information that can or cannot be shared. When a consensus is not reached, satisfaction is low. Overall, research concludes that communication satisfaction plays a crucial role in workplace friendships, work experiences, and overall effectiveness on the job (Madlock, 2008; Madlock & Booth-Butterfield, 2008).

The concept of communication satisfaction is a micro-level facet of an organizational climate. Some explanations have been given on the influence of communication satisfaction on workplace relationships. It is understood that there is value in workplace relationships; yet, research must address "what factors facilitate workplace friendship." (Nielsen, Jex, and Adams, 2000, p. 642). Further investigation to study the link between communication satisfaction and coworker relationships needs to occur to answer that call.

The review of literature demonstrated that the way an organization deals with the organizational hierarchy and power socializes members' perceptions about the value of open communication within the organization, ultimately forming the organization privacy orientation about communication within the organization. CPM theory stipulates that one

of the factors that motivates variations in privacy management practices are contextual factors (Petronio, 2002). The socialization that exists for privacy orientations is normally rooted within a family setting (Child & Pearson, 2009; Morr, 2002; Morr-Serewicz et al., 2007; Morr-Serewicz & Canary, 2008; Petronio, 2002; Petronio & Caughlin, 2006). The organizational context presents a prime way to examine these propositions in relation to an individual's willingness to accept coworker Facebook friend requests as a product of variations in this cultural variable of an organizational privacy orientation. Thus, research question two examines organizational privacy orientations and coworker friend request decisions, asking (see Figure 2):

RQ₂: Will the overall permeability level in the organizational privacy orientation reflect differences in the way individuals deal with coworker Facebook friend requests?

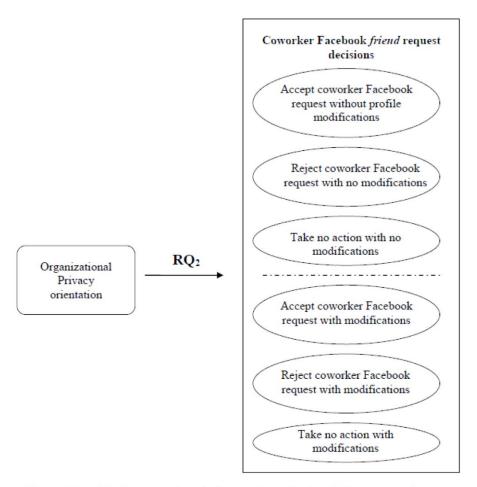


Figure 2: Model of organizational privacy orientation in relation to coworker Facebook friend request decisions

Secondarily, CPM stipulates that one of the factors that motivates variations in privacy management practices are contextual factors (Petronio, 2002). The literature on coworker communication satisfaction presents a micro-level facet (or aspect of organizational climate) to examine if the overall quality of coworker communication contextually serves as a factor ultimately influencing the way that individuals respond to coworker Facebook friend request decisions. As such, hypothesis one explores the relationship between coworker communication satisfaction and coworker friend request decisions (see Figure 3):

H₁: Coworker communication satisfaction will reflect differences in the way individuals deal with coworker Facebook friend requests.

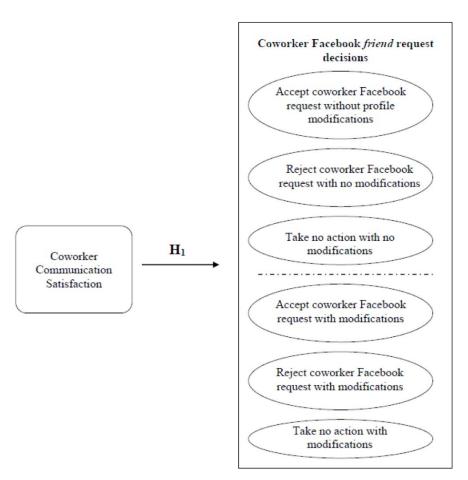


Figure 3: Model of coworker communication satisfaction in relation to coworker Facebook friend request decisions

Finally, coworker communication satisfaction presents a way to assess the value of openness in organizational privacy orientations about communication within the organization. Within family settings, more openness and boundary permeability within the family privacy orientation is associated with higher quality family relationships (Morr-Serewicz et al., 2007). Research question three examines if the same holds true within organizations (see Figure 4):

RQ₃: Will greater permeability in the organizational privacy orientation be associated with greater coworker communication satisfaction?

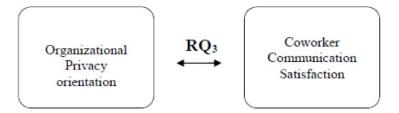


Figure 4: Model of the relationship between coworker communication satisfaction and organizational privacy orientation

Intensity of Facebook Use, SNS Disclosure, and Coworker Facebook Request Decisions

Rather than simply assessing frequency or the duration of the use of Facebook, this thesis examines the context of Facebook and the intensity that an individual experiences when interacting with the SNS. The college students and young adults of today can barely remember a time when they could not interact with one another through wall posts and status updates (Debatin et al., 2009). One individual, despite encountering three separate instances of privacy invasion and hacking, closed and reopened a Facebook account three times (Debatin et al., 2009). While most users understand that their privacy is at stake, the desire to remain visible and active on Facebook is more attractive (Tufecki, 2008). Debatin et al. (2009) concluded that Facebook has such a high level of gratification that it has become deeply engrained and a nearly invisible part of young adult's lives. This specific SNS is largely underestimated as the pervasive technology that it is. The intensity with which an individual uses and identifies with the social environment of Facebook has been found to affect their usage and behaviors when interacting with Facebook.

A high intensity Facebook user will vary from a low intensity Facebook user in several ways, including pride of being a member, making Facebook usage a part of daily routines, and feeling a strong sense of community from Facebook usage. Jones and Soltren (2005) found that the most active Facebook users disclose the most personal information, indicating low privacy management and a correlation between Facebook intensity and behaviors. Essentially as the popularity of Facebook continues to grow (Facebook statistics, 2009) and users become more linked, disclosure will continue to rise (Jones & Soltren, 2005). Acquisti and Gross (2006) found that individuals believe that Facebook is valuable for becoming more popular, finding dates, and advertising themselves. Using Facebook in these ways indicates a higher intensity user as it indicates an integration into one's everyday life. Likewise, many users assign a high level of trust in Facebook, even though there have been many reports of privacy violations (Acquisti & Gross, 2006; Debatin et al., 2009).

The amount of time, identification with, or frequency of Facebook use may impact one's privacy management processes (Ross et al., 2009). Specifically intense users will allow a greater assessment of the potential turbulence that may exist when one is in receipt of a Facebook friend request. Haase, Wellman, Witte, and Hampton (2002) argue that we gain the best understanding of this medium by studying frequent Internet users. Moreover, an increased amount of Internet use makes boundaries more permeable (Williams, 2006). Increased use of the Internet amplifies communication both on and offline, meaning that these increased connections impact an individual's personal and professional life (Haase et al., 2002; Wellman, Haase, Witte, & Hampton, 2001).

Wellman et al. (2001) contends that "the Internet is increasing interpersonal connectivity and organizational involvement" (p. 450).

Research indicates there are differences in Facebook users and how they manage their privacy; however, little research has yet to address if the intensity of a user will influence one's decision-making process when deciding to accept, reject, or not respond to a Facebook friend request. Nevertheless, it could be linked that since a high intensity Facebook user has different privacy management practices from a low intensity user, they may be more willing to disclose private information. A high intensity user's familiarity and identification with Facebook may make them more cautious when in receipt of a coworker friend request. Alternatively, allowing coworkers to access a Facebook profile and the disclosures reflected on it may not be a big deal because a high intensity user may naturally allow and expect many individuals to access their Facebook profile. As such, research question four examines the relationship between Facebook intensity and coworker Facebook friend request decisions (see Figure 5):

RQ₄: Will intensity of Facebook use reflect differences in the way individuals deal with coworker Facebook friend requests?

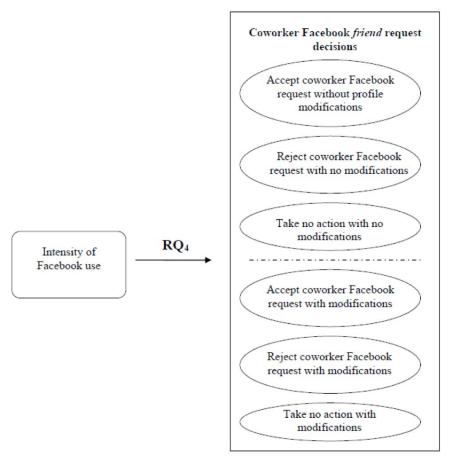


Figure 5: Model of the intensity of Facebook use and coworker Facebook friend request decisions

SNS Disclosure and Privacy Management

CPM theory is applied in several studies that examine blogging privacy management and privacy practices among those individuals that frequently utilize SNSs. Child et al. (2009) investigated how bloggers managed privacy through boundary permeability rules, boundary linkage, and boundary ownership rules. More regulation of each of these management practices results in less permeability, whereas less regulation results in more disclosure within a blog collective boundary.

Privacy and technology are uniquely intertwined, therefore private selfconsciousness was found to be related to blogging privacy management practices. Higher levels in self-consciousness resulted in a more public orientation to boundary permeability, boundary linkages, and boundary ownership rules on blogs (Child et al., 2009). Furthermore, high self-monitors have more of a public orientation toward their blogging rules, social appropriateness, and blogging frequency (Child & Agyeman-Budu, 2010).

The use of SNSs in the workplace and in workplace relationships expands opportunities to gain information about each individual. Within SNSs, specifically Facebook, groups and networks are formed and participants belong to them. The sharing of this physical environment among friends and colleagues increases the sense of trust and intimacy within the online community (Gross & Acquisti, 2005). SNSs are also used to maintain relationships (i.e., friendships, acquaintances) that exist outside of the online arena, a quality that specifically Facebook encompasses (Lampe et al., 2004; Ross et al., 2009). This offline-to-online direction of relationships makes Facebook unique from many other SNSs that emphasize meeting new people online (boyd & Ellison, 2008; Ross et al., 2009). The offline connection allows participants to verify information and reinforce the use of SNSs through frequent offline interactions (Dwyer et al., 2007; Lampe et al., 2007). Due to the existing connections between online and offline relationships, online communities, such as Facebook, give individuals a false sense of privacy by evading them into thinking that their ability to contact or connect with an individual face-to-face (i.e., offline relationship) allows them greater control over their personal information and disclosures (Acquisti & Gross, 2006; Gross & Acquisti, 2005). This offline connection beyond the mediated channel of Facebook results in individuals falsely assigning more trust to those they link to on Facebook.

Facebook is used extensively in some organizations to develop stronger working relationships with colleagues through continuous interactions, whether on or offline (Skeels & Grudin, 2009). By using mixed methodology to survey 430 employees and interview 30 more, a representative sample of Microsoft's employee network (36%) at least occasionally utilized Facebook. Overall, LinkedIn and Facebook were used the most by Microsoft professionals. One interviewee emphasized how SNSs (specifically Facebook) helped him learn things about people he would not have otherwise known, therefore allowing for more fruitful communication (Skeels & Grudin, 2009).

Through the interviews and surveys with Microsoft employees four tensions of using SNSs were found- legitimacy of using social network software, struggle of mixing personal and professional personas online, tensions from crossing boundaries, and disclosing confidential organizational information. Though the use of SNSs was promoted by the CEO and other executives, some employees felt that the use of SNSs was a waste of time, therefore questioning the legitimacy of SNSs. Employees also struggled with presenting themselves to several audiences (i.e., coworkers, family, and face-to-face friends) and judging who should see what when managing privacy settings. Additionally, there were tensions experienced by individuals when Facebook friend requests came from managers, faculty members, or anyone on a different status or power boundary. Lastly Microsoft employees expressed a tension when using an external SNS when communicating with coworkers, as they did not want to inadvertently disclose proprietary information. Some of these concerns are alleviated because Facebook allows for individuals to be placed in separate friend groups; however, very few individuals were aware of or utilized this capability (Skeels & Grudin, 2009). SNSs may bring personal

activity and efficiency into the workplace when used to enhance relationships or connections with colleagues. One drawback of SNS use is that work-life boundaries become more permeable and enmeshed, especially in smaller organizations (Skeels & Grudin, 2009).

While the previous study identified patterns of use and areas of apprehension for users of SNSs in the workplace, privacy management and use of SNSs in the workplace is still in its infancy. Simultaneously managing a professional and personal network can be hard. For example, DiMicco and Millen (2007) found that IBM employees experienced difficulties balancing their presentation of self as professionals versus non-professionals on their profiles. The majority of users did not manage impressions well for both audiences. One participant indicated, that "...Facebook is 'for fun' and relates only to 'personal life' and hopes that if his manager ever did see this page would understand that it has 'nothing to do with his professional life' " (DiMicco & Millen, 2007, p. 3). On the other hand, for some individuals Facebook use with friends and colleagues increases friendship and communication quality in ways that would not naturally happen in the workplace setting (DiMicco & Millen, 2007). Thus, perceptions of the influence of privacy management variations among coworkers deserves greater attention given the variation in themes.

Several negative effects can occur with posting too much personal information on Facebook where coworkers have access to the site (Cuesta, 2006; Stone, 2009). Among hiring managers, 12% use Facebook to verify information about applicants or candidates and 63% based their decision not to hire candidates on information found on SNSs (Larson, 2009). Some Facebook users only expect offline friends and acquaintances to

view their profile and do not even consider that superiors, family, law enforcement (Lampe et al., 2004), future employers, government, or corporations (Tufekci, 2008) may also have access to their Facebook profile. While aware that employers view SNS profiles to make hiring decisions, many potential candidates do not adapt their practices (Tufekci, 2008). Thus many Facebook users misjudge the extent of the potential damage that Facebook disclosures within organizational settings can create (Strater & Richter, 2007). This thesis helps to contribute to the current literature existing about the impact of Facebook in the workplace by examining its significance beyond the hiring process.

It is becoming "challenging to effectively craft a professional persona within Facebook," unless an individual uses a limited number of sharing features or tightly guards information posted by others through security settings (DiMicco & Millen, 2007, p. 4). In fact, when individuals attempt to separate work friends and other friends or adjust their posts for a broader audience, they are frequently dissatisfied (Lampe et al., 2008; Skeels & Grudin, 2009). As such, many active members of Facebook networking with peers while trying to maintain a professional persona.

The first place that individuals struggle with the decision to balance their personal and professional lives occurs when they receive a coworker Facebook friend request. At this point they must decide if they wish to either accept, reject, or take no action on the request with no modifications; or accept the request, reject the request, or take no action regarding the request and make profile or privacy modifications in each case. The study of SNS disclosure and privacy management practices, specifically in the organizational context, presents a unique application of CPM theory because the goal of utilizing SNSs is to create rich profiles that encourage connections and communication. However,

managing privacy on SNSs requires careful considerations of inherent properties of the medium and its use among individuals (Child et al., 2009; Dwyer et al., 2007; Warren, 2008). As such, research question five explores individuals current disclosure and privacy management practices related to how coworker Facebook friend requests are handled (see Figure 6):

RQ₅: Will individuals who have experienced boundary turbulence from a coworker Facebook friend request have significantly different privacy management practices than individuals who have not experienced boundary turbulence?

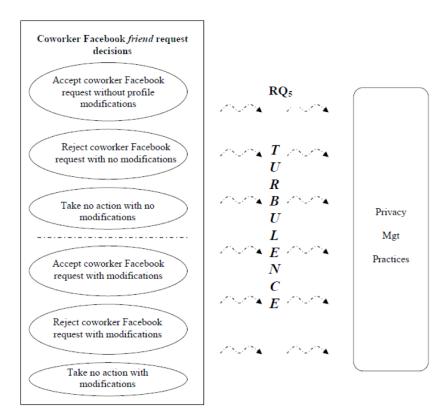


Figure 6: Model of privacy management practices impact on boundary turbulence

Hargittai (2008) specifically examined how individual's demographic characteristics impacted their use of SNSs. Individuals' living context and Internet access

affect frequency of Facebook use. Additionally, Hargittai (2008) summarized that one's social networks in everyday life was mirrored by their membership and participation in SNSs. High intensity Facebook users are more likely to trust the medium and be more willing to move information into the Facebook collective boundary.

Facebook privacy management practices vary as a result of individual motivations (Child et al., 2009; Child & Agyeman-Budu, 2010). As research continues to advance regarding SNSs, it is found that even once individuals go online and visit SNSs, there are many differences regarding the individuals and their interests and pursuits (Hargittai, 2008). Facebook intensity represents a type of motivational criteria that may result in an individual's willingness to move more information from their individual boundary to the Facebook collective boundary. As such, hypothesis two asserts the following relationship (see Figure 7):

H₂: Intensity of Facebook use by individuals will be related to their current Facebook privacy management practices.

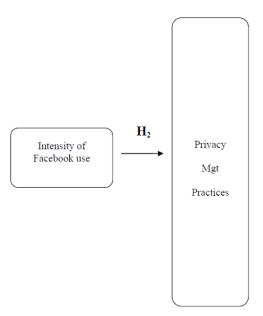


Figure 7: Model of intensity of Facebook use impact on privacy management practices

Chapter III

Methodology

Participants

Participants were gathered through a purposive convenience sampling technique. Subjects were recruited in several ways: through an undergraduate course at Kent State University requirement, through surveying active Facebook users directly on Facebook.com, and through posting a study announcement on the Communication, Research and Theory Network (CRTNET), managed by the National Communication Association (NCA). Before subjects were contacted, approval was gained from the Institutional Review Board (IRB). All participation was voluntary.

The sample consisted of 312 subjects. The average age of the sample was approximately 31 years old (M = 31.23; SD = 11.77). The largest age group represented within the sample was the 25-44 years old range (125 participants, 47%), followed by the 20-24 years old range (41 participants, 15.4%), the 18-19 years old range (31 participants, 11.7%), 55-64 years old range (10 participants, 3.8%), and finally, the 65 years and over age range (1 participant, .4%). This sample represents the current workforce, by accounting for those between the two boundaries of legal adulthood and retirement age. The current employment status in the United States labor force indicates that individuals in the age range of 25-44 years of age have the largest percentage of individuals in the workforce (82.5%), with 45-54 years of age (80.9%), 20-24 years of age (75.6%), and 55-64 years of age (63.2%) following (U.S. Census Bureau, 2008). The smallest percentage of those in the workforce are those under the age of 19 or over the age of 65 years (44.2% and 19.4%, respectively).

Out of the 312 subjects who completed the survey, 57% were female and 21% were male (22% chose not to answer this question). The sample was predominately Caucasian (91.8%), with less than 4% of African American (2.1%), Asian American (0.8%), and Hispanic American (1.2%) subjects. The participants varied in education with 82 having undergraduate degrees (26.3%) and 80 having high school degrees (25.6%) containing the majority. Those with graduate degrees (66 participants, 21.2%) followed closely behind, while those with associate degrees (15 participants, 4.8%) were the fewest. A total of 69 participants (28%) did not answer this question. Participants were also asked to indicate their socio-economic status. Of the 312 participants who completed the survey, the majority considered themselves to be middle class (157 participants, 50.3%), while 54 participants (17.3%) considered themselves to be upper middle class. A total of 30 participants (9.6%) considered themselves to be lower middle class; 2 (0.6%) were lower class, and 1 (0.3%) was upper class.

The study was limited to those individuals who work full-time (e.g., a minimum 35 hours per week) with employment for 6 consecutive months within the past 12 months. Of the participants, the size of companies/organizations ranged from 2 members to 220,000 members (M = 2295.25, SD = 16905.69) and the size of departments they worked in ranged from one individual to 5,000 individuals (M = 52.54, SD = 337.34). The study was limited to those who currently had a Facebook profile. Participants logged onto Facebook anywhere from one time a week to 100 times a week (M = 16.94, SD = 65.61).

Procedures

Data Collection Procedures

Participants were solicited through multiple methods. A portion of participants were solicited through the undergraduate course at Kent State University and were current students. They received minimal research participation credit in an undergraduate introductory human communication course upon completion of the survey and/or upon completion of distribution of the survey to 20 contacts that fit the survey criteria. All participants were directed to Qualtrics.com, which contained a full explanation of the study and a standard IRB consent form. After participants provided consent, the survey was then administered via Qualtrics.com. Upon completion of the survey and/or distribution of the survey to 20 contacts, the individuals in the undergraduate course were awarded credit towards their course grade. Additionally, all those that completed the survey and opted to provide their contact information were entered into a drawing for one of five \$25 Amazon gift cards.

The remaining participants were solicited through Facebook.com and CRTNET and were recruited by being asked to join a Facebook group entitled, "KSU Comm Research." This group was open to anyone who owned a Facebook.com account. The introductory page to the group contained a brief explanation of the purpose of the group and research. Directions emphasized that participation in the research survey was voluntary, that responses were handled anonymously to protect subject privacy, and that subjects could terminate their participation at any time without penalty. All participants solicited directly through Facebook were directed to Qualtrics.com, with the same gift card incentive.

Participants were also recruited using a snowball sampling method directly on Facebook. The researcher asked individuals who joined the group (KSU Comm Research) to forward the group invitation to their friends. Participants were asked to only complete the study once.

Measures

The complete survey included five measures: organizational privacy orientation measure, coworker communication satisfaction inventory, coworker Facebook friend request decisions, Facebook privacy management measure, and the Facebook intensity scale. In addition to the five measures, respondents also provided demographic information and basic information regarding their Facebook use, not covered within the Facebook intensity scale (Appendix F).

Organizational privacy orientation measure. The organizational privacy orientation was adapted from Morr-Serewicz et al.'s (2007) family privacy orientation measure (see Appendix A). The measure was modified to addresses organizational notions of privacy, rather than family. As such, all occurrences of "family members" were modified to "organizational members." Participants answered six items regarding personal perceptions of disclosure patterns and level of permeability within the organization. The scale is based upon the family privacy construct within CPM theory (Morr, 2002; Petronio, 2002). Question responses were on a 7-point Likert-type scale from "strongly disagree" to "strongly agree." Sample statements included such things as, "organizational members are very open with each other" and "organizational members do not discuss private information with one another." Prior studies have demonstrated high levels of reliability ($\alpha = .83$) for the construct (Child & Pearson, 2009; Morr Serewicz et

al., 2007; Serewicz & Canary, 2008). Among current participants, the scale maintained adequate reliability ($\alpha = .71$, M = 23.78, SD = 5.68). The participants results were above the theoretical midpoint for interior organizational privacy orientation.

Since CPM theory also discusses privacy orientations as reflecting low, moderate, and high levels of permeability, we also computed the variable as a categorical variable in order to examine these three types. For research questions involving this variable, tests were conducted with it as both a continuous and categorical variable. To categorize the variable, individuals more than one standard deviation above the mean score (M = 3.99, SD = .93) were classified as high permeability, those within one standard deviation above or below the mean as moderate permeability, and one standard deviation below the mean as low permeability. As a categorical variable, the sample reflected fewer individuals with low permeability in organizational privacy orientation (n = 39, M < 3.069) with more individuals with moderate permeability in organizational privacy orientation (n = 177, n = 100, and fewer people with high permeability in organizational privacy orientation (n = 100), and fewer people with high permeability in organizational privacy orientation (n = 100) and fewer people with high permeability in organizational

Coworker communication satisfaction inventory. The coworker communication satisfaction inventory was adapted from Hecht's (1978) interpersonal communication satisfaction inventory to an organizational context (see Appendix B). The scale is a unidimensional construct with 19 statements assessing communication satisfaction among coworkers. The scale has been similarly adapted to an organizational context by Madlock and Butterfield (2008). Madlock and Booth-Butterfield modified the original scale with a lead-in sentence (When communicating with my coworkers I feel...)

preceding each statement. Though this scale has been used in a variety of settings, it has most frequently been used in an organizational context.

Question responses were on a 5-point Likert-type scale from "strongly disagree" to "strongly agree." Sample statements included such things as, "when communicating with my organizational colleagues, I feel I am able to present myself as I want him or her to view me," "when communicating with my organizational colleagues, I feel that we each get to say what we want," and "when communicating with my organizational colleagues, I feel we often talk about things that I am NOT interested in." Previous work supports the validity and reliability of the construct (Madlock & Booth-Butterfield, 2008). Studies have demonstrated high levels of reliability ($\alpha = .89$ -.94) for the construct (Madlock, 2008; Madlock & Booth-Butterfield, 2008). Within the current sample, the scale maintained strong reliability ($\alpha = .92$, M = 4.44, SD = .55). The participants' results were above the theoretical midpoint for communication satisfaction with coworkers.

Coworker Facebook friend request decisions. To explore coworker Facebook friend request decisions, a series of categorical questions were utilized (see Appendix C). Three main questions were used to separate individuals into six different coworker Facebook friend request decision categories (questions 3, 4 and 5 from Appendix C). The six categories were to accept with no modifications, reject with no modifications, take no action with no modifications, accept with modifications, reject with modifications, or take no action with modifications. The remaining questions in this section do not pertain to analysis conducted in this thesis.

Facebook privacy management measure. The Facebook privacy management scale is adapted from Child et al.'s (2009) blogging privacy management scale (see

Appendix D). The measure was used to examine how individuals manage their privacy on Facebook. By utilizing 18-item scale, a self-reported assessment of blogging privacy management behaviors is conducted. Question responses were on a 7-point Likert-type scale from "strongly disagree" to "strongly agree." Sample statements include such things as, "I have limited the personal information posted on my Facebook profile," and "I don't post certain topics on Facebook because I worry who has access." Studies have demonstrated high levels of reliability (α = .72) for the construct (Child et al., 2009; Child & Agyeman-Budu, 2010). Among current participants the scale maintained adequate reliability (α = .77, M = 2.97, SD = .72). The participants' results were above the theoretical midpoint for management of one's privacy on Facebook.com. Higher scores reflected more of a public orientation toward current Facebook privacy management practices.

Facebook intensity scale. The Facebook intensity scale was taken from Ellison et al. (2007) and Steinfield et al. (2008) and used to examine Facebook usage and how involved an individual is in Facebook activities (see Appendix E). By utilizing two self-reported assessments of Facebook behavior, both the number of Facebook friends and the amount of time spent on Facebook on a typical day were examined. This scale provides a better illustration of the sample of participants and how integrated Facebook is in their daily lives. Question responses were on a 5-point Likert-type scale from "strongly disagree" to "strongly agree." Sample statements include such things as, "Facebook is part of my everyday activity," "I am proud to tell people I'm on Facebook," "Facebook has become part of my daily routine," "I feel out of touch when I haven't logged onto Facebook for a while," "I feel I am part of the Facebook community," and "I would be

sorry if Facebook shut down." Studies have demonstrated high levels of reliability (α = .83) for the construct (Ellison et al., 2006; Ellison et al., 2007).

Following Ellison et al. (2007) and Steinfield et al. (2008), the Facebook intensity scale was used to provide a more meaningful measure of participants' Facebook use, rather than just assessing duration of use. The measure was completed in the same way as these previous studies. In computing the variable, a square root transformation was conducted on the number of Facebook friends to reduce the overall positive skewness of the variable. The transformation reduced the overall skewness of the variable. Next, all questions were normed by creating z-scores because they were on different points and ranges. Finally, alpha reliability estimates were computed on the transformed and standardized variables. The reliability was strong ($\alpha = .88$, M = -.03, SD = 5.83, see Table 1).

 Table 1

 Summary statistics for Facebook intensity

Individual Items and Scale	N	М	SD
Facebook Intensity (Cronbach's alpha = .88)		-0.03	5.83
How many total Facebook friends do you have? In the past week, on average, approximately how many minutes per day have you spent on Facebook? (1 = less than 10 minutes, 2 = 10-30 minutes, 3 = 31-60 minutes, 4 = 1-2 hours, 5 = 2-3 hours, 6 =	244	16.84	6.9
more than 3 hours)	244	3.08	1.5
Facebook is a part of my everyday activity.	244	3.89	1.07
I am proud to tell people I'm on Facebook.	244	3.49	0.85
Facebook has become a part of my daily routine.	244	3.8	1.08
I feel out of touch when I haven't logged onto			
Facebook for awhile.	244	3.15	1.28
I feel I am part of the Facebook community	244	3.43	1.01
I would be sorry if Facebook shut down.	244	3.63	1.11

Analysis

A one-sample chi-square of the six categories of coworker Facebook friend request decisions addressed if the Facebook friend request from a coworker triggered turbulence (RQ₁). An additional one-sample chi-square test was run to examine the distribution of those who experienced turbulence or no turbulence (RQ₁). To best understand how an individual dealt with a coworker Facebook friend request and the impact of organizational privacy orientations, two separate analyses were conducted (RQ₂). First, a two-way chi-square test examined low, moderate, and high permeability (organizational privacy orientation) as it points one standard deviation out from the mean with six categories of coworkers Facebook friend requests. Secondly, an analysis of variance (ANOVA) explored the relationship between the six categories of coworker requests actions and the privacy orientation measure. Both levels of analysis were done given the extent to which CPM theory (Petronio, 2002; Morr Serewicz et al., 2007) explores these three general levels of permeability for the privacy orientation.

The first hypothesis was analyzed by conducting a one-way ANOVA between the six categories and the continuous coworker communication satisfaction score. The third research question was answered with a standard multiple regression with coworker communication satisfaction as the dependent variable and privacy orientation as the independent variable. To address the influence of the intensity of Facebook use, the second hypothesis was answered by completing a regression between the dependent variable of privacy management practices and the independent variable of Facebook intensity. Additionally, research question four was answered by a one-way ANOVA's that include all six categories of coworker Facebook friend request decisions to determine

the influence of Facebook intensity. Lastly, a one-way ANOVA of the six categories of coworker Facebook friend request decisions addressed if the Facebook friend request from a coworker triggered turbulence and if there was a most common manner of dealing with such requests (RQ_5).

Chapter IV

Results

Research Question 1

Research question 1 examined if the Facebook friend request from a coworker triggered turbulence and if there is a most common manner of dealing with such requests. A one-sample chi-square test (assuming a uniform distribution across all categories) was conducted on the six categories of coworker Facebook friend request decisions. The results of the test were significant, χ^2 (5, N = 253) = 535.75, p < .01, ES = .42. The effect size indicates a moderate difference in the results. The proportion of participants who accepted coworker Facebook friend requests and experienced no turbulence (n = 173, P =.68) and who accepted the request with turbulence (n = 56, P = .22) were significantly greater than the hypothesized proportion of .17. All other proportions were lower from the hypothesized proportion for each category of .17. The proportion of individuals who rejected a request but experience turbulence (n = 3, P = .01); individuals took no action regarding the request but experienced turbulence (n = 4, P = .02); who rejected it with no turbulence (n = 5, P = .02); and who took no action regarding the request and experience no turbulence (n = 12, P = .05). Overall these results demonstrate the most common response is to accept the request, whereas rejecting or ignoring the request is less common.

To explore this question further, a one-sample chi-square was conducted to examine the distribution between those individuals that experienced turbulence with the decision request going back and deleting content or images (accepted coworker Facebook friend requests with turbulence, rejected coworker Facebook friend requests with

turbulence, take no action regarding Facebook friend request with turbulence) versus those who did not experience turbulence when receiving coworker Facebook friend request decisions (accepted coworker Facebook friend requests with no turbulence, rejected coworker Facebook friend requests with no turbulence, take no action regarding Facebook friend request with no turbulence). The results of the test were significant, χ^2 (1, N = 253) = 63.75, p < .01, ES = .13. The effect size indicates small differences in the results. The proportion of participants who experienced no turbulence with Facebook friend requests (n = 190, P = .75) was significantly greater than the hypothesized proportion of .50. Those who experienced turbulence regardless of how they handled the Facebook friend request (n = 63, P = .25) was significantly lower than the hypothesized proportion of .50. Overall these results suggest that the majority of participants not only accepts coworker Facebook friend requests, they also are less likely after handling the request to go back and delete or modify content, reevaluating the decisions they have made regarding their privacy management practices.

Research Question 2

Research question two addressed the overall permeability level in the organizational privacy orientation as it reflects differences in the way individuals dealt with coworker Facebook friend requests. Two separate analyses were conducted to answer this research question. First, a two-way chi-square test examined low, moderate, and high permeability (evaluated by one standard deviation above and below the mean) with the six categories of coworkers Facebook friend requests. The results to the test were significant, organizational privacy orientation categories (low, moderate, or high permeability) reflected significant differences in how individuals handled coworker

Facebook friend requests, x^2 (10, N = 253) = 37.14, p < .01, Cramér's V = .27. The effect size was low to moderate. The biggest discrepancy between the observed and expected frequencies occurred in the accept the request with no turbulence cells. More individuals than hypothesized accepted the request when their organizational privacy orientation allowed high levels of permeability. Furthermore, fewer individuals than expected accepted the request with no turbulence when the organizational privacy orientation only allowed low levels of permeability (see Table 2). The results demonstrate that the privacy orientation reinforced friend request decisions aligned with organizational disclosure and privacy management culture.

Table 2Levels of permeability for coworker Facebook friend request decision variables and privacy orientation

Coworker Facebook friend request decisions levels of	Low	Moderate	High	Total amount of
permeability	Permeability	Permeability	Permeability	Permeability
Accept with no turbulence	18 (26.7)	123 (121)	32 (25.3)	173 (68.4%)
Accept with turbulence	10 (8.6)	41 (39.2)	5 (8.2)	56 (22.1)
Take no action with no	(1.0)	(0.4)	0 (1.9)	12 (4.7)
turbulence	6 (1.8)	6 (8.4)	0 (1.8)	12 (4.7)
Reject with no turbulence	0 (.8)	5 (3.5)	0 (.7)	5 (2.0)
Reject with turbulence	2 (.5)	1 (2.1)	0 (.4)	3 (1.2)
Take no action with turbulence	3 (.6)	1 (2.8)	0 (.6)	4 (1.6)
Overall total	39 (15.4%)	177 (70%)	37 (14.6%)	253

Note: *n* (expected *n*) within each column

Next, a one-way analysis of variance was conducted to explore the relationship between the six categories of coworker requests actions and the privacy orientation measure as a continuous rather than a categorical variable. The independent variable was the possible responses to coworker Facebook friend requests (accept request with no turbulence, reject request with no turbulence, take no action with no turbulence, accept

request with turbulence, reject with turbulence, and take no action with turbulence) and the dependent variable was the overall privacy orientation measure as a continuous variable. The ANOVA was significant F(5, 247) = 5.94, p < .01. The Tukey post hoc follow-up test demonstrated a main effect between the overall permeability level of the organizational privacy orientation for the acceptance of a coworker Facebook friend request with no turbulence (M = 4.17, SD = .91) and the choice to take no action regarding a request with no turbulence (M = 3.07, SD = .97). Once again, participants were more likely to accept the request when their organizational privacy orientation allowed more permeability in disclosure practices than when it did not. All other categories were not significant as main effects (see Table 3). Overall results indicate that the privacy orientations of an organization significantly impact an organizational member's decision-making in regards to the accepting or rejecting coworker Facebook friend requests and the level of turbulence encountered. Thus individuals with less permeability in organizational privacy orientation are more likely to leave coworker Facebook friend requests in limbo (take no action), whereas, individuals with greater permeability more often results in accepting the request without turbulence.

Table 3 *Means and Standard Deviations for coworker Facebook friend request decision variables and privacy orientation*

Coworker Facebook friend request decisions	N	M	SD	
Reject with no turbulence	5	4.27	0.28	
Accept with no turbulence	173	4.17^{a}	0.91	
Accept with turbulence	56	3.81	0.86	
Reject with turbulence	3	3.22	1.13	
Take no action with no turbulence	12	3.07^{a}	0.97	
Take no action with turbulence	4	2.96	0.92	

Note: a these two groups had significant organizational privacy orientations at p < .01

Hypothesis 1

A one-way ANOVA answered the first hypothesis that posed that coworker communication satisfaction would reflect differences in the way individuals would deal with coworker Facebook friend requests. The ANOVA testing the six Facebook friend request decision categories and the coworker communication satisfaction score was significant, F(5, 247) = 4.40, p < .01. The Tukey post hoc follow up test revealed a significant main effect and an overall lower level of coworker communication satisfaction score for individuals who took no action and encountered turbulence (M = 3.49, SD = .66) and following three request decisions: accept request with no turbulence (M = 4.51, SD = .51), take no action with no turbulence (M = 4.46, SD = .39), and accept request with turbulence (M = 4.48, SD = .57). All other categories were not significant as main effects (see Table 4). Overall, these results demonstrate that people who take no action and go back and remove information from their Facebook account have the lowest level of satisfaction with their coworker communication.

Table 4 *Means and Standard Deviations for Coworker Facebook friend request decision variables and communication satisfaction*

Coworker Facebook friend request decisions	N	M	SD	
Accept with no turbulence	173	4.51 ^a	0.51	
Accept with turbulence	56	4.47^{a}	0.57	
Take no action with no turbulence	12	4.46^{a}	0.39	
Reject with no turbulence	5	4.11	0.32	
Reject with turbulence	3	3.84	0.88	
Take no action with turbulence	4	3.49^{a}	0.66	

Note: a these four groups had significant organizational privacy orientations at p < .01

Research Question 3

A standard multiple regression was conducted to answer the third research question of whether greater permeability in the organizational privacy orientation is associated with greater coworker communication satisfaction. Coworker communication satisfaction was the dependent variable while privacy orientation was the independent factor (see table 5 for correlations between variables). Results of the regression were significant, R = .45, $R^2 = .20$, adjusted $R^2 = .20$, F(1, 264) = 67.28, P < .01. An individual's communication satisfaction with coworkers was significantly and positively related to their organizational privacy orientation ($\beta = .45$), t(265) = 8.20, p < .01. Therefore, individuals coming from organizations where the culture allowed for more disclosure and less overall privacy management had higher overall levels of coworker communication satisfaction. The organizational privacy orientation antecedent explained roughly 20% of the variation in the coworker communication satisfaction outcome variable.

Table 5Standard Multiple Regression of Coworker Communication Satisfaction

Variable	Coworker communication satisfaction (DV)	(1)	В	В	
Privacy orientation (1) Intercept = 3.41	0.45**		0.26	0.45**	
N	266	266			
M	4.46	0.54			
SD	3.99	0.93			

Note: $R^2 = 45$, adjusted $R^2 = .20$, R = .20

p < .05 *p < .01

Hypothesis 2

To address the impact of the intensity of Facebook use, the second hypothesis predicted that the intensity of Facebook use would be positively related to current Facebook privacy management practices. A standard multiple regression between the dependent variable of privacy management practices and the independent variable of Facebook intensity was conducted to answer this question (see table 6 for correlations between variables). Overall R = .39, $R^2 = .15$, adjusted $R^2 = .15$, F(1, 233) = 42.18, P < .01. An individual's overall level of Facebook intensity (P = .39, P < .01) was a positive predictor of their privacy management practices. Individuals who are more intense Facebook users and significantly more likely to employ a more public orientation in their overall Facebook privacy management practices, allowing more permeability, ownership, and linkages to occur. The intensity of Facebook factor accounted for 15% of the variation in Facebook users current privacy management practices.

Table 6Standard Multiple Regression of Privacy Management Practices

	Privacy management practices					
Variable	(DV)	(1)	В		β	
Facebook Intensity of Use (1)	0.39**			0.05	0.39**	
Intercept $= 2.97$						
N	235	235				
M	2.97	-0.03				
SD	0.72	5.83				

Note: $R^2 = 45$, adjusted $R^2 = .20$, R = .20

p < .05 * p < .01

Research Question 4

Research question four asks if the intensity of Facebook use reflects differences in the way individuals handle coworker Facebook friend requests. The question was answered with a one-way ANOVA between the six categories of coworker Facebook friend request decisions and Facebook intensity. The ANOVA was significant, F(5, 229) = 3.18, p = .01. The Tukey post hoc follow up test revealed a significant main effect between those who rejected a request with no turbulence (M = -6.69, SD = 6.08) and those rejected a request with turbulence (M = 5.48, SD = 1.64). All other categories were not significant as main effects (see Table 7). While the decision was the same for these two groups, people who experienced more turbulence when rejecting a coworker request were more intense Facebook users. Whereas people who did not experience turbulence in rejecting the coworker Facebook friend request were significantly less intense Facebook users.

Table 7 *Means and Standard Deviations for Coworker Facebook friend request decision variables and Facebook intensity*

Coworker Facebook friend request decisions and z-score average Facebook intensity	N	M	SD	
Reject with no turbulence	4	-6.96 ^a	6.08	
Accept with no turbulence	162	0.18	5.61	
Accept with turbulence	51	0.36	5.99	
Reject with turbulence	3	5.48 ^a	1.64	
Take no action with no turbulence	11	-4.4	5.71	
Take no action with turbulence	4	-0.03	5.83	

Note: a these two groups had significant Facebook intensity at p < .01

Research Question 5

Research question five explored if Facebook friend request decisions reflected different overall Facebook privacy management practices. The ANOVA results were significant, F(5, 238) = 2.29, p < .05. The Tukey post hoc follow up test revealed significance between those who accepted a request with no turbulence (M = 3.06, SD = .70) and those who took no action in receipt of a request with no turbulence (M = 2.45, SD = .78). All other categories were not significant as main effects (see Table 8). Individuals who accept coworker requests without turbulence employ more of a public orientation in their Facebook privacy management practices than individuals who are more likely to leave the request in limbo without experiencing turbulence.

Table 8 *Means and Standard Deviations for Coworker Facebook friend request decision variables and Facebook privacy management*

Coworker Facebook friend request decisions	N	M	SD	
Accept with no turbulence	168	3.06 ^a	0.7	
Take no action with turbulence	4	2.93	0.97	
Reject with turbulence	3	2.93	0.27	
Accept with turbulence	53	2.84	0.74	
Reject with no turbulence	4	2.63	0.64	
Take no action with no turbulence	12	2.45 ^a	0.79	

Note: a these two groups had significant Facebook intensity at p < .01

Chapter V

Discussion

The study's findings and implications contribute to an unknown area of how social media is influencing interpersonal communication within organizational contexts. The purpose of this study was to better understand how professionals handle coworker Facebook friend requests. More specifically the study examined organizational privacy orientations, coworker communication satisfaction, and the intensity of Facebook use as three possible factors influencing how Facebook friend requests by coworkers may be handled. Additionally, the study explored how the actual coworker Facebook friend request decision made influenced an individual's subsequent Facebook privacy management practices.

The normative choice for participants when experiencing coworker Facebook friend requests was to accept the Facebook friend request. However, this thesis found that variations in coworker Facebook friend request decisions occurred as a result of a wide range of factors, including organizational privacy orientation, coworker communication satisfaction, intensity of Facebook use, and current Facebook privacy management practices. Taken together, these factors demonstrate the complexity of understanding coworker Facebook friend request decisions and begin to highlight how such decisions occur in different types of systems. Specifically, the coworker Facebook friend request requires an individual to consider how to merge the personal and professional networks on the collective boundary created by the establishment of a Facebok account and page.

In this section, the study's findings are further summarized and additional implications

are discussed, followed by an examination of limitations, strengths, and directions for future research.

Summary and Implications

Impression Management, Coworker Facebook Friend Request Decision Turbulence, and Facebook Intensity

Impression management is a goal-directed behavior used to enhance one's social identity in the eyes of others (Bolino, 1999; Boseman & Kacmar, 1997; O'Sullivan, 2000). Impression management has been studied in a variety of environments, including organizations (Bolino, 1999; Boseman & Kacmar, 1997; Gardner & Martinko, 1988), interpersonal relationships (O'Sullivan, 2000), and SNSs (DiMicco & Millen, 2007; Rosenberg, 2009). As organizations often require that individuals conform to specific roles or goals, impression management behaviors may be used to maintain the expected identity, match anticipated behaviors, and not violate organizational norms (Boseman & Kacmar, 1997; Gardner & Martinko, 1988). While the use of SNSs to maintain or enhance one's image in the eyes of others may be beneficial, the use of mediated channels may also create more problems (O'Sullivan, 2000). The majority of individuals in the current study accepted coworker Facebook friend requests. The current study demonstrates the complexity of coworker Facebook friend request decisions, since these decisions by individuals vary as a product of organizational privacy orientations, coworker communication satisfaction, current disclosure and privacy management practices, and intensity of Faceook use. Thus, the current study provides a more sophisticated understanding of SNS use, decision making, and privacy management practices than that provided by previous research in organizational settings.

This thesis extends research conducted on impression management in organizations and SNS usage by exploring how individuals make decisions about whether or not they allow the integration of coworker and peer networks to occur on Facebook. Even though most people accepted coworker Facebook friend requests, a significantly higher proportion of individuals who accepted the request also scrubbed information from their SNSs and made deletions before allowing coworker Facebook linkages to occur. Thus, some individuals reconsider their disclosure practices and how they must manage impressions on Facebook differently if they choose to allow coworkers to be a part of a mostly peer-based social network site community (Pempeck, Yermolayeva, & Calvert, 2009).

Intensity of Facebook use is the second place where impression management needs are evident as people consider allowing or denying coworker Facebook friend requests. High intensity Facebook users more frequently denied coworker Facebook friend requests than did low intensity users. These high intensity Facebook users were also more likely to experience turbulence when making a coworker Facebook friend request decision, yet were more public in their privacy management practices than were low intensity Facebook users. These findings support previous research demonstrating that disclosure practices on Facebook vary by frequency of application use (Jones & Soltren, 2005).

Since high intensity Facebook users are more open and disclosive in their privacy management practices, they may not wish to change or adapt the way they are currently managing impressions with peers, especially in a place where coworker Facebook linkages has not been a normative practice. Personal and social disclosure practices may

be at odds with a certain type of workplace impression that intense Facebook users cultivate. High intensity users may reject the request in order to maintain a professional impression or appearance with their colleagues. Low intensity users allow linkages, perhaps because they really do not actively manage an impression with others on Facebook. Highly intensity Facebook users are more concerned with the blurring of boundaries between their professional and personal lives. As such, denying a coworker linkage serves as a way to prevent any future turbulence from occurring, where privacy rules would need to be readjusted, realigned, and renegotiated among co-owners (Child & Petronio, in press; Child et al., 2009; Petronio, 2002). A related area that deserves further research is the influence that other SNSs (i.e., LinkedIn, Twitter) have on a professional's impression management with colleagues and the variations of impression management on Facebook for specific audiences (i.e., colleagues, family, friends). Perhaps some individuals divert Facebook friend request from colleagues to a different SNS venue like LinkedIn where the sole purpose is professional impression management.

Organizations no longer question if technology should be used but now struggle with if employee use of technology should be managed (Alge, 2007; Allen et al., 2007; Black & Lynch, 2001; Chen & Ross, 2007; Martin & Freeman, 2003). Employees feel the effect of organizations' dilemmas and question their own use of technology (DiMicco & Millen, 2007; Skeels & Grudin, 2009; Wang & Kobsa, 2009). The current study demonstrates that social media use influences coworker Facebook friend decision-making processes. Dispositions influence the decision-making process about privacy management practices related to blogging. Specifically, Child and Agyeman-Budu (2010) found that high self-monitors have more of a private orientation toward their blogging

rules. High self-monitors were more likely to establish rules for the information they disclosed online, as well as use coded language. High concern for social appropriateness individuals demonstrate greater boundary permeability and utilize fewer privacy rules, allowing the blog to serve as an online forum to divulge more information (Child & Agyeman-Budu, 2010). Individuals who blog more frequently are higher self-monitors and demonstrate greater concern for sending appropriate messages to others (Child & Agyeman-Budu, 2010). Overall, Facebook intensity opens individuals up more in the same way that self-monitoring, self-consciousness and blogging frequency result in changes of privacy disclosure practices (Child, 2007; Child et al., 2009; Child & Agyeman-Budu, 2010).

Individuals who use new media for interaction have implicitly made a decision to trust it more to facilitate relationships. Users become closer with it, trust it more, and engage with it more. Facebook gives individuals a high level of gratification and therefore becomes deeply engrained and a nearly invisible part of one's life (Debatin et al., 2009). In fact, research by Acquisti and Gross (2006) and Debatin et al. (2009) found that even though there have been many reports of privacy violations, many users still assign a high level of trust in Facebook. Future research should build upon previous research and the information within this thesis to determine reasons why users continue to disclose information and/or not utilize privacy settings. Do users acknowledge and accept responsibility when violations occur because of the personal decisions they have made for managing their privacy on Facebook? Further investigation should be done to determine if these individuals have more refined rules and reject more requests so that turbulence does not occur.

Organizational Privacy Orientations and Socialization

The term permeability is used to describe how an organization emphasizes whether it is acceptable or not to allow a high or low flow of information among coworkers. Specifically, when an organizational climate is perceived by employees to encourage communication and relationships, larger proportions of employees develop special peer relationships than task or information-based relationships (Brzozowski et al., 2009; Guzley, 1992; Odden & Sias, 1997). Research also indicates that an open communication climate in an organization allows employees to feel more respected and comfortable with colleagues (Smidts, Pruyn, & van Riel, 2001). This thesis extends the previous literature through its findings that organizations with high permeability have coworkers who share information with one another more readily and are more comfortable allowing linkages to occur with coworkers through Facebook. Specifically, highly permeable organizational privacy orientations resulted in coworkers being more likely to accept a Facebook friend request and experience no turbulence or need for boundary readjustment when making that decision.

Conversely research indicates that organizational climates perceived as bureaucratic reduce communication and the flow of information among colleagues (Shadur et al., 1999), indicating that if an organization has low permeability, it dictates that information is not shared and secrets are kept. This thesis also supports prior research by confirming that if an organization emphasized low permeability, individuals were less likely to accept coworker Facebook friend requests, most often leaving the requests in limbo (taking no action). When individuals leave coworker Facebook requests in an indeterminate state, they are tightly managing disclosure and engaging in more self-

monitoring. In general, individuals find it difficult to decline friend requests and accept the majority of requests they receive (Govani & Pashley, 2007). By ignoring the request and leaving the requester in limbo, individuals more closely monitor their privacy, while avoiding the outright decline of a request.

In support of CPM theory, these results indicate that if an organization has higher privacy norms, individuals from such organizations will be more reticent and reluctant to allow other coworkers from that organization to co-own their private information on Facebook. Specifically this thesis supports research conducted at Hewlett-Packard finding that both the corporate culture and manager participation in social media impact employee's decisions to participate in SNSs (Brzozowski et al., 2009). Findings of this investigation support that people recognize organizational cultural norms about privacy and these norms amplify their own decisions regarding how to handle coworker Facebook friend requests. On the other hand, an open organizational culture can result in individuals feeling less able to reject a coworker linkage on Facebook, which is often a more personal and social place (Pempeck et al., 2009).

The tension an individual feels during the push and pull of managing both personal and organizational boundaries is predicted within CPM theory (Petronio, 2002). Employees are vulnerable when they relay personal information in an organization (Petronio, 2002); especially if the information has the potential to negatively impact an organization's functions or image (Allen et al., 2007). As organizational electronic surveillance technologies become more common, the dialectical tension for employees increases (Allen et al., 2007; Fairweather, 1999; Lee & Kleiner, 2003).

CPM theory only begins to unpack the potential conflict an individual may feel when balancing an individual privacy orientation with an organizational privacy orientation. Individuals employed in an organization with open boundaries and high permeability allow coworkers to be linked to them via Facebook more frequently than do organizations which cultivate less openness and disclosure practices within the organization about disclosure and privacy management. Thus, organizations exert influence on decision-making behavior related to employees' privacy management practices.

However, these results do not address how individuals respond to conflicting organizational and personal privacy expectations and norms suggesting different behavioral outcomes. An individual may experience a privacy dilemma in deciding whether or not to respond to a coworker Facebook friend request aligned with their organizational privacy norms or their own privacy expectations. While CPM theory addresses potential decisions, it would be valuable to explore such issues further from an organizational standpoint about differing organizational and personal privacy expectations and orientations. Perhaps more private individuals would not own a Facebook account or they would tightly manage privacy settings so as not to be visible via Facebook searches by coworkers. Further research should address this concept. Do individuals who have different personal privacy orientations than the organization they work for succeed within the organization? Do these individuals stay long-term at a job that has a different set of privacy orientations? Overall, how do these differences influence both the employee and the organization?

In addition, the aspect of socialization into an organization is an area to be examined as an antecedent to coworker Facebook friend request decisions and as an effect of organizational privacy orientations. Organizational socialization looks at how individuals gain the knowledge needed in order to participate and be an active part of an organization (Bauer & Green, 1998; Chao et al.,1994). Much of the current literature emphasizes the role that the organization and its members play on an employee's decision-making processes. Socialization is a lifelong process that employees partake in during their entire career (Chao et al., 2004). During an individual's career an organization socializes them regarding privacy management issues (Allen et al., 2007).

In general, socialization of organizational members influences the creation of successful and satisfying relationships with coworkers, mentors and superiors. This valuing of relationships has been a main theme throughout socialization literature (Chao et al., 1994; Fisher, 1986; Ostroff & Kozlowski, 1993). While organizations attempt to formally socialize employees, personal contact with colleagues increases the potential for relationships to develop and help one another become more familiar with the organization (Bauer & Green, 1994; Ostroff & Kozlowski, 1993).

Connecting with coworkers on Facebook creates a way to increase opportunities to acquire more organizational information and allows colleagues to become socializing agents. While understudied, Bauer and Green's (1998) research supports the assertion that the behavior and influence of an individual's manager is a key part of an employee's socialization and behaviors of colleagues must be included in studies of socialization. Employees who are more socialized and established in work relationships will acquire more information about the organizational culture, politics, and history (Ostroff &

Kozlowski, 1993). Information exchanged among colleagues adds social benefits, such as adding more depth to the coworker relationship and improving effectiveness at work (Child & Shumate, 2007).

One study specifically examined memorable messages during the socialization process (Stohl, 1986). The analysis and messages recalled indicated that newly hired employees were aware of the importance of understanding the "insider" perspective of colleagues. The recall of these messages from coworkers reinforced the importance of social network linkages on organizational socialization and the impact that socialization has on an individual's behaviors (Stohl, 1986). Prior studies on socialization indicate there are a variety of ways that the organizational socialization process may be conceptualized, verifying the study of the influence of socialization on social media use and privacy management. This thesis examines socialization in a more finite way by intersecting the organizational privacy socialization through the collective understanding that an employee has about what should or should not be shared. This understanding about the privacy orientations of an organization translates into how individuals handle coworker Facebook friend requests. The specific messages are framed in the same way that the global concept of socialization frames messages that influence an employee's decisions about communicating with colleagues, as well as learning the organizational politics, norms, and traditions.

The role of organizational socialization on privacy norms cannot be ignored as a possible precursor to how individuals handle coworker Facebook friend request decisions. Future research might explore the way that people manage both the individual privacy boundary and the socialized organizational privacy boundary. Research suggests

that employees lack the desire or power to negotiate the boundary management process within their place of employment (Allen et al., 2007) and therefore adapt to an organization's privacy norms.

When the personal and organizational privacy boundaries contradict, negotiation must occur before an individual knows how to handle the request (Petronio, 2002). For example, if an individual allows a coworker linkage on Facebook, they have less control over what their other peers may disclose about them on Facebook. Whereas, the individual might more naturally withhold such information and protect it as private when interacting face-to-face with their coworkers within a work setting. This may be why more intense Facebook users who are also more public in their disclosure and privacy management practices on Facebook choose to deny the request for a coworker linkage. Their own privacy management practices might be at odds with socialized organizational privacy orientations. Future research might more fully explore what motivates individuals to either deny or accept a request beyond the global factors examined in this thesis.

Comparing and contrasting coworker friend request decisions versus other interpersonal friend request decisions (i.e., neighbor, longtime friend, family member) deserves more attention in research. This thesis specifically asked if a coworker had ever requested to be one's friend on Facebook. The number of coworkers that have requested the linkage could be indicative of the organization or department's norms. Therefore, it would also be interesting to explore the frequency of coworker Facebook friend requests that occur in organizations with open versus closed privacy orientations.

The blurring of lines cannot be solely put on the shoulders of an organization's privacy orientations, norms, or socialization process because people in general, no matter

their work origin, are becoming more comfortable allowing their work life and personal life to intertwine. In recent years receiving Facebook friend requests from coworkers is a common occurrence for many individuals (Skeels & Grudin, 2009; Wang & Kobsa, 2009). Therefore, the incredibly digitally natured generation today presents a new type of work-life balance issue, rooted in considering the co-mingling of professional and personal contacts and interactions in a common place through social media. By and large, the results of this thesis indicate that few individuals are uncomfortable allowing personal and professional lines to blur on Facebook. Many exhibit behaviors where little concern exists in keeping personal and professional lives separate.

In general, work-life balance has been studied within organizational literature because of the greater family demands, competitiveness of the job market, and equation of time spent on the job with being successful that pull working professionals in multiple directions regarding their role within each domain (Hochschild, 1997; Moen & Yu, 2000; Saltzstein et al., 2001). Additionally, literature has examined the negative influence of the virtual office and technology on an individual's balance between personal and professional demands (Hill, Miller, Weiner, & Colihan, 1998; Valcour & Hunter, 2005). While technology provides new opportunities within the workplace and flexibility for schedules, its use also introduces new social structures where personal life can easily become an afterthought with the growing demands of work (Perrons, 2003).

Traditionally organizational communication literature focuses on work-life balance from the role-taking and role-making perspective (Caproni, 2004; Greenhaus et al., 2003; Tausig & Fenwick, 2001). While work-life balance literature focuses on the roles that individuals take, this thesis extends these perspectives on the influence of

technology by examining the balance of information exchange and social interactions with coworkers that working professionals must also manage. Previous literature focused on work-life balance as individuals struggled with bringing the job and its responsibilities home and into time with family (Golden, 2009; Greenhaus et al., 2003; Hill et al., 1998; Moen & Yu, 2000). New research needs to also examine the influence of the interpersonal relationships with colleagues seeping into an individual's personal life at home and with family. As technology becomes commonplace in the workplace and our relationships, professionals are interacting with colleagues in completely different ways than before. Due to social media, workplace relationships now have the ability to blend with other interpersonal relationships and cause privacy management decisions. The extension of balancing one's personal life with their professional life within this thesis is a new perspective on the traditional organizational concept.

As Facebook continues to grow (Facebook Statistics, 2010), this social merging of personal and professional personas through social media should be examined further. Increased social media use provides a new medium for such co-mingling to occur. Longitudinal studies of the impact of Facebook are needed to explore over time potential repercussions of blended personal and professional lives as job titles, functions, and friendship circles change in organizations. An example of a potential conflict is if an individual receives a promotion, yet is still linked via Facebook to previous departmental coworkers with whom they were friendly with and frequently attended happy hour events. Many photos may be posted online of previous times fraternizing with subordinates as job functions change and may result in pressure from other management to sever such linkages. The role and interactions between these individuals has changed.

How do professionals reconcile these potential conflicts? As such, these examples illustrate the need for more research about de-friending studies in an organizational context.

Organizational Permeability and Communication Satisfaction

This thesis supported previous literature (Smidts et al., 2001) and confirmed that the higher the boundary permeability of an organization, the more satisfied individuals were with coworker communication. These results indicate that when organizations or departments cultivate more of an environment of openness through its practices by sharing information within the workplace, this practice creates an environment where individuals are ultimately more satisfied with their coworker communication and relationships. Previous studies demonstrate that employee's perceptions and satisfaction with communication within organizations is valuable because it promotes discussion among coworkers, develops social relationships and collaboration, and assists colleagues when dealing with uncertainty (Fayard & Weeks, 2007; Herbsleb et al., 2002; Kraut et al., 1990). Positive workplace relationships function as a way to cope and help one develop organizational success (Krouse & Affifi, 2007).

The results of this thesis reflect the family communication literature that states that the more openness and permeability that exists in the family privacy orientation, the higher the quality of family relationships (Morr-Serewicz et al., 2007) and then translates these results into the organizational context. In addition this research supports organizational communication literature that states that the shared beliefs of an organization's members become evident as social norms are shaped and exhibited (Hoy, 1990; Shadur et al., 1999). Overall these results reinforce research demonstrating that a

caring and committed employer who creates a sense of family among colleagues results in more open and public disclosure environment, reflecting greater coworker communication satisfaction in the workplace (Casey, 1999).

This thesis additionally revealed that if an individual is not satisfied with coworker communication, they are more likely to ignore the request (i.e., take no action) and go back and modify information on their Facebook account. The results intuitively make sense in regards to an individual's communication satisfaction with coworkers and the decisions made whether or not to accept a Facebook friend request. Individuals who take no action when in receipt of a coworker friend request but still encounter turbulence are thinking about their coworkers differently than those who allow such a linkage to occur. These individuals may be more leery of the linkage and consider the potential repercussions of the linkage.

Social Media's Influence on Workplace Relationships

The influence of Facebook on workplace relationships is an understudied area of research. Previous literature has specifically examined students as Facebook users (Acquisti & Gross, 2006; Debatin et al., 2009; DiMicco & Millen, 2007; Gross & Acquisti, 2005; Pempek et al., 2009; Rosenberg, 2009; Ross et al., 2009; Steinfield et al., 2008; Strater & Richter, 2007; Tufecki, 2008; vom Brocke, Richter, & Riemer, 2009), with very few studies expressly looking at employees or Facebook use in the workplace (Skeels & Grudin, 2009; Wang & Kobsa, 2009). This study focused on Facebook use in the workplace in order to best understand how today's working professionals interact with one another and the changes that technology, specifically social media, brings to the workplace.

This thesis determined the influence that a SNS has on managing privacy boundaries and answered requests made for more research to be conducted in this area (Child & Petronio, in press; O'Sullivan, 2000). The most common response to a coworker friend request was to accept the coworker Facebook request, while fewer individuals rejected or ignored (i.e., took no action) when in receipt of a coworker Facebook friend request. In further exploration of these responses, results demonstrated that most individuals did not feel the need to modify content or any part of their profile when they received requests from coworkers. This verifies current literature that reveals that individuals who use Facebook feel like the application is a safe environment in which they can allow coworker linkages to occur (boyd & Ellison, 2008; Haase et al., 2002; Ross et al., 2009; Wellman et al., 2001).

Facebook is not a SNS commonly used to make new friends, but to keep up with and interact with those individuals already known or interact with in the face-to-face environment (Ellison et al., 2007; Pempek et al., 2009). Individuals do not consider their lack of control over activity streams and the influence that unwanted messages or photos from Facebook friends may have on their image (Chew, Balfanz, & Laurie, 2008). This "second degree" information, which is material about an individual available online that is provided by someone else with or without their knowledge, is even more harmful to one's image or privacy (Dwyer et al., 2007). Dwyer et al. (2007) found that one's personal reputation has become increasingly influenced by the content others may find online, indicating the power that one's online image has on both personal and professional impressions. As such, individuals may or may not consider the potential ramifications of linking with colleagues via Facebook.

The potential repercussions of privacy violations are terrifying, yet most users are not modifying content or utilizing privacy settings (Acquisti & Gross, 2006; Debatin et al., 2009; Fletcher, 2010; Stone, 2009). When the popularity of the virtual office and working from home began to rise, a need for training managers and employees how to adapt to the new virtual environment and continue socialization and communication processes became apparent (Davenport & Pearlson, 1998). This phenomenon is mirrored in the recent rise in the use of technology in organizations, specifically the use of social media by employees. Training and development is necessary to foster new skills associated with successful use of social media in the workplace by looking at simulation programs, written materials, forums, and evaluation (Davenport & Pearlson, 1998), though organizational socialization regarding the use of technology and social media must also be present to reinforce skills learned (Gallivan, Spitler, & Koufaris, 2005; Klein, Conn, & Sorra, 2001). Learning how to build relationships, maintain the socialization process, and manage privacy within the realm of social media are necessary components that should be addressed by organizations.

Limitations and Strengths

This study provides support for the influence of social media on interpersonal communication within organizations. The limitations of this study concern the research design, sampling size, and sampling method. Given this study employed a non-probability rather than a probability sampling technique, the results do not extrapolate beyond the sample. The variables within this study were studied independently; however, it would be valuable to examine variables together for a better understanding of their

influence. This may allow for a bigger picture understanding during the examination of coworker Facebook friend request decisions.

Individuals linked to the researcher through the social network of Facebook had a greater likelihood of being invited to join the group and take the survey. While being a member of the group did not require approval by the researcher, individuals not linked to the researcher in some way were less likely to be aware of the group, join the group, and take the survey. Participants were also more likely to be Caucasian, well-educated, and from a higher socio-economic status. Participants were also recruited using CRTNET, a listsery of the National Communication Association, therefore allowing more individuals who are based in the education-oriented careers to access the survey and forward it on. However, given the exploratory nature of this research and the statistical control for factors, the above participant recruitment process was most suitable.

A larger sample size may have allowed greater numbers for a comparison in the different coworker friend request decisions. Study criteria dictated that individuals were only required to have a Facebook profile in order to participate without stipulations on active or inactive use. By requiring individuals to be active participants, the researcher would have been able to ensure that all participants were familiar with Facebook.

However, several demographic questions, as well as the intensity of Facebook use scale assisted the researcher in better understanding the participants and how their habits influenced Facebook request decisions. The research method was a cross-sectional survey method, which includes the inherent problem of only collecting data at one point in time, rather than over a longer period of time. Results from this type of data collection only show the relationship between variable on a single occurrence of information gathering.

Lastly, research on SNSs is prone to being dated, as SNSs, specifically Facebook, grow in number of participants, change policies, ways of interacting, and privacy settings quite quickly.

Despite the study's limitations, there were also strengths associated with the study design. Participants were required to work an average of 35 hours per week for at least 6 months in the past year with the goal of avoiding a young sample of individuals without careers. Additionally, the study reiterated participation criteria by asking "how many hours a week do you work" and "how long have you been working for your current employer." Anyone not meeting the requirements was not included in the study. Additionally, all measurement scales utilized within this study had high reliabilities.

Future Research

The study of social media provides an important look at computer-mediated communication and its influence on interpersonal relationships. Individuals largely choose their Facebook friends based on their face-to-face friendships (boyd & Ellison, 2008; Dwyer et al., 2007; Lampe et al., 2007; Ross et al., 2009), creating a connection between interpersonal relationships and online relationships. This thesis additionally provided a new look into the influence that a social media like Facebook can have on the specific relationship between coworkers and colleagues. Prior to this study most research utilizing Facebook examined relationships between college peers (Acquisti & Gross, 2006; boyd & Ellison, 2008; Cuesta, 2006; Ellison et al., 2007; Steinfield et al., 2008). The subsequent section will address future research and the use of CPM theory, the influence of SNS use in the workplace, and other possible antecedents of Facebook privacy management and workplace relationships.

To further advance our understanding of SNSs and interactions via them in general, research needs to use multiple methods of data collection to best understand the interpersonal communication that occurs on social media. This research used surveys to collect data. However, interviews, experimental designs, and a content analysis of Facebook interactions and content would be effective ways to fill in all the gaps and progress our understanding. Additionally, CPM theory states that the use of privacy rules can be gender specific (Petronio, 2002). In previous studies using CPM theory to analyze online interactions, it was found women use more coded language on their blogs, as well as limit public information ownership more than men do (Child, 2007). Men are less cautious in regards to who they allow to link to their blog than women, as well as having a more public orientation in blogging privacy management rules. This indicates that in the receipt of a coworker Facebook friend request, men and women are likely to respond differently in the privacy management practices. Therefore a further analysis of the differences in privacy decisions should be focused on whether these gender differences exist in the online environment.

Due to the integration of mediums for maintaining relationships with Facebook use, there are a variety of directions that future research could go. Less research exists which utilizes CPM theory as a way to study organizational communication. CPM theory and the blogging privacy management measure (Child, 2007) have been applied to blogging websites (Child, 2007; Child et al., 2009; Child & Agyeman-Budu, 2010). However, this thesis was the first to apply both CPM and the measure to Facebook in an organizational setting. The present study was able to utilize CPM successfully and the measure was found to be reliable.

Results of the thesis indicate that the most common response to a coworker Facebook friend request was to accept the request, with the majority of the participants not modifying or deleting account information when in receipt of a coworker Facebook friend request. While these users may not be active on Facebook and have very little profile content, it can also be deduced that these individuals have not had any negative interactions, been reprimanded, or fired by their employer due to profile content. Research finds that employers are more frequently monitoring SNSs and the activity of their employees (Lampe et al., 2004; Larson, 2009; Strater & Richter, 2007; Tufekci, 2008), yet such monitoring does not deter use of the social media. To better understand what factors contribute to individuals interacting with colleagues via Facebook, future research should examine how those who have been negatively influenced by linking to coworkers via Facebook manage their privacy and disclosures. Learning how those who have had bad experiences with SNSs have modified their communication behaviors would be beneficial to best understand the role boundary turbulence and CPM play. Additionally, individuals were asked to think of coworkers or colleagues in their organization or department, leaving it up to the participant to determine specific interactions to focus on. To truly understand communication satisfaction, privacy management and permeability, and coworker Facebook friend request decisions, it would be valuable to investigate the interactions with a superior versus superior or superior versus a subordinate, as well as the various fields in which participants work. Someone employed in a full-time job in a more technical field may differ from an individual employed in a Fortune 500 company.

Future studies may consider the influence of organizational socialization as a possible precursor to coworker Facebook friend request decisions. Specifically research should determine potential messages that an organization or its members convey about the use of SNSs. From a broad perspective, it should be examined to see if a department or organization appears to allow or even embrace the use of SNSs in general (i.e., LinkedIn, Twitter, Facebook). If so, how does this translate into the department or organization's acceptance of frequently interacting with colleagues via a SNS on the job? Also, if an organization socializes its members to make connections via LinkedIn, how does this extend into messages about the use of all SNSs? An organization specifically may not support Twitter; however, it may be difficult to impress upon employees that one SNS is more advisable to use over another. Lastly, how are these messages conveyed to an employee? An example would be if an organization has its own network on Facebook or has developed a fan page, then it is socializing its members to utilize and interact via SNSs. However, what other messages exist? Ultimately to what extent do they influence individual's decisions when in receipt of a coworker Facebook friend request?

As the increased use of the Internet intensifies communication both on and offline, these increased connections influence an individual's personal and professional life (Haase et al., 2002; Wellman et al., 2001). Communication satisfaction was examined within this thesis as an antecedent for how individuals make decisions about colleagues and allowing a Facebook friend linkage or not (Nielsen et al., 2000; Sias et al., 2004). Additionally, the overall quality of coworker communication contextually served as a factor that influenced the way that individuals responded to coworker Facebook friend request decisions. The use of this micro-level concept was valuable and revealed

implications of communication satisfaction within this thesis; however, other antecedents should be explored.

Future research should analyze trust from a number of perspectives. Organizational trust might compliment messages of socialization. Trust as an antecedent in coworker friendships would provide further understanding for CPM theory's concept of "trust credit points" (Petronio, 2002, p. 178) and betrayal in the workplace. Trust is another motive for disclosing information within a workplace relationship. The rationale is that in order to feel comfortable disclosing personal information in workplace relationships, a level of trust must be built. To develop a supportive relationship, perceptions of trust, shared values, and shared experiences must be achieved among individuals. This is especially important in workplace relationships since other commonalities, such as work group or department location, are often uncertain and in flux (Berman et al., 2002). Disclosure and trust go hand in hand in the development of more advanced interpersonal peer relationships (Myers & Johnson, 2004) and would consequently be an excellent antecedent to coworker Facebook friend request decisions to examine. Lastly, the level of trust individuals have for the context of social media should be examined. Trust issues may influence coworker Facebook friend request decisions.

Conclusion

This study explored coworker Facebook friend requests decisions and the antecedents that influence those very decisions. The research investigated the organizational privacy orientations influence on these decisions. Secondly, coworker communication satisfaction was considered a variable that would influence the decision

to take action upon receipt of a coworker Facebook request and if any turbulence was experienced. Next, the intensity of Facebook use by each individual analyzed as a possible factor influencing how Facebook friend requests by coworkers may be handled. Additionally, the study explored how the actual coworker Facebook friend request decision made influences an individual's subsequent Facebook privacy management practices.

The information gained from this thesis serves as evidence to the application of CPM theory to relational communication on the Internet and through SNSs. The use of CPM theory provides an understanding of online cultural values concerning privacy. While primarily applied within face-to-face interactions, there is no reason why this evidence-based theory cannot transcend into understanding online interactions. Results from this study indicate that at this time individuals still are not guarded when making decisions whether to accept, reject or take no action when in receipt of a coworker Facebook friend request. As more and more privacy invasions occur and employers impart consequences for certain behaviors on SNSs, users are apt to change the way they protect their privacy and to be more guarded. Overall this study examined the privacy orientations of the organization, an influencing factor according to CPM theory, and found that the environment did influence coworker Facebook friend request decisions made. Additional support for CPM theory existed in the analysis of the contextual factor of communication satisfaction and its influence on decisions made when in receipt of a coworker Facebook friend request. By providing further support for the application of CPM theory, this thesis begins to provide more evidence of the application of CPM theory into the online environment.

Facebook has been rapidly gaining popularity when other SNSs have seen their activity and numbers drop (boyd & Ellison, 2008). Specifically news about Facebook.com and privacy have been appearing in the news more frequently, most recently in TIME magazine, New York Times, and The Washington Post (Fletcher, 2010; Johnson, 2010; Stone, 2009; Zuckerberg, 2010). These articles reiterate that Facebook has changed each of us, making us more accustomed to openness. In fact, Mark Zuckerberg, Facebook founder, believes that "most people want to share more about themselves online" and specifically it isn't that they want privacy or secrecy, but that they just want to have control over what they share (Fletcher, 2010, p. 6). This is supported by Facebook users more frequently responding and demanding that privacy settings be more readily available (Johnson, 2010). However, no matter the demands for better privacy settings on Facebook, this thesis, publications, and recent news articles have determined that Facebook has made itself indispensible to its members who keep coming back, no matter the potential privacy issues (Fletcher, 2010; Stone, 2009). This information demonstrates the timeliness of this topic and the need to study it in-depth, as well as the degree to which social media influences individual's behaviors and daily lives.

Communication on SNSs is a preferred way to communicate for many individuals, whether to maintain friendships, stay in touch with friends, family, or colleagues not seen frequently, or to reconnect with old classmates, coworkers, and distant family. This study supports the influence that Facebook has in our everyday lives. Specifically within a work environment, 89% of the sample had received coworker Facebook friend requests. While Facebook has mainly been analyzed as a tool for college peers to connect with one another, this study demonstrates the influence that Facebook

has on a variety of interpersonal relationships, specifically in the workplace. The present study supports CPM theory by analyzing the coworker interpersonal relationship occurring on Facebook and organizational functioning. As Facebook continues to allow the ability to blur the lines between our personal and professional lives, privacy issues and social media will continue to play a pivotal role in interactions.

Appendix A

Modified Organizational Privacy Orientation Measure (Morr, 2002)

Interior Organizational Privacy Orientation

Directions: Please consider how YOUR OWN ORGANIZATION OR DEPARTMENT (the organization or department in which you are currently employed) handles private information WITHIN THE ORGANIZATION. Answer each question by indicating how much you agree that each statement describes YOUR CURRENT ORGANIZATION OR DEPARTMENT.

1= Strongly Disagree/ 7= Strongly Agree							
1. Organizational members are very open with one another.	1	2	3	4	5	6	7
2. Organizational members do not discuss private information with one another.							
	1	2	3	4	5	6	7
3. With the organization, everybody knows everything.	1	2	3	4	5	6	7
4. Organizational members keep secrets from one another.	1	2	3	4	5	6	7
5. There are specific groups within the organization that keep information from one							
another.					5	6	7
6. Organizational members share their private information with e	ach	oth	er.				
r				4	5	6	7

Appendix B

Modified Coworker Communication Satisfaction Inventory (Hecht, 1978; Madlock, 2008)

Directions: The following statements concern communicating at work. In responding, think of the communication relationship you have with your colleagues or coworkers. Choose the number that best describes how you feel.

1= Strongly Disagree/ 5= Strongly Agree

When communicating with my colleagues or coworkers, I feel . . .

1. he or she lets me know that I am communicating effectively.	1	2	3	4	5		
2. nothing is ever accomplished.	1	2	3	4	5		
3. I would like to continue having conversations like ours.	1	2	3	4	5		
4. she or he genuinely wants to get to know me.	1	2	3	4	5		
5. very dissatisfied with our conversations.	1	2	3	4	5		
6. like I have something else to do.	1	2	3	4	5		
7. I am able to present myself as I want him or her to view me.	1	2	3	4	5		
8. he or she shows me that he or she understands what I say.	1	2	3	4	5		
9. very satisfied with our conversations.	1	2	3	4	5		
10. she or he expresses a lot of interest in what I have to say.	1	2	3	4	5		
11. I do NOT enjoy our conversations.	1	2	3	4	5		
12. he or she does NOT provide support for what she or he says.				4	5		
13. that I can talk about anything with my colleagues or coworkers.							
	1	2	3	4	5		
14. that we each get to say what we want.	1	2	3	4	5		
15. that we can laugh easily together.	1	2	3	4	5		
16. conversations flow smoothly.	1	2	3	4	5		
17. she or he changes the topic when his or her feelings are brought into the conversation.							
	1	2	3	4	5		
18. he or she frequently said things that add little to the conversation.							
	1	2	3	4	5		
19. we often talk about things that I am NOT interested in.	1	2	3	4	5		

Appendix C

Coworker Facebook Friend Request Decisions

- 1. Have you received a coworker Facebook friend request? Yes No
- 2. Think about the times that you have received coworker Facebook friend requests. In general, how do you handle such requests and what do you think about in handling coworker Facebook friend requests. Describe in detail any thoughts, reservations, or information related to understanding your decision-making processes.
 - a. For what reasons will you NOT accept a Facebook friend request?
 - b. For what reasons will you accept a Facebook friend request?
- 3. Consider your coworkers who have requested to be your Facebook friend. In general, how have you handled such requests?
 - a. I accept coworker Facebook friend requests.
 - b. I reject coworker Facebook friend requests.
 - c. I do not respond to coworker Facebook friend requests, allowing the request to go unanswered.
- 4. Consider your coworkers who have requested to be your Facebook friend. In general, do you make any modifications to your privacy settings during the decision-making process? Yes No
- 5. Consider your coworkers who have requested to be your Facebook friend. In general, do you make any deletions to your profile content during the decision-making process?
 Yes
 No
- 6. Consider your coworkers who have requested to be your Facebook friend. How often have you utilized Facebook privacy settings to restrict or limit coworker access to your Facebook in the following areas (Never= 1/ Always= 7):
 - a. Profile?
 - b. Basic info?
 - c. Personal info?
 - d. status updates and links?
 - e. Photo tagged of you?
 - f. Videos tagged of you?
 - g. Friends?
 - h. Posts by friends?
 - i. Education info?
 - i. Work info?

- 7. Consider your coworkers who have requested to be your Facebook friend. Respond to how accurately statements describe your coworker Facebook friend requests decision making processes (1= none of the time/ 7= all of the time):
 - a. In general, I quickly respond to coworker Facebook friend requests.
 - b. In general, I do not respond to coworker Facebook friend requests.
 - c. In general, I spend a lot of time contemplating the possible consequences of accepting coworker Facebook friend requests.
 - d. In general, I spend a lot of time contemplating the possible benefits of accepting coworker Facebook friend requests.

8.	In general, how much time do you spend contemplating your decision regarding a coworker Facebook friend request? minutes hours days months						
9.	Consider your total number of Facebook friends and respond to what percentages each group represents of the whole: Family% Face-to-face friends% Casual face-to-face acquaintances% Colleagues/Coworkers% Friends or acquaintances developed through online interactions% Other individuals%						
10.	How often do you make changes to Facebook your privacy settings? None of the time A good part of the time						
	Very rarely A little of the time All of the time Some of the time All of the tim3						
11.	Do you place certain Facebook friends into privacy categories? Yes No a. If so, please list some examples of the categories that you place Facebook friends into.						
12.	Do work colleagues or coworkers talk about Facebook at work? Yes No a. If so, what topics are brought up?						
13.	Has anyone from work ever talked to you about information you posted on Facebook.com? Yes No a. If so, what topics are brought up?						

Note: Those answering 'no' to Question 1 will get the same questions addressing how they would handle coworker Facebook friend requests. These individuals will be examined further in comparative analysis not directly tied to this thesis. In addition, some questions within this measure will be used for subsequent analysis.

Appendix D

Modified Facebook Privacy Management Measure (Child, 2007)

Directions: Please consider how you handle private information on Facebook. Each statement below describes potential habits and patterns. Answer each question by indicating how well the following statements describe your current Facebook activities.

1= Strongly Disagree/ 7= Strongly Agree							
1. When I face challenges in my life, I feel comfortable talking a	bou	t the	em o	on F	acel	oool	k.
2. I like my Facebook profile to be long and detailed.	1	2	3	4	5	6	7
3. I like to discuss work concerns on Facebook.	1	2	3	4	5	6	7
4. I often tell intimate, personal things on Facebook without hesi	tatic		3	4	5	6	7
5. I share information with people whom I don't know in my day	-to-	•	life			6	7
6. I update my Facebook status or content frequently.	1	2 2	3	4	5 5	6 6	7 7
7. I have limited the personal information posted on Facebook.	1	2	3	4	5	6	7
8. I use shorthand (e.g. pseudonyms or limited details) when disc information so others have limited access to know my personal in		_			e		
9. If I think that information I posted really looks too private, I m	1 nigh	2 t de	3 lete		5	6	7
	1	2	3	4	5		7
10. I usually am slow to talk about recent events on Facebook be	caus 1	se p	-	le m 4	iight 5		k. 7
11. I don't post certain topics on Facebook because I worry who			_	4	3	U	,
•	1	2	3	4	5	6	7
12. Seeing intimate details about someone else on Facebook, ma							-
their information private.	1	2	3	4	5	6	7
13. I use Facebook so that others can link to me with similar inte	rest	s.					
	1	2	. 3	4	5	6	7
14. I try to let people know my best interest on Facebook so I car	n fin 1	id fr 2		1s. 4	5	6	7
15. I allow people with a profile or picture I like to access my Fa	-	_	_	-	-	U	,
Terrando o peopre mais a promo or promo ramo do access my ra	1	2	3	4	5	6	7
16. I comment on Facebook profiles to have others check out my	Fac	cebo	ok	prof	ïle.		
	1	2	.3	4	5	6	7
17. I allow access of my Facebook profiles through any of these: searches					•		

18. I regularly link to interesting websites or fan pages to increase traffic on my Facebook profile.

1 2 3 4 5 6 7

Appendix E

Facebook Intensity Scale (Ellison et al., 2007; Steinfeld et al., 2008)

Directions: The following statements concern your Facebook account and activity. Choose the number that best describes how you feel.

1= Strongly Disagree/ 5= Strongly Agree							
1. Facebook is a part of my everyday activity.	1	2	3	4	5		
2. I am proud to tell people I'm on Facebook.	1	2	3	4	5		
3. Facebook has become a part of my daily routine.	1	2	3	4	5		
4. I feel out of touch when I haven't logged onto Facebook for awhile.							
	1	2	3	4	5		
5. I feel I am part of the Facebook community.	1	2	3	4	5		

6. I would be sorry if Facebook shut down.

7. In the past week, on average, approximately how many minutes per day have you spent on Facebook?

Less than 10 minutes 10-30 minutes 31-60 minutes 1-2 hours 2-3 hours More than 3 hours

1 2 3 4 5

Appendix F

Demographic and Descriptive Information

1. Gender:	Female	Male			
2. Ethnicity:	African An Asian Ame Caucasian Hispanic A Native Am Other	erican American			
3. Number of ye	ars at last birthda	ay:			
4. Highest level	High school Associate	ol degree luate degree			
5. Socio-econom	Lower class Lower mic Lower mic Middle class Upper mid Upper class	ddle class ass ldle class			
6. What type of i	industry do you v	work in?			
7. How long hav	e you worked at	your current job?		year(s),	_ month(s)
8. On average, h	ow many individ	luals work in your	r organ	ization?	
9. On average, h	ow many individ	duals work in your	r depar	tment?	
10. On average,	how many times	a week do you lo	g onto	Facebook.com?	
11. How long ha	ve you been a m	ember of Faceboo	ok.com	?	
12. How many to	otal Facebook fri	iends do you have	?		
13. How many h	ours a week do y	you work?	_		
14. How long ha	ve you been wor	rking for your curi	rent en	nployer?	

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