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Enterprise Social Media

Ethnographic Research on Communication in Entrepreneurial Teams

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Enterprise Social Media:
Ethnographic Research on Communication in Entrepreneurial Teams

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ABSTRACT

This article reports an ethnographic research on effect of enterprise social media on communication of members in entrepreneurial teams. The researcher acted as an entrepreneur and as a team member in two entrepreneurial projects to observe the communication of team members within the enterprise social media. In addition to observation, he conducted some interviews with team members to collect supplementary data. A theoretical framework developed from an array of three metaphors: leaky pipe, echo chamber and social lubricant, and four organizational learning processes: social capital, boundary work, attention allocation and social analytics. By the interpretation of the collected data, a new metaphor of "living room" was proposed. This metaphor suggests that enterprise social media provide a space for interaction of internal-external people similar to what home members and guests do in a living room (public conversations), as well as possibility of conversation corners (private conversations).

KEYWORDS

Enterprise Social Media, Entrepreneurial Teams, Mediated Communication, Organizational Communication, Organizational Culture

1. INTRODUCTION

The entrepreneurial function need not be embodied in a physical person and in particular in a single physical person. Every social environment has its own ways of filling the entrepreneurial function. (Schumpeter, 1965, p. 51 cited in Harper, 2008)

A considerable portion of innovation, new product development, employment and economic development has been undertaken by entrepreneurial ventures and small enterprises (Salamzadeh and Kirby, 2017; Emami and Talebi, 2011). Especially in knowledge-intensive industries, entrepreneurial firms outperform single entrepreneurs (Lechler, 2001, p.265) and take advantage over large organizations for their innovativeness (Eliasson and Eliasson, 2005; Khajeheian and Tadayoni, 2016). When perform in an entrepreneurial team, individual entrepreneurs experience higher rates of success (Wu et al, 2010), because working in a team lowers entrepreneurial stress because of trust and support among team members (Lechter, 2001; Labafi, 2017). Thus, entrepreneurial teams react faster to

the changes and complicate environment and have a greater capacity of opportunity identification, development and utilization (Wu et al, 2010, p. 857; Salamzadeh et al., 2017).

Considering these, understanding of entrepreneurial teams and how they might perform in optimum level has an importance in the economic success; and study of the interaction processes among these teams is part of this knowledge (Chowdhury, 2005; Saud Khan et al, 2014).

Vyakarnam et al (1997, p.2) define an entrepreneurial team as "the top team of individuals who is responsible for the establishment and management of business. Watson et al (1995, p.393) define it more specifically by inclusion of financial interest and size of enterprise: "A venture team is two or more individuals who jointly establish and actively participate in a business in which they have an equity (financial) interest". Cooney defines entrepreneurial teams as "two or more individuals who have a significant financial interest and participate actively in the development of the enterprise" (2005, p.229). Harper (2008) in his theory of entrepreneurial teams characterizes these teams as entities that operate effectively by profit-seeking, problem-solving process under conditions of structural uncertainty. Respectively, and Implying on their effectiveness, Jariwala et al (2012) show that communication, coordination, structure, and leadership are important factors in team performance. Among these factors, nature of communication in entrepreneurial teams is a complicated one. As Lichter (2001) shows, teams carry the potential of inefficient communication, complex long-lasting decision processes and personal conflicts, and thereby, dysfunctions such as group losses, social loafing, group think, risk-shifting have been documented and seen in these teams frequently.

In regard of understanding success and failure of communication in entrepreneurial teams, many factors have been identified by previous researchers. Demographic diversity (Chowdhury, 2005), diversity in motivation (Knapp et al, 2015), relationship conflicts (Saud khan et al, 2015) differences in team members' personalities, attitudes and values (Knapp et al, 2015) are some of the participating factors in effectiveness of team communication. Entrepreneurial teams must create an environment of trust and loyalty for improving team commitment. By Chowdhury (2005), entrepreneurs should collectively formulate an agreed-upon system of team interaction that encourages different approaches, points of views, alternatives and approaches of the team members.

Social Media are one of emerging communication tools that facilitates communication among and within the teams and organizations (Weber and Shi, 2017). Leonardi et al. define Enterprise social media as:

Web-based platforms that allow workers to (1) communicate messages with specific co-workers or broadcast messages to everyone in the organization; (2) explicitly indicate or implicitly reveal particular co-workers as communication partners; (3) post, edit, and sort text and files linked to themselves or others; and (4) view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time of their choosing. (2013, p. 2)

They point out that organizations use enterprise social media in two ways: for communication with external parties such as customers, vendors and the public at large; and for internal communication and social interaction within the enterprise.

In this research the author aims to study the enterprise social media in entrepreneurial startup teams to understand how these social media effect on communication, identity and culture of team members. Thus, the research question is: how enterprise social media effect on communication in entrepreneurial startup teams?

To this purpose, an ethnographic method has been selected. The reason behind this selection is the importance of understanding how team members act within the social media and to recognize the patterns of behavior and real actions beyond what they express. Two cases of Datmark and Nikimedia have been observed by the researcher and the actions that considered related with three categories of identity, culture and communication coded and interpreted.

Contribution of this paper is to develop a new metaphor for enterprise social media. Almost all theories of organization are based on metaphors that stretch our imagination in a way that can create powerful insights (Lambert, 2009). In this respect, three metaphors of leaky pipes, echo chamber and social lubricant identified and applied to know if they can explain the enterprise social media. Considering new aspects of enterprise social media that have not been covered by these three, extracted codes have been used to develop a new metaphor of livingroom.

The remainder of the paper is structured as follows: Section 2 considers the theoretical background and identified the previous knowledge on enterprise social media and previously developed metaphors; Section 3 details the research methods; Section 4 presents the analysis and theory development; and Section 5 presents the conclusion and implications.

2. LITERATURE REVIEW

2.1. Social Media Usage in Enterprises

Fulk and Yuan (2013) conceptualized role of enterprise social networking systems in reducing three challenges in sharing organizational knowledge, including location of expertise, motivation to share knowledge, and social capitalization. Using transactive memory theory, public goods theory, and social capital theories, they argued that the enterprise social networking has superiority over conventional knowledge management systems on overcoming knowledge sharing challenges. Majchrzak et al (2013) theorized four affordances of social media in publicly visible knowledge conversations: metavoicing, triggered attending, network-informed associating, and generative role-taking. Then, they showed that these affordances appear to have a simultaneously hindering and helping contradictory effect on productive knowledge conversations. Gibbs et al (2014) expanded our knowledge of the extent to which ESM foster cross-boundary communication in distributed organizations. They showed the importance of fostering interaction across various boundaries, especially in organizations that have traditionally been characterized by formal hierarchy and lack of open communication and knowledge sharing. Labafi (2017) showed that enterprise social media act as a cofounder element that reduce knowledge hiding behavior, by making information accessible for everyone. Weber and Shi (2017) uses three theories of affordances, social networks and social capital to show how enterprise social media facilitates communication within an organization.

Pike et al (2013) studied the role of social networks in hiring process. they showed that social networking sites are a potential source of candidate information, but lack of quality information limits the discovery of the true nature of candidates and potentially leads to adverse impacts. They found that tensions within dimensions of information quality create dialectic poles: accessibility (open-restricted), contextual (relevant-unsuitable), and intrinsic (reliable-questionable). Emami at el. (2011), used framing theory as a persuasive tool in social media –idea bank- to increase experts' collaborations in network participation.

Huang et al (2015) developed and estimated a dynamic structural framework to analyze the social-media content creation and consumption behavior of employees within an enterprise. Their model incorporated two key features that are ubiquitous in blogging forums: users face a trade-off between blog posting and blog reading; and a trade-off between work-related and leisure-related content. Vaast and Kaganer (2013) examined how organizations perceive affordances of social media and how they react to their employees' use of social media through policies. They identified 4 affordances - visibility, persistence, editability, and association (between people and between people and information) - as action potentials of social media in organizations. Their research revealed that organizations especially reacted more to the affordances of visibility and persistence. They also discovered a third type of association between employees and organization, that showed how organizations' reaction to social media evolved from being solely concerned with risk management to value-generation. Gibbs et al (2013) explored the ways in which the affordances of social media not only increase open communication and knowledge sharing, but also promote covert behavior, creating dialectical

tensions for distributed workers that must be communicatively managed. They also explain tensions in visibility-invisibility, engagement-disengagement, and sharing-control and show how managing of these tensions leads to preserve openness and ambiguity. Leonardi et al (2013) also paid attention to the technical dimension of enterprise social media and discussed that enterprises normally use one of following options: 1) use of a publicly available social media, such as Facebook, Google plus, Twitter, LinkedIn and similar platforms; 2) use of an open source software and personalize it with the enterprise needs; 3) in-house proprietary solution, that has designed especially for the enterprise.

2.2. Metaphors of Enterprise Social Media

Research framework developed from Leonardi et al (2013) that covered three metaphors of enterprise social media including leaky pipes, echo chamber and social lubricant, and explained four processes of social capital, boundary work, attention allocation and social analytics for any of those metaphors. Table 1 presents these three metaphors.

Table 1. Metaphors of enterprise social media

Metaphor/ Process	Leaky Pipe	Echo Chamber	Social Lubricant
Social Capital	**Advantage:** inform members from others' ideas and actions and allows easier socializing in teams by understanding of what happened and what are updates. Leak of information let members to start conversation with new people and to expand the network. **Disadvantage:** brokerage power of some people, that rooted in the connection with special connections. This risk may lead important people to avoid enterprise social media.	**Advantage:** people approach to others with common grounds. Immediate feedbacks from people with similar interests, increasing sense of belonging. **Disadvantage:** higher chance of Group-thinking, because people expose to similar ones. Splinter of groups into smaller communities.	**Advantage:** Understanding of what others do helps to start conversation and to maintain established connections. **Disadvantage:** Illusion of existing a real social connection when it doesn't exist. Also too much information may disrupt work and destruct people from work-related communication.
Boundary Work	**Advantage:** increase visibility of group to other groups/members and crosses more knowledge across the organization. **Disadvantage:** avoid of important discussions with the knowledge that others have access to the contents. Also, less preparatory information for the group.	**Advantage:** Understanding people in other parts of organization with similar tasks can increase sense of relationship and belonging cross-teams. **Disadvantage:** Strengthen of boundaries between groups make communication and interaction more difficult. It also may create speaker's corner.	**Advantage:** Ease of communication creates easier environment to reach people from other groups. **Disadvantage:** Context collapse makes it difficult to know "which self" to present.
Attention Alloca-tion	**Advantage:** people attend to the information that wouldn't normally talk about. **Disadvantage:** overload of information may lead to ignore use of ESM	**Advantage:** Because of public visibility, people provide more honest and accurate information. also when information comes from trusted others, attention increases. **Disadvantage:** members may perceive information as perspective of entire organization	**Advantage:** people can focus their attention in ways that allow them to enter conversation easier and in shorter time. **Disadvantage:** out of conversation people not intend on them. Also too many social-related signals may scatter attention and increase absentmindedness.
Social Analytics	**Advantage:** ability to analyze informal culture. Ability to connect unconnected people. **Disadvantage:** ability to surveillance and increased control of manager may avoid members to use ESM.	**Advantage:** Better understanding of informal communities in organization **Disadvantage:** Mistaken misunderstanding of communities and key players that interact offline.	**Advantage:** People can make connection by recommendation of connected ones. Also, recommendation to read documents that others have created makes it easier to communicate with those who create them. **Disadvantage:** people may encourage to offline interactions to avoid being traced.

Source: adapted from Leonardi et al (2013)

Using this typology, the researcher studies two cases of entrepreneurial teams in terms of organizational communication with enterprise social media and how use of this communication means effected on culture and identity of team members.

3. METHODOLOGY

The researcher follows an interpretive approach. Interpretive researchers believe that order is the natural state of an organization, and study the behavioral patterns among the members (Wrench and Punyanunt-Carter, 2012, p.148). In other words, while postpositive theorists believe the organization drives what its people do, interpretive theorists believe the reverse: that people drive what their organizations do and what their organizations are.

As this research aims an in-depth study of the behaviors, interactions and attitudes of social media users inside teams and organizations, thus an ethnographic approach was adopted. Ethnography comes from cultures (ethno) and description (graphy) and is the study of social interactions, behaviors, and perceptions that occur within groups, teams, organizations, and communities (Reeves et al, 2008, p. 512). An ethnographer obtains a deep understanding of the people and the broader context within which they work. Ethnographic research is thus well suited to providing information systems researchers with rich insights into the human, social, and organizational aspects of information systems (Myers, 1999). In this research, the researcher involved into the cases, as an entrepreneur, team member and consultant to study what people are doing and also what they say they are doing. Based on Hammersley and Atkinson, "the ethnographic researcher participates, overtly or covertly, in people's daily lives for an extended period of time, watching what happens, listening to what is said, asking questions; in fact, collecting whatever data are available to throw light on the issues with which he or she is concerned" (1995, p. 2). There are different data collection methods, including unstructured interviews, observations and other documentary methods. The ethnographic tradition tends to reject formal data collection protocols, preferring to adopt whatever is considered suitable and useful (Bloor & Wood, 2006, p. 70).

Postill and Pink (2012) argue that doing research about social media entails going beyond interviewing activists. Considering their suggestion, the approach of this research has been ethno-methodological. In this approach researchers go thoroughly into environment and observe naturally occurring activities, such as human actions as it arises and as it is done by whoever is party to it (Crabtree et al, 2012, p. 23). Also, current research follows the holistic school of ethnography. Holistic schools say that empathy with observed social groups is needed and an anthropologist should go native and live like the subject of study (Myers, 1999, p. 8). Following this, the researcher goes native with subjects of study in social media. Distinctive ethnography and powerful theory are complementary not antithetical (Wilson and Chaddha, 2009) and "the best strategy to strengthen the former is to bolster the latter" (Wacquant, 2002, p. 1524). As this research uses the knowledge from enterprise social media theories, ethnography was adopted as the research method.

Communication is not just one activity, among many others, that an organization "does." Rather, the organization itself is constituted through its members' communication; it does not exist objectively, but only in relation to its members' points of view (Wrench and Punyanunt-Carter, 2012, p. 152). Using this interpretive approach, current research studies four cases of entrepreneurial teams and the level of communication among their members to understand how the communication forms those enterprises.

The data collection method has selected from appropriate methods of the interpretive approach, including interview with people at various levels, reading of organizational documents, and more importantly, doing fieldwork inside organizations to observe how communication happens. Also, according to importance of use of interactive media in communication of entrepreneurial teams, a social media ethnography has been used (Khajeheian, 2016). These analytical methods involve an examination of how organization members use enterprise social media to construct a shared social

reality. As the author involved very closely in those cases, the research follows observation and direct involvement of researcher added with an interview.

Sample of this study includes two cases that the author has been involved as entrepreneur or team member. Because of close involvement in everyday life of both projects, both observation and interview were possible.

3.1. Case 1: Datmark

3.1.1. Description

Datmark is an entrepreneurial project of social dating. Its aim is to create a dating network based on social relationship by replacement of computer algorithm with human transaction. This entrepreneurial team based in Danish App Lab in Copenhagen campus of Aalborg University. The team includes four fixed employees and three part-time members. All of team members work voluntarily. Author of this paper started this team as an entrepreneur.

3.1.2. Opportunity

The opportunity for the project discovered by trend analysis of dating industry. very low level of response rate, abundance of fake profiles, lack of a mechanism for understanding of human sense, inappropriate reliance on question-based algorithms, as well as high level of dissatisfaction from dating sites led the team leader to design a social dating network that works on this new business model.

3.1.3. Team Formation

After design, the project leader announced for technical staff to develop the idea. A developer who was searching for a job accepted his invitation to join this project and to work on it in his free time. After two months by progress of development, two other developers joined the team as front-side developers. A web designer joined the team to design the service as a part-part volunteer.

3.1.4. Communication

The team generally communicated in a physical space that provided by Danish App Lab. But as members rarely worked in same day and hour, a considerable part of the job managed by internet and social media. A close group in Facebook was used for coordination and google calendar service and online worksheets, as part of google plus services, were used for project managing. The team communication can be defined as semi-virtual team, meaning that people work physically and in distance, within different days and times based on their own calendar.

3.1.5. Culture

At the formation stage team formed from members with same nationality, class and education. When team faced with some difficulties in development progress, a mentor joined to the team. Thanks to Venture Cup, an incubator in Copenhagen Business School, team enjoyed from an Argentinian mentor with experience of technical stuff in entrepreneurial teams. Mentor effected impressively, both technical and cultural. The most important effect of this mentor was a technical shift of development from scratch to using clone platforms.

3.1.6. Identity

Team members defined themselves by their responsibilities in the project. In professional network of Linkedin and in their CVs, they used this project as main identity of themselves in Denmark. As all of them was new in Denmark it was very important to have a work experience and the project provided such record. The project added to their profiles. The team leader issued a letter of recommendation for any of the members and their cooperation appreciated in the project website. This entrepreneurial

project provided an important identity for all team members and led all of them to find new jobs after end of the project.

3.2. Case 2: Nikimedia

3.2.1. Formation

This team started from a student project for a charity app. The idea was to use the background space of users' computers and mobiles for advertising. By allowing advertising materials to reach the background, advertisers pay specific amount to a charity based on selection of user. Thus, the app enabled users to donate their selected charity with paying nothing, but with allowing advertisers to reach them by control of their PC or mobile background image. Team started by three administrative staff and two technical personnel. Administrative personnel located in three different geographical places: Estonia, Denmark and Iran. For this reason, team mentioned as virtual team.

3.2.2. Communication

Communication mostly managed by Skype and its share screen possibility. The process mostly managed by the technical manager in Tehran office to show the progression and development. Project manager who was located in Estonia communicated with developers and technical manager in everyday basis and led the project by project software. More important, he managed the team communication with marketing manager in Denmark to meet the needs of Danish charities as possible customers. In summary the project managed by a virtual team via computer tools and it can be said that Estonia managed Iran to build a product for Danish charity market.

3.2.3. Culture

No cultural issue reported in the team. Sense of friendliness helped team member to work free and flexible. However, the project manager believes that the reason for lack of conflict is his managing mode to act as a hub and to bridge between marketing and developing staff.

3.2.4. Identity

The project didn't accomplish the profitability because of lack in sense of having an emotional belonging and identity from marketing side in Denmark. In review of team performance, it was understood that team of development and project management had very strong sense of belonging to the project. They did use the project as their identity in their university and working environment, in reverse of what marketing manager who located in Denmark had.

4. THEORY DEVELOPMENT: ENTERPRISE SOCIAL MEDIA AS A LIVINGROOM

For theoretical development, one new function has found that was not considered in the previous researches. Leonardi et al (2013, p.2) explained four functions of web-based platforms for users in general and enterprise social media in particular: "1) to communicate messages with specific coworkers or broadcast messages to everyone in the organization; 2) to explicitly indicate or implicitly reveal particular coworkers as communication partners; 3) to post, edit, and sort text and files linked to themselves or others; and 4) to view the messages, connections, text, and files communicated, posted, edited and sorted by anyone else in the organization at any time of their choosing". Analysis of data suggests the fifth function as 5) to enable users to present an image of their own lifestyle, personality and attraction into Livingroom as market of messages. This function that has ignored in previous researches, plays an important role in the communication among team members. Users are people with different characteristics and behaviors. Some are extrovert and some introvert and some like to expose more information about themselves while some others prefer to live more private. The lifestyle and the image that people like to present from themselves are the expansion of their everyday life

into work environment. Mobile social media provide team members the ability to carry their lifestyle and interests into the work environment and to continue their lives in social media. Enterprise social media in many cases, like the two cases of this study, are the public social media such as facebook, google plus and LinkedIn. People use those platforms in their everyday lives and expand their usage style in enterprise social media too, normally with no major difference (by observation):

Code: When I use facebook for team-related tasks, at the same time I navigate my timeline and contact with my friends too. I think the facebook space and style creates similar sense when I use it for working purposes.

For theory development, review of message bazaar theory can be useful. Mohsenian Rad (2004) inspired from architecture of traditional Persian Bazaars, proposed a metaphor of Message Bazaar, and discussed that this metaphor depicts the nature of communication in the information era. By him, the message bazaar has some particular characteristics: 1) sort of communication is horizontal, because of the architecture of bazaar that includes many open spaces (Hojreh) with no doors, thus everyone gets informed from information, 2) message transfer happens continuously and information passes over by sellers, customers and passing people. 3) as information control is almost impossible, gatekeepers invest on receiver side, such as sellers' efforts to convince customers due to lack of ability to control market. By advances in technical issues of privacy and control, this theory is challenged, because today there are more abilities to control of communication flow, such as what we see in social media. However, the metaphor that Mohsenian Rad proposed, can be used for development of a new metaphor for enterprise social media. This metaphor is *Livingroom*, a special place inside the home that interactions of resident people occurs, bot with each other and with external guests.

Function of enterprise social media as a Livingroom presents a way for team members to define their identity as a team member, while they have freedom of move to communicate with different internal and external people. A living room is a combination of public and private life (see Table 2). Although the purpose of this space is to serve gusts and outsiders, it still belongs to the home (organization), and provides an important space for insiders to socialize with gusts, as well as communicating with each-others. In a living room, social capital obtains by presence in the space that different gusts come and go, and also by listening and seeing the communications of insiders and outsiders and by adapting to the processes and routines of dealing with different issues.

Lifestyle is a critical element of this metaphor. living room is a reflection of lifestyle of residents. It is a place for cultural talk of members that converges interests and possibly lifestyles, while it saves the originalities and differences at the same time. Converging lifestyle improves integration of team members. Living room is open for externals to come and find common interest. It may attract new members for the team by its attractiveness:

Code: A new team member for design joined into project by social media. He understood about the project by common friends and after visit of facebook page of the project.

In same situation, more attendants, users or customers are accessible by social media, such as gathering in a living room for a party:

Code: Test group joined to the pitch day and to the prototype test by receiving information in different social media of project.

In a living room information of future events circulates and possible invitations happen:

Table 2. Proposed metaphore of living room (Source: Author)

Process	Living Room
Social Capital	Advantage: At the same time that people talk in small specific interest groups, they are not separated and see themselves in a bigger space of entire organization and its customers. People also can present their lifestyle and interests and find internal and external people with same common ground. Disadvantage: easy interruption by irrelevant people who come into the conversation. Also directing conversation and keeping it in manageable way is difficult because of quick and easy enter and exit of people.
Boundary Work	Advantage: teams feel it easy to expand their boundary because of presence of many other people with same interest that easily join to the corner conversation. Disadvantage: Gusts and external people may cause conflict, because different teams may find them relevant to their area of interest. Also public visibility has negative effect on tendency of team leaders to keep team connection confident.
Attention Allocation	Advantage: By better understanding of people in different teams, because of frequent moves among corners and easy to join and leave corners, it would be easier to attract attention. Disadvantage: lack of understanding about the integration of groups in different corners, despite strong understanding of single persons.
Social analytics	Advantage: the frequency and number of gathering with same people show informal groups and what is their common interests. Disadvantage: it is difficult to weight different interactions of every single person or team members with other individuals and team members.

Code: By check event of 1ˢᵗ May, DK understood the tendencies of team members to participate in labor day, thus he stopped working on the project on that day and all of team members joined the ceremony.

Some of this invitations may happen by internal residents, that inform each other by corner talks:

Code: AH informed from salsa dance and concerts events by other team members. For the first time she understood it from the facebook event of BH and declared her interest to join. From then, she receives information and invitations regularly.

Enterprise social media is a two faced coin and it has negative points too. One negative point is that they may create or sharpen the conflicts among the members. in regard with religious issues, one team experienced a severe conflict that leads to exit of one member:

Code: AM found some religious shared posts in the page of BH as aggressive to his own beliefs. After a talk in breakfast meeting, they found a kind of antagonism. By interference of project manager, AM exited from the project.

Code: NV and BH and DK did talk about their perspectives about religion in the lunch time. It starts from NV understanding of non-religious attitude of BM in his facebook page.

5. CONCLUSION AND IMPLICATIONS

In this paper, the effect of enterprise social media on communication, culture and identity of team members in entrepreneurial teams studied. The results show that the metaphor of living room and its conversation corners can be used for analysis of enterprise social media and how it effects on the

relationship and communication between members in entrepreneurial teams. Organizations may use these new communication tools as a means of managing internal communications of members to make work space as a friendly and efficient environment.

In comparison with previous researches, this paper extends our knowledge of enterprise social media by shedding a light on un-discovered aspects of social media use by team members, such as the informal behaviors of team members. The social media can promote the sense of belonging to the organization. When teams consist of people from different nationalities, enterprise social media can act as a mediator for managing of diversity and to converge lifestyles, interests and cultures. One important characteristic of these media is their continuity in off-time. Team members continue their communication in after-work hours to coordinate participation of events or to follow common interests. Estiri et al (2017) acknowledged such behavior as organizational citizenship behavior, implying that individuals go beyond formal roles of individuals and relationship with colleagues. Shin and Kim (2010) used identity theory to associate organizational citizenship behavior with social media communication and showed use of social media strengths organizational identity of employers.

5.1. Practical Implications

Enterprise social media is a communication platform that can higher the level of integration and spirit of team working in an organization. Working within an enterprise social media enable employees to work on more friendly communication environment that can be used for some team activities beyond the regular tasks. For this reason, organizations must consider these social media as a means for managing internal communications of members to make workspace more pleasant and effective for their environment. The application of livingroom metaphor is that enterprise social media also prepare some 'cornerstones' for conversation about some specific tasks and issues, while the involving people are at the same time part of the livingroom. However, there are some challenges too. Lack of emotion in the communication platform might raise some misunderstanding and tensions among employees. It also might intensify some negative senses that created before. So, social enterprise media is not a pure positive means of communication, and managers must be aware of the potential challenges that enterprise social media might create.

5.2. Limitations and Recommendations for Future Research

In conduct of this study there were limitations that significantly effect on the generalization of findings. The fist limitation is limitation of cases. Two cases are too few to generalize the findings of this research. Also ethnographic research is very depending on the researcher's power of interpretation and limitations in human ability applies to the results too. Use of these enterprise social media needs more knowledge about their functions, strengths, weaknesses and challenges. Considering poor literature in this area, conduct of further research on the effect of enterprise social media on communication, culture and identity of organization members, especially in entrepreneurial teams is needed. Such researches equip organizational human resource departments as well as entrepreneurs to properly use social media for the benefit of their organization and enterprises. This paper is a short introductory of the metaphor of living room to open the way for further development of this concept and to expansion of it to other processes and areas of entrepreneurial teams.

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