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FROM CONNECTION TO COLLABORATION: HOW SOCIAL MEDIA TRANSFORMS WORKPLACE COMMUNICATION IN SMES -A SYSTEMATIC LITERATURE REVIEW

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Abstract:

The increasing integration of social media into organizational contexts has transformed how employees communicate and collaborate in the workplace. Despite growing interest in this area, limited research has systematically examined how social media–enabled workplace communication evolves into collaborative practices within small and medium-sized enterprises (SMEs). This study aims to examine how social media transforms workplace communication into collaboration in SMEs through a systematic literature review. A total of 36 peer-reviewed journal articles published between 2010 and 2024 were analyzed using a thematic analysis approach to identify recurring patterns and mechanisms reported in the literature. The results reveal five dominant themes: (1) social media as an enabler of informal and interactive workplace communication, (2) the transition from connection-based communication to collaborative work practices, (3) social media–enabled knowledge sharing and collective learning, (4) organizational and individual drivers shaping social media–based collaboration, and (5) tensions and contradictory effects associated with social media use in SME contexts. These findings indicate that social media functions not merely as a communication tool

but as a collaborative infrastructure embedded within everyday work practices. The study contributes to the information systems and organizational communication literature by providing an integrated framework that explains the transition from connection to collaboration in SMEs and offers practical insights for managers seeking to leverage social media for collaborative work.

Introduction

The evolution of work environments over the past two decades has been significantly influenced by rapid advancements in information and communication technologies (ICTs), particularly through the adoption of social media platforms. Originally intended for personal use, these tools have integrated into organizational settings, transforming communication, information exchange, and professional relationships. This integration is particularly evident among small and medium-sized enterprises (SMEs), which often utilize social media for both internal and external communication purposes, allowing for a more collaborative work culture (Qalati et al., 2022; Alkhateeb & Abdalla, 2021).

In contemporary organizations, communication is no longer confined to formal hierarchical channels. Instead, it has evolved into a more interactive and flexible process supported by social media applications that enable rapid information sharing, informal interaction, and collaboration among employees. Prior research indicates that internal social media use can enhance communication quality, facilitate collaboration, and support knowledge management practices within organizations (Oyewobi et al., 2021). These characteristics contribute to a gradual shift from connection-based communication toward collaboration-oriented practices, where social media functions as an infrastructure for collective interaction and shared work processes (Glavas et al., 2022).

These developments are particularly significant for small and medium-sized enterprises (SMEs), which typically operate with flatter organizational structures, limited resources, and a strong reliance on informal communication mechanisms. Empirical evidence suggests that SMEs increasingly adopt social media tools to support internal communication, collaboration among employees, and knowledge sharing activities, thereby improving organizational

flexibility and responsiveness (Nugroho & Angela, 2024; Qalati et al., 2022). Notably, social media enables these smaller enterprises to engage more closely with their workforce, supporting informal networks that can accelerate decision-making processes (Bakar et al., 2019; Alkhateeb & Abdalla, 2021; Noviaristanti et al., 2023).

At the same time, the use of social media in organizational settings is not without challenges. While social media affordances such as visibility, persistence, and association can support collaboration and knowledge sharing, they may also generate contradictory outcomes, including information overload, ambiguity, and tensions in communal knowledge processes (Nugroho & Angela, 2024). These dual effects highlight the complexity of transforming communication into sustained collaborative practices through social media technologies (Glavas et al., 2022).

Despite the growing body of research on social media use in organizations, existing literature remains fragmented. Much of the prior research has focused on large organizations or external applications of social media, while comparatively less attention has been paid to internal workplace communication and collaboration within SMEs (Qalati et al., 2022; Kumar & Mishra, 2024; Alam et al., 2023). Furthermore, existing research often examines the impact of social media in isolation, neglecting to explore how these technologies can sustainably enhance collaborative practices (Sinha & Fukey, 2021; Ragazou et al., 2022).

In response to these gaps, this study conducts a systematic literature review to examine how social media transforms workplace communication into collaborative practices within small and medium-sized enterprises. By synthesizing findings from prior studies, this review aims to identify dominant themes, key mechanisms, and persistent challenges, thereby advancing understanding of the transition from connection to collaboration in SME contexts.

Methods

Research Design

This study employed a systematic literature review methodology to analyze and understand how social media contributes to transforming workplace communication into collaborative practices within small and medium-sized enterprises (SMEs). This methodology was chosen for its accuracy, transparency, and reproducibility, as well as its ability to systematically and methodically compile and analyze the results of previous studies. This contributes to identifying key patterns and research gaps, and to guiding future research (Alnadi, 2023). Systematic reviews are widely recognized as a robust method for integrating fragmented knowledge and generating comprehensive insights in management and information systems research (Tranfield, 2003).

The SLR not only highlights the gaps in the literature but also consolidates various perspectives, synthesizing findings from different regions and sectors. For instance, studies from different countries demonstrate variances in social media usage and its impact on SMEs, emphasizing the need for contextualized research to capture the diverse dynamics at play (Mtjilibe et al., 2024). Furthermore, This approach also supports the development of a holistic perspective by comparing findings across sectors and regions, thereby enhancing the generalizability and theoretical relevance of the results.

Data Sources and Research Strategy

A thorough investigation of the relevant literature on the role of social media in small and medium enterprises (SMEs) has been established through the utilization of the Scopus database. Its chosen exclusivity is predicated upon its substantial scope and acknowledged quality in covering peer-reviewed research across management, information systems, and organizational studies domains. Such a decision bolsters methodological consistency and minimizes the potential for duplication across sources (Brandão et al., 2019; , Meske & Stieglitz, 2013).

The search included article titles, abstracts, and keywords to ensure a balance between the comprehensiveness of the findings and their direct relevance to the study topic. The following search formula was used: "social media" AND (collaboration OR communication OR connection) AND (SMEs OR "small and medium enterprises")

This formula was designed to capture studies that address social media in the context of organizational communication or collaboration, while maintaining conceptual consistency with the study's focus on small and medium enterprises.

Inclusion and Exclusion Criteria

To ensure methodological rigor and relevance, clear inclusion and exclusion criteria were applied during the study selection process.

Inclusion Criteria:

Studies were included if they:
- Were scientific articles published in peer-reviewed journals indexed in Scopus
- Were written in English
- Were published between 2010 and 2024
- Examined the use of social media within a work or organizational context
- Focused on communication, collaboration, knowledge sharing, or employee interaction
- Addressed small and medium-sized enterprises (SMEs) or were applicable to SME contexts

Exclusion Criteria:

Studies were excluded if they:

- Were conference papers, book chapters, editorials, or research notes
- Focused exclusively on marketing, advertising, or consumer behavior
- Examined non-organizational contexts such as education, healthcare, politics, or tourism
- Mentioned social media only marginally without substantive analytical focus

Study Selection Procedures

A multi-stage selection process was followed to ensure the accuracy of the results and the methodology of the screening. The initial search in the Scopus database yielded approximately 250 studies. After restricting the results to articles written in English, 247 studies remained.

In the first phase, title screening was conducted, where study titles were evaluated to determine their relevance to the use of social media within an organizational or functional context. This phase resulted in the retention of 74 studies after excluding irrelevant ones.

In the second phase, abstract screening was performed, where the abstracts of the remaining studies were analyzed to ensure that social media was a central analytical focus and that the study addressed communication or collaboration within organizations or small and medium-sized enterprises (SMEs). Following this phase, 36 studies were selected as the final sample for analysis.

Data Analysis and Results Compilation

The selected studies were analyzed using thematic analysis, which aims to identify common patterns and themes across qualitative data (Braun & Clarke, 2006). This process involved extracting background information related to study objectives, methodologies, organizational contexts, and key findings.

Through an iterative coding and refinement process, the studies were grouped into higher-level thematic categories reflecting the role of social media in supporting workplace communication, enhancing collaboration among employees, facilitating knowledge sharing, and addressing challenges faced by small and medium-sized enterprises (SMEs) (Guest, MacQueen, & Namey, 2012).

Reliability and Transparency

To ensure the reliability and transparency of the review, clear and consistent criteria were applied at all stages of the search and selection process. The screening procedures and analytical steps were systematically documented to enhance methodological transparency and allow for replication and verification of the findings in future research (Tranfield et al., 2003). Figure 1 shows the Prisma flow chart used in this study to select articles for this paper (Moher, 2015).
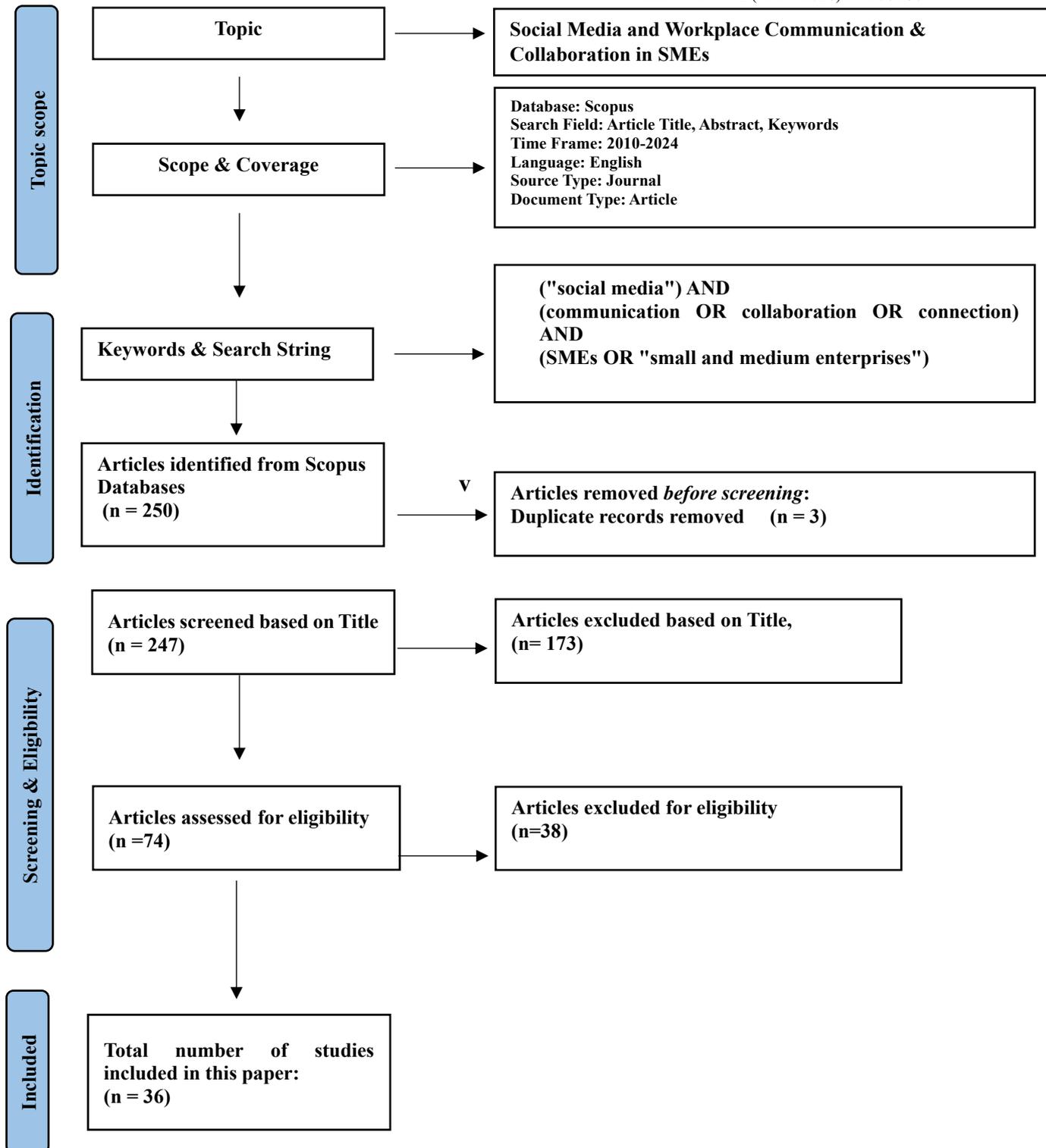
Topic	→	**Social Media and Workplace Communication & Collaboration in SMEs**

Scope & Coverage	→	**Database: Scopus** **Search Field: Article Title, Abstract, Keywords** **Time Frame: 2010-2024** **Language: English** **Source Type: Journal** **Document Type: Article**

Topic scope

Keywords & Search String	→	**("social media") AND (communication OR collaboration OR connection) AND (SMEs OR "small and medium enterprises")**

Articles identified from Scopus Databases **(n = 250)**	→	**Articles removed *before screening*:** **Duplicate records removed (n = 3)**

Identification

Articles screened based on Title **(n = 247)**	→	**Articles excluded based on Title,** **(n= 173)**

Articles assessed for eligibility **(n =74)**	→	**Articles excluded for eligibility** **(n=38)**

Screening & Eligibility

Total number of studies included in this paper: **(n = 36)**	

Included

Figure 1. Flow Diagram of The Search Strategy.

Source: Zakaria et al. (2021), Moher et al. (2015)

Results – Thematic Findings

This section reports the results of a thematic analysis of 36 selected studies (S1–S36). Following the systematic coding and grouping procedures described in the Methodology section, a higher-level thematic synthesis was conducted to identify recurring patterns in the literature.

The analysis identified five key themes that explain how social media contributes to the transformation of workplace communication into collaborative practices within small and medium-sized enterprises (SMEs). These themes reflect common mechanisms, practices, and conditions reported across multiple studies and collectively illustrate a shift from connection-oriented communication toward collaboration-oriented work practices

To provide an overview of the thematic distribution, Table 1 summarizes the identified themes and the number of studies supporting each theme.

Table 1. Distribution of Themes Across Reviewed Studies

Theme	Description	No. of Studies
T1	Informal and Interactive Communication	9
T2	Collaboration and Work Integration	8
T3	Knowledge Sharing and Collective Learning	10
T4	Organizational and Individual Drivers	7
T5	Tensions and Constraints	6

The following subsections describe each theme in detail. In line with the purpose of the Results section, the findings are presented descriptively, while their interpretation and theoretical implications are discussed in the subsequent section.

Social Media as an Enabler of Informal and Interactive Workplace Communication

Across the reviewed studies, social media platforms are consistently reported as enabling informal, interactive, and continuous communication among employees in SMEs. The findings indicate that social media reduces reliance on formal and hierarchical communication channels by facilitating real-time interaction, open dialogue, and spontaneous information exchange. These platforms increase accessibility and social presence, allowing communication to occur more fluidly across organizational levels.

Within SME contexts, which are commonly characterized by flat organizational structures and informal communication cultures, social media aligns closely with existing communication practices. Employees are reported to engage more actively in asking questions, sharing updates, and participating in discussions, contributing to a more connected workplace environment. This theme was identified in nine studies within the final sample (S1, S4, S7, S10, S14, S18, S22, S27, and S31).

From Connection-Based Communication to Collaborative Work Practices

Beyond communication facilitation, the reviewed studies highlight the role of social media in transforming interpersonal connections into collaborative work practices. The findings show

that employees increasingly use social media platforms to coordinate tasks, collaborate on projects, and engage in collective problem-solving activities.

This theme reflects a shift from basic information exchange toward collaboration-oriented interaction, in which communication becomes embedded within work processes. Social media platforms function as shared digital spaces that support teamwork, task coordination, and joint decision-making, particularly in resource-constrained SME environments. This theme was identified across eight studies (S2, S6, S9, S12, S16, S20, S25, and S30).

Social Media–Enabled Knowledge Sharing and Collective Learning

Knowledge sharing and collective learning emerged as a dominant theme in the reviewed literature. The findings indicate that social media platforms enhance the visibility of employee expertise, facilitate the exchange of both explicit and tacit knowledge, and enable knowledge persistence through searchable and archived content.

In SMEs, where formal knowledge management systems are often limited or absent, social media is reported as providing an accessible and cost-effective mechanism for collective learning. Employees use these platforms to share experiences, best practices, and lessons learned, contributing to organizational memory and ongoing learning processes. This theme was identified in ten studies (S3, S5, S8, S11, S15, S19, S23, S26, S28, and S33).

Organizational and Individual Drivers of Social Media-Based Collaboration

The effectiveness of social media in supporting communication and collaboration is influenced by both organizational- and individual-level factors. The reviewed studies consistently emphasize the role of management support, open organizational culture, and clearly defined norms governing social media use within SMEs.

At the individual level, employees' digital skills, perceived usefulness of social media, and motivation to collaborate shape how these platforms are adopted and integrated into daily work activities. When organizational conditions and employee readiness are aligned, social media is more frequently reported as evolving from a communication tool into a collaborative infrastructure. This theme appeared in seven studies (S6, S13, S17, S21, S24, S29, and S34).

Tensions, Constraints, and Contradictory Effects of Social Media Use

Despite its collaborative potential, the reviewed studies also report several tensions and constraints associated with social media use in SMEs. These include information overload, blurred boundaries between work and personal communication, message misinterpretation, and distraction from core tasks. The findings highlight the contradictory nature of social media affordances. While features such as visibility, persistence, and connectivity support collaboration and knowledge sharing, they may also introduce complexity and ambiguity if not effectively managed. This theme was identified in six studies (S4, S8, S18, S21, S32, and S36).

Summary of Thematic Findings

Overall, the results demonstrate that social media plays a multifaceted role in transforming workplace communication into collaborative practices within SMEs. While social media

enables informal communication, collaboration, and knowledge sharing, its effectiveness is shaped by organizational context, employee readiness, and governance mechanisms. These findings provide a structured empirical foundation for understanding the transition from connection-oriented communication to collaboration-oriented work practices in SME environments. A detailed overview of the coding structure, including codes, clusters, and themes across all included studies (S1–S36), is provided in Appendix A.
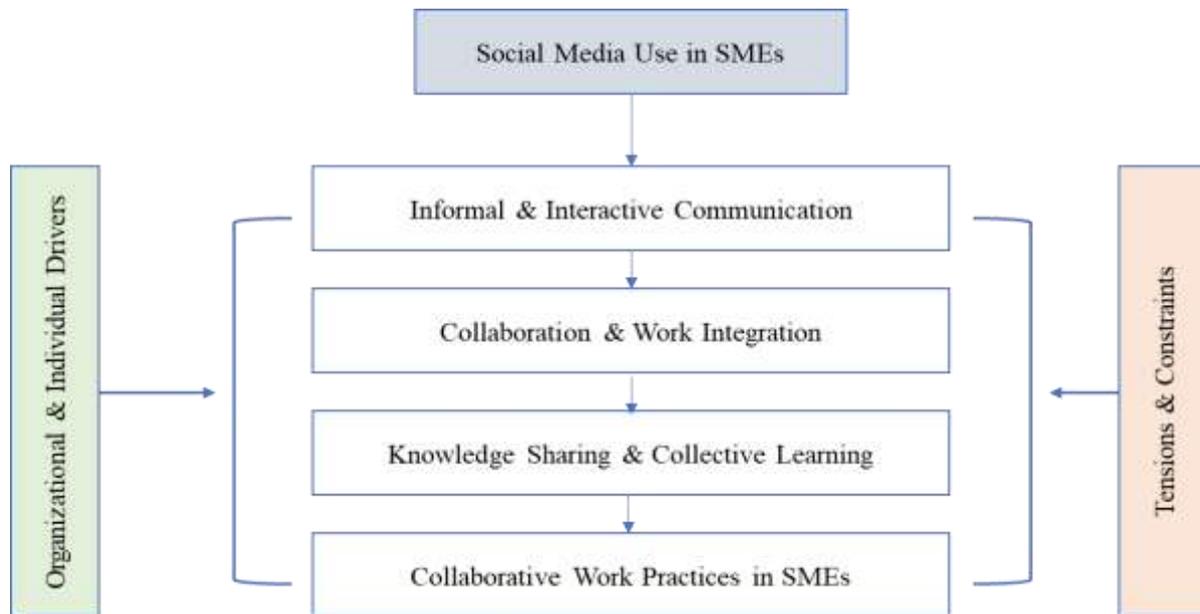

Figure 2. Conceptual Framework Explaining the Transition from Connection To Collaboration Through Social Media In Smes.

The conceptual framework presented in Figure 2 illustrates how social media facilitates the transition from connection-oriented communication to collaboration-oriented work practices in SMEs. Social media first enables informal and interactive communication among employees. This communication supports collaboration and work integration, which subsequently enhances knowledge sharing and collective learning within organizations. These processes ultimately contribute to the development of collaborative work practices in SMEs. The framework also highlights the role of organizational and individual drivers that support this transformation, as well as the tensions and constraints that may influence the effectiveness of social media use in workplace settings.

Discussion

This systematic literature review set out to examine how social media transforms workplace communication into collaborative practices within small and medium-sized enterprises (SMEs). By synthesizing findings from 36 peer-reviewed studies, the results reveal that social media plays a multifaceted role that extends beyond communication facilitation to shaping collaboration, knowledge sharing, and collective work practices. This discussion interprets the thematic findings in relation to existing literature and highlights their theoretical and practical implications.

Interpreting the Role of social media in Reshaping Informal Workplace Communication in SMEs

The findings indicate that social media fundamentally reshapes workplace communication by enabling informal, interactive, and continuous exchanges among employees. Unlike traditional hierarchical communication channels, social media supports multidirectional interaction, openness, and immediacy. This transformation is particularly salient in SMEs, where communication structures are less formal and interpersonal relationships play a central role in daily operations (Alkhateeb & Abdalla, 2021; Noviaristanti et al., 2023). The alignment between social media affordances and SME communication cultures suggests that these technologies do not merely introduce new communication tools but rather amplify existing informal practices. As a result, social media becomes embedded in everyday work interactions, reinforcing social ties and enhancing communicative accessibility across organizational levels (Qalati et al., 2022).

Explaining the Shift from Connection to Collaboration through Social Media Use

A central contribution of this review lies in demonstrating how social media enables a transition from connection-based communication to collaboration-oriented work practices. The findings show that social media platforms are increasingly used as shared digital spaces where communication is directly linked to task coordination, teamwork, and collective problem-solving. This transition supports the notion that collaboration emerges not simply from connectivity, but from the integration of communication into work processes. In SME contexts, where resources and formal coordination mechanisms are often limited, social media provides an alternative infrastructure that supports collaborative work without the need for complex technological systems (Glavas et al., 2022; Oyewobi et al., 2021).

Understanding social media as an Informal Knowledge Infrastructure in SMEs

The results further highlight the role of social media as an informal knowledge infrastructure within SMEs. By enhancing the visibility of expertise and enabling persistent and searchable content, social media facilitates both explicit and tacit knowledge sharing. This contributes to collective learning and supports the development of organizational memory. For SMEs, which often lack formal knowledge management systems, social media offers a flexible and cost-effective solution for knowledge exchange. This finding reinforces the view that social media does not replace formal systems but compensates for their absence by supporting organic and socially embedded learning processes (Nugroho & Angela, 2024; Bakar et al., 2019).

Organizational and Individual Conditions Shaping Social Media–Based Collaboration in SMEs

While social media creates opportunities for collaboration, the findings emphasize that its effectiveness is contingent upon organizational and individual-level conditions. Management support, open organizational culture, and clear usage norms emerge as critical enablers that shape how social media is adopted and integrated into work practices.

At the individual level, employees' digital competence, motivation, and perceptions of usefulness influence engagement with social media platforms. When organizational readiness aligns with employee capabilities, social media is more likely to evolve into a collaborative

infrastructure rather than remain a passive communication channel (Qalati et al., 2022; Alam et al., 2023).

Managing the Tensions and Contradictions of Social Media Use in SME Contexts

Consistent with prior conceptual discussions on social media affordances, this review identifies inherent tensions associated with social media use in SMEs. While visibility, connectivity, and persistence support collaboration and knowledge sharing, they may also generate unintended consequences such as information overload, blurred work–life boundaries, and communication ambiguity. These contradictory effects highlight the dual nature of social media technologies. Rather than being inherently beneficial or detrimental, their impact depends on how they are governed and embedded within organizational practices. SMEs therefore face the challenge of balancing flexibility and control to ensure that social media enhances collaborative outcomes without undermining productivity or clarity (Glavas et al., 2022; Nugroho & Angela, 2024). Theoretical and Practical Implications

From a theoretical perspective, this review contributes to the literature by integrating communication, collaboration, and knowledge sharing into a unified framework that explains the transition from connection to collaboration in SMEs. It extends existing research by emphasizing the processual role of social media in shaping collaborative work practices rather than treating communication outcomes in isolation (Sinha & Fukey, 2021; Ragazou et al., 2022).

From a practical standpoint, the findings offer guidance for SME managers seeking to leverage social media more effectively. Encouraging open communication cultures, providing basic digital training, and establishing clear guidelines for social media use can help organizations maximize collaborative benefits while mitigating associated risks (Kumar & Mishra, 2024). The findings also reveal that the transformation from communication to collaboration is not uniform across organizational contexts. While several studies highlight the positive role of social media in enhancing collaboration and knowledge sharing, others emphasize challenges such as information overload and communication ambiguity. This suggests that the impact of social media on collaboration is contingent upon organizational conditions, including managerial support, digital competence, and communication culture. Such variations highlight the importance of governance mechanisms in ensuring that social media contributes positively to collaborative work practices in SMEs.

Conclusion

This study set out to examine how social media transforms workplace communication into collaborative practices within small and medium-sized enterprises (SMEs). By conducting a systematic literature review of 36 peer-reviewed studies, the research provides a comprehensive synthesis of how social media is used internally by SMEs to reshape communication patterns, support collaboration, and facilitate knowledge sharing. The findings demonstrate that social media plays a pivotal role in enabling informal and interactive workplace communication, which aligns closely with the flat structures and relational dynamics typical of SMEs. Beyond enhancing connectivity, social media supports a clear transition from connection-based communication to collaboration-oriented work practices, where communication becomes embedded within task coordination, teamwork, and collective problem-solving processes.

Furthermore, the review highlights the role of social media as an informal knowledge infrastructure that compensates for the absence of formal knowledge management systems in many SMEs. By enhancing the visibility, accessibility, and persistence of knowledge, social media supports collective learning and contributes to organizational memory. However, the effectiveness of these outcomes is contingent upon organizational and individual-level conditions, including management support, open communication cultures, employee digital competence, and shared norms governing social media use.

At the same time, the findings reveal inherent tensions and contradictory effects associated with social media use in SME contexts. While social media affordances enable collaboration and knowledge sharing, they may also introduce challenges such as information overload, blurred work–life boundaries, and communication ambiguity. These tensions underscore the need for SMEs to balance flexibility and governance when integrating social media into workplace practices.

Importantly, this study proposes a conceptual framework that explains the process through which social media facilitates the transition from connection-oriented communication to collaboration-oriented work practices in SMEs. The framework integrates key themes identified in the literature and clarifies the mechanisms, drivers, and constraints shaping social media–enabled collaboration.

Overall, this review advances understanding of the process through which social media facilitates the transition from connection to collaboration in SMEs. By synthesizing fragmented literature into a coherent thematic framework, the study contributes to the organizational communication and information systems literature and offers insights that are directly relevant to both researchers and practitioners seeking to leverage social media for collaborative work in small and medium-sized enterprises.

Limitations

Despite its contributions, this study is subject to several limitations that should be acknowledged. First, the review is based on studies retrieved from a single bibliographic database and restricted to English-language publications, which may limit the comprehensiveness of the included literature. Relevant studies published in other languages or indexed in additional databases may therefore not be fully captured.

Second, the reviewed studies exhibit considerable diversity in terms of research design, methodological approaches, and organizational contexts. This heterogeneity limits the ability to generalize the findings uniformly across all SME settings.

Finally, this review focuses exclusively on internal organizational use of social media within SMEs and does not examine external or inter-organizational collaboration, which may represent an important complementary dimension of social media use.

Recommendations for Future Research and Practice

Based on the findings and limitations of this review, several directions for future research are recommended. Future studies could expand the scope of analysis by incorporating additional databases and non-English publications to provide a more comprehensive understanding of

social media use in SMEs. Longitudinal and mixed-method research designs would also be valuable in capturing the dynamic and evolving nature of social media–enabled collaboration over time.

Further research is encouraged to explore sector-specific and cultural variations in social media use within SMEs, as well as the role of emerging platforms and technologies in shaping collaborative work practices. Empirical studies examining governance mechanisms, such as policies and leadership practices, may also provide deeper insights into how organizations can manage the tensions associated with social media use.

From a practical perspective, SME managers are advised to view social media not merely as a communication tool, but as a potential collaborative infrastructure. Establishing clear usage guidelines, fostering an open communication culture, and investing in basic digital skills development can help organizations maximize collaborative benefits while minimizing unintended negative effects.

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Appendix A

Coding Structure and Study Classification (S1–S36)

Study ID	Key Focus (Extracted Finding)	Cluster	Theme
S1	Informal employee interaction via social media	Informal communication	T1: Informal Communication
S2	Task coordination through social media groups	Work coordination	T2: Collaboration
S3	Sharing best practices among employees	Knowledge exchange	T3: Knowledge Sharing
S4	Faster communication across hierarchy	Communication accessibility	T1: Informal Communication
S5	Expertise visibility through internal platforms	Knowledge visibility	T3: Knowledge Sharing
S6	Project collaboration using social media	Team collaboration	T2: Collaboration
S7	Open discussions and idea sharing	Interactive communication	T1: Informal Communication
S8	Information overload from social media use	Usage challenges	T5: Tensions & Constraints
S9	Collective problem-solving via social tools	Collaborative problem-solving	T2: Collaboration
S10	Real-time messaging for operational updates	Real-time interaction	T1: Informal Communication
S11	Organizational learning through shared content	Collective learning	T3: Knowledge Sharing
S12	Social media used for decision coordination	Decision coordination	T2: Collaboration
S13	Management support influencing adoption	Organizational support	T4: Drivers
S14	Cross-department communication improvement	Communication reach	T1: Informal Communication
S15	Experience sharing between employees	Tacit knowledge sharing	T3: Knowledge Sharing
S16	Teamwork enabled through shared digital spaces	Team integration	T2: Collaboration
S17	Employee digital skills affecting usage	Individual readiness	T4: Drivers
S18	Communication transparency and visibility	Communication openness	T1: Informal Communication
S19	Knowledge archiving and retrieval	Knowledge persistence	T3: Knowledge Sharing
S20	Workgroup coordination via social platforms	Work coordination	T2: Collaboration
S21	Distraction and work–life boundary issues	Usage risks	T5: Tensions & Constraints

S22	Reduced reliance on formal communication channels	Informal communication shift	T1: Informal Communication
S23	Learning from peer discussions	Peer learning	T3: Knowledge Sharing
S24	Perceived usefulness influencing engagement	User perception	T4: Drivers
S25	Collaborative task execution through messaging groups	Operational collaboration	T2: Collaboration
S26	Sharing lessons learned after projects	Organizational learning	T3: Knowledge Sharing
S27	Social interaction strengthening relationships	Social connectedness	T1: Informal Communication
S28	Knowledge exchange across teams	Cross-team learning	T3: Knowledge Sharing
S29	Organizational culture enabling collaboration	Cultural support	T4: Drivers
S30	Joint problem-solving through social channels	Collaborative work	T2: Collaboration
S31	Increased accessibility to colleagues	Communication accessibility	T1: Informal Communication
S32	Misinterpretation of messages	Communication ambiguity	T5: Tensions & Constraints
S33	Continuous learning via shared resources	Continuous learning	T3: Knowledge Sharing
S34	Motivation influencing collaboration behavior	Individual motivation	T4: Drivers
S35	Integration of communication into daily work processes	Embedded collaboration	T2: Collaboration
S36	Information overload and communication complexity	System strain	T5: Tensions & Constraints

Appendix B

List of Included Studies and Their Main Focus

Study ID	Author(s)	Year	Main Focus
S1	Meske & Stieglitz	2013	Social media adoption and internal communication in SMEs
S2	Van Osch & Steinfield	2018	Social media use for teamwork and task coordination
S3	Cao et al.	2016	Social media and employee knowledge sharing
S4	Majchrzak et al.	2013	Social media affordances and communication dynamics (including tensions)
S5	Leonardi et al.	2013	Enterprise social media and organizational knowledge visibility
S6	Vuori & Okkonen	2012	Motivational and organizational factors influencing collaborative use

S7	Ellison et al.	2015	Informal communication through enterprise social networks
S8	Zhang et al.	2015	Knowledge sharing and information overload issues
S9	Treem & Leonardi	2012	Social media affordances supporting collaboration
S10	Gibbs et al.	2013	Informal communication and knowledge interaction via social media
S11	Kane	2017	Organizational learning through enterprise social media
S12	Leonardi	2014	Social media integration into collaborative work processes
S13	Meske et al.	2017	Organizational readiness and success factors for social media use
S14	Bakar et al.	2019	Internal communication improvement in SMEs
S15	Noviaristanti et al.	2023	Knowledge exchange practices in SMEs
S16	Nugroho & Angela	2024	Social media–enabled project collaboration in SMEs
S17	Qalati et al.	2022	Organizational support and collaborative outcomes
S18	Alkhateeb & Abdalla	2021	Communication effectiveness and communication challenges
S19	Oyewobi et al.	2021	Knowledge sharing behavior through social media
S20	Glavas et al.	2022	Social media as collaborative digital infrastructure
S21	Kumar & Mishra	2024	Organizational conditions and usage challenges
S22	Alam et al.	2023	Informal communication and internal interaction
S23	Ragazou et al.	2022	Organizational learning and knowledge processes
S24	Sinha & Fukey	2021	Individual attitudes and collaboration behavior
S25	Mtjilibe et al.	2024	Team collaboration performance in SMEs
S26	Massoud & Kortam	2024	Knowledge transfer and organizational learning
S27	Brandão et al.	2019	Social media use patterns for internal communication
S28	Pellegrino & Abé	2023	Knowledge integration through digital collaboration tools
S29	Gumede et al.	2024	Organizational culture and collaboration drivers
S30	Gwala & Mashau	2023	Social media for task coordination and teamwork
S31	Alnadi	2023	Transformation of workplace communication through social media
S32	Meske et al.	2017	Risks and unintended consequences of social media use
S33	Kane et al.	2014	Enterprise social media and collective learning
S34	Treem et al.	2016	Individual engagement and technology use behavior
S35	Leonardi & Vaast	2017	Expertise recognition through social media
S36	Gibbs et al.	2015	Communication overload and boundary challenges