

Public Social Media Use and the Sensing and Seizing Capabilities of Managers

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Abstract

In the last decade and a half, social media (SM) tools have had their presence felt in the workplace, across industries and levels of decision-making. Despite research interest, the value of using public SM (PSM) such as Facebook, LinkedIn and Twitter for work-related purposes remains a matter of academic debate, even leading to such tools getting banned in workplaces. We utilize a sample of middle and senior managers engaged in knowledge work in India, to examine how the use of PSM tools in the workplace can enable the crucial capabilities of sensing and seizing that are indispensable in the current fast-paced business environment. Further, we examine the role played by managerial social capital in helping managers develop these capabilities because of social media use. We use a hypothetico-deductive survey-based approach using a sample of 208 managers to examine the relationships between PSM use, managerial social capital, and managerial capabilities of sensing and seizing. The findings of this paper contribute to the emerging literature on business value of social media and help advance the extant scholarly understanding of the value added by PSM use at the managerial level, while also having important implications for practitioners. Possible avenues for future research are also discussed.

Keywords: Public social media, Social capital, Dynamic managerial capabilities, Sensing, Seizing.

1 Introduction

Social Media (SM) tools have become an integral part of the workplace in the last decade and a half and have changed the ways in which managers interact and communicate both within and outside the organizational boundaries (Ma et al., 2023). Social media has transformed businesses by creating various opportunities for individuals, societies, and organizations (Aral et al., 2013). Broadly, social media tools can be classified into (a) public social media

and (b) enterprise social media (van Zoonen et al., 2017). While Enterprise Social Media (ESM) are web-based platforms that allow interactions with co-workers within a particular organization, Public Social Media (PSM) is “developed and managed by commercial providers (e.g., Facebook and Twitter) and is often provided free of charge” (Chen et al., 2021, p. 855-856).

There are major differences between ESM and PSM, such as (a) PSM bridges and blurs the boundaries between professional life (work) and personal life, leading to it being viewed with more skepticism regarding the value it can add, compared to ESM, and (b) PSM has experienced exponential growth and consequently attracted higher scholarly interest (Chen et al., 2021). Some scholars (van Zoonen et al., 2017) find that most of the research on social media usage in the workplace has been concerned with ESM (Ellison et al., 2015; Majchrzak et al., 2013), and consequently, use of PSM such as Facebook, Twitter, and LinkedIn in the workplace has been largely ignored (van Zoonen et al., 2016). Thus, prior research has called for more investigation into the use of public social media such as Facebook in the workplace (Robertson & Kee, 2017). In this paper, we focus on PSM use in the workplace. Specifically, we focus on the use of PSM tools by middle and senior managers in knowledge-intensive firms. The builds on prior research looking at employee use of SM tools (El Ouardi et al., 2015) and specifically PSM tools (Chen et al., 2021) in the workplace.

PSM tools are a class of SM tools used by managers to gather market and competitive intelligence in an unfiltered manner, such as Microsoft CEO Satya Nadella identifying early warning signals and threats from Microsoft’s Yammer SM discussions (Thomas & Silverstone, 2015). They are referred to by various terms, including but not limited to, external social media and general social media. Use of PSM in the workplace has become ubiquitous and this phenomenon has attracted considerable attention from both academic research and managerial practice (Chen et al., 2021; Doshi & Nigam, 2024). Information systems researchers have focused on various aspects of PSM including attributes, affordances, diffusion and adoption, organizational use for business value, and positive and negative impacts. But PSM research within organizations is still lacking and there is a need to explore their role in a more nuanced manner (April Yue, 2022).

PSM use in the workplace by employees may have both positive and negative impacts. Examples of positive impacts include work collaboration, cultivation of relationships with colleagues for gaining support at work, and instant communication (Chen et al., 2021; Shiau et al., 2017). Negative impacts include misuse of resources, virtual absenteeism, work tensions, technology-mediated work interruptions, groupthink, and bullying of co-workers (Baccarella et al., 2018; Chen et al., 2021). Organizational decision makers are often concerned about allowing PSM use in the workplace due to concerns about procrastination, hedonistic use, and misuse of time, depression, burnout, knowledge hiding, workplace envy, cyberloafing, and social comparison (Chen et al., 2024; Sun & Shang, 2014).

Thus, there is a debate regarding the business value of PSM use in the workplace due to mixed and conflicting findings (Labban & Bizzi, 2020; van Zoonen & Rice, 2017). Extant research frames this phenomenon using a paradox perspective and discusses the paradoxical implications of using PSM for work purposes (April Yue, 2022; van Zoonen & Rice, 2017). Apprehensions regarding the value of PSM use in the workplace have led firms to ban SM applications (Ali-Hassan et al., 2015) and fire employees (Parker et al., 2019). Hence, there is a need to examine the business value added by PSM tools in the workplace. Such debates on

whether PSM use can be beneficial for organizations, teams, or individuals are associated with a research stream termed business value of social media (Dong & Wu, 2015; Luo et al., 2024), a subset of the broader business value of IT research stream (Pye et al., 2024).

The extant academic literature on the Business Value of Social Media (BVSM) has not focused on managerial capabilities as outcomes of SM use, with a few exceptions (He et al., 2019, 2023), where outcomes such as agility (Cai et al., 2018; Sun et al., 2023) and improvisation have been examined (Zhu et al., 2024). In general, the information systems (IS) literature has moved on to focus on capabilities enabled by various information systems, because that offers a more holistic perspective and explanation of the underlying phenomena. The capabilities perspective and specifically the Dynamic Capabilities Perspective (DCP) is widely used to examine issues related to business value of information systems such as social media (Steininger et al., 2022). Two of the key dynamic managerial capabilities in the present-day dynamic business environment are sensing and seizing, which are essential for managers seeking to make their organizations agile (Pinsonneault & Choi, 2022) and gain a sustained competitive advantage (Adner & Helfat, 2003; Helfat & Martin, 2015). Dynamic managerial capabilities are the capabilities of managers to create, extend, or modify the resource base of their organization, which are especially important in business environments characterized by volatility, uncertainty, complexity, and ambiguity (Kurtmollaiev et al., 2018). Dynamic managerial capabilities help managers orchestrate organizational resources effectively to ensure that the organization can evolve effectively according to the changes in the external business environment (Helfat & Martin, 2015). Hence, given the importance of the dynamic managerial capabilities of sensing and seizing, we seek to examine the relationship between managers' use of PSM tools and these capabilities.

Further, we adopt a managerial social capital theoretical perspective which is a well-established stream in social media research (Dhar & Bose, 2022). The social capital of individuals is essential for resource orchestration (acquisition, recombination, and release) in firms (Blyler & Coff, 2003). Resource orchestration is central to dynamic managerial capabilities. Also, social capital represents the ability of individual managers to access the resources embedded in their social networking systems. So, we argue that managerial social capital can play an important role in the relationship between PSM use and managerial sensing and seizing capabilities.

Finally, while PSM use is often linked to positive outcomes, some research has also documented potential downsides. Excessive engagement can lead to technostress (Ayyagari et al., 2011), distraction, and information overload (Brooks & Califf, 2017), which may undermine managerial performance by causing exhaustion and negatively affecting work engagement (van Zoonen et al., 2017; van Zoonen & Rice, 2017). Recognizing these dual effects, we examine whether PSM use has a curvilinear relationship with managerial social capital. Similarly, while managerial social capital is likely to boost the managerial capability to sense new opportunities and threats, too much of social capital can potentially lead to unexpected and negative consequences (Edelman et al., 2004; Gargiulo & Benassi, 1999; Herrero & Hughes, 2019; Pillai et al., 2017; Ryu, 2017). Thus, we also examine whether there is a curvilinear relationship between managerial social capital and managerial sensing capability.

This paper seeks to address the following research questions:

RQ1: *What is the impact of using public social media (PSM) tools on managerial sensing and seizing capabilities?*

RQ2: *What is the role of managerial social capital in the relationship between PSM use and managerial sensing and seizing capabilities?*

RQ3: *Does PSM use have a curvilinear (U-shaped) relationship with managerial social capital?*

RQ4: *Does managerial social capital have a curvilinear (U-shaped) relationship with managerial sensing capability?*

To address these research questions, this study uses dynamic managerial capabilities as the primary lens. Dynamic managerial capabilities highlights how individual managers develop the capacity to sense opportunities and threats and seize them through resource mobilization. We complement this with the social capital theory, which explains how managers can leverage the resources accessible by virtue of their relationships and network of connections to achieve their objectives. Together, these perspectives clarify why PSM use matters for capability-building. Using a combination of dynamic managerial capabilities and social capital theory as the overarching theoretical framework, this paper hypothesizes the role of two types of managerial social capital (extra-organizational and intra-organizational) in mediating the effect of public social media use on managerial sensing and seizing capabilities. To assess the statistical significance of the hypothesized relationships, survey data were collected from 208 middle and senior managers engaged in knowledge work in India. Analysis of the collected data reveals statistical support for most of the hypothesized relationships.

The rest of the paper is organized as follows. Section 2 provides the theoretical background on the relevant concepts of dynamic managerial capabilities, social capital, and social media use. The hypotheses are developed in Section 3, drawing on various theoretical lenses and perspectives. Section 4 discusses the research model, and Section 5 discusses, in detail, the research methodology employed in this study. Section 6 reports the findings of the study and the relevant analyses. Section 7 discusses the findings of the study in light of extant academic literature to bring out the value added by this study and also has four important sub-sections. Section 7.1 discusses the curvilinear effects analyzed as part of the post-hoc analysis, Section 7.2 discusses the key contributions to academic research, Section 7.3 dwells upon the implications for managerial practices, and Section 7.4 brings forth the limitations of the study and the potential avenues for future research.

2 Theoretical Background

We ground our hypotheses in the theories of dynamic managerial capabilities and social capital.

2.1 Dynamic Managerial Capabilities

Dynamic capabilities play a critical role in ensuring the long-term survival of firms by helping them modify their resource-base to respond effectively to changes in the external environment (Schilke et al., 2018). Managers play a central role in the dynamic capabilities framework (Augier & Teece, 2009), and help in building and deploying the firm's resources and capabilities to align the firm with changes in the external environment. Dynamic managerial capabilities refer to the ability of managers to facilitate strategic change in their organizations through a process called resource orchestration (i.e., the activities related to creating, extending, or modifying the resource base of the organization) (Helfat et al., 2007).

It is also important to note that this paper focuses on managerial dynamic capabilities and not organizational dynamic capabilities, and to conceptually differentiate between them. The early

conceptualizations of dynamic capabilities (Eisenhardt & Martin, 2000; Teece et al., 1997) focused only on organizational-level dynamic capabilities but later empirical and theoretical work (Adner & Helfat, 2003; Helfat & Martin, 2015) argued that limiting our focus on dynamic capabilities to only organizational level of analysis fails to capture the role that managers and individual decision makers play in orchestrating resources to achieve innovation and other outcomes thus ignoring their agency, autonomy and creativity (Augier & Teece, 2009; Helfat et al., 2007). It would be incorrect to ignore the role of managers in taking strategic decisions related to resource allocation and de-allocation for various projects, resource shifting between projects depending on need, and consider strategic decisions to be emerging from “a disembodied decision-making process” whereas in reality, it is managers taking these decisions (Adner & Helfat, 2003). Recent research (Kurtmollaiev, 2020) notes the evolution of DCs from “being resident in the firm’s organizational processes” (Teece et al., 1997, p. 524) to residing “in part, with individual managers and the top management team” (Teece, 2014, p. 332). Thus, it is important to distinguish between different levels of analysis at which dynamic capabilities can exist and potentially look at multi-level theorizations of DCs where managerial dynamic capabilities are the microfoundations (Barney & Felin, 2013; Felin et al., 2012, 2015) of meso-level and organizational dynamic capabilities (Salvato & Vassolo, 2018).

Following Teece’s tripartite division (Teece, 2007), researchers conceptualize dynamic managerial capabilities in terms of managerial sensing capability, managerial seizing capability, and managerial reconfiguring capability (Kurtmollaiev et al., 2018). Managerial sensing capability refers to managerial actions of opportunity recognition and identification of latent needs of customers, while managerial seizing capability refers to the managerial actions related to taking advantage of the sensed opportunities through activities related to innovation, investments, and business model design (Kurtmollaiev et al., 2018). Managerial sensing capability, a critical dynamic managerial capability, could include various activities such as understanding of latent demand, R&D, gathering of market intelligence, scanning and processing of opportunities, capturing of changing needs and trends of customers, and interpreting changes in the external business environment (Conboy et al., 2020). On the other hand, managerial seizing capability could include activities such as identifying right market segments to focus on, making relevant investments to take advantage of sensed opportunities, creating or changing business models, and mobilizing the relevant resources (Conboy et al., 2020).

While the dynamic capabilities framework includes transforming in addition to sensing and seizing, we focus here on the latter two. Managerial reconfiguring or transforming capability refers to the managerial action of changing the existing organizational resources and routines (Kurtmollaiev et al., 2018), and is considered the most challenging capability involving activities related to alteration of company processes and routines, leveraging resources in novel ways, utilizing new resources, and creation of optimal combinations by releasing resources (Canhoto et al., 2021). While it is one of the three components of the tripartite model, we do not include the reconfiguring / transforming capability in our study. This was because the nature of the sample (senior and middle managers rather than CXOs and top management team) and the nature of the data collection (cross-sectional) along with the data obtained by briefly interviewing respondents indicating that they are extremely less likely to engage in activities concerned with reconfiguring or transforming. Further, prior studies have also considered one or two of the three capabilities (sensing, seizing, reconfiguring / transforming),

at both managerial (Roberts et al., 2016, 2021) as well as organizational (J. Song et al., 2022) levels.

2.2 Social Capital

In the context of the impact of information and communication technologies and specifically SM use on individuals, social capital plays a crucial role in the contexts of both public social media use (Chen et al., 2021) and enterprise social media (Shang & Sun, 2021).

Broadly, social capital refers to “connections among individuals – social networks and the norms of reciprocity and trustworthiness that arise from them” (Putnam, 2000). It encompasses the resources (actual as well as potential) “embedded within, available through, and derived from” the relationships that an individual or a social unit possesses (Nahapiet & Ghoshal, 1998, p. 243). Thus, social capital includes resources like social interaction ties, trusting relationships, and value systems (Tsai & Ghoshal, 1998), and has the potential to grant or enhance influence, control, and power, even in the work context (Adner & Helfat, 2003). Social capital at the individual level facilitates the actions of an actor and reflects their access to network resources, by virtue of being a member of a social collective.

We differentiate between Intra-Organizational managerial Social Capital (IOSC) and Extra-Organizational managerial Social Capital (EOSC), depending on the social ties lying inside or outside the boundary of the firm, respectively (Adler & Kwon, 2002). Following prior research (Ng & Feldman, 2010), we use the term IOSC to refer to social ties within an organization (such as with peers, team members, non-team colleagues, supervisors, and managers) and EOSC to refer to social ties outside the organization (such as professional contacts). IOSC could be understood as one’s standing in an organization and the ability to use that standing to be able to influence others’ actions in the organization (Friedman & Krackhardt, 1997). In contrast, EOSC would refer to relationships and resource access by virtue of links with people from diverse circumstances beyond the organizational boundary (Steinfeld et al., 2008). Prior research has examined and established the importance of IOSC and EOSC in varied contexts such as marketing managers, outsourced software development, private information used in stock trading, job search, entrepreneurs, smoking cessation communities, and the success of serial creators in crowdfunding.

2.3 Social Media Use

Social media are “online tools that allow users to share content, collaborate, and build networks and communities, with the possibility of reaching and involving large audiences” (El Ouidi et al., 2015, p. 1). But information systems need to be looked at *in use*, and not in isolation (Bertelsen & Bødker, 2000).

SM use has become a key workplace activity (Rice & Leonardi, 2014), enabling the creation and exchange of user-generated content, allowing two-way information exchange between individuals (Fusi & Zhang, 2018), and supporting interpersonal communication and collaboration. SM tools can even replace traditional systems such as those facilitating customer relationship management (Bygstad & Presthus, 2013). Computer-mediated communication (CMC) technologies such as SM enable employees to effectively share information and knowledge across organizational and geographical boundaries, thus boosting collaboration (Bansler & Havn, 2004). But adoption of such technologies often proves to be a hurdle in realizing the intended benefits.

Public social media (PSM) refers to social information systems such as Facebook, LinkedIn, and Twitter that allow people to connect with each other, create and share content, and build relationships (van Zoonen et al., 2017). PSM tools are used both inside as well as outside the organizational boundaries. PSM use allows individuals to create profiles, establish connections with others, view and traverse connections made by them and others, and access digital content using search mechanisms (boyd & Ellison, 2007; Kane et al., 2014). PSM use helps communicate and engage strategically with key stakeholders, engage in an ongoing dialogue, build important relationships, and promote products and services. Firms such as General Motors, Sun Microsystems, and Procter & Gamble and their managers are users of PSM tools for various purposes (Kaplan & Haenlein, 2010).

It has been observed that PSM tools are increasingly being used by employees in the workplace for information seeking, and communication with colleagues as well as supervisors on work-related aspects (April Yue, 2022).

2.4 Business Value of Social Media

Business Value of Social Media (BVSM) refers to ways in which organizations and individuals can generate and leverage business value from the use of SM tools (Castillo et al., 2021; Dong & Wu, 2015) – both PSM and ESM – and has been conceptualized in IS research deriving from the broader research stream on business value of IT (Benitez et al., 2025). This paper builds upon and contributes to the BVSM literature rather than the BVIT literature since SM are “specific and distinctive new IT resources with different functionalities, digital momentum, and mechanisms to generate business value in organizations” (Benitez et al., 2025, p. 50) and also that empirical BVSM literature is still in its early stages (Song et al., 2019). BVSM research has focused on aspects such as impact on firm performance, firm equity value, power of functional departments such as marketing, customer experience and satisfaction, and social media analytics (Candace Deans & Miller Tretola, 2018). However, some scholars argue that BVSM literature is quite fragmented to specific application domains (Schmidt et al., 2020) and our literature review (please see Table 1 below) further reveals it to be concentrated on the firm / organization level of analysis, while ignoring the managerial level.

Study	Brief overview
Stockdale et al. (2012)	Use a qualitative approach and study five case organizations to identify both numeric metrics as well as qualitative means to gauge BVSM
Nagle & Pope (2013)	Argues for extending the BVIT perspective to focus specifically on the business value of social media, by incorporating Amit and Zott's (2001) model of e-business value creation
Dong & Wu (2015)	Online User Innovation Communities (OUICs) as a form of social media technologies enable the dynamic capabilities of ideation capability and implementation capability. While OUIC-enabled ideation capability does not influence firm value, OUIC-enabled implementation capability increases firm value
Du & Jiang (2015)	Provide initial empirical evidence of BVSM by demonstrating the positive impact of SM technologies on firm performance
Chung et al. (2015)	Propose a direct assessment of BVSM by estimating financial returns to firm's efforts on firm-initiated social media
Candace Deans & Miller Tretola (2018)	Study the organizational impacts of SM on Fortune 100 companies from 2011-2016 and provide an agenda for future research through the integration of IT and marketing literature
Song et al. (2019)	Examine the impact of multiple social media (work-oriented SM and socialization-oriented SM) on team performance and employee performance
Kirchner & Razmerita (2019)	Propose a tool called social media business value compass that can help managers assess the perceived business value gained from the use of SM platforms, and enable them to accordingly plan and implement their digital strategy

Garrido-Moreno et al. (2020)	SM use indirectly impacts organizational performance, with the effect mediated by social CRM (customer relationship management) and customer engagement capabilities
Dong & Yang (2020)	Extend BVSM to discuss business value of social media analytics, considering the use of SM channels to collect big data and analyse the same using big data analytics tools
Schmidt et al. (2020)	Argue that BVSM literature is fragmented and use a literature review to propose a star model comprising strategy, structure, processes and rewards and people, that can help organizations reap benefits from SM use
Lin et al. (2021)	Use institutional theory to show how organizations can use SM to improve marketing performance, leveraging data collected from Chinese agribusinesses
Wang et al. (2021)	By examining the impact of SM on offline sales in the automobile industry, extend BVSM by quantifying the effects of firm-generated content and user-generated content from social media and traditional media
Chou et al. (2022)	Examine business value of social media adoption collecting cross-country data from the US and Taiwan
Luo et al. (2024)	Show that SM use affects marketing performance through the mediating mechanism of social CRM capability and the moderating mechanism of guanxi. Contributes to BVSM literature by examining the mechanisms and boundary conditions for the impact of SM use on marketing performance of firms
Shahidzadeh & Shokouhyar (2024)	Focus on business value of social media <i>data</i> rather than business value of social media <i>use</i> to introduce a Enterprise Just-in-time Decision Support System (EJDSS)
Zhang et al. (2024)	Show that SM use impacts organizational agility via exploitative and exploratory innovation and Learning Goal Orientation (LGO) moderates these relationships. Extends BVSM by identifying intermediary mechanisms between SM use and organizational agility, identifying LGO as a boundary condition, and contextualising Adaptive Structuration Theory in the SM context
Majhi et al. (2025)	Multiple SM (PSM and ESM) have an indirect impact on managerial job performance of knowledge workers, and this impact is mediated by managerial social capital and individual absorptive capacity
Benitez et al. (2025)	SM capability impacts NPD (new product development) performance through the mediating mechanisms of social knowledge co-creation and NPD dynamic capabilities

Table 1. Review of Literature on Business Value of Social Media

Within broader BVSM literature, we focus on the IT-enabled capabilities perspective (Nevo & Wade, 2010; Pavlou & El Sawy, 2006; Roberts et al., 2016; Sambamurthy et al., 2003; Shamim et al., 2019) which is concerned with the role played by IT and IS in enabling various organizational capabilities and thereby adding value. While this perspective originally used the resource-based view as a theoretical lens (Bharadwaj, 2000), later research concentrated on the dynamic capabilities perspective to discuss IT-enabled organizational capabilities (Benitez et al., 2025; Mikalef & Pateli, 2017). However, there is limited examination of how the use of information systems can enable or enhance managerial dynamic capabilities such as sensing and seizing (Majhi et al., 2023; Steininger et al., 2022). Considering SM specifically, scholars have demonstrated the role of SM in developing dynamic capabilities at the organization level (Chen et al., 2024; Foguesatto et al., 2024), but this paper is arguably one of the earliest to explore the relationships between SM and dynamic capabilities at the manager level.

3 Development of Hypotheses and Research Model

3.1 PSM Use and Managerial Sensing and Seizing Capabilities

PSM use helps managers gather information from sources both inside and outside the organizational boundaries, by making relevant information visible to third parties and by

facilitating online social interactions (Blau, 1964; Leonardi, 2014). Thus, PSM use helps in effective patrolling of user-generated content and trends (Berinato & Clark, 2010) enables access to marketplace information (Schweidel & Moe, 2014) and allows more effective communication between individuals (Michaelidou et al., 2011). Managers using PSM tools can thus better scan the external environment and acquire and assimilate new knowledge into the firm (Wollersheim & Heimeriks, 2016). Thus, PSM use enhances the managerial sensing capability, since activities such as understanding and gathering latent demand and market intelligence, identification of opportunities, and acquisition of knowledge are facilitated.

PSM use strengthens offline workplace relationships and enhances the managerial performance (Zhang & Venkatesh, 2013), thus boosting the managerial seizing capability by helping managers access the relevant resources needed to seize the sensed opportunities. Also, the new information and knowledge obtained through PSM use allows managers to identify the right avenues and the right opportunities to focus on and take advantage of, potentially leading to benefits for the organization. Additionally, PSM use facilitates an organizational climate of trust (Fainshmidt & Frazier, 2017) and thus enhances managerial sensing and seizing capabilities. Proliferation of SM and similar technologies has led to an explosion of User-Generated Content (UGC) both within and outside the organization and can be used in activities such as participatory design (Lukyanenko et al., 2016). This can be helpful in boosting both the sensing and seizing capabilities of individual managers.

Hence, we hypothesize:

H1a: *Public social media use by managers enhances their managerial sensing capability.*

H1b: *Public social media use by managers enhances their managerial seizing capability.*

3.2 PSM Use and Managerial Social Capital

PSM use enhances the social capital of individuals by intensifying interactions (Hampton, 2003), enhancing trust (Cao et al., 2012), positively changing external interactions of managers (Ke et al., 2017), developing a conducive environment for community engagement and information exchange (Shah & Gil de Zúñiga, 2008), increasing the network heterogeneity (Kim & Kim, 2017), and improving the accessibility and mobilization of resources present in the social network of a manager (Pena-López & Sánchez-Santos, 2017).

PSM use allows managers to develop relatively weak social ties and connect with people beyond their immediate social networks (Jarrahi & Sawyer, 2013). This facilitates the sensing of opportunities and threats present in the external environment, thus boosting the managerial sensing capability.

By increasing both the expressive and the instrumental social ties of managers, PSM use enhances their structural social capital (Ali-Hassan et al., 2015). PSM use helps in the development of relational social capital by generating trusting relationships, allowing repeated interactions and social exchange, supporting the development of familiarity and bonds, and leveraging of relational social capital by virtue of common ties (Ali-Hassan et al., 2015). By acting as a *social lubricant* (Leonardi & Meyer, 2015), PSM use boosts the managerial social capital both within and outside the organizational boundaries.

Hence, we hypothesize:

H2a: *Public social media usage enhances extra-organizational managerial social capital.*

H2b: *Public social media usage enhances intra-organizational managerial social capital.*

While PSM use has benefits such as the enhancement of EOSC, increasing PSM use beyond a limit may lead to negative consequences such as knowledge reuse and communication overload (van Zoonen et al., 2022), and technostress (Ayyagari et al., 2011). Thus, excessive PSM use may lead to information overload (in terms of too much data or too many interactions or both), blur work-life boundaries, and consequently have a negative impact on extra-organizational social capital beyond a certain point.

Hence, we hypothesize that:

H2c: *Public social media usage has a U-shaped relationship with extra-organizational social capital.*

3.3 EOSC and Managerial Sensing and Seizing Capabilities

External relationship networks of a manager enhance the ability to explore new knowledge and new business opportunities (Rogan & Mors, 2017). Extra-organizational managerial social capital represented in the form of weak social ties (Granovetter, 1973) helps provide access to non-redundant knowledge (Nahapiet & Ghoshal, 1998), novel and more diverse information about product, marketing, and technological opportunities (Adler & Kwon, 2002), and broadened worldviews (Ellison et al., 2011).

Ties with suppliers, partners, and customers help in acquiring tacit information, which may help in the subsequent identification of new opportunities ahead of the competition (Helfat & Martin, 2015). The ability to access novel information enables managers to identify new business opportunities and boosts the creation of new knowledge (Rogan & Mors, 2017).

Managerial social ties aid in opportunity discovery and thus enhance managerial sensing capability (Guo et al., 2019). Once opportunities are identified, EOSC aids the managerial process of locating and acquiring relevant resources (such as financing and skilled personnel) that lie outside the organization's boundaries but are essential in seizing the identified opportunity (Helfat & Martin, 2015).

Hence, based on the dynamic managerial capabilities' perspective, we hypothesize:

H3a: *Extra-organizational social capital enhances managerial sensing capability.*

H3b: *Extra-organizational social capital enhances managerial seizing capability.*

3.4 IOSC and Managerial Sensing and Seizing Capabilities

Formal and informal work relations fostered due to IOSC create a network for managers to access information and other resources within the organization (Adner & Helfat, 2003). Advantageous positions in internal social networks help in gaining power and influence that help in seizing opportunities through alterations in structure, personnel, and physical assets (Helfat & Martin, 2015).

Also, the structural and relational embeddedness of individuals helps in their knowledge-seeking behaviour in online professional networks, which is helpful for both sensing and seizing activities of managers (Wasko & Faraj, 2005). According to social capital theory, social connections are used to request or provide support (Cao & Yu, 2019) which can be helpful in seizing the sensed opportunities.

Social capital enhances internal organizational trust through the bonding of various individuals (Adler & Kwon, 2002), and such trust is likely to help in enhancing the seizing capability of a manager. IOSC helps in integrating and managing knowledge within the organization (Robert et al., 2008) and thus enhances the managerial seizing capability.

IOSC helps in seizing the sensed opportunities by aiding in expert locating and expertise locating (Argote & Ren, 2012), since the erstwhile invisible communication and discussions occurring between two or more people can become visible to third parties, whose metaknowledge improves as a result (Leonardi, 2014). Meta-knowledge refers to the knowledge about who knows what and who knows whom in an organization and allows organizational workers to acquire relevant knowledge more effectively since they now “know where to get it and how to access other workers, files, or databases where that knowledge can be found” (Leonardi, 2014). This increase in the meta-knowledge (Engelbrecht et al., 2019; Leonardi, 2015) of managers is likely to help them access the necessary resources (such as information and expertise) to take advantage of the available opportunities and seize them.

Hence, we hypothesize:

H4a: *Intra-organizational social capital enhances managerial sensing capability.*

H4b: *Intra-organizational social capital enhances managerial seizing capability.*

IOSC comprises the resources and benefits available to a manager by virtue of their connections and relationships within the organizational boundaries, while managerial sensing capability is concerned with identifying opportunities and threats outside the organizational boundary. Thus, increasing IOSC may in turn lead managers to ignore external opportunities and threats, as suggested by the absorptive capacity theory (Cohen & Levinthal, 1990) and exemplified by the NIH (not-invented-here) syndrome (Katz & Allen, 1982), leading to decreasing benefits beyond a point as far as the capability to spot new opportunities and threats is concerned.

Hence, we hypothesize that:

H4c: *Intra-organizational social capital has an inverted U-shaped relationship with managerial sensing capability.*

3.5 Managerial Sensing and Seizing Capabilities

Managerial sensing capability essentially allows a manager to scan the external business environment and identify the relevant opportunities and threats can potentially be leveraged or avoided, to boost the intended outcomes. On the other hand, managerial seizing capability seeks to address an identified (i.e., sensed) opportunity by drawing on the various types of resources that the said manager may have access to. Hence, seizing or addressing an opportunity depends on the prior identification of that opportunity, making sensing capability essential for seizing capability (Kurtmollaiev et al., 2018). Thus, sensing capability enhances seizing capability by providing information about the opportunities and threats present in the external business environment (Fainshmidt & Frazier, 2017).

Thus, based on the dynamic managerial capabilities perspective, we hypothesize that:

H5: *Managerial sensing capability enhances managerial seizing capability.*

3.6 Mediation Effects

PSM use allows managers to access information and other resources beyond the organizational boundary, allowing them to sense opportunities and threats, by drawing on their network of connections and ties as hypothesized above. The reciprocal exchange of tangible and intangible resources, trust, and information happens by virtue of short and long-term relationships (Blau, 1964; Cropanzano et al., 2017). In this paper, we frame the extra and intra-organizational social capital as social exchange processes (Zhao & Detlor, 2023). Thus, as

hypothesized earlier, PSM use enhances the extra-organizational social capital of managers. Similarly, per the dynamic managerial capabilities theoretical perspective, the relationship between managerial social capital and managerial sensing and seizing capabilities has been hypothesized above.

Thus, integrating the insights from social capital theory and the dynamic managerial capabilities perspective, we hypothesize that PSM use is associated with higher EOSC, which in turn impacts the managerial sensing capability positively, that in turn is associated with superior managerial seizing capability. Hence, we hypothesize that,

H6a: *The impact of PSM use on managerial seizing capability is mediated by extra-organizational social capital (EOSC) and managerial sensing capability*

According to the tenets of social capital theory, we hypothesized above that PSM use is associated with superior intra-organizational social capital of managers. Some academic researchers have found the intra-organizational social network architecture is based on knowledge flows and integration of unique resources and this is facilitated by social exchanges that encourage the sharing of knowledge and other relevant resources (Oparaocha, 2016). Finally, superior IOSC allows managers to develop a superior meta-knowledge that allows them better access to intra-organizational resources that support the seizing of sensed business and growth opportunities (Leonardi, 2014). Since IOSC is concerned with intra-organizational resources, it may not facilitate or transmit the benefits of PSM use to managerial sensing capability. Hence, we hypothesize that,

H6b: *The impact of PSM use on managerial seizing capability is mediated by intra-organizational social capital (IOSC)*

4 Research Model

Figures 1 and 2 depict the research model based on the relationships hypothesized in Section 3 of this paper. Figure 1 depicts the model with only direct effects, while Figure 2 depicts the complete model incorporating the indirect effects along with the direct effects shown in Figure 1. These research models were used for the empirical examination and analysis described in the rest of the paper.

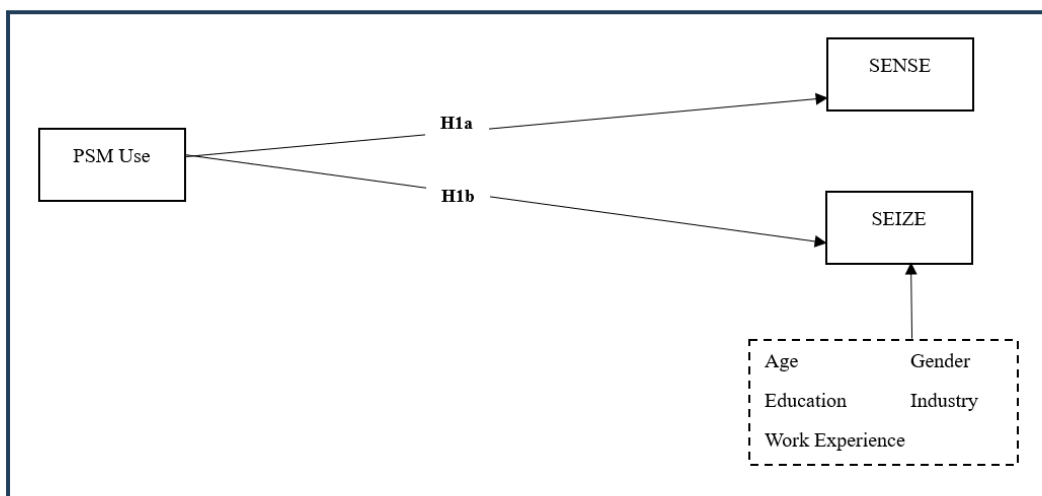


Figure 1: Research Model depicting only direct effects

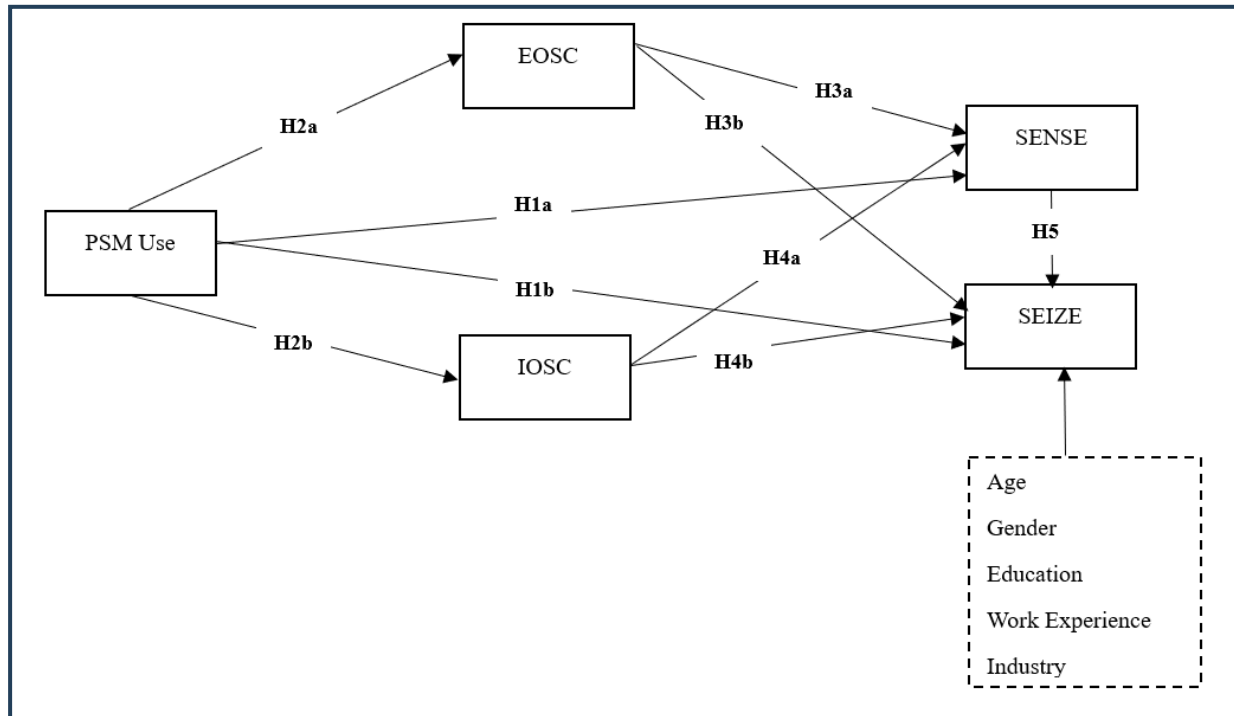


Figure 2: Research Model incorporating both direct and indirect effects

5 Research Methodology

We employ a hypothetico-deductive quantitative survey-based research method in this paper. Further, to understand the findings in greater detail, we also conducted a few participant interviews post-hoc.

5.1 Research Instrument

We created a research instrument based on self-reported measures by adapting certain existing validated scales to fit the context of this study. This is a common practice in information systems research, since IT-enabled phenomena are often highly domain-specific (Pillet et al., 2023). We employed the key methodological recommendations and suggestions during the process of scale adaptation (Heggstad et al., 2019).

Based on prior research (Chen et al., 2021), we controlled for the following variables in our study: (a) age of the respondent, (b) gender of the respondent, (c) work-experience of the respondent (in years), (d) industry of the respondent, and (e) education-level of the respondent.

5.2 Sampling and Data Collection

For empirically testing the hypothesized research model, we created a sampling frame consisting of knowledge workers employed in knowledge-intensive industries in India (since these are more likely to have technology- and knowledge-intensive work processes), and who are responsible for middle- and senior-level managerial decision-making in their respective organizations. Knowledge- and information-intensive work and decision-making often requires managers to frequently undertake activities such as acquiring information from both inside and outside the organization, analyzing and processing the acquired information, and finally leveraging this knowledge to take critical decisions pertaining to important organizational goals and objectives. To acquire and access such information, managers may

often have to reach out to a diverse group of experts, which is where SM use becomes important (Wu, 2013). Hence, knowledge workers employed in critical decision-making roles are more likely to leverage SM tools in their day- to-day work (Vaast & Pinsonneault, 2022).

According to some researchers (Marabelli et al., 2016; Page et al., 2016), studies across disciplines study the dynamics underpinning various behaviours that occur on social media. However, like research in many fields, there is a heavy reliance on conducting empirical studies using college students, who are arguably a non-representative sample population. Such samples may not reflect the use of PSM in the workplace and thus may also limit the generalizability and relevance of past results. By using a more representative sample in this paper, we address such concerns.

From this sampling frame, we sampled 1000 potential respondents by reaching out to the human resource (HR) leaders in five organizations, and the participants of executive management education (EMBA) programs in four leading institutes of management in India. These respondents were administered an online survey, in which the questionnaire was preceded by a brief note explaining the broad contours of the study (while being careful not to bias or lead the respondents). After three reminders, we received 227 responses, out of which 19 responses were eliminated on different grounds such as: (a) extensive incomplete data, and (b) filter questions in the initial part of the survey that asked the respondents whether they used SM tools and whether they were involved in high-level decision making in their respective organizations.

Ultimately, we were left with 208 valid responses, resulting in a 20.8 % response rate. This high response rate (despite not offering any financial or other incentives) was probably due to the decision taken by us to involve key influencers such as HR leaders that may have motivated the respondents to complete our survey.

5.3 Data Analysis

The data from 208 survey responses were analyzed by means of the partial least squares – structural equation modelling (PLS-SEM) method using the SmartPLS software. The decision to use PLS-SEM instead of the alternative covariance-based SEM (CB-SEM) was taken in accordance with the recommendations of methodological experts (Hair et al., 2022) : (a) relatively small sample size, (b) non-normal distribution of the data (confirmed using the Shapiro-Wilk and Kolmogorov-Smirnov tests), and the (c) exploratory nature of the study seeking to examine a relatively new phenomenon.

We first assessed whether common-method bias and non-response bias are major concerns. Then, we assessed the measurement model to check for consistency, reliability, and validity. We then assessed the statistical significance levels of the items, hypothesized relationships, effects, and measurement model parameters by utilizing the complete bias-corrected and accelerated (Bca) bootstrapping procedure with the recommended number of 10000 resamples in SmartPLS 4. To assess the model quality, we examined the values of R^2 and adjusted R^2 .

To assess the hypothesized mediation effects, we used the bootstrapping approach (Hayes, 2018), using the latent variable scores obtained from the PLS analysis. We used the PROCESS plugin in the IBM SPSS Statistics 28.0 software to conduct the mediation analysis using Model 6 and Model 4 (for hypotheses H6a and H6b respectively) with the recommended 10,000 resamples. The bootstrapping approach can avoid shortcomings of prior approaches such as the Baron and Kenny's joint significance test (Baron & Kenny, 1986) and the Sobel test (Sobel,

1982) which have been criticized for liberalism and conservatism respectively (Hayes, 2018). Further, the bootstrapping procedure is applicable for data, which is not normally distributed, unlike other tests which assume a normal distribution of the data (such as the Sobel test).

6 Findings and Analysis

6.1 Assessment of Common-Method Bias

Common-method bias (CMB) refers to the situation where the variance can be attributed to the method of measurement rather than the constructs, due to the use of a single instrument for data collection (Burton-Jones, 2009). Since the cross-sectional mode of data collection creates a concern for common-method bias (CMB), we adopted multiple checks to minimize such concerns in this study. Before the survey was administered, we sought to minimize CMB by: (a) separating the scales for independent and dependent variables, (b) assuring anonymity to the respondents, and (c) doing pre-testing of the instrument to reduce the possibility of item ambiguity (Podsakoff et al., 2003).

After the data were collected, we did three recommended checks. First, we used Harman's single factor test (Harman, 1967) and loaded all the items on to a single factor using SPSS Statistics software. Since the single unrotated factor explained only 29% of the variance, this was an indication that CMB may not be a major concern. Second, we assessed the variance inflation factor (VIF) for each endogenous variable in the model. Since all the VIF values were much below the threshold value of 3.3, this further indicates that CMB is not a concern (Kock, 2015). Finally, we used the common latent factor (CLF) test to test for the presence of CMB. We added a common latent factor to the PLS model and compared the standardized regression weights without and without the CLF. Since the explained variance on average is acceptable, and the differences in all the cases in less than 0.02, we can safely rule out any major issues due to the presence of CMB (Liang et al., 2007).

6.2 Assessment of Non-Response Bias

We used the wave method (Armstrong & Overton, 1977) to test potential issues due to non-response bias (NRB). We divided the respondents into different waves depending on when they completed the survey. Then, we compared each item of the survey responses from the early wave of respondents ($n_1 = 94$) and the late wave of respondents ($n_2 = 60$). We found no statistically significant differences between the two waves. Thus, we could safely assume that NRB is not a major concern for our study.

6.3 Assessment of the Measurement Model

We first checked the internal consistency using three metrics obtained from the PLS analysis: (a) Chronbach's alpha (CA), and (b) Composite reliability (ρ_a and ρ_c). We found that both these metrics are satisfactory, and the value for all constructs except one were found to lie in the recommended range of 0.7 to 0.9 (Hair et al., 2022). Table 2 provides the details of this assessment. This established the internal consistency of our measurement scale.

	CA	rho_a	rho_c	AVE	EOSC	IOSC	PSM	SEIZE	SENSE
EOSC	0.862	0.875	0.896	0.591	0.768				
IOSC	0.875	0.878	0.906	0.616	0.413	0.785			
PSM	0.804	0.806	0.859	0.506	0.322	0.427	0.711		
SEIZE	0.679	0.679	0.824	0.609	0.485	0.380	0.289	0.781	
SENSE	0.799	0.808	0.861	0.553	0.365	0.294	0.466	0.477	0.744

Table 2. Measurement Model Assessment

We then assessed convergent validity by two means: (a) the average variance extracted (AVE), and (b) the outer loadings of items (i.e., indicator reliability). Since AVE was greater than 0.5 for all the constructs (please see Table 3), we can say that convergent validity was established. Further, please see Table 3 for the outer loadings of items.

Construct / Items	Loading
Public Social Media Use (PSM) – “I use PSM to ...” (Ali-Hassan et al., 2015; Cui et al., 2018)	
• Get to know people whom I would otherwise not meet	0.710
• Create new relationships within my organization	0.754
• Create new relationships outside my organization	0.765
• Maintain and strengthen communication with my contacts <u>inside</u> my organization	0.666
• Maintain and strengthen communication with my contacts <u>outside</u> my organization	0.755
• Discuss current events and trends in my industry / domain	0.604
Extra-Organizational Social Capital (EOSC) (Ellison et al., 2007; Karikari et al., 2017)	
• I seek work-related advice from my connections	0.795
• I gain new information through my interaction with my connections outside the organization	0.775
• I call on my contacts outside the organization when I really need to get things done	0.707
• I trust several people outside the organization to help solve my work-related problems	0.779
• I know several people outside the organization well enough to get them to do important things	0.730
• Interacting with people outside the organization makes me feel a part of a larger community	0.819
Intra-Organizational Social Capital (IOSC) (Ali-Hassan et al., 2015; Yu et al., 2013)	
• I have many colleagues from whom I seek work-related information	0.737
• I know many colleagues whom I can approach for work-related advice	0.798
• I have many colleagues whose skills and knowledge I trust	0.824
• My colleagues and I understand each other when we talk	0.814
• My colleagues and I share similar ambitions for our organization	0.772
• Overall, I can rely on the colleagues I work with	0.761
Managerial Sensing Capability (SENSE) (Kurtmollaiev et al., 2018)	
• I identify opportunities from changes in customer needs	0.749
• I identify opportunities from new technologies	0.792
• I identify opportunities from the activities of other companies	0.762
• I discover the additional needs of our customers of which they are unaware	0.743
• I imagine how things look from the customers’ perspective	0.668
Managerial Seizing Capability (SEIZE) (Kurtmollaiev et al., 2018)	
• I ensure that potentially good ideas are developed and actioned	0.762
• I champion investments in new products and / or service solutions	0.768
• I push new product / service ideas through bureaucracy and into practice	0.811

Table 3. Item Loadings

We used the Fornell-Larcker criterion (Fornell & Larcker, 1981) and the hetero-trait mono-trait ratios (HTMT) to assess the divergent validity. As seen in Table 2, no indicator has a higher loading on a construct other than its own. Further, the square root of the AVE for each construct was higher than the inter-construct correlations. Similarly, the HTMT ratio for every item was less than the maximum threshold of 0.85. Thus, we established divergent validity.

6.4 Assessment of the Structural Model

We first checked for the presence of multicollinearity issues by assessing the variance inflation factor (VIF) of each item in the model. Since the VIF value for all the items / predictors was found to be less than 3.3, we can safely assume that multicollinearity is not a major concern in our data.

We assessed the overall model fit by looking at the value of the standardized root mean square residual (SRMR). The SRMR value for our PLS model was 0.091 which is below the threshold of 0.1 used for PLS-SEM studies (Hair et al., 2016), thus indicating an acceptable model fit.

The model quality was assessed using R^2 and adjusted R^2 values. These are shown in Table 4 and are acceptable when compared with similar empirical studies.

We assessed the predictive power of the model using the PLSpredict algorithm and setting the number of folds as well as number of repetitions to 10 (Shmueli et al., 2019). Based on the results obtained, we found that Q^2 values are all positive. Then we compared the Root Mean Square Error (RMSE) values of the PLS-SEM values and the naïve linear regression model (LM) benchmark and found that the majority indicators in the PLS-SEM model showed smaller prediction errors compared to the naïve linear regression model. Hence, we can conclude that our model exhibits a medium predictive power (Hair et al., 2022).

Construct	R^2	Adjusted R^2
EOSC	12.3 %	11.4 %
IOSC	24.6 %	23.5 %
SENSE	37.0 %	34.8 %
SEIZE	32.4 %	30.4 %

Table 4. Model Quality Indices

Regarding the control variables used in the model, our analysis revealed that only work-experience had a statistically significant effect on managerial seizing capability, while none of the other control variables had any significant effect on the other outcome variables.

Table 5 reports the path coefficients of the various relationships hypothesized in this study. We report on the results of the mediation analysis in Table 6. In the bootstrapping procedure (Hayes, 2018), the mediation effect is considered statistically significant if the zero value is not present in the 95% confidence interval of the bootstrapped data. Further, the effect size of the mediation effect was assessed using (a) completely standardized indirect effect (ab_{cs}), and (b) percentage of mediation (P_M). A P_M value greater than 0.75 is considered to indicate a full mediation, whereas values less than this threshold are considered to indicate a partial mediation effect.

Direct effects of PSM use on managerial sensing and seizing capabilities					
H#	Path	Co-efficient	T-statistic	p-value	Result
H1a	PSM à SENSE	0.351	4.473	0.000	Supported
H1b	PSM à SEIZE	-0.038	0.538	0.591	Not supported
Direct and linear effects of PSM use on social capital					
H#	Path	Co-efficient	T-statistic	p-value	Result
H2a	PSM à EOSC	0.308	4.536	0.000	Supported
H2b	PSM à IOSC	0.374	5.550	0.000	Supported
Direct and curvilinear effect of PSM use on social capital					
H#	Path	Co-efficient	T-statistic	p-value	Result
H2c	QE(PSM) à EOSC	0.098	2.139	0.033	Supported
Direct and linear effects of social capital on managerial sensing and seizing capabilities					
H#	Path	Co-efficient	T-statistic	p-value	Result
H3a	EOSC à SENSE	0.171	2.562	0.010	Supported
H3b	EOSC à SEIZE	0.326	4.81	0.000	Supported
H4a	IOSC à SENSE	0.047	0.618	0.537	Not supported
H4b	IOSC à SEIZE	0.167	2.192	0.028	Supported
Direct and curvilinear effect of social capital on managerial sensing capability					
H#	Path	Co-efficient	T-statistic	p-value	Result
H4c	QE(IOSC) à SENSE	-0.158	3.087	0.002	Supported
Direct and linear effect of managerial sensing capability on managerial seizing capability					
H#	Path	Co-efficient	T-statistic	p-value	Result
H5	SENSE à SEIZE	0.333	4.636	0.000	Supported

Table 5. Path Co-efficients

Looking at the mediation analysis results reported in Table 6, we can see that the impact of PSM use on managerial seizing capability is fully mediated by EOSC and managerial sensing capability. Also, IOSC partially mediates the effect of PSM use on managerial seizing capability.

H#	IV -> M -> DV	DE (c')	IE (a*b)	TE (c)	95% CI of IE	ab _{cs} (95% CI)	P _M	Result
H6a	PSM à EOSC à SENSE à SEIZE	0.0162	0.2724	0.2886	[0.1678, 0.3949]	[0.1728, 0.3790]	0.9438	Full mediation
H6b	PSM à IOSC à SEIZE	0.1547	0.1339	0.2886	[0.0540, 0.231]	[0.0556, 0.2282]	0.4639	Partial mediation

[Notes: IV = independent variable, M = mediating variable, DV = dependent variable, DE = direct effect, IE = indirect effect, TE = total effect, CI = confidence interval, ab_{cs} = completely standardized indirect effect, P_M = percent mediation]

Table 6. Mediation Analysis Using the Bootstrapping Procedure

7 Discussion

This paper was concerned with examining the use of public social media tools in the workplace by decision-makers employed in knowledge-intensive contexts, and whether PSM use can help in enabling the managerial capabilities of sensing and seizing. In this section, we first discuss some interesting findings and their importance. Then, we proceed to outline the contributions of this paper to academic theory as well as managerial practice. Finally, we discuss some key limitations and the potential avenues for future research.

The findings show that PSM use has a direct impact on managerial sensing capability but not on managerial seizing capability. This is probably because PSM tools, being external to the organization and their use being optional, managers may be more inclined to use them for exploring new business opportunities in the external business environment. Most of the hypothesized relationships between: (a) PSM use and two types of managerial social capital (EOSC and IOSC), (b) EOSC and managerial capabilities of sensing and seizing, (c) IOSC and managerial seizing capability, and (d) managerial sensing and seizing capabilities, find statistical support as expected.

Further, the findings also help us identify two important mediation mechanisms: (a) the impact of PSM use on managerial seizing capability is mediated through extra-organizational managerial social capital and managerial sensing capability, and (b) the impact of PSM on managerial seizing capability is also mediated through intra-organizational managerial social capital. Thus, these mediation mechanisms are complementary yet distinct, since while EOSC is found to be useful for facilitating both sensing and seizing activities, IOSC is found to be associated only with seizing-related activities.

This paper engages with the academic debate regarding the value added by PSM tools to the workplace. Prior research has examined the general issue of how PSM use benefits employees in the workplace (Ali-Hassan et al., 2015) and specific considerations such as the time (before starting to work versus while working) at which employees use SM (Labban & Bizzi, 2020). Some prior research has focused on specific PSM tools such as Facebook or Twitter or blogs while others have focused on various employee outcomes including job performance, job satisfaction, feeling of cultural belonging, work engagement, etc. (Chen et al., 2021). Our specific contribution lies in the fact that we examine the impact of PSM use on a previously not investigated outcome – the dynamic managerial capabilities of sensing and seizing. Given the importance of these capabilities in present-day business environments, this is a significant addition to our existing knowledge of BVSM.

7.1 Contributions to Academic Theory

This paper makes the following contributions to extant academic literature.

There are two dominant streams of academic research related to the use of PSM tools in the workplace (van Zoonen et al., 2017), one focusing on examining the role of SM tools in shaping communication between people, and the second stream focusing on the causes and outcomes of SM use. In this paper, we attempt to engage with both these research streams and bridge them. First, we discuss how the use of PSM in the workplace allows managers to exchange knowledge better and gain visibility in communication happening between others, thus leading to boosting of their social capital. Then, we use the dynamic capabilities perspective, more specifically the dynamic managerial capabilities perspective to argue that superior managerial social capital is associated with superior managerial dynamic capabilities of

sensing and seizing. And by combining these theoretical perspectives, we offer mediation mechanisms describing the role of managerial social capital (both IOSC and EOSC) in the associations between PSM use on the one hand, and managerial sensing and seizing capabilities on the other. Thus, this paper contributes to the business value of social media literature by the theoretical exploration and empirical validation of intra-organizational and extra-organizational social capital as the mechanisms via which PSM use enables and enhances managerial sensing and seizing capabilities.

Within the business value of social media stream of research, this paper focuses on the SM-enabled dynamic capabilities perspective. This perspective is an emerging area in the BVSM domain which proposes that SM has an indirect effect on firm performance thorough the development of processes and capabilities, including but not limited to business flexibility, absorptive capacity, service quality management, and entrepreneurial culture (Benitez et al., 2025). In this paper we extend this area of research by bringing in the SM-enabled *managerial* capabilities perspective to the BVSM and demonstrate that PSM use by middle and senior managers is associated with the dynamic managerial capabilities of sensing and seizing, through the mediating mechanisms of extra-organizational and intra-organizational social capital. This paper extends the BVSM research by shifting the focus from outcomes such as job performance towards outcomes such as managerial sensing and seizing capabilities.

Furthermore, regarding the literature on IT-enabled dynamic capabilities (Steininger et al., 2022), most if not all the studies focus on organizational (Dong & Wu, 2015; Mikalef & Pateli, 2017) (examining IT-enabled organizational dynamic capabilities such as ideation capability and implementation capability) or process level of analysis, examining IT-enabled new product development capabilities (Pavlou & El Sawy, 2006). However, recent IS research has acknowledged the lack of sufficient empirical examination of how information systems can add value to individual managers (Roberts et al., 2021). Specifically, from the perspective of dynamic capabilities, there is limited examination of how the use of information systems (such as social media tools) can enable or enhance managerial dynamic capabilities such as sensing and seizing (Majhi et al., 2023; Steininger et al., 2022). Scholars have demonstrated the role of SM in developing dynamic capabilities at the organization level (Garrido-Moreno et al., 2020; Leung, 2013; Mention et al., 2019; Torres de Oliveira et al., 2020), but this paper is arguably one of the earliest to explore the relationships between SM and dynamic capabilities at the manager level. Thus, it adds to recent research advocating how the use of IT can also have a significant impact on the managerial level from a dynamic capabilities perspective (Roberts et al., 2021). It extends the solitary prior academic work that examines the impact of social media in enabling individual dynamic capabilities as a single construct (He et al., 2023), by focusing on well-established managerial dynamic capabilities of sensing and seizing, and the role of SM in enabling them.

Finally, by adding empirical evidence on the use of PSM technologies in the workplace, this paper addresses concerns that extant research has focused disproportionately on PSM use among youth and college students while ignoring how these tools are used in organizational contexts (Leonardi et al., 2013). This paper adopts the context of PSM use in the workplace and investigates the impact of the same on social capital and finally on managerial sensing and seizing capabilities. Thus, it extends prior literature examining the social capital impacts of PSM use in contexts such as college students and youth.

7.2 Contributions to Managerial Practice

The findings of this paper are also relevant for practicing managers. First, by demonstrating a novel benefit of PSM use by managers, this study allays, to some extent, the fears concerning PSM use in the workplace. Thus, this paper argues against the banning of PSM tools in the workplace, which has become a common practice in the recent past. Also, instead of firing employees based on their social media posts, organizations will be better served by conducting training and sensitization programs to educate employees about proper use of SM tools in the workplace. This will allow employees to leverage the relevant benefits from these tools while avoiding the potential pitfalls. The paper also considers the potential negative impacts of excessive PSM use and excessive level of intra-organizational social capital on outcomes such as extra-organizational social capital and managerial sensing capability respectively. By finding statistical evidence for curvilinear effects, this paper cautions against looking at PSM use or development of social capital as a panacea and argues for appropriate levels of use.

Second, the findings suggest that organizations should especially encourage the use of PSM tools in the workplace to enable managers to build social relationships that can help access novel and interesting information that could potentially lead to the identification of opportunities and threats for the organization. To facilitate proper use of PSM tools, appropriate SM policies must be framed by organizations to ensure proper levels of regulation and governance.

Third, the findings also suggest that managers should make use of PSM tools to develop and maintain relationships both inside and outside their firm's boundary, to enhance their social capital. Doing so would enhance managerial capabilities to facilitate strategic change in their respective organizations and improve the sustainability of the competitive advantage of their organizations. PSM-mediated communication has become pervasive in the modern workplace and managers must try and utilize PSM tools in innovative ways to reap maximum benefits from them.

7.3 Limitations and Avenues for Future Research

There are a few noteworthy limitations of this paper. Survey data was collected at a single point in time. While we confirmed that common-method bias is not a serious problem for this study, the current study design does not allow the establishment of causality, and hence we only claim associations between the various constructs backed by extant academic theory. Collection and analysis of longitudinal data or the use of experimental study designs will facilitate a better examination of the causal relationships between the constructs.

The measurement instruments used to collect survey data were adapted from existing measures. In the process of doing so, some common practices observed during scale adaptation (Heggestad et al., 2019) were implemented – such as changing response scale, combining items from multiple scales, etc. While we tried to ensure the validity of the adapted scales through practices such as consultation with experts, testing the instrument on a pilot sample, and validity and reliability tests conducted on the collected data, there are certain limitations that may still be associated with the scales used. More rigorous methods can be used during scale adaptation to ensure validity of the collected data and the subsequent analysis.

This paper focuses on middle and senior managers employed in knowledge-intensive industries in an emerging economy (India). To increase the generalizability of the findings, we encourage future researchers to explore other industries and geographical contexts.

This paper introduces managerial social capital as a mediating mechanism in the relationship between managers' PSM use and their sensing and seizing capabilities. Future researchers may explore other moderating and mediating factors that may add value in examining these relationships.

We use subjective measures to assess PSM use and social capital. Future research may try and use objective measures to measure these constructs.

This study is concerned with the use of PSM tools by middle and senior managers employed in knowledge work for manually monitoring relevant social media conversations and potentially acting based on the same. However, organizations also employ various social media tools that are powered by artificial intelligence (AI) to automatically monitor social media conversations more efficiently and effectively. Future researchers may investigate this aspect further.

To better engage with the broader academic literature on business value of social media, future research should incorporate the negative impacts of PSM use (including but not limited to technostress, procrastination, virtual absenteeism, and work interruptions) in the research model. The addition of both benefits and costs in the research model would allow a better assessment of business value as the difference between the benefits and the costs. Given the absence of operationalization of negative effects in this study, the corresponding managerial implications should also be viewed cautiously.

We excluded managerial transforming capability from our research model due to data and design constraints. Future research could adopt longitudinal or experimental designs to examine how PSM use contributes to transforming capability along with managerial sensing and seizing capabilities.

Since many managers are likely to use multiple social media tools (Vaast & Pinsonneault, 2022), there is a potential to examine whether the affordances of ESM use are likely to substitute those of PSM use for affecting outcomes such as intra-organizational social capital (Treem & Leonardi, 2013). Since both ESM and PSM use may afford associability, it would be interesting to examine if ESM use moderates the impact of PSM use on IOSC (Liu & Bakici, 2019).

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