

Euphoria and Social Media Related to Organizational Effectiveness

Based on Gangnam Style Case

Astadi Pangarso¹, Cut Irna Setiawati² (Author)

Business Administration Department (Adbis),
Faculty of Communication and Business (FKB)

Telkom University, Tel-U
Bandung, West Java, Indonesia

¹astadipangarso@telkomuniversity.ac.id

²irnacut@telkomuniversity.ac.id

Abstract— Social media is part of the information communication technology (ICT) which is important in human life currently. Social media is important because it play a role in the fulfillment of human needs, especially when associated with humans that was created as social creatures. As social creatures, humans build organizations to meet their needs to interact, communicate, collaborate and agree on a goal. In organizations, the organizational effectiveness has an important role in fulfilling the organization purposes. The presence of euphoria phenomenon may provide an explanation linkage between euphoria and organizational effectiveness. This study is a descriptive study, which aims to explain how social media is used as a media to convey the euphoria that contributes to the organizational effectiveness based on gangnam style case. The research method used to collect and analyze secondary data from the related literature study with the research journals. This research is expected to be the basis for future research which can be done empirically and contextually in term of social media that convey euphoria and contribute to organizational effectiveness.

Keywords— *social media; euphoria; organization effectiveness*

I. INTRODUCTION

Information and Communication Technology (ICT) define as a generic term referring to technologies that are used for collecting, storing, editing and passing on (communicating) information in various forms [1]. Today, the term ICT is defined as skills and tools to study, design, develop, implement, support or manage the computer-based information systems, particularly software and hardware applications [2]. The term ICT has been used by academics since 1980s [3,4]. ICT which in recent times has experienced a phenomenal growth both as an industry and in applications may be characterized by the use of computers, the Internet, cellular phones, e-business or commerce, video-conferencing, etc [5]. In the organizational context, ICT refers to a broad range of computer-based digital systems from transaction and information processing to wired and wireless communication media, connected through internal intranet or external Internet and wireless networks [6].

There are two major categories of ICT social impact, positive and negative. Positive social impact of the use of ICT within the organization is expected to contribute to the organizational effectiveness. The positive impact of ICT on a variety of measures of firm performance (productivity) [7-12]. ICT such as computer terminals, e-mail and the Internet and their applications have become the major drivers of innovation, growth and social change [13]. ICT's social impact has seven domains there are: Participation and Policy Making; Education; Work; Consumption; Health; Community and Family; Creation and Distributed Innovation [14]. ICT also gives impact on economic growth and on firm performance [15].

ICT have an impact on every aspect of human life [16,17]. ICT's important purpose is to improve the quality of human life [18,19]. ICT makes humans are easier to fulfill their needs; therefore ICT must be driven by human needs [20]. Human needs can be seen from organization perspective. From the organizational point of view, the definition of organization begins from the human existence which in order of human remains (physical life on earth) then there are important needs to be fulfilled. Humans are social creatures, there are some important human needs can only be fulfilled by their fellow. Human is a social creature, consequently, to meet then needs of individual and social life goals and reach their organizational relations, needs communication and interaction with others [21,22]. Therefore organization arise and define as social unity (entity) that consciously coordinated, with a limitation that can be identified, which works on the basis of continuously relative to fulfill a common goal and or group of goals [23,24].

From the definition of organization can be concluded that the existence of organization have purposes and fulfillment i.e. organization effectiveness. Organization effectiveness reflects organization purposes and the effectiveness of capacity utilization of valuable resources for the environment for business opinion continuity practice. Organizational effectiveness is the extent to which an organization realize its goals for the existence of the organization according to various criteria [25,26]. Organizational effectiveness criteria are:

TABLE I. ORGANIZATIONAL EFFECTIVENESS CRITERIA

| | | |
|--------------------------|---|--|
| 1. Overall Effectiveness | 11. Motivation | 21. Information and Communication Management |
| 2. Productivity | 12. Morale | 22. Readiness |
| 3. Efficiency | 13. Control | 23. Environmental Useless |
| 4. Profit | 14. Conflict/ Solidarity | 24. External Evaluation |
| 5. Quality Accident | 15. Flexibility | 25. Stability |
| 6. Accident | 16. Plan and Goal Set | 26. Human Capital Value |
| 7. Growth | 17. Consensus About Goals | 27. Shared Participation and Influence |
| 8. Absence | 18. Internalization of Organizational Goals | 28. Emphasis on Training and Development |
| 9. Turnover | 19. Managerial Interpersonal Skills | 29. Emphasis on Performance |
| 10. Work Satisfaction | 20. Managerial Skills | |

a. [27]

In organizational studies, there is the role of the environment & technology [23]. If associated with technology in organizational study, definition technology from the perspective of the system (input, process, and output) refers to information, tools, techniques and processes required to transform inputs into outputs [23]. Then ICT is part of the organization studies. ICT impacts change and progress and efficiency of every organization [28]. ICT is more valuable asset in any organization and can be considered so important for organizations to dramatically increase their growth [29]. There was a significant positive relationship between the use of ICT and organizational effectiveness [30]. ICT involves the use of shared information to improve organizational effectiveness [31]. ICT purpose to improve organizational effectiveness or the human condition [32].

Related to the environment, organizations must adapt to their environment in order to maintain or improve its effectiveness [23]. There is a link between environment uncertainty and organizational effectiveness, that any attempt to minimize the effects of environmental uncertainty [33]. Changes in organizational environments are categorized into 4 parts:

| | | |
|-----------------|------------------|--------------------|
| | Low dynamism | High dynamism |
| High complexity | Placid clustered | Turbulent |
| Low complexity | Random placid | Disturbed reactive |

Source: Emery and Trist (1965)

Figure 1. Organization Environment Types [34]

Of the four types of environmental changes above, the type of turbulent environments tend to be dynamic and relative in accordance with the current organizational context [35]. If

related to technology, the type of change in turbulent environments, it is necessary to ICT can anticipate and prepare for the organization so that the organization becomes more flexible.

Recently, a part of ICT that is emerging to improving the organizational effectiveness (both private and public sector) is social media technologies. The Federal Web Managers Council states social media as such are umbrella term that encompasses the various activities that integrate technology, social interaction and content creation [36]. Social media define as websites and online tools that facilitate interactions between users by providing those opportunities to share information, opinions and interest [37]. People also have the opportunity to participate in conversations and dialogue through a common virtual medium [38]. These forms are blogs, wiki, photos and video sharing, podcast, social networking, mash ups and virtual worlds. Social media so famous and has unique characteristics that delivers substantive value of openness, high participation and wide sharing [39]. That advantage also strengthen the reason that social media use in the public and private sector is considered by technological innovation and transforming agent [40].

Wikipedia and Wikispaces are the variety of tools and technologies that called as collaborative projects. WordPress is an example of blogs. Twitter is the form of microblogs. Youtube is popular content communities; while Facebook is social networking sites (SNS). Second Life is mentioned as virtual social worlds and other internet-based platforms that accommodate some creations and exchanges [41]. SNS and Twitter are majority used to share anything about phenomenon then become euphoria and be the central role in global marketplace [42]. Youtube, Google and Facebook are some of the most-visited Internet access [43].

Social media channels now become a central role in global information flows. These flows form the basis of new method that calls as Social Distribution [44], and 'spreadable media' to describe the way how content travel through social media [45]. Indeed, informal networks through social media have long functioned as part of global cultural distribution and drive euphoria which came from emotional attachment [44].

The emotional attachment in decision making to like or dislike in term of something can be explained by abnormal psychology [46]. Showers (1985) address that mood is the determinant of motivation. Positive mood has increased motivation, vice versa [47]. It concludes that mood state has significant influence on self motivation in an event/something, for instance music artist concert, football competition and other phenomena. The mood also impact on the motivation process [48]. Based on the literature of abnormal psychology, the euphoria on something/event can trigger the mood mania [47]. Then, the mood mania will disorder the irrationality in decision making and creating seasonality in the market [47]. As addition, euphoria is the feeling of great happiness and excitement [49].

This paper aimed to show the linkage in general (based on theoretical study and discussion of the gangnam case) that euphoria and social media contribute to organization effectiveness.

II. METHODOLOGY

The framework presented as the description of linkage of social media, euphoria and organizational effectiveness in Figure 2 below:

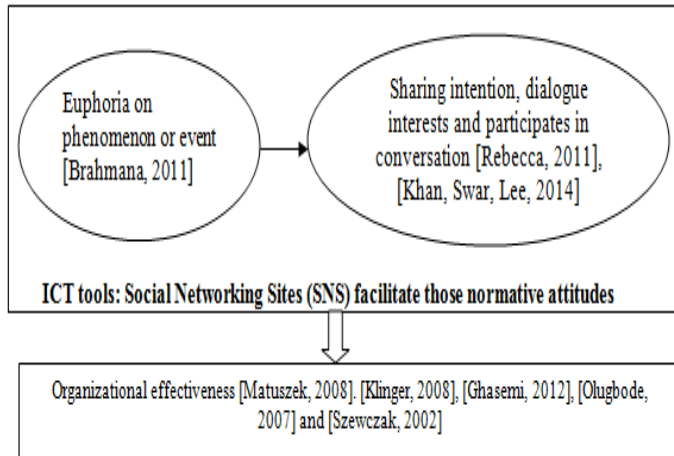


Figure 2. Framework of Thinking [28-32,38,39,50]

The research paper is a descriptive study. The data used in this paper is a secondary data (research journals related to social media, euphoria, and organizational effectiveness). In this paper major journals chosen in the three disciplines that have the closest research which focus to ICT and related to euphoria and organizational effectiveness. Secondary data were analyzed to know that social media can be used as a media to convey euphoria in order to fulfill organizational effectiveness, by taking a judgmental example phenomenon of artist and cultural products from Korea that researched by Jung and Shim in 2014. As the justification, that ICT and social media on organizations are widely adopting social media tools [51].

III. DISCUSSION

Discussion about Gangnam Style case style chosen because it includes a fairly new phenomenon of particular song which gives global impact. This case also associates with euphoria, social media and organization effectiveness. This Gangnam Style creates a large euphoria through social media so that this case direct towards to Community, Creation and Distributed Innovation, in term of culture product.

A. Psy Presented Gangnam Style for Global Market Shortly

Jung and Shim (2014) researched about the phenomenon of K-Pop that happen in the world, include in Indonesia in 2000 [42]. But, one of the well-known male artists, named Psy, released his debut which covered by particular dance 'Gangnam Style'. Since that video of Gangnam Style on Youtube on 15 July 2012, it became the most-liked video ever on Youtube [52]. Moreover, without crafted any local promotion, Gangnam Style has also achieved the number one position on may international music market, for instance in European and America on iTunes charts. In UK, Psy became the number one British single who became the first Korean singer that topped that chart [53]. Whereas, in US, the song remained at the number two in the Billboard 100 for seven

consecutive weeks [54]. This euphoria on Gangnam Style indicates how social media and active users distribute the culture products of YG Entertainment easily and rapidly with the large marketplace (YG Entertainment is one of the top three artist entertainment company in South Korea: SM Entertainment, YG Entertainment and JYP Entertainment) [55].

The successful of 'well-managed' euphoria that support music industry to recognize social media as an important marketing strategy and forming partnership with major social media companies such as Facebook and Youtube. This strategy is the best way to approach potential overseas consumers. YG Entertainment also could continue to thrive by acquiring new media companies or by adopting new technologies, for example through alliance with technology provider such as Apple or Google.

B. Organizational Effectiveness Realized

YG Entertainment as the artist management company uses social media such as Facebook then achieves organizational effectiveness by convey euphoria consist of explained below:

- 1) *Productivity*. By linking production process, final products and social media, YG Entertainment can employ large number of talent scouts to find potential starts and establish many dance contest and singing auditions across Korea and in Los Angeles. Social media such Facebook and Youtube convey production punctual border-less.
- 2) *Profit*. YG Entertainment can earn higher profit by promoting product mix and product line from one artist such as Psy, on social media and fandom sites. Besides that, YG Entertainment also can be popular in other countries that facilitate company to create a live music concert. Then this concert music can enlarge profit of YG Entertainment rapidly.
- 3) *Growth*. YG Entertainment can extend its music market internationally and convey Korean pop style cross the state border through social media.
- 4) *Flexibility and Efficiency*. By linking both euphoria culture products-based and social media, YG Entertainment can operate within the existing corporate-led global media environment. Specifically, YG Entertainment demonstrate how the Gangnam Style euphoria signifies the newly emerging transnational cultural distribution paradigm whose international success has been allowed systematic, organic interaction between various industry and audiences groups such as online pop distribution companies, major record companies, K-Pop entertainment companies and youth networks on social media as its targeted consumers. This flexibility and efficiency also defined as easy strategy to achieve circulation products on social media effectively.
- 5) *Information and Communication Management*. Social distribution refers to the spread of content through

perfect combination in formal and informal networks. These social media technologies enhance its grassroots participation of dynamics and accelerate its speed.

- 6) *Emphasis on Performance.* By using social media technologies, YG Entertainment explore how the social distribution can conceptualized become a mixture of bottom-up grassroots-led approaches and corporate-controlled top-down approaches, adapted by Henry Jenkins's notion of media convergence that crafted by company.

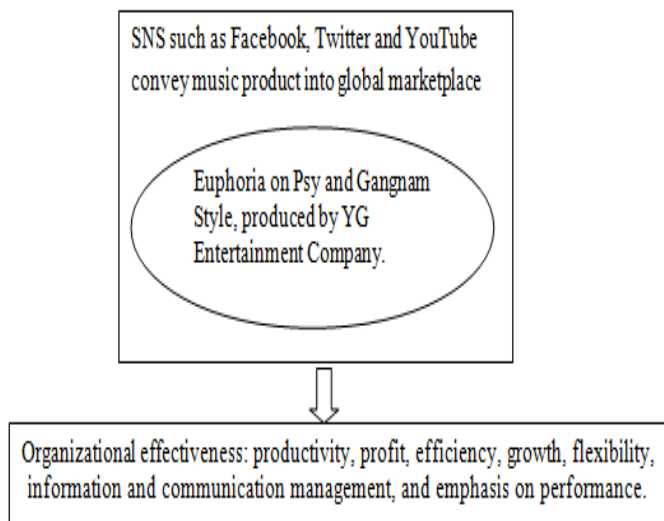


Figure 3. Scheme of linkage of euphoria, social media, organizational effectiveness.

IV. CONCLUSION

From the secondary data analysis concluded that social media is appropriate (effective) media to convey the gangnam style euphoria to fulfill organizational effectiveness. A limitation of this paper is the amount of secondary data (only 1 global case) used is still rarely. With the increasing number of secondary data used as a basis for further analysis, the complete conclusions obtained because the opportunity of organization context gained more, euphoria cases and various kinds of social media increasing time by time. For future research, this paper can be the basis for empirical research to investigate contextually (according to the type and condition of the organization) how to create euphoria through social media effectively and detail in order to increase the organizational effectiveness.

REFERENCES

- [1] S.M.(Eng). Kundishora, "The role of Information and Communication Technology in enhancing Economic development and Poverty Reduction", Retrieved from: http://siteresources.worldbank.org/CMUDLP/Resources/Role_ICT_paper.pdf
- [2] W. Marrie, "Information technology use and its effects on state emergency management organization", *International journal information management.* 14 (6), 411-420, 2000.
- [3] W. Melody et al., "Information and Communication Technology: Social Sciences Research and Training: A Report by the ESRC Programme on

- Information and Communication Technologies", ISBN 0-86226-179-1, 1986.
- [4] R. Silverstone et al., "Listening to a long conversation: an ethnographic approach to the study of information and communication technologies in the home", *Cultural Studies*, 5(2), pages 204-227, 1991.
- [5] S.A. Idowu, O. Awodele, "Information and Communication Technology (ICT) Revolution: Its Environmental Impact and Sustainable Development", (IJCS) *International Journal on Computer Science and Engineering*, Vol. 02, No.01S, 2010, 30-35.
- [6] R.E. Rice, P.M. Leonardi, (in press), "Information and Communication Technology Use in Organizations", In L.L Putnam & D. K. Mumby (Eds.) *The Sage Handbook of Organizational Communication*.
- [7] E. Brynjolfsson, L. Hitt, "Information Technology as a Factor Of Production: The Role Of Differences Among Firms. Economics of Innovation and New Technology" (Special No. on Information Technology and Productivity Paradox) Vol.3, No.4, pp.183-200. 1995.
- [8] E. Brynjolfsson, L. Hitt, "Paradox lost? Firm-level Evidence on the Returns to Information Systems Spending", *Management Science*, Vol.42, No.4, pp. 541-558. 1996.
- [9] P. Gretton, J. Gali, D. Parham, "The Effects of ICTs and Complementary Innovations on Australian Productivity Growth", In: *OECD The Economic Impact Of ICT Measurement, Evidence And Implications. Organisation for Economic Co-operation and Development*, Paris. 2004.
- [10] T. Bresnahan, E. Brynjolfsson, L. Hitt, "Information Technology, Workplace Organization, and the Demand for Skilled Labor: Firm-Level Evidence", *Quarterly Journal of Economics*, Vol.117, No.1, pp. 339-376, 2002.
- [11] S.E. Black, L.M. Lynch, "How to Compete: The Impact of Workplace Practices and Information Technology on Productivity", *Review of Economics and Statistics*, Vol.83, No.3, pp. 434-445. 2001.
- [12] S. Arvanitis, E. Loukis, "Information and Communication Technologies, Human Capital, Workplace Organization and Labour Productivity: A Comparative Study Based On Firm-Level Data for Greece and Switzerland", *Information Economics and Policy*, Vol.21, No.1, (February 2009), pp. 43-61, 2009.
- [13] A.G. Castel & C.G. Górriz, "The Impact of ICT on Productivity: The Moderating Role of Worker Quality and Quality Strategy", *Management of Technological Innovation in Developing and Developed Countries*, book edited by Hongyi Sun, ISBN 978-953-51-0365-3, March 21, 2012.
- [14] EU-Report, "Study on the Social Impact of ICT", (CPP N°55A – SMART N°2007/0068) Topic Report 3 (D7.2) Final Version Conceptual Framework 30 April 2010 by Universität Siegen, Fachbereich Wirtschaftsinformatik und Neue Medien, Germany and others, 2010.
- [15] OECD, "The Economic Impact Of ICT Measurement, Evidence And Implications. Organisation for Economic Co-operation and Development", Paris. 2004. Retrieved from: <http://www1.oecd.org/publications/e-book/9204051E.PDF>
- [16] S.N.U.I. Amin, (No YR), "An Effective use of ICT for Education and Learning by Drawing on Worldwide Knowledge Research Experience. ICT as a Change Agent for Education (A Literature Review)", Department of Education, University of Kashmir, Retrieved from <http://www.nyu.edu/classes/keefer/waoe/amins>.
- [17] F. Mikre, "The Roles of Information Communication Technologies in Education Review Article with Emphasis to the Computer and Internet", *Ethiop. J. Educ. & Sc.* Vol. 6 No 2, 2011.
- [18] UNESCO, "The role of ICTs to improve the quality of life for persons with disabilities discussed in Beijing". Retrieved from http://www.unesco.org/new/en/social-and-human-sciences/themes/sv/news/the_role_of_icts_to_improve_the_quality_of_life_for_persons_with_disabilities_discussed_in_beijing/#.VKIvmsAJA, 2013.
- [19] GH. Ekapatni, "The Importance of Information and Communication Technology (ICT) for Development to Indonesia's Future", unpublished. Retrieved from <http://workspace.unpan.org/sites/internet/documents/G3ID12%20The%20Importance%20of%20Information%20and%20Communication%20Technology%20ICT%20for%20Development%20to%20Indonesia%E2%80%99s%20Future.pdf>

- [20] P. Brand, A. Schwittay, "The Missing Piece: Human-Driven Design and Research in ICT and Development", Information and Communication on Technologies and Development, IEEE, 2006.
- [21] R. Nazari, M. Ehsani, A. Ganjouei, H. Ghasemi, "Structural Equation Modeling of Relationship and Interpersonal Communication on Organizational Effectiveness between Sport Managers", African Journal of Business Management Vol.6 (27), pp. 8136-8145, 11 July, 20. Available online at <http://www.academicjournals.org/AJBM>. ©2012 Academic Journals.
- [22] J.L. Graham, "An Analysis of sport Managers interpersonal communication skills in selected Ontario amateur sport organization", University of Windsor. Windsor, Ontario, Canada. September, pp. 52-59, 1998.
- [23] S.P. Robbins, M. Matthew, "Organization Theory: Structure, Design, and Applications", 3rd edition, Pearson Education, 2009.
- [24] A. Pangarso, "Organization's Structure Based on Competing Value Approach and Merger Strategy", 2014 2nd International Conference on Technology, Informatics, Management, Engineering & Environment (Time-E), IEEE, 2014.
- [25] A. Etzioni, "Modern Organization", Englewood Cliffs, N.J.: Prentice Hall, 1964, page 8.
- [26] J.R. Kimberly, "Issues in the creation of organizations: Initiation, innovation, and institutionalization." Academy of Management Journal, 22:247-457. Reprinted in R. H. Miles (ed.), Resourcebook in Macro Organizational Behavior. Santa Monica, CA: Goodyear, 1980. Also reprinted in J. R. Kimberly and R. H. Miles, The Organizational Life Cycle. San Francisco: Jossey-Bass, 1980.
- [27] J. P. Campbell, "On the nature of organizational effectiveness", In P. S. Goodman, J. M. Pennings & Associates (Eds.), *New perspectives on organizational effectiveness* (pp. 13–55). San Francisco: Jossey-Bass, 1977.
- [28] M. Olugbode, R. Richards & T. Biss, "The role of information technology in achieving the organizations strategic development goals: a case study", information system, 32, 234-242, 2007.
- [29] T. Matuszek, S. Schraeder, "Mentoring in an increasingly global workplace: facing the realities and challenges", Development and Learning in organizations. Bradford, Vol. 22, 6, p-18, 2008.
- [30] H. Ghasemi, A. Farahani, M. Mashatan, "The Relationship between Application of Information, Communication Technology and Organizational Effectiveness in Physical Education Departments of Universities of Tehran", International Journal of Academic Research in Business and Social Sciences, Vol. 2, No. 5. May 2012.
- [31] D.E. Klingner, "Building Global Governance Capacity through Knowledge Management, Organizational Learning, Innovation and Technology Transfer", Third International Conference on Public Management in 21st century: Opportunities and Challenges", Macau, China, 2008.
- [32] E. Szewczak, C. Snodgrass, eds., "Managing the Human Side of Information Technology: Challenges and Solutions". Hershey, PA: Idea Group Publishing, 2002.
- [33] W.R. Dill, "Environment as an Influence on Managerial Autonomy." Administrative Science Quarterly, Vo. 2, 1958, pp. 409-443.
- [34] F. Emery, E. Trist, "The causal texture of organizational environments", Human Relations, 18, 21–32, 1965.
- [35] A. Toffler, "Future Shock", New York: Bantam, 1970.
- [36] S.M. Zavattaro, "Social Media in Public Administration's Future: A Response to Farazmand", Administration Studies, Vol. 45 (2), pp. 242-255. 2014.
- [37] D.M. Boyd, N.B. Ellison, "Social Network Sites: Definition, History and Scholarship, Journal of Computer-Mediated Communications, Vol. 13, retrieved from <http://jcmc.indiana.edu/vol13/issue11/boyd.ellison.html>. 2013.
- [38] S. Rebecca, "The Impact of New Social Media on Intercultural Adaptation", Senior Honors Projects. Paper 242. . 2011. Retrieved from: <http://digitalcommons.uri.edu/srhonorsprog/242>
- [39] G.F. Khan, B. Swar & S.K. Lee, "Social Media Risks and Benefits: A Public Sector Perspective", Social Science Computer Review, Vol. 32(5), pp. 606-627. 2014.
- [40] S.A. Chun & L.F. Reyes, "Social Media in Government", Government Information Quarterly, Vol.29, pp. 441-445. 2012.
- [41] G.F. Khan, "The Government 2.0 Utilization Model and Implementation Scenario", Information Development, Online first. Doi:10.1177/0266666913502061. 2014.
- [42] S. Jung, D. Shim, "Social Distribution: K-Pop Fan Practices in Indonesia and the 'Gangnam Style' Phenomenon", International Journal of Cultural Studies, Vol. 17(5), pp. 485-501. 2014.
- [43] Alexa, "This is YouTube.com", Available at: www.alexa.com/siteinfo/youtube.com (accessed 9 January 2015). 2012.
- [44] S. Jung, "Youth, Social Media and Transnational Cultural Distribution: The Case of Online K-Pop Circulation", In: Bennett A and Robards B (eds), Mediated Youth Culture, London: Palgrave. 2013.
- [45] Jenkins, H., Sam, F., & Green, J. (2013). *Spreadable Media : Creating Value and Meaning in a Networked Culture*. New York ; London : New York University Press.
- [46] C. Shower, N. Cantor, "Social Cognition: A Look at Motivated Strategies," Annual Review of Psychology, vol. 36, pp. 275-305, 1985.
- [47] R.K. Brahmana, "The Euphoria Effect of UEFA Champion League Final on Asian Stock Market," International Journal of Economics and Finance, vol. 3(1), pp. 178-187, 2011.
- [48] H. Bless, "Moods and the use of General Knowledge Structure, In Martin and Clore (eds), Theory of Mood and Cognition, Lawrence Erlbaum Associate : New Jersey, 2001.
- [49] Oxford Dictionary, Oxford University Press: 146, 2000.
- [50] R.K. Brahmana, "The euphoria effect of UEFA Champions League final on Asian stock market. International Journal of Economics and Finance, 3(1), 178-187, 2011.
- [51] J.W. Treem, P.M. Leonardi, "Social media use in organizations: Exploring the affordances of visibility, editability, persistence, and association", Communication Yearbook, 36 (pp. 143-189). New York: Routledge, 2012.
- [52] D. Pomerantz, "Is Psy the Next Justin Bieber or the Next Rebecca Black?", Forbes, 25 September. Available at: www.forbes.com/sites/dorothypomerantz/2012/09/25/is-psy-the-next-justin-beiber-or-the-next-rebecca-black/ (accessed 5 January 2015). 2012.
- [53] M. Park, "Gangnam Style Dominates UK Charts", CNN, 2 October. Available at: edition.cnn.com/2012/10/01/world/asia/psy-gangnam-style-charts/index.html?hpt=ias_mid (accessed 5 January 2015). 2012.
- [54] G. Trust, "Maroon 5 Spends Eight Week Atop Hot 100, Billboard, 7 November. Available at: www.billboard.com/articles/news/474276/maroon-5-eight-week-atop-hot-100/, Accessed 5 January 2015. 2012.
- [55] M. Russell, "Pop Goes Korea: Behind the Revolution in Movies, Music, and Internet Culture," Berkeley, CA: Stone Bridge. 2009
- [56] M. Gaved, B. Anderson, "The impact of local ICT initiatives on social capital and quality of life", Chimera Working Paper 2006-6, Colchester: University of Essex. 2006.
- [57] Universität Siegen, Fachbereich Wirtschaftsinformatik und Neue Medien, Germany; Corvinus University of Budapest, Hungary; Empirica Gesellschaft für Kommunikations- und Technologieforschung mbH, Germany; Oxford Internet Institute, University of Oxford, U.K.; University of Twente, Netherlands and Work Research Centre (WRC), Ireland. "Study on the Social Impact of ICT". (SSIICT). 2009. (in preparation)
- [58] G. Yukl, "How leaders influence organizational effectiveness". Leadersh. Q., 19: 708-722, 2008.