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Fear for Doocing and Digital Privacy in the Workplace: A Dual Pathway Model[**]

Abstract

Little is known about how the fear for doocing and the need for digital privacy manifests at the workplace. We address this knowledge gap with a specific interest in the correlation of fear for doocing with age and gender through an online survey, realized with 119 participants. Results suggest that employees are not always aware of the risk of doocing and they often do not know in specific terms the social networking policies of their organizations. In addition, there is a double effect of employees' age on the need for digital privacy that is evident in the dual pathway model about the moderated mediation effect. Said in different terms, men and millennials are the employees who feel deeper the need for digital privacy in the workplace, rather than women and older participants.

Keywords: doocing, social network, millennials, moderated mediation
            (JEL-Codes: J24; L53; M54;O15; O33)

Introduction

The pervasiveness of the new technologies is occupying the professional environment. In particular, social media use and its consequences on occupational life have been studied from different points of view: the creation of an organizational media channel dedicated to corporate communication (Argyris & Monu, 2015); looking for a job through social media (Brown & Vaughn, 2011; Nikolaou, 2014); the care of online business reputation (Rapp, Beitelspacher, Grewal, & Hughes, 2013); the mix between private life managed on social network and working life (Köffer, Anlauf, Ortbach, & Niehaves, 2015; Schalow, Winkler, Repschlaeger, & Zarnekow, 2013).

The present paper is dedicated to a new and yet partly unexplored phenomenon: *doocing,* the job termination caused by illicit or inappropriate behaviour on social media that does not fit with the corporate policies (Cortini, 2009; Mercado-Kierkegaard, 2006). This research, in particular, is aimed at the individuation of the

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psycho-social variables involved in the fear for doocing and in the representation of the digital privacy in the workplace, with concerns regarding the delicate balance between the freedom of speech, the right to privacy and the online offence risk. Most attention will be on the ethic use of information and communication technology (ICT) in the workplace (Cortini & Ligorio, 2007) and on the right and effective communication of the organizational policies concerning ICT (O'Connor, Schmidt, & Drouin, 2016). The doocing phenomenon is also strictly related to the pertinent law system, in particular to the job jurisdiction; for this reason, the extent of this paper references to Italy and the Italian law system, even if the majority of our variables such as the psycho-social dimension can be common to every country.

Specifically, our first purpose is to detect the employees' awareness of the risk of doocing and the related corporate policies, while our successive objective is to individuate the influence of gender and generation on the fear for doocing and the need for digital privacy. We decided to implement a quantitative methodology through the elaboration of an ad hoc questionnaire which was administered online.

There have been some past studies aimed at deepening other activities which relate to doocing, for example McDonald, Thompson and O'Connor (2016) have explored the employees' awareness and perception of social media profiling by employers; this phenomenon is strictly connected to doocing since the latter includes a sort of social media monitoring activity in order to decide the job termination. But there is not yet a full comprehension of doocing in the literature and, in our opinion, in organizational life as well. In particular, in the available literature, the unexplored matters concern mostly the employees' perception of the corporate policies and their relevance to the employees' digital privacy and to online behaviour.

It is necessary to better explain what we mean by digital privacy in the current study; privacy itself has three different aspects (Holvast, 1993): The first is referred to the physical privacy, the second regards the privacy of persons meant as oneself protection, the third is the informational privacy. The latter definition concerns the control on personal data and is the relevant dimension for the present research. In 2011 Oetzel and Gonja stated that social representations which allow people to understand the online privacy concept were not yet available, and for this reason they did not take enough care of digital privacy; but nowadays the concept has certainly become widespread since also many institutions, for example, the European Commission, are interested in facilitating the user privacy protection so it should be easier to implement new knowledge with existing schemes.

Background

The term 'doocing' was coined in 2002 with the meaning of 'to be fired from a job for something written on or posted within a personal blog' (Cortini, 2009, p. 298); the name is derived from the www.dooce.com blog owned by a worker who was fired in 2002 for writing about her workplace (Mercado-Kierkegaard, 2006). The

definition of the MacMillan Dictionary is: 'having lost your job because of something you have put in an Internet weblog' (MacMillan Dictionary online, n.d.); across the years the meaning has been enlarged to include generically the firing decision caused by inappropriate use of social network concerning the working life.

The Present Study

The leading motivation for this research is related to the spread and indiscriminate use of social network and other technologies in every sector of our private or work life. In many different disciplines there are issues about the deep and continuative exchange between these two areas: the online or virtual life and the offline or real life; in the philosophy of information, this has been defined as the *onlife* phenomenon (Floridi, 2015), a sort of continuity between the on-line and off-line dimensions.

Furthermore, a recent review of employees' use of social media (El Ouirdi, El Ouirdi, Segers, & Henderickx, 2015a) identified five areas of interest in this research topic; they are legal aspects and policies, human resources management, knowledge management practices, learning and communication. The authors implemented a systematic methodology in order to review 66 academic journal articles with the scope of identifying the main topics and research methodologies applied in the area of employees' social media usage (El Ouirdi et al., 2015a). The articles considered were published between 2008 and 2014, and even if there is no explicit reference to doocing in this review, it was very useful in order to identify those themes that are relevant in the field and related to our area of interest.

As mentioned before doocing is also related to the concept of an ethic use of ICT in the workplace; this concept can be explained by many points of view: First of all it means that the communicative process between employers and employees can be modified and damaged by an abuse or a misuse of communication technology (Cortini & Ligorio, 2007); furthermore an ethical use of ICT is also referred to the information and data management in organizations; lastly the balance between employees' personal needs, the use of technology and corporate needs is just defined as *technoethics* in organizations. This means that the relation between technology and the different dimensions of society has to be observed and studied with particular attention to human values and ethical concerns (Ascott, 2002).

A recent sentence (Corte di Cassazione, n. 10955 27/05/2015) declares that it is licit for an employer to control an employee, also through the creation of a fake social network profile; it is quite surprising because this sentence makes irrelevant the 4th article of the Italian Law 300/1970 which prohibited employers from investigating about personal attitudes and beliefs of employees not directly connected to the professional life.

As far as we are concerned, there are some big Italian enterprises that have formulated a specific social media policy for employees that are also available online, but in some cases, there is too much ambiguity that it becomes hard to understand what the employer is demanding. In addition, an increasing number of Multinational companies are investing in blog policies; unfortunately, once more, blog policies are not always clear, and they let the employees interpret rights and prohibitions. As already noticed by O'Connor et al. (2016) it seems that employees do not often know the policies of their organizations, moreover since 'it is not enough simply having a social media policy to influence or change worker social media behaviour' (O'Connor et al., 2016, p. 206), these considerations led us to formulate the first hypothesis related to the employees' awareness and knowledge of their corporate policies.

Research Hypotheses

Some studies have underlined the so-called *information asymmetry* (Tufekci, 2014a) according to which it is almost impossible to be aware of who has read a given post on a social network. For example, concerning Facebook profiles, it is possible 'to know how many people have "liked" a Facebook status update, clicked on a link, or "retweeted" a message, without knowing how many people saw the item and chose not to take any action' (Tufekci, 2014b, p. 509); of course, among these latter ones there may be a (potential) employer or a supervisor or a colleague.

The literature on *onlife* we have already cited has shown that nowadays we are more and more concerned with private information that becomes easily accessible to unintended audiences, being infinitely transferable and hard to control (Sánchez Abril, Levin, & Del Riego, 2012), resulting in 'blurred boundaries'. In such a context we may hypothesize that employees switch with ease from work to private life without being totally aware that their personal life may deeply interfere with their job reputation with the disclosure of inappropriate contents, which, in turn, may cause them being dooced.

There has been a call within the law literature for the development of specific social network policies that may guide employees and let them know which behaviour is allowed and which one is not. To our knowledge a study on the social network policies of Italian organization still lacks; for such a reason and following O'Connor et al.'s suggestions (2016), the first aim of the present paper is to know if there are Italian organizations that adopt specific social network policies and the awareness of them from employees. So, we formulated the first hypothesis as follows:

Hypothesis 1a. Employees are not always aware of the risk of doocing.

Hypothesis 1b. Employees often do not know in specific terms the social network policies of their organizations.

Some scholars affirm that organizations can exert the main preventive tool for doocing, creating and communicating in an effective way appropriate policies about the use of social media and the content management (O'Connor et al., 2016). But between the understanding of policies by the employees and their social media behaviour, many different variables can intervene. We assume that the knowledge and awareness of the social media policies can be a relevant variable for the online presence management, at the same time the need for digital privacy in the workplace may be related to the use of social media as a personal emotional outburst. Together with the literature review we also collected some corporate policies that were publicly available in order to gather an understanding of the corporations' main concerns and how they are communicated; an Italian private company, for example, encourages their employees to protect the organization's image on social media with some unclear statements: Stating for example that every action on the Internet will be available for an unlimited period of time, suggesting to accurately evaluate the consequences of a picture before posting it; but there is not a specific definition as to what is regarded as inappropriate or not.

International literature is quite prolific about research on the employees' right to privacy and the tendency to surveillance, but in most cases, the focus is on those information and communication technologies that the organization is allowed to use in order to monitor the normal activity inside the workplace and during the working time. Sayers, Sears, Kelly, & Harbke (2011) focused on those employees with a low level of organizational commitment, and they identified a correlation between the employees' perception of privacy violation with a negative perception of procedural justice. But in order to have a clearer view of what doocing is, it could be useful to refer to other dimensions that correlate to this construct: First of all, the employees' life outside of the professional environment and their use of technologies for personal purposes as well as the concepts of online self-disclosure and the disinhibition effect. Online self-disclosure is the process of communicating about oneself on social network sites, where people are invited to share personal or private information in order to stay in touch with friends or just to feel part of a network (Taddei & Contena, 2013); this process is facilitated by the possibility of selecting which information to communicate and by the chance of anonymity. The employees' online habits are strictly connected to the doocing phenomenon, and the disinhibition effect can affect the tendency of feeling free to disclose information also concerning the workplace.

Pilcer and Thatcher (2013) investigated the Facebook users' perception of their professional image and what relevance they give to the Facebook profile in determining their professional reputation. It has been confirmed that the Facebook profile management can affect the work life in many different ways: from the candidate selection and hiring decisions, to the promotions or disciplinary actions to take.

Talking about doocing implies an inevitable reference to the concept of privacy and the related organizational digital surveillance. Many scholars classified two main types of control: the coercive control and the surveillance as caring (Allen, Walker, Coopman, & Hart, 2007; Sewell & Barker, 2006). In the first case, control represents a way to monitoring the job activities, and it is also useful to protect the organization from fraud or crime or an attack to the information systems (Findlay & McKinlay, 2003). Surveillance as caring is instead meant as a tool to guarantee for an equal workload, so that lazy or less productive employees can be easily identified (Allen et al., 2007).

Several authors defined monitoring employees' social media activities as a necessary practice for organizations in order to be informed about potentially inappropriate or dangerous behaviours, which can lead to a risk for the organization (Kaupins & Park, 2011; Sánchez Abril et al., 2012). How can we frame the surveillance that takes to doocing? In our view the main right preserved is the corporate reputation; indeed, some past studies have demonstrated that even if the organization has the right to monitor the employees, they continue to perceive it as a violation of their privacy (Mello, 2012). As already noticed by other scholars (Russel & Stutz, 2014) there is the need to delineate the boundary between the employee's right to privacy and the organization's aim to monitor.

The studies conducted in the field of human resources management and the use of social media pointed out both positive and negative aspects; for example, the collaborative use of technology can positively affect the cultural belonging (Leidner, Koch, & Gonzalez, 2010) and the job performance (Cortini & Scaratti, 2011; Leftheriotis & Giannakos, 2014). On the other side, there are also some risks which can prejudice an employee's career, for example through doocing (Scaratti & Cortini, 2013), or expose the organization to criminal attacks (Hart, 2010). El Ouirdi et al. (2015a) in their thematic review also analysed a small part of the literature on social media use affecting knowledge management and information sharing in the workplace; they stated that there is a great trend considering mainly the positive consequences of technology use, defined as *pro-technology bias*. Other smaller areas of research considered in the review are learning through social media in the workplace, but with very few empirical studies, and the communication studies. The latter area is interesting since there is an imbalance between the little amount of literature regarding internal communication and the social media use and the effective relevance of the topic. Social media represent powerful tools for organizations which can use them in order to manage efficiently internal and external communication at a time; the social media monitoring can seem to constrain toward the employees' privacy, but it is positive toward the external public because it is a way to understand the market needs and it acts in real time (Fantinelli & Sivilli, 2015; Fantinelli, 2017).

Some scholars in the past have actually found generational differences in the use of ICT (Lee & Coughlin, 2015); it was also unexpectedly found that young people are more able and willing to protect their online privacy because they know how to apply specific strategies and settings compared to adults (Miltgen & Peyrat-Guillard, 2014). This risk awareness can strengthen their worry about the possible digital monitoring by employers; for this reason, we hypothesize that there could be a difference in the fear for doocing among generations and the youngest people should manifest most the fear for doocing.

The *fear for doocing* variable has been operationalized through specific items oriented to evaluate employees' feeling or impression to be controlled by their employer; the second hypothesis also takes origin directly from the current literature on gender and online self-disclosure. In particular, previous research showed a reduced self-disclosure of women, in comparison to men (Tufekci, 2007, 2012; Zide, Elman, & Shahani-Denning, 2014), due to the so-called *cyber misogyny* (El Ouirdi et al., 2015b) and online harassment toward females (Bartlett, Norrie, Patel, Rumpel, & Wibberley, 2014; Peluchette & Karl, 2008). As a result, in addition to the generational differences hypothesized, we expect that male employees will manifest more the fear for doocing than female counterparts, as they tend to post more inappropriate contents online (Peluchette & Karl, 2009).

Perhaps the most studied sociodemographic variable within the research on social networks at the workplace is the employees' generation. In particular, a lot of studies have shown how millennials are marked by their presence online (among others, Bergman, Fearrington, Davenport, & Bergman, 2011; Davenport, Bergman, Bergman, & Fearrington 2014; Kwon & Wen, 2010; Sánchez Abril et al., 2012). Given the amount of content millennials publish online and their tendency to protect their digital privacy, we expect that they will be the most affected by the fear for doocing.

The psychological reason why millennials would be more present online has to be searched in their being digital natives but also in their being marked by deeper narcissism in comparison to older generations (Bergman et al., 2011), something that may become a weapon when an employer controls for online activities. Our second hypothesis is therefore formulated as follows:

Hypothesis 2.   *There are gender and generation differences in terms of fear for doocing; specifically, we expect that young males will manifest the fear for doocing the most.*

Furthermore we expect that millennials will be more concerned regarding the digital privacy at the workplace in comparison to older generations and that such a relationship will be mediated by the frequency of use of social network; at the same time we expect that age will moderate the relationship between the use of social net-

work and the need for digital privacy, so that millennials should feel in deeper terms the need for digital privacy in comparison to older generations.

The psychological reason why of such a dual pathway has to be searched in the attitude of millennials to disclose their personal life in social networks (Bergman et al., 2011). In other terms, they feel the pressure to talk in a narcissistic way about themselves without being totally aware of unintended audiences present online. The third hypothesis has been formulated in a double step approach:

Hypothesis 3.   *The effect of employees' age on the need for digital privacy at the workplace is twofold.*

Hypothesis 3a. *It will be mediated by the frequency of use of social network but only for millennial employees and not for older generation workers.*

Hypothesis 3b. *The age of employees will moderate the relationship between the frequency of use of social network and the need for digital privacy.*

The following diagram can help explain and understand the double pathway.

Figure 1: The Dual Pathway Model. Dotted Arrows Identify Hypothesis H3a. Continuous Arrows Identify Hypothesis H3b.
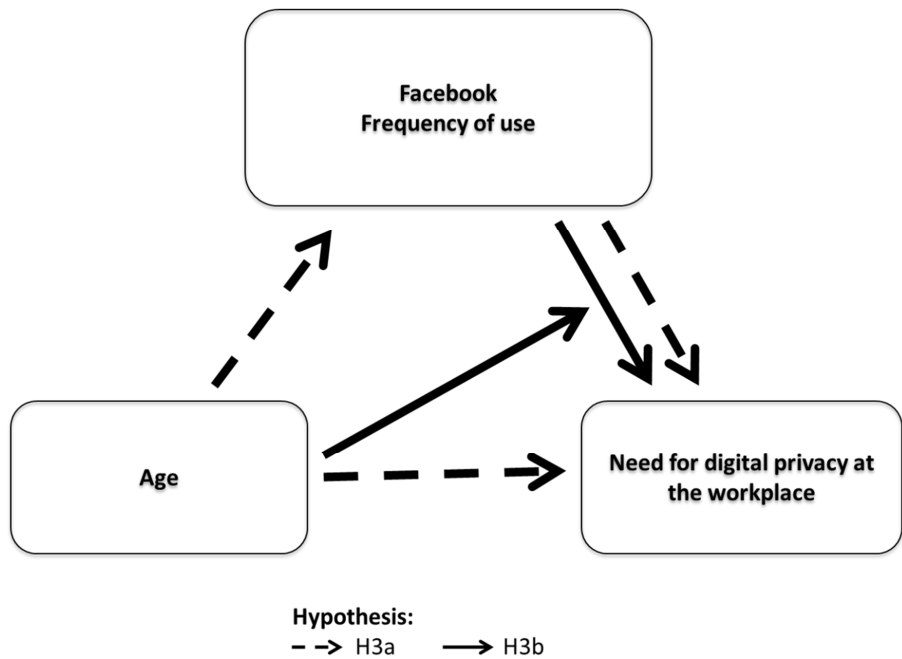
Method

Our research design includes a cross-sectional survey used with an anonymous online self-administered questionnaire, which took origin by the results of a series of interviews with a small convenience sample of employees (Cortini & Fantinelli, 2015) and by the analysis of blogs written by dooced workers (Scaratti & Cortini, 2013), along with the analysis of a sample of corporate blog policies, following the guidelines of triangulation applied to psychology (Cortini, 2014; Cortini & Tria, 2014; Denzin, 2012; Denzin & Lincoln, 1998; Flick, 1992). For the purposes of the present paper, we will here present only the results concerning the online survey.

The collected data were gathered in Italy, a total of 119 Italian participants took part in the survey that has been administered by an online platform on a voluntary basis; 55 were men; the average age was 42.7 years (SD = 10.6), with a range between 18 and 66 years. 65 were public administration employees, while 54 employed by private Italian enterprises.

The participants have been asked to voluntarily participate in research concerning the personal use of social media and the consequences on work life, and they had to fill in an online questionnaire created ad hoc. Socio-demographical variables have been measured (sex, age, study level, job situation) along with a series of items and scales whose description is as follows.

Social Network Use and Doocing. It has been evaluated the knowledge of the doocing phenomenon with three items, asking participants to declare if they know or not know the meaning of the word 'doocing' and to explain it with their personal words. We then measured the awareness of corporate policies about social media, asking participants to declare if their organizations have or not some social network policies. In addition, we adapted few items from previous research (O'Connor et al., 2016) that was aimed at investigating the knowledge about universities' social media policies and the consequences on students' efficiency and their privacy. Then we identified the employees' perception of the employer digital monitoring with two items on a Likert scale ranging from 1 = totally disagree to 5 = totally agree (example; 'My employer controls my activities on the social networks.').

The opinions concerning the personal use of social media and the consequences on professional life (problems for the career or job reputation) have been measured with seven items adapted from Drouin et al.'s (2015) research measured by a Likert scale ranging from 1 = totally disagree to 5 = totally agree (example: 'I fear that some pictures/videos posted of me will hurt me in my job search.'), including a single item to measure the right of having a personal online life without the risk of doocing ('A person's Facebook or Twitter account should not be used to make hiring or firing decisions.'). The frequency of the use of social media has been evaluated with a 6 point scale (from 0 equivalent to 'I don't have an account.', to 5 equivalent to 'I use it every day.') and the frequency for those behaviours revealing a social

media use as outburst ('I publish comments or opinions concerning my job on social networks.'; 'I use social networks as an emotional outburst in order to free anger or dissatisfaction toward colleagues or boss.'). Furthermore, we added a single item to measure job satisfaction and the Italian adaptation of the job-related stress scale (Marcatto, D'Errico, Di Blas, & Ferrante, 2011).

Results

Before testing our hypotheses, we have controlled for the distributive qualities of the used scales that are quite good, both in terms of skewness and kurtosis and for the reliability, with a good Cronbach's alpha (>.65).

In order to explore our first hypothesis about the employees' risk awareness of doocing, we have performed a series of descriptive statistics, according to which only five participants declared to know what doocing is. It is interesting to note that among these five, only two responded in a right way to the subsequent question that asked them to provide a definition of doocing.

For what concerns the second part of the first hypothesis about social network policies, only 39 of our respondents can rely on some blog or social network policies. Interestingly 21 respondents stated they do not know if there are or are not any kind of policies; said in different terms, this means that also when there are available social network policies, they are not really perceived to be important nor prescriptive.

These results confirm our first hypothesis, and even if the data cannot be generalized because of the limited sample, they represent a first step for future studies on Social Networks policies and risk of doocing awareness.

In order to test the second hypothesis about gender and generation differences in fear for doocing, we have performed a factorial ANOVA, having as factors sex and generation type (millennials vs older generations) and as dependent variable the fear for doocing. There was a main effect of sex, $F(1,117) = 9.02$, $p =.003$, partial $\eta2 =.07$ and an interaction between sex and generation group was significant, $F(1,117) = 5.61$, $p <.01$, partial $\eta2 =.04$ (Figure 2).

In other words, it seems that male millennials are those employees who manifest most the fear for doocing, as we hypothesized, with all the consequences we may image in terms of organizational commitment.

Finally, we did hypothesize a dual pathway model which is explained in Figure 1, and that depicted the indirect effect of employees' age on both need for digital privacy and frequency of use of social networks. In this moderated mediation model, the independent variable employee age simultaneously moderates its own indirect effect (via social networks frequency of use) on the need for digital privacy at the workplace.

Figure 2: Interaction Effect Between Sex and Generation: Male Millennials Are Those Who Manifest the Highest Level of Fear for Doocing.

Estimated Marginal Means of DOOCING_FEAR
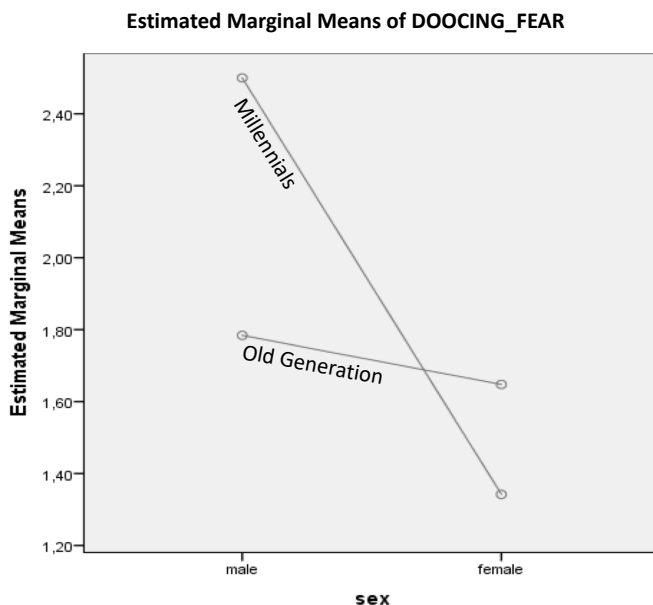
In line with recent psychometric literature (Frazier, Tix, & Baron, 2004; Holmbeck, 1997), we decided to adopt multiple regression analysis in order to test our model, standing the limited number of our study participants.

We tested the hypothesis following the guidelines described by Preacher and Hayes (2004), who developed an SPSS macro, called PROCESS, that triangulates the normal theory approach (i. e. the Sobel test), a bootstrap approach, and Baron and Kenny's (1986) approach to measure the indirect effects of the predictor on the dependent variable. In particular, the use of bootstrapped confidence intervals was necessary in order to avoid problems related to our limited sample size (MacKinnon, Lockwood, & Williams, 2004; Preacher, Rucker, & Hayes, 2007).

We tested our model in a moderated mediation analysis as specified by model 74 of Hayes' PROCESS macro for SPSS (Hayes, 2013), which tests for a mediated relationship along with moderation of the second mediated pathway by the predictor. In our case, employee age (measured by birth-year) was the predictor variable, the frequency of use of Facebook was the mediator, and need for digital privacy at the workplace the dependent variable.

Employee age was also a moderator between the frequency of use of Facebook and need for digital privacy at the workplace. We used 5000 bootstrap samples. Confidence intervals are significant when they do not contain zero.

According to our analysis, employees' age was a significant predictor of frequency of use of Facebook, B =.070, p <.0001, 95% CI =.0380,.1033. Employees' age was also a significant predictor of need for digital privacy at the workplace, B =.029, p <.05, 95% CI = -.0006,.0588, and in addition, it moderated the relationship between frequency of use of Facebook and need for digital privacy at the workplace, B =.021, p <.005, 95%CI =.007,.035.

In addition, it was found that the frequency of use of Facebook mediated the relation between employee age and the need for digital privacy at the workplace (indirect effect =.0083, *SE* =.0066, 95% CI [-.0023,.0244]); since zero is in the 95% confidence interval we can conclude that the indirect effect is not significantly different from zero at p <.05, but that, in any case, there is a tendency according to which change in the frequency of use of Facebook (very often used as an emotional outburst) mediates the relationship between employee age and need for digital privacy, so that we have a total additive effect =.0381; *SE* =.0137, 95% CI [.0108,.0653]).

Standing that we have measured age by the year of birth, we can conclude that millennials are those employees who use with the major frequency Facebook and that are those ones who feel more the need for digital privacy at the workplace.

Conclusions and Future Perspectives

In the present study, we have talked about self-disclosure in social networks as something exclusively self-managed. Actually, as some recent studies have pointed out (El Ouirdi et al., 2015b; Jackson, 2010) self-disclosure in social networks is a co-creation process involving the user, but also third-party contributions allowed by him or her to be viewed. In particular, inappropriate self-disclosure (like for example sexually suggestive material), may have a severe impact on the employee reputation. We see venue for enlarging the knowledge concerning predictors and outcomes of inappropriate contents displayed by third parties and, in specific terms, for understanding at which conditions recruiters and HR managers do trust social networks' contents.

The results related to the first hypothesis' underline a need in terms of information/training concerning doocing and Facebook firing; especially from the point of view of the employer, it seems to us mandatory to develop a sensitivity toward this type of policies, which can represent a sort of psychological contract by which employees know what they can and cannot do on their social networks, in order to avoid getting dooced.

Taking into account the literature about gender and generation differences in technology field together with the results of our second hypothesis, we can assume that the youngest employees are aware of the risks linked to online privacy management. They also know the technological procedures to implement it in order to protect

their accounts, but on the other side, they manifest high levels of fear for doocing since online self-disclosure seems to be an irrevocable trend nowadays.

The double pathway identified for the age variable represents the basis for future studies which can deepen the generational differences in digital privacy management at the workplace, also from the employer point of view.

The findings of our study should be interpreted in the light of some limitations as well; first of all, the research design is cross-sectional, with all the consequences in terms of the possibility to draw out the causal relationship between the variables under analysis. Further, we used a small sample size, which should definitely be enlarged, taking into consideration job type and job contracts.

In consideration of the current study's findings, we suggest an avenue for future research that advances greater understanding of the processes of doocing seen by both employees and employers. In particular, it seems to us mandatory to investigate how social media policies are communicated by management, following some initial suggestions present in the *Facebook Fired* literature (Schimdt & O'Connor, 2015) that have not yet sufficiently elaborated; in particular, we assume that social media policies have to be a mandatory practice, but the first step should concern how to write them in a clear and effective way. As a consequence of more in-depth studies, there could be practical impacts on the corporate internal communication, producing a virtuous circle of good communication practices, employee satisfaction, job commitment and organizational citizenship.

Last but not least, even if ten years passed from the first studies on doocing (Lichtenstein & Darrow, 2006; Mercado-Kierkegaard, 2006), it seems to us that the interesting question 'how and under which conditions explicit blog (nowadays in more general terms, Social Networks) policies and attitudes are linked to organizational commitment on the one hand and to turnover intention, on the other one?' (Cortini, 2009, p. 301) is still in search of a good answer. In light of our findings, we can hypothesize that the normative commitment dimension can be strictly related both to the personal use of social networks and to the corporate social network policies. Furthermore, the turnover intention could be affected by the fear for doocing and by the employees perceived control on their online activities.

Some interesting open research questions still deserve future attention. In particular, it seems to us mandatory to understand both organizational and individual outcomes of blog policies. Said in different terms, in those organizations that implement blog policies, are there some influences on organizational identity and commitment? When, if it is the case, blog policies are experienced as limiting freedom and own personal expression, is there an effect in term of job satisfaction?

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