

Research Trends and Knowledge Structure of Enterprise Social Networks in Indian Higher Education Institutions

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Abstract: Enterprise Social Networks (ESNs) have gained significant traction in higher education in recent years due to their ability to facilitate a dynamic and interconnected learning environment. These platforms enable students, faculty, and staff to engage in knowledge-sharing, collaboration, and communication without difficulty. In order to consolidate prior research on the utilization of enterprise social networks (ESNs) in higher education, this study applied bibliometric and thematic analysis to 233 Web of Science-retrieved articles. The annual article output, keyword co-occurrence, and the thematic map are displayed in this study. This bibliometric analysis may provide policymakers and researchers with insights for theory and practice that aid in the comprehension of the field's holistic vision.

Keywords: Enterprise Social Network, ESN, Enterprise Social Media, Knowledge, Higher Education, Systematic Literature Review

1. INTRODUCTION

An enterprise social network (ESN), also known as enterprise social media, is a web-based platform hosted by an organization on its internal networks. It is exclusively used by employees of the organization to develop interconnected networks and collaborate, create, and share knowledge in a socially engaged manner. (Kalra, 2020). Enterprises have started implementing social media platforms for internal communication, collaboration, and knowledge exchange due to the widespread use of microblogging, blogging, WeChat, encyclopedias, Q&A, and other social media software. Currently, there are numerous well-developed ESN software platforms, including Yammer, Slack, Trello, Jive, Chatter, Connections, Ding Talk, and Microsoft Teams. ESNs enable employees to (a) selectively communicate with certain colleagues or disseminate information to the entire organization; (b) designate particular colleagues as communication partners; (c) create, modify, and organize text and files; and (d) access the information shared by colleagues at any given moment. Researchers are exploring how the adoption and utilization of ESN in the workplace is offering professional benefits due to its advantages. (Leonardi et al., 2013).

ESN's main objective is to promote collaboration and communication inside an organization by dismantling information silos and promoting more effective and transparent information flow. It enables workers to interact and communicate with one another, share information, get feedback, and work together on projects in real time. ESN platforms offer a central location where staff members may obtain pertinent information, take part in discussions, and add to the organization's body of collective knowledge. (Pitafi et al., 2020).



Enterprise social media (ESN) has gained significant importance in the higher education sector, transforming the way institutions communicate, collaborate, and engage with students, faculty, staff, and other stakeholders. ESN platforms provide a range of benefits and opportunities for higher education institutions. ESN platforms enable seamless communication and collaboration among students, faculty, and staff. It allows for real-time information sharing, discussion forums, and group collaborations, breaking down geographical and hierarchical barriers. Student Engagement and Support: ESN provides avenues for interactive and engaging student experiences. Institutions can leverage ESN tools to foster student engagement, facilitate peer-to-peer learning, and provide timely support and feedback. ESN platforms enable the creation of online communities within higher education institutions. These communities bring together students, alumni, faculty, and staff to foster connections, share experiences, and provide networking opportunities. ESN allows higher education institutions to enhance their brand presence and visibility. Institutions can utilize ESN platforms to showcase achievements, highlight research, and engage with prospective students, strengthening their reputation and attracting new stakeholders. ESN platforms offer opportunities for professional development for faculty and staff. Institutions can facilitate knowledge exchange, provide training resources, and promote collaboration among employees, leading to continuous professional growth. ESN can play a critical role in crisis communication and emergency response within higher education institutions. It provides a real-time communication channel to disseminate important information, coordinate emergency measures, and ensure the safety and well-being of the campus community.

Objectives:

1. To construct a comprehensive thematic framework from the existing ESN studies.
2. To create a model that defines variables relevant to ESN.
3. To extend the existing theories pertaining to Enterprise Social Network

2. ENTERPRISE SOCIAL NETWORK

ESN has a worldwide influence on interaction, the exchange of knowledge, and it alters the way employees communicate and share information. ESN offers a dynamic and participatory communication platform for employees. (Nugraha et al., 2021) and makes employee communication visible communication (Pitafi et al., 2018). For example, the exchange of information between two parties on an ESN platform often appears on the wall of a third party, who is not directly involved in this communication; they can observe with ease what is said by whom (Kazemian et al., 2020). The use of ESN enable employees by allowing individuals to share their thoughts without restriction, it promotes their ability to communicate and work together effectively. (Jorge et al., 2021). Furthermore, ESN enhances communication effectiveness and clarity by facilitating an authentic and forthright exchange of information, behavior, preferences, and knowledge among employees. (Leonardi et al., 2013). Therefore, the visibility and quality of information enhance the understanding of other employees of unforeseen environmental changes (Leonardi et al., 2013).

McAfee (2006) was one of the first to define ESNs when he coined the term “Enterprise 2.0” to describe “a social technology based on a collection of Web 2.0 technologies that facilitate communication, collaboration, and knowledge sharing among employees within an enterprise. The generic ESN tools include employees’ social profile, activity streams, micro-blogging, groups and communities, instant messaging, content management system, enterprise search, and ratings and reviews.”

ESMP usage pertains to the utilization of business social media platforms by employees as a means of communication inside their professional setting. Experts in the domains of information management and knowledge management have stated that the utilization of ESMPs offers several advantages (such as association, editability, permanence, and visibility) for internal communication and cooperation within organizations. Firstly, it facilitates employee collaboration and allows for the exchange of information and expertise among them. Furthermore, it enables employees the ability to revise or alter the content of work-related information, so enhancing the calibre of shared information. Furthermore, ESMP enables the accessibility of employees' interaction records and shared

information for future utilisation. Furthermore, the material disseminated in the ESMP is readily observable, thereby facilitating other employees' acquisition of particular information and expertise. These affordances are achieved when employees utilise social media within their organisations and recognise its advantages. Recent research provides empirical proof that the utilisation of ESMP is advantageously associated with employee performance (Cai et al., 2018; Riemer et al., 2015). Riemer et al. (2015) discovered that employees acquire social capital through the utilisation of ESMP in their day-to-day tasks. The study conducted by Cai et al. (2018) demonstrated that employees can achieve improved psychological work conditions and enhanced performance in terms of proactivity, flexibility, and resilience by utilising ESMP. These studies offer insight to future scholars who are researching enterprise social media. Nevertheless, they also possess some constraints. Primarily, the majority of these assessments primarily focus on examining the beneficial effects of workplace social media on employees and firms within the framework of Sustainability 2023, 15, 12545 3 of 21 of Web 2.0 and the mobile internet era, while overlooking the negative consequences. Furthermore, they fail to consider whether the utilization of corporate social media within the realm of higher education has a supportive or restrictive impact on ESNs (Zhang et al., 2023). ESN provides a distinctive chance to establish a linked and interactive learning environment that goes beyond physical limitations. Through the examination of ESNs in higher education, researchers can explore the influence of these platforms on student learning outcomes, academic achievement, and overall satisfaction with the educational experience (Utami et al., 2021). Therefore, this article focuses on the relevance of ESN in higher education. The study employs bibliometric analysis to examine the potentials of ESN in higher education sector.

3. RESEARCH METHOD AND DATA SOURCES

3.1 Research Method

A knowledge graph is an image-based representation that illustrates the process and interactions for the generation of research. The field of scientific research is demonstrated by employing techniques (Gupta & Sharma, 2021). R-Tool is a software tool that allows users to generate, visualize, and analyses bibliometric networks. These networks may include academics, academic publications, academic institutions, and specific scholarly articles.

R-Tool holds significant importance in the realm of bibliometrics and scient metrics, offering a valuable means for researchers to visually unravel the complex tapestry of scientific literature. Its ability to generate interactive maps based on co-authorship, co-citation, and keyword co-occurrence networks enables scholars to identify emerging trends, map collaboration networks, and discern the intellectual structure of various research fields (Rode, 2016). With its user-friendly interface, R-Tool democratizes the process of understanding scholarly landscapes, making it accessible to researchers across disciplines. The software's impact extends beyond individual research endeavors to assist institutions and funding agencies in strategic planning, evaluating scientific output, and fostering informed decision-making (Zhang et al., 2023). As an open-source tool with a supportive community, R-Tool continues to evolve, providing an essential resource for those seeking to navigate and comprehend the ever-expanding universe of scientific knowledge.

Hence, this study will employ a bibliometric analysis approach utilizing R-Tool 4.3.2 to examine the fundamental content of enterprise social network. This research will focus on several aspects including journals, key authors, institutions, keyword co-occurrence, hot word clustering, and developing terms. The objective of the study is to analyze and identify the current state, areas of high activity, and emerging areas of research in enterprise social media within the higher education environment. Additionally, the study seeks to investigate the development patterns and future research prospects in this field.

3.2. Data Sources

As a result of its comprehensive coverage of literature from diverse fields including, social science, management and information technology, the Core Collection of Web of Science got selected as the data source. The focus of this paper revolves around the concept of enterprise social network. After conducting multiple experiments, it is discovered that the extensive articles were acquired back using the search term TS = ("enterprise

social media” OR “firm social media” OR “company social media” OR “corporation social media” OR “organizational social media” AND “higher education” OR “university”). The search was limited to the English Language articles , and was conducted on 5 May 2026. Conclusively, a total of 233 articles relevant to the study were chosen, from the year 2008 to 2026.

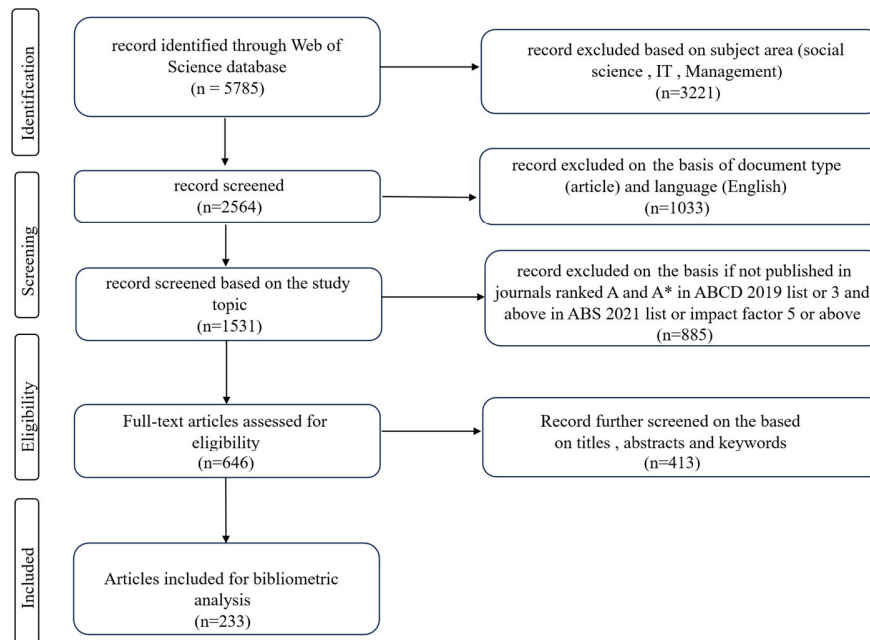


Figure-1: Study flow diagram using PRISMA (Utami et al., 2021)

4. DESCRIPTIVE ANALYSIS

Our bibliometric analysis assists in identifying new trends in research articles focusing on the Use of Enterprise Social Network in Higher Education. We do our bibliometric analysis using the R-tool Bibliometrix, as described in the following sections. Using the bibliometrics R-tool, we acquired information on the annual production of articles (figure 2), major journals of ESN research (figure 3) keyword co-occurrence (figure 4) and thematic map (figure 5).

4.1 Journal Analysis

4.1.1 Publications Overview

As the utilization and growth of enterprise social networks have progressed in recent years, so has the volume of publications dedicated to this subject matter. This is evident from the publication volume of enterprise social networking literature. According to figure 2, Prior to 2013, there was a limited number of articles, suggesting the early development of research on enterprise social network during that time. Between 2013 and 2017, the advent of technologies like the internet and big data prompted researchers to increasingly focus on studying enterprise social network. As a result, there was a progressive increase in the quantity of research articles on this topic. Starting in 2018, there was a significant increase in the number of publications, suggesting that experts are paying more attention to the topic due to the growing number of users of enterprise social network. Simultaneously, the search conducted on Web of Science indicates that only a limited number of study accomplishments in the domain of enterprise social network literature. This suggests that there still ample opportunity for researchers for pursuing further extensive work.

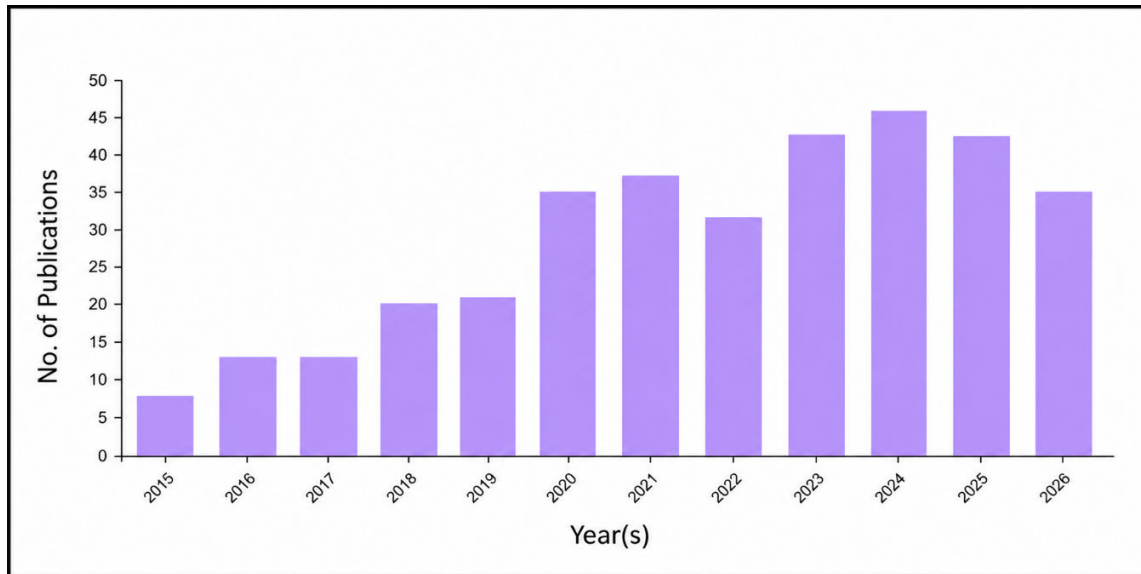


Figure 2. Enterprise social media research's Annual Publication as of May 2026.

4.1.2 Analysis of Publishing Journals

Journals serve as platforms for presenting and highlighting fields of research and accomplishments. Table 1 provides an overview of the journals that have published more than five papers. It shows that the majority of articles on corporate social media are published in well-known international journals, suggesting that enterprise social network is a highly researched issue in recent years. The journals with the highest volume publication are Information Technology People, Internet Research, and the Journal of Enterprise Information Management. Information Technology People & Internet Research has the number of articles, exceeding 10, and represents the largest proportion. While there are fewer publications, some journals that publish research on enterprise social media still hold significance as significant channels for publishing.

Field: Publication Titles	Record Count	Proportion %
INFORMATION TECHNOLOGY PEOPLE	13	5.579%
INTERNET RESEARCH	11	4.721%
JOURNAL OF ENTERPRISE INFORMATION MANAGEMENT	11	4.721%
JOURNAL OF KNOWLEDGE MANAGEMENT	10	4.292%
TECHNOLOGICAL FORECASTING AND SOCIAL CHANGE	9	3.863%
INDUSTRIAL MANAGEMENT DATA SYSTEMS	8	3.433%
SUSTAINABILITY	8	3.433%
FRONTIERS IN PSYCHOLOGY	7	3.004%
INTERNATIONAL JOURNAL OF INFORMATION MANAGEMENT	7	3.004%

Figure – 3 Major journals for enterprise social media research

4.2 Keyword Co-occurrence

In our analysis of the selected papers, we notice that a cluster of co-occurred keywords has emerged defining the various spaces in which enterprise social media is used. The prominent nodes linked enterprise social media to education, knowledge and information sharing. The density of network was calculated as 0.0129, suggesting a

highly dense and interwoven configuration of study themes. Focused on enterprise social media, encompasses various crucial topics like social network, communication, knowledge transferring, and others. The intricate and interconnected links between the nodes suggests the robust correlation between research subjects in the literature. Notably, the words "social media," "behavior," "influence," and "performance" are represented by bigger nodes, suggesting that academics place significant importance on studying the effects of enterprise social media and its relationship to organizational management and performance.

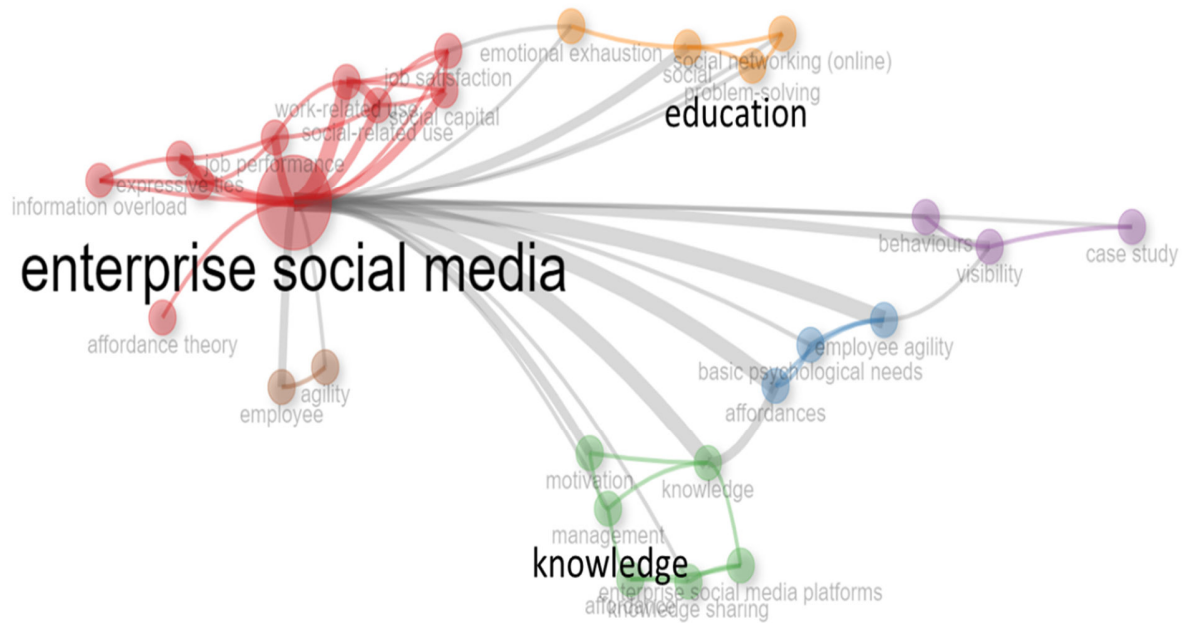


Figure - 4: Keyword Co-occurrence Network

4.3 Strategic Mapping of the Knowledge Field

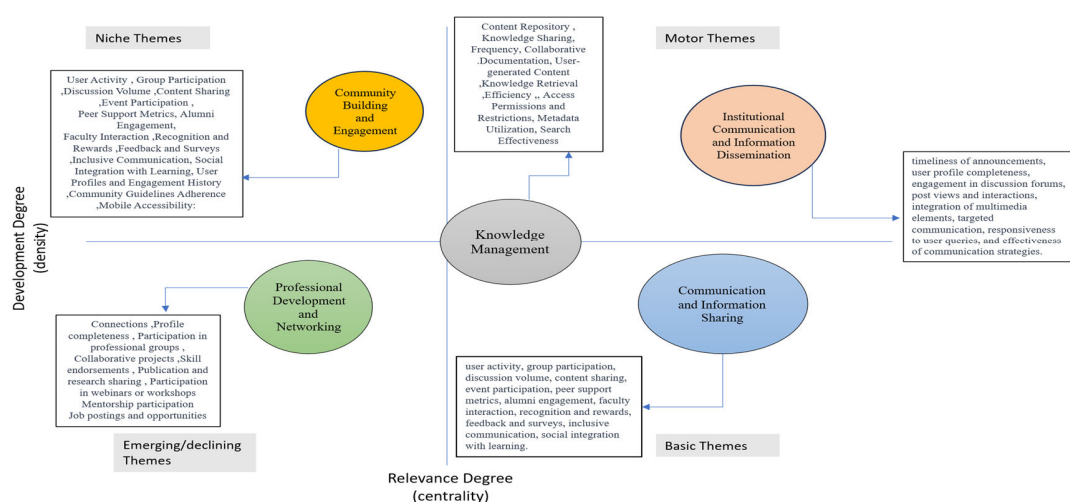


Figure – 5: Theme Based Cluster Analysis

Theme 1: Communication and Information Sharing

Communication and information sharing through Enterprise Social Networks (ESNs) in higher education play a crucial role in enhancing collaboration, engagement, and the overall academic experience (Rizwan & Serbaya, 2019). ESNs facilitate communication among students, instructors, and staff, allowing for immediate exchange of information, notifications, and updates pertaining to academic affairs, events, and administrative issues (Ding et al., 2019). ESNs in higher education contribute significantly to communication and information sharing by providing a centralized and dynamic platform for collaboration, engagement, and the dissemination of critical information across the academic community.

Theme 2: Knowledge Management:

ESNs facilitate knowledge management among members of the academic community. They function as storage facilities for institutional knowledge, educational resources, and research results, facilitating convenient access to information for users (Kazemian & Grant, 2021). Social network technologies are considered very compatible with the socialization and bottom-up strategy in the second wave of knowledge management. This technique involves the sharing of a significant quantity of tacit information through interpersonal interaction.

Theme 3: Professional Development and Networking:

ESNs provide prospects for enhancing professional growth and establishing connections. Students have the opportunity to establish connections with their classmates, alumni, and professionals in their respective fields, which allows them to acquire valuable knowledge, guidance, and prospective prospects for their future careers (Li et al., 2021). ESNs can be utilized by faculty and staff for the purposes of professional networking, exchanging knowledge, and keeping up-to-date with industry developments.

Theme 4: Institutional Communication and Information Dissemination:

ESNs function as efficient communication channels for distributing crucial information and updates from the organization. ESNs facilitate efficient communication by consolidating and disseminating important information, such as announcements, event details, and policy changes, to the academic community in a prompt manner (Oostervink et al., 2016).

Theme 5: Community Building and Engagement:

ESNs facilitate the establishment of virtual communities within higher education institutions. These platforms enhance communication and interaction among students, instructors, and staff, promoting a feeling of community and interconnectedness (Scott et al., 2016). Community building and engagement through Enterprise Social Networks (ESNs) in a higher education setting are integral to fostering a sense of connection, collaboration, and shared purpose among students, faculty, and staff (Mohammed et al., 2023). Establishing a sense of community is essential for fostering a friendly and inclusive academic environment.

5. IMPLICATIONS

5.1 Managerial Implications

The managerial implications of implementing Enterprise Social Networks (ESNs) in higher education are profound and transformative. Through the use of these platforms, educational institutions can optimize communication and collaboration among diverse stakeholders, including students, teachers, and administrative staff. The use of Enterprise Social Networks (ESNs) enables clear and immediate communication, leading to improved decision-making and efficient distribution of information (Rode, 2016). Managers in higher education can employ Enterprise Social Networks (ESNs) to establish a more interconnected and involved academic community, encouraging cooperation on research endeavors, facilitating mentorship programmes, and boosting interdisciplinary efforts. In addition, ESNs offer significant insights about user engagement and interactions, allowing administrators to evaluate the efficacy of communication tactics and make informed decisions based on data (Jorge et al., 2020).

The use of ESNs is in line with contemporary workplace patterns, equipping students for cooperative and digitally-integrated professional settings. Hence, the management ramifications entail optimising Enterprise Social Networks (ESNs) to enhance the overall communication, collaboration, and strategic decision-making processes in higher education environments.

5.2 Policy Implication

Policy makers can use the information to develop a comprehensive policy framework that outlines the purpose, goals, and guidelines for the use of enterprise social networks in higher education institutions (Mohammed et al., 2023). Policy makers can use the information to develop policies that promote accessibility and inclusivity in enterprise social network usage. It will help policymakers in fostering policies that promote collaborative research and innovation through enterprise social networks (Wang et al., 2023). Encourage the sharing of research findings, collaborative projects, and interdisciplinary exchanges within the academic community.

6. CONCLUSION

The adoption of Enterprise Social Networks (ESNs) in higher education has emerged as a burgeoning phenomenon, providing a medium for interaction, cooperation, and dissemination of knowledge among students, teachers, and staff. ESNs are digital platforms specifically created to streamline social interaction and information sharing within an organization (Kazemian & Grant, 2022). When ESNs are carefully organized and accompanied by competent staff and faculty, they may provide learning settings that promote sociability. Our study reveals that these systems have the potential to construct social network spaces that offer more than mere social interactions. ESNs have the capability to facilitate learning even in informal learning environments where the educational purpose is not as clearly defined as in formal online class settings (Luqman et al., 2020). To establish such communities in higher education, it is crucial to acknowledge the significance of the community manager position, which may not be present in some programmes, in facilitating the success of ESNs. The community manager plays a crucial role in acting as the instructional presence for participants (Kwahk & Park, 2016) This implies that community managers and faculty/staff who are dedicated to participating in these informal learning spaces may still be necessary to create a cohesive element for informal learning.

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