

Communication, Technology, and the Future of Work

Working group organizers

Anu Sivunen, University of Jyväskylä

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The working group convenes in room **A08**

pe 12.4. klo 14.45–16.15

Matti Laukkarinen: *Navigating algorithmic opacity with algorithmic competence – Examining recruiters’ autonomy-enhancing strategies on professional social media platforms*

Rasa Jämsen: *Most valuable player? The role of gamified work environment in media workers’ intra-organizational coopetition*

Aleksi Koski & Markus Mykkänen: *Low-Threshold Tool for Document Based Journalism*

Kaisa Pekkala: *Organizational Voicing Architectures*

la 13.4. klo 9.00–10.30

Roundtable on communication, technology and the future of work

Abstracts of the Working Group

Matti Laukkarinen, University of Jyväskylä

Navigating algorithmic opacity with algorithmic competence – Examining recruiters' autonomy-enhancing strategies on professional social media platforms

In recent years, professional social media platforms (PSMs) have become significant intermediaries in labor matching, facilitating communication between the supply and demand of labor. Though primarily seen as networking platforms where users can establish professional connections, they also provide users with various search and recommendation mechanisms that effectively turn them into algorithmic-assisted hiring platforms. Through the built-in mechanisms, recruiters can cost-effectively use professional social media platforms to actively search for potential job candidates from the platform's user base.

The debate over the use of algorithmic systems in recruitment and hiring has predominantly revolved around the issues regarding discrimination and validity, leading to a contentious discussion on their use in recruitment processes. This presentation takes a different stance by highlighting that a crucial aspect of algorithmic-assisted recruiting systems is their impact on recruiter autonomy. Based on 41 in-depth interviews with recruitment professionals who use LinkedIn for proactive candidate search, my presentation offers insights into the disparities between recruiter autonomy and algorithmic platform mediation. I will explore what kind of strategies recruiters employ to maintain autonomy on professional social media platforms and what are the underlying motivations behind these strategies.

Facing frustration caused by opaque and fluctuating algorithms, recruiters strive to achieve autonomy from unwanted platform mediation by developing various strategies. In my presentation, I'll explore how algorithmic competence supports autonomous decision-making and enables recruiters to effectively maneuver through challenges posed by algorithmic opacity. I will discuss how possessing algorithmic competence assists recruiters in aligning their recruitment decisions with self-determined values and goals. Additionally, I will delve into how this proficiency correlates with recruiters' ability to implement and maintain responsible hiring practices.

Rasa Jämsen, University of Jyväskylä

Most valuable player? The role of gamified work environment in media workers' intra-organizational cooperation

The development of digital platforms used in organizations has granted a possibility for measuring employee performance through different kinds of analytics. Datafication, referring to as collecting, storing and visualizing data (e.g., Flensburg & Lomborg, 2021), has been found to accelerate the quantification of both work (Berman & Hirschman, 2018) and workers (Armstrong et al., 2023). As an example of such quantification, performance rankings have been seen as evidence of gamification of work, where game-like designs are adopted to organizational activities (Deterding, 2015; Hamari et al., 2014). Media organizations provide a prime context to study the links between datafication and gamification in organizations, as audience metrics are used to evaluate both the products and the media workers creating those products.

Based on empirical findings, this presentation demonstrates how gamification emerges in the ways in which audience metrics dominate both the work environment and communication in media organizations, and how visible performance metrics create tensions between media workers. On the one hand, rankings of successful stories motivated media workers to join forces in achieving what was defined as a win by numbers, but on the other hand, they prompted comparisons and even conflicts between colleagues, when after all, only one could win the game. This way, datafication fostered intra-organizational cooperation in which employees balanced and negotiated between collaborating and competing with their colleagues. Moreover, instead of gaming the metrics system itself to manage impressions of themselves (as shown in prior research on other contexts, see Leonardi & Treem, 2012; Treem et al., 2023), media workers played with the meaning, value and credibility of the metrics.

Through engaging in data opportunism and data skepticism, media workers interpreted data and its meaning in a context-specific way that supported their position in a cooperative work environment.

Aleksi Koski, University of Jyväskylä & **Markus Mykkänen**, University of Jyväskylä

Low-Threshold Tool for Document Based Journalism

Producing high-quality stories quickly is crucial for both ideological and economic reasons in journalism. Our survey conducted in 2016 among journalist union members revealed that the main reason for not using documents in reporting was the time-consuming nature of document requests and review.

Documents play a vital role in journalism quality, especially in investigative journalism, where sensitive issues often require verification beyond interviews. The increasing time pressure on journalists makes document-based reporting challenging. Investigative journalists have long relied on data journalism to enhance information retrieval. However, dwindling time resources have made investigative and data journalism a luxury primarily for major media houses. Smaller news outlets struggle to afford specialists, specialized teams, or tools.

Even semi-automatic journalism today requires an understanding and expertise in AI. Whether it is a permanent state or a temporary phase in the development of news media work, over the decades, also various AI-less programs have been developed to streamline document review. We propose that in situations where journalists lack data journalism expertise or assistance, they could still enhance their news work with technical aids.

In the initial phase of our research project 'Enhancing Journalistic Information Retrieval with Text Analysis Tools', we compared various text analysis tools based on journalistic and practical criteria. We concluded that Voyant Tools best meets journalists' needs. In the presentation, we share our preliminary findings on the effectiveness of Voyant Tools in supporting journalists' news work. The project is funded by Media Industry Research Foundation of Finland.

Research report of the first phase:

Mykkänen, M., & Koski, A. (2023). Journalistisen tiedonhankinnan tehostaminen tekstianalyysityökaluilla: Tutkimushankkeen loppuraportti ja ohjelmistoarvioinnit toimituskäyttöön. Jyväskylän yliopisto. <https://doi.org/10.17011/jyureports/2022/>

Kaisa Pekkala, LUT University

Organizational Voicing Architectures

Digital communication technologies, particularly social media, enable members of organizations across all functions to communicate with external stakeholders. This has required organizations to rethink and restructure their communication management, especially the orchestration of their communicative human resources. Using a qualitative case-study approach, this article examines how professional service organizations create and maintain their stakeholder relations in the contemporary media landscape. We pay particular attention to the managerial approach towards organizational voicing, which refers to the orchestration of communicative human resources shaping "how employees do voice and the way they make themselves heard" (Cassinger & Thelander, 2020 p. 198). Distribution of agency in relation to organizational voice has been discussed under the term polyphony (Christensen & Cornelissen, 2011), in these settings, it has become critical to be able to generate different voices (plurality) that shape what becomes an organization voice (unity). The findings of this study show that organizations have created structural architectures that they use as a basis for communication management. Based on these findings, the study introduces a novel framework of organizational voicing, which refers to the conceptual structure and overall logical arrangement of organizational representatives in the corporate communication system.

Cassinger, C. Thelander, A. (2020) Voicing the organization on Instagram: towards a performative understanding of employee voice *Public Relations Inquiry*, 9(2), 195-212.

Christensen, L.T. and Cornelissen, J. (2011). Bridging Corporate and Organizational Communication Review, Development and a Look to the Future. *Management Communication Quarterly* 25(3), 383-414.