

Exploring the Impact of Social Media Use on Team Feedback and Team Performance in Construction Projects: A Systematic Literature Review

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Abstract: This systematic literature review examines the effects of social media use (SMU) and practices (SMPs) on team feedback (TF) and performance (TP) within the context of construction project management. It explores the complex interactions between SMU and SMPs and their impact on communication, collaboration, and stakeholder involvement in construction projects. The study investigates how these digital practices transform traditional methods of team interaction, feedback processes, and overall team performance amidst the challenging and diverse backdrop of construction sites. The goal of the review is to offer a detailed insight into the contribution of social media to contemporary construction project management, underscoring its value in boosting team communication, coordination, and effectiveness. This research is pivotal for decoding the changing dynamics of construction management, where digital tools and platforms play a crucial role in achieving project success. The anticipated outcomes are poised to provide significant implications for construction industry professionals, guiding them in harnessing social media for enhanced project management and team cooperation.

Keywords: social media use (SMU); social media practices (SMPs); social media (SM); team feedback (TF); project management; team performance (TP); construction site management



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1. Introduction

Construction work is challenging due to the unique nature of construction projects, and construction project management requires the application of knowledge to meet project requirements [1]. It is common for construction teams to seek additional knowledge to complete work tasks because of the dynamic and complex nature of construction projects [2]. Since the knowledge needed to complete a construction project is held by project team members, knowledge sharing is crucial to integrate distributed knowledge and achieve project performance [1]. Other critical elements in construction are the communication and coordination between team members on a construction site [3,4].

Three project-management-based theories have been applied in the project context: stakeholder management theory, social exchange theory, and knowledge-based theory [5]. From the standpoint of work organizations, SM has emerged as a valuable information channel, allowing employees to search for and access relevant information through collaborative efforts [6]. According to Ma et al. [7], Kanagarajoo et al. [8], using SM at work has positive effects on teams' processes such as communication, knowledge sharing, and coordination. In addition, the created perception of social presence/intimacy [9] and real-time/immediacy transparency [10] are emphasized as a strong argument for organizations using SM in projects. There is limited knowledge about how SM

use affects employees in the construction industry [11]. Using SM for project management creates several limitations, including (1) *behavioral* (a “write first, think later” tendency; a lack of focus and direction in discussions); (2) *cognitive* (impaired decision-making due to a lack of appropriate and complete information); and (3) *environmental* (management of access control and accountability; information leakage) [12–14]. Other limitations to adoption include the lack of trustworthiness, confidentiality/privacy [15], the leakage of sensitive key project data, being among the biggest threats [13], the lack of clarity of ownership of technical infrastructure (many people blend private devices, accounts on platforms, etc.) or inclusive SM rules, software breakdown problems, resistance from older staff members, and data synchronization problems, according to [16].

Furthermore, previous studies have suggested that using innovative information technologies is a common approach to enhance teams’ processes in construction projects [17,18]. Many construction companies have implemented SM platforms to improve project team processes [19,20]. SM enable users to communicate and produce content without being physically present, as noted by Zhang et al. [21]. SM platforms can assist organizations in getting around geographical restrictions by allowing team members to communicate constantly online. According to Aichner and Jacob [22], SM can be classified into various categories, including social networking sites, blogs, forums, micro-blogs, photo- and video-sharing platforms, product/service review sites, evaluation communities, social gambling sites, and other online platforms. SM platforms named in the literature such as Slack, Twitter, WhatsApp, Facebook, YouTube, LinkedIn, WeChat, Wikipedia, Instagram, and TripAdvisor, online forums, ratings, and review forums are not only transforming the way people communicate in everyday life, but also open up new chances for effective collaboration [7,8,23–27].

Hasan et al. [19] also argue that the use of SM has changed how knowledge is shared in construction projects due to their mobility. Despite the adoption of SM technologies by construction project teams, there is a lack of empirical research on the impact of SM use at work on construction project teams’ processes and management performance, leading to uncertainty about the benefits of SM and the reluctance to adopt them in the construction industry. Additionally, there is currently no effective framework to integrate these elements and provide a comprehensive explanation of how SM use affects teams’ processes and performance. However, for SM use in construction projects to be fully beneficial, it must adhere to a set of standards [13]. Some of the underlying principles that need to be looked at include a clear definition of the purpose and format of SM use, clarification of restricted and confidential project information, defining the roles and responsibilities of project team members, and establishing rules for differentiating between professional and private presence [8]. One of the more-confusing problems facing site teams today is finding ways to fairly and efficiently manage teams and team members while giving incentives to improve productivity and performance, which could be achieved through effective team feedback [28].

This research aims to investigate the impact of SM practices (SMPs) on projects and project management, specifically in relation to team feedback and team performance. This study will use bibliometric and systematic review analysis to tackle the following research questions:

- RQ1. *What are SMPs in projects, and what is the relation between social media use (SMU) and SMPs in projects?*
- RQ2. *How do SMPs affect team feedback (TF) and team performance (TP) in construction site management?*
- RQ3. *Does team feedback (TF) received through SM have a significant impact on the team performance (TP) of on-site activities?*

Figure 1 shows the relationship between the research questions.

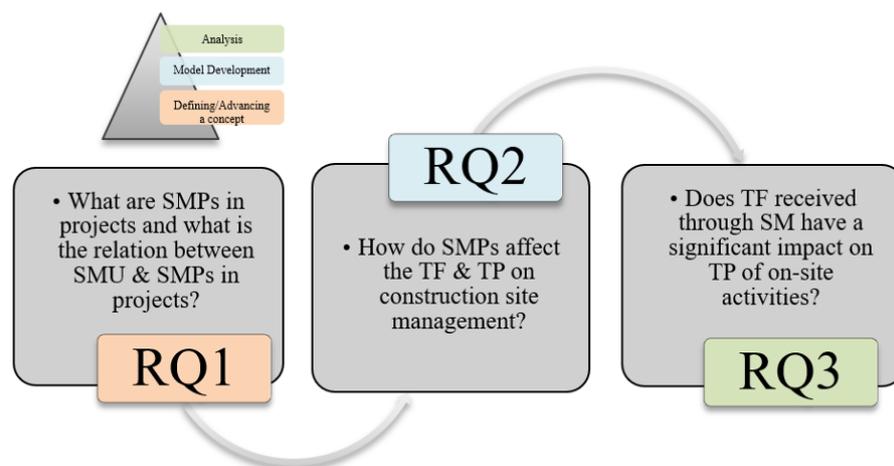


Figure 1. The relationship between the RQs of the current research.

The answers to these questions will guide the reader and enrich their comprehension of the present progression of SMPs and their influence on projects and project management. The main contribution of knowledge for this research is understanding how SM change team feedback and team performance in construction site management. This paper specifically examines the role of social media in the site phase of construction projects, offering a detailed exploration of its impact and applications in this particular context. While the construction sector encompasses various stages, including design, planning, and post-construction, the current review intentionally narrows its focus to the site phase. The site phase in construction refers to a critical stage in the life-cycle of a construction project, encompassing a range of activities that take place at the physical location where the project is being built. This limitation is to ensure depth and specificity in our analysis, acknowledging that each phase of construction has unique characteristics and requirements for social media integration. It is important to note that this paper does not encompass the entirety of the construction sector's phases, presenting an opportunity for future research to explore the role of social media in other phases like design, planning, and post-construction. Such investigations could provide a comprehensive understanding of social media's multi-faceted impact across the entire life-cycle of construction projects. Table 1 compares the contributions of different review studies with the current study.

Table 1. Summary of literature contributions.

Reference	Year	Contribution
[29]	2016	Investigates social network analysis in construction project management, noting key contributors and research trends.
[30]	2018	Analyzes 103 papers on social media in knowledge sharing, identifying research gaps, and practical implications.
[31]	2019	Integrates theories of team formation, social networks, and collaborative teams in construction management, identifying research gaps.
[12]	2020	Examines the use of social media in project management.
<i>Current study</i>	2024	Investigates the transformative impact of SMU and SMPs on TF and TP in the context of construction project management.

This paper is structured as follows. The next section outlines the literature review. It is followed by the Methodology Section, then the Discussion Section, which outlines the significance of the findings, in light of the existing literature including further research

areas reviewed, and the final section, in conclusion, summarizes critical aspects of the study along with the limitations and future directions.

2. Literature Review

2.1. Social Media Definition

Social media (SM), as initially defined by Kaplan and Haenlein [9], are a collection of Internet-based applications built on the technological and ideological foundations of Web 2.0, allowing for the creation and exchange of user-generated content. This encompasses a multisensory communication platform, enabling users to create, share, receive, and comment on social material among multiple users, thus differing from social networking, which is more-direct and two-way in nature [32]. Even though the phrases “social media” and “social networking” are frequently employed interchangeably and have some overlap, they are not equivalent. An SM operates as a communication platform that delivers a message, such as requesting something [15]. Kaplan and Haenlein [9] mentioned that communication through social networking is two-way and direct, and information is shared among a variety of parties. Several ways can be employed to categorize SM, including collaborative projects (e.g., Wikipedia), content communities (e.g., YouTube), social networking sites (e.g., Facebook), and virtual games and worlds (e.g., World of Warcraft, Second Life). The importance of SM in communication and knowledge sharing [8], the created perception of social presence/intimacy [9], and the real-time/immediacy transparency are emphasized as strong arguments for organizations using them in projects.

In contrast, SM in construction projects offer a wider scope, incorporating tools like blogs, content communities, and social networking sites, as described by Kaplan and Haenlein [9]. The applications are varied, including enhancing communication within the supply chain and supporting collaboration, especially in projects with teams spread across different locations. For instance, Kaplan [32] discussed how mobile social media can be leveraged for marketing research and relationship development in construction projects. Here, the focus is broader, extending communication beyond the internal team to include public and external stakeholders. SM serve as platforms for real-time interaction, facilitating a more-inclusive and participatory approach in construction processes, as illustrated by the use of social media for stakeholder engagement in international projects [33]. This expansive approach to communication harnesses the potential of SM to reach and engage a wide array of participants, from team members to the general public.

2.2. Using SM in Project Teams

SM serve as potent platforms for social networking, offering a range of information and communication tools that facilitate multiple communication channels in both social and work settings [34]. Despite extensive research on the individual and organizational impacts of SM use [35,36], its effects at the project level, particularly in the construction sector, are less understood, warranting further exploration [7]. Recent studies have begun to reveal the benefits of SM use in construction organizations, such as enhanced knowledge accessibility, reduced costs, and improved customer relations [37]. Facebook, LinkedIn, and Twitter have been identified as popular SM platforms among construction professionals [20], while in China, platforms like WeChat and DingTalk are gaining prominence in various industries, including construction [23]. Azhar and Abeln [38] noted the advantages of SM platforms in increasing communication effectiveness in the construction industry, while Hasan et al. [39] argued that SM technologies contribute to increased construction productivity through improved communication and knowledge sharing.

SM offer flexible platforms for various forms of collaboration in the workplace, ranging from simple task coordination to complex collaborative efforts [40]. They allow for active involvement through collaboration embedded within informal social interactions, fostering a shared vision among group members and aligning goals. The use of SM enhances collaboration, communication, and teamwork in work environments. Cao et al. [41] indicated that SM usage significantly contributes to the development of

employees' social capital, as evidenced by the formation of network links, a shared vision, and trust, which facilitate knowledge transfer within organizations. This, in turn, positively impacts work performance.

Furthermore, Cummings [42] suggested that the positive correlation between knowledge sharing and team performance is bolstered by network diversity. SM platforms are categorized into work-oriented types like Microsoft Yammer and Slack and socialization-oriented types such as task management tools and internal corporate communication platforms, acknowledging the dual nature of SM use in addressing both the work-related and social needs of employees [23]. The synergy between these categories enhances team and employee performance, where work-oriented SM platforms offer tangible benefits like efficient communication and job monitoring, while socialization-oriented platforms contribute to effective relationships and trust, crucial for team performance [43].

2.3. SM and Knowledge Sharing in Project Management

Knowledge sharing in project management, particularly within the context of SM, is an evolving area that has garnered considerable attention in recent years. Ma et al. [7], Dong et al. [44] define knowledge sharing as the effective communication of knowledge from a source to a recipient, fostering learning and the application of that knowledge. SM platforms, as described by Leonardi [45], serve as "leaky pipes" for communication, enhancing the accuracy of members' metaknowledge—the awareness of who knows what and whom. This facilitates knowledge sharing in a community where members engage in public communication.

Trust is identified as a critical prerequisite for effective knowledge sharing [46]. Studies by Cramton et al. [47] and Ma et al. [7] suggest that visibility in communication plays a crucial role in building interpersonal trust, which is essential for knowledge sharing. Neeley and Leonardi [48] emphasize the importance of informal interactions within organizations for fostering this trust. They found that employees' use of SM for both non-work and work-related content aids in acquiring necessary knowledge while developing a sufficient level of trust for knowledge sharing. Song et al. [23] further illustrate that SM platforms oriented towards socialization are particularly effective in facilitating team knowledge sharing. In the construction project context, Ma et al. [7] note that the use of SM enhances visibility and informal interactions, thereby fostering trust among project teams and promoting knowledge sharing.

Furthermore, knowledge sharing on SM platforms has been recognized as a crucial tool for large groups to connect and exchange knowledge [9,49]. Organizations are increasingly encouraging the use of SM for knowledge sharing, as they enable efficient information flow within and between teams [50]. Ahmed et al. [30] identified three distinct activities that enhance the benefits of SM for knowledge sharing: knowledge-seeking, knowledge-contributing, and social interactivity.

In terms of measuring knowledge sharing in virtual teams, two theories are prominent: the social exchange theory and the knowledge-based theory [5,51]. According to the knowledge-based theory, each team member is a potential source of knowledge, and virtual teams built on SM can share information more effectively due to faster dissemination and a smaller internal feedback loop. The social exchange theory, on the other hand, posits that individuals act to maximize reward with minimal effort. While SM facilitates rapid information sharing, they may also lead to delays in project completion if team members are hesitant to share knowledge due to the extra effort required to interpret ambiguous information [52]. These studies collectively highlight the transformative role of SM in knowledge sharing within project management, emphasizing the importance of trust, visibility, and informal interactions in promoting effective knowledge exchange. Table 2 provides a summary of the main challenges faced when using SM for knowledge sharing [30].

Table 2. Summary of primary issues of using social media for knowledge sharing.

<i>Reference(s)</i>	<i>Key Challenges (Paraphrased)</i>	<i>Definitions</i>
[50]	Distributing evolving and implicit knowledge	Exchanging knowledge that is constantly changing and not easily articulated.
	Expenses involved in knowledge documentation	Costs associated with converting knowledge into a written or digital format.
	Perceived absence of individual gain	Belief that sharing knowledge does not provide personal advantages.
	Apprehension about diminishing knowledge influence	Fear that sharing knowledge will reduce one's own influence or control.
	Hierarchical and power dynamics	The influence of organizational hierarchy and power on knowledge sharing.
[53,54]	Knowledge sharing across different departments or groups	Exchanging knowledge between various parts of an organization.
	Influence of organizational atmosphere on knowledge sharing	How the workplace environment affects the sharing of knowledge.
	Lack of guidance from leadership and management	Absence of clear direction or support from leaders for knowledge sharing.
	Development of mutual trust for knowledge exchange	Building trust among colleagues to facilitate the sharing of knowledge.
	Readiness to utilize documented knowledge	Willingness to use knowledge that has been formally recorded.
	Reluctance to disseminate knowledge	Hesitation to share knowledge with others.
	Personal incentives and recognition systems	Motivation linked to personal gains and formal recognition.
	Decision to use new tools (like SM) for knowledge sharing	Choosing to adopt social media for sharing knowledge.
[55]	Low levels of user engagement and participation	Low involvement or activity by users in knowledge-sharing platforms.
	Individual gains from knowledge sharing	The personal benefits received from sharing knowledge.
	Perception of knowledge sharing via SM as low priority	Seeing the use of social media for knowledge sharing as not important.
	Distrust in knowledge-sharing processes	Lack of trust in the process and outcomes of sharing knowledge.

2.4. SM and Coordination in Project Management

SM have become increasingly significant tools for coordination in project management. According to Briscoe and Rogan [56], coordination is essential in integrating different components within an organization, especially in complex projects like construction. SM platforms offer a new avenue for both individual and group interactions, streamlining coordination and enabling the creation of chat groups for efficient communication [57]. These platforms are especially beneficial in construction projects, where tasks are often interdependent and delegated to individuals [18]. Online communities formed by project members on these platforms facilitate the sharing of work structures, goals, schedules, rules, and procedures, contributing to a shared understanding of the project [58,59]. Yu et al. [60] point out that such online communities also help mitigate information and communication overload, thereby enhancing team coordination efficiency.

Research indicates that, while SM use at work impacts coordination, its effect is somewhat weaker compared to communication and knowledge sharing [7]. However, SM remain new-generation collaboration tools that align tools, tasks, and teams, thereby facilitating team coordination [40]. Majchrzak et al. [61] highlight the importance of metavoicing and triggered attending in facilitating interactions essential for coordination. Imran et al. [62] found that SM contributes to relationship building, trust, coordination, and cohesion in project management. Moreover, Juarez-Ramirez et al. [63] demonstrated that platforms like Facebook and G+ motivate team members, particularly younger developers, to remain online, thus aiding in communication and coordination in software projects.

In summary, SM platforms have emerged as powerful tools for enhancing team coordination in project management, particularly in complex and geographically dispersed projects. They facilitate efficient communication, foster shared understanding, and support relationship building, which are key elements for successful project coordination.

2.5. SM and Communication in Projects

Effective communication is fundamental to project management, impacting various stages and aspects of project teamwork. In the initial stages of a project, effective communication aids in establishing clear objectives and strategies as described by Mathieu and Schulze [64]. As projects progress, communication becomes vital during action episodes, defined by Marks et al. [65] as periods of active task engagement by team members.

Research underscores the importance of communication in facilitating essential teams' processes that drive performance. These processes include monitoring progress, systems monitoring, team monitoring, backup behavior, and coordination [65,66]. Effective communication is the most-influential attribute in enhancing team performance [67], fostering trust, cohesion, and improved performance, especially in virtual teams [68]. Moreover, Salvation [69] notes that effective communication in project teams enables goal achievement and reduces workplace conflicts.

However, challenges arise during action episodes due to distributed attention and multitasking [70], which can lead to slow response times and progress delays [71]. Despite these challenges, the utilization of SM platforms has been shown to significantly improve communication among project team members. SM platforms support real-time information exchange and are increasingly essential in various industries, including marketing, healthcare, and IT [10]. They facilitate continuous communication, even after task assignments, and enable instant feedback and two-way communication [11]. Teams utilizing SM platforms tend to achieve better outcomes with less effort, highlighting the platform's potential in project management [70]. Project managers can leverage these platforms for both formal and informal communication, aiding in coordination and status understanding [72]. In addition, the use of SM platforms contributes to improved team synergy, enhanced trust, faster communication, cost savings, and improved response times, as stated by Kanagarajoo et al. [8].

Hence, effective communication is a critical component of successful project management, significantly impacting team performance across various stages and activities. The integration of SM platforms further enhances this impact, facilitating real-time, efficient communication and collaboration within project teams.

2.6. Feedback in Teams

Feedback is described as the sharing of information about actions, events, processes, or behaviors related to task completion or teamwork to team members or the entire team [73–76]. Giving teams feedback has been promoted as a significant strategy for enhancing their performance and ability to learn [76]. A study also demonstrated that performance and occasionally a wide range of crucial teams' processes and states (such as motivation, team goals, collaboration, and cohesion) may be influenced by feedback, as well as, on occasion, performance [77].

Feedback is vital for enhancing individual and team performance in various contexts, including construction projects. It is a dynamic two-way process involving both the sender(s) and receiver(s) [78]. Feedback actions, defined as information provided by an external source about specific aspects of an individual's task performance, as stated by Kluger Denisi [79], enable individuals to adapt and refine their efforts. This information can relate to both successful and unsuccessful actions, shaping specific social roles in pursuit of goals [80]. In the construction industry, feedback has numerous applications. For instance, user feedback from multifamily housing projects has led to suggested construction details to satisfy users' privacy needs [81]. Additionally, technologies like 4D CAD and linear scheduling offer clear, multi-dimensional feedback to project teams, aiding in the identification of effective construction strategies [82,83]. In multidisciplinary design teams, individualized peer feedback, where students select performance competencies and cite specific behavioral examples, has proven effective [84]. Geotechnical monitoring in tunneling projects serves as a technical quality element in the feedback control system [85].

Effective teamwork relies on feedback [76,86]. Teams learn from feedback when members share information, add meaning to assertions, build understanding, and constructively discuss disagreements [87,88]. Feedback in the workplace serves several positive purposes, such as directing behavior, influencing performance goals, educating employees on their strengths and areas for improvement, and providing reinforcement. However, some individuals may react negatively to feedback due to evaluation anxiety and concerns about others' responses [89].

Team Feedback on Construction Sites

Team feedback is essential in construction site management for regulating activities and teams' processes. Traditionally, managers relied on personal experience and peer advice for task interpretation and completion [90]. However, the industry has evolved to recognize the importance of more-structured feedback mechanisms. Goal setting and feedback methods significantly improve safety performance on construction sites, with commitment to safety being crucial for success [91,92]. Feedback reduces risk-taking among contractors, thereby improving occupational health and safety performance [93]. Dialogue-based feedback enhances team understanding and acceptance of change, leading to improved performance and change acceptance [94].

The introduction of SM technology in the construction industry facilitates instant information sharing, timely updates, and immediate input among team members [95]. SM platforms are valuable channels for sharing solutions, feedback, and opinions, fostering knowledge exchange and collaboration within the construction community [30]. Additionally, a leading-indicator-based safety communication and recognition program in construction increased site unity and team building, highlighting the importance of engaging all workers through reliable and consistent communication infrastructure [96]. Enhanced communication, feedback, education, and regular observation can improve behavioral safety awareness among construction workers [97].

In summary, structured feedback mechanisms, supported by goal-setting, dialogue-based approaches, and modern communication technologies like SM, have become integral to improving safety, performance, and collaboration in construction site management. This evolution from reliance on individual experiences to structured, team-based feedback represents a significant advancement in the construction industry.

2.7. SM and Team Performance

Team performance in the construction industry, an "information-dependent" sector, is crucial for organizational success. Effective communication is vital for ensuring seamless collaboration and quality project delivery [98]. The industry has recognized the need for alternative communication methods, as challenges in communication can lead to increased expenses and impact project quality [16]. SM have emerged as powerful tools in this realm. They enhance information management and overall project performance by improving

information sharing, accessibility, and knowledge exchange [99–102]. Recent studies have shown that the social network model in construction fosters professional trust and strong communication, leading to high-performance teams [103]. SM's positive impact on project management includes time reduction [104] and their significant role in improving small and medium-sized enterprises' business performance by increasing knowledge accessibility and reducing costs [37].

Moreover, SM use at work positively influences knowledge acquisition, enhancing construction managers' work performance [11]. Both work-oriented and socialization-oriented SM use promote knowledge acquisition and project social capital, benefiting project performance [7]. However, it is important to note that, while SM facilitate collaboration and information sharing, team cohesion and trust dynamics are significant factors in their effectiveness [105]. In summary, effective knowledge sharing, information flow, and contributions are essential for success in the construction industry, and SM platforms are increasingly recognized as facilitators of these processes. They offer new ways of communication and collaboration, enhancing team performance and project management in construction [106].

3. Methodology

In the context of this research, a systematic literature review (SLR) was conducted with a focus on exploring the interplay between social media (SM) use, team feedback, team performance, and construction site projects. In July 2023, the SLR process commenced with a comprehensive collection of scholarly papers. A substantial dataset of 478 papers, including journal articles and book chapters, was initially gathered from renowned databases like Scopus and Web of Science (WoS). These sources served as primary data repositories for the study.

To refine this extensive collection, an exclusion criterion was applied. Papers that were not directly related to construction projects or SM use, as well as those not written in English were excluded from the dataset. This rigorous screening resulted in a distilled selection of 89 papers, which were then subjected to a detailed bibliometric and systematic review analysis.

The methodology underpinning this SLR adhered to the PRISMA protocol, ensuring a structured and systematic approach. The PRISMA protocol is primarily intended to guide the development of systematic review protocols and meta-analyses evaluating therapeutic efficacy. However, even for reviews that do not assess efficacy, authors are encouraged to utilize PRISMA due to the lack of existing protocol guidance. This protocol serves as a valuable resource for authors preparing systematic review protocols for publication, public consumption, or other purposes. It is also useful for individuals commissioning and potentially funding reviews, providing guidance to applicants on what should be included in their review protocols and aiding peer reviewers in assessing the completeness of a protocol [107].

The original PRISMA 2009 statement comprised 27 checklist items, which represented a minimum set of information required to convey in a systematic review report. These checklist items covered various aspects such as the rationale for the review, the databases used for study identification, the results of the conducted meta-analyses, and the implications of the review findings. Each checklist item was accompanied by an "explanation and elaboration" section, providing the rationale and additional guidance, along with exemplars to facilitate comprehensive reporting. The approach employed in this review aims to elucidate the relationships among authors, regions, keywords, and journal citations, while also providing a concise evaluation of the current state-of-the-art research fields and potential emerging trends [108].

The process unfolded in five key stages [109,110]:

- **Defining the study scope:** This initial phase involved establishing the boundaries and focus of the research, ensuring that the review remained aligned with its core objectives.

- **Formulating research questions:** Essential to guiding the review, research questions were crafted to direct the exploration and analysis of the gathered literature.
- **Selecting papers for inclusion:** Through the application of predetermined criteria, relevant papers were chosen for in-depth analysis. This stage was crucial in ensuring that only pertinent and high-quality literature contributed to the findings.
- **Conducting a bibliometric analysis:** This step involved a comprehensive examination of the selected literature, assessing aspects such as publication trends, thematic concentrations, and authorship patterns.
- **Presenting findings:** The culmination of the SLR, this stage involved synthesizing and reporting the insights gleaned from the systematic review.

To facilitate the search and selection of relevant literature, keyword searches were employed. The research utilized a specific keyword group: (“*Social media use*” OR “*Social media*”) AND (“*Project management*” OR “*Construction site*” OR “*Team feedback*” OR “*Team performance*”). This targeted search strategy ensured the identification of literature that specifically addressed the intersection of these critical areas. Figure 2 shows the overall methodology of this research work.

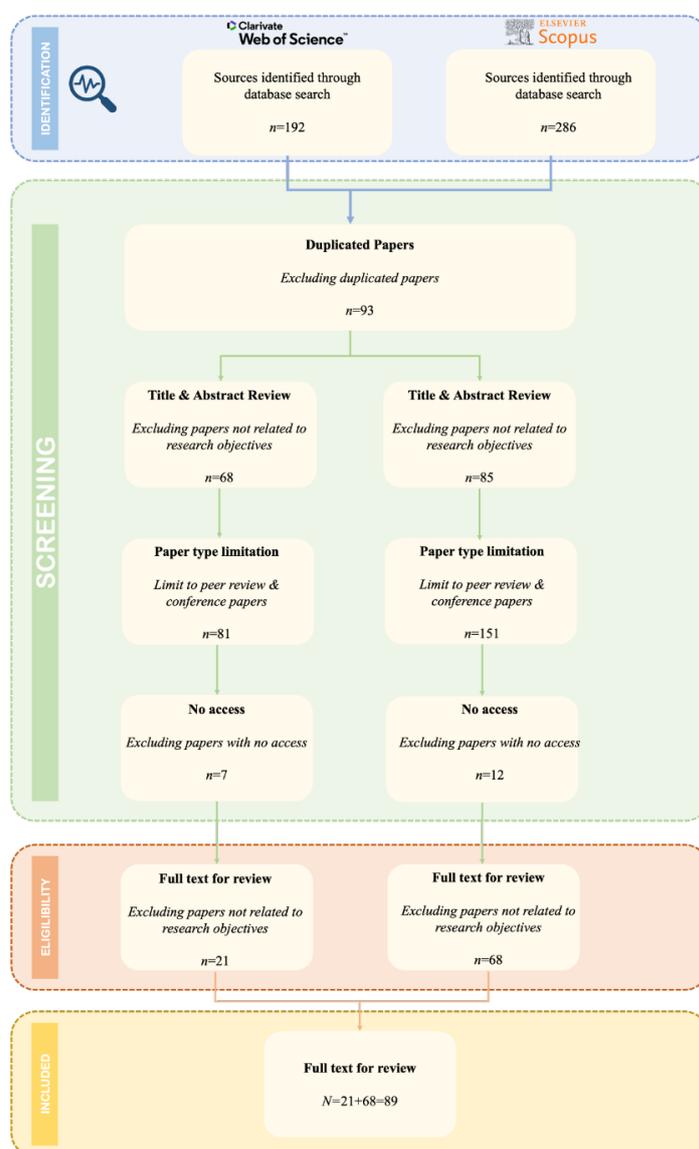


Figure 2. Methodology of the current research.

4. Results and Discussion

This paper is based on an intensive literature review, providing an overview of the impact of SM practices on projects and project management, specifically in relation to team feedback and team performance. The present study uses a systematic literature review of the scientific research related to SM in the construction industry during the research time frame from 2004 to 2022.

As shown in Figure 3, the number of papers published on “the impact of social media use on team feedback and team performance on construction projects” showed intermittent growth over the years. The data started with a consistent number of one publication per year from 2004 to 2006, after which there was a gradual increase, with a notable jump to three publications in 2009. The growth continued with minor fluctuations, reaching a peak of 12 publications in both 2021 and 2023. The year 2020 also stood out with a significant rise to 10 publications. The overall trend indicates a substantial growth in research output over the two decades, with an increase of 1100% from the starting point.

The noticeable increase in research publications on the use of social media in construction project management reflects the growing use of these platforms in work environments. As social media become key tools for gathering knowledge and building valuable relationships and resources within projects, its impact on the way teams manage projects and work together becomes more significant. This recognition of social media’s role is supported by studies like those of Ma et al. [3], which point out its vital function in overseeing construction projects. Additionally, social media’s ability to aid in communication, collaboration, and information management is crucial for improving work efficiency and helping employees grow, as seen in the findings of Hysa and Spalek [13].

Moreover, the beneficial influence of social media on job performance, as investigated by Jia et al. [11], suggests that its workplace use significantly leads to better management practices. The ability of social media to enhance a team’s creativity and innovation is highlighted in the research by Ali et al. [111], indicating its potential to encourage new and imaginative solutions within teams. Furthermore, the role of social media in making project management more time-efficient is an area of active study, offering practical advantages that have caught academic interest, as noted by Al-Shehan and Assbeihat [104]. The idea of construction projects as social networks, which promote trust and effective communication, leading to successful project teams, has also been explored in the literature, particularly in the work by Chinowsky et al. [103], showing the strategic importance of social media. Lastly, the changing research interests, including studies on trust in online teams and sharing expertise, show the changing role of social media in construction project management, as illustrated by Kaur et al. [105].

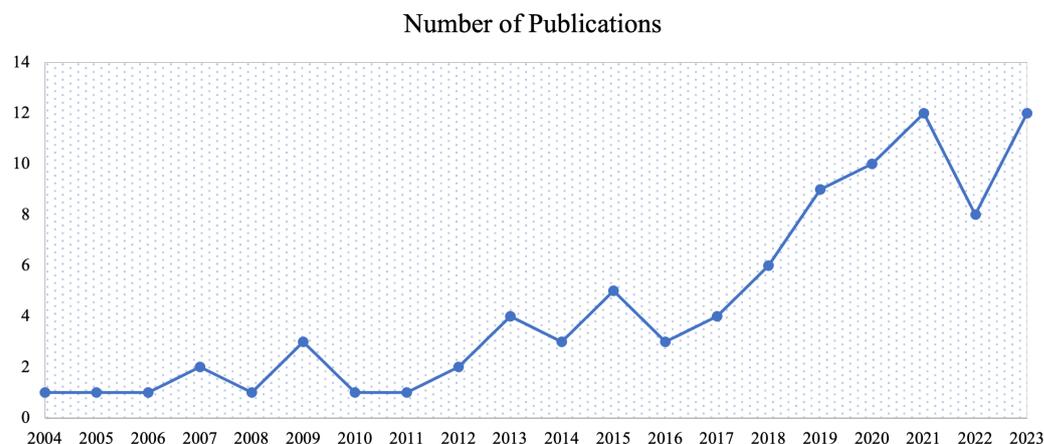


Figure 3. Number of papers published from 2004 to 2023 on the impact of social media use on team feedback and team performance on construction projects.

Table 3. List of keywords by occurrences.

Keyword	Occurrences	Total Link Strength
social media	61	147
project management	56	160
social networking (online)	27	105
human resource management	8	35
knowledge management	9	37
construction projects	7	39
economic and social effects	5	29
stakeholder	5	25
local participation	4	24
machine learning	4	15
learning systems	4	18
social network analysis	4	18
social network	4	13
team performance	4	7
innovation	4	9
Facebook	4	11
decision-making	4	16
project team	6	34
communication	6	11
construction industry	6	21
artificial intelligence	3	14
environmental economics	3	14
infrastructural development	3	18
knowledge sharing	3	18
stakeholder engagement	3	17
social media platforms	3	9
wikis	3	10
twitter	3	7
blogs	2	7
communication skills	2	4
construction project managers	2	14
decision support systems	2	10
digital skills	2	5
Instagram	2	4
knowledge	2	4
project performance	2	11
project stakeholders	2	11
public communications	2	9
stakeholders	2	8
survey	2	3
knowledge sharing	2	13

Figure 5 shows a network map of countries based on their research output on the impact of social media use on team feedback and team performance on construction projects. The size of the nodes represents the number of publications from each country, and the edges between nodes represent co-authorship between countries.

The figure shows that China, the United States, and Australia are the most-active countries in this field of research. China has the largest number of publications, followed by the United States and Singapore. These countries are also well-connected to other countries in the network, suggesting that they are playing a leading role in international collaboration on this topic. Other countries that are active in this field of research include France, Norway, Slovenia, Australia, Malaysia, India, Germany, and Lithuania. These countries are less well-connected to other countries in the network, suggesting that they are performing more research on this topic independently. The figure also shows some interesting relationships between countries. For example, China and Singapore are well-connected, suggesting that there is a strong collaboration between these two countries on this topic. China

is also well-connected to the United States, suggesting that there is some collaboration between these two countries as well. However, the United States is not as well-connected to other countries in the network, suggesting that it is performing more research on this topic independently.

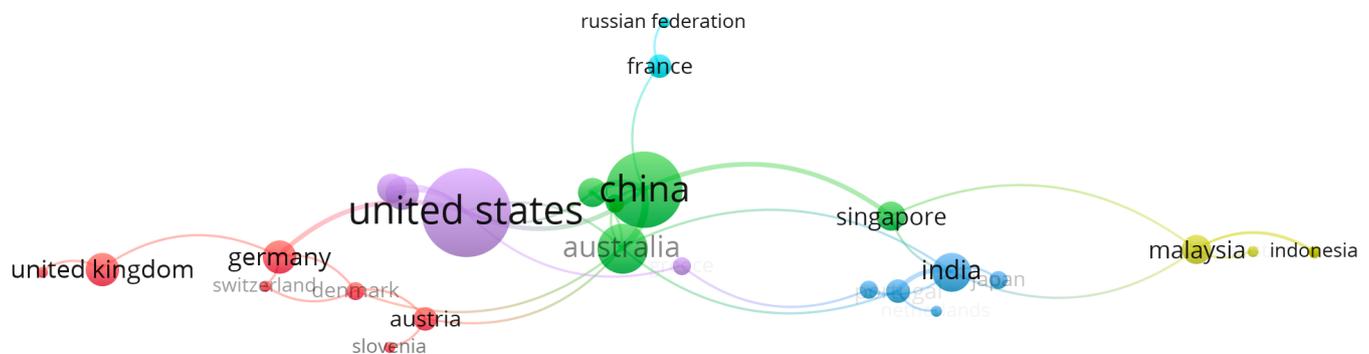


Figure 5. Network Analysis of Counties Using VOSviewer.

Consequently, the application of SM in the construction industry varies significantly across different countries. In a comparative study between China and the United States, Tang et al. [112] utilized social media data analytics to explore trends in the construction industry. They found that, while construction companies, workers, media, and unions in both countries showed similar trends in follower–following ratios and sentiment analysis, public accounts on Twitter in the U.S. focused more on public interests like safety and energy. This indicates a nuanced approach to social media usage in the construction industry, tailored to regional interests and concerns. Further analysis of social media’s role in the construction industry across other countries like Malaysia reveals that construction professionals perceive social media as offering more advantages than challenges, facilitating information dissemination and daily communication in construction projects [113]. This perspective underscores the global trend towards integrating social media into various industry sectors for enhanced communication and information sharing.

The utilization of social media in the construction industry, therefore, is not only diverse, but also reflects the unique economic, cultural, and social landscapes of each country. While countries like China and the United States exhibit similarities in certain aspects, the overall approach and focus areas differ, highlighting the importance of context-specific strategies in leveraging social media for industry advancement.

Table 4 presents a summary of the usage of various social media platforms across different fields with a specific focus on their application within the construction industry. Over the years, platforms such as Facebook, LinkedIn, and Twitter have been consistently utilized within the construction sector for purposes ranging from communication effectiveness to knowledge sharing and coordination. LinkedIn appears to be a common denominator across multiple references, highlighting its pervasive use for networking and professional communications. Particularly, in the construction industry, the trend has evolved from using platforms primarily for communication to more-complex functionalities like knowledge sharing, coordination, and information overload management by 2022. It is noteworthy that newer platforms such as WeChat and DingTalk have been gaining prominence in the construction field, as seen in the most-recent references, suggesting a shift towards platforms that may offer more-specialized or -diversified features conducive to the industry’s needs.

Table 4. Summary of social media platforms and their use in various fields.

Reference	Year	Platforms	SMPs	Field
[72]	2014	Facebook, Google+, and LinkedIn	Communication	Temporary organizations
[20]	2014	Facebook, Twitter, and LinkedIn	Communication effectiveness	Construction
[27]	2016	Slack	Communication and collaboration	Different industries
[114]	2016	Wikis, blogs, social networks, and LinkedIn	Treatment of lessons learned	Project management
[115]	2018	Social media tools (e.g., blogs, internal networks, wikis)	Knowledge creation capabilities	Different industries, including construction
[40]	2018	WhatsApp and WeChat	Coordination and collaboration	Different industries
[116]	2019	Facebook, LinkedIn, Twitter, and Google +	Communication	NA
[117]	2019	Facebook, Instagram, WhatsApp, LinkedIn, Twitter, and YouTube	Company's performance	Business
[118]	2020	WeChat, Weibo, Renren, Yammer, Mingdao, and Jingao	Communication/knowledge work	Software development
[51]	2020	Facebook, Twitter, and WeChat	Communication/member support/leader-member exchange/team member exchange	Marketing
[7]	2021	Facebook, Twitter, YouTube, LinkedIn, WeChat, and DingTalk	Knowledge sharing/coordination/communication	Construction
[119]	2022	WeChat and DingTalk	Communication effectiveness/collaboration	Construction
[7]	2022	WeChat and DingTalk	Knowledge acquisition/information overload	Construction
[27]	2016	Slack	Communication and collaboration	Different industries
[14]	2022	LinkedIn, Google Hangouts, Dropbox, SlideShare, Flickr, WhatsApp, GoToMeeting, WhatsApp, and Facebook	NA	Project Management
[120]	2022	WeChat	Communication	Different industries

A comparative analysis reveals that, while traditional platforms like Facebook and Twitter were initially dominant, there has been an observable transition towards applications like WeChat and DingTalk and specialized tools such as Slack. This shift could be indicative of the construction industry's growing demand for platforms that facilitate not just communication, but also collaboration and the streamlined management of information. The adoption of platforms such as WeChat and DingTalk, which are known for their robust communication and collaboration features, reflects an increased focus on enhancing communication effectiveness and tackling information overload, which are crucial aspects in managing construction projects. The table also subtly indicates a potential correlation between the evolution of project management practices and the integration of social media tools that are tailored to support these complex processes within the construction industry.

4.1. What Are SMPs in Projects, and What Is the Relation between Social Media Use and SMPs in Projects? (RQ1)

Social media practices (SMPs) in projects encompass the strategic use of social media platforms to achieve specific objectives like communication, collaboration, knowledge sharing, and stakeholder engagement. The interplay between social media use (SMU) and SMPs significantly impacts project performance and team dynamics. Platforms such as Slack enable real-time communication and collaboration, essential for effective project management [8,24,27,121]. The immediacy of social media benefits project managers in maintaining touch with team members and coordinating communication [10].

The adoption of SM in organizations is facilitated by leadership that fosters a knowledge-sharing culture aligned with business needs [122]. Social media platforms, including Twitter and Facebook, serve as tools for corporate communication, knowledge sharing, and engaging external stakeholders, thus enhancing project collaboration [123,124]. Recent research indicates that social media fosters workplace learning in globally dispersed project environments, contributing to virtual collaboration and socialization, and plays a significant role in building relationships, trust, coordination, and cohesion in project management [62].

Moreover, social media strategies in large projects, such as organizational promotion and community engagement, are vital for stakeholder management and brand advocacy [125]. However, SM can also lead to challenges such as distrust and division among managers and communities [126]. Ultimately, strategic SMU and SMPs contribute to project success and efficient management, offering a balanced approach to knowledge sharing, social engagement, and collaboration [104].

Quantitative studies reveal varied impacts of SMU and SMPs on project management and team performance. Facebook use at work negatively correlates with project success, while LinkedIn and other platforms positively influence project outcomes [127]. Social media collaboration in software project management enhances team performance, trust, and cohesion [62]. While social media use in project management poses challenges like behavioral and cognitive issues [14], it also offers opportunities for enhanced communication, knowledge management, and productivity [13]. Organizational use of social media positively impacts business outcomes and customer satisfaction, influenced by various factors [115]. However, the lack of a strategic approach often limits the effectiveness of social media in project management [8,12].

In conclusion, the relationship between SMU and SMPs in project management is multifaceted. Social media platforms can significantly enhance project success and team dynamics, but their effectiveness depends on strategic alignment with project goals and managing potential risks. Understanding and leveraging this relationship is key to maximizing the benefits of social media in project management.

4.2. How Do SMPs Affect Team Feedback and Team Performance on Construction Site Management? (RQ2)

Social media practices (SMPs) in construction site management have a multifaceted impact on team performance, communication, and feedback dynamics. The utilization of SM, such as Twitter, has been identified as a useful tool for enhancing communication,

education, and positive feedback within teams. This results in improved team performance and engagement [128]. Furthermore, the social network model of construction strengthens professional trust and robust communications, thereby leading to the formation of high-performance project teams [103]. Social media networks also contribute to improving project team dynamics and ensuring greater user involvement, senior management commitment, and meeting user/system requirements [129]. Notably, SM in the community of practice-based discussion groups positively affect organizational performance through embedded information and social communication, which is crucial in construction management [130]. Moreover, SMPs in construction management have been found to positively impact project management, especially in reducing time and enhancing efficiency [104]. These platforms are generally trusted by employees, facilitating effective employee engagement and collaboration activities, which are critical in the dynamic environment of construction sites [131].

The technologies behind social media enable behaviors like visibility, persistence, editability, and association, influencing socialization, knowledge sharing, and power processes in organizations [58]. This increase in transparency and inclusiveness in organizational strategizing leads to the development of new internal capabilities to appropriately structure feedback [132]. SM also facilitate improved communication among team members, leading to increased productivity and better-quality outcomes [133]. Collaborative tools like Skype, NetMeeting, and Twitter support development initiatives and information sharing, enhancing team and employee performance through a synergy between work-oriented and socialization-oriented social media [134]. Trust among virtual project team members in the construction sector is significantly affected by social media interactions, and the use of social media in the community of practice-based discussion groups positively affects organizational performance through embedded information and social communication [105].

Regarding team feedback, SM play a critical role. Feedback and guided reflexivity supported by social media can lead to performance change at the beginning of the team activity, influencing motivation, team goals, collaboration, and cohesion [77]. SM initiatives impact internal efficiency, team collaboration, innovation, organizational alignment, and cultural transformation, with platforms like Twitter having a more-powerful influence over Facebook in enhancing business performance [135]. This demonstrates how social media practices in construction site management are vital for enhancing team communication, trust, innovation, knowledge sharing, and performance, though the effects of these practices can be complex and context-dependent.

4.3. Does Team Feedback Received through SM Have a Significant Impact on Team Performance of On-Site Activities? (RQ3)

SM have become critical tools in the construction industry, influencing various aspects of team performance and feedback mechanisms. Research shows that the use of social media at work positively impacts knowledge acquisition, task self-efficacy, and creativity, leading to improved performance among construction managers. This enhancement in work performance is attributed to better communication, heightened synergy among team members, and increased trust and teamwork fostered through social media platforms [11].

The construction industry, involving a wide range of stakeholders including clients, users, designers, contractors, and suppliers, benefits significantly from the strong communication and professional trust that social media fosters within project teams. The social network model in construction, for example, has been shown to lead to high-performance outcomes in engineering companies by enhancing this trust and communication [103]. However, it is important to balance the collaborative advantages of social media with the need for individual autonomy. Excessive collaboration and interdependency might negatively impact team performance, underscoring the need for a balanced approach to social media use in team dynamics [136].

The role of social media in external stakeholder engagement within construction projects has expanded significantly, proving especially effective in government and large-scale projects. These platforms serve as powerful tools for communicating project progress, engaging with community members, and promoting organizational goals. For example, information and communication technology (ICT) practices, including social media, are strategically used in mega-projects to persuade and frame stakeholder perspectives, emphasizing their critical role in project success [125]. Social network analysis in construction project management research reveals the increasing relevance of social media in managing both internal and external stakeholder networks, which are key to project success [29]. Furthermore, social media bridge communication gaps in urban planning and building projects, enhancing citizen participation and improving stakeholder engagement [137]. External social media platforms like WeChat have been instrumental in re-configuring collaboration practices in e-government projects, promoting more-flexible time management, task creation, and team engagement, which is particularly relevant for complex construction projects [138]. Additionally, a case study on the U.K.'s Crossrail 2 mega-project demonstrates how social media influence decision-making and stakeholder strategies, proving its effectiveness in large-scale infrastructure projects [139].

The impact of social media on knowledge production and team innovation performance is particularly notable. When teams use social media effectively for tasks and technology, it positively impacts the knowledge-production process, leading to enhanced innovation performance. This effect is amplified when team members are mature in their use of social media for both tasks and technology mediums [70]. Moreover, the way a team provides feedback through social media is crucial; effective feedback mechanisms significantly influence individual members' perceptions of team performance and their motivation to contribute, thereby aligning team goals and efforts [140,141].

5. Conclusions and Future Directions

The effects of social media (SM) platforms on team communication hinge on their application and the circumstances of their use. Strategic and effective utilization of SM platforms can improve teamwork, foster collaboration, and boost engagement, all the while reducing possible distractions and addressing security issues.

The utilization of SM in project management is an area still in its infancy, receiving scant attention in academic research, as highlighted by the current literature. However, insights from related fields suggest the emergence of new dynamics within project management that warrant further investigation. The concept of SM is continuously evolving, encompassing a variety of applications, uses, and expectations, which can differ significantly across contexts. In project settings, SM's role is linked to enhancing communication, building professional profiles, facilitating knowledge exchange, fostering a sense of social presence and intimacy, offering immediacy, and providing a cultural framework for relationships. These elements are recognized as pathways to improving collaboration. The benefits associated with SM include building professional relationships and credibility, enhancing social interaction among team members, improving access to and the immediacy of information sharing, and personalizing content. On the downside, the challenges of SM in project management include behavioral issues like impulsive posting without adequate reflection, cognitive concerns such as decision-making impairments due to incomplete information, and environmental factors involving access control and accountability, the risk of confidential information exposure, trustworthiness concerns, privacy breaches, sensitive data leakage, unclear ownership of technical infrastructure, inclusive SM guidelines, software malfunctions, resistance from older employees, and data synchronization issues.

Limitations and Future Works

This research presents several limitations. Initially, while the systematic literature review highlights current trends and suggests areas for future investigation, it does not empirically test these suggestions, which would be a natural progression. Additionally, the search

was confined to two major databases, Scopus and Web of Science, potentially overlooking pertinent studies. The selection process was also restricted by specific inclusion–exclusion criteria, leading to the exclusion of book chapters, conference proceedings, articles that were not peer-reviewed, and publications not in English. Despite these constraints, the thorough methodology and the strategic use of alternative keywords for title and abstract searches are believed to minimize the risk of missing significant studies. Thus far, the examination of social media’s effects on projects has been limited to a narrow application of theories, specifically stakeholder management, social capital, social exchange, and knowledge-based theories.

There is a critical need for research that delves into how social media is practically applied in the construction industry. It is important for upcoming studies to closely examine the integration of social media in the routine management of construction projects, taking into account different regions and cultural backgrounds. This involves looking into how social media influences project communication, teamwork, engagement with stakeholders, and the overall effectiveness of projects. Understanding how social media tools are reshaping conventional project management approaches, by highlighting both their advantages and limitations, is essential. Moreover, future research should investigate how cutting-edge social media technologies, like augmented reality and artificial intelligence, could improve visualization, decision-making, and interactions with stakeholders in construction projects. Conducting detailed, context-aware research will offer valuable perspectives on how social media’s role in the construction sector is changing, leading to the development of innovative methods and strategies that utilize these digital tools for enhanced project outcomes.

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Abbreviations

The following abbreviations are used in this manuscript:

SM	social media
SMU	social media use
SMP	social media practice
TF	team feedback
TP	team performance
WoS	Web of Science
PRISMA	Preferred Reporting Items for Systematic Reviews and Meta-Analyses
SNA	social network analysis
SLR	systematic literature review

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