

Exploration and explanation of the multiple ways of how employees make use of social media in their daily practices

AUTHOR

Mirko Zwiers (s1008331)

University of Twente, School of Management and Governance

MSc Business Administration – Human Resource Management

EXAM COMMITTEE MEMBERS

Dr. Jeroen Meijerink	(1 st supervisor)	<i>University of Twente</i>
Dr. Ir. Jan de Leede	(2 nd supervisor)	<i>University of Twente</i>
Ludo Schennink	(supervisor)	

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Exploring and explaining social media usage by employees

“In which way do employees make use of social media in their everyday practices, and which facilities, norms and interpretive schemes are implicated in their ongoing action?”

Abstract

This empirical study aims to explore the different ways in which employees use social media in their daily practices. Through qualitative research, we obtained data from all the employees who use social media within one organization. Subsequently, the data has been used to explain in which way employees make use of social media. The practice lens is used to examine how people interact with social media in their ongoing practices. The modalities as proposed by Orlikowski (2000), were used to explain why employees use social media for work purposes or for private purposes. Furthermore a distinction is made between using social media in an active way (to create content) and in a passive way (to read content). Consequently, the study encompasses a couple of key findings. First, we found two technologies-in-practice; limited-use technology in practice and the individual productivity technology-in-practice. Second, we found that LinkedIn was not used in an active way, neither for work purposes, nor for private purposes. Third, we found that the employees saw Facebook as a social media platform that should be used for private purposes instead of business purposes. Fourth, our findings suggest that people have different norms and interpretive schemes about using various devices or hardware. This resulted in using different hardware in multiple ways. Fifth and last, we found that despite all the rules and restrictions as implemented by the organizations, employees decide how they use social media. Instead of implementing restrictions, we found that organizations should implement guidelines which address how social media can be used properly.

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1. Introduction

The proportion of social media users in the Netherlands is among the highest in the European Union. Together with Denmark and Sweden, The Netherlands has a position in the top three of countries with the highest share of social media users (CBS, 2013). More than 60 percent of the Dutch inhabitants between 16 and 75 years were using social media in 2011 (CBS, 2013). A year later already approximately 90 percent in the Dutch population were active on the internet in 2012. And in 2013, already 7 out of 10 inhabitants of the Netherlands older than 12 year were active on social media (Van Den Bighelaar & Akkermans, 2013).

Sharma (2002) already stated that internet would become the most important vehicle for global business-to-business commerce. Companies would use the internet to generate value for their brands through information, knowledge, conversations, relationships and e-commerce. Especially, social media is becoming more and more popular because of its ability to virtually connect and reach targeted audiences, within less time, and less effort (Leave, 2013). Already 83% of all marketers indicate that social media is important for their business (Stelzner, 2012). Businesses have integrated social media into the way they run their business, organized forms of internal communication apart from the management chain and, most importantly, communicated and interacted with customers using the new applications. (Eurostat, 2013). Especially small businesses are finding social media very helpful for branding and marketing (Leave, 2013). Mediabistro (2012) addressed that 72 percent of the small businesses were using social media in the USA in 2012.

In The Netherlands 84 percent of all enterprises have got a website (Eurostat, 2013). A lot of these enterprises with a website seek to enhance their internet presence by exploiting the possibilities that social media offer. 50 percent of the enterprises use at least one type of social media (Eurostat, 2013). These businesses are trying to get into contact with potential customers and other stakeholders. They use the internet and in specific social media to seek for stakeholders which are present online.

Academic studies into social media have investigated what social media are and described the building blocks of social media (Haenlein & Kaplan, 2010; Kietzman *et al.*; 2011, Michaelidou *et al.*, 2011). Web 2.0 or social media has also attracted attention of marketers who seem willing to invest in social media applications and integrate them into their strategic marketing arsenal (McKinsey, 2007; Hitwise, 2007; Forrester, 2007). Mangold and Faulds (2011) argued that marketing managers should include social media in the promotion mix when developing and executing their IMC strategies. They provide manager with a better understanding of social media and a framework for incorporating social media into their Integrated Marketing Communications (IMC), thus more effectively managing their target markets.

Rokka, Karlsson, and Tienari, J (2013) stated that companies should focus more on managing employees as reputation builders and brand ambassadors. Employees can fulfill these roles when they are not only allowed but also encouraged to participate and contribute to the online dialogue concerning their company with respect to well-defined and communicated social-media rules (Rokka *et al.* 2013). In their study, they observed an increasing and consistent need to address the heightened role of employees in social media, regardless of whether the company has an official presence on social media. Employees can have a crucial role as active meaning makers and reputation builders in various social-media networks that include customers, colleagues, and friends, and in which the boundaries between work and non-work roles begin to lose their sharp contours (Rokka *et al.*, 2013). As Harris and Ogbonna (2000) already stated, employees are now viewed as playing a crucial role in brand management as they facilitate the interface between organization and the market. So they can have a

significant contribution to the organization's competitive advantage. A good example nowadays are the employees from KLM and SNS Reaal. Employees of KLM became social media ambassadors of the company. The employees are sharing all sorts of actual information about destinations, restaurants, hotels, etc. in order to provide the customer up-to-date information. The employees became Twitter Ambassadors for the company. SNS Reaal decided to accept the use of social media by their employees. They stated that all employees are ambassadors of the company and they should be able to communicate in their own way, by for example using social media platforms such as Facebook, Twitter and LinkedIn (TinqWise, 2014).

Employees reflect their own experience of the organization to outsiders when working in different roles in the interface of the internal and external realities of the organization, and they build reputation by delivering the brand promise to customers (Gotsi & Wilson, 2001b; Hatch & Shultz, 2003; King & Grace, 2008; Vallaster & de Chernatony, 2006). These employees are in a key position regarding reputation building of the company, which is the most crucial strategic factor (Rokka *et al.*, 2013). Reputation builders are employees who are the fundamental element of reputation management, those who deliver the company brand promise and who are conveying brand meanings to customers through 'living the brand' (Rokka *et al.*, 2013). In other words, they have a crucial role in building and developing corporate reputation through the use of different social-media channels.

The social media topic is a subject that is debated by researchers and practioners for several years but limited attention has been paid so far on the role of employees as meaning makers and reputation builders by using social media channels. According to the study of Rokka *et al.* (2013) there is an increasing and consistent need to address the heightened role of employees in social media, regardless of whether the company has an official presence there. Rokka *et al.* (2013) furthermore stated that companies need to focus more on managing employees as reputation builders and brand ambassadors in social media instead of conceiving them only as possible reputation risks. This need emerges from the fact that companies perceive employees to have an important role as active meaning makers and reputation builders in various social-media networks that include customers, colleagues, and friends, and in which the boundaries between work and non-work roles begin to lose their sharp contours (Rokka *et al.* 2013, p.23).

As a result, a lot of questions remain unanswered: are employees for example active users of social media? Are these employees just observing and gaining extracting information? In other words, how are they acting on social media. Besides that, it is interesting to know why they are acting and using social media on the way they currently do. Those questions need to be answered in order to change the behavior of employees on social media so that they could become meaning makers and reputation builder and add value to the company.

Companies that would like to incorporate social media, are interested in how observers and passive users of social media can be transformed in active users or in other words, active meaning makers and reputation builders that can have value for the company. So what exactly needs to be studied is the use of social media by employees in their daily activities and based on what do the employees make their choice. How do users of social media recurrently structure their use of technology in different circumstances (private and work). Identifying in which way employees use social media help both researchers and companies better understand how and why people are likely to use social media. Thereby it is important to focus on how the social media technology is used by employees and how the employees enact structures by using social media in their recurrent practices. So it is important to mention that structures are not located in organizations or in technology. The fact that Orlikowski (2000) introduces the practice lens, which is a concept that is used to study technologies, is important

for our study. The study of Orlikowski (2000) focuses on why people use technology in general in their daily practices. In combination with the need of a better understanding of how employees use social media, it made the study of Orlikowski (2000) an appropriate fundament for our research.

Additionally, Orlikowski (2000) focuses on structures that are enacted by users and he addressed that structures are not located in organizations or in technology. In her study, she made a distinction between three modalities that can explain how social media is used by employees. During our research, we focus on the three kinds of modalities which were proposed by Orlikowski (2000). The notion of structure, which means what gives shape to social life, was proposed as the set of enacted rules and resources that mediate social action through three dimensions: facilities, norms and interpretive schemes. These modalities refer to the conventional understandings and shared meaning that members of a community construct to make sense of their world (including the technology they use). Facilities refer to the technological properties and resources (both tool and data) available to the users in their work practices. Secondly, norms refer to rules that define the way of using social media. Third, interpretive schemes or institutional conditions refer to the social structures (normative authoritative) that constitute part of the larger social system within which users work. In the following section, we will briefly address the research questions that are part of this research in order to enforce the research goals.

2. Research questions

This research aims to investigate how employees use social media in their daily practices and how this can be explained by the modalities which have effect on the type of use. We focus on different ways in which employees can use social media and how differences in ways of using can be explained. More specific, we will investigate if and how differences in the facilities, norms, and interpretive schemes can end up in different forms of use of social media. So in order to increase our understanding of the role of employees on social media, this study intends to address the following question:

Main research question: *“In which way do employees make use of social media in their everyday practices, and which facilities, norms and interpretive schemes are implicated in their ongoing action?”*

In order to answer the main research question, several sub questions have been derived:

- What are social media and which social media applications are used most by employees?
- In which way do employees use social media in their daily practices? (More or less active or passive and business and/or private-related)
- Which rules and resources are implicated in their use of social media in their daily practices?

These sub-questions have been derived from the main research question. First of all it is important to know what social media are and which social media channels are used most by employees in their daily life and for business purposes. Secondly we are interested in the role of employees on social media. So how do employees use social media in their daily activities? Use of social media can be either for private purposes, or for business purposes. And besides that, an employee can be either active or a passive user. Finally it is important to find out why they use it in an active or passive way and for private or work purposes based on the practice perspective of Orlikowski (2000).

The choice to use the practice lens of Orlikowski (2000) is mainly because the practice lens allows us to deepen the focus on human agency (how people use technology), The practice

lens specifically focuses on people's recurrent interaction with social media. Three conditions (acknowledged or unacknowledged) can be used in the social media context: interpretive, technological and institutional. These conditions shape the ongoing constitution of different structures. So identifying different types of structures, will help better understand how and why people are likely to use social media in different conditions. These are also called technologies-in-practice by Orlikowski (2000).

In the following section, we propose a classification of social media and describe the most popular social media platforms which are used by employees. Furthermore, we introduce several ways in which employees can use social media and we will present a framework of the different ways of use. Then we re-introduce the practice lens of Orlikowski (2000) and we come up with the implications of the practice lens for studying the use of social media. Finally, we propose a figure with the technologies-in-practice and the enactment of structures in practice for social media use by employees in relation to the three modalities.

3. Literature

This section is dedicated to introduce, explain and relate the most important theoretical concepts that are part of this research. The main theoretical concepts and constructs that have been selected for this research consist of the classification of social media, the different ways of usage of social media (figure 1, p. 12), the re-introduction of the practice lens, and the enactment of structures in practice for social media use by employees in relation to the three modalities (figure 2, p.19).

3.1 Defining social media

Social media is defined as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content (Kaplan and Haenlein, 2010). Web 2.0 applications have already become part of the daily life of an increasing number of consumers who regard them as prime channels of communication, information exchange, sharing of expertise, dissemination of individual creativity and entertainment (Constantinides, 2008). According to Constantinides (2008), web logs, podcasts, online forums and social networks are rapidly becoming major sources of customer information and influence while the effectiveness of traditional mass media is rapidly decreasing. Using the social media as a marketing tool is an issue attracting increasing attention. Web 2.0 is described as a new way in which software developers and end-users started to utilize the World Wide Web: that is, as a platform whereby content and applications are no longer created and published by individuals, but instead are continuously modified by all users in a participatory and collaborative fashion (Kaplan and Haenlein, 2010). They consider Web 2.0 as the platform for the evolution of social media. The User Generated content (UGC) can be seen as the sum of all ways in which people make use of social media. It is used to describe the various forms of media content that are publicly available and created by end-users (Kaplan and Haenlein, 2010).

A growing number of companies do recognize the importance and scope of social media which can be seen, and are exploiting social media in order to get into contact with their potential customers and other stakeholders. This is called social business. Social business is defined as all business activities that make use of social media and which make it possible to establish relationships between people, information and resources on a efficient and effective way (Heerschap and Ortega, 2013). Surveys conducted by McKinsey (2007) and Forrester (2007) indicate that the popularity of Web 2.0 applications is rising among businesses. Some surveyed companies have already implemented such applications, but it is clear that many managers think that investing in internet applications is important for maintaining the company's market position, either to provide a competitive edge or to match the competition and address customer demand (Forrester, 2007).

It is not the question anymore if companies should choose to use social media, but more on how are they able to utilize these resources as best as possible (CBS, 2013). Companies can get into contact with customers, suppliers, and even with their own employees, collaborate and gather ideas for innovation and other improvements. Social media can be characterized as very active and as a fast-moving-domain. What may be up-to-date today could have disappeared from the virtual landscape tomorrow (Kaplan and Haenlein, 2010). Culnan *et al.* (2010) propose that in adopting social media as a part of their daily processes, firms should be mindful of the risks involved. It is therefore crucial for firms to have a set of guidelines that can be applied to any form of social media (Kaplan and Haenlein, 2010).

3.2 Social media classified

There are various Social Media applications, and new ones are appearing on the horizon every day. If a company still needs time to run its core business, it simply cannot participate in them

all. Especially since “being active” is one of the key requirements of success (Kaplan & Haenlein, 2010, p.65). Success depends on your targets which you propose, but investing time in social media is a major condition of reaching your targets. It is not a pre-described choice you make as a company when choosing the right social media channels for the company. Choosing the right medium for any given purpose depends on the target group to be reached and the message to be communicated (Kaplan & Haenlein, 2010, p.65). So for example, if the main target audience consists of industrial businesses, a content community via which users share interesting articles about the specific industry and where prospects are active, is likely better suited to the purpose of the company than virtual world where gamers are active.

It may be best to join an existing Social Media application and benefit from its popularity and user base (Haenlein & Kaplan, 2010, p.65). These Social Media applications have shown positive network externalities in the sense they get more attractive to join the more participants they already have. In some cases companies decide to rely on various Social Media, or a set of different applications within the same group, in order to have the largest possible reach. In this case, it is crucial that the social media activities are all aligned with each other. Mainly because the goal of communication is the resolution of ambiguity and reduction of uncertainty and reduction of uncertainty, and nothing is more confusing than contradicting messages across different channels (Haenlein and Kaplan, 2010, p.65). Using different contact channels can be a worthwhile and profitable strategy (Haenlein & Kaplan, 2010, p.65).

Social media allow firms to engage in timely and direct end-consumer contact at relatively low cost and higher levels of efficiency than be achieved with more traditional communication tools. This makes social media not only relevant for large multinationals, but also for small and medium sized companies (SMEs). According to Kaplan & Haenlein (2010), the use of social media is not an easy task but may require new ways of thinking, but the potential gains are far from being negligible.

Kaplan & Haenlein (2010) define Social Media as a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content. Within this definition, there are various types of social media that need to be distinguished further. To create such a classification scheme, and to distinguish them in a systematic matter they have used different theories. The classification scheme built by Kaplan & Haenlein (2010) relies on a set of theories in the field of media research (social presence and media richness) and social processes (Self-presentation, self-disclosure). These are the two key elements of social media. They finally propose a table where they distinguish the following Social Media applications: Blogs, Collaborative projects (e.g., Wikipedia), Social Networking Sites (Facebook, Twitter), Content communities (e.g., YouTube), Virtual social worlds (e.g., Second Life), and Virtual game worlds (World of Warcraft).

Table 1. Classification of Social Media by social presence/media richness and self-presentation/self-disclosure

		Social presence/ Media richness		
		Low	Medium	High
Self-presentation/ Self-disclosure	High	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g., Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game worlds (e.g., World of Warcraft)

Collaborative projects enable the joint and simultaneous creation of content by many end-users and are, in this sense, probably the most democratic manifestation of UGC (User Generated Content) (Kaplan & Haenlein, 2010, p.62). Wikipedia is probably the most famous application. The main idea underlying collaborative projects is that the joint effort of many actors can lead to a better outcome than any actor could achieve individually. According to Kaplan & Haenlein (2010), firms must be aware that collaborative projects are trending toward becoming the main source of information for many consumers.

Blogs, which represent the earliest form of social media, are special types of websites that usually display date-stamped entries in reverse chronological order (OECD, 2007). They are the social media equivalent of personal web pages and can come in a multitude of different variations, from personal diaries describing the author's life to summaries of all relevant information in one specific content (Kaplan & Haenlein, 2010, p.63.). Many companies are already using blogs to update for example employees, customers, and shareholders about developments they consider to be important. Some firms maintain a blog to improve the transparency of a company.

Content Communities are communities of which the main objective is the sharing of media content between users. Content communities exist for a wide range of different media types, including text, photos (Instagram, Flickr), videos (e.g., YouTube), and PowerPoint presentations (e.g., Slideshare). Users of content communities are required to create a personal page, if they do, these pages usually contain of basic information about the person who is registered. The high popularity of content communities makes them very attractive contact channels for many firms (Kaplan & Haenlein, 2010. p.63).

Virtual game world and *Virtual social worlds* are the last two groups of applications. Virtual worlds are platforms that replicate a three dimensional environment in which users can appear in the form of personalized avatars and interact with each other as they would in real life. Although they provide the highest level of social presence and media richness, they are not used a lot by companies. Virtual social words are the second group of virtual worlds. In these worlds, inhabitants are allowed to choose their behavior more freely and essentially live a virtual life similar to their real life (Kaplan & Haenlein, 2010, p.64).

Social Networking sites (SNSs) are applications that enable users to connect by creating personal information, profiles, inviting friends and colleagues to have access to those profiles, and sending e-mails and instant messages between each other (Kaplan & Haenlein, 2010, p.63). SNSs enable users to fulfill various needs such as communicating, interacting, exchanging information, establishing new relationships, strengthening existing relationships, and engaging in transactions (Boyd & Ellison, 2008; Kwon & Wen, 2010). Personal profiles can include any type of information, including photos, video, audio files, and blogs. The largest social networking site is Facebook nowadays. A lot of companies are already using social networking sites to support the creation of brand communities (Muniz & O'Guinn, 2001) or for marketing research in the context of netnography (Kozinets, 2002). Take for example Adidas, a company that uses social media channels to promote and allow visitors to associate themselves with the brand in order to access product reviews and information professional soccer players who play using Adidas shoes.

Brennan and Croft (2012) state that LinkedIn, Twitter, Facebook, and blogging are considered to be the key social media for B2B marketing, and that content marketing, market research, prospecting and networking are prominent B2B marketing applications for social media. This

is strengthened by the study of Stelzner (2013) that states that Facebook, Twitter and LinkedIn are the top three of the most commonly used social media platforms. These three are all social networking sites that can be used by users who sign up to these applications.

So the social media applications which are key social media according to Brennan and Croft (2012), are part of this study. LinkedIn, Twitter, and Facebook are thus popular social networking sites which could be used for example by companies to add value to the company. Boyd and Ellison (2008) define social network sites as web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system. The following social networking sites are the applications that are part of this study: Facebook, Twitter, and LinkedIn.

Facebook

Lampe, Ellison, and Steinfield (2006) found that Facebook users engage in searching for people with whom they have an offline connection more than they browse for complete strangers to meet. Facebook is more difficult to use to engage with a business platform in general, but that does not mean that it should be neglected (Vivaldi, 2013). It is a vehicle for generating leads. A study of Vivaldi Partner Group found that B2B consumers are turning to Facebook when it comes to 1) obtaining information about products and services, 2) purchasing those products and services. Furthermore the same study found that 59 percent of the B2B professionals use smartphones to gather purchasing information so using mobile-optimized social media sites will increase the exposure to a specific company. Companies with a big fan base use Facebook to communicate with them. This can be extremely effective when a company has a big fan base. A fan base consists of members who like the company profile and from that point are exposed to the company messages that are sent via Facebook. Facebook can be used to share a variety of content, which includes words, photos, videos, and links, and there is no word-limit on what can be posted. However, many marketers are still unsure about what to say and how to act on Facebook (Vivaldi, 2013). Besides using Facebook as a tool to generate content, Facebook can also be used as a tool to screen for information. Reading posts of your 'Facebook' friends, which can consist of all sort of information.

Twitter

Twitter is the most famous microblogging site on the Internet, where people can tweet about the things that interest them as well as retweet, or in other words tweet again, the tweets of others (Merill *et al.*, 2011). A recent study of Mediabistro (2012) has shown that Twitter is responsible for 82 percent of leads that are generated through social media. According to this particular study, Twitter is 9 times more effective than both LinkedIn and Facebook.

An interesting aspect of Twitter for companies is that the audience is highly relevant on Twitter. Besides that, 30 percent of the Twitter users search for B2B brand online, compared to 12 percent of the average internet users (Vivant, 2013). According to the study of Mediabistro, Twitter is a great source for prospects and clients, and by setting up an account, a member can provide quick, easily digestible news about its interests or for companies, about their industry and the organization. At Twitter, members can post short messages (maximum of 140 signs) on their profile. Members who follow a specific member can see those so-called Tweets. Vivant (2013) states that it is important to brand the Twitter page of the company. Whether it is to increase brand awareness or simply improve the marketing content, branding the social media accounts is important. Another aspect is to post 'Tweets' regularly. In other words, update the profile regularly to keep the followers interested and to maximize the

brand's presence (Vivant, 2013). Another important aspect for companies is that a post is 86% more likely to be retweeted, which means that somebody repost your online message, when it includes a link. Furthermore, providing a link to your Twitter page on all other company sites will enable the company to acquire more followers. The words hashtags is linked to twitter, which is a sign (#) that helps other members to find interesting posts by searching for the hashtag and the word they are looking for.

LinkedIn

LinkedIn currently has over 225 million members in over 200 countries. Many B2B marketers see it as the most vital social media channel (Vivant, 2013). 91% of the B2B companies are present at LinkedIn right now, according to the study of Vivant (2013). So it is a platform through which companies can be found. LinkedIn has a lot of possibilities. It is a platform for gaining information and so insights, generating leads, building relationships, conducting market research, improving reputation and building online communities. Every member and/or company has its own account and profile that should be used to log in. At every profile there is an about section. Companies use this section to tell the visitor information about the company. Vivant (2013) stated that LinkedIn is a place for networking rather than informing. However, when taking the taking the structuration theory into account, the recurrent interaction with for example LinkedIn enact structures and not the intention of the designers define how LinkedIn should be used. So the users choose how to interact with a technology when they choose to use a technology. New audiences can be attracted by posting content or by establishing a connection with for example a prospect or client. Besides sharing content, companies can target content for their followers based on their industry, function, seniority, company size and location (Vivant, 2013). It also has a recommendation aspect where existing contacts have the possibility to post a recommendation. A member of LinkedIn can update its page with videos, images, documents, and presentations by uploading them using the share box. Members can upload a corporate video as well as a banner image to the profile. For companies, a banner image or video can help to generate brand awareness. LinkedIn can be seen as a professional social network where persons (and not businesses) are talking to each other. In order to network and engage with other LinkedIn users, users can make use of communities and become a member of a particular community. They can join and even make an own community with members with the same interests that make a certain community. Industry news, best practices, new ideas, obstacles and similar topics of interest can add value to discussions on this social media channel.

3.3 Use of Social Media by employees

Social media are applications which can be used by employees in multiple ways. In the study of Constantinides (2010), he made a distinction based on the use of Social media by marketers, so for business purposes. According to Constantinides (2010) and the available field experience, there are different ways marketers attempt to extract value from the Web 2.0 domain. Based on the study of Constantinides *et al.* (2013), two main approaches can be distinguished in the Social media domain. Marketers use the following main approaches: 'the passive' and the 'active way'. The first way marketers use social media is in a passive way. This is also called 'listening-in' (Constantinides, 2013, p.7). It means that a marketer uses the Web 2.0 / Social media as an intelligence source i.e. as source of customer voice and market information. There is also another way marketers use social media; the active way. Thereby marketers use the Web 2.0 / Social media as PR, Direct marketing and Customer influence tool as well as means for personalizing the customer experience, customizing products and tapping customer creativity. Of course marketers have different purposes than employees in general when using social media, mainly because they want to extract value of social media

for business purposes. As Boyd & Ellison (2008) and Kwon & Wen (2010) mentioned, SNSs enable users to fulfill various needs such as communicating, interacting, exchanging information, establishing new relationships, strengthening existing relationships, and engaging in transactions. They fulfill their needs either for private purposes and/or for work purposes. A study of SilkRoad (2012) found that three-quarters of employees use their personal mobile devices to access social media at least once a day while on the job, and 60 percent use it several times each workday. So to what extent employees use social media has been researched. Another interesting result of the study of SilkRoad (2012) was that there was no difference between light and heavy use at companies with monitored, blocked or restricted sites. So even if a company has a policy that forbids social media, or a policy that encourages employees to use social media, employees keep using it.

Employees use social media for private purposes as well as for business purposes when they are at work and when they are at home. These different ways will be explained later. The study of Companylife (2012) stated that almost a quarter (22%) of the employees use social media for work purposes after work. So a company that accepts and encourages social media, can benefit from it positions towards social media. Besides the distinction between private vs. work related use, we make a distinction between passive and active use of social media by employees, based on the study of Constantinides (2010) that made this distinction for the use of social media by marketers. So there are four different ways of using of social media by employees. So an employee can use social media in an active way or in a passive way and they can use it either work related or private related. In this study, we focus on the three applications mentioned above that can be used by employees; Facebook, Twitter, and LinkedIn.

Passive way or listening-in: the use of social media as intelligence source i.e. as a source of customer and friends voice and market and other information.

Marketers can learn a lot by listening to the customer's voice i.e. what people say about a firm and its product online, by monitoring the social media space (Constantinides, 2008). The same applies to listening to friends, family and other relatives. Social media users can learn a lot from relatives by just listening in to what relatives address on social media. Listening to customers and other stakeholders is important in order to identify market experiences, new market needs and receive early warnings for product problems: warnings indicating the need to improve, modify or drop products (Constantinides, 2008, p.8). For employees and at the end companies, listening-in to the customer's voice provides companies with early warnings about customer dissatisfaction and allows for fast corrective reactions. The online customer voice can provide precious and high quality information at a fraction of the time and cost required in using traditional market research for this purpose (Constantinides, 2008, p.8).

So employees do have a choice in how they use social media in their daily practices. The distinction, that is based on the study of Constantinides (2008), is also applicable for the use of social media by employees. The first option to use social media is thus in a passive way; or in other words, "listening-in". In this situation, employees use social media as a tool for screening and reading, without creating content on their own. For example by using Facebook, they do not create or publish new status updates, but those employees are only reading status updates of Facebook friends instead of publishing own status updates.

Active way: the use of social media applications as tools for generating content for private and/or for work related purposes.

Especially marketers are interested in using social media as marketing tools nowadays. Mainly because of its power and reach. Several businesses are actively engaged in dialog with the customer by launching their own corporate blogs and discussion forums. Businesses like

Apple and McDonalds post daily on their corporate blog, encouraging customers to interact and freely express their feelings, ideas, suggestions or remarks about their postings, the company or its products. Constantinides (2008) makes a distinction between four different ways of using social media in an active way: Using it as PR and Direct Marketing tools, engaging web 2.0 personalities for customer influence, engaging social media for personalizing the customer's online experience, and tapping disseminating customer creativity in form of advertising concepts or product reviews and making the customer a co-producer. Employees in general can also use social media in different ways. Users can produce all sort of content, including texts (new, reactions, feedback), photos, videos, etc. When those users choose to generate content, they are active social media users.

Private related use: the use of social media, SNSs, by employees for private related purposes.

Private related use of social media, and in specific use of SNSs, refers to all the actions on social media that are related to their social environment, interests, etc. that is not related to their current job or function. For example communicating, interacting, exchanging information, establishing new relationships, strengthening existing relationships, and engaging in transactions with friends, family and other related users of social media without business purposes. For example some of the employees react on status updates (Facebook) of friends during the working day, which is an example of private related use during working hours. An employee can also use one of the social media platforms to create or share content that is related to their passion or hobby's. Take for example an employee that creates content about his hobby, airplanes.

Work related use: the use of social media, SNSs, by employees for business or work related purposes.

Work related use of social media, and in specific use of SNSs, refers to all the actions on social media that is related to their job, function, company, or the industry where the company is active. Communicating with customers, other clients, colleagues or business partners are all work related. Creating content of sharing work related content with business related purposes will be seen as work related use of social media. For example one of the employees is a member of a group that shares industry news, which is related to the industry of the company. After work, he reads the information and so the employee gains information which can add value to the company. Another employee is using social media to find out who is interesting for the company and can add value to the company in some ways. So work related use of social media can happen at home or within the working hours.

Overview

We proposed a table that represents the four ways in which employees can use social media; passive and active way of using, and private vs. work related use of social media. The table includes the ways in which employees can use social media in their daily practices. For companies who want to focus on using brand ambassadors, this table can help them to monitor the current use of social media by their employees. Additionally, If they want to use employees as brand ambassadors, it is necessary to find what the current assumptions are about social media and what their current level of knowledge is. Based on these findings, companies can try to select proper employees to as brand ambassadors.

Figure 1: Table of the different ways employees can make use of social media. The table consists of four different ways of using social media; passive, active, private related use, and work related use.

Usage of Social media by employees	Passive	Active
Private related use	Usage of social media applications for screening or listening-in, only for private purposes. For example: reading status updates of friends and family or watching profiles.	Usage of social media applications with creating own content / information for private purposes. For example, creating content by posting photos or updating your status when you are for example on holiday.
Work related use	Usage of social media applications for screening and listening-in, (for private but also) for work purposes. For example: gaining information of industry related content, searching for interesting people, or created content from competitors.	Usage of social media applications with creating own content, both for private as for business purposes. For example: creating content about business awards that have been won or interesting aspects about what the company can do (which is interesting for friends, followers or other third parties).

3.4 Practice lens for studying technologies

The practice lens of Orlikowski (2000) can be used to study technology usage in organizations. The lens focuses on what people actually do with particular technologies in their ongoing and situated activity (Orlikowski, 2000, p.413). Social media is a quite new technology that is used by many employees for private but also for work related purposes. The study, *Social Media & Workplace Collaboration* (2012), found that three-quarters of the employees use their personal mobile devices to access social media at least once a day while on the job, and 60 percent use it several times each workday (Workforce, 2012). But there are off course differences and user groups enact different technologies-in-practice with a technology such as social media. By using the practical lens of Orlikowski (2000) and transforming it to study social media, we will try to find out which sorts of enactment there are with social media, and how employees use social media in their ongoing practices. The study of Giddens (1984) was used as a fundament for the study of Orlikowski (2000) So first an introduction of the structuration theory of Giddens (1984).

Structuration theory of Giddens (1984)

Giddens (1984) proposed his structuration theory as a formal social theory. Concepts such as human behaviour and human action are central in his study. He stated that people go through a socialization process and become dependent of the existing social structures, but at

the same time social structures are being altered by their activities. Or in other words, social structures are the medium of human activities as well as the result of those activities. The social structures are not only about restrictions that people encounter in unrolling their behavior in space and time, but people also contribute to the creation of a certain time-space-structure. People are seen as rather than objective things but are the subject matter of sociology. He also made a distinction between system and institution, where social systems refer to reproduced practices and institutions refer to reproduced rules and resources. Systems and institutions do not exist independently of individual activity. They are continually produced and reproduced through human action and behavior. The structure of Giddens refer to the rules and resources that actors draw upon as they produce and reproduce social activity. So in the structuration theory, structure is regarded as rules and resources recursively implicated in social reproduction; institutionalized features of social systems have structural properties in the sense that relationships are stabilized across time and space

He differed from the other researchers in his past as he stated that there are no objective social facts, structures, systems or institutions, rather peoples reasons and motivations are central in the sociology. Subjective understandings and relationship between observer and observed are central. Individuals produce social forms through daily activitiy however, social institutions pre-exist individuals. Structure is not external to action rather it is internal to the flow of action which constitutes social practices (Layder, 1998). So social life is produced and re-produced through action of actors. Re-production in this case refers to the way that social life becomes patterned and routinized and explains the ways that social order and continuity persists. Giddens (1984) proposed another important concept of the study, social practices. This illustrates the relationship between production and reproduction. Individuals draw on resources.

Giddens' main claim for his theory is that it draws together the two principal stands of social thinking. On the one side the emphasis on structure as a constraint, and on the other side the human agent or actor as the primary focus. Thus the structuration theory combines both structure and agency as a of duality of structure.

Introduction of the practice lens

As both technologies and organizational undergo dramatic changes in form and function, organizational researchers are turning to innovation and improvisation to help explain new ways of organizing and using technology within organizations. Orlikowski (2000) was one of the researchers who focused on the use of technology. She focused on how people interact with technology in their ongoing practices, and how do they enact structures which shape their emergent and situated use of that technology (Orlikowski, 2000, p.404). In the study, Orlikowski (2000) saw the use of technology as a process of enactment that could be shaped by different factors. For example, social environment; friends, family, colleagues, etc.

Where others began to use and apply notions of innovation, learning and improvisation to understand organizational implications of new technologies and to account for such dynamic and emerging patterns of organizing, Orlikowski (2000) continues the development of concepts that address the role of emergence and improvisation in technology and technology use, and in particular, seeks to extend the structural perspective.

In the past, the role of technology in organizations has been has been part of research several times (DeSanctis, 1990, Orlikowski, 1992). The models which were proposed in these studies, posit technology as embodying structures (built in by designers during technology development), which are then appropriated by users during their use of the technology. In the study of Orlikowski (1992), human action is a central aspect. The actions associated with

embedding structures within a technology during its development, and the actions associated with appropriating those structures during use of technology. Seen through a practice lens of Orlikowski (2000), technology structures are emergent, not embodied. The main difference with the study of Orlikowski (1992) is that in the study of Orlikowski (2000), she focuses on what structures emerge as people interact recurrently with technology. Where Orlikowski (1992) stated that the model posits technology as embodying structures (built in by designers during technology development), which were then appropriated by users during their use of the technology. Thus rather than starting with the technology and examining how actors appropriate its embodied structures, the view of Orlikowski (2000, p.407) starts with human action and examines how it enacts emergent structures through recurrent interaction with the technology. Structure is determined through enactment instead of appropriation. It is an instance of acting something out. So while some social media users can and do use it as it was designed, social media users can and do use it in circumvent ways, either ignoring certain properties of the technology, working around them, or inventing new ones that may even contradict designers' expectations and inscriptions.

Orlikowski (2000) continued to focus on human action, and this will be one of the critical factors in this research as well. An important factor that has to be taken in account, are dynamics. People can and do redefine and modify the meaning, properties, and applications of technology after development (Orlikowski, 2000, p.406). It means that different outcomes can occur with the use of given technologies in different contexts. Especially for technologies such as social media that are reconfigurable, user programmable, and which are highly internetworked.

Orlikowski (2000, p.406) stated that structure is what gives form and shape to social life. Structure only exists in and through the activities of human agents. Structure is understood as the set of rules and resources instantiated in recurrent social practice. So structures of technology use, are constituted recursively as humans regularly interact with certain properties of a technology and thus shape the set of rules and resources that serve to shape their interaction (Orlikowski, 2000, p.407). An important aspect of the study of Orlikowski (2000) is that the focus is on what structures emerge as people interact recurrently with whatever properties of the technology are at hand and not if there are instituted structures. It is all about what users do with technologies, not as appropriation but as enactment. Thus, instead of starting with technology and examining how actors appropriate its embodied structure, the view of Orlikowski (2000) starts with human action and examines how it enacts emergent structures through recurrent interaction with the technology at hand. This view is also used in our study on the use of social media. Focusing on how structures are constituted and reconstituted in reconstituted social practices acknowledges that while users can and do use social media as they were designed, they can also be used in other ways, either ignoring certain properties of the technology (Orlikowski, 2000, p.407).

The practice lens of Orlikowski (2000) posits humans as constituting structures in their recurrent use of technology. Through their engagement with a particular technology, such as social media, in particular ways in particular conditions, users repeatedly enact a set of rules and resources which structures their ongoing interactions with that technology. *"Users' interaction with a technology is thus recursive in their recurrent practices, users shape the technology structure that shapes their use"* (Orlikowski, 2000, p.407). Technology structures are thus not external or independent of human actions and they are not embodied in technology. Rather they are virtual, emerging from people's repeated and situated interaction with particular technologies. Orlikowski (2000) stated those enacted structures of technology

use as ‘technologies-in-practice’. These are the sets of rules and resources that are (re)constituted in people’s recurrent engagement with the technologies at hand.

Practice lens for studying Use of Technology

The practice lens of Orlikowski (2000) recognizes both in research and practice two aspects of technology. The technology as artifact (the bundle of material and symbol properties packaged in some socially recognizable form, e.g., hardware, software, techniques), and the use of technology, or what people actually do with the technological artifact in their recurrent, situated practices. The technological artifact, which appears in our lives as a specific machine, technique, appliance, device, or gadget. The use of technology being experienced differently by different individuals and differently by the same individuals depending on the time or circumstance.

The technology-in-practice, refers to the specific structure routinely enacted as we use the specific machine, technique, appliance, device, or gadget in recurrent ways in our everyday situated activities (Orlikowski, 2000, p.408). Only when a technology is used in recurrent social practices, it can be said to structure users’ actions. When users choose to use a technology, they choose how to interact with that specific technology. So when people choose to sign up for social media, they choose how to interact with it. Users may also choose not to use technology, even when it is available and it can be valuable for them. So when people are not using a technology, other rules and resources are enacted with social media. In other words, people who do not use social media in their social practice, do not enact technology-in-practice. However, these people do draw on certain specific norms and interpretive schemes that could explain their non usage.

So for users of technology, technologies come with a set of properties crafted by designers and developers. These technological properties may be examined to identify the expected range of activities that are associated with the use of the technology. *“However, how these properties will actually be used in any instance is not inherent or predetermined; rather it depends on what people actually do with them in particular practices”* (Orlikowski, 2000, p.409).

Use of technology is not a choice with predefined possibilities, but a situated and recursive process of constitution. It can be used with intended activities or it may invoke replicate familiar uses, but it may also ignore such conventional uses or invent new ones. It does not mean that the possibilities are totally open, but there is always a wide range of possibilities of use. There are some limits or restrictions according to Orlikowski (2000). She stated that the more a particular technological artifact is integrated into a larger system, network, or technological configuration, the narrower the range of alternative a user has (Orlikowski, 2000, p.409).

Use of technology is strongly influenced by users’ understanding of the properties and functionality of a technology, and these are strongly influenced by the images, descriptions and other examples presented by intermediaries such as vendors, journalists, managers and “power users”(Orlikowski *et al.* 1995). So specific people can shape the users’ perceptions of those who look up to the intermediaries.

Structuring of Technologies-in-Practice.

Giddens (1979, 1984) proposed the notion of structure as the set of enacted rules and resources that mediate social action through three modalities or dimensions: facilities, norms, and interpretive schemes. In social life, human actors do not enact structures in a vacuum. In their recurrent practices, they draw on their (tacit and explicit) knowledge of their prior action and the situation at hand, the facilities available to them. (eg., techniques, technologies), and

the norms that inform their ongoing practices. By using those aspects, they apply knowledge, facilities, and habits of the mind and body to ‘structure’ their current action. In this way, they reconstitute the rules and resources that structure their social action (Orlikowski, 2000, p.409).

When people use a technology, they draw on properties comprising the technological artifact, those provided by its constituent materiality, and those added on by users through previous interactions (e.g., specific data content, customized features, or expanded software/hardware) (Orlikowski, 2000, p.410). People also draw on their skills, power, knowledge, assumptions, and expectations about the technology and its use, influenced typically by training, communication, and previous experiences (Orlikowski and Gash, 1994). These include meanings and attachments (emotional and intellectual) that users associate with particular technologies and their use. These meanings and attachments are shaped by the experiences with various technologies and their participation in a range of social and political communities. Users also draw on their knowledge of and experiences with the institutional context in which they live and work (Orlikowski, 2000, p.410). These experiences are related to the social and cultural conventions associated with participating in such contexts. So human interaction with technologies is typically recurrent or in other words occur repeatedly. Their current actions with that technology are shaped by previous technologies in practice they have enacted in the past. Ongoing enactment of a technology-in-practice reinforces it, and it can become regularized and routinized (Orlikowski, 2000, p.410). This is a result of the repeated use of a technology within the daily life of social actors. According to Barley (1988, p.49), the technology-in-practice serves a ‘behavioral and interpretive template’ for people’s situated use of the technology. People shape a sort of pattern if they use social media more often in their daily lives and it becomes normal or the standard for them.

Until people encounter different artifacts, for example in foreign countries, all of a sudden, the set of rules and resources people habitually enacted are no longer effective and people have to think differently. Different countries could have for example different policies concerning social media and so people have to change their use of the technology.

A community of users engaged in similar work practices typically enacts similar technologies-in-practice, where through common training sessions, shared socialization, comparable on-the-job experiences, and mutual coordination and storytelling, users come to engage with a technology in similar ways. Over time, through repeated reinforcement by the community of users, such technologies-in-practice may become reified and institutionalized, at which point they become treated as predetermined and firm prescriptions for social action, and as such, may impede change (Orlikowski, 2000, p.411).

Technology-in-practices are not fixed and multiple structures can occur. People’s situated and recurrent use of technology simultaneously enacts multiple structures along with a technology-in-practice. This because people are within different social systems and people’s interaction with the technology will enact other social structures. After all, all structures are virtual and they are enacted through actors’ recurrent practices.

Particular technologies-in-practice and the recurrent use of these practices may occur in two forms, according to Orlikowski (2000, p.411). First, reinforcement, where actors enact essentially the same structures with no noticeable changes. And secondly, transformation, where actors enact changed structures, where the changes may range from the modest to the substantial.

Changes in Technologies-in-Practice

Users of technology may always have the potential to change their habits of use, and in this way to change structures they enact in their recurrent practices. Reasons for change could exist when actors experience changes in awareness, knowledge, power, motivations, time, circumstances, and the technology. These changes all occur through 'human action'. People may change their technologies-in-practice by deliberately modifying the properties of their technology and thus how they interact with it (Orlikowski, 2000, p.411). And with the fast changing status of social media, new tools and elements continue to be developed. Technologies are thus never fully stabilized or complete and are only 'stabilized-for-now'. Change is not determined or predictable, but implemented by people influenced by competitive, technological, political, cultural, and environmental influences (Orlikowski, 2000, p. 412). Users may also choose to enact different technologies-in-practice because they have got more knowledge about using that specific technology. Another possibility is that an employee for example has to change jobs and now needs to use technology differently in their work community (Orlikowski, 2000 p. 412). People may also change their technologies-in-practice by improving, that is, generating situated innovations in response to unexpected opportunities or challenges. For example when another technology becomes more effective than the current technology.

As people enact different technologies-in-practice they may also change the facilities, norms, and interpretive schemes used in their use of technology. This can occur by choosing new applications of when users' knowledge of what technological properties are available to them may be updated. The same as for other meanings, expectations, associations, and conventions they attach to the technology they use. A new policy for example is likely to alter people's views and understandings of the appropriate ways of using technology in the company.

Participation in professional or industry conferences often allows people to exchange ideas and stories about their work practices, including how they use technology in their everyday practices (Orlikowski, 2000 p.412). Such awareness of alternative ways of using technology may motivate people to make changes in their technology and the use of that technology. Other companies that use social media effectively, can create awareness at a company that is not using social media by itself. Exchanging ideas can prompt them to make changes in their company.

Every engagement with a technology is temporally and contextually provisional, and thus there is always the possibility of a different structure being enacted (Orlikowski, p.412). The practice lens that has been elaborated by Orlikowski (2000) focuses on human agency and the open-ended set of emergent structures and that may be enacted through recurrent use of technology. There is no such as one social structure. There are always multiple recurrent, and situated enactments. As Giddens (1993) stated: "*Users have the option, at any moment and within existing conditions and materials, to choose to do it otherwise*". So there are always possibilities to do it otherwise through innovation, learning, and change.

Implications of the Practice Lens for studying Social Media

In which way people use social media in their everyday practices, and how such use is structured by the rules and resources implicated in their ongoing actions is both interesting for researchers as for companies. Technology per se cannot increase or decrease the productivity of workers or increase or decrease the value of social media for a company, only use of it can (Orlikowski, 200, p.425). It is the use of social media that can add value to the company, not the technology on its own. A technology on its own (without using) cannot be effective. Effectiveness of a new technology depends on whether, how, and what technologies-in-practice are enacted with them (Orlikowski, 2000, p.425). It is the use of technology (enactment) that determines how and if a technology can be used effectively. So

when company wants to extract value of social media, they need to know how they could make use of social media and add value to the company by using this type of technology.

When companies for instant know how their employees use social media and what their motivations and assumptions or interpretive schemes (rules reflecting of knowledge of work being automated) are about the use of it, they could decide for example which employees are capable of being a reputation builder for the company. If a company finds out that their employees are lacking some sort of type of knowledge, or have different interpretations about social media, they are probably not appropriate as brand ambassadors yet. If an employee for example has got the idea that Facebook and Twitter is meant for sharing photos with friends and family, he is creating content for private purposes because he assumes that those social media applications are appropriate for those purposes. So such an employee may not know how to create interesting work related content or how to gain interesting work related information. This particular type of user of social media is not appropriate to become a brand ambassador.

When a company wants to solve this, they could choose for trainings and workshops to provide them with knowledge. This can change the assumptions of employees about the social media when they decide to use choose those employees are ambassadors of the company on social media. Employees who do not know what the power is of social media and what the possibilities are with social media for companies, cannot be used as reputation builders.

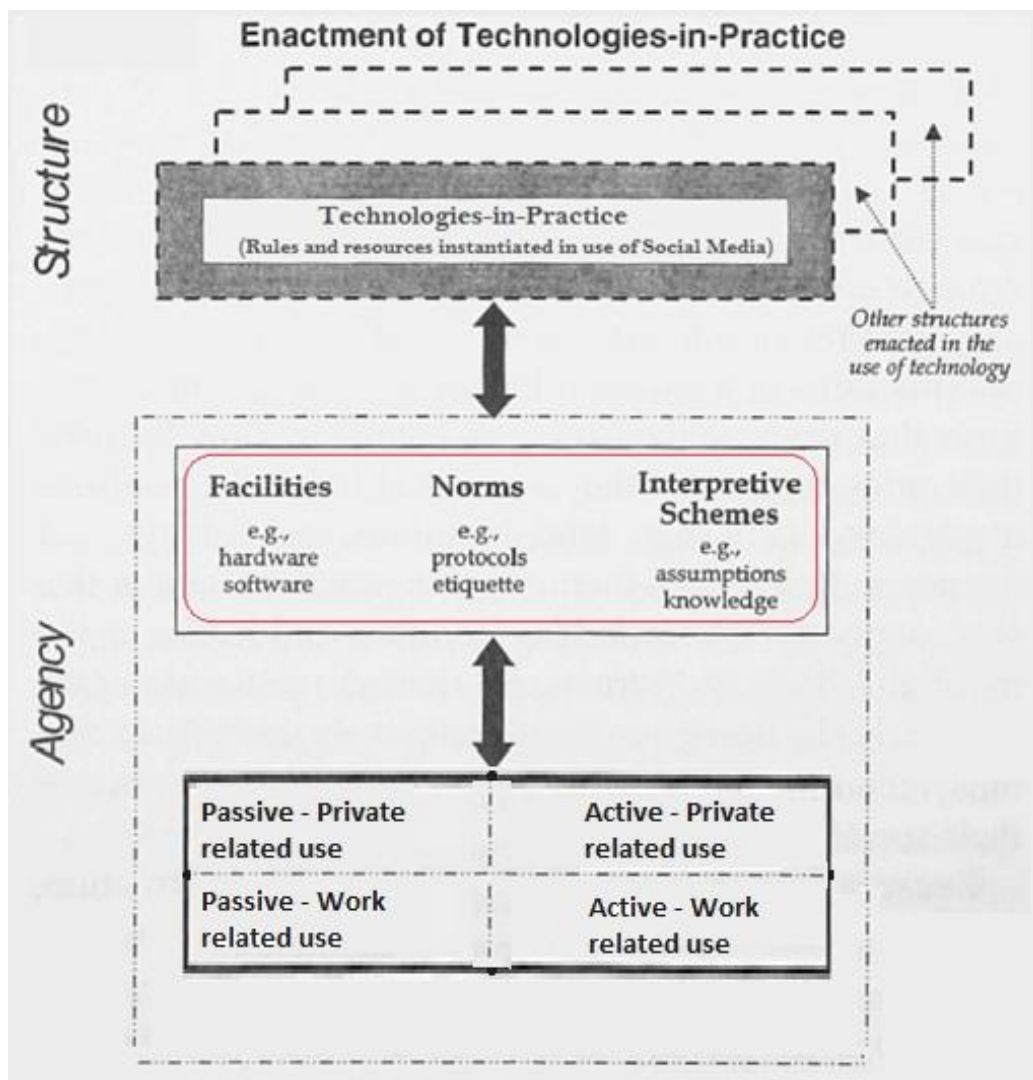
The practice lens focuses on the knowledgeable human action and how its recurrent engagements with a given technology constitutes and reconstitutes particular structures of using the technology(technology-in-practice). As Giddens (1979, 1984) already proposed, the notion of structure (or structural properties of social systems) is the set of enacted rules and resources that mediate social action through three dimensions or modalities: facilities, norms, and interpretive schemes. In this study, all three modalities can have an impact on the use of social media. The second and third modality are very important, because they refer to the shared understandings and meanings and the social structures. These are called institutional and interpretive schemes. People draw on the norms that inform their ongoing practices. The interpretive modality is about the meanings, expectations, associations, and conventions they attach to the technology and its use (Orlikowski, p.412). They are in other words the habits of the mind. People also draw on their skills, power, knowledge, assumptions and expectation about the technology and its use, influenced typically by training, communication, and previous experiences (Orlikowski and Gash, 1994). These include the meanings and attachments – emotional and intellectual – that users associate with particular technologies and their uses, shaped by their experiences with various technologies and their participation in a range of social and political communities (Orlikowski, 2000, p.410).

Based on the comparison of the conditions of the six technologies-in-practice, Orlikowski (2000) found out whether and how humans use technology to enact different technologies in practice. The different technologies-in-practice suggest that different types of enactment can be discovered.

In this study, the practice lens will be used to find out what the interpretive schemes or interpretive conditions of employees are about social media and which norms inform their ongoing practices. So which meanings, expectations, associations, and conventions employees attach to social media and how these describe and explain how they currently make use of social media in their daily activities. Besides that, social structures that constitute part of the larger social system within which employees work. Employees may perceive norms differently and these can influence the usage of social media. The practice lens will be also used to find out which facilities employees use while using social media.

Based on the figure that Giddens (1984) adapted, figure 2 is proposed to give an good overview of the recursive relations between technologies-in-practice, facilities, norms and interpretive schemes, and ongoing, situated use of technology. The technology in this study is social media. The notion of structure is proposed as the set of enacted rules and resources that mediate social actions through three dimensions or modalities: facilities, norms and interpretive schemes. The first modality, facilities, is used to find out which hardware and software employees use for using social media. These are the resources employees use to accomplish work or in this case to use social media. Interpretive schemes are about the assumptions and level of knowledge that are underneath the use of social media in daily activities. Norms are the rules that define the way of executing work and in this case of using social media in their daily practices. The technologies-in-practice refer to the enacted structures of technology use. It are the sets of rules and resources that are (re)constituted in people's recurrent engagement with social media in their everyday structured activities. Just like for the other technologies which have been proposed by Orlikowski (2000), different technologies-in-practice are enacted by the employees when using social media. When they choose to use social media, they are also choosing how to interact with it. So an employee may use it in another way as a colleague. Some of the employees may even choose not to use social media or one or more of the three most used platforms. So because employees use it on their own way, different rules and resources are enacted and so different technologies-in-practice occur. These various technologies-in-practice are called 'other structures enacted in the use of technology', which can be read in figure 2.

Figure 2: Overview of the relations between the concepts and constructs which are used in this study. It also shows the enactment of structures in practice for social media use by employees in relation to the three modalities (agency).



4. Methodology

This section is dedicated to provide the reader with an insight in the methods that have been used to conduct the research and generate results. It will not only describe the methodology, but it will also provide the reader with a justification of the choices that have been made.

4.1 The Study

The employees which are units of analysis are working in organization x. The organization has no clear policy and has no guidelines about the use of social media by its' employees and they are interested in how their current employees are using social media. According to Rokka *et al.* (2013), companies, with or without a social media policy, have to balance between different context and circumstances. Most importantly, it includes acts and activities of balancing between active versus limited company social-media presence. The management team of the organization got interested in how and if they can extract value from social media in general.

First we will briefly give an introduction of the organization. The organization is a producer and distributor of plastics for different industries. The company can be characterized as an innovative producer of sustainable plastics. With "24" employees working at their main facility in the Netherlands, the company is a SME (small and medium enterprise). The company has got two partners located in Germany which are producing products when they receive an order of the main facility. At the company, social media are seen as a private sphere, something that is located primarily outside work (Schennink, 2014). By embracing a cautious and even skeptical approach management acknowledges that corporate reputation may be influenced by employee participation online. The balancing act is, first, about whether 'to be or not to be officially present online and, second, about the extent to which employees can be trusted in their online behavior as opposed to being actively controlled and monitored (Rokka *et al.*, 2013). In addition, the balancing act is primarily about privacy in the sense that the company strongly emphasis the employees' work tasks over private life, rendering social-media presence exclusively as a private matter.

So it is interesting how the current employees are already using social media, and which social media channels they use to publish or to gain information. Are the employees active users or passive users of social media and are they already mentioning the name of the organization in their online behavior in for example posts on Twitter or Facebook or in their personal profile. Besides that, it is interesting for companies to know if and how their employees are extracting valuable information that can provide new insights for the company in their private time after work.

The major purpose of the study is to find out in which ways employees do use social media and which social structures are produced and re-produced. Babbie (2007) wrote that the three most common and useful purposes of social research are exploration, description, and explanation. A major purpose of this qualitative study is to describe the way employees use social media. The content analysis was used to report if employees were publishing content for business and/or for private purposes. But this research is not limited to a merely descriptive purpose. As Babbie (2007, p.89) stated: "*Researchers usually go on to examine why the observed patterns exist and what they imply.*" A purely descriptive study address what and how questions, and an explanatory address the question of why. So in this research, we also want to re-construct the process and want to explain the wider social structures which are enacted and which are reproduced and affecting behavior. The main purpose of this study is explanatory. The employees of the organization are the units of analysis. The sample population comprised 24 individuals who were working for the organization. Sixteen of the employees are SNSs users, which means that they use at least one of the three social media

platforms. The three social media applications or social networking sites are the three which are most popular in The Netherlands. This choice was strengthened by the study of Stelzner (2013), where he stated that Facebook, Twitter and LinkedIn are the top three of the most commonly used social media platforms by end- users.

4.2 Method

Methodologies for studying the social media phenomenon are still be tested by researchers. Brennan and Croft (2012) address that open-ended methods of immersion, observation and content analysis are a useful starting point when studying a quite new phenomenon like social media. We started with a desk research in combination with a small research within the organization in order to find out which employees have an account on Facebook, Twitter, and/or LinkedIn. After this we combined literature review and documents analysis with semi-structured interviews which consist of mainly open ended questions. The document analysis refers to the analysis of the content which was published on the social media platforms by the employees. The area of the use of social media is not entirely unknown, but it is reasonable to say that it is under-researched (Brennan & Croft, 2012). In this study, content analysis and open interviews are combined to take advantage of their different strengths. The results of the content analysis are used to select for example the employees which have been interviewed.

Data is gathered first by using a content analysis of the content which was published on the three social media platforms: Facebook, Twitter, and LinkedIn. All the social networking sites were studied from all the employees of the company. The data consist of written documents and updates on the various social media platforms, or according to Babby (2007), recorded human communications. This method was used to study the use of social media without affecting it and to find out what was being communicated until now. Content analysis is a widely used qualitative research technique. Research using qualitative content analysis focuses on the characteristics of language as communication with attention to the content or contextual meaning of the text (Budd, Thorp, & Donohw, 1967; Lindkvist, 1981; McTavish & Pirro, 1990; Tesch, 1990). The goal of content analysis is to provide knowledge and understanding of the phenomenon under study (Downe-Wamboldt, 1992, p.314). In this research, qualitative content analysis is defined as a research method for the subjective interpretation of the content published on the three social media platforms by employees, through the identification of themes and patterns. The content which is published by the employees on the three social media applications is studied and analyzed by using the private vs. work related ways of using social media. By analyzing all the data, we could determine if an employee was publishing work and/or private related content. The content analysis will serve as a fundament for the rest of the study and especially for the interviews and for selecting the interviewees.

The non-probability method, using purposive sampling has been used. It is a type of nonprobability sampling in which the units to be interviewed are selected on the basis of the researcher's judgment about which ones will be the most useful or representative. It is a theory sample, which is used to make sure that all the different ways of using social media were incorporated in the analysis. This ensured that the sample was representative of all the different ways in which employees are using social media. Based on the content analysis which has been done and conversations with the employees, the interviewees were selected.

Face-to-face interviews are used to gather additional information about the use of social media by employees. We chose for face-to-face interviews because the use of social media can be quite differently among employees and also to decrease the number of do not knows. If an interviewee misunderstands the intent of a question or that she or he does not understand, the interviewer can clarify matters, thereby obtaining relevant responses (Babby, 2007,

p.265). The employees who use social media are spread over three departments; 8 employees of the production department, 7 employees of the sales department and the other employees are part of the management team or have higher functions. The participants completed an open interview. The questionnaire consisted mainly of open-ended questions (Appendix B, p.36)

“Are there people in your environment who had an influence on your perception on social media over time”?

“How did you learn to use social media on the way you are using it right now?”

The main objective was to obtain information about in which way employees use social media in general, and their use of SNSs in particular. The use of social media (active vs passive) and the purposes of the usage of social media (private vs work related) are taken into account. Furthermore it was an objective to find out which facilities employees use, which interpretive schemes employees had about social media and their usage of social media and on which norms draw when employees use social media. Think about social structures that have been influenced by family, friends, colleagues, and or other third parties. The questionnaire was first pre-tested on someone outside the company because of the possibility of error. He was asked to complete the questionnaire. After that, we started with one interviewing one of the employees to make sure to if there were no other errors or difficulties in the interview questions. The interview survey is held in Dutch because of language issues of the employees. Furthermore, all the interviews were recorded and transcribed. After transcribing, the interviewees were asked if they would like to get the documents back for verification. To make sure that the documents did not include information that may inflict damage to themselves or others.

The interviews were structured by following the three conditions or modalities. The questions include the following aspects of the modalities: facilities, norms and interpretive schemes. Besides that, another objective was to find out if employees used social media for private and/or for business purposes and in which way; passive or active. So a distinction was made in the interview between in which way employees use it private related or for private purposes and in which way employees use social media business related or in other words, for business purposes. So the framework of the usage of social media is used to find out in which way (active or passive) employees use social media and for which purposes (private-related or work-related).

4.3 Data analysis

Coding was used in this research to analyze the information which was obtained through observation, content analysis and interviews. All approaches to qualitative content analysis require a similar analytical process which includes the coding process (Hsieh & Shannon, 2005). Hsieh & Shannon (2005) stated that the success of a content analysis depends greatly on the coding process. The basic coding process in content analysis is to organize large quantities of text into much fewer content categories (Weber, 1990). Categories are patterns or themes that are directly expresses in the text or are derived from them through analysis. In the coding process, researchers using content analysis create or develop a coding scheme to guide coders to make decisions in the analysis of content. A coding scheme is a translation device that organizes data into categories (Poole & Folger, 1981). A coding scheme includes the process and rules of data analysis that are systematic, logical, and scientific. The development of a good coding scheme is central to trustworthiness in research using content analysis (Folger, Hewes, & Poole, 1984).

Researchers regard content analysis as a flexible method for analyzing text data (Cavanagh, 1997). The specific type of content analysis approach varies with the theoretical and substantive interests of the researcher and the problem being studied (Weber, 1990). Rather than being a single method, current applications of content analysis show three distinct approaches: conventional, directed, or summative (Hsieh and Shannon, 2005). All three approaches can be used to interpret meaning from the context of text and data. The directed approach, analysis starts with a theory or relevant research findings as guidance for initial codes. A summative content analysis involves counting and comparisons, usually of keywords or content, followed by the interpretation of the underlying context.

In this research, theory is used to start with codes or concepts of a particular study. The codes that are being used are derived from the research of Constantinides (2008). Constantinides (2008) made a distinction between passive and active way of using social media. The active way of using social media has been divided in private or work related use. The passive way is also divided in private or work related content published by the employees. So this study uses existing concepts to develop the initial coding scheme prior to beginning to analyze the data. This matches what Kyngas & Vanhanen (1999) stated: 'With a directed content analysis, the researcher uses existing theory of prior research to develop the initial coding scheme prior to beginning to analyze the data'. This is the type of content analysis which has been used in during this study. Hsieh and Shannon (2005) also stated that researchers employing a directed approach can efficiently extend or refine existing theory. The two ways of using social media, which have been proposed by Constantinides (2008) are used during the coding process. The two ways of using social media: 'private' and 'work-related', have been used in order to code the data which has been published through the three social media applications by employees. Advantages of the content analysis are its economy in terms of both time and money and another advantage is that its permitted the study of processes occurring over a long time and the possibility to do the analysis again (Babbie, 2007, p.330). A disadvantage of the content analysis is that it is limited to the examination of recorded communications (Babbie, 2007, p.330). To deal with this disadvantage, interviews were held to overcome this problem. Take for example employees who use social media in a passive way. By only executing a content analysis this cannot be explored and you may conclude that they do not use social media.

4.4 Document analysis

The document analysis was executed by taking all the published content in into account. All the updates, posts and/or Tweets on the profiles of the employees have been analyzed. The content which was published on the social media platforms could either be private or work related. Private related content relates to all the status updates, tweets and posts that has a private purpose such as posting content about hobbies, family or other non-work related content. Work related content relates to all the updates, tweets and posts that has a work purpose such as referring to the company in the content or to activities that are related to their work environment. Think about going to the office or an exhibition.

For coding the content which was published, We coded the manifest and latent content. To determine if the created content was work related, We focused on the words 'organization x', 'kantoor' (office), and "Werk" (work or working). These are examples of indicators of work related content. This method have the advantage of ease and reliability. But there is an advantage, because work related content can exist without these exact words. Therefore the latent content is analyzed which contains the underlying meaning. Although the assessment might very well be influenced by the appearance of the words 'organization x' and 'werk', it would not depend fully on their frequency. Therefore this second method seems better designed for tapping the underlying meaning of communications but its advantage comes at

cost to reliability and specificity. By combining those two methods, less discussion is possible about either the content is work- or private related.

4.5 Interview analysis

The semi-structured interviews consist of mainly qualitative data. The key process in the analysis of qualitative is coding, or in other words, classifying or categorizing individual pieces of data coupled with some kind of retrieval system (Babbie, 2007, p.384). The software of Atlas.ti is used to code and analyze all the primary documents with the interview data. We also used Atlas.ti to code the content which was published on the social networking sites. The aim of qualitative data analysis is discovery of patterns among the data, patterns that point to theoretical understandings of social life, in this case the different ways of using social media by employees.

First, the process starts with open coding. During open coding, the data are broken down into discrete parts, closely examined, and compared for similarities and differences. All the phenomena are identified and labeled in the text. Each line was read to search in order to find out to what concept it relates.

After open coding, axial coding will be used to identify the core concepts more analytical by regrouping the data. Here social media will be divided in three platforms and all the quotations about these platforms are coded. The three codes are Facebook, Twitter and LinkedIn. The different concepts are related to each other via the combination of inductive and deductive thinking. So interrelations or co-occurrences are identified. So the key concepts in this study are identified. In this stage, the other important concepts are taken into account: facilities; which are all the resources to accomplish work or to use social media, norms; which are the rules that define the organizationally sanctioned way of using social media, and the interpretive schemes; which are the rules reflecting knowledge of the use of social media. Some other important codes are: passive and active use of social media, private- and work related use. So this specific part we categorized the important concepts. Interrelations or co-occurrences are identified in this part. This second part of coding was about connecting concepts.

Third, selective coding will be used to identify the central codes in the study. During this stage, the most important quotations are selected. Surprising themes have been chosen and a storyline was developed around in which the concepts are connected. This last part of coding is all about interrelations and theory building.

5 Results

This section is dedicated to show the most important results and findings of our research. The results section is divided into three parts; the results in the field of Facebook, the results in the field of Twitter, and finally the main findings of the LinkedIn platform. This structure was mainly chosen to describe the differences in use between the three most popular social media platforms and to explain why these differences occur by platform. The three parts are divided based on the type of use we found. Besides describing the type of use, we also on the three modalities which are important. At the end, we come up with the most important similarities and differences to show the main differences between the social media platforms.

5.1 Facebook

Our findings showed that Facebook is used by 11 of the 24 employees at organization x. The results show that we have two main groups of employees regarding Facebook.

5.1.1 Non-usage

First we found a group of employees who do not have an account and a profile on Facebook and these employees do not use this specific social media platform in their daily practices. The first group of employees who do not use social media can be characterized as ‘no-users’. Before illustrating this with empirical evidence, we will shortly discuss the non-usage group. The non-usage group consist of employees who do not have Facebook but more important is that they do not use Facebook by for example using accounts of other people or by using features that make it possible to gain information from Facebook without having a own profile. It is important because our findings show that it is not always the case that somebody needs a own profile to use it in a passive way. The following quotes confirm our findings after finishing the content analysis.

“I don’t have an account or profile on Facebook”.

“I don’t have an account on Facebook”.

We found a non-usage group during this study. During the interviews we found that employees mentioned that they do not have time to use Facebook. So in terms of facilities, they do not have the resources (time) to use Facebook. Furthermore we found that they do not use Facebook because they do not see the added value of Facebook. This is closely related to the level of knowledge about the facilities which Facebook offers. In terms of interpretive schemes, employees do not know how a social media platform can add value to their private practices, nor to their business practices. Another reason given by one of the employees during the interviews is that he was a bit reserved towards social media, because Facebook is able to use all his private information for other purposes. So in terms of interpretive schemes (assumptions), the employee decided not to become a member of for example Facebook because as a user, you provide Facebook with all kinds of private information about yourself and they can share it with third parties. Employee 12 stated that this was his main reason not to use Facebook. This has to do with his assumptions about what Facebook can do and may do with private information of its own users.

5.1.2 Usage

Next to the non-usage group we found employees who actually use Facebook. Based on our findings a user has three options to gain access to information which is published on social media. First, a user uses his own profile to log in to a social media platform. Second, an employee uses an account of somebody to get access to social media. Third, the employee uses features that make it possible to gain information without having an own profile. We found that a user who has not got an own profile, has limited access to a social media platform

and can only use it by reading and extracting information, so in a passive way. The study showed that employees use Facebook in several ways according to our framework. But the results show not all the different types of use are applicable for Facebook. We found that Facebook is used in 3 different ways; passive- private related use, passive- work related use, and active- private related use. Even though none of the employees is located in quadrant active- work related usage, we found some interesting motivations why an employee does not use Facebook for business purposes in an active way.

5.1.2.1 Active- private related usage

The data showed that two of the 11 employees were creating content on their own profile at least once a month. The rest of the employees were creating content rarely or were tagged in status update on Facebook by other Facebook users. We have identified tagging *“as the way other people mention other users in their status updates”*. Some empirical results of updates where an employee was tagged in:

“We are ready for it! Come on Feijenoord!!! – with employee 4 at Go Ahead Eagles”.
“This year we will announce the date for the comrades weekend 2014” – with employee 1”.

So according to our findings, two of the employees are creating content on a regularly base. Content was created consisting of photos, videos in combination with text updates about hobbies, family, holidays, news, sport and games. The content was created and published in form of status updates. This is one of the facilities Facebook offers. During the document analysis we found that employee 1 and employee 8 both created content in an active way for private purposes. So these two employees are located in *active- private related* quadrant. Employee 1 and 8 confirmed in their interviews that they are creating content for private purposes on Facebook. Some empirically examples of which was said about creating content for private purposes on Facebook:

“I use Facebook to share things with friends. When I see something that is fun to share, I create a status update with a photo or text”.
“I share photos and messages on Facebook. For example when I was in Amsterdam, I made a photo and shared it on Facebook”.

The active users see and capture the value of their status updates because related people read their published content and react on their status updates. So such awareness of alternative ways of using Facebook may motivate employees to make changes in their technology and their use of it. Employees 1 and 8 assume that Facebook is useful for keeping friends up-to-date. During the interview those two employee said that their friends are using Facebook to keep their environment up to date by creating and sharing information. Because friends use this way of using Facebook, they decided to use it in a same way. So in terms of interpretive schemes, their assumptions explain why those employees decide to be active users of Facebook. The next quotes reflect interpretive schemes which are applicable for active-private related use.

“A lot of friends from the aviation environment are also members of Facebook. If I share something on Facebook, I like the fact that they can see my update, and by the way, it quicker than email”.
“You should see it as bar online, still social but then on the internet. It means that you have conversation with friends and family”.

Furthermore, the results show that the employees who are active users of Facebook use the same hardware to get access to Facebook and post status updates. Devices or gadgets such as

smartphones, tablets, and laptops give people the possibility to access and create new content on Facebook while being out of office or away from home. So mobility of the hardware which is used is an important factor of using Facebook in an active way. So we found differences in terms of facilities, and in specific technological artifacts between those who are active users and those who are passive users. The following quotations show the usage of more and mobile devices while using Facebook:

"I use several kinds of gadgets to gain access to Facebook. Most of the time I use my computer and/or tablet and when I'm at work I use my mobile phone"

"I mainly use my Ipad, and my Iphone when I am on location. And I use my computer when I have to read larger documents with more information for example. "

Another interesting result which we found during our research is the effect of the social environment on the usage of Facebook. The results show that employees who do get many requests of other users, are more active than those who do not get invited or requested or when receive less invitations. The two active users of Facebook stated that they are both influenced by their social environment with friends, family and other related people. They said during the interviews that they started to use Facebook in the same way as their friends do. So they assume that Facebook should be used in an active way as well. So in terms of interpretive schemes, their assumptions how to use it explain why they use it in the same way as their (Facebook) friends.

"Other friends and companies which are aviation related are also creating content and are sharing status updates. That is why I started to do that as well".

5.1.2.2 Passive- private related usage

The data showed us that most of the employees, eight of the employees, are more or less reading status updates, watching photos and videos, and gaining information. Employee 9 and 10 stated that they are using Facebook more or less in a passive way:

"I use Facebook daily, I am more or less a reader, just go through all the status updates if there is some special information".

"I read things at Facebook, now and then I see a picture that stands out".

The group of employees who use Facebook in a passive way for private purposes do not capture or see the value of creating content on Facebook on a regularly base. Their associations with Facebook are that it is a valuable platform for reading and gaining information which is published by other users. In terms of interpretive schemes, they see Facebook as a platform that should be used for reading and gaining information instead of publishing and sharing information.

And those employees did also mention that they do not have time to use Facebook in an active way. This suggests that they do not have the resources to accomplish work. So in terms of facilities, resources (time) play a crucial role in being active or using Facebook in a passive way. The following empirical results show the facilities (time) and interpretive schemes why employees only use Facebook in a passive way.

"I do not see the value, the relevance and I do not have the time in order to create content and post updates"

"I do not capture the need of being active on Facebook. I see that other people are really active through the day on Facebook but I just do not have time for that"

Furthermore we observed that these passive users are not using the same amount of hardware or devices to get access to for example Facebook as the active users did. They use a laptop or a computer that has a connection with the internet to get access and use social media. In

compare with the employees who are active users on Facebook, we saw that they do not use mobile devices such as a smartphone or a tablet to connect with Facebook. So they are less mobile and they are limited in their possibilities to get access to Facebook. The following quotations illustrated that these passive users do not use mobile devices to use social media:

"Laptop at home and computer when I am at the office. I have got a mobile and a tablet but I am not using these devices."

"Mainly through the use of the computer. Recently I got mobile phone but I do not use it yet."

5.1.2.3 Passive- work related usage

The third quadrant was filled with just one employee who uses Facebook as a searching tool for business purposes. So the passive- work related quadrant was applicable because one of the employees uses Facebook for searching for business related people.

"I search for people occasionally for work related purposes. To do this, I use Facebook".

It means that one of employees is using Facebook in a passive for business purposes and so he is located in the *passive- work related* quadrant. The use of Facebook by employee 2 can be explained if we look at the first (facilities), second (norms) and third modality (interpretive schemes). Employee 2 considers it as normal that the person where somebody is looking for, cannot see that somebody has checked his or her profile. So in terms of interpretive schemes, the employee wants to be anonymous when searching for other people on a social media platform such as Facebook. During the interview, the employee told me that he sees Facebook as a platform that corresponds with his expectations of using a platform for searching for people. Because Facebook has the characteristic of not showing people that you have been searching for them and that you were on his or her profile, it is used in a passive way by the employee. So according to the employee and our research Facebook offers users the facility to search for people while others cannot see that you have searched for them or that you have been on their personal profile (facilities). The third reason is that the employee draws on the rule of the organization of not being active on Facebook or another social media platform. The employee said that the organization does not want an employee to mention the name of the organization on social media. So it is actually clear that social media cannot be used for business purposes by employees. This norm does influence the behavior of the employee of Facebook, so that is why he uses Facebook for searching for people while staying anonymous. The following empirical evidence illustrate a quote of one of the employees with his main reason not to search for people without staying anonymous.

"People cannot see that I have searched for them and their profile. That is the main reason that I use Facebook to search for business related people".

5.1.2.4 Active- work related usage (not applicable)

The data gathered from the content analysis showed us that less data or status updates on Facebook were work related and created regularly on monthly basis. So active- work related quadrant of the figure was not applicable for the use of Facebook by the employees. None of the employees was creating content or information for business purposes at least once a month. The employees do not use Facebook in an active way because of some reasons. First, some of the employees see Facebook as a private related social media platform which should be used for private purposes only. So in terms of interpretive schemes (assumption), those employees relate Facebook with a private related platform. Second, during the interviews we found that most of employees draw on the rules of the organization of not using social media for work practices. They do respect the fact that the management team addressed that social media should not be used for work purposes. This combination of rules within the

organization and the assumptions about Facebook explains why employees do not use Facebook for business purposes.

5.1.3 Overview

So we found different ways in which employees use Facebook in their daily practices. We found 4 technologies- in- practice according to our data. First we have the group of no-users. Second, we have the group of passive- private related users. This group consists of employees who use Facebook only for reading status updates. They basically draw on the rule that they do not have time to use it in an active way and that they do not see any value of creating own content at Facebook. Third, we have one employee that uses Facebook in a passive way for business purposes. He draws on the norm to be anonymous when searching for business related people. The fourth and last group of users is the one who uses Facebook in an active way for private purposes. The underlying interpretive scheme is that they assume that Facebook is valuable for having conversation and keeping friends up to date as well as keeping themselves up-to-date. To sum up, figure 3 gives us a visualization of the different ways and purposes of Facebook that are being used with the most important underlying modalities which explain their usage.

Figure 3: Representation of the way in which employees use Facebook. The different ways of using Facebook are divided in four quadrants and the employees are located in those quadrants based on their way of using it.

Usage of Facebook by employees	Passive	Active
Private related use	<p>8 employees</p> <p><i>Facilities:</i> Employee reads status updates of Facebook friends. Employee does not have time to use Facebook to create own content and share it with friends and followers.</p> <p><i>Norms:</i> Employee draws on the rule that people have to be careful about posting content on Facebook and they do not see the value of creating content on their own.</p> <p><i>Interpretive schemes:</i> mainly poor understanding of the possibilities to use Facebook in an active way and or for business purposes.</p>	<p>2 employees</p> <p><i>Facilities:</i> Employee creates and reads status updates which consist of text, photos and videos for private purposes.</p> <p><i>Norms:</i> Employee draws on the norm or rule to inform people in their social environment and keeping them up-to-date.</p> <p><i>Interpretive Schemes:</i> Employee assumes that Facebook is valuable for having conversations and keeping friends and themselves up-to-date.</p>
Work related use	<p>1 employee</p> <p><i>Facilities:</i> Employee searches for interesting business related people in order to gather information about that person.</p> <p><i>Norms:</i> Employee draws on the norm to be anonymous when searching for business related people.</p> <p><i>Interpretive schemes:</i> Using Facebook in an active way for business purposes does seem to be in contradiction with the policy or message sent by the organization (MT).</p>	No employee in this quadrant

5.2 Twitter

Our findings showed that 8 out of the 24 employees at the organization have got a profile on Twitter. So just as with Facebook, we found that there are two main groups of employees regarding Twitter.

5.2.1 Non-usage

First we have the group of employees who do not use Twitter for private purposes, nor for work purposes. This group of employees is characterized as no-users. The group consists of employees that have no profile on Twitter and do not use Twitter in any kind of way. They do not use an account of somebody they know or features of Twitter that make it possible to gain Twitter information without having an own account. The following quotation confirms our findings from our document analysis.

“I do not have an account and I do not Twitter”

During the interviews we found two main reasons why employees do not have an account and why they do not use Twitter for private or business purposes. One of the reasons we found during the interviews is that they do not have time to use Twitter in their daily practices.

“If I have to use Twitter as well, it simply cost me way too much time to perform all the other tasks I have.”

So in terms of resources, time is a restriction for those employees to start using Twitter.

Besides that having less resources explain why employees do not use Twitter, employees do not see how Twitter can add value to their daily practices. The employees do not know how it can add value to their private nor to their work practices. So in terms of interpretive schemes or level of knowledge, the employees have got a low level of knowledge about the functionalities of Twitter. That is one of their main reasons not to start using Twitter

“I do not know how to use Twitter and I do not see the potential added value of Twitter.”

5.2.2 Usage

Next to the group of employees who do not use Twitter for private, nor for business purposes, we found a group of employees that uses twitter. During the interviews we found an interesting result. We found that Twitter can even be used without having an own profile. In other words, one of the employees stated that he uses Twitter for gaining information by using his email account. Furthermore, the results show that all four types of use are applicable for Twitter. So Twitter is used in a passive way for private purposes and for business purposes. And Twitter is also used in an active way for private and for business purposes.

5.2.2.1 Passive- work related usage

We have observed some remarkable aspects about the use of Twitter by one of the employees. Even though the employee has no account and profile on Twitter, he is still be able to use Twitter for gaining and reading information. In the conversation we had with employee 7, he stated that he received emails in his inbox with business related news. So whenever he received an email with interesting business related links, he clicked on the link and read the information. So this type of use of Twitter can be characterized as a passive way for business purposes, even without having an own profile. In this case, the employee is limited to only reading news and gaining information. So in terms of modalities, the employee enacts with Twitter and by using his email account, it facilitates him in his work practices. In specific, in gaining interesting business related information. So employee 7 makes use of the facilities which are offered by Twitter and the employee does use Twitter in a passive way for business purposes.

“I do use Twitter but without an own account and profile. I receive mails on my email account with business related information which I read when I think it is interesting.”

Next to the employee who uses his email to read interesting information which was published on Twitter, we found that another employee uses Twitter for reading and gaining information for work practices.

"I use Twitter for reading business related things and to follow interesting groups which could provide me with valuable work related information".

During our document analysis, we found that the employee was a member of several groups which provide members with information about for example the industrial industry in which the organization is active. We also found that the name of the organization was not mentioned in his Twitter account. During the interview the employee said that he was not using Twitter in an active way because he respects the rules of the organization regarding the use of social media.

"I take the policies about social media usage within the organization into account, that is why I do not publish work related content".

Furthermore he said that could read valuable information about for example what other organizations do or information which could be interesting for the organization. So he does see the value of Twitter for business purposes.

In terms of interpretive schemes, the employee assumes that he should not mention the name of the organization but that he is still aloud to follow business related groups of people in order to gain interesting work related information. He sees Twitter as a tool that facilitates him in gaining information without mentioning the organization in which he works. So he uses Twitter in this way to comply with the request of the organization. So the norm or rule of the organization does influence his behavior but he thinks that following business related people does not harm the organization.

5.2.2.2 Active- work related usage

We found that one of the active employees on Twitter does post content which is work related. Which means that based on our framework, this employee is located in the *active-work related* quadrant. Besides posting, the employee 8 is also member of several work related groups where the employee can read and gain business related information. Some examples of work related Tweets which refer to exhibitions and the price the organization won:

"Building Holland Day 2 impression. Our durable sills- and renovation products are of interest by the crowd."

"Yes we made it. With Durodeen, Kreunen has got the best entrepreneurial idea of 2013 from the east part of The Netherlands."

During the interview, the employee said that he only published work related content which could be interpreted as positive information. So he takes the norm of not using social media into account but he interprets it as a rule which says that you should not harm the organization when you use social media. The employee stated that he does not create that many content which is work related because he knows how the rest of the organization thinks about social media. So he feels restricted in creating business related content.

"I do not create a lot of content on Twitter because I know how other people within the organization think about the use of social media".

The view of the rest of the organization and in specific the vision of the management team regarding the use of social media thus made him feel restricted.

"I could share at least 10 tweets a day because I read a lot of information. But I am not that active because I feel restricted because of the vision of the organization."

But if a situation occurs where the employee thinks that he should share it with his followers, he decides to do that. In the interview he made clear that he draws on one important condition: that he does not create negative content because this will not have positive results or outcomes for the organization. So he basically draws on his own assumption not to harm the organization when using social media in an active way. So the type active- work related usage can be explained by looking at the interpretive schemes of the employee. According to his assumptions, an employee should be able to share work related content but only if it is important and can only be interpreted as positive news.

5.2.2.3 Active- private related usage

We also found that another employee published private related content at least once a month. Which means that this employee is located in the *active- private related* quadrant. The private related tweets from employee 1 refer to different purposes, such as friends, news, hobbies, etc. An example of one of the Tweets:

"I am broadcasting live tonight!",

The employee stated that he uses Twitter for the fun and to keep in touch with his friends. He does that by using Twitter as a platform for sharing information and photos about things which he thinks they are interesting for his followers. So in terms of facilities, the employee uses the tool is offered by Twitter to share information and photos easily and very quickly.

"Last weekend I was in Amsterdam. Then you make some pictures of for example where you are and then you can share it quickly and very easily".

He also stated that he was willing to share information by using for example twitter but that he felt restricted by two reasons. First of all, he said that he was not sharing photos about products he thought which were interesting because they are produced for third parties. The employee stated that he found that it was not acceptable to share photos from product which were produced for other companies. So in terms of interpretive schemes, he felt restricted because he thinks that it is not acceptable to share photos of products which are produced for other companies. Mainly because other users can see what is produced and users have nothing to do with products that are bought by other companies.

"I do not share photos of products on Twitter because they are produced for other companies. Other users have nothing to do with what is sold to other companies."

The second reasons is that the employee draws on the rules of the organizations which forbids employees to share information which is business related. During the interview the employee said that he posted a Tweet of his working environment in the past. On this specific photo, people could see some products which were intended for other Twitter users. One of the members of the management saw it and the employee received a warning not to share any photos about products or the organization anymore. So he got sanctioned and this made him not to share any business related Tweets anymore.

"In the past, I shared a photo of my working environment where people could see a product which was not meant for them to see. The consequence was that I got a warning".

We have also found that this employee uses more and various devices to gain access to Twitter. The employee said that he has quite a lot of options to use Twitter in his daily practices.

"I actually use a lot of devices to use Twitter. Most of the time I use my computer on the tablet. On my work I use my Smartphone."

5.2.2.4 Passive- private related usage

We found that 4 of the 8 employees are using Twitter in a passive way for private purposes. They gain information by using Twitter as a platform that provides users with information about their areas of interest. During the interviews, these passive users of Twitter stated that they gain news by reading tweets about the news, sport, the weather and hobbies such as soccer. So they use it more or less hobby related or in terms of type of use, they use it in a passive way for private purposes. An empirical example from one of the interviews which characterizes the passive, private related way of using Twitter:

"I read things such as the news, sport, the weather, and soccer. So more hobby related and no work related groups or things".

Even though those employees do not use Twitter for business purposes, most of them do think that Twitter could be a valuable platform for work practices. So it is interesting to find out what their underlying reason is not to use Twitter for business purposes. During the interviews we found that, in terms of norms, the employees draw on the rules and 'no-use policy' of the organization. So despite seeing the potential value of Twitter for work practices, people follow the rules of not using social media for business purposes. An example of a quotation out of one of the interviews:

"The management team sent a message to all the employees not to use social media for business purposes. We respect this rule and do not use Twitter for business purposes".

In combination with the protocol or the rules not to use social media for work practices, one of the employees stated that he experienced that he should stay anonymous on social media because the organization does not want their name on social media. So in terms of interpretive schemes, he assumes that using Twitter for business may not be mentioned by third parties. The following quotation represents his assumption.

"They all know me as the employee of the Organization. So If I follow for example work related groups or people on Twitter, everybody can mention that, including competitors".

So in other words, using Twitter for business purposes can be mentioned by competitors and it could provide them with valuable information. Employee 7 stated that he wants to prevent third parties from extracting valuable information by for example following business related people or groups on Twitter.

5.2.3 Overview

In summary, we found all four types of usage for Twitter according to our framework. Four employees are located in the first quadrant, passive- private related use. They draw on the rules of not using Twitter for business purposes. The employee which created private related content drew on the same rules and policies of the company. He uses Twitter in the same way as his friends do; by reading and sharing interesting private related information and photos.

The two employees who used Twitter in a passive way for business purposes stated that they saw the potential value of Twitter. They used the platform for reading valuable and interesting business related information without informing third parties. It was remarkable that one of the two employees did not have an account on Twitter. The last quadrant was filled with an employee that used Twitter for business purposes in an active way. He admitted that he took the policy of the organization about not using Twitter extensively into account, but still he created content. He stated that he only created content could be seen as positive. So his assumptions about creating content that could only put the organization in positive daylight is more important than the norm of not using Twitter for business purposes from the organization.

Furthermore, we found quite the same results during the interviews in terms of interpretive schemes. In specific about the associations, assumptions and expectation about Twitter. The data showed that 10 of the 12 employees who were interviewed, thought positive about the value of Twitter for business purposes. The employees see Twitter as a potential valuable social media platform which can be used to extract value for work practices. This can be illustrated with the following quotations from the interviews.

“I think Twitter is more appropriate for business purposes. Employees can extract valuable information for work practices.”

“I think it is really interesting to have Twitter and to read business related information”.

“I think Twitter can have a huge impact when sharing content. So for sharing information as for gaining information Twitter could be valuable for business purposes”.

Those employees that did not see Twitter as a potential valuable social media platform have one common characteristic. If we look at the level of knowledge about Twitter, as part of interpretive schemes, we observed a low level of knowledge about for example the possibilities of Twitter for business purposes. Besides that, they cannot estimate the potential value for business purposes because they just do not know how it can add value to the work practices in general.

“I do not know how people follow and use Twitter and how other companies make use of Twitter and extract value from Twitter”.

“In case of Twitter, I do not know the platform general and especially not how to use it. Mainly because I did not use it in the past and I do not know what options it provides for business purposes.”

To sum up all the different types of usage, figure 4 provides us with a visual of the different ways of using Twitter by the employee with the underlying modalities which explain their usage.

Figure 4: Representation of the way in which employees use Twitter. The different ways of using Twitter are divided in four quadrants and the employees are located in those quadrants based on their way of using it.

Usage of Twitter by employees	Passive	Active
Private related use	<p>4 employees</p> <p><i>Facilities:</i> Employee reads tweets about sport, hobbies, the weather, news, etc.</p> <p><i>Norms:</i> Employee draws on the rules of being careful on Twitter in terms of linking the organization to information in created tweets that could harm the organization.</p> <p><i>Interpretive schemes:</i> Employee does think that Twitter is an interesting and potential valuable platform for business purposes in general.</p>	<p>1 employee</p> <p><i>Facilities:</i> Employee uses Twitter to create content by posting Tweets about his hobby or about the news.</p> <p>Mobility could play a role in being an active user.</p> <p><i>Norms:</i> The employee draws on the rules of being professional and not harming other people. He is not creating business related content because he works for third parties and that is why he is not allowed to post pictures of products.</p> <p><i>Interpretive Schemes:</i> The employee associates Twitter with a platform that could be also valuable for employees for extracting business related information.</p>
Work related use	<p>1 employee</p> <p><i>Facilities:</i> The employee uses Twitter (via email) for reading business related and for gaining new valuable insights.</p> <p><i>Norms:</i> The employee draws on the rules of not harming the organization and so he does not use Twitter (with an account) to make sure that nobody can see his actions on Twitter.</p> <p><i>Interpretive Schemes:</i> Employee experiences that Twitter becomes more valuable because it is a platform where other people can easily find information about organizations or other news.</p>	<p>1 employee</p> <p><i>Facilities:</i> Employee creates tweets which consists of information about products or interesting news about the environment in which the organization is active. Mobility could play a role in being an active user.</p> <p><i>Norms:</i> Employee draws a bit on the rules of the organization about being active on social media but although he does create content which could be valuable for the organization and could be interesting for potential buyers.</p> <p><i>Interpretive Schemes:</i> Employee thinks Twitter could be really valuable for business purposes and expects that it could add value to the company.</p>

5.3 LinkedIn

Our results showed that 12 of the 24 employees at the organization have an account on LinkedIn. The results show that we have two main groups regarding LinkedIn. A group of employees that do not use LinkedIn and a group that use LinkedIn for two purposes.

5.3.1 Non-usage

First we found a group of employees who do not use LinkedIn at all.

These employees are characterized as no-users and they are located in the no-use group. During the interviews we found that these employees are not using LinkedIn for private nor for business purposes in their daily practices. The results suggest that LinkedIn is not used without having an own account and profile. We also found a couple of employees who did make a profile on LinkedIn but who do not use it in their daily practices. They do also belong to the non-usage group. So the data showed us that it is if an employee has an account, it does not necessarily mean that he or she is actually using it for private or business purposes. We found for example that employee 6 created an account after he was advised to create one during a business meeting. Although, he stated during the interview that he did not do anything with it so he did not use it either for private, nor for business purposes. The following quotation shows despite having a profile, it does not mean that an employee is actually using LinkedIn.

"I do not actually use LinkedIn in my daily practices. I only made my own profile after we had a business meeting where someone advised me to create a profile on LinkedIn because it would be valuable."

His non-usage can be explained in terms of facilities (resources) and interpretive schemes. First of all he stated that he did not know the differences between all the social media platforms such as Facebook, Twitter, and LinkedIn.

"I barely know the differences between the functionalities of the social media platform."

So we can assume that his level of knowledge is low and that a lack of knowledge about the possibilities and the potential value of LinkedIn can explain why he does not use LinkedIn at all. The specific employee does not know how to add value either to private or to business purposes.

We also found another interesting motivation not to use LinkedIn. This motivation is closely related to what another employee said during his interview. He stated that:

"I think you only need LinkedIn if you are looking for a job, that it would be really useful."

So the other no-user associates LinkedIn with a platform which could be useful when you are looking for a job. But when you do already have a job, then LinkedIn is less useful and valuable according to employee 11. His assumption about LinkedIn is that it is a social media platform which could be useful in order to find a job by searching on this platform. So in terms of interpretive schemes, the employee thinks that a user should use LinkedIn to search for a new job.

Besides not knowing how to use LinkedIn, not having enough time is also an important reason not to use LinkedIn. During one of the interviews, employee 6 stated that he has not enough time to use LinkedIn because he is already using e-mail, Whatsapp and texting messages. It just takes too much time to start using LinkedIn as well. The following quotation shows that less time (resources) is one of the reasons why the employee does not use LinkedIn.

"I think that if you have an account and you use it, you have to answer all requests. I just too much for me. Besides that, I do not want to do that and I am just too busy with other tasks."

During another interview, one of the no-users came up with another interesting statement.

"I see LinkedIn more or less as a business platform"

He said that the main reason not to use LinkedIn was that the organization gave no clear policy with guidelines how to use LinkedIn. So according to his assumptions, rules and guidelines have to be established first in order to give the employees more handles to use LinkedIn. So the employee stills draws on the rules of the organization and respects the no-use policy for business purposes. Until there is a clear policy which says how to use LinkedIn, it will not be used by him.

“Once there is a clear policy with guidelines, I will probably start using LinkedIn.”

5.3.2 Usage

Second, we found a group of employees of the organization who have an account and a profile on LinkedIn and who actually use it for business or private purposes. Our data show that 8 out of the 12 employees who have an account on LinkedIn, do actually use it for business or for private purposes. We found two types of usage; passive- business related use and passive- private related usage.

5.3.2.1 Passive- work related use

During the document analysis and the interviews, we found that 7 out of the 12 use LinkedIn for business purposes. None of them are creating content at least once a month so they all use it in a passive way. Our data suggests that they use it to read and gain information about interesting business related people, work related groups, and companies. This can be illustrated by the following quotations which came out of the interviews.

“I use LinkedIn to gain information about interesting people who are related to the organization in some way. It is really easy to gain background information about the company or the person who is interesting.”

“I use LinkedIn for business purposes. I read things about the people I know and their profiles, for example when they are attached to a different job or function”.

“I use it for reading and to follow interesting groups which could be interesting for business purposes.”

These employees all use LinkedIn for business purposes but in a passive way. The first argument not to use it in an active way in terms of norms: the employees draw on the protocols and rules that are proposed by the management team of the organization. A message was send to the employees to be careful on social media and besides that, the message consisted of the following information: do not harm the organization by creating content or publish reactions on social media. All the employees took this into account according to the interview results. An example of a reaction about the rules or policies proposed by the organization:

“I am not active and I do not create a lot of content. Mainly because I feel restricted by the policies of the organization.”

Incidentally four of the employees do not know what the consequences or effects could be when they react or create content or if they get other reactions from members of LinkedIn. So their level of knowledge is quite low concerning the use of LinkedIn. So not being able to estimate the risks about reacting LinkedIn is a second argument which is proposed by the employees. Employees do not know what they can expect when they react on updates and messages of other LinkedIn user. So in terms of interpretive schemes or expectations, they do not know what they can expect and what the effects of reacting or creating content on LinkedIn are.

“I do not know if it is smart to react on certain messages on LinkedIn. More or less because I do not know what risks are attached and what are the pitfalls.”

5.3.2.2 Passive- private related usage

So on the one hand we have the group of employees who see LinkedIn as a business related platform and do also use it for business purposes. But on the other hand, we found that one employee uses LinkedIn in a passive way for private purposes. The employee stated that his friends and his family do also have an account on LinkedIn. Those relatives do also use LinkedIn for private purposes and the employee stated that is mainly why he also uses LinkedIn for private purposes. In his vision, LinkedIn should be used for private purposes. And his vision is influenced by his social environment. The employee said that he received invites from friends and family, so from private related people. The influence of his social environment (friends and family) result in a view of LinkedIn as a platform that should be used for private practices.

Besides the influence of the social environment, employee 12 draws on the protocol or policy of not using LinkedIn for business purposes. Employee 12 stated that this was communicated by an email which was sent to all the employee of the organization. So the advice and rules given by the management team (MT) of the organization are taken into account when using LinkedIn.

“A mail has been sent, in which the management of the organization stated that people should not use LinkedIn for business purposes.”

Another important aspect is that if an employee accepts suppliers and potential buyers on LinkedIn, third parties can see that they are in the same network of relations. The fact that potential buyers can mention other suppliers or competitors can make them decide not to choose for the products of the organization. So this could be a way to inform potential buyers with information you do not want them to know. This motivation not to use LinkedIn for business purposes could be illustrated by the following quotation:

“And of course you have the infinity between suppliers and potential buyers, that is an important aspect. You do not want them in one and the same group”.

Moreover, the employee thinks that LinkedIn is more or less used for personal and individual purposes. Despite that the intentions of designers do not play a crucial role in choosing how to interact with a technology such as LinkedIn, employee 12 thinks that using LinkedIn for business purposes was not the intention of the designers of LinkedIn. He respects and follows these so called intentions and uses it for private purposes. Furthermore, he stated that his level of knowledge is too limited to make a balanced judgment about LinkedIn.

“LinkedIn should be used for personal purposes in my point of view. I know that it is being used for business purposes but that is not the intention of the designers. Over all, I think my level of knowledge is too limited to make a balanced judgment about LinkedIn.”

5.3.3 Overview

Our data suggest that there are mainly three ways in which employees of the organization use LinkedIn in their daily practices. First of all there is the group of *no-users*. They decided not to use LinkedIn because they did have a low level of knowledge about the functionalities of LinkedIn, they followed the rules which were given by the organizations, and/or they saw LinkedIn as a platform which could be used to search for a new job when you are unemployed. Second, we found a group of employees who use LinkedIn in a passive way for business purposes. The *passive- work related* quadrant was filled with 7 of the 8 employee who are actually using LinkedIn in their daily practices. The main reason why they use it in a passive way is that they take the policy of the organization into account, which says that you should not use it in an active way so you could not harm the organization in any kind of way. Another reason why they do not use or intend to use LinkedIn in an active way for business

purposes, is that they do not know what the effects or results are if they create content which can inform third parties and could have a negative impact on their organization. The third quadrant was filled with only one employee which uses LinkedIn for private purposes. So he is located in the *passive- private related* quadrant. Employee 12 stated that he was influenced by his social environment, which also uses LinkedIn for private purposes as well. Another reason given by the same employee is that he adheres strictly to the rules of the organization, even for using it in a passive way. A third reason is that in the employee his point of view, LinkedIn is a more or less personal or private platform.

Overall, we have observed a quite similar perspective in terms of interpretive schemes; associations and expectations. Despite that one employee uses LinkedIn for private purposes (in a limited way), all the employee have quite the same vision and assumptions about LinkedIn. The interview results show that the all the employees associate LinkedIn with a business oriented social media platform. So their assumptions say that LinkedIn is more or less a social media platform that could be used for business purposes instead of private purposes.

“I think LinkedIn is really a business platform”.

“From my point of view, I see LinkedIn as purely business”

We saw that none of the employees use LinkedIn in an active way for private purposes or for business purposes. LinkedIn does not facilitate users with a tool on the homepage that users can use to create and share new content, which is the case at Facebook and Twitter. That is probably why less content was created by the employees on LinkedIn. Despite the fact that one of the employees did create content, he did not reach the minimum number of posts to become an active user of LinkedIn based on our requirements. By and large two quadrants; active- work related and active- private related do not apply in this case.

To sum up, figure 5 gives us a visualization of the different ways of using LinkedIn by the employees with the underlying modalities which explain their usage.

Figure 5: Representation of the way in which employees use LinkedIn. The different ways of using LinkedIn are divided in four quadrants and the employees are located in those quadrants based on their way of using it. Remarkable finding is that employees do not use it in an active way.

Usage of LinkedIn by employees	Passive	Active
Private related use	<p>1 employee</p> <p><i>Facilities:</i> Employee accepts invites of friends and family and creates a network that could be useful if he needs a person with some kind of knowledge or function.</p> <p><i>Norms:</i> Employee draws on the policy of the organization and takes the potential negative effects of accepting potential buyers and suppliers in his network into account.</p> <p><i>Interpretive schemes:</i> Employee associates LinkedIn with a private or personal platform which should be used for private purposes. A low level of knowledge lies underneath this view about LinkedIn.</p>	X
Work related use	<p>7 employees</p> <p><i>Facilities:</i> Employee reads and gains (background) information about interesting business people and about groups which are related to the same industry or business as the organizations.</p> <p><i>Norms:</i> Employee draws on the rules and policy of the organization that says not to use it in a way that you could harm the organization.</p> <p><i>Interpretive schemes:</i> Employees have a low level of knowledge with regard to the potential effects of creating content on LinkedIn which results in not using it in an active way.</p>	X

5.4 Differences and patterns observed

The crosslink section is dedicated to give an overview of important and remarkable similarities and differences across the three social media platforms. We will especially focus on the modalities which could explain the differences and similarities in use across the platforms.

First of all we will give an overview of how the three platforms are used by the employees. We saw that less than 50% of the employees use Facebook, respectively 11 out of the 24 employees. For Twitter, the number of users was only 7 out of 24. LinkedIn was used by 8 of the 24 employees. We saw that the highest number of people with an account on one of the three platforms was on LinkedIn, but we found out that only 8 of them completed their profile and actually used it in their daily practices. The other 4 did have a limited profile and did not use it for work, nor for private purposes.

We found that the main difference in terms of interpretive schemes between on the one side Facebook and on the other side Twitter and LinkedIn, is that Facebook is more or less seen as a private related social media platform whereas Twitter and LinkedIn are seen as a business platform, according to the employees. So the assumptions and expectations about the social media platforms Twitter and LinkedIn are quite similar based on our findings. According to our respondents, Facebook is a platform that is used more or less for private purposes instead of work purposes. Even though one of the employees did actually use Facebook for business purposes The employee did use Facebook but in a limited way. He stated that he only used Facebook for searching for business related people, in order to gain background information about them before for example business meetings. So Facebook is seen as a platform which could be used for private purposes and Twitter and LinkedIn are seen as a platform which could be used more or less for business purposes.

We have also observed a pattern if we look at being an active- or a passive user of one of the three social media platforms. When an employee experiences added value of creating content on Facebook or Twitter, he or she would consider to be or become an active user. The active respondents stated that their updates on Facebook and/or Twitter were appreciated by their friends and followers. That was crucial for being and staying an active user of those social media platforms from their point of view. On the other side, some of the passive users stated that they did not see or know who would like to read their updates. So these employees they did not know how created content could add value to them or their work practices. Thus we observed a certain pattern that says that seeing potential added value of creating content is an important condition of being active user or becoming an active user of one of the social media platforms.

The employees who are active on Facebook and Twitter, draw on the interpretive schemes of informing friends and followers and keeping them up-to-date. Keeping friends and followers up-to-date and informing them is something that they simply should do in their social environment in which they are active. So active employees see and capture the need of being active and so they create content on their own profiles. These active members and their social environment have created a structure in which they use social media as a communication platform.

We found similarities in a way that all the employees had quite the same vision about the degree of professionalism on social media. The employees stated that social media should be used in a proper way without potentially harming the organization when using it for business purposes. Besides these thoughts, they all took the policy of the organization into account in which stood that they should not harm the organization in any kind of ways on social media. This resulted in various ways of using social media. Some employees used it in a limited way in which they felt restricted in their behavior on social media. One employee stated that he

could be more active but he took the rules into account and he said that he would wait until a clear policy has been set up by the organization. Others decided not even to use social media in a passive way because the management team of the organization sent a message in which they addressed that using social media for business purposes is more or less forbidden.

At the end, we found a difference in terms on technological artifact or hardware between active and passive users of the social media platforms. The employees who use Facebook and/or Twitter in an active way, they do use more various devices than the employees who use it in a passive way. Being mobile in terms of having gadgets such as smartphones and tablets, is an important condition of using social media when an employee is not at home or at the office. The employees who are active stated that they use their smartphone or tablet to get access to a social media platform when they do not have a computer or a laptop at hand. Those employees who do not have a social media application on their smartphone or tablet or who do not have these devices, are not able to use it when they do not have a computer or laptop at hand.

6. Discussion

6.1 Discussion and implications for research

Social media is defined as “a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and it allows the creation and exchange of User Generated Content” (Kaplan and Haenlein, 2010). Even though social media is a more and more common phenomenon in organizations (Heerschap & Ortega, 2013; Van den Bighelaar & Akkerman, 2013), there is a lack of research into the role of employees with respect to social media (Rokka *et al.*, 2013). Most of the past research have focused to answer the “what” questions about social media and how it can be used in general (Kietzman *et al.*, 2011, Kaplan & Heanlein, 2010). Rokka *et al.* (2013) addressed that future research should focus on the role of employees regarding the use of social media. They tried to address that companies should focus more on employees instead of the building blocks of social media and social in general. Employees can fulfill the role of reputation builders when they are allowed to participate at the dialogue on social media (Rokka *et al.*, 2013). The employees are a fundamental element of reputation management, which means that they can play a crucial role in delivering the brand to customers, distributors and the rest of the stakeholders. So despite all the studies regarding social media, there still is a need to explain in which way employees use social media in their daily practices and what the underlying reasons are to use it. Especially now because social media networks grow and include not only family and friends anymore, but also colleagues, customers and distributors. So the boundaries between work and non-work roles became less clear. We tried to fill the gap regarding the role of employees by executing this research. Our research focuses on how employees use social media in their daily practices, the different types of usage, and the underlying modalities.

This research contributes to the theory of using technologies in practice, proposed by Orlikowski (2000) in such a way that we should not only focus on using one single artifact while using a technology in practice. We found that more various artifacts can be used to get access to social media platforms. Employees do have for example different assumptions and they draw on different norms while using a specific technological artifact. So the use of different technological artifacts and the fact that people could have different interpretive schemes about using for example a smartphone or a laptop, should be taken into account.

The three modalities, proposed by Orlikowski (2000) were useful in order to explain how people produce and reproduce structures when using social media. For all three social media platforms, we were able to explain why the employees use it in their current way but we found some differences in comparison to the research of Orlikowski (2000). In terms of facilities, and in specific technological artifact, we found that not only one, but more artifacts are important regarding the use of social media. Where Orlikowski (2000) could focus on less technological properties, available in artifacts deployed on shop floors and desktops, future research should not only focus on those technological artifacts, but they should take into account that there are more various devices and gadgets which could be used to get access to social media. We found that different artifacts can be used in different ways and this resulted in a diversity of technologies-in-use.

Our data suggested that having more (mobile) devices resulted in using social media in more various ways. The active users of Facebook and Twitter stated that they use various devices to get access to those platforms. Even when they are out of office or when they are not at home, they are still able to use Facebook and Twitter. The network characteristic on, for example, smartphones and tablets provides them a possibility to get access to social media wherever they are. So where most of the technologies are approached by only one artifact, social media

can be approached by using different artifacts. That is why a technology such as Twitter, is used differently, depending on the hardware someone uses.

The theory did put a lot of emphasis on norms and interpretive schemes but facilities are definitely important in the field of social media. Mainly because we found that the way people approach social media and which technology or hardware is used for getting access, made employees use social media in different ways. To find out how social media usage can be explained more specific, future researchers should not only focus on the norms and interpretive schemes people have about social media in general, but they should also focus on the norms and interpretive schemes about the specific hardware which people use while getting access to social media. In other words, future research should not only focus on the modalities which users attach to social media usage by computers or laptops, but they should also focus on the modalities which users attach to hardware such as smartphones, tablets and even smartwatches in the future.

The structuration theory which is proposed by Giddens (1984) is used as a fundament for the research of Orlikowski (2000). Giddens (1984) proposed a conceptual modal of human behavior and action. Behavior and structure are two core concepts in the duality of structure whereas structure is regarded as rules and resources recursively implicated in social reproduction across wide spans of time-space. The fact that Giddens (1984) attempted to combine structure and agency as a dependent duality, is important as a fundament for the research of Orlikowski (2000), but we did not gain a surplus value for our study. Mainly because we did not incorporate the time-space aspect of Giddens (1984) which address that social structures are produced and reproduced over time. So it can be used in the approach to our topic of the usage of social media if you focus specifically on structures that are produced and re-produced over time, but it is not very useful for explaining why employees use social media in a specific way. We did not focus on norms and interpretive schemes that are produced and reproduced over time. During our research we interviewed employees in a time of 1-2 months. We did not find that norms and interpretive schemes are reproduced over time. Instead of that, we focused on which roles facilities, norms, and interpretive schemes play when employees use social media. So where the structuration theory and the concept of duality of structure focus on why structures exist and re-exist, we tried to explain the usage of social media by employees. Thus, the concept of duality of structure is important but not very useful if future researchers try to explain why people use a technology in their daily practices such as social media. If researchers would like to focus on if structures are changing on the long term, for example 1 of 2 years, then the concept of duality of structure becomes more important.

Furthermore, the research explores the different types of how social media can be used by employees. A framework with four quadrants was presented. The four quadrants were based on the two ways of engaging social media (Constantinides, 2009) and with two purposes that employees can have while using social media. The model of Constantinides (2009) was right and valuable, but we can enrich or broaden his findings. First during our study we found one additional way of using social media which was not situated in our current framework; *no-use or non-usage*. Where Constantinides (2009) identified two main ways of engaging social media (passive and active), the non-usage way should be incorporated in the framework for future research. Even though employees do not use social media for business or private purposes, focusing on the modalities can explain what their underlying motivations are. So based on the results of our research, the framework should be expanded with another type of usage. Researchers should take into account that there are not four but five different types of

usage of social media; *no use, passive (private and work related), and the active way (private and work related)*).

In addition to a different type of use, we found that passive and active way can be divided based on different purposes. Our results show that employees can use it either for individual purposes but also for organizational purposes. An employee can create content which is linked to his own performances but an employee can also create content which is more or less meant for adding value to the entire organization. We found for example that one of the employees created content on Twitter which related to a prize which was won by the organization. This resulted in a lot of positive attention for the organization. So instead of using Twitter for individual purposes, Twitter is used for organizational purposes. These individual and organizational purposes also apply to a passive way of using social media. Some of the employees stated that they read information which could improve their way of working, but we also found that employees read information which could be valuable for the entire organization. During the interviews we found that some of the employees read information about for example competitors which was valuable for the entire organization. So different purposes of creating and/or gaining information should be taken into account when future researchers focus on how social media is used by employees. So we saw that the model can be improved in this way.

Despite the fact that the modalities explain the types of usage of social media, we did not find all types of usage for the three platforms. So why are not all the quadrants applicable?

For Facebook for example, we did not find the active- work related quadrant. This could be explained when we take a look at the interpretive schemes. During the interviews we found that most of the employees associate Facebook with a platform that should be used for private purposes. If they think that Facebook should be used for private purposes based on their experiences and vision, than Facebook is used for private purposes. We only found one employee that used Facebook in a passive way for business purposes. He draws on his own rule of staying anonymous while searching for business related people. Because Facebook offers the facility of staying anonymous while searching for people, he did actually use it for searching.

For LinkedIn we did not find the active- private and the active- work related type of usage. So none of the employees use LinkedIn as a platform for creating and sharing content at least once a month. This is probably because LinkedIn did not offer the facilities to create and share content with friends in the past. The employees do still draw on their earlier experiences and they do associate LinkedIn with a platform that could be used to search for people instead of creating content. Twitter was the only platform which was used in an active and passive way for both private and business purposes.

We found that the modalities were useful in explaining why employees use social media. Orlikowski (2000) made a distinction between facilities, norms and interpretive schemes. Our results show that all the three modalities are important and together they can explain the usage of social media by employees. The way in which hardware (facilities) is used plays a crucial role in how employees use a social media platform in their daily practices. With all the technological improvements such as improved smartphones and the upcoming smart watches, employees become more mobile and are able to use more various devices and gadgets to use Facebook, Twitter, and LinkedIn. We saw that the way in which employees approach social media (by using different artifacts or hardware), ensure that people use it differently. People have different interpretations and draw on different norms when using these artifacts. Take for example the usage of a mobile phone or smartphone. We found that employees mainly use those devices to scan through information on Twitter and Facebook. When an employee

wants to read it more carefully or if he or she wants to create content, a laptop is used. So in terms of interpretive schemes, they see a phone or tablet as a means for quickly scanning through content. On the other side, they see their laptop as a means for creating content and reading interesting information more carefully. So future research should focus on the different interpretive schemes and norms people have about using various devices for getting access to social media.

We also found some interesting results which should be taken into account for future research. First of all, we saw that having various devices did not influence the use of LinkedIn as it did for Facebook or Twitter. Where the differences between active and passive use on Facebook and Twitter can be partially explained by focusing on the technological artifact, we saw that LinkedIn was not used that much on for example smartphones or tablets. LinkedIn offers some other facilities and the employees do not use it for creating and sharing information or updates in their daily practices. We found that employees do want to use it mainly for business purposes. In terms of interpretive schemes, they associate LinkedIn with a platform which could be used for business purposes but not for sharing and creating content and they prefer using a laptop or computer when search for business related people for example.

Second, we found an interesting association with LinkedIn during one of the interviews. One of the employees does see it as a platform which could be used to search for a job. So in his vision, a user should not use LinkedIn until he or she is unemployed or when someone wants to find a new job while he still works at his current organization. Besides this vision, most of the employees do associate LinkedIn with a business related platform which is for employees with a relatively higher function within an organization. So for future research, researchers should focus on the interpretive schemes when they want to find out why LinkedIn is used and for which purposes. We found that the employees do want to use LinkedIn mainly for business purposes but that a no-use policy within the organization resulted in their actual usage. This resulted in a limited use of LinkedIn because employees do not know for example if they are allowed to accept customers, producers, and other business related people.

Third, our data suggested that the rules which were set within the organization regarding social media were vague. We found that most of the employees do know that the management team of the organization is skeptical towards social media. Therefore all the employees felt restricted by this rule of not using social media for business purposes. So most of them draw on the rules or norm which was set by the organization. However, what was interesting despite the fact that some employees do follow the norm, some do use it in an active way for business purposes. One of the employees stated that he does use it but only in a way that does not harm the organization. In his opinion, he can use social media to add value to his work practices and to the entire organization, but only when he does not put the organization in a bad daylight. So we assume that his interpretive scheme of using Twitter is more important for him than the norm of not using it for business purposes in an active way at all. So when somebody does not follow the norm and he is not sanctioned by the organization, it actually is not a clear rule or norm which has to be followed. So for future research, researchers have to find out what happens if an employee does not draw on a norm. If there is not a sanction for breaking the rules, than it is not a real norm or rule which employees should follow. So even if an organization forbids to use social media for business purposes, employees keep using it. This was strengthened by the results of the research of Silkroad (2012), which also mentioned that employees keep using social media even when an organization forbids to use social media when they are working. So to control social media behavior of employees, organizations should also monitor the behavior of their employees that work in an organization that forbids using social media for business purposes.

6.2 Implications for practice

To conclude this chapter, there are several implications for practice in response to this research. Our findings suggest that despite all the rules and policies set by the organization, employees decide how to use social media in their work practices. It has different consequences for researchers and managers.

First, social media could be seen as something that could be partly regulated by rules and policies within an organization. But at the end, it is also something personal. Employees can build networks that include customers, colleagues, and friends and the boundaries between work and non-work roles fade out. Putting limitations and restrictions on the usage of social media by employees is acceptable but an organization cannot forbid using social media in general. We saw that even when social media usage within the organization or social media for business purposes is more or less forbidden, employees themselves decide if they follow the rules. If employees do not follow the rules and restrictions, these rules become useless. Our results show that employees are in need of guidelines and handles instead of restrictions. They want to know how social media can or could be used properly instead of accepting limitations and restrictions about how social media should not be used. Based on our findings we advise companies to focus on setting up guidelines about how to use social media. Employees mentioned that there is a need for tips and tricks regarding the usage of social media. Setting up general guidelines or guidelines for a specific social media platform is highly recommended. Thus, managers should try to influence the way employees use social media by focusing on the interpretive schemes of employees. Managers could set up some restrictions but they should start with for example setting up social media guidelines.

By setting up guidelines, managers and companies could try to change the interpretive schemes of employees towards social media. This is less difficult than trying to focus on changing all modalities. This takes a lot of time and effort, in particular because employees are already using social media and they already got a certain image about social media.

Therefore managers should not offer all kinds of restrictions but they should try to change the expectations of employees. Think about tips and tricks about using for example Twitter for gaining business related information. If employees receive handles about how to gain information regarding their function or work related tasks, it can change the assumptions and expectations that employees have about Twitter. Changing interpretive schemes such as assumptions, associations with Twitter, and even expectations can make employees change their ways of doing things, especially for business purposes.

Changing an entire image about social media will cost more time and effort than giving advice to an organization which is in line with the current interpretive schemes and norms of the personnel and staff of an organization. Based on our research, we can propose some recommendations which are related to social media strategies for companies. The recommendations depend on the associations and assumptions of the personnel and the management team of an organization towards social media and the norms on which the personnel draw when using social media.

First of all there are organizations which do not know if they can make use of social media and if so, how to use a platform such as Twitter or LinkedIn. We advise those companies to find out what the level of knowledge is of the employees regarding the usage of social media. If the personnel of an organization overall has got a low level of knowledge about the functionalities of social media and if they do not know how social media can help them with their current work tasks, then we recommend such an organization not to choose to give

employees space and possibilities to use social media in an active way for work purposes. We recommend these organizations to set up guidelines about how to use social media in general and then for work practices. Think about how employees can make use of gaining information for work practices. The guidelines can make employees start using social media in order to get a better understanding of the possibilities and functionalities of for example Twitter. If they do so, they start with using social media platforms in a passive way for only gaining information by reading work related information. Based on our findings, Twitter and LinkedIn are the most appropriate platforms for gaining business related information. According to our results, Facebook is less useful for organizations that work business to business. Employees with a relatively high level of knowledge about the functionalities of social media could be called together to form a social media team. We recommend them to discuss about the potential added value for work purposes. They can decide for example to start with doing research about how for example competitors are using social media for business purposes.

Second, organizations with employees with higher levels of knowledge regarding social media could take other steps. These companies should also identify what the level of knowledge is regarding social media within the organization. Based on our findings, employees who do already use social media frequently in their daily practices do know more about functionalities of social media, especially for work practices. These employees addressed that they have less need for basic guidelines about how social media can be used in general. Instead of guidelines about how social media can be used in general, an organization should focus on setting up guidelines about how social media could be used for work practices. Think about gaining information about specific function and work tasks or information which could be useful and valuable for the entire organization. Employees with relatively high levels of knowledge about the functionalities of social media and especially how social media can be used for work practices, are also more appropriate for using social media in an active way. If an organization decides to use social media in an active way, we have some recommendation with regard to the platforms. Based on our findings, Twitter (and to a lesser extent LinkedIn) is a platform that should be used for creating work related content. Our results show that the employees see Twitter as most valuable platform for creating and sharing work related information in a business to business environment.

Furthermore, when the management team of an organization is a bit reserved and they do not know how social media can play a role for or within their organization, we recommend them to start talking with the employees of the organization. We found that listening to employees can ensure that new insights are found that may be valuable for an organization. We found for example that searching for business related people and gaining background information about people can be done by using LinkedIn or Facebook. When you do not want anyone to see that you have been looking for him or her, than you should not use LinkedIn. Mainly because LinkedIn offers users the facility to see which people have visited their profile. To prevent people from seeing that you have visited their profile, we recommend people to use Facebook. Changing a reserved position towards social media by starting conversations about how employees add value to their work practices should be recommended. When employees are stimulated to use social media and they are allowed to exchange information with colleagues about their social media usage, this could result in new insights for employees about work practices.

Another implication is that the organization should try to change their attitude towards social media if they are reticent about social media. Participation in professional or industry conferences could change the attitude. Conferences often allow people to exchange ideas and

stories about their work practices, including how they use social media in their everyday practices. Such awareness of alternative ways of using technology may motivate people to make changes in their technology and/or their use of it. So even conversations with employees about social media may lead to different use of social media. When people exchange ideas about how social media can add value to their work practices or to work practices of colleagues, this may change the attitude towards social media and the way employees and the organization use social media on the long run.

When companies want to know how their employees use social media, they could start to monitor their behavior on for example Facebook, Twitter, and LinkedIn. Companies can use the framework to give a clear visualization of the different ways of using social media. Based on the framework, they can select for example an employee that could become a reputation builder or meaning maker for the company by using social media. Employees who do not use social media at all are probably not the ones that should be chosen for a social media function within the organization. Employees who use social media a lot in their daily practices have probably got a higher level of knowledge about social media and its functionalities. The level of knowledge in combination with an open and enthusiastic view on social media make them more attractive for becoming a member of the social media team.

7. Conclusion and limitations

7.1 Conclusion

This research initially aimed to empirically investigate and explore how social media is used by the employees of a business to business organization. Subsequently, it was our goal to find out why the employees use social media in their daily practices. So what are the underlying motivations of using social media. These two main goals were illustrated in the following research questions:

“In which way do employees make use of social media in their everyday practices and which facilities, norms and interpretive schemes are implicated in their ongoing action?”

By using the modalities of Orlikowski (2000) we were able to discover which aspects of underlying modalities played a more crucial role in using social media for different purposes. The three modalities which are underneath the patterns of use, resulted in some *technology-in-practice*. We saw that the employees enacted multiple structures along with a technology-in-practice. The employees we studied within the organization engaged quite differently with the three social media platforms and they enacted two distinct technologies-in-practice. Next to these two technologies-in-practice, we propose the most important differences and similarities across the three social media platforms.

Limited-Use Technology-in-Practice.

One of the technologies-in-practice we observed in the organization involved limited use of the social media platforms, and was enacted at all levels of the organization. So such use of social media was minimal and involved reading some new shared information rarely, if ever, sharing a post on Facebook or a tweet on Twitter. My data suggested that this technology-in-practice was enacted for some different reasons. First, the employees had doubt about the value of social media for private purposes but especially for business purposes. So they did not know how one or more of the social media platforms can add value to their own and the organizations performance. Some of the employees based their skepticism on the view that social media was just a tool for keeping up-to-date with family and friends and that it was not intended to be a platform or technology for adding value to individual or organizational practices. Other employees were skeptical about social media in general especially for example because of the information which can be seen by a lot of people and it is traceable for a long time on the internet. The skepticism of some of the employees is related to their limited knowledge about the social media platforms and the functionalities. Another important reason why employees were skeptical is that they drew on the vision and the orientation of the organization towards social media. Their view of it as a platform that could harm the organization made people probably become skeptical as well. By not reading or using the technology, social media did not even provide them with little value for private and/or for business purposes. Another important reason is that people were unwilling to spend time learning or using it because they did not capture or see the value of social media and they stated that they did not have time to use it in their daily practices.

So in the recurrent practice of social media use, employees drew on their understanding of social media as a tool for private purposes which were not applicable for them.

Individual productivity Technology-in-Practice

Another technology-in-practice which we observed is individual productivity technology-in-practice. Only some of the employees who use one or more of the three social media platforms in an active way or in a passive way, use it for individual productivity. In other

words, employees who do use social media for private or business purposes, use it for individual private or work purposes and not for example for collaboration. They did not view social media as either irrelevant or as a platform that could harm the organization or themselves. Instead they saw it as an opportunity to improve their own and current individual practices. They see social media as a platform that can provide them with valuable information for private but also for business purposes. So, a few employees began to use especially Twitter and LinkedIn to perform activities which were performed otherwise in the past. For example searching for new information about interesting development in their industry or searching for information about competitors and other interesting companies. Another way social media is used is as a way to search for interesting business related people. It is seen as an opportunity for speeding up existing ways of search for people or other interesting business related people or companies. Despite the fact that it can be used as a tool for gaining information, it is also used as a platform for sharing information with followers or friends. One of the employees stated that it works great as a platform. Their more positive view towards social media is probably related to the higher level of knowledge about the functionalities of the three social media platforms. This makes it easier for these employees to assess where social media can add value to their private and business purposes.

Differences and similarities across the social media platforms explained.

We tried to give a clear visualization of the different ways of how social media is used by the employees of the organization. We incorporated the modalities of Orlikowski (2000) and the different ways of using social media of Constantinides (2009). We have also added two main purposes which employees do have when using social media. Based on those studies and the purposes, we proposed a framework with quadrants of different ways in which employees can use social media and the underlying modalities. So now we were able to identify how an employee uses social media in his daily practices and with what purpose he or she uses it.

We found differences across the three social media platforms Facebook, Twitter, and LinkedIn. First of all, we found that Facebook is used as a powerful tool for keeping friends up-to-date and for conversations with friends. Facebook facilitates people in sharing status updates with friends which consist of information, photos, and videos. Besides sharing information, employees use Facebook for reading status updates of friends in order to be up-to-date with the latest news. Based on the data we have gathered, we can conclude that such use of Facebook overall throughout the organization was minimal, even perfunctory. And it involved reading updates of friends a few times a week or even rarely, if ever, sending a message via Facebook. So Facebook is mainly used for private purposes by the employees. However, one of the employees used it in order to find extra background information about business related people. This employee drew on the norm or rule of being anonymous while searching for business related people.

Second, we found that Twitter is used more or less as a platform for gaining and reading interesting personally related news in the form of tweets. It also facilitates people in sharing short messages with their followers which are most of the time private related. Based on the interviews, we found that Twitter is used mainly active for private purposes because of the rules or policy of the organization. On the other hand, employees stated that Twitter could be an interesting business related platform. They admit that the most important reason is that they only use it in a passive way for business purposes because of the cautious and reserved position of the organization towards social media. Their current usage involved reading tweets daily or a few times a week. So Twitter can be seen as a platform which is used in a passive way until now for private and for business purposes.

Third and last, we found that LinkedIn is used more or less as a platform for searching for people and their background and informing other by sharing your own business related career. The employees stated that they see LinkedIn as a business related platform. The rules of the organizations regarding social media usage restrict them in sharing more business related information. Only one of the employees stated that he uses LinkedIn for private purposes and sees it as a private related platform. This specific employee also admitted that he has got a low level of knowledge about the platform and its functionalities. That is the main reason why he does not see it as a platform that could be used more business related based on our findings.

7.2 Limitations

This qualitative study explored a sample of just one single case-company that provided us with insights in how the employees of this company use social media and how this can be explained by focusing on the modalities. The research was performed within that organization, so it is more or less a single case study. So as in qualitative studies, the data usually are collected from a few cases or individuals so these findings cannot be easily generalized to other organizations. Findings can however be transferable to other settings.

The fact that this research is performed within a business to business (B2B) organization, makes it hard to generalize our findings to business to consumer (B2C) organizations. During the interviews some of the interviewees stated that Facebook was less interesting because the less business are active on facebook, which are the main target group. So when an organization has consumers as its target group, Facebook could possibly be more interesting. However, some findings are transferable to other settings and even to B2C organizations. The principle that the usage of social media is dependent on which device or hardware is used, is theoretically generalizable. We found that using different devices do influence the way someone makes use of social media.

The fact that the management team of the organization was reserved about the usage of social media for business purposes had an effect on the way employees used social media for business purposes. Our findings showed that employees felt restricted in using social media for work practices. They stated that they did not fulfill the full potential which social media could offer. Employees of organizations which are less reserved and do not focus on restrictions but which do encourage using social media, would feel more free in using social media. These employees are allowed to use social media in an active way. So some conclusions can be drawn based on this research but it is hard to say that companies which do encourage the use of social media, have the same effect on the employees from a company that forbids the use of social media. This makes it hard to draw general conclusions about for example the differences we found in using different platforms with regard in a passive and an active way. So this might have a negative effect on the external validity of this research.

Giddens (1984) proposed a structuration theory in his research which is used for the research of Orlikowski (2000). In structuration theory 'structure' is regarded as rules and resources recursively implicated in social reproduction; institutionalized features of social systems have structural properties in the sense that relationships are stabilized across time and space. Giddens (1984) stated that the structural properties of social systems exist only in so far as forms of social conduct are reproduced chronically across time and space. So production and reproduction makes sure that something becomes structured. In our research, we did not focus on the production and reproduction of interpretive schemes and norms over a longer period. We gathered data by using face-to-face interviews in a time span of about one month. So we cannot determine if norms and interpretive schemes are reproduced over time. We did see that people were triggered by their social environment to use for example Facebook and Twitter. We found that these employees used social media in a way just like their friends did, but it is

hard to say that structures are produced and reproduced when you gather data in such a short time span. To see if structures are changed on the long term, more research is needed over a longer time span, such as half a year, one of two years. Then researchers could find out if and which structures are produced and reproduced over time.

Additionally, the reliance on a small number of participants who were using social media in an active way could be seen as a limitation of this study as well. A limited number of about twelve employees were actually using one or more social media platforms. This number is substantial lower than the number of social media users in the Netherlands. In the organization the rate of active or passive use of at least one of the social media platforms which were part of this study, was even below 50%.

Another aspect is that the researcher's presence during data gathering, which is often unavoidable in qualitative research, can affect the responses of the employees. In this case, the analysis of the social media platforms, which showed how active employees posted information or their social media profiles, was not affected by the presence of the researcher. But during the interviews, the presence of the interviewer could have affected the responses of the employees who were interviewed. Especially in combination with the no-use policy regarding social media within the organization. This could have affected the results in such a way that employees stated that they did use one or more of the social media platforms to a lesser extent, but in reality they did use it more than they pretended. Especially for business purposes because the management team is still a bit reticent about the use of social media for business purposes.

Furthermore, we found that the employees with a higher function (management team, R&D) do have an account on LinkedIn more often than for example the employees who are working in the production department and in the internal sales department. The number of users of one or more of the three social media platforms is the lowest at the production department. For Twitter, we explored a pattern that shows that employees who used Twitter for business purposes, did have a relatively higher function within the organization than the employees who did use it for private purposes or those who did not use Twitter at all. But like we mentioned before, we have recognized some patterns about the differences in use, but more research is needed to draw general conclusions about the differences in use between the employees of different departments within the organization. Another aspect of this research and in specific the population of the organization is that the organization is a SME with only 24 employees active at the main facility with an average age of 44,5 years old. Based on these aspects of the sample population, it is hard to draw conclusions between the younger and the older employees.

We have designed a framework which can be useful in order to give a clear overview of the various ways in which employees can use social media and can help to find out what the underlying motivations are from the employees. But in general, the external validity of this research could be seen as a limitation and that is why it is hard to draw general conclusions based on only this research. More research is needed to draw conclusions about for example the differences in use between people with a relatively high function and employees with a lower function and the similarities of the modalities we found which explain the differences in use between employees.

So at the end, whether and how employees do enact technologies-in-practice depends not only on the properties of a technology, but as we saw in this study, on the social practices and the intentions, interpretation, and institutional context shaping those practices over time. So in other words, one of the most important conclusions still is that it is not the technology which determines the way employees use social media, but it is the employee who determines how to engage with social media in his or her daily practices. To find out if the findings of this

particular study are more common, more research is needed in for example other B2B companies. This study has some implications for practice but the limitations have to be taken into account.

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Appendix 1: Concepts and Operationalizations

The interview questions are made based on several concepts. These concepts are explained in the literature section and in the theory section. The operationalizations of the concepts are also explained in these sections. The questions are used during the interviews to find out how employees use social media in their daily practices. The interview questions are separated into three sections based on the theory. First of all we want some general information about how the employees use social media and how they think about social media in general. These questions are also used as control questions in order to find out if they did not use any nicknames which we did not find during our desk research.

All the questions are asked to find out how employees use social media in their daily practices and how this can be explained by focusing of the underlying reasons or the so called modalities which are proposed by Orlikowski (2000). So we tried to give an answer during this research on the following question.

In which way do employees use social media in their everyday practices, and which norms and interpretive schemes are implicated in their ongoing action?

The figure beneath gives an overview of the three modalities which are used to explain the usage of social media by the employees. They are related to the actual use of social media. So if an employee uses it for business purposes or private purposes and if that employee does use it in an active or a passive way. Or in other words, what people actually do with the technology, in this case social media. When users choose to use a technology, they are also choosing how to interact with that technology.

People draw on their skills, power, knowledge, assumptions and expectations about the technology and its use, influenced by training communication and experiences (Orlikowski and Gash, 1994). These include the meanings and attachments that users associate with a particular technology such as social media and their uses, shaped by their experiences with various technologies and in a range of social, work and political communities. Users also draw on their knowledge of and experiences with the contexts in which they live and work. In this way, people's use of technology becomes structured by these experiences, knowledge, meanings, habits, power relations, norms, and technological artifacts at hand. Such structuring enacts a specific set of rules and resources in practice which results in a technology-in-practice.

The following modalities play a crucial role in how employees use social media in their daily practices. By focusing on the modalities, we tried to explain the way they use it. The three modalities are:

Facilities: How do employees enact with the technology and how do social media facilitate them in their work and private practices? [Technology, hardware, software].

Norms: Employees draw on the norms that inform their ongoing practices. [codes of conduct, etiquette, protocols].

Interpretive schemes: The meanings, expectations, associations, and conventions they attach to the technology and its use. [categories, assumptions, knowledge].

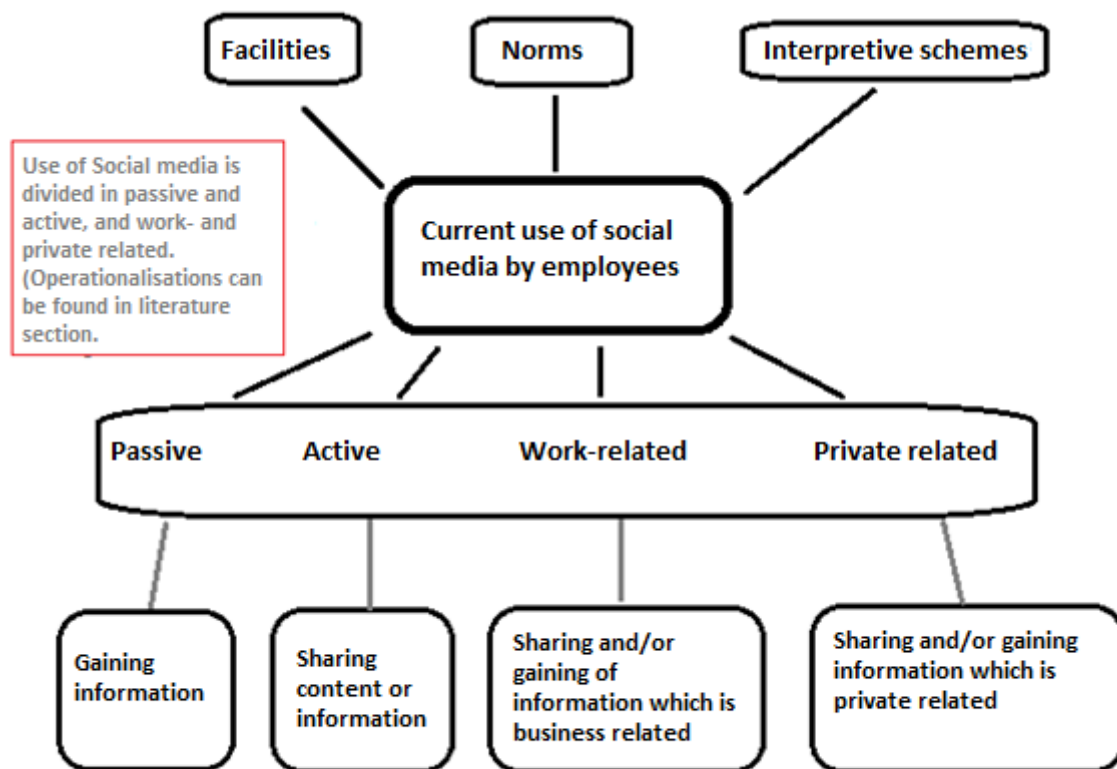


Figure: This figure gives a clear overview of the different ways of how the three social media platforms can be used by an employee. The upper three blocks represent the three modalities which are used to explain why an employee uses social media on the way they do. The blocks beneath the current use of social media by the employees show the different ways of how social media can be used. We made a distinction between passive and active way and using social media for business or private purposes.

Appendix 2: Interview Vragen “Gebruik van Social Media door werknemers”:

interview zal worden gestart met een korte introductie m.b.t. de relevantie van het onderzoek om de geïnterviewde te informeren en aan te geven wat er van hen verwacht wordt. De vragen zullen hoofdzakelijk betrekking hebben op het gebruik van social media; Facebook, Twitter, LinkedIn. Het woord ‘content’ is de benaming voor datgene dat gepubliceerd is op social media door gebruikers en de volgende afkortingen worden in de interviewvragen gebruikt: Fb (Facebook), T (Twitter) en L (LinkedIn).

Introductie

- 1) Wat is uw naam en uw leeftijd?
- 2) Wat is uw functie binnen Kreunen Kunststoffen en kunt u iets meer vertellen over uw achtergrond (affiniteit met techniek, computers)?
- 3) In hoeverre bent u geïnteresseerd in het gebruik van social media?

Heel laag - laag - gemiddeld - hoog - erg hoog.

Social media (Facilities, norms en interpretive schemes)

- 4) Op welke social media (Social Networking Sites) hebt u een profiel? (Facebook, Twitter, LinkedIn? *[Controle vraag, reeds onderzocht]*
- 5) Via welke mediums (PC, Laptop, Tablet, Mobiele telefoon) hebt u toegang tot Social Media? *[Facilities: Hardware]*
- 6) Op basis waarvan bent u aan social media gaan doen (Fb, T, L) ? *[Interpretive schemes: assumptions]*
- 7) Waarvoor is Social media (Fb, T, L) volgens u bedoeld? *(Hoe gebruik jij het precies?)* *[Interpretive schemes: assumptions, [Facilities: software]*
- 8) Hoe heb je geleerd om social media te gebruiken op de manier zoals u dat momenteel gebruikt? (Via trainingen, communiceren met familie, kennissen, collega's, ervaringen met andere technologie) *[Interpretive schemes: assumptions and knowledge]*
- 9) Zijn er mensen in uw omgeving of andere personen die uw perceptie op social media hebben veranderd in de loop der tijd? *(Vrienden, journalisten, bekende personen, enz.)* *[Interpretive schemes: assumptions]*
- 10) In hoeverre hebben ervaringen met andere technologieën effect gehad op het gebruik van social media? *Interpretive schemes: knowledge, assumptions]*

Privé doeleinden (Passief en/of Actief)

- 11) Gebruikt u social media voor privé doeleinden? *[1 of the 2 purposes of the use of social media]*
Zo ja: Hoe maakt u gebruik van social media voor privé doeleinden , doet u dit door content te publiceren en te delen of door content te bekijken? *(passief/actief)* *[Facilities: how they enact technology]*
- 12) Waarom gebruikt u social media op deze manier ? *[redenen en motivatie]* *[Norms: protocols, Interpretive schemes: expectations they attach to technology and use]*
- 13) Waarom maakt u slechts *actief/passief* gebruik van social media voor privé doeleinden? *[Aangepast aan gebruik op basis van content analyse]* *[Norms: etiquette/ protocols]*
- 14) In hoeverre heeft het gebruik van mensen uit uw omgeving effect op uw gebruik? *[Interpretive schemes: meanings, expectations, etc.]*

Werk doeleinden (Passief en/of Actief)

- 15) Gebruikt u Social Media voor werkdoeleinden? *[The other one of the 2 Purposes of use of social media]*

Zo ja: Hoe maakt u gebruik van social media voor werkdoeleinden, doet u dit door informatie dat betrekking heeft op het bedrijf te delen of door content te lezen en te gebruiken? [*actief/passief*] [Facilities: how they enact social media; Software]

- 16) Waarom gebruikt u social media op deze manier? [*redenen en motivaties*] Norms: protocols, Interpretive schemes: expectations they attach to technology and use]
- 17) Waarom maakt u slechts *actief/passief* gebruik van social media voor werk doeleinden? Norms: etiquette/ protocols]
- 18) In hoeverre heeft het gebruik van andere werknemers of anderen, naasten effect op uw gebruik voor werk doeleinden? [Interpretive schemes: meanings, expectations, etc.]

Bedrijfsgerelateerde vragen (wanneer social media voor werk gebruiken:

- 19) Zou het gebruik van Social Media door andere werknemers of het bedrijf van waarde kunnen zijn voor het bedrijf? [Norms: etiquette, codes of conduct]
Zo ja, hoe zou het bedrijf gebruik kunnen/moeten maken van social media volgens u?
- 20) Wanneer bent u bereid en in staat om social media voor werk doeleinden in te zetten? (trainingen, webinars, bijeenkomsten) Norms / Interpretive schemes: expectations, etiquettes]
- 21) Zou social media in uw ogen waarde kunnen toevoegen aan het bedrijf en/of de bedrijfsvoering? [Norms: how social media can help improving business]