MASTER THESIS

"It's just different in that context": Exploring the actualization of affordances of Public Social Media (PSM) and Enterprise Social Media (ESM)

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Master Thesis

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ABSTRACT

Objective Organizations increasingly implement Enterprise Social Media (ESM) to enhance communication, collaboration, and knowledge sharing processes within their enterprise. However, ESM are not as popular in business environments as Public Social Media (PSM) are in people's personal lives. Scholars have examined why people do (not) adopt ESM in business environments, but they generally neglect the possible similarities, differences, or relationships between PSM and ESM. This study, therefore, complements this gap in knowledge by explicitly comparing people's perceptions and use of PSM to their perceptions and use of ESM. Ultimately, this research aims to provide practical implications for designers and managers how to increase the successful implementation of ESM within business environments.

Methods A mixed-method case study was executed within a large, financial organization in the Netherlands. In particular, two studies have been conducted in succession. First, a cross-sectional online survey was used to get a general impression of people's perceptions of affordances and their use of PSM and ESM. Second, semi-structured interviews were held to get a more in-depth understanding of the actualization process of affordances with regard to PSM and ESM.

Results The results show that people perceive both similar and different affordances or constraints of PSM and ESM. In particular, people perceive visibility, association, searchability, and pervasiveness as affordances or constraints of PSM and ESM, and they perceive persistence and signaling only as affordances or constraints of ESM. Moreover, the results show that people take both similar and different actions with PSM and ESM. Specifically, people use PSM and ESM actively, passively/selectively, or not at all, dependent on the particular affordances or constraints they perceive.

Conclusion This research shows that people actualize PSM and ESM in three steps. First, based on social media's materiality and on people's goals or abilities in a particular use context, people perceive particular affordances or constraints of PSM and ESM. Second, based on the affordances or constraints they perceive, people take particular actions with PSM and ESM. Finally, this process will lead to particular outcomes of PSM and ESM. Based on this conclusion, several theoretical and practical implications could be provided.

Keywords Public Social Media (PSM), Enterprise Social Media (ESM), affordance perspective, actualization process

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1. INTRODUCTION

Over the last two decades, social media have gained tremendous popularity worldwide. Since the launch of the first popular social networking site in 1997 (boyd & Ellison, 2007), a variety of other social media have emerged that quickly attracted millions of users around the globe (Ortiz-Ospina, 2019). For instance, MySpace was the first social networking site to reach a million monthly active users in 2004. Four years later, the content sharing platform YouTube already attracted 300 million monthly active users. While some platforms have become less popular over the years, or even ceased to exist, others are still growing and attracting new users every day. Moreover, new platforms keep emerging that rapidly transcend the popularity of older social platforms (e.g., TikTok).

Given this extensive use of Public Social Media (PSM) in people's personal lives, social media have also gained popularity in organizational contexts. In these contexts, social media are used in two primary ways (Leonardi, Huysman, & Steinfield, 2013). First, organizations use social media for communication with external parties, such as customers, vendors, and the public at large. By creating a business account on PSM, organizations aim to increase brand awareness, improve brand image, stimulate sales, or garner feedback on how external parties view the organization and its actions (Felix, Rauschnabel, & Hinsch, 2017). Second, organizations use social media for internal communication and social interaction within the enterprise. By implementing social media that are specifically designed for internal use (e.g., Yammer, IBM Connections, Jive), organizations aim to enhance communication, collaboration, and knowledge sharing processes within the enterprise (Wehner, Ritter, & Leist, 2017). Whereas the first way of using social media externally is commonly studied in marketing and communications research (e.g., Voorveld, 2019), scholars have been slow to explore the second way of using social media internally (Leonardi & Vaast, 2017). This study will, therefore, complement this literature on Enterprise Social Media (ESM; Leonardi et al., 2013).

ESM are online tools that integrate social technologies like social networking, microblogging, wikis, and social tagging (Treem & Leonardi, 2012). They generally contain four technical features which are also present in most PSM (Kane, Alavi, Labianca, & Borgatti, 2014). First, they contain unique user profiles that convey personal information about the user (e.g., name, profile picture). Second, they contain digital content contributed by users on the platform (e.g., posts, videos), as well as mechanisms to protect content from search mechanisms (e.g., privacy settings). Third, they contain lists of people with whom

users share a connection (e.g., colleagues, friends). Lastly, they contain mechanisms to view and traverse lists of connections of other users on the platform (e.g., team members, mutual friends). While these technical features are similar for PSM and ESM, there are some important differences in the users and goals for use across these two contexts. Specifically, PSM can be used by any individual who creates an account and agrees to the site's terms of service (Ellison, Gibbs, & Weber, 2015). In contrast, ESM are only accessible and useable by members of a particular organization. In addition, users of PSM generally pursue social and interpersonal goals (e.g., social interaction, entertainment), while users of ESM generally pursue work-related goals (e.g., efficiency, innovation). Because of these differences in users and goals for use, ESM can be perceived and used very differently than PSM.

Indeed, research shows that ESM are not nearly as popular in business environments as PSM are in people's personal lives (Veeravalli & Vijayalakshmi, 2019). In fact, market research firms predict that 80% of all ESM implementations fail to leverage positive results (Chin, Evans, Liu, & Choo, 2019). Scholars have attributed these high failure rates to an underutilization of ESM by employees, and therefore started to explore why employees do (not) use ESM (Chin & Evans, 2015). For instance, scholars find that perceived usefulness, effort expectancy, use validation, social influence, and facilitating conditions influence employees' acceptance of ESM (Li, He, Huang, & Xu, 2019). In a similar vein, Meske, Wilms and Stieglitz (2019) show that perceived usefulness and perceived enjoyment have an important influence on employees' intention to continue using ESM. Furthermore, scholars identified that organizational factors, such as the organizational culture (Vuori & Okkonen, 2012) and corporate knowledge strategy (Antonius, Xu, & Gao, 2015), also determine the adoption of ESM. While these studies provide relevant insights into why employees do (not) use ESM, it is striking that most of them neglect the possible similarities, differences, or relationships between PSM and ESM.

Unlike most other technologies used within the workplace (e.g., email, intranet), namely, social media became popular outside of organizational contexts (Leonardi & Vaast, 2017). In other words, "people used tools like Facebook and blogs long before organizations became interested in social media" (Leonardi & Vaast, 2017, p. 5). Because of this, people's previous experiences with PSM influence their perceptions and use of ESM (Treem, Dailey, Pierce, & Leonardi, 2015). To illustrate, most workers in the study of Treem et al. (2015) mentioned to have used PSM for several years, but the majority was skeptical about the usefulness of ESM. These participants had difficulty imagining how ESM could be used for task-oriented activities, as they presumed that ESM would reflect similar social and personal

information often shared on PSM (e.g., Facebook, Twitter). In contrast, a small group of workers mentioned to have used PSM less frequently, and these participants were generally more optimistic about the usefulness of ESM. In a second round of data collection, the authors find that these perceptions persisted after workers had the opportunity to use ESM, and that they impacted whether or not people became regular users of ESM (Treem et al., 2015). This study shows that people's experiences with PSM influence their perceptions and use of ESM. However, most studies on ESM only briefly compare ESM to PSM (e.g., Kuegler, Smolnik & Kane, 2015; Chin et al., 2015), or they only include experience with PSM as one of several factors explaining people's use of ESM (e.g., Liu & Bakici, 2019). This study will complement this gap in knowledge by explicitly comparing people's perceptions and use of PSM to their perceptions and use of ESM.

Particularly interesting in this regard, is the use of an affordance perspective. The affordance perspective, namely, explains "how the meaning of technology use is influenced by the affordances of a communication technology in a particular setting" (Evans, Pearce, Vitak, & Treem, 2017, p. 36). Affordances are the possibilities for action that a technology affords, resulting from the interplay between a technology's materiality and the user's goals or abilities in a particular use context (Hutchby, 2001; Leonardi, 2011). Several scholars have already applied an affordance perspective to explore the perceptions and use of PSM (e.g., Vitak & Kim, 2014) and of ESM (e.g., Gibbs, Rozaidi, & Eisenberg, 2013). However, to the best of my knowledge, no study to date has employed an affordance perspective to explicitly compare the affordances of PSM to those of ESM. This is unfortunate, as the affordance perspective could help to identify whether social media afford similar or different possibilities for action in people's personal lives and in their business environment. Subsequently, this could help to explain the different popularity and use of social media across those contexts (Veeravalli & Vijayalakshmi, 2019).

Moreover, scholars that apply an affordance perspective to study PSM or ESM have generally focused on the existence of social media affordances (e.g., Treem & Leonardi, 2012) or on the perception of social media affordances by particular user groups (e.g., Jones, 2019). While these studies provide important insights, identifying (perceived) social media affordances is only a first step towards understanding if and why people (do not) use PSM and ESM. Specifically, referred to as the actualization process, scholars recently argue that technologies may afford particular possibilities for action, but that actors may not always take advantage of these possibilities if they do not perceive them as affordances or if affordances are not in line with actors' action goals (Wang, Wang, & Tang, 2018). Exploring this

actualization process with regard to PSM and ESM could help to understand why ESM implementations often fail to leverage positive results (Chin et al., 2019). Ultimately, this leads to practical implications for designers and managers how to increase the successful implementation of ESM within business environments.

Taken together, this research complements gaps in empirical and practical knowledge by answering the following research question:

RQ: *How do people actualize affordances of Public Social Media (PSM) and Enterprise Social Media (ESM)?*

This paper consists of five chapters. Chapter 2 further elaborates on the affordance perspective as the theoretical framework of this research. Chapter 3 clarifies the context of the case study conducted in this research, and describes the method and results of Study 1. Chapter 4 describes the method and results of Study 2, and presents the final actualization process with regard to PSM and ESM in Figure 2. Lastly, Chapter 5 clarifies the theoretical and practical implications of this research, provides recommendations for future research, and states the conclusion of this research.

2. THEORETICAL FRAMEWORK

This chapter elaborates on the affordance perspective and explains why this perspective is helpful in understanding the different popularity and use of PSM and ESM. Furthermore, it clarifies which theoretical knowledge already exists and indicates which knowledge gaps will be addressed in this study.

2.1 The affordance perspective

The affordance perspective is a valuable framework to study the interaction between technologies and humans (Faraj & Azad, 2012). In contrast to other theoretical lenses (e.g., sensemaking; Weick, 1995) the affordance perspective acknowledges the interplay between the social and the material (Leonardi, 2011). It therefore holds a middle ground in the long-standing debate between social constructivism and technological determinism (Hutchby, 2001).

The affordance perspective originates in the work of ecological psychologist James Gibson (1979). He came up with noun 'affordance' to describe the interaction between animals and the environment. Specifically, he argued that animals perceive the physical properties of the environment in terms of the possibilities for action they afford. Furthermore, he argued that these possibilities for action differ between species, relative to the posture and behavior of the animal. For example, a tree may afford shelter to a monkey whom is fleeing from its predators, while that same tree may afford a source of food to a giraffe (Faraj & Azad, 2012). In addition, Gibson argued that the perception of affordances depends on the intent of the actor (Zammuto, Griffith, Majchrzak, Dougherty, & Faraj, 2007). For instance, a detached object with a sharp edge affords cutting, but also affords being cut if manipulated in another manner (Gibson, 1979). Taken together, Gibson argued that the physical properties of the environment exist apart from animals, but these will only lead to specific activities if they are perceived as affordances relative to the posture, behavior, and intentions of the animal.

Gibson's work was later introduced in other scientific disciplines to describe the interaction between humans and technologies. First, Norman (1999) introduced the concept of affordances in the field of Human-Computer Interaction (HCI). He distinguished real affordances from perceived affordances, to explain how designers purposefully build affordances into a technology to suggest how its features should be used. Later, Hutchby (2001) introduced the concept of affordances in the field of Sociology. He argued that a technology sets limits on what is possible to do with, around, or via the technology, and that

people can respond in a variety of ways to the range of affordances that a technology presents. In contrast to Norman, Hutchby emphasizes the relational character of affordances. Specifically, he argues that affordances are not exclusively properties of people nor of artifacts, but that they are constituted in relationships between people and the materiality of technologies (Leonardi, 2011). In line with this relational view of affordances, Markus and Silver (2008) introduced the concept in the field of Information Systems (IS). They defined functional affordances as "the possibilities for goal-oriented action afforded to specific user groups by technical objects" (Markus & Silver, 2008, p. 622). These authors argue that IT artefacts communicate possible actions to specified user groups by means of symbolic expressions (e.g., interface), and that users engage in processes of interpretation and social construction to determine their actual use of IT artefacts.

2.2 The actualization of affordances

As illustrated above, scholars have greatly refined and expanded the concept of affordances over the years. In the beginning, scholars primarily focused on the theoretical underpinnings of the emergence and the perception of affordances (Bernhard, Recker, & Burton-Jones, 2013; Pozzi, Pigni, & Vitari, 2014). For instance, scholars argued that affordances emerge from an interplay between objects and actors, and that affordances exist whether the actor cares about them or not and whether there is perceptual information about them or not (Gaver, 1991). Moreover, scholars argued that actors need to perceive affordances to exploit their action potentials. For example, Greeno (1994) stated that the object's features, actor's capabilities, actor's goals, and external information determine whether an actor recognizes the existence of an affordance. In line with Gibson's reasoning, these scholars argue that affordances exist independently of actors' perceptions, but that actors can only take advantage of these possibilities for action as they perceive them as affordances in relation to their goals.

Recently, scholars pay more attention to this actualization process of affordances (e.g., Anderson & Robey, 2017; Lehrig, Krancher, & Dibbern, 2017). The actualization of affordances is a goal-oriented and iterative process in which "actors take advantage of one or more affordances through their use of the technology to achieve immediate concrete outcomes" (Strong et al., 2014, p. 70). While prior studies on affordances held the opinion that actors can actualize affordances easily, scholars now believe that actors may encounter various difficulties in their way to actualize affordances (Wang et al., 2018). To illustrate, Bernhard et al. (2013) argue that actors' perceptions of affordances are dependent on the information of affordances existence (e.g., symbolic expressions or external information) and

that actors' actualizations of affordances are dependent on the degree of effort actors have to invest (e.g., cognitive load). They further argue that the actualization of affordances can lead to certain consequences, both in line with the intentions of the user or the designer of the IT artefact, as well as unintended effects (see Figure 1). Similarly, Giermindl, Strich and Fiedler (2017) illustrate that actors sometimes do not actualize affordances, because they 1) do not recognize the affordance, 2) have diverging action goals, and/or 3) experience negative effects created by the affordance.

Scholars have called for more research into this actualization process of affordances in IS research in general (Bernhard et al., 2013; Pozzi et al., 2014; Wang et al., 2018) and with regard to social media in specific (Hafezieh & Eshraghian, 2017). Therefore, this research explores the actualization of affordances with regard to PSM and ESM. The next sections demonstrate which knowledge already exists on the affordances of PSM and ESM, and indicates which gaps in knowledge still need to be addressed.

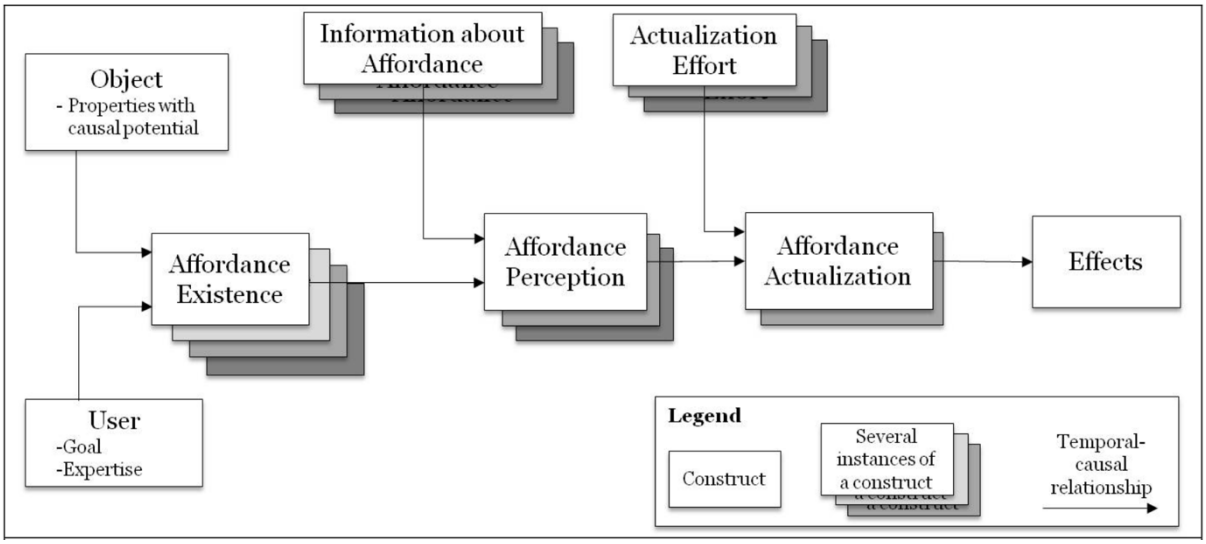

Figure 1. The actualization process of affordances as proposed by Bernhard et al. (2013, p. 4)

2.3 Affordances of PSM and ESM

Scholars who employed an affordance perspective to study PSM or ESM have identified that social media can both enable as constrain certain possibilities for action. For instance, with regard to PSM, Vitak and Kim (2014) find that the persistence and visibility of content on Facebook enable users to share and search disclosures in a public space (i.e., affordance), but at the same time constrain users to maintain distinct social contexts as all content disclosures are distributed in one single, homogenous group (i.e., constraint). Similarly, Tim, Pan, Bahri,

& Fauzi (2017) find that PSM enable users to locate and contribute information toward promoting collective environmental initiatives (i.e., affordance). However, they also find that PSM may lead to the distribution of manipulative information, rumors, or irrelevant contents (i.e., constraint). With regard to ESM, Gibbs et al. (2013) find that ESM enable distributed workers to be readily connected to one another for interactive discussion of ideas, technical issues, and alerts about new developments (i.e., affordance). At the same time, these authors find that actively monitoring ESM can be cognitively taxing and disruptive when it interrupts workers' focus on other tasks (i.e., constraint). In a similar vein, Majchrzak et al. (2013) argue that ESM enable users to react online to others' presence, profiles, content, and activities (i.e., affordance), but that ESM can also constrain the productivity of online knowledge conversations if participants only represent a small subset of the population (i.e., constraint).

In addition, scholars have identified that the possibilities for action that PSM and ESM afford or constrain are partly dependent on users' goals, personality traits, or experiences with social media. For example, with regard to PSM, Jones (2019) identified how Facebook's Pages platform facilitates affordances of digging, rallying, and surveilling to Do-It-Yourself (DIY) music practitioners. While PSM afford these possibilities for action to this particular user group, these might not exist for or even be perceived as constraints by users with differing goals. Moreover, DeVito, Birnholtz, and Hancock (2017) show that users' personality traits or experiences with PSM determine their confidence of perceiving particular affordances for self-presentation. To illustrate, people's big five personality traits as well as their self-monitoring ability and self-esteem influence their confidence in perceptions of identity persistence, audience transparency, and visibility control. With regard to ESM, Leidner, Gonzaliz and Koch (2018) find that ESM provide affordances of networking, organizational visibility, information gathering/sharing, and innovation to new IT hires within an organization. However, while new IT hires may perceive these possibilities for actions as affordances for organizational socialization, these might not exist for or even be perceived as constraints by people who have worked within this organization for several years. Similarly, Aten and Thomas (2016) describe how crowdsourcing technologies provide six individual and four collective affordances for participative approaches to organizational strategizing. However, again, these affordances might not exist for or even be perceived as constraints by people who adhere more traditional forms of strategizing (e.g., elite, hierarchical).

Taken together, this literature shows that social media's materiality as well as people's goals or abilities together determine which possibilities for action PSM and ESM afford or constrain. Moreover, it becomes clear that, also with regard to PSM and ESM, scholars

primarily focus on the emergence and the perception of particular affordances or constraints, while the actualization of affordances has received relatively little attention. Furthermore, it appears that scholars come to both similar and different affordances or constrains with regard to PSM and ESM. To the best of my knowledge, however, no study to date has employed an affordance perspective to explicitly compare the affordances or constraints of PSM to those of ESM. This is unfortunate, as the affordance perspective could help to identify which possibilities for action social media afford or constrain in two distinct use contexts (i.e., personal lives or business environment), possibily explaining their different popularity and use across those contexts. This research aims to complement these gaps in empirical and practical knowledge, by answering the following research question and sub questions:

RQ: How do people actualize affordances of Public Social Media (PSM) and Enterprise Social Media (ESM)?

SQ1: Which affordances or constraints do people perceive of PSM and ESM?
SQ2: Which actions do people take with PSM and ESM?

3. STUDY 1

To answer the proposed research question and sub questions, a mixed-method case study was executed within a large, financial organization in the Netherlands. This organization was selected for the case study, as it is currently transitioning from the use of more traditional communication technologies (e.g., e-mail) to social technologies that contain the four technical features which are generally present in PSM and ESM (e.g., user profile, user-generated content). In specific, the organization is implementing two Microsoft Office 365 applications that are of interest in this case study, namely Microsoft Teams and Yammer.

Whereas most scholars employ qualitative research methods to study the affordances of technologies (Bernhard et al., 2013), recent requests have been made to broaden this repertoire of methods (Leonardi & Vaast, 2017). Therefore, this case study started with collecting quantitative research data by means of a cross-sectional online survey. The use of an online survey enabled to investigate a large number of individuals (Hart & Spijkers, 2009) and therefore to compare the perceptions of social media affordances between people and across contexts (Rice, Evans, Pearce, Sivunen, Vitak, & Treem, 2017).

3.1 Procedure

Respondents were invited to participate in the online survey by means of an e-mail, which contained information about the research and indicated the estimated duration of the online survey (i.e., 10-15 minutes). Respondents were instructed that, by clicking on the URL at the end of the e-mail, they indicated to have read this information and that they agreed upon participating in the research. After clicking the URL, the survey would start, but respondents were able to cancel their participation at any given point in time. If respondents did not want to participate in the online survey, they would simply not click on the URL at the end of the invitation e-mail.

The online survey consisted of three parts. First, respondents were asked to indicate their perceptions regarding various affordances of PSM and ESM. Thereafter, respondents were asked to fill in some questions regarding their use of Teams, Yammer, and PSM. Lastly, respondents were asked to indicate some of their sociodemographic and organizational characteristics. Together, these three parts resulted in an online survey that was administered into Microsoft Forms (Appendix A.1).

3.2 Measurement

The following paragraphs describe how the online survey measured people's perceptions of affordances with regard to PSM and ESM, people's actions with PSM and ESM, and their sociodemographic and organizational characteristics.

Perceived affordances. Rice et al. (2017) recently operationalized 31 items measuring 11 organizational media affordances. Of this operationalization, this study used 19 items to measure 7 organizational media affordances, namely: visibility, persistence, association, editability, awareness, pervasiveness, and searchability. These 7 affordances were selected to shorten the time it took to complete the survey and therefore to increase the chance that many employees participated in the survey. These particular affordances were selected, as the affordances of visibility, persistence, association, and editability are often identified in studies on PSM (e.g., Chen, Xu, Cao, & Zhang, 2016) and ESM (e.g., Sun, Wang, & Jeyaraj, 2020). In addition, the affordances of awareness, pervasiveness, and searchability were found to be associated with external social media in the study of Rice et al. (2017). The final 19 items measuring perceived affordances of PSM and ESM were translated into Dutch and adjusted to fit the subject under study (Appendix A.2). To illustrate, the items of Rice et al. (2017) were formulated with regard to ICTs in organizational contexts only, while this study adjusted these items to also fit PSM in people's personal lives. Moreover, instead of asking to what extent people think that the activities described in the items are currently possible by using various ICTs in the workplace, this study asked respondents to what extent they consider the possibilities described in the items as important in their personal life (i.e., PSM), business environment (i.e., ESM), both contexts (i.e., PSM and ESM), or neither.

Actions. To explore which actions people take with PSM and ESM, respondents were first asked to indicate whether they use Teams, Yammer, and PSM. Respondents could indicate this by choosing one of two answer options: 'yes' or 'no'. If respondents answered 'yes', they were further asked to indicate 1) how often they use these social technologies, 2) how often they create content in the form of posts or updates, and 3) how often they react on content of others in the form of likes or reactions. Respondents could indicate this by choosing one of eight answer options: 'never', 'less than once a month', 'once a month', 'several times a month', 'once a week', 'several times a week', 'once a day', or 'several times a day'. If respondents answered 'no' on the first question, these questions regarding (active) use were not posed, but respondents were asked to indicate why they do not use these social technologies. Respondents could indicate this by choosing one or multiple answer options,

such as ‘I prefer other communication channels’, ‘I have (too) little knowledge about social media’, or ‘I am concerned about the conditions of use and/or data protection’.

Sociodemographic and organizational variables. To explore whether and why there exist differences in the affordances people perceive of PSM and ESM, respondents were asked to indicate their sex, age, organizational tenure, supervisory role, and average time they work outside of the office. Respondents were asked to indicate their age and organizational tenure in years, and the average time they work outside of the office in hours a week.

3.3 Respondents

A convenient sampling method was used to select respondents for the online survey (Etikan, Musa, & Alkassim, 2016). In particular, the organization’s Human Resources (HR) department randomly selected 1500 employees and shared their e-mail addresses with the researcher. Respondents that were already invited to participate in another study within this organization were filtered out of this list. After filtering these employees, a list of 1440 e-mail addresses was used to send an invitation and a one-week reminder to participate in the online survey. In total, 231 employees responded to this invitation and completed the online survey, resulting in a response rate of 16.04%. Of these 231 survey respondents, 135 were male (58.4%) and 94 were female (40.7%). Most of the respondents were 45-54 years old (N = 82, 35.5%) and worked 0 to 16 hours a week outside of the office (N = 165, 72.4%). The organizational tenure differed widely across the sample, and the majority of the respondents did not have a supervisory role (N = 215, 93.1%). An overview of all characteristics of the online survey sample is shown in Table 1.

Table 1

Characteristics of the online survey sample

		N	%
Sex	Male	135	58.4
	Female	94	40.7
	I would rather not say	2	.9
Age	Younger than 18 years	0	0
	18 – 24 years	5	2.2
	25 – 34 years	44	19.0
	35 – 44 years	55	23.8
	45 – 54 years	82	35.5
	55 – 64 years	43	18.6
	65 – 70 years	1	.4

	Older than 70 years	0	0
	I would rather not say	1	.4
Organizational tenure	Less than 1 year	18	7.8
	1 – 5 years	63	27.3
	6 – 10 years	28	12.1
	11 – 15 years	48	20.8
	16 – 20 years	21	9.1
	More than 20 years	52	22.5
	I would rather not say	1	.4
Supervisory role	No	215	93.1
	Yes	11	4.8
	I would rather not say	5	2.2
Average time working away from the office	0 – 8 hours a week	79	34.2
	9 – 16 hours a week	86	37.2
	17 – 24 hours a week	27	11.7
	25 – 32 hours a week	9	3.9
	More than 32 hours a week	27	11.7
	I would rather not say	3	1.3

3.4 Analysis

The online survey was analyzed in three parts. First, it was analyzed which affordances people perceive of PSM and ESM. For this, the modes on the 19 items measuring perceived affordances were requested. After an initial indication which answer option was chosen most often, dummy-variables were computed for each answer option of the 19 survey items. By composing crosstabs with these dummy-variables and requesting Pearson Chi-Square, it was analyzed whether the mode on each item was chosen significantly more often than the other three answer options.

Second, it was analyzed whether and why people perceive different affordances of PSM and ESM. For this, crosstabs were composed with items measuring perceived affordances as dependent variables and the variables measuring (active) use of PSM, (active) use of Teams, (active) use of Yammer, and sociodemographic and organizational characteristics as independent variables. By analyzing whether significant differences emerged, it could be tested whether and why people perceive different affordances of PSM and ESM.

Lastly, it was analyzed which actions people take with PSM and ESM. For this, the frequencies of the 12 variables measuring (active) use of PSM and ESM were requested. It was analyzed whether and how often respondents use Teams, Yammer and PSM, and whether

and how often respondents post content or react on content of others on Teams, Yammer, and PSM. Together, these analyses provided a general impression of which actions people take with PSM and ESM.

3.5 Results

The online survey yields four interesting results. First, people generally perceive the same possibilities for action as affordances of PSM and of ESM. Second, some possibilities for action are generally not perceived as affordances of PSM nor of ESM. Third, people differ from each other in the affordances they perceive of PSM and ESM. Lastly, people take diverse actions with PSM and ESM, which might result from the distinct affordances they perceive.

First, the data show that people generally perceive the same possibilities for action as affordances of PSM and as affordances of ESM (Table 2). In particular, the following possibilities for action are perceived significantly more often for both PSM and ESM than for PSM alone, ESM alone, or neither: 1) see other people's answers to other people's questions (N = 100, 43.3%), 2) maintain relations with others despite changes in activities, work, or locations (N = 153, 66.2%), 3) use (web)links from information I know or are aware of, to find new information I did not know or was not aware of (N = 123, 53.2%), 4) edit my information after I have posted it (N = 129, 55.8%), 5) be aware of activities, opinions, or locations of others (N = 88, 38.1%), 6) keep up to date with developments (N = 173, 74.9%), 7) communicate with others while moving, commuting, or traveling (N = 109, 47.2%), and 8) search for information or people by entering search words (N = 177, 76.6%).

Second, the data show that some possibilities for action are generally not perceived as affordances of PSM nor of ESM. Specifically, the following possibilities for action are perceived significantly more often for neither PSM nor ESM than for PSM alone, ESM alone, or both: 1) see who has interactions or links with particular people or their information (N = 113, 48.9%, 2) see the number of others who have 'liked' or linked to the same content (N = 119, 51.5%), 3) edit other's information after they have posted it (N = 137, 59.3%), 4) communicate with infrequent or less important relationships (N = 113, 48.9%), and 5) search for tags or keywords that someone else has added to the content (N = 96, 41.6%).

Third, the data show that people differ from each other in the affordances they perceive of PSM and ESM. For instance, the ability to maintain relations with others despite changes in activities, work, or locations is generally perceived as an affordance of both PSM and ESM, but there are also people who perceive this ability only as an affordance of ESM (N

= 41, 17.7%), only as an affordance of PSM (N = 18, 7.8%), or not as an affordance of PSM nor of ESM (N = 19, 8.2%). This pattern emerged for all 19 items measuring perceived affordances. However, the analyzed crosstabs did not show significant influences of the 12 variables measuring (active) use of PSM and ESM or of the sociodemographic and organizational characteristics on people's perceptions of affordances with regard to PSM and ESM. Therefore, it was further investigated why people differ in their perceptions of social media affordances by means of semi-structured interviews in Study 2.

Lastly, the data show that people take diverse actions with PSM and ESM (Table 3). In particular, most respondents use PSM (N = 210, 90.9%) and they generally use PSM several times a day (N = 115, 49.8%). Respondents who use PSM generally react more often to content of others on PSM, than that they post content on PSM themselves. With regard to ESM, most respondents use Teams (N = 172, 74.5%) and they use Teams several times a week (N = 35, 15.2%) or several times a day (N = 91, 39.4%). In contrast to PSM, respondents who use Teams generally post content on Teams more often than that they react to content of others on Teams. Lastly, only a few respondents use Yammer (N = 21, 9.1%), and this small group of users differ widely in their extent of use. Some of them use Yammer once a day (N = 4, 1.7%) or several times a day (N = 3, 1.3%), while others use Yammer once a month (N = 2, 0.9%) or less than once a month (N = 3, 1.3%). Taken together, these data show that people take diverse actions with PSM and ESM, which might result from the distinct affordances they perceive. This relationship between people's perceptions of and their actions with PSM and ESM was therefore also further investigated in Study 2.

Table 2

Frequencies of the 19 items measuring perceived affordances of PSM and ESM

		Personal life		*Business environment*		*Both*		*Neither*	
Affordance	*Item*	N	%	N	%	N	%	N	%
Visibility	See other people's answers to other people's questions	7	3.0	62	26.8	100	43.3	62	26.8
	See who has interactions or links with particular people or their information	7	3.0	51	22.1	60	26.0	113	48.9
	See the number of others who have 'liked' or linked to the same content	36	15.6	29	12.6	47	20.3	119	51.5
Persistence	Maintain relations with others despite changes in activities, work, or locations	18	7.8	41	17.7	153	66.2	19	8.2
	Have my information or comments stay available after I post them	4	1.7	71	30.7	83	35.9	73	31.6
Association	Use (web)links from information I know or am aware of, to find new information I did not know or was not aware of	2	.9	64	27.7	123	53.2	42	18.2
	Use (web)links from people I know or am aware of, to find new people I did not know or was not aware of	7	3.0	58	25.1	56	24.2	110	47.6
Editability	Edit other's information after they have posted it	1	.4	59	25.5	34	14.7	137	59.3
	Edit my information after I have posted it	7	3.0	52	22.5	129	55.8	43	18.6
	Create or edit a document collaboratively	0	0	170	73.6	46	19.9	15	6.5
Awareness	Be aware of the information others have	1	.4	109	47.2	90	39.0	31	13.4
	Be aware of activities, opinions, or locations of others	19	8.2	55	23.8	88	38.1	69	29.9
	Keep up to date with developments	1	.4	52	22.5	173	74.9	5	2.2
Pervasiveness	Get responses to my requests from others quickly	1	.4	100	43.3	120	51.9	10	4.3
	Communicate with others while moving, commuting, traveling	25	10.8	35	15.2	109	47.2	62	26.8
	Communicate with infrequent or less important relationships	6	2.6	44	19.0	68	29.4	113	48.9
Searchability	Search for information or people by entering search words	2	.9	45	19.5	177	76.6	7	3.0
	Search for information or people by following links between contents	1	.4	62	26.8	88	38.1	80	34.6
	Search for tags or keywords that someone else has added to the content	0	0	65	28.1	70	30.3	96	41.6

Note. If an answer option was chosen significantly more often than the other three answer options, this answer option is marked grey.

Table 3

Frequencies of the 12 variables measuring (active) use of PSM, Teams, and Yammer

		PSM		*Teams*		*Yammer*	
Variable	*Scale*	N	%	N	%	N	%
Use	Yes	210	90.9	172	74.5	21	9.1
	No	21	9.1	59	25.5	210	90.9
Extent of use	Less than once a month	9	3.9	4	1.7	3	1.3
	Once a month	6	2.6	3	1.3	2	.9
	Several times a month	12	5.2	12	5.2	2	.9
	Once a week	8	3.5	9	3.9	1	.4
	Several times a week	27	11.7	35	15.2	6	2.6
	Once a day	25	10.8	18	7.8	4	1.7
	Several times a day	115	49.8	91	39.4	3	1.3
Post content in the form of posts or updates	Never	38	16.5	34	14.7	6	2.6
	Less than once a month	72	31.2	17	7.4	4	1.7
	Once a month	32	13.9	22	9.5	3	1.3
	Several times a month	17	7.4	18	7.8	9	3.9
	Once a week	10	4.3	18	7.8	6	2.6
	Several times a week	19	8.2	38	16.5	4	1.7
	Once a day	5	2.2	9	3.9	1	.4
	Several times a day	7	3.0	16	6.9	0	0
React on content of others	Never	13	5.6	43	18.6	5	2.2
	Less than once a month	39	16.9	29	12.6	6	2.6
	Once a month	18	7.8	17	7.4	3	1.3
	Several times a month	38	16.5	22	9.5	5	2.2
	Once a week	13	5.6	12	5.2	1	.4
	Several times a week	46	19.9	29	12.6	1	.4
	Once a day	14	6.1	5	2.2	0	0
	Several times a day	28	12.1	15	6.5	0	0

4. STUDY 2

After conducting and analyzing the online survey, the case study continued with collecting qualitative research data. In specific, 11 semi-structured interviews were held to provide in-depth information on the actualization process of PSM and ESM. In contrast to the online survey of Study 1, namely, semi-structured interviews enabled to explore and probe questions for additional information (Hijmans & Wester, 2013). Moreover, it enabled the researcher to react on unanticipated answers of participants (Legard, Keegan, & Ward, 2003), which led to the emergence of new and insightful findings that would not have come forward by using an online survey alone.

4.1 Data collection

Around the start of Study 2, a global pandemic led the Dutch government to formulate policy in which citizens were advised to work from home as much as possible (Rijksoverheid, 2020). Because of this, the interviews were not conducted individually on site, but through an online meeting in Microsoft Teams or Skype for Business. All interviews lasted around 60 minutes and were recorded with permission of the participant. Later, these recordings were transcribed, resulting in 71 pages of interview transcripts.

During the interviews, an interview guide was used to probe initial questions (Appendix B.1). Based on the answers participants provided, follow-up questions were posed or further clarifications were requested. For example, if a respondent answered that he or she did not use or did not want to use ESM, the respondent was asked to further clarify why this was the case. This semi-structured nature allowed to preserve consistency across the interviews (Lindlof & Taylor, 2002), but at the same time enabled the researcher to react on unanticipated answers (Legard et al., 2003).

4.2 Participants

A convenient and purposeful sampling method was used to select participants for the semi-structured interviews (Etikan et al., 2016). In particular, 37 respondents of the online survey in Study 1 indicated to be willing to participate in the semi-structured interviews of Study 2. Of these 37 survey respondents, 11 respondents were invited to actually participate in the semi-structured interviews. This selection was made because of time constraints and a lack of capacity to conduct 37 interviews. The selection of participants was based on their use of PSM and ESM, to increase the chance that a complete and comprehensive understanding

arose with regard to people's perceptions and use of PSM and ESM. In addition, an attempt was made to select participants whom differ on sociodemographic and organizational variables, such as age, organizational tenure, and supervisory role. An overview of the characteristics of the semi-structured interviews sample is displayed in Table 4.

Table 4

Characteristics of the semi-structured interviews sample

	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11
Sex[S]	M	M	F	M	F	F	M	F	F	F	M
Age[Y]	55-64	45-54	55-64	55-64	45-54	25-34	45-54	45-54	55-64	25-34	35-44
Organizational tenure[Y]	16-20	>20	>20	>20	6-10	1-5	1-5	6-10	>20	6-10	16-20
Supervisory role	No	No	No	No	Yes	No	No	No	No	No	Yes
Average time working away from the office[O]	9-16	0-8	>32	17-24	9-16	0-8	9-16	17-24	9-16	0-8	0-8
Use PSM	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Use Teams	Yes	Yes	Yes	Yes	Yes	No	Yes	Yes	No	Yes	Yes
Use Yammer	No	No	Yes	No	Yes	No	No	No	No	No	No

[S]*Note*. The respondent's sex is indicated as male (M) or female (F).
[Y]*Note*. The respondent's age and organizational tenure are indicated in years.
[O]*Note*. The respondent's average time working away from the office is indicated in hours a week.

4.3 Analysis

71 pages of interview transcripts were uploaded into ATLAS.ti, which is a software program for qualitative data analysis. After uploading the transcripts, a first round of open coding was executed to identify which affordances or constraints people perceive of PSM and ESM. This first round of open coding resulted in a list of 79 codes (e.g., be aware of developments within the organization; keep in touch with friends or family). Thereafter, a second round of axial coding was executed to reveal categories and subcategories within these 79 codes. For this, theory-driven codes were used based on concepts identified in affordance literature (DeCuir-

Gunby, Marshall, & McCulloch, 2011). By constantly comparing the research data to the concepts identified in affordance literature, 6 categories were found as affordances or constraints of PSM and ESM (e.g., visibility; association). These 6 categories could be further subdivided into 26 subcategories (e.g., context awareness; relationship maintenance). During these open and axial coding processes, patterns emerged between the reported goals or abilities of the user, the perceived affordances or constraints of PSM and ESM, and the actions people take with PSM and ESM. Therefore, a third round of selective coding was executed to further clarify these relationships. This last round of coding revealed the final process of affordance actualization, as will be described in the results section of this study.

To establish reliability of the coding, an independent coder was asked to code 10.6% of all interview data based on the definitions and example quotes in Table 5 to Table 10. The independent coder and the researcher compared the codes they attached to these data, and noticed that they agreed on most codes, with the exception of some small inconsistencies. For instance, the researcher attached 'information overload' to a particular piece of transcript, while the independent coder attached 'distraction' to that piece of transcript. After discussing these inconsistencies, the researcher and the independent coder came to the conclusion that some of these codes were related to each other. To illustrate, because of the high amount of content on ESM (i.e., information overload), people perceive ESM to be distracting them from completing their work tasks (i.e., distraction). It was hard to attach exactly the same codes to particular pieces of content, as the researcher had prior knowledge based on the executed literature study and on the results of Study 1, while the independent coder lacked this prior knowledge. Therefore, no interrater reliability was measured by means of statistical techniques. However, a consensus was reached by the researcher and the independent coder after discussing the codes, enhancing the reliability of the coding process.

4.4 Results

The semi-structured interviews yield three interesting results. First, people perceive six categories as affordances or constraints of PSM and ESM, namely: visibility, association, searchability, persistence, pervasiveness, and signaling. Second, people differ in their perceptions of these affordances or constraints, depending on the context of technology use (i.e., PSM or ESM) and on people's goals or abilities in that particular use context. Third, the affordances or constraints people perceive largely determine which actions they take with PSM and ESM. These actions could be subdivided into three categories, namely: active use, passive/selective use, and non-use. The following sections describe these results respectively.

4.4.1 Visibility

First, the interviews revealed that people perceive visibility as an affordance or constraint of PSM and ESM. As defined by Treem and Leonardi (2012, p. 15), namely, "social media afford users the ability to make their behaviors, knowledge, preferences, and communication network connections that were once invisible (or at least very hard to see) visible to others in the organization." While these authors conclude visibility is an affordance of ESM, this study reveals that visibility can both enable as constrain certain possibilities for action with regard to PSM and ESM (Table 5).

Table 5

The perception of visibility as an affordance or constraint of PSM and ESM

	Subcategory	*Definition*	*Context(s)*
Affordance	Context awareness	The ability to be aware of developments, (social) initiatives, and/or events of other people, departments, or organizations	PSM ESM
	Social engagement	The ability to see and respond to (social) activities, developments, and/or changes in other people's personal lives	PSM
	Meta knowledge	The ability to be aware of "who knows what" and "who knows whom"	ESM
	Boundary work	The ability to communicate, collaborate, and/or share knowledge across disciplinary or organizational boundaries	ESM
Constraint	Irrelevance	The inability to access, read, and/or respond to relevant content	PSM ESM
	Privacy	The inability to privately share, respond to, and/or discuss content with others	PSM ESM
	Exclusion	The inability to access, read, and/or respond to content of a demarcated source	ESM

For instance, respondent 6 describes how PSM enable her to be aware of developments, (social) initiatives, and/or events of other people or organizations (i.e., context awareness): "*On [PSM] I follow friends, organizations such as the university, or events and upcoming parties that I want to go to. In that way, I can follow what is going on there*."

Similarly, respondent 10 perceives context awareness as an affordance of ESM: "*Our team is divided across several divisions, so it is very hard for us to be aware of projects, initiatives, or other things that are going on in all those divisions. I think [ESM] would help with that*." In addition, respondent 7 describes how PSM enable him to see and respond to (social) activities, developments, and/or changes in other people's personal lives (i.e., social engagement): "*[On PSM], I like to see when people get married or have children, for example. If contact is so diluted that you no longer pick up the phone or send a private message, it is still nice to see things like that."* This affordance of social engagement was only perceived with regard to PSM. With regard to ESM, in contrast, respondent 11 describes how ESM enable him to be aware of "who knows what" and "who knows whom" (i.e., metaknowledge): "*I think [ESM] would make it easier to see which people have particular knowledge or which people are like-minded in certain subjects.*" Moreover, respondent 6 explains how ESM enable her to communicate, collaborate, and/or share knowledge across disciplinary or organizational boundaries (i.e., boundary work): "*A lot of teams regularly change their work instructions, and those changes can have big consequences for the people working in the call centers. I think [ESM] would be useful to convey such changes to other teams within [the organization]."* These affordances of metaknowledge and boundary work were only perceived with regard to ESM.

However, visibility was also perceived as a constraint of PSM and ESM. For instance, respondent 2 describes how PSM constrain him to privately share, respond to, and/or discuss content with others (i.e., privacy): "*On [PSM] you can post a message towards an organization, for example, but then other people can see it too. I did that once, and then I received tons of reactions from other people, of which I thought: 'that was not my point at all.'*." Respondent 3 also talks about privacy as a constraint of ESM: "*It is not really gossip, but sometimes you just want to discuss something that is more private with two or three colleagues. The rest of my colleagues do not always have to read all that too*." Furthermore, respondent 5 explains how PSM constrain her ability to access, read, and/or respond to relevant content (i.e., irrelevance): "*On [PSM], the amount of posts about irrelevant stuff is too large. For example, I think it is interesting to read something about my sister's daughter, but I do not care for her 20 other posts about what she ate last night, for example."* Respondent 3 also discusses this constraint with regard to ESM: "*After a while, people only posted questions on [the former ESM] like 'can somebody take my shift?'. I do not work in those teams, so those messages are irrelevant for me."* In addition, respondent 2 illustrates how ESM constrain him to access, read, and/or respond to content of a demarcated source

(i.e., exclusion): "*Recently, my team mates were talking about something in a meeting, and I asked: 'guys, what are you talking about?'. Then I noticed that they forgot to add me to the team, so I did not have access to view that content*." This constraint of exclusion was only perceived with regard to ESM.

Taken together, the results show that people perceive visibility both as an affordance and as a constraint of PSM and ESM. Moreover, the results show that people differ in the affordances or constraints of visibility they perceive. For example, respondent 7 describes visibility as an affordance of PSM (i.e., social engagement), but as a constraint of ESM (i.e., irrelevance). In contrast, respondent 11 describes visibility as a constraint of PSM (i.e., irrelevance), but as an affordance of ESM (i.e., metaknowledge). These results show that people's perceptions of affordances or constraints are dependent on the context of technology use (i.e., PSM or ESM), as well as on individual goals, abilities, or preferences.

4.4.2 Association

Next to visibility, the interviews revealed that people perceive association as an affordance or constraint of PSM and ESM. Social media, namely, afford users the ability to associate with content and to associate with other users (Treem & Leonardi, 2012). Users can make those connections visible to others on PSM and ESM (Giermindl et al., 2017), as well as traverse the lists of network connections of other users (Kane et al., 2014). While Treem and Leonardi (2012) conclude that association is an affordance of ESM, this study again shows that association can both enable as constrain certain possibilities for action with regard to PSM and ESM (Table 6).

Table 6

The perception of association as an affordance or constraint of PSM and ESM

	Subcategory	*Definition*	*Context(s)*
Affordance	Relationship maintenance	The ability to keep in touch with others despite changes in activities, work, or locations	PSM ESM
	Communities of interest	The ability to connect with others based on shared interests or hobbies	PSM ESM
	Communities of practice	The ability to connect with others based on shared (work)tasks or (work)roles	ESM

	Bridging engagement	The ability to connect other people to each other, based on their mutual goals	PSM
Constraint	Lack of critical mass	The inability to find and/or connect with sufficient fellow users	PSM ESM
	Lack of content contribution	The inability to find and/or connect with sufficient relevant content	PSM ESM

To illustrate, respondent 3 describes how PSM enable her to keep in touch with others despite changes in activities, work, or locations (i.e., relationship maintenance): "*I started using [PSM] a few years ago, because I had friends in Canada and [PSM] were an easy way to keep in touch. We also call each other, but this is an extra moment of contact in between."* Respondent 11 describes this affordance of relationship maintenance also with regard to ESM: "*When I started working here, I was placed within a training class of 20 fellow employees. I would like to keep in touch with those people [on ESM], to keep sharing what we are doing now."* Moreover, respondent 2 describes how PSM enable him to connect with others based on shared interests or hobbies (i.e., communities of interest): "*I connect with people I know from the music industry. Some of them are artists, some of them are visitors of concerts that I also went to. I connect with them to see which concerts they go to next, and to see whether I would like to go there too, for example."* Similarly, respondent 11 describes communities of interest as an affordance of ESM: "*I am very interested in sustainability, and I know that there are more people within [the organization] whom also find that interesting. So, I would like to [use ESM to] find those people with shared interests"*.

Moreover, people perceived some subcategories of association only as an affordance of PSM or as an affordance of ESM. With regard to PSM, for instance, respondent 3 describes how PSM enable her to connect other people to each other, based on their mutual goals (i.e., bridging engagement): "*Sometimes acquaintances of me post [on PSM] that they are looking for a new employee. Then, if I also know someone who is looking for a job, I connect those acquaintances to each other."* This affordance of bridging engagement was only perceived with regard to PSM. With regard to ESM, in contrast, respondent 10 describes how ESM enable her to connect with other users based on shared (work)tasks or (work)roles (i.e., communities of practice): "*I would like [to use ESM] to interactively share things like 'look, this is what we are doing within the department' or 'we have a new intern and he will work*

on this for the upcoming months'." This affordance of communities of practice was only perceived with regard to ESM.

In addition to these affordances, people also perceived association as a constraint of PSM and ESM. For example, respondent 9 states that PSM constrain her ability to connect with other users (i.e., lack of critical mass): "*Not many people of my age use [PSM], so it does not make much sense for me to [use PSM].*" This lack of critical mass was also perceived as a constraint of ESM, as illustrated by respondent 10: "*Only 5 or 6 colleagues put content on it, and only around 30 colleagues read that content. The rest of the 230 colleagues did not use [the former ESM].*" Furthermore, respondent 7 describes how PSM constrain his ability to connect with sufficient relevant content (i.e., lack of content contribution): "*At a given point in time, I noticed that nobody was posting content [on PSM] anymore. The only things I saw [on PSM] were nonsense videos or advertisements, and I do not care for that.*" This lack of content contribution was also described with regard to ESM by respondent 2: "*In the beginning, some people were enthusiastic [about the former ESM]. However, after a while, there was actually no one who posted content on there. I occasionally received a notification that something was posted, but those were mostly misplaced messages.*"

In sum, the results show that people perceive association both as an affordance and as a constraint of PSM and ESM. In addition, the results show that people differ in the affordances or constraints of association they perceive. For instance, respondent 3 describes association as an affordance of PSM (i.e., relationship maintenance), while she describes association as a constraint of ESM (i.e., lack of content contribution). In contrast, respondent 9 describes association as a constraint of PSM (i.e., lack of critical mass), while she describes association as an affordance of ESM (i.e., relationship maintenance). Again, these results illustrate that people's perceptions of affordances or constraints are dependent on the context of technology use (i.e., PSM or ESM) and on their individual goals, abilities, or preferences.

4.4.3 Searchability

A third category that emerged from the interview data was searchability. Even though there is no working definition of searchability in the literature on affordances yet, scholars describe that social media enable users to find, confront, view, and consume content, which was otherwise unavailable or obscured to the user (Evans et al., 2017). The interview data show that people perceive this searchability as an affordance of PSM and ESM, or as a constraint of ESM (Table 7).

Table 7

The perception of searchability as an affordance or constraint of PSM and ESM

	Subcategory	*Definition*	*Context(s)*
Affordance	Retrieval	The ability to retrieve information or people that one knows or is aware of	PSM ESM
	Discovery	The ability to find information or people that one does not know or is not aware of	ESM
Constraint	Retrieval	The inability to retrieve information or people that one knows or is aware of	ESM

For example, respondent 5 describes how PSM enable her to retrieve people that she knows or is aware of (i.e., retrieval): "*I created an account on [PSM] to search for my students. Sometimes, writing letters, calling, or going by their house did not work, so then I typed in their name on [PSM], to find out that they had been sitting on a terrace in Amsterdam."* Respondent 9 also describes this retrieval of people as an affordance of ESM: "*I know a number of people that are working on the same subjects as me. However, they are stationed across different locations [of the organization]. I think [ESM] would make it easier for me to find them and ask them for help, for example."* In addition, respondent 10 describes how ESM enable her to find information that she knows or is aware of (i.e., retrieval): "*Sometimes I remember that I have read something, but I do not remember where I read that or whom had posted it. Then I type in one word and I retrieve all content related to that search word*." Moreover, respondent 4 describes how ESM enable him to find information or people that he does not know or is not aware of (i.e., discovery): "*I have to conduct various researches and sometimes I need new expertise or knowledge for that. I would like to use [ESM] to search for those people*." This affordance of discovery was only perceived with regard to ESM.

In addition to these affordances, however, ESM can also constrain users' ability to retrieve information or people that they know or are aware of (i.e., retrieval). For example, respondent 2 explains: "*If I do not know where, how, or in which wording something is posted, then I can type in something in the search mechanism, but it will find either too much or too little."* In a similar vein, respondent 1 describes: "*Sometimes you know that you have spoken to someone, but you cannot remember when or where, or the group composition of*

that project has changed. Then it is hard to find something back." This constraint of retrieval was only perceived with regard to ESM.

In conclusion, the results show that people perceive searchability as an affordance of PSM and ESM, or as a constraint of ESM. Again, these perceptions appear to be dependent on the context of technology use (i.e., PSM or ESM) and on people's abilities to use social media to reach their goals in a particular use context. To illustrate, respondent 9 explains how her workload determines her perception of searchability as an affordance or constraint of ESM: "*During a workday, there is just not much time left to [use ESM to] search or communicate with a lot of different colleagues within [the organization]. If I would do that, I would not get my work done. In the end, I am only here [at the organization] to 'produce'.*" In other words, because she pursues the goal of getting her work done productively and efficiently, she does not perceive searchability as an affordance of ESM. In contrast, respondent 4 pursues the goal of finding new knowledge or expertise, and therefore he does perceive searchability as an affordance of ESM.

4.4.4 Persistence

Persistence was a fourth category that emerged throughout the interview data. Content on social media, namely, "remains accessible in the same form as the original display after the actor has finished his or her presentation" (Treem & Leonardi, 2012, p. 155). Even though PSM and ESM both enable this persistence of content, people only perceived this as an affordance or constraint of ESM (Table 8).

Table 8

The perception of persistence as an affordance or constraint of PSM and ESM

	Subcategory	*Definition*	*Context(s)*
Affordance	Endurance	The ability to re-access, re-read, and/or respond again to content that was once posted by others	ESM
Constraint	Information overload	The inability to pay attention to all available content	ESM
	Compartmentalization	The inability to keep an overview of all available conversations, topics, and/or tasks	ESM

For instance, respondent 5 describes how the persistence of content on ESM enables her to re-access, read, and/or respond to content that was once posted by others (i.e., endurance): "*I love the fact that chats in [ESM] continue to exist. We work in shifts, so some of us start at 7 AM and some of us start at 6 PM. Then, it is very useful that we can read back what someone has posted at the end or the beginning of a workday"*. Similarly, respondent 11 states: "*If I open [ESM] at the beginning of my workday, I can easily read back which messages I still have to respond to, or what tasks I have to do that day."* This affordance of endurance was only perceived with regard to ESM.

However, persistence was also perceived as a constraint of ESM. Specifically, respondent 10 explains how the persistence of content constrains her ability to pay attention to all available content on ESM (i.e., information overload): "*The amount of information is just too large. I think people are too busy or too lazy to read all available content"*. Respondent 4 also talked about this information overload as a constraint of ESM: "*Sometimes, I feel like there is too much going on [on ESM], that I start to miss things."* Moreover, respondents talked about their inability to keep an overview of all available conversations, topics, and/or tasks on ESM (i.e., compartmentalization). For example, respondent 11 illustrates: "*I communicate through [different ESM] and I also still use email and I read the corporate SharePoint site. It becomes confusing. Where do I find what information?"* Respondent 5 also describes this constraint of compartmentalization within one ESM: "*If people invite me to a group [on one ESM], I really have to search to find everything. The documents are somewhere, the tasks are somewhere, the posts are somewhere... I generally do not have a clear overview of all available content within one group."* These constraints of information overload and compartmentalization were only perceived with regard to ESM.

Taken together, the results show that people perceive persistence as an affordance or constraint of ESM, but that they do not perceive persistence as an affordance or constraint of PSM. This indicates that people's perceptions of affordances or constraints are dependent on the context of technology use (i.e., PSM or ESM). In addition, the results show that people differ from each other in the affordances or constraints of persistence they perceive. To illustrate, while respondent 5 and respondent 11 perceive endurance as an affordance of ESM, respondent 4 does not perceive this possibility for action as an affordance, or even perceives it as a constraint of ESM: "*Because the chat continues to exist, I have to read complete dialogues to find out what I am really looking for. For me, it is not worth keeping all those messages. I only want to read the conclusion of something."* This quote illustrates that

people's perceptions of affordances or constraints are also dependent on the user's goals, abilities, or preferences.

4.4.5 Pervasiveness and signaling

Almost all respondents talked about the former categories of visibility, association, searchability, and persistence. In addition, some respondents also mentioned pervasiveness (Table 9) and signaling (Table 10) as affordances or constraints of PSM and ESM. Even though these categories were talked about less often and less extensively by respondents in this study, the results confirm some formerly identified or operationalized affordances by scholars in the affordance literature. With regard to pervasiveness, for instance, Rice et al. (2017) operationalized three survey items to measure the extent in which ICT enable users to access data at any given point in time and at any given place. With regard to signaling, Majchrzak et al. (2013, p. 42-43) defined triggered attending as "remaining uninvolved in content production or the conversation until a timely automated alert informs the individual of a change to the specific content of interest". Similarly, Gibbs et al. (2013) described how ESM enable users to cognitively monitor discussions and participate only when relevant. The results of this study are in line with these formerly identified or operationalized affordances, and complement these findings by clarifying how pervasiveness and signaling can both enable as constrain certain possibilities for action with regard to PSM and ESM.

Table 9

The perception of pervasiveness as an affordance or constraint of PSM and ESM

	Subcategory	*Definition*	*Context(s)*
Affordance	Volatility	The ability to quickly share, read, and/or discuss (practical) matters	PSM ESM
	Ubiquity	The ability to always access the latest version of a piece of content	ESM
Constraint	Volatility	The inability to take as much time as personally desired to respond to requests from others	ESM

Table 10

The perception of signaling as an affordance or constraint of ESM

	Subcategory	*Definition*	*Context(s)*
Affordance	Salience	The ability to increase engagement with content or people	ESM
Constraint	Distraction	The inability to disengage with content or people	ESM

Regarding pervasiveness, for example, respondent 11 states that PSM enable him to quickly share, read, and/or discuss (practical) matters (i.e., volatility): "*I often use [PSM] to quickly discuss things with friends or family. For example, next weekend we will organize an online pub quiz. Then I use [PSM] to quickly discuss how we are going to do that or who will arrange everything"*. Respondent 6 also describes this volatility as an affordance of ESM: "*I often get messages like 'can you give me a hand really quick?' or 'can you take a look, is this correct?'. Then we do not use email, for example, but we use [ESM] to quickly communicate and collaborate."* In addition to these shared affordances, there were also subcategories of pervasiveness that were only perceived as an affordance or as a constraint of ESM. Specifically, respondent 4 describes how ESM enable him to always access the lasted version of a piece of content (i.e., ubiquity): "*We often work together on a single document [on ESM]. I like that, because then everyone always has access to the latest version. With email, we had to send each other every new version of a document."* However, respondent 7 explains how ESM constrain his ability to take as much time as personally desired to respond to requests from others (i.e., volatility): "*If people send me a message [on ESM], I am more inclined to quickly respond, even if I do not have the answer right away. When I receive an email, I feel less pressure to answer it immediately."*

Furthermore, with regard to signaling, respondent 10 describes how ESM enable her to increase engagement with content or people, based on personal notifications (i.e., salience): "*I occasionally close [ESM] to my taskbar, so that I get a notification when a new post or message comes in. That way, I do not miss an activity."* Yet, respondent 4 explains how these notifications can also constrain user's ability to disengage with content or people to re-focus on daily work tasks (i.e., distraction): "*I am involved in quite a lot of different activities that require my attention. Sometimes, I want to focus on one thing, but then I get a lot of messages and signals, so I turn [ESM] off every now and then."* This affordance of salience and this constraint of distraction were only perceived with regard to ESM.

In sum, the results show that people perceive pervasiveness as an affordance of PSM and ESM, or as a constraint of ESM. Furthermore, people perceive signaling as an affordance or constraint of ESM, but they do not perceive signaling as an affordance or constraint of PSM. This indicates that people's perceptions of affordances or constraints are dependent on the context of technology use (i.e., PSM or ESM). Moreover, as not all respondents talked about pervasiveness and signaling as an affordance or constraint of PSM and ESM, it appears that people's perceptions of affordances or constraints are also dependent on users' goals, abilities, or preferences in a particular use context. To illustrate, respondent 5 explains how people's age influences their perceptions of pervasiveness as an affordance of ESM: "*The younger colleagues in my team more often post and respond to (social) messages [on ESM] than the older colleagues in my team. I think that has to do something with the generation we grew up in. I have a friend who is a bit younger than me, and she likes to keep chatting back and forth all the time. She just keeps going with her fingers on the screen, while I would rather call her or go by her house to discuss things. The younger generation is just more accommodated to that type of communication.*"

4.4.6 The actualization of affordances

In addition to these perceived affordances or constraints of PSM and ESM, the interview data show that people take both similar and different actions with PSM and ESM. Moreover, the interview data show that the actions people take with PSM and ESM are largely dependent on the affordances or constraints they perceive. In particular, the affordances or constraints people perceive of PSM and ESM determine whether they use PSM and ESM actively, passively/selectively, or not at all.

Some respondents mainly perceived affordances of PSM or ESM, and therefore actively use these technologies in their personal life or in their working environment. For example, respondent 6 describes visibility (i.e., context awareness; social engagement), association (i.e., relationship maintenance), and pervasiveness (i.e., volatility) as affordances of PSM. In line with these perceptions, she actively uses PSM: "*I often like posts of others, and I occasionally tag people in entertaining videos, because it reminds me of something that we have experienced together, for example. I also engage in quick conversations [on PSM], like 'oh, remember when we went there?' or something like that.*" Respondent 8 also describes her active use of PSM, which is in line with her perceptions of visibility (i.e., social engagement) and association (i.e., relationship maintenance) as affordances of PSM: "*Every day, I read the new content posted on [PSM], and I also regularly post content myself. I*

mostly share content to provide updates to my relatives. For example, at the moment we are very busy with a large renovation at home and in the garden, so I occasionally share a video of the results. That way, family members that live far away can follow stuff in our lives."

A similar pattern emerged with regard to ESM. For instance, respondent 3 describes visibility (i.e., metaknowledge), association (i.e., communities of practice), and searchability (i.e., retrieval) as affordances of ESM. In line with these perceptions, she actively uses ESM: "*I often read [the former ESM], so that I knew which people had knowledge or experiences that could benefit me. I also regularly posed questions on [the former ESM], like 'I want to do this, and I know it is possible, but can somebody help me?' or 'I have to book a hotel in [a city], does anyone have a recommendation?'. In that way, other secretaries could help me out."* Respondent 10 also describes her active use of ESM, which is in line with her perceptions of visibility (i.e., boundary work; context awareness), association (i.e., communities of practice), searchability (i.e., retrieval), and persistence (i.e., endurance) as affordances of ESM: "*I post so many content on [ESM], I think my colleagues often find me annoying. For example, if I have found an interesting webinar of which I think it is also interesting for some of my colleagues, I share that [on ESM]. I also share presentations or documents, to ask for feedback, or I post a poll to find out what my colleagues think of something that is relevant in our field of work."*

In addition to these active users of PSM or ESM, some respondents perceived both affordances and constraints of PSM or ESM, leading them to passively or selectively use these technologies in their personal lives or in their work environment. To illustrate, respondent 1 describes visibility (i.e., context awareness) and association (i.e., communities of interest) as affordances of PSM, but he also mentions association (i.e., lack of critical mass) as a constraint of PSM. In line with these perceptions, he passively uses PSM: "*I only read things on PSM. I only have 5 friends on [PSM], so I never contribute content myself. But I like hiking, so I follow groups that organize hiking trials. That way, I can pre-view the route, or read updates on changes in the program."* Respondent 9 also describes visibility as an affordance (i.e., social engagement), as well as association as a constraint of PSM (i.e., lack of critical mass). These perceptions are reflected in her passive use of PSM: "*I have an account on [PSM], but I do not use it very often. I do not follow many people and I also do not have many followers. I only post something if it is very special or interesting."*

Again, a similar pattern emerged with regard to ESM. For instance, respondent 2 describes association (i.e., communities of interest) as an affordance of ESM, but he also mentions searchability (i.e., retrieval) and persistence (i.e., information overload) as

constraints of ESM. Because of this, he selectively uses ESM: "*I am added to a lot of groups on [ESM], but I have hidden some of them, so I do not see all messages and documents posted in those groups. I only read and respond to the messages I think are interesting for me or relevant for my work tasks."* Similarly, respondent 5 describes visibility (i.e., context awareness) as an affordance of ESM, as well as association (i.e., lack of content contribution) as a constraint of ESM. These perceptions are reflected in her passive use of ESM: "*I made an account on [the former ESM] and I occasionally read the Home-page to follow general things about [the organization]. However, I noticed that only a few people posted content on there, and the content that was posted was not relevant for me. I therefore was not tempted to comment on it, or to post content myself."*

Lastly, some respondents mainly perceived constraints of PSM or ESM, leading them to passively use PSM or ESM, or to not use PSM or ESM at all. To illustrate, respondent 4 describes visibility (i.e., irrelevance; privacy) and association (i.e., lack of critical mass) as constraints of PSM. In line with these perceptions, he explains to not use PSM in his personal life: "*I never created an account on [PSM]. Sometimes I get tempted to create an account, because then I want to see a particular message that was posted on [PSM], but I always resist that temptation. I do not care for all the other irrelevant content on [PSM], and I do not like the accumulation of data about my personal life."* With regard to ESM, respondent 7 describes visibility (i.e., irrelevance) and persistence (i.e., information overload) as constraints of ESM, and therefore states to not use ESM: "*I looked at it when it was first introduced within [the organization], but I think [ESM] is nonsense. I do not feel like getting to know people within [the organization] through [ESM] or reading lots of social stuff on [ESM]. I get the feeling [the organization] is implementing all kinds of tools that employees do not really ask for or need to have to do their jobs."*

In conclusion, these results show that people take both similar and different actions with PSM and ESM, and that people differ from other people in the actions they take with PSM and ESM. These differences across contexts and between people appear to be largely dependent on people's perceptions of affordances or constraints of PSM and ESM, which are in turn dependent on social media's materiality and people's goals or abilities in a particular use context. Together, these results reveal how people actualize affordances of PSM and ESM (Figure 2).

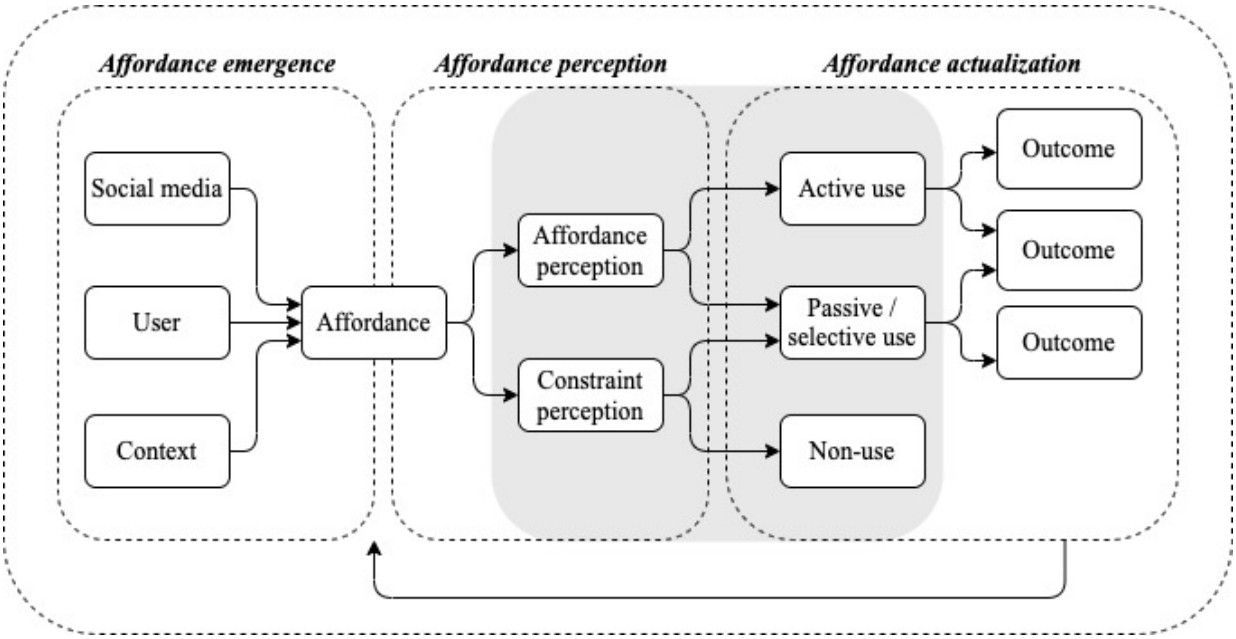

Figure 2. The actualization process of affordances with regard to PSM and ESM.

Note. The focus of this research is marked grey.

5. DISCUSSION

This chapter describes the theoretical and practical implications of this research respectively. Thereafter, the limitations of this research and recommendations for future research are discussed. Lastly, the conclusion of this research is stated.

5.1 Theoretical implications

This research contributes to literature on PSM, ESM, and the affordance perspective in three ways. First, this research explicitly compared the affordances or constraints of PSM to those of ESM. While numerous scholars already applied an affordance perspective to identify affordances of PSM (e.g., DeVito et al., 2017) and of ESM (e.g., Aten & Thomas, 2016), scholars generally identified lists of affordances at a micro- or context-dependent level, making theory-building challenging (Evans et al., 2017). This research extends these studies by exploring the affordances or constraints of social media in two empirical contexts, namely in non-organizational (i.e., PSM) and in organizational contexts (i.e., ESM). By explicitly comparing the affordances of social media across two contexts, this research clarifies that affordances do not only result from an interplay between a technology's materiality and users' goals or abilities (Hutchby, 2000), but also from the contexts in which technologies are used. As also stated by Treem and Leonardi (2012, p. 146): "Affordances of an artifact can change across different contexts even though its materiality does not." However, this influence of context generally receives little attention in comparison to the materiality and human agency aspects of the affordance framework. This research demonstrates that, to move forward in affordance research, it is important to investigate the perception and actualization of affordances across different contexts of technology use (Evans et al., 2017).

Second, this research both confirms and complements formerly identified affordances of PSM and ESM. For instance, Treem and Leonardi (2012) uncovered visibility, association, persistence, and editability as affordances of ESM. Furthermore, Majchrzak et al. (2013) identified triggered attending as an affordance of ESM, and Gibbs et al. (2013) described how ESM enable users to increase and decrease engagement with content or people. Lastly, Rice et al. (2017) operationalized searchability and pervasiveness as organizational media affordances, which were found to be associated with external social media (i.e., PSM) in their study. This research also identified visibility, association, persistence, signaling, searchability, and pervasiveness as possibilities for action with regard to PSM and ESM. However, this study clarifies that all these formerly identified or operationalized affordances should not only

be seen as enablers of particular possibilities for action, but also as possibly constraining people to perform particular actions. To illustrate, respondents of Study 1 perceived the ability to see other people's answers to other people's questions as an affordance of PSM and ESM, but participants of Study 2 discussed how PSM and ESM can also constrain their ability to privately share, respond to, and/or discuss content with others. This double nature of affordances is only described explicitly by a few scholars (e.g., Gibbs et al., 2013), whereas most scholars tend to focus on social media affordances as drivers for positive outcomes or effects (Hafezieh et al., 2017). This research underlines the importance to also pay attention to the perception of constraints (Fromm, Mirbabaie, & Stieglitz, 2020), as these may hinder the adoption of ESM by employees (Giermindl et al., 2017) and therefore contribute to an unsuccessful implementation of ESM in business environments.

Third, this research explored the actualization process of affordances with regard to PSM and ESM. Despite a growing popularity of the affordance perspective in IS research, namely, scholars primarily focus on arguing the existence or identifying the perception of particular affordances (Wang et al., 2018). While these studies provide important insights, identifying (perceived) social media affordances is only a first step towards understanding if and why people (do not) use PSM and ESM (Bernhard et al., 2013). By exploring the perception of affordances or constraints and the actions people take with PSM and ESM, this research provides initial insights into the actualization process of social media affordances. Specifically, this research sheds light on how social media's materiality, users' goals or abilities, and the context of social media use determine whether people perceive visibility, association, searchability, persistence, pervasiveness and signaling as affordances or constraints of PSM and ESM. Moreover, this research indicates how these perceptions impact whether people use PSM and ESM actively, passively/selectively, or not at all. Based on these insights, future research can further investigate which immediate concrete outcomes result from the actions people take with PSM and ESM, and how this actualization process evolves over time.

5.2 Practical implications

While organizations increasingly implement ESM to enhance communication, collaboration, and knowledge sharing processes within the enterprise (Wehner et al., 2017), this research shows that ESM implementation will only lead to (positive) outcomes if people 1) perceive particular possibilities for action as affordances of ESM, 2) do not perceive ESM as constraining their ability to reach their goals, and 3) use ESM actively, passively, or

selectively in accordance to their perceptions of affordances or constraints. Practitioners can try to increase the chance that ESM implementation leads to (positive) outcomes, by strategically influencing the first two conditions.

For instance, practitioners can try to emphasize perceived affordances of ESM and/or try to make perceived constraints of ESM less burdensome. To illustrate, most respondents of Study 1 perceived the ability to keep up to date with developments as an affordance of PSM and ESM (N = 173, 74.9%). Even though some employees may not initially perceive this as an affordance of ESM, structurally communicating other employees' perceptions and actualizations of this affordance may help them to recognize this affordance as well (i.e., social influence; Fulk, Schmitz, & Steinfield, 1990). Furthermore, participants of Study 2 thoroughly talked about information overload and compartmentalization as constraints of ESM. Designers of ESM could, therefore, try to reduce or take away these constraints by merging various ESM into one tool, or by implementing technical features that help employees to strategically manage the large amounts of content and conversations on ESM (Gibbs et al., 2013). Moreover, managers who implement ESM within organizations could educate and support employees to deal with the constraints they perceive of ESM. By acknowledging employees' perceptions of constraints, treating them with respect, and offering them guidance how to use ESM to reach their (work-related) goals, managers may increase the chance that employees will use ESM in their business environment (Smollan & Sayers, 2009).

In addition, managers can try to take advantage of the affordances or constraints that are perceived similarly or differently with regard to PSM and ESM. For instance, most respondents of Study 1 perceived the ability to maintain relationships with others despite changes in activities, work, or locations as an affordance of both PSM as ESM (N = 153, 66.2%). Managers who implement ESM within organizations can try to emphasize this shared affordance of PSM and ESM, as people generally do have a clear understanding of what PSM are and what they can do with them (Treem et al., 2015), and this understanding might transfer to their understanding and perceptions of ESM. In contrast, some participants of Study 2 indicated that they do not use PSM, because they have had negative experiences with the visibility and persistence of content about their personal lives on PSM (i.e., privacy). To ensure that people's perceptions of this constraint of PSM is not transferred to their perceptions of ESM, managers could try to emphasize that ESM are restricted to employees of their organization and thus ensure that people's content contributions will not become visible or retrievable by people outside the organization. By strategically emphasizing these

shared or different affordances or constraints of PSM and ESM, managers may again increase the chance that employees will use ESM in their business environment.

Lastly, managers who implement ESM within organizations can try to influence the perception and actualization of collective (Leonardi, 2013) or organizational affordances of ESM (Ellison et al., 2015). Whereas this research focused primarily on the perception and actualization of affordances at the individual level, namely, affordances are often shaped by a collective understanding of the indended use of a technology in a particular organization (Ellison et al., 2015). By influencing organizational processes and procedures, controls, boundary-spaning approaches, and other social capacities present in organizations (Zammuto et al., 2007), practitioners could try to enhance the perception and actualization of ESM affordances at a higher level than the individual. For example, practitioners could formulate policy about the intended use of ESM within the organization, or communicate case studies on how the actualization of ESM affordances leads to positive consequences for the organization at large. Moreover, praticitioners could utilize technology ambassadors with an exemplary function to show which possibilities for action ESM afford, and how the actualization of such affordances leads to positive consequences for the indidivual employee. As also noted by Bernhard et al. (2013), these sources of external information can enhance the possibility that employees perceive particular affordances of ESM, increasing the chance that a large group of employees actualize the possibilities for action afforded by ESM.

5.3 Limitations and recommendations for future research

The theoretical and practical implications of this research should be considered in light of some limitations. First, namely, this research collected and analyzed both quantitative and qualitative data to investigate the actualization process of PSM and ESM. This mixed-method research approach was chosen, because “methodological triangulation has been found to be beneficial in providing confirmation of findings, more comprehensive data, increased validity, and enhanced understanding of the studied phenomenon” (Bekhet, & Zauszniewski, 2012, p. 2). However, the reliability of the independent measurement instruments of Study 1 and Study 2 were not measured by means of statistical techniques. With regard to Study 1, for instance, this research used a recent operationalization of organizational media affordances (Rice et al., 2017), but adapted the Likert scale into nominal scales to efficiently explore perceived affordances of PSM and ESM. Because of this adaptation, the reliability of the scale could not be measured in terms of Cronbach’s Alpha. This was not considered as a major limitation, as Study 1 functioned as a first exploration of the perceived affordances of PSM and ESM, and

the results of Study 1 were further investigated in Study 2. With regard to Study 2, this research used theory-driven codes based on formerly identified affordances in literature (DeCuir-Gunby et al., 2011), and later checked whether an independent coder attached the same codes to 10.6% of all interview transcripts. A consensus was reached by the researcher and the independent coder after discussing the attached codes, but the interrater reliability was not measured by means of statistical techniques. In future research, therefore, it is recommended to continue the employment of multiple research methods to study the actualization process of PSM and ESM (Leonardi & Vaast, 2017), but to also pay attention to and report on the reliability and validity of the measurement instruments employed.

In addition, this research executed a mixed-method case study within a large, financial organizational in the Netherlands. Conducting a case study within this organization enabled the researcher to invite a large number of respondents for the online survey of Study 1 (N = 231) and to purposefully select participants for the semi-structured interviews of Study 2 (N = 11). However, it is possible that conducting a case study within this organization led to the emergence of relatively more information and insights with regard to ESM than with regard to PSM. To illustrate, Study 1 showed no single item that was perceived as an affordance of PSM only. This could be due to the fact that the online survey was introduced as "a research into employees' needs and use of Microsoft Teams and Yammer within [the organization]". Because of this introduction, respondents of the online survey might have kept these ESM in mind by answering the items regarding perceived affordances. Similarly, participants of Study 2 generally talked around 45 minutes about their perceptions and use of ESM, and around 15 minutes about their perceptions and use of PSM. This makes sense, as the semi-structured interviews were introduced as a follow-up study to further investigate the results of the online survey. However, in future research, it is recommended to investigate the two empirical contexts of this research apart from each other. Specifically, it is recommended to investigate the actualization process of PSM in people's personal lives (e.g., at home) and the actualization process of ESM in people's business environment (e.g., at the office). Furthermore, it is recommended to investigate people working in different organizations, to ensure that the results of this research are not specific for the organization under study.

Despite these limitations, this research serves as a valuable starting point for future research into the actualization process of affordances with regard to PSM and ESM. In particular, as this research focused primarily on people's perceptions and use of PSM and ESM, scholars are advised to further investigate the relationship between people's actions with PSM and ESM, the immediate concrete outcomes they experience, and the reciprocal

influence of these outcomes on people's goals, abilities and affordance perceptions. As the model distinguished the emergence, perception, and actualization of affordances as a process that occurs over time (Bernhard et al., 2013), scholars are advised to employ a longitudinal research design. Ultimately, this increases our understanding of why ESM are not as popular in business environments as PSM are in people's personal lives (Veeravalli & Vijayalakshmi, 2019), and contributes to practical implications for designers and managers how to increase the succesfull implementation of ESM.

5.4 Conclusion

This research explored how people actualize affordances of PSM and ESM. The results of Study 1 and Study 2 show that people actualize affordances of PSM and ESM in three steps (Figure 2). First, based on social media's materiality and on people's goals or abilities in a particular use context (i.e., personal lives or business environment), people perceive particular affordances or constraints of PSM and ESM. Second, based on the affordances or constraints they perceive, people take particular actions with PSM and ESM (i.e., active, passive/selective use, or non-use). Finally, based on the perceived affordances of PSM and ESM, and the resulting actions people take with PSM and ESM, people will experience particular outcomes of PSM and ESM. These outcomes are, in turn, likely to influence people's goals or abilities and their perception of affordances or constraints of PSM and ESM.

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APPENDIX A: STUDY 1

A.1 Survey (Dutch)

This appendix contains the online survey of Study 1, as administered into Microsoft Forms.

Vraag 1. Er volgen nu eerst een aantal algemene stellingen. Deze stellingen gaan over de mogelijkheden die sociale technologieën bieden aan hun gebruikers. Je kunt hierbij denken aan Teams en Yammer, maar ook aan publieke sociale media zoals Facebook, LinkedIn of Twitter.

Het maakt bij deze eerste vraag NIET uit of je Teams, Yammer of publieke sociale media gebruikt of niet.

Geef aan welke van de volgende mogelijkheden jij als belangrijk ziet in jouw werkomgeving, privéleven, beide of geen van beide.

	Werkomgeving	Privéleven	Beide	Geen van beide
Zoeken naar informatie of mensen door trefwoorden in te voeren.				
Samen een document maken of bewerken.				
Zien hoeveel andere mensen dezelfde inhoud leuk hebben gevonden of eraan gelinkt zijn.				
Bewust zijn van informatie die anderen bezitten.				
Relaties onderhouden met anderen, ondanks veranderingen in activiteiten, werk of locaties.				
Snel antwoord krijgen van anderen op mijn verzoeken.				
Bewust zijn van activiteiten, meningen of locaties van anderen.				
Zien wie gesprekken voert of links heeft met bepaalde mensen.				
Op de hoogte blijven van ontwikkelingen.				
(Web)links gebruiken van mensen die ik ken of waar ik mij bewust van ben om nieuwe mensen te vinden die ik niet kende of waar ik mij niet bewust van was.				
Zien wat mensen antwoorden op vragen van anderen.				
Zoeken naar tags of trefwoorden die iemand anders aan inhoud heeft toegevoegd.				
Communiceren met anderen terwijl ik onderweg ben.				

Zoeken naar informatie of mensen door links tussen de inhoud te volgen.
Communiceren met zwakke of minder belangrijke relaties.
Informatie of opmerkingen beschikbaar laten nadat ik deze heb gepost.
Informatie van anderen bewerken nadat zij deze hebben gepost.
Informatie bewerken nadat ik deze heb gepost.
(Web)links gebruiken van informatie die ik ken of waar ik mij bewust van ben om nieuwe informatie te vinden die ik niet kende of waar ik mij niet bewust van was.

Bedankt voor het invullen van de algemene stellingen. Er volgen nu een aantal specifieke vragen over jouw gebruik van Teams en Yammer.

Vraag 2. Gebruik jij Teams?
- Ja
- Nee

Vraag 3 (indien 2 = ja). Hoe vaak gebruik jij Teams?
- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week
- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 4 (indien 2 = ja). Hoe vaak plaats jij content op Teams in de vorm van posts of updates?
- Nooit
- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week
- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 5 (indien 2 = ja). Hoe vaak reageer jij op content van anderen op Teams in de vorm van likes of reacties?
- Nooit
- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week

- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 6 (indien 2 = nee). Wat zijn voor jou redenen om nooit gebruik te maken van Teams? Je kunt bij deze vraag meerdere antwoordopties aanvinken.

- Ik ken deze applicatie niet.
- Deze applicatie is niet beschikbaar voor mij.
- Ik vind deze applicatie niet nuttig/noodzakelijk.
- Ik geef de voorkeur aan andere applicaties.
- Ik heb geen toegang tot bepaalde teams.
- Ik heb er (te) weinig verstand van.
- Deze applicatie wordt (te) weinig gebruikt door andere collega's.
- Ik vind deze applicatie niet passen binnen een werkomgeving.
- Ik ben bang voor negatieve reacties van collega's.
- Ik maak mij zorgen over de gebruiksvoorwaarden en/of gegevensbescherming.
- Anders, namelijk ……

Vraag 7. Gebruik jij Yammer?

- Ja
- Nee

Vraag 8 (indien 7 = ja). Hoe vaak gebruik jij Yammer?

- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week
- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 9 (indien 7 = ja). Hoe vaak plaats jij content op Yammer in de vorm van posts of updates?

- Nooit
- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week
- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 10 (indien 7 = ja). Hoe vaak reageer jij op content van anderen op Yammer in de vorm van likes of reacties?

- Nooit
- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week

- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 11 (indien 7 = nee). Wat zijn voor jou redenen om nooit gebruik te maken van Yammer? Je kunt bij deze vraag meerdere antwoordopties aanvinken.

- Ik ken deze applicatie niet.
- Deze applicatie wordt (te) weinig gebruikt door andere collega's.
- Deze applicatie is niet beschikbaar voor mij.
- Ik heb geen toegang tot bepaalde groepen.
- Ik geef de voorkeur aan andere applicaties.
- Ik vind deze applicatie niet passen binnen een werkomgeving.
- Ik vind deze applicatie niet nuttig/noodzakelijk.
- Ik heb er (te) weinig verstand van.
- Ik ben bang voor negatieve reacties van collega's.
- Ik maak mij zorgen over de gebruiksvoorwaarden en/of gegevensbescherming.
- Anders, namelijk ……

Tot slot volgen nu een aantal vragen over jouw gebruik van publieke sociale media en jouw demografische en organisatorische kenmerken.

Vraag 12. Gebruik jij sociale media in jouw privéleven?
Je kunt hierbij denken aan Facebook, Instagram, LinkedIn, YouTube, Snapchat, Google+ of Twitter.

- Ja
- Nee

Vraag 13 (indien 12 = ja). Hoe vaak gebruik jij sociale media in jouw privéleven?

- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week
- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 14 (indien 12 = ja). Hoe vaak plaats jij content op sociale media in de vorm van posts of updates? Indien je meerdere sociale media gebruikt in jouw privéleven, geef dan het gemiddelde aan.

- Nooit
- Minder dan één keer per maand
- Eén keer per maand
- Meerdere keren per maand
- Eén keer per week
- Meerdere keren per week
- Eén keer per dag
- Meerdere keren per dag

Vraag 15 (indien 12 = ja). Hoe vaak reageer jij op content van anderen op sociale media in de vorm van likes of reacties? Indien je meerdere sociale media gebruikt in jouw privéleven, geef dan het gemiddelde aan.

- o Nooit
- o Minder dan één keer per maand
- o Eén keer per maand
- o Meerdere keren per maand
- o Eén keer per week
- o Meerdere keren per week
- o Eén keer per dag
- o Meerdere keren per dag

Vraag 16 (indien 12 = nee). Wat zijn voor jou redenen om nooit gebruik te maken van sociale media in jouw privéleven? Je kunt bij deze vraag meerdere antwoordopties aanvinken.

- □ Ik heb geen toegang tot sociale media.
- □ Ik vind het gebruik van sociale media niet nuttig/noodzakelijk.
- □ Ik geef de voorkeur aan andere communicatiemiddelen.
- □ Ik heb er (te) weinig verstand van.
- □ Ik ben bang voor negatieve reacties.
- □ Ik ken geen of weinig mensen die (ook) gebruik maken van sociale media.
- □ Ik maak mij zorgen over de gebruiksvoorwaarden en/of gegevensbescherming.
- □ Anders, namelijk ……

Vraag 17. Wat is jouw geslacht?

- o Man
- o Vrouw
- o Zeg ik liever niet

Vraag 18. Wat is jouw leeftijd?

- o Jonger dan 18 jaar
- o 18 tot 24 jaar
- o 25 tot 34 jaar
- o 35 tot 44 jaar
- o 45 tot 54 jaar
- o 55 tot 64 jaar
- o 65 tot 70 jaar
- o Ouder dan 70 jaar
- o Zeg ik liever niet

Vraag 19. Hoeveel jaar ben jij werkzaam binnen [de organisatie]?

- o Minder dan 1 jaar
- o 1 tot 5 jaar
- o 6 tot 10 jaar
- o 11 tot 15 jaar
- o 16 tot 20 jaar
- o Meer dan 20 jaar
- o Zeg ik liever niet

Vraag 20. Heb je een leidinggevende positie binnen [de organisatie]?

- Ja
- Nee
- Zeg ik liever niet

Vraag 21. Hoeveel uur per week werk jij gemiddeld buiten kantoor (bijvoorbeeld thuis, bij een klant of zakenrelatie, in de trein, et cetera)?

- 0 tot 8 uur per week
- 9 tot 16 uur per week
- 17 tot 24 uur per week
- 25 tot 32 uur per week
- Meer dan 32 uur per week
- Zeg ik liever niet

Vraag 22. Als je openstaat voor deelname aan onze vervolginterviews, kan je hier jouw e-mailadres achterlaten:

……

Dit is het einde van de vragenlijst. Hartelijk bedankt voor jouw deelname!

Mocht je nog vragen of opmerkingen hebben over het onderzoek of de onderzoeksresultaten graag willen ontvangen, dan kan je contact opnemen met Maike Tonnema via: m.f.k.tonnema@student.utwente.nl.

Je kunt dit scherm nu afsluiten.

A.2 Translation of survey items

This appendix contains the translation and adjustments of the survey items measuring perceived affordances. These items were based on the operationalization of Rice et al. (2017), translated from English into Dutch, and adjusted to fit the technology and contexts under study (i.e., PSM and ESM). The translations and adjustments were initiated by the researcher, and later checked by one independent translator and two supervisors.

Table A

Translations and adjustments of the survey items measuring perceived affordances

	Rice et al. (2017)	*This study*
Introduction	Think about the extent to which you agree that these activities are 'currently possible' (whether you actually do them or not), using the various media (email, phones, instant messaging, intranet, social media, etc.) available at NPB. Throughout, 'others' and 'people' refer to 'current employees' of NPB. To what extent do you agree with the following statements? It is currently possible for me to …	Er volgen nu eerst een aantal algemene stellingen. Deze stellingen gaan over de mogelijkheden die sociale technologieën bieden aan hun gebruikers. Je kunt hierbij denken aan Teams en Yammer, maar ook aan publieke sociale media zoals Facebook, LinkedIn of Twitter. Het maakt bij deze eerste vraag NIET uit of je Teams, Yammer of publieke sociale media gebruikt of niet. Geef aan welke van de volgende mogelijkheden jij als belangrijk ziet in jouw werkomgeving, privéleven, beide of geen van beide.
Visibility	- See other people's answers to other people's questions. - See who has interactions or links with particular employees or their information. - See the number of others who have 'liked' or linked to the same content.	- Zien wat mensen antwoorden op vragen van anderen. - Zien wie gesprekken voert of links heeft met bepaalde mensen. - Zien hoeveel andere mensen dezelfde inhoud leuk hebben gevonden of eraan gelinkt zijn.
Persistence	- Find information about prior NPB projects. - Maintain relations with others at NPB despite changes in activities, work, or location. - Have my information or comments stay available after I post them.	- Relaties onderhouden met anderen, ondanks veranderingen in activiteiten, werk of locaties. - Informatie of opmerkingen beschikbaar laten nadat ik deze heb gepost.

Association	- Use (web)links from information I know or am aware of, to find new information I did not know or wasn't aware of. - Use (web)links from people I know or am aware of, to find new people I did not know or wasn't aware of.	- (Web)links gebruiken van informatie die ik ken of waar ik mij bewust van ben om nieuwe informatie te vinden die ik niet kende of waar ik mij niet bewust van was. - (Web)links gebruiken van mensen die ik ken of waar ik mij bewust van ben om nieuwe mensen te vinden die ik niet kende of waar ik mij niet bewust van was.
Editability	- Edit other's information after they have posted it. - Edit my information after I have posted it. - Create or edit a document collaboratively.	- Informatie van anderen bewerken nadat zij deze hebben gepost. - Informatie bewerken nadat ik deze heb gepost. - Samen een document maken of bewerken.
Awareness	- Be aware of the information others in my department have. - Be aware of the information others outside of my department have. - Be aware of activities, opinions, or locations of others. - Keep up-to-date with the progress of projects. - Keep up-to-date with organizational policies and norms.	- Bewust zijn van informatie die anderen bezitten. - Bewust zijn van activiteiten, meningen of locaties van anderen. - Op de hoogte blijven van ontwikkelingen.
Pervasiveness	- Get responses to my requests from others quickly. - Communicate with others while moving, commuting, traveling. - Communicate with infrequent or less important work relationships.	- Snel antwoord krijgen van anderen op mijn verzoeken. - Communiceren met anderen terwijl ik onderweg ben. - Communiceren met zwakke of minder belangrijke relaties.
Searchability	- Search for information or people by entering search words. - Search for information or people by following links between contents. - Search for tags or keywords that someone else has added to the content.	- Zoeken naar informatie of mensen door trefwoorden in te voeren. - Zoeken naar informatie of mensen door links tussen de inhoud te volgen. - Zoeken naar tags of trefwoorden die iemand anders aan inhoud heeft toegevoegd.

APPENDIX B: STUDY 2

B.1 Interview guide (Dutch)

This appendix contains the interview guide for the semi-structured interviews of Study 2. The exact questions that were posed to the respondents were dependent on their use of PSM, Teams, and/or Yammer.

Introductie
Goedemorgen/-middag! U spreekt met Maike Tonnema. Hallo. Kunt u mij goed verstaan? [*Antwoord respondent*] Oké, fijn! Ik zal mij eerst even voorstellen. Ik ben in februari begonnen als afstudeerstagiaire binnen [de organisatie]. Zoals je weet voert [ons team] momenteel een onderzoek uit naar Microsoft Teams en Yammer. Vorige maand heb ik een vragenlijst afgenomen en nu voer ik een aantal vervolginterviews uit om de resultaten nog beter te begrijpen. Heel erg bedankt dat je, naast het invullen van de vragenlijst, ook deel wilt nemen aan dit interview! Heb je voordat we aan het interview gaan beginnen nog vragen? [*Afhankelijk van antwoord respondent*] Oké, dan wil ik graag zelf nog even een paar dingen benadrukken voordat we gaan beginnen. Ik gebruik dit interview namelijk ook als input voor mijn afstudeeronderzoek aan de Universiteit Twente. In mijn onderzoeksverslag gebruik ik geen namen, dus jouw antwoorden kunnen niet naar jou toe worden herleid. Vind je dat goed? [*Antwoord respondent*] Super. Vind je het ook goed dat ik dit interview opneem met Microsoft Stream? Dan kan ik namelijk goed naar jou luisteren en hoef ik niet tussendoor alles mee te typen. Ik zal de opname met niemand delen; ik gebruik het alleen om ons gesprek later uit te kunnen typen. [*Indien op beide vragen akkoord is gegeven start het interview*] Fijn, dan kunnen we nu echt beginnen met het interview. Tijdens het interview mag je mij natuurlijk altijd onderbreken, bijvoorbeeld als je een vraag niet begrijpt of liever geen antwoord geeft.

Algemeen
Eerst zou ik graag een beeld willen vormen van jou als persoon en als werknemer. • Zou je me wat meer over jezelf kunnen vertellen? • Welke rol heb jij binnen [de organisatie]?

Gebruik jij Teams?	
Ja	*Nee*

• Waarvoor gebruik jij Teams?
• Op welke manier gebruik jij Teams?
  o Plaats jij vaak content op Teams in de vorm van posts/updates? Wat voor content plaats je dan?
  o Reageer jij vaak op content van anderen in de vorm van likes of reacties? Op wat voor content reageer jij dan en hoe?
  o Werk jij samen met collega's in één bestand (tegelijkertijd)?
  o Hoe gebruik jij de chat? Voornamelijk voor 1-op-1 gesprekken of ook groepsgesprekken?
• Welke andere kanalen of middelen gebruik jij voor jouw werk (naast Teams)?
  o Waarvoor gebruik jij [deze kanalen of middelen]?
  o Welke functies gebruik jij voornamelijk van [deze kanalen of middelen]?
  o Wat vind jij positief of negatief aan [deze kanalen of middelen]?
	• Waarom gebruik jij Teams niet?
	  o Doorvragen op antwoord respondent. Bijvoorbeeld:
	  o Zou jij Teams wel (vaker) gebruiken als meer collega's het zouden gebruiken?
	• Welke middelen gebruik jij dan (wel) om met collega's samen te werken?
	  o Welke functies gebruik jij voornamelijk van [deze kanalen of middelen]?
	  o Op welke manier gebruik jij [deze kanalen of middelen]?
	  o Wat vind jij positief of negatief aan [deze kanalen of middelen]?

Notities:

Gebruik jij Yammer?	
Ja	*Nee*

• Waarvoor gebruik jij Yammer?
• Op welke manier gebruik jij Yammer?
  o Plaats jij vaak content op Yammer in de vorm van posts/updates? Wat voor content plaats je dan?
  o Reageer jij vaak op content van anderen in de vorm van likes of reacties? Op wat voor content reageer jij dan en hoe?
  o Lees jij voornamelijk content van anderen? Wat voor content vind jij dan leuk/interessant om te lezen?
  o Welke groepen volg je of zou je willen volgen?
• Yammer wordt op dit moment niet veel gebruikt binnen [de organisatie]. Vind jij dat Yammer meer gebruikt zou moeten worden binnen [de organisatie]?
  o Waarom wel/niet?
• Kan je Yammer en Teams eens met elkaar vergelijken?
  o Zie jij voordelen in Teams ten opzichte van Yammer?
  o Zie jij voordelen in Yammer ten opzichte van Teams?
  o Wat zijn volgens jou de belangrijkste verschillen tussen Teams en Yammer?
  o Heb je voorkeur voor één van deze twee applicaties? Waarom?
	• Waarom gebruik jij Yammer niet?
	  o Doorvragen op antwoord respondent. Bijvoorbeeld:
	  o Waarom vind jij Yammer niet nuttig/noodzakelijk?
	  o Aan welke applicaties geef jij de voorkeur en waarom?
	  o Waarom vind jij Yammer niet passen binnen een werkomgeving?
	• Yammer is een sociaal platform; vergelijkbaar met [het intranet van de organisatie], maar dan met meer interactiemogelijkheden. Je kunt bijvoorbeeld zelf berichten plaatsen of reageren op de berichten van jouw collega's. Zie jij waarde in zo'n sociaal platform binnen [de organisatie]?
	  o Waarom wel/niet?
	• Stel dat over een tijdje Yammer wel meer gebruikt wordt binnen [de organisatie]. Zou jij Yammer dan ook (vaker) gebruiken denk je?
	  o Waarom wel/niet?
	  o Wat voor soort berichten zou jij leuk/interessant vinden om op Yammer te lezen/plaatsen?

Notities:

Gebruik jij sociale media in jouw privéleven?	
Ja	*Nee*

• Welke sociale media gebruik jij?
• Waarvoor gebruik jij sociale media?
• Op welke manier gebruik jij sociale media?
  ○ Plaats jij vaak content op sociale media in de vorm van posts/updates? Wat voor content plaats jij dan?
  ○ Reageer jij vaak op content van anderen in de vorm van likes of reacties? Op wat voor content reageer jij dan en hoe?
  ○ Lees jij voornamelijk content van anderen? Wat voor berichten vind jij dan leuk/interessant om te lezen?
  ○ Met wie ben jij bevriend/heb je connecties op sociale media? Of wie volg jij op sociale media?
• Welke andere kanalen of middelen gebruik jij in jouw privéleven (naast sociale media)?
  ○ Waarvoor gebruik jij [deze kanalen of middelen]?
  ○ Welke functies gebruik jij voornamelijk van [deze kanalen of middelen]?
  ○ Wat vind jij positief of negatief aan [deze kanalen of middelen]?
	• Waarom gebruik jij geen sociale media in jouw privéleven?
	• Heb je in het verleden wel eens sociale media gebruikt?
	  ○ Waarom ben je daarmee gestopt?
	• Welke kanalen of middelen gebruik jij (wel) in jouw privéleven?
	  ○ Waarvoor gebruik jij [deze kanalen of middelen]?
	  ○ Welke functies gebruik jij voornamelijk van [deze kanalen of middelen]?
	  ○ Wat vind jij positief of negatief aan [deze kanalen of middelen]?

Notities:

Social media affordances stellingen
Alleen als er nog tijd over is; anders achterwege laten
Oké, dat waren al mijn vragen over jouw gebruik van Teams, Yammer en publieke sociale media. Tot slot wil ik graag nog één vraag uit de vragenlijst met jou bespreken. Ik wil deze vraag nog een keer aan jou voorleggen, omdat hier onverwachte of onduidelijke resultaten naar voren kwamen. Ik ga hiervoor even mijn scherm met jou delen. [*Scherm delen met respondent*] Zoals je misschien nog weet begon onze vragenlijst met een aantal algemene stellingen. Deze algemene stellingen gingen over de mogelijkheden die sociale technologieën bieden aan hun gebruikers. Bij sociale technologieën kon je denken aan Teams en Yammer, maar ook aan publieke sociale media zoals Facebook, LinkedIn of Twitter. Wij vroegen jou welke van deze mogelijkheden jij als belangrijk ziet in jouw werkomgeving, privéleven, beide of geen van beide. • Je ziet nu enkele stellingen uit de vragenlijst. Wil je deze vraag nog eens beantwoorden?   o Waarom vind jij deze mogelijkheden wel/niet belangrijk in jouw werkomgeving en/of privéleven?

Afsluiting
Bedankt voor jouw toelichting! Ik heb alles gevraagd wat ik graag van jou wilde weten. Heb jij zelf nog vragen of zijn er dingen die nog niet aan bod zijn gekomen? [*Antwoord respondent*] Oké, dan zijn we nu aan het einde van dit interview. Mocht je later toch nog vragen hebben of de onderzoeksresultaten willen ontvangen, dan mag je altijd contact met mij opnemen. Dit kan via mijn e-mailadres (m.f.k.tonnema@student.utwente.nl) of natuurlijk via Teams of Yammer. Heel erg bedankt voor jouw deelname, tot ziens!

Notities: