MASTER THESIS:
EXPLORING SOCIAL MEDIA IN ORGANIZATIONAL PROCESSES:
A TASK-TECHNOLOGY PERSPECTIVE
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EXPLORING SOCIAL MEDIA IN ORGANIZATIONAL PROCESSES:
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Author
Rufina King’ori

Study Programme
MSc- Business Information Technology,
School of Management and Governance,
University of Twente, Enschede, the Netherlands.

GRADUATION COMMITTEE:

First Supervisor
Dr. Klaas Sikkel
Services, Cyber Security and Safety,
Faculty of Electrical Engineering, Mathematics and Computer Science,
University of Twente.

Second Supervisor
Dr. Chintan Amrit
IEBIS Department,
School of Management and Governance,
University of Twente.

External Supervisors
Dr. Dick Quartel
Senior Research Consultant
BIZZdesign,
Enschede, Netherlands.

Dr. Wil Janssen
Project Leader, “New Models for the Digital Enterprise”
BIZZdesign,
Enschede, Netherlands.

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*Rufina,*

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ABSTRACT

To many people, the mention of social media immediately brings to mind Facebook or Twitter; additionally, organizations and managers talk a lot about social media but often the talks dominate around questions and comments such as, “we don’t understand it, it is a waste of time, we are ignoring it and where is the Return On Investment?” Clearly, amongst many managers and leaders in business, there is fear, uncertainty and misinformation about social media.

Social Media has received a lot of attention from practitioners, but little empirical research has been conducted on the topic, which contributes to a lack of real understanding of social media and the impact it has on organizations.

Additionally, how social media and organizational processes fit have not been adequately addressed in research. Factors influencing utilization of social media within organizations have not been well understood so far.

It is against this backdrop that this research sets out to explore how social media is utilised within organizations and the personal impact it has on employees. The type of social media referred to in this research is that which is being utilised for internal organizational processes, rather than external processes.

Because the research aims at exploring the utilization of social media in organizations, an exploratory research is undertaken.

The research begins with literature review about Social Media in order to understand what social media is, how it is categorised, its characteristics and how various organizations are using it. Secondly, the Task-Technology Fit (TTF) theory is used to determine whether there are processes, social media and/or individual characteristics that are related to the utilization of social media and the impact it has on employees in an organization.

A survey and case study is also carried out in this research to validate the research model and the findings reveal that knowledge tacitness, social media compatibility, and social media confidence were important factors for social media utilization, whereas process analyzability and process interdependence were not. This is inconsistent with previous research which indicates that all three are important. The empirical data in this research doesn’t enable us to come to a conclusion, but it would be a good research question for further study. These findings contribute
to existing literature about TTF theory, as well as confirming that social media indeed does have an impact on organizations.

This implies that, utilization of social media portals results in better employee performance and satisfaction, thus organizations should evaluate ways of making social media portals compatible with the tasks that employees have to undertake. It will enable them achieve competitive advantage, distinct quality, quicker internal process flows and reaction times, with the added benefit of cost savings in the long run.

Keywords: Social Media, Enterprise Social Media, Task Technology Fit (TTF), Utilization, Impact.
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CHAPTER 1: INTRODUCTION

This chapter provides an introduction to the research. Section 1.1 introduces the research background and the motivation for the research. 1.2 unfolds the research objectives and research questions; Section 1.3 describes the research methodology used in this thesis. Section 1.4 presents the contributions of this research. Finally, section 1.5 gives an overview of the structure of the thesis.

1.0 Research Background and Motivation

New technologies often tend to have a great impact in organizations by contributing towards changing the social environment, facilitating knowledge sharing and developing new ideas. (Kling et al, 2005). Social Media is a good example of new technology making an impact in today’s organizations.

A short while back, social media technologies were viewed as a phase. But it is no longer so as we see the world being transformed by these new collaborative technologies, which have created new opportunities and impacts which were not thought of before.

Many organizations today are keen on integrating social media into their organizational business structures, but lack a proper understanding of what social media is, and the tangible means to measure the benefits that these technologies can offer. In the 2009 survey made by McKinsey and Company, it was found that many organizations were able to realize benefits such as knowledge sharing, better communication as well as enhancing the workplace environment, with the use of social media technologies.

The use of social media in organizations is also relevant as an increasing number of organizations are adopting and utilizing social media technologies so as to enable and support various organizational practices (Yates et al., 2010; Andriole, 2010; Stenmark, 2008).

Social media is particularly interesting as it provides an opportunity to understand its utilization and impact in an organizational context where it is used in real-life projects within organizations. Questions such as how employees use social media technologies to perform their tasks and what impact do these technologies have on employees, are the central questions for present day organizations and these questions might contribute to an understanding of how organizations are using social media technologies at the workplace. Thus, it provides an opportunity to investigate and understand the utilization and impact of social media on the ways people work and interact with each other as mentioned before.
Additionally, a report published by Gartner (2010), provides further evidence to the importance and need of investigating social media technologies. The report states that social media technologies, such as social networking and collaboration platforms, would replace emails as primary tools for communication in organizational settings.

The report also foresees that more organizations would employ internal social networks and micro-blogging tools in the next five years. These forecasts show that this research is in line with the emerging trend of new technologies and contributes a necessary and timely exploration about social media in organizations.

Against this backdrop, the author felt that social media was an interesting topic to explore for the project “New Models for the Digital Enterprise”, sponsored by BIZZdesign.

**BIZZdesign**

BIZZdesign began as a separate project of the ‘Telematica Instituut’, now known as Novay, where ABP, de Belastingdienst, IBM and the ING Group took part of. From 1996 until 2001 these group of companies have worked together on various projects to get insights on how they could achieve changes in business processes of institutions in a systematic and manageable way. This resulted in Testbed: a virtual test environment for analysis and redesign of business processes.

In 2001, BIZZdesign started as a spin-off from Novay with the exploitation of Testbed. However the name Testbed is not in operation anymore (the tool has been renamed to BIZZdesigner) it is still one of the main software tools, alongside Architect and Risk Manager, which they sell and support. Besides the development of BIZZdesigner, BIZZdesign also does consultancy and educational services: process optimization projects for organizations.

BIZZdesign focuses primarily on companies in services, such as banks and insurers, and (semi) governmental institutions such as pension funds. BIZZdesign also developed its own Risk Manager in the field of risk management and BIZZdesign Architect in enterprise architecture modelling.

**New Models for the Digital Enterprise**

The Dutch Tax Authority (Belastingdienst) is a long standing client of BIZZdesign; as such it is an early adopter of the BIZZdesigner tool and uses Architect for a number of years. They provided the basis for this research; Belastingdienst expressed a desire to identify the impact of social media in its organization and the role it could play in their business. They expressed this desire
to BIZZdesign, a consultancy company. In order to fulfil their request and at the same time, improve the capacity of BIZZdesign on social media in organizations, the pilot project “New Models for the Digital Enterprise” was created. This research is performed by BIZZdesign, on behalf of the Dutch tax and customs administration (Belastingdienst).

1.2 Research Objectives and Questions

To explore social media in organizational processes, the theory of Task-Technology Fit (TTF) is adopted in this research. The TTF theory posits that a fit between tasks and technology characteristics influences utilization and performance.

The objective of the research is: “To explore how social media technologies are utilized in organizations and the impact it has on the users”.

In order to meet this research objective, the following research questions are proposed:

**RQ1: What concepts can we derive from literature to understand social media?**

Social media is believed to be a significant business enabler for the future, and a framework can been provided to help organizations understand what is social media, what are the different forms, what are the characteristics, how are organizations using social media and what has been the impact and benefit of social media in organizations.

**RQ2: What is the fit between Social Media and Organizational Processes?**

By adopting The Task Technology Fit (TTF) model by Goodhue and Thompson (1995), we can explore and measure how social media is fits in with organizational processes and what factors contribute to this fit, as well as the resulting outcomes.

**RQ 3: What practical insights can be obtained from this research?**

It is of interest to consultants such as BIZZdesign, and organizations such as the Belastingdienst to know what factors influence the utilization of social media technologies and if there are any interesting uses of social media that we can learn from the interviews. Additionally, what conclusions can be drawn about the impact of social media technologies on users from this research?
1.3 Research Methodology

To answer the first research question, an elaborate literature study is conducted. We begin by exploring the origins and definition of social media. Next, we look at the characteristics and categories of social media. Finally, we look at case studies of organizations that are using social media for their organizational practices.

In this research, the goal is to explore the use and impact of Social Media in internal processes of organizations. Although there is little theoretical background on the subject of Social Media combined with Organizational Processes, many authors claim that there are positive effects of integrating Social Media in business processes (Schmidt and Nurcan, 2009; Brambilla, Fraternali and Vaca, 2012a).

Since there are few case studies that are empirically based, an exploratory approach is the best approach for this research; “An exploratory research is a valuable means of finding out what is happening; to seek new insights; to ask questions and to assess phenomena in a new light” (Saunders, Lewis and Thornhill, 2009, p. 139). In exploratory research the focus is initially broad and becomes narrower as the research progresses (p. 140).

Research questions two and three are addressed by conducting a survey and case study on social media use in organizations. “A case study strategy can be a very worthwhile way of exploring existing theory. Additionally, a well constructed case study strategy enables one to challenge an existing theory and also provide a source of new research questions” (Saunders, Lewis and Thornhill, 2009, p. 147).

This research focuses on Belastingdienst as the case study. Belastingdienst is the Tax and Customs Administration of Netherlands. Their core duties are: levying and collecting taxes, detecting fiscal, economic and financial fraud, paying out income-related benefits for childcare, rent and health care, supervising the import, export and transit of goods, and supervising compliance with tax laws and regulation.¹

¹ http://www.belastingdienst.nl/wps/wcm/connect/bldcontenten/standaard_functies/individuals/organization/core_duties/core_duties- (accessed on 4th September 2013.)
1.4 Contribution of Study

The contributions of this research are threefold. First, there are not many empirical studies about social media even though it has been around for a while now, it. Social Media research has mainly been based on descriptive studies; hence this exploratory research attempts to contribute towards Social Media studies by using empirical data.

Secondly, this research is distinct in the use of TTF as a structure for understanding social media utilization and impact. Thirdly, the study also broadens research on TTF by including process, social media and individual characteristics into the TTF model.

1.5 Thesis Outline

This thesis consists of five chapters. After this introductory chapter, literature on Social Media, Organizational Processes and Task-Technology Fit is reviewed in chapter 2. In chapter 3, the research model and formulated hypotheses are presented, together with the research methodology, and data collection procedures. Chapter 4 presents the results of data analysis, and finally chapter 5 concludes the research by discussing the main findings and implications for practitioners and researchers, the limitations, and proposing future research suggestions.
CHAPTER 2: LITERATURE REVIEW

In this chapter, relevant literature about social media, organizational processes and task technology fit is reviewed. In 2.1, literature about social media is discussed. 2.2 reviews the literature on Organizational Processes while 2.3 discusses the Task Technology Fit theory.

2.0 Literature Review Methodology

In order to carry out the literature review, the Webster and Watson (2002) methodology is adopted. There are two phases in this methodology - selection and analysis. The selection phase begins with a search of relevant publications from SCOPUS and Web of Science databases, using the following search strings: social media; enterprise social media; Web 2.0; task-technology fit; business processes; social media + business process; social media + task-technology fit.

SCOPUS was the first database of choice because it encompasses other well known databases such as IEEE Explore, ACM Digital Library and Science Direct. Additionally, Web of Science covers the top 10 IS journals, thus taking into account the impact factor indicator of these journals. Preference was given to those articles that had been published by journals with an impact factor score, and if not found, the index was taken into account.

By searching the titles, abstracts and keywords of academic papers, scientific conference papers, and book chapters, journals, magazines, and workshop proceedings, 168 articles were obtained. These were further narrowed down as follows:

Literature about social media was selected dating from 2000-2013 so as to reflect the most recent synthesis of knowledge about social media. However, literature on organizational processes and task-technology fit was selected dating from 1995. This criterion saw 16 articles deleted from the list.

Relevant articles were then selected based on titles and abstracts. Articles with titles and abstracts containing the selected keywords for (listed above) were approved. This process left us with a set of 152 studies.

Finally, the full text of the remaining articles was reviewed with those that were found to be most relevant to the research questions retained. A back (citations of previously found articles) and forward (articles that cited previously found papers) search was also conducted to ensure that relevant articles were not left out in the second step above. The final selection resulted in 91 papers for analysis.
One of the expected outcomes of a literature review is a concept matrix. In this research, a matrix of Social Media types was realised. Another matrix of the types of social media platforms adopted by various organizations is also presented in table 2.0.

2.1 Social Media Literature

2.1.1 Origin and Definitions

Social media is a relatively new terminology, whose origin can be traced to ‘Web 2.0’ by Tim O’Reilly. In 2004, Tim O’Reilly launched a ground-breaking Web 2.0 conference in San Francisco to point out the emerging technologies and innovations of the web. He characterised Web 2.0 as “web services where an exchange of communication takes place amongst participants, resulting in a networked community” (O’Reilly, 2006).
McAfee defines web 2.0 as the "generating, sharing and processing of information" so as to make its uses and results visible to the employees who use it (McAfee, 2006b, p.23).

After the introduction of Web 2.0, the term ‘social media’ sprung up (Schürig, 2010), focusing on how groups of people present in the web use media.

Several definitions of social media are found in literature. Andreas Kaplan and Michael Haenlein (2010) define social media as: “A group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user-generated content”. Lon Safko and David Brake (2010) define social media as: “activities, practices, and behaviours among communities of people who gather online to share information, knowledge, and opinions using conversational media”, while Ahlqvist et al., (2008) define social media as “the combination of content, communities and Web 2.0 technologies”. Marken (2009) defines social media as —all about people, where people share opinions, insights, experiences and perspectives with others (p. 10),

While there is no standard definition of social media, many researchers agree that social media can be described by the following features: it is digital media, has user-generated content, and interaction - (Kaplan & Haenlein, 2010; Marken (2009); Seo, Kim, & Yang (2009); Tredinnick, 2006; Xiang & Gretzel (2009). Kaplan and Haenlein (2010) and Xiang and Gretzel (2009) agree that social media evolved from Web 2.0 technology as a group of Internet-based tools. Moreover, Tredinnick (2006) points out that the core of social media is user participation and user creation. Interaction is regarded as an essential feature of social media, as it facilitates two-way communication and dialog building (Eyrich, Padman & Sweetser, 2008).

After summarizing the key concepts found in the definitions, social media is then defined in this research as:

“A set of web-based media tools that enable users to interact, socialize and/or exchange information by generating and disseminating content (new, adapted or organised) of interest through the internet.”

2.1.2 Characteristics of Social Media

In many articles presenting key characteristics and categories of social media can be identified. For instance, the initial article by O’Reilly (2005) discusses several issues and key principles, including the role of users in harnessing collective intelligence and the role of the web as a
platform for different user-generated content. Lietsala & Sirkkunen (2008) mention five components of social media sites: 1) space for content sharing, 2) creation, sharing and evaluation of the content by the participants themselves, 3) social interaction, 4) all content has an URL to link it to the external networks, and 5) profile pages of the participants. According to Mayfield (2008), the main characteristics of social media include participation, openness, conversation, community, and connectedness.

While it can be said that social media realizes the ideas of Web 2.0 (Kaplan & Haenlein, 2010) and enables people to share and discuss, there are unique characteristics of social media that distinguish it from other types of social conversations; these characteristics are summarised in figure 3 below.

![Figure 3.0: Characteristics of Social Media](image)

People everywhere can easily access social media which enables circulation of the same information to everyone (Smith et al., 2011). The co-creation of content on social media is achieved through the interaction of users by means of their comments.

Apart from accessibility and interaction, social media also enables discussion between many people who have common interests. Conversations in social media can be one-to-many as well as many-to-many, which distinguishes social media from other communication tools, e.g. broadcasts (which is one-to-many) (Smith et al., 2011). Kietzman et al. (2011) and Mayfield, (2008) also state that social media that social media is a two-way conversation within a group of people with shared interests.
2.1.3 Forms of Social Media

Social media technologies exist in different forms. Just as there is no universal definition for social media, different scholars list different forms of it. For instance, Mayfield (2008) categorises social media into social networks, blogs, wikis, podcasts, forums, content communities and micro-blogging.

Kaplan and Haenlein (2010) divide social media into three levels: (1) collaborative projects, such as Wikipedia, (2) content communities, such as YouTube and Facebook, which enable users to share multimedia content, and (3) online games and social worlds, which can create virtual worlds that imitate all dimensions of face-to-face interactions (p. 4).

Eyrich et al. (2008) identify eighteen types of social media, namely: blogs, intranets, podcasts, video sharing, photo sharing, social networks, wikis, gaming, virtual worlds, micro-blogging/presence applications, text messaging, videoconferencing, PDAs, instant message chat, social event/calendar systems, social bookmarking, news aggregation/RSS, and e-mail (p.413).

Constantinides and Fountain (2008) and Lehtimäki et al. (2009), categorise social media into five types: blogs and podcasts, social networks, communities, content aggregators and virtual worlds.

After reviewing literature from various authors, the main forms of social media can be summarised in Table 1 on the next page: (this table was made in collaboration with Marlies Rikken, an MBA student at BIZZdesign and participant in the ‘New Models for the Digital Enterprise’ project.)
**Virtual Worlds** enable user to interact in real time. Examples are: Active Worlds, Kaneva, Second Life, There, and ViOS. They provide a platform that replicates a three-dimensional environment in which users can appear in the form of personalized avatars and interact with each other as they would in real life (Kaplan et al., 2009).

**Blogs** represent online diaries created by an individual or a group of people. Blogs typically consist of posts in a chronological order and they often allow other users to comment on the posts. Examples include: Twitter, Plurk, and Twitxr (Safko & Brake, 2009, pp. 533-538).

**Content Aggregators** refer to sites that keep track of internet contributions, e.g. Digg, FriendFeed, iGoogle, My Yahoo, and Google Reader.

**Communities** enable members to share content with other users. According to Lehtimäki et al. (2009), there are three kinds: online community, content community, and forums/bulletin board. Online communities focus on users’ mutual interests and interactions while content communities enable the sharing of different types of content, such as videos (e.g., YouTube), photos (e.g., Flickr), PowerPoint slides (e.g., Slideshare), knowledge content (Wikipedia). Forums are discussed below.
Social Network Sites (SNS) allow users to create a profile that includes information, such as: date of birth, relationship status, hobbies, preferences, interests, etc. Facebook and LinkedIn represent examples of social networking in the Internet.

Professional Networks are platforms that enable users to build and connect with new contacts, career opportunities, and manage professional contacts. Examples are LinkedIn and Plaxo.

Collaborative projects are platforms where users can only share text-based information e.g. Wikipedia.

Forums/Groups Forums are platforms for online discussions where people who have specific interests post topics or messages. Kietzmann et al. (2011) mentions two types of groups: self-created groups where a user organises their contacts according to their own preference in order to keep better track; and groups created based on shared interests. This can be either open to everyone, closed with required approval for joining or secret where the only access is through invitation. Harvey (2010) argues that groups are a convenient way of gathering information relevant to a group of people.

Wikis are websites created by users in collaboration with other users and can be effectively used to share knowledge. A wiki is often connected with the principle of “wisdom of the crowd”, reflecting the idea of people collecting and aggregating enough data until there is a consistent and reliable answer.

Tags Harvey (2010) compares a tag as “a digital point at a person or at content”. A typical example is tags on Facebook, used to make people aware that they are in pictures.

It is important to mention that social media platforms often overlap with each other. Content communities might be similar to social networking and tagging can be connected to blogs. Thus, it is not always possible to place an application under a specific form of social media. The forms presented in this chapter provide the essential basis when discussing the use social media in organizations.
2.1.4 Social Media in Organizations

Organizations, whether they are large or small, are increasingly using a variety of social media platforms. More and more managers “sense that social media is and will remain an important fabric of commerce” (Weinberg & Pehlivan, 2011).

The IBM (2011) research provides detailed insight about the activities where firms employ social media; externally, the top three categories of uses are: customer engagement, customer insights and employee recruitment and interactions.

![Figure 4.0: External applications of social media (IBM, 2011)](image)

Another more recent study by the Chess Media group (2011) illustrates what organizations use internal social media for; the top three uses are collaboration, general communication and knowledge sharing. This is reflected in figure 5.0.
Figure 5.0: Internal use of social media by organizations (Chess Media Group, 2011)

Anria van Zyl (2009) mentions that many organizations have invested in social media internally and the benefits have been as good as compared to the external benefits of using social media. Ferreira & Plessis (2009) and Kim, Jeong & Lee (2010) state that internal use of social media increases collaboration and knowledge sharing between individuals, which in turn often leads to increased productivity and efficiency, due to the creation of “communities of practice”.

Social media provides employees with an easy way to network, gather information and collaborate with others on projects and tasks. It is therefore important that social media is used in effective ways for any results to be realised. Employees will require training on how to use it properly or there might be several pitfalls that the social media use can fall into. Examples of such risks include: potential legal liability, overload on bandwidth and storage consumption, exposure to malware as well as decreased productivity (Hathi, 2008), (Perkins 2008).

Ferreira and Plessis (2009) recommend the use of an intranet for internal social media, as well as incorporating a social media policy. Mustonen (2009) is of the opinion that a wiki could replace an organization’s intranet in order to ease the workload of the helpdesk and it will still enable the dissemination of information. Smith, Wollan & Zhou (2011) summarise that internal social media are mainly focused on the following:
**Online Resource:** Internal social media assist organizations in creating online resources containing accumulated wisdom over the years by allowing knowledge to be codified, searched and shared. By relying less on the use of email and other communication methods like wikis and blogs, this can increase workflow efficiency and productivity (van Zyl, 2009).

**Corporate Intranet:** many organizations can use social media as a corporate intranet as there are many applications which offer a variety of rich features that can be well utilised. Everyday tasks and processes can be conducted on internal social websites, e.g. management can post announcements to employees, work-related documents can be shared, meetings can be held online (Kim, Jeong & Lee, 2010). For this scenario to work well with minimal risk, an organization will require a closed social networking site.

**Virtual World:** virtual worlds are a powerful way to work more efficiently within an organization, especially for communication within projects. It allows the organization to gather experts from around the world (or different locations within the same organization) in order to efficiently and effectively work on a collaborative project. This in turn opens up new markets and customers to the organization. Mustonen (2009), Kaplan & Haenlein (2009).

**Coordinating Projects:** in a research carried out by Kai Riemer (2010), it was found that when micro-blogs are utilised to coordinate team efforts, the result was an increase in efficiency. The updates found on the micro-blog platforms were used to provide project status updates, coordinating with others and sharing information and asking questions.
2.1.5 Case Studies of Enterprise Social Media

**Water Cooler at HP:** in his (2009) paper, Brzozowski illustrates Water Cooler, which aggregates shared internal social media and cross-references it with Hewlett’s Packard (HP) directory. His experience during the study was that despite the fact that Water Cooler was not a complete social networking platform, he found that it changed how users perceived their workplace, they felt more connected to each other and the company, and their attention was re-focussed outside their own business groups. HP mainly used Water Cooler to try and harness the tacit knowledge/expertise possessed by its skilled workforce. HP is a large organization with employees situated in various sites all over the world as well as different business units. This makes it challenging and impossible to know everyone and everything going on in the company.

Water Cooler had the following capabilities: (1) Updating people about new activities. (2) People tagging: this created virtual teams by simply tagging everyone with a team tag. This made it possible for them to do a pilot study on two teams that didn’t exist in the employee directory but regularly collaborated. Again this is a useful feature for idea generation. (3) Micro-blogging: where users used it to share milestones, activities or physical location.

**Beehive at IBM:** DiMicco et al. (2008) studied the use of Beehive internal social networking tool at IBM, which employees used for connecting, meeting, and sharing with co-workers to advance their career and project objectives. Beehive was built to enable sharing between colleagues, and without limitations on the type of content that could be shared.

Beehive supports user profiles which displays a photo of the profile owner as well as one’s status message. This means that every user is identified by their position and location in the organization. This is important because it enables other users to meet and connect. Apart from profiles, Beehive enables the sharing of lists and photos to express opinions and share interests. Examples for lists included “Cities I have lived in,” “Last 5 projects I worked on” and “People I just met at a conference”.

DiMicco’s survey revealed that IBM employees used Beehive for: (1) Connecting with colleagues they did not know well or people they had worked with previously but did not communicate with on a regular basis at present. This was referred to as the “weak ties” (2) Getting to know weak ties on a personal level, so that in the future they can call upon these connections for resources. (3) Campaigning: users utilized Beehive to garner support for their projects and to
steer people to look at their project web pages, which they saw as means to move forward with their ideas. (4) Climbing: users reported that they felt their use of Beehive helped them in their personal career advancement.

**Ericsson Labs**: uses a number of social media platforms as follows: (1) Blogs: Twitter, company blog, Delicious (2) Collaborative projects: Wikis, Developer community (3) Social networking sites: Facebook, LinkedIn (4) Internal social network software by IBM (5) Content communities: YouTube, SlideShare.

Ericsson Labs publishes Tweets, and postings in their internal blog, about recent developments in their developer community, a platform providing several means of working together and making contacts among their users. They also use Delicious, to provide interested persons with links to relevant articles and news.

**Microsoft’s Yammer** promotes itself as an Enterprise Social Network. Its user interface greatly resembles that of Facebook, offering new users who are already acquainted with Facebook familiar surroundings. In contrast with Facebook, in Yammer a user is, by default, only allowed to operate within its company group. If required, it is also possible to create an external group, through which clients and partners can be involved.

<table>
<thead>
<tr>
<th></th>
<th>Virtual worlds</th>
<th>Blogs</th>
<th>Content Aggregators</th>
<th>Communities</th>
<th>Social Networking</th>
<th>Professional networks</th>
<th>Collaborative projects</th>
<th>Forums / Groups</th>
<th>Tags</th>
<th>Wikis</th>
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<tbody>
<tr>
<td>Water Cooler at HP</td>
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<tr>
<td>Beehive at IBM</td>
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<td>Ericsson Labs</td>
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<td>Yammer at Microsoft</td>
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<td>Connect People at Belastingdienst</td>
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<td>x</td>
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<td>x</td>
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<td>x</td>
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<td>x</td>
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</tbody>
</table>

*Table 2.0: Uses of Social Media by organizations*

From the above study, it emerges that blogs are the most commonly social media tools used, with all the organizations mentioned in this literature having a blog, or a platform that has blogging capabilities. Social Networking and Collaborative project platforms are also popular amongst organizations.
When we reflect on the earlier literature about social media forms, we recall that blogs typically allow users to post and comment, thus enabling knowledge creation and sharing. Collaborative projects enable people to work on a project with others, thus promoting collaboration in organizations, social networks enable meeting new contacts that would have been difficult to form before.

2.1.6 Impact of Social Media in organizations

A major concern for most organizations regarding social media is that there will be less productivity as they believe that employees may spend too much time networking and posting entries on blogs and wiki’s, or will utilise it for social purposes rather than work related postings (Ariyur 2008; ClearSwift 2007b).

However, Sasovova (2006) states that the social media enables employees access resources (people skills, information), which in turn leads to an increase in performance. Social media makes it possible to know people who have diverse skills thus leading to increased performance. According to Cummings (2004) people who have networks with diverse workgroups are often more effective and perform better. Sparrowe et al. (2001, p.318) mentions that “when the work performed by individuals is enhanced by task information available from others, an advice network is a means for obtaining resources that are instrumental in facilitating individual job performance”.

Job satisfaction increases productivity according to Miller and Monge (1986). This is because employees become motivated to increase their working capabilities. Pfeffer, Wagner and Verma (1994) state that employee participation is positively related to performance, satisfaction and productivity of an employee.

Wasserman and Faust (1994) assert that the ability to access valuable knowledge encourages productivity in two ways: One, accessing information related to work can directly improve one’s quality of work, because it enables one to find solutions to complex problems. Secondly, accessing diverse information makes it more likely to discover new opportunities and resources more quickly.

Anria van Zyl (2009) summarises the impact of social media in organizations as follows:
Table 3.0: Summary of Social Media impact in organizations (adapted from Anria van Zyl, 2009)

<table>
<thead>
<tr>
<th>Positive Impact</th>
<th>Negative Impact</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Up to date contact information linked to user maintained profiles.</td>
<td>• Potential loss of confidential or sensitive information.</td>
</tr>
<tr>
<td>• Identification of experts, opportunities and potential business partners.</td>
<td>• Decreased productivity caused by employees spending too much time networking and posting entries on blogs and wiki’s.</td>
</tr>
<tr>
<td>• Increased productivity and workflow efficiency.</td>
<td>• User generated content can be unreliable.</td>
</tr>
<tr>
<td>• Increased staff motivation and sense of community through the accumulation of a digital reputation.</td>
<td>• Resource waste with regards to bandwidth, server and network utilization.</td>
</tr>
<tr>
<td>• Retention of cumulative organizational knowledge and experience in a fully searchable format.</td>
<td></td>
</tr>
<tr>
<td>• More effective, appropriate and efficient use of computer mediated communication technologies.</td>
<td></td>
</tr>
</tbody>
</table>

2.1.7 Benefits and Drawbacks of Social Media in organizations

Lange et al., (2008) summarises the benefits of social media platforms as follows: Social media bring about: A community: which develops when people interact with others who share their interests and passions; Collaboration: when people connect expertise and resources in the search of knowledge or solutions; and contribution: when ideas, expertise, are shared as people go about designing new products, services or policies.

Lange et al., (2008) argues that the impact of these three core social networking benefits – community, collaboration and contribution is already being felt in three areas of the public sector: Improving the efficiency and effectiveness of government as an enterprise, Improving the design, reach and impact of public services and Improving the quality and impact of policy making.

Other authors such as Neti (2011), Kaplan & Haenlein (2011), Meyerson (2010), Evans (2008), Weber (2007), Smith, Wollan, & Zhou (2011) and Safko & Brake (2010) present the external benefits of social media as: (a) Social Media provides a presence to organizations and this in turn enables them acquire new business opportunities and contacts; (b) Social Media creates free
publicity; (c) Enabling organizations differentiate themselves from the competition. (d) Social media tends to create customer loyalty as well as facilitating more sales.

Not to be forgotten are the risks associated with social media use. The research of Cosoi (2011), Everett (2010), ISACA (2011), Wolf (2011), Garnyte & Vila Perez (2009) mention the following risks and challenges: Viruses and Malware, Brand Hijacking, Lack of control over content, Unrealistic customer expectations of internet speed service, Non-compliance with record management regulations, Data leaks, Subject to inherent flaws and bugs.

While these risks could prove to be challenging, prohibiting or not using social media is not an advisable solution (Wolf, 2011) (Zerfas, Fink, & Linke, 2011). Social media has such enormous advantages for an organization that they should not block it but instead focus on properly leveraging the social media use internally (Wilson J, 2009). For this reason, the risks and challenges of social media are not taken into account in this study.

2.2 Organizational Processes Literature

Various researchers define process in different ways. Davenport and Short, (1990) define it as “a structure for action”, implying how work is done within an organization, in contrast to a product’s focus on “what”. Becker et al. (2003) define a business process as “a sequence of activities that are directed by the business objectives of a company and by the business environment”, while Weske (2007) state that a business process is “a set of activities that are performed in coordination in an organizational and technical environment to realize a business goal”. Crowston and Osborn (2003) define a process as “the way organizations accomplish desired goals and transform inputs into outputs”.

In spite of the varying definitions, we are able to highlight three key components of processes-they have (a) activities (i.e., events or tasks that make up the process), (b) resources (items that are created by activities or pass between activities), and (c) actors (people who carry out the process) (Crowston and Osborn, 2003).

Process Characteristics:

Process Characteristics come from the nature of the process itself and the information processing needs that arise out of the decision to use IT to support the process. The features of
a process can determine what kind of technology is suitable for the process to be carried out, without specifically referring to the individual performing the job.

From literature, we are able to identify seven variables that assess a process as described below.

*Objectives of Process* – they determine the expected outcome from the process and the kind of activities to be done in order to achieve the outcome. This, in turn determines the technology needs of the process and hence, the technology whose features match those needs. Herman and Malone (2003) categorize processes into buying, making, selling, designing, and managing depending on the outcomes, while Kim and Shunk (2004) focus on the activities of the processes (e.g., information, after-sales activities etc.).


*Routiness of Process* – Routiness is the level of repetitiveness, structure, programmability, and analyzability of a task. Benslimane et al. (2003) state that routine tasks require little additional information before they can be finalised, while non-routine tasks require additional information and steps in the process.

*Complexity of Processes* – complexity is determined by the communication and coordination efforts required to carry out the process. It can be measured by the number of actors, activities, and resources involved. Subramaniam and Shaw (2002) state that technologies have the capacity to provide better results to moderately complex processes than less complex processes. This is the same as the concept of tacit and explicit knowledge.

*Process Interdependency* – Goodhue and Thompson (1998) defined task interdependency as the amount of users’ activities between business functions. Process interdependency can be the level of interdependency among activities within a process.

*Process Analyzability* - Process analyzability refers to the extent to which processes involve application of standard procedures and do not require new solutions (Perrow, 1967). In an analyzable process environment, “pre-determined responses to potential problems, and well-known procedures, are available and useful” (Rice, 1992, p.478).
2.3 Task-Technology Fit Literature

The theoretical framework guiding this research is the Task-Technology Fit model (TTF) by Goodhue and Thompson (1995). The authors explain TTF as the extent to which the functionality of a technology matches/fits the requirements of a task to be done and the individual abilities of a user.

At the individual level, a “system/work fit” construct has been found to be a good predictor of IT use (Goodhue and Thompson, 1995). Users tend to seek immediate benefits and features that save time or may reduce risks. Therefore, the immediate and more obvious benefits are more likely to impact user adoption (Acquisti and Grossklags, 2005; Dhamija and Dusseault, 2008).

The original TTF model is made up of five key constructs, namely, task requirements, technology functionality, task-technology fit, utilization and impact. Task requirements and technology functionality jointly affect TTF, the core construct of the model. Utilization and/or impact are dependent variables, which indicate the outcome of TTF.

![Figure 6.0: TTF Model: (Goodhue and Thompson, 1995)](image)

Individual characteristics are also reflected on the TTF model is (Dishaw and Strong, 1999; Dishaw et al. 2003; Goodhue and Thompson, 1995). Individual characteristics include a wide range of constructs such as experience (Thompson et al., 1994; Guinan et al., 1997), innovativeness (Agarwal and Prasad, 1998) and computer literacy (Goodhue, 1995). Information Systems literature has shown evidence that differences in individual characteristics influence users’ technology usage (Thompson et al., 1994; Agarwal and Prasad, 1998; Goodhue and Thompson, 1995). For example, Mackey and Elam (1992) found that users need to be experienced in spreadsheet tools before they can use it effectively. According to Guinan et al. (1997), familiarity with software tools affects individual usage of the tools.
Venkatraman (1989) states that researchers ought to “justify their specification of fit within a particular research context” (p. 439), because the way one conceptualizes fit will determine the analytical techniques to be used for testing the relationships.

In this research fit is specified as moderation (interaction). Fit as moderation in this research context means, social media characteristics moderate the utilization of social media and the resulting outcomes of impact (performance and satisfaction). Fit as moderation has two direct effects and an interaction effect (Venkatraman 1989).

The research model of this research includes process characteristics and social media characteristics as main effects of utilization and an interaction effect between social media, which directly affect impact. (See Figure 7.0 - Research model)
CHAPTER 3: RESEARCH METHODOLOGY

In this chapter, the research model and hypothesis are described in 3.1, how the constructs were operationalized is elaborated in 3.2, and in 3.3 the data collection, survey and interviews are elaborated.

3.1 Research Model and Hypotheses

In order to answer research questions two (RQ2): “What is the fit between Social Media and Organizational Processes?” and three (RQ3): “What practical insights can be obtained from this research?” , the Task Technology Fit (TTF) Model (presented in figure 4.0) is adopted as the basis for the research and hypotheses are formulated.

The figure below presents the research model based on the TTF theory.

Figure 7.0: Formulated Research Model
3.1.1 Process Characteristics

Knowledge Tacitness and Utilization

Availability of complex knowledge within an organization is not easy to come by (Schulz and Jobe, 2001). The difference between explicit knowledge and tacit knowledge is that, explicit knowledge can be easily codified and communicated (Nonaka, 1994), while tacit knowledge is more difficult to organise into formats suitable for dissemination (Polanyi, 1958). Knowledge tacitness “captures the degree to which knowledge can be encoded, even if the individual operator does not have the facility to understand it” (Zander and Kogut, 1995). As suggested by Ambrosini and Bowman (2001), a range of different degrees of intensity exists. For example, knowledge can be artificially ranked to four levels – explicit knowledge, expressible tacit knowledge, tacit knowledge that can be unsatisfactorily expressed, deeply ingrained tacit knowledge – with the degree of tacitness ranging from low to high (Ambrosini and Bowman, 2001). Knowledge with different tacitness can be handled by various social media platforms like blogs. Codified knowledge can easily be retrieved through social media, while tacit knowledge is also able to be obtained, since social media portals have the capability to track archived non-codified information and to provide collaboration functions (Huber, 2001). When the degree of tacitness lies in between, users may refer to a combination of several technologies so as to have a clear idea of the knowledge.

When knowledge can be explicitly articulated, finding it tends to be easy. Zander and Kogut (1995) explain that if knowledge is easily understood the shorter the time needed to relay it. This is supported by Alavi and Leidner (1999) who state that the rate of knowledge transmission is connected to knowledge tacitness. An important function of social media is to provide employees with the knowledge that they required so that they save time and effort (Scheneble, 2002). When knowledge required is explicit, social media quickly and easily provides a number of relevant knowledge sources and documents; therefore users need not use other channels to acquire the knowledge. In addition, social media platforms enable employees to find tacit knowledge e.g. by using social media platforms that allow employees to get to know others who can be of help in providing guidance and information. Whether a user is looking for explicit or tacit knowledge, the utilization of social media is high. Therefore, the first hypothesis is:

Hypothesis 1: Knowledge Tacitness has a positive impact on the Utilization of social media.
**Process Analyzability and Utilization**

Process analyzability refers to the extent to which processes involve application of standard procedures and do not require new solutions (Perrow, 1967). In an environment where processes can be analyzed, “any pre-determined responses to possible problems, and well-known procedures, are accessible and valuable” (Rice, 1992, p.478). For processes with low analyzability, processing is more personal and less structured, requiring thinking or creating. Process analyzability has been applied in considerable prior research as an important influencing factor in the choice of technology (Rice, 1992). Withey et al. (1983) points out that processes that cannot be analyzed require media that can convey multiple signals, and rapid feedback.

Un-analyzable processes entail individual thinking, creating, or finding innovative solutions to problems outside of the domain (Rice, 1992). The low analyzability of processes will make it difficult to identify the kinds of knowledge or information needed and the utility of available knowledge for the process (Daft and Macintosh, 1981). Hence, when users know that it is not easy to find the necessary knowledge through social media or the knowledge provided usually has low value to them, their willingness to use social media is expected to be low. From the above interpretation, can reasonable propose that process analyzability influences the use of social media, hence,

*Hypothesis 2: Process Analyzability has a positive effect on the Utilization of social media.*

**Process Interdependence and Utilization**

The involvement other business functions or organizational units is how Goodhue and Thompson, (1995) define process interdependence. In other words, process interdependence portrays the extent to which current processes may use reference knowledge and experience from previous tasks and projects, regardless of organizational units. The more the coordinating and sharing needs are, the more significant the process interdependence (Tushman, 1979). Social Media platforms enable process interdependence. The lower the process interdependence, the less the existing knowledge can be referred to.

Prior research found that process interdependence affects technology usage. Thompson (1967) says that as process interdependence increases, managers will select limited and informal strategies in order to reduce coordination costs. Jarvenpaa and Staples (2000) proposes that those whose processes are interdependent should be motivated to use knowledge sharing.
technology more than those who act alone. Kankanhalli et al. (2001) states that process interdependence influences knowledge seeking behaviour, and we expect to find that low process interdependence results in less utilization of social media. Therefore, we put forth the following hypothesis:

**Hypothesis 3: Process Interdependence has a positive influence on the Utilization of social media.**

### 3.1.2 Social Media Characteristics

**Output Quality, Utilization and Personal Impact**

Venkatesh and Davis, (2000) state that quality can be said to be how well a technology performs its tasks. We can assume that if quality is positively perceived, the higher the likelihood of the technology to be used (Jarvenpaa and Staples, 2000). Venkatesh and Davis (2000) pointed out that when people are given a choice containing multiple relevant systems, they are inclined to choose a system that delivers the highest output quality (p.192), because they want to save time and effort in computer mediated environments (Todd and Benbasat, 1994). If knowledge that is provided to users is of low quality and thus useless to them (Kankanhalli et al., 2001), they will not be persuaded to use the technology. Venkatesh and Davis (2000) examined the influence of quality on users’ attitudes towards a technology and their usage behaviour. Output quality has been considered to be a significant factor which influences the specific use of technologies (Alavi and Leidner, 1999). Kankanhalli et al. (2001) found a significant positive relationship between output quality and the use of electronic knowledge databases.

In addition, performance and satisfaction may be directly influenced by quality. Social media platforms are expected to provide easier access to knowledge. This helps reduce the time and effort of trying other channels for knowledge (Goodhue, 1995). When social media portals can deliver information of good quality, users will save a lot time and effort in searching for information. In turn, this will directly influence their performance, and consequently achieve job satisfaction. Thus the fourth hypothesis is:

**Hypothesis 4a: Quality (in terms of completeness and relevance) has a positive influence on the Utilization of social media.**

**Hypothesis 4b: Quality (in terms of completeness and relevance) has a positive effect on Personal Impact (defined in terms of Performance and Satisfaction).**
Compatibility, Utilization and Personal Impact

The degree to which a technology is perceived as being consistent with the existing values and needs of potential users is known as compatibility (Roger’s, 1983; Moore and Benbasat, 1991). In innovation adoption literature, this has been said to be an important factor, (Cooper and Zmud, 1990). Two studies mention how compatibility has been tested against a variety of technologies, such as spreadsheets (Brancheau and Wetherbe, 1990) and the Web (e.g., Nambisan and Wang, 2000). McCarthy et al. (2001) state in their study that compatibility is an important characteristic for the use of technologies in both public and private sector. The more compatible a technology is with the working styles, or internal needs, the higher the higher the actual utilization of that specific technology (Thong, 1999; Au and Enderwick, 2000; Brancheau and Wetherbe, 1990).

In the literature study about social media platforms, compatibility is normally determined by characteristics such as content creation and sharing, collaboration, interaction, accessibility to information and people and decision making. When knowledge is needed, potential users are able to obtain knowledge from a number of alternative sources, for example, books, internal databases, and direct interaction with colleagues. They may not choose social media platforms, unless they feel comfortable with it, which means they believe that it can be appropriately compatible with their working style and current practices. When compatibility exists, users will utilise social media platforms and they will achieve better performance in their job.

Therefore:

Hypothesis 5a: Compatibility has a positive impact on Utilization of social media.

Hypothesis 5b: Compatibility has a positive effect on Personal Impact (defined in terms of Performance and Satisfaction).
3.1.3 Utilization and Personal Impact

Fishbein and Ajzen, 1975, Goodhue and Thompson, 1995 extensively studied the relationship between utilization and performance. It was assumed that high utilization translated into improved performance. However, it has been proposed that utilizing technology does not automatically result in improved performance (Kalling, 2003). However, utilization still remains as an important indicator of impact. Thus:

**Hypothesis 6: Utilization has a positive influence on Personal Impact (defined in terms of Performance and Satisfaction).**

3.1.4 Individual Characteristics

The studies of Goodhue and Thompson, (1995) and D’Ambra and Rice, (2001) state that individuals who are more experienced in the use of computers, or are better trained in information skills and the use of social media usage will be successful in identifying, accessing and interpreting the required information within a specified domain. Therefore, we propose the hypothesis that,

**Hypothesis 7: Social Media Confidence has a positive effect on the Utilization of social media.**

3.2 Construct Operationalization

All the constructs in the research model are operationalized using validated items adapted from prior research. The table below provides a summary of the constructs and the source of the measurement scales.

The measurement of process characteristics were adapted from Subramaniam and Venkatraman (2001), Kankanhalli et al. (2001, Withey et al. (1983) and Jarvenpaa and Staples 2000. The measurement of social media characteristics was from Goodhue and Thompson 1995. The measures of Utilization were adapted from Thompson et al. (1991). The measures of personal impact were from D’Ambra and Rice (2001), Janz and Prasarnphanich (2003) and Goodhue and Thompson 1995. And the measures of individual characteristics were adapted from Goodhue and Thompson (1995) and D’Ambra and Rice (2001).
<table>
<thead>
<tr>
<th>CONSTRUCT</th>
<th>DESCRIPTION</th>
<th>SOURCE</th>
</tr>
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<tbody>
<tr>
<td></td>
<td><strong>PROCESS CHARACTERISTICS</strong></td>
<td></td>
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<tr>
<td>Knowledge Tacitness</td>
<td>This process requires tacit knowledge</td>
<td>Subramaniam and Venkatraman 2001; Kankanhalli et al. 2001</td>
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<tr>
<td></td>
<td>This process requires explicit knowledge</td>
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<td></td>
<td>The knowledge that is required for this process has been documented</td>
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<td></td>
<td>There are clear procedures and steps for this process</td>
<td>Withey et al. 1983</td>
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<td></td>
<td>This process has strict regulations</td>
<td></td>
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<tr>
<td></td>
<td>This process is automated</td>
<td>Jarvenpaa and Staples 2000</td>
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<tr>
<td>Process Analyzability</td>
<td>Employees must work with colleagues in this process</td>
<td></td>
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<td></td>
<td>The output of this process is the input to another process</td>
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<td>Process Interdependence</td>
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<tr>
<td>Quality</td>
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<tr>
<td>Completeness</td>
<td>Social Media tools have sufficient information to enable me carry out my tasks</td>
<td>Goodhue and Thompson 1995</td>
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<tr>
<td></td>
<td>Social Media tools have accurate enough information to use is for my purposes</td>
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<tr>
<td></td>
<td>The information on social media is detailed</td>
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<tr>
<td>Relevance</td>
<td>Useful-Social Media tools provide me with information quickly and easily</td>
<td></td>
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<td></td>
<td>Good-Social Media tools are suitable for sharing knowledge</td>
<td></td>
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<tr>
<td></td>
<td>Good-Social Media tools are suitable for interacting with customers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>The information on social media is reliable</td>
<td></td>
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<tr>
<td>Compatibility</td>
<td>The social media tools provide collaboration</td>
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<td></td>
<td>The social media tools provide content creation</td>
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<td>The social media tools provide content sharing</td>
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<td>The social media tools provide interaction</td>
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<td></td>
<td>The social media tools provide accessibility to information</td>
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<td></td>
<td>The social media tools provide accessibility to network with people</td>
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<td></td>
<td>The social media tools provide decision making facilities</td>
<td></td>
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<tr>
<td>SOCIAL MEDIA CHARACTERISTICS</td>
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<tr>
<td>Quality</td>
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<td>The social media tools provide decision making facilities</td>
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<td>UTILIZATION</td>
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<td>Thompson et al. 1991</td>
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<td></td>
<td>Share knowledge</td>
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<td></td>
<td>Collaborate with colleagues</td>
<td></td>
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<tr>
<td></td>
<td>Formal communication with colleagues</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Make decisions</td>
<td></td>
</tr>
<tr>
<td>PERSONAL IMPACT</td>
<td>Social media helps me increase my effectiveness.</td>
<td>D’Ambra and Rice (2001, p. 379)</td>
</tr>
<tr>
<td>Performance</td>
<td>Social media helps me be better organised.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social media helps me increase the quality output of my job</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Social media helps me make better decisions</td>
<td></td>
</tr>
</tbody>
</table>
Social media helps me reduce time spent on routine processes.

Social media helps me increase my sense of accomplishment.
Social media helps me increase my chances of getting a promotion.

Janz and Prasarnphanich 2003

<table>
<thead>
<tr>
<th>Satisfaction</th>
<th>Age</th>
<th>Gender</th>
<th>Educational Qualifications</th>
<th>Social Media Experience</th>
<th>Social Media Confidence</th>
<th>Goodhue and Thompson, 1995; D’Ambra and Rice, 2001</th>
</tr>
</thead>
</table>

Table 4.0: Measures of Research Model Variables

3.3 Data Collection

Case study research calls for the use of multiple data sources to gather evidence for a given study. Multiple data sources, such as documentation, archive records, interviews, direct observations, observing participants and physical artifacts, enhance data credibility (Patton, 1990; Yin, 2003). For this research, quantitative survey data and qualitative interviews were used for data collection.

3.3.1 Survey:

Qualitative data was obtained through a survey. The survey consisted of three sections. Section 1 consisted of generalized questions about the organization, e.g. what kind of service sector, firm size, the role of ICT in their organization and the different types of social media platforms that are used by their organization. In Section 2, respondents were asked to indicate the extent to which they agree or disagree with the statements about the process characteristics and social media characteristics. Section 3 contained basic demographic information including age, gender, education level, etc.

According to Zikmund (2002) placing demographic or classification questions at the beginning of a survey is not advisable, because it tends to discourage respondents when asked about personal information such as age, education or income level.

The survey contained questions from the combined efforts of three persons - Marlies, Rufina (participants) and Wil Janssen (project leader) in the project “New Models for the Digital Enterprise”.

An introduction explaining the purpose of the research and the results as well as the opportunity to win a prize was included at the beginning of the survey. The survey was
administered in Dutch, because the respondents were mainly from organizations in the Netherlands and Dutch is their first language.

The survey was pre-tested with a number of people within BIZZdesign, so as to identify any problems in format, content, or wording. Modifications were made following the feedback that was received. The survey was then pilot tested with 20 respondents, and no major problems were found, and was deemed ready to be sent out to possible respondents.

3.3.2 Interviews

Interviews provide useful information from a subject’s point of view (Yin, 2003). The direct conversation between the researcher and interviewee gives detailed answers about the day-to-day experiences of the interviewee and this enables the researcher to capture qualitative data and address the research questions in detail. (Cresswell, 2007; Kvale 2009).

Interviews can be structured (where the questions about a given topic are predefined), semi-structured (questions are predefined, but is open to discussion and not restricted to the questions) or unstructured (no predefined questions, just an open discussion). Semi-structured interviews are preferable because they focus on valuable insights from the interviewees (Kvale, 2009).

For this research, Semi-structured interviews were conducted in order to facilitate open discussion about Social Media and Task-Technology Fit. The interviewees were freely able to express their ideas without being restricted to the interview guide that was sent to them prior to the interview. Kvale (2009) recommends conducting interviews using an interview guide, as it contains the themes of the research. Therefore, an interview guide was developed, containing the themes of Social Media and Task-Technology FIT (see Appendix B) and this guide was sent to the interviewees prior to the interview to enable them understand the aims of the research as well as to enable them prepare beforehand any useful insights they may have.

Four semi-structured interviews were conducted for this research with the interviewees working in various capacities and levels at Belastingdienst. All of them were well versed with social media and its uses and thus they were able to give their perspectives about the use and impact of social media within the organization.
Social Media at Belastingdienst

Belastingdienst is the Tax and Customs Administration of Netherlands. Their core duties are: levying and collecting taxes, detecting fiscal, economic and financial fraud, paying out income-related benefits for childcare, rent and health care, supervising the import, export and transit of goods, and supervising compliance with tax laws and regulation.²

Internally, they use an Enterprise Social Media (ESM) platform; Connections from IBM, which they call “connect people”. It has the following functions: Microblogs, social network in the form of communities, social integration of Twitter, Wikis, tagging, feed/updates, Photo and video sharing, file sharing, activities. They also use Lotus Notes in combination with Sametime for mail and livecasting. These are also standard IBM software applications.

Externally they use Twitter, YouTube and LinkedIn to communicate/give customer service with citizens, companies and future employees. They also monitor blogs like Higherlevel and Hallo! On Facebook, the customs department gives information about going abroad and customs, the also have an application called “Is this ok?” It gives information about what is allowed/not allowed to import/take with you from holiday.

This list of the social media platforms in use at Belastingdienst was derived from interview 2; and since this research focuses on internal social media, the list of external social media platforms mentioned above are not taken into further account in this research.

Interviewee 1 is in charge of Online Business Innovation at CKC (Centrum voor Kennis en Communicatie/ Centre for Development and Communication), and he mainly focuses on the Intranet. He is tasked with the process of translating ideas into services that create value for Belastingdienst.

Interviewee 1 focused on the history of social media use within Belastingdienst, which began in 2006 with the use of wikis. He says that there was a lot of enthusiasm from managers about social media, but over time this has dwindled. In 2010, a social intranet was set up, but has quite a number of problems inherent in it, which can be summarised as follows:

“The intranet has failed bring about improvements. Despite the social and technological developments, the situation keeps getting worse each year. Currently, there is so much information stored within the intranet, but it is very compartmentalized, resulting in redundancy, and has brought about a huge administrative burden”.

-excerpt from the document “Belastingdienst Micro Business Case Sociaal Intranet Versie: 0.4, Datum: 24 maart 2011”.

Interviewee 1 mentioned two main projects that he is currently involved in: Renovating the Social Intranet and the Digital Self-Help Centrum. By renovating the intranet, he hopes that the user experience will be improved; he hopes to see a revamped intranet where finding information is easier, more interaction internally via social media and more collaboration and knowledge sharing among colleagues. He believes that by linking the intranet with the internal social media platform Connections, more collaboration and knowledge sharing will follow, that employees at all levels will receive better support through social media for their daily activities on the intranet and hopefully this will translate into a positive contribution towards professionalism internally within the organization and amongst employees. Additionally, he hopes to see less of emails.

In order to achieve these goals, Belastingdienst has an “Innovatiekalender B/CKC voor online diensten 2013” (Innovation Calendar B/CKC for online services in 2013).

The calendar elaborates on the plans Belastingdienst has for achieving compliance and performance with innovative solutions. The Innovation Calendar has eight steps: Step 1 talks about what innovation is and the reason why Belastingdienst innovates:
"Vormgeven toekomst van de Belastingdienst en bijsturen bij veranderende omstandigheden" ("Shaping the future of the tax department and adjust to changing circumstances").

Step 2 is about how they are analysing the trends and identifying what Belastingdienst needs, as shown in the diagram below

![Trend Analysis Diagram](image)

*Figure 8.0: excerpt from the “Innovatiekalender B/CKC voor online diensten 2013”*

In step 3, they focus on where to apply the innovation within the product/services trends, marketing and consumer trends and the social trends. In Step 4, they generate ideas and go into research and development by scrutinising what business benefits will be obtained by innovation, and testing these ideas on the actual Belastingdienst business objectives (compliance and performance)-step 5.

Step 6 describes the portfolio of the various innovation concepts, e.g. the Digital Help Centrum, and how to measure the performance of these concepts. Step 7 is about identifying the resources that will be required to implement the concepts. Then finally step 8 describes the planned activities for implementing the concepts.

With these initiatives, Interviewee 1 hopes that Belastingdienst can utilise social media in an effective way, e.g. How employees can choose the right social media platform for their job. Additionally, he would like see the social content and Intranet content harmonised. From this interview, we are able to confirm the literature of (Weinberg & Pehlivan, 2011) who state that more and more managers “sense that social media is and will remain an important fabric of commerce”.

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**Interview 2: Manager, External Communications and Marketing Communications Advisor**

Interviewee 2a has a management position at Belastingdienst. He has a background in business architecture, quality management and business consultancy. Currently, he works in the Unit of External Communication, which takes care of the internal and external websites of Belastingdienst. He manages two teams- the User Experience team (which develops the interactive sections of the websites) and the Project management team, which handles various projects within the unit. He also has a keen interest in architecture and social media.

Interviewee 2b is a marketing communications advisor specialised in new media. Before coming to work at Belastingdienst, he was involved in creating marketing communication strategies for small and medium-sized businesses. He advised them how to integrate new and social media, and help them with the design and construction process. He also has a background in graphic design, so design plays an important part in the content strategies that he develops. Interviewee 2b believes that “form is content and that form makes brands, products and companies more beautiful and attractive. Good design helps to really get the message across.”

At Belastingdienst, one of the projects he is involved in is to advice how CKC (Centrum voor Kennis en Communicatie/ Centre for Development and Communication) can use Enterprise Social Media as an internal communication platform. He began with some research, compared the old and new platform, the functions, looked at target audience, set goals, wrote a content strategy, created new formats, introduced the role of the internal community manager and build a new community.

Interviewee 2a and Interviewee 2b described the social media platforms being used by Belastingdienst internally as well as externally (*described in section 3.3.2.1-“Social Media at Belastingdienst”*)

The interviewees stated that the initial drive for the internal social media platform came from need for a tool to capture tacit knowledge. Interviewee 2b explained that the average age for employees at the Belastingdienst is around 50 years, and within the next 15 years, many of them will retire. Interviewee 2a added that even though they will employ more people who are younger, it is still difficult to transfer the knowledge from the experienced employees to the new employees. In the past a lot of knowledge was lost. This statement confirms the literature of (Schulz and Jobe, 2001), who state that within organizations, the flow of knowledge isn’t easy.
Interviewee 2a’s statement supports (Polanyi, 1958), who says that tacit knowledge is difficult to capture and disseminate.

The drive to use social media for external purposes came from employees of Belastingdienst who stated the need to communicate with ‘customers’. This began with pilots on Twitter, and at the moment, the process is being embedded in the organization.

The main uses of social media by Belastingdienst internally are for collaboration, while externally, the purpose is for informing and communicating with citizens and companies. Through social media, Interviewee 2a and Interviewee 2b state that they aim to achieve collaboration, internally. Collaboration should theoretically translate into productivity, efficiency, cost savings, effective organization and a more innovative Tax Department. Externally, they hope that social media will help them to achieve compliance- e.g. if citizens know what is expected from them, they will fill in their taxes better, know what they can/ cannot import and will show more compliance behaviour. For the organization this means less supervising/auditing.

When looking at how social media platforms at Belastingdienst “fit” with other communication tools, Interviewee 2b says that at the moment, a good fit hasn’t been achieved yet. He says, “It strongly depends on how you look at it, in my opinion not very well, yes they are somehow integrated with each other, but not really, they are still different ‘tools/platforms’ to work and communicate with each other. I think it creates lot of clutter, it’s very time consuming to use so many platforms and it’s impossible to find information, because there is so much information”. Interviewee 2a also says that currently there is too much information overload, e.g. “When I get to the office, I have to open my email, open connect people, open the intranet….these are too many applications to work with at a go. At the end of the day, I find that I have to remind myself to post something on connect, so as to keep it alive and working”.

Interviewee 2b says that the results of using social media in organizations are difficult to identify, perhaps because the usage is not measured correctly and also, organizations do not know how to measure the results. Interviewee 2a and Interviewee 2b both agree that for an organization to succeed with the use of social media, they need “to have a good content strategy, which is relevant for the target audience, and that adds value.” Interviewee 2b adds that, “And of course the platform needs to really easy to use, this calls for great UX and design, it needs to be super intuitive.”
Interviewee 2b says that social media platforms can help Belastingdienst as follows: “Internally, it can help the process of working together become faster and more efficient. Also it helps you to grow your network. This makes it possible to get answers quicker or people that could help you with a problem”. Externally, social media “already helps our customer service department, by making information more available, the cost for the phone department can be reduced”

The best features of social media according to Interviewee 2a and Interviewee 2b is that the processes, decisions and output are out in the open. This makes any failures or successes more visible, and thus there is more transparency. The worst thing about social media according to Interviewee 2b is that “people use it as an end itself. It’s not an end itself; it’s a tool that can help you reach certain goals, when properly deployed”. For Interviewee 2a, the worst thing about social media is that there is lack of confidentiality-everything is in the open. For example, if he wants to make a critical comment, sometimes he cannot openly say what he wants, as everyone will read it, or it may result in unnecessary tensions. He mentions that he resorts to using other means like face-to-face, to convey what he really thinks, which he feels is a lot of work. He also says that from his point of view, Connect People “is not very handy to use”.

Interviewee 2a and Interviewee 2b believe that when used correctly, social media will enable Belastingdienst to save a lot of money, and can add more value for citizens and companies. It is also important for employees to embrace the social media platforms; otherwise the goals will not be achieved. As Interviewee 2a says, “If you use it correctly, you can work more efficiently and in the end save money…”

Regarding the utilization of social media, Interviewee 2a and Interviewee 2b’s experience is that good user experience and relevant content will translate into higher utilization. Their reply is contrary to the results of the survey where it was found that quality of social media does not affect utilization. We can attribute their answer to their own personal experience, which is not necessarily reflective of all organizations who participated in the survey.

Interviewee 2a and Interviewee 2b stated that it is too early to give any conclusions as yet about the personal impact of social media on employees at Belastingdienst. They feel that they are still in the beginning stages of social media and thus it would be premature to give definite conclusions at this time.

Interviewee 2b states that it is important to try and make a good fit between the processes and social media, but he also believes that there are forms of social media which can help the
organization but aren’t implemented in the current process yet. To the best of his knowledge, he is not aware if there are any steps being made at Belastingdienst to try and achieve a fit between processes and social media, and he recommends that a better social media strategy needs to be put in place in order to achieve more efficiency and compliance.

In summary, at Belastingdienst, the Intranet and Connect People are the internal social media platforms in use for everyday tasks. This resonates well with the literature of (Kim, Jeong & Lee, 2010) who state that organizations using social media such as a corporate intranet for everyday tasks and processes.

Additionally, the literature of (Ferreira & Plessis, 2009), (Kim, Jeong & Lee 2010) is confirmed when the authors talk of internal social media assisting organizations by creating online resources that contain accumulated wisdom over the years by allowing knowledge to be codified, searched and shared confirm, thus increasing workflow efficiency and productivity due to the creation of “communities of practice”. We see this reflected at Belastingdienst in their use of the corporate intranet.

We can also conclude that this interview validates “H5 a-Compatibility is positively related to the utilization of social media”. From the experience of Interviewee 2a and Interviewee 2b, they use connect people because it “helps the process of working together become faster and more efficient. Also it helps you to grow your network. This makes it possible to get answers quicker or people that could help you with a problem.”
Interviewee 3 works with the User Experience Team as a Creative Designer. This team is comprised of persons with different expertise, e.g. text writers, communication specialists, web developers, interactive designers, management analysts and many others. She is specifically working on digital communication, where she works on info graphics for the website, designs for the intranet and internet as well as designs for teaching materials for the Training Academy. Her particular task at the moment is to make designs for the Digital Help Centrum Project (DHCP).

The DHCP is one of the plans by Belastingdienst to incorporate social media into the organizational processes. Some of the examples that Interviewee 3 talked about include the embedding of widgets on websites that can alert people about tax rebates for donations, e.g. if a person regularly makes donations to the Wildlife Conservation Fund (WCF), Belastingdienst would like to embed a widget on the website of the WCF that would alert the person about the possibility of receiving a refund from the Tax Department, and will link the user to the appropriate website which outlines the procedure to be followed for claiming a refund. In this context, the widget acts as a form of sponsored content, where both parties (WCF and Belastingdienst) gain; for WCF, more people might be encouraged to make donations due to the attraction of a refund, while Belastingdienst gains by enabling people to be more compliant with their tax returns.

Another example was how an avatar can be used to help people fill in their tax returns (a task many people find complicated.). A sample scenario would be that a person creates a profile and an avatar guides them through the process of filling in their tax returns, allowing for the interaction between the website and the user.

Although these ideas have not yet been implemented by Belastingdienst, they are part of the ideas for the online innovation that Interviewee 1 (Interviewee 1) talked about. It is impressive to see that Belastingdienst is exploring various ways of utilising social media in an effort to achieve their goals of compliance and performance.

With this interview, we can say that the DHCP is aimed at making the social media platforms used by Belastingdienst more compatible with users. Compatibility is the degree to which a technology is perceived as being consistent with the existing values, needs, and past experiences of potential users (Roger’s, 1983; Moore and Benbasat, 1991).
In this context, the designs made by the DHCP team contribute towards ensuring that people utilise the social media- i.e. if the designs are attractive, easy to use, then more people will be willing to use social media. Thus the interface contributes a lot to utilization (or that design is a factor of utilization) and with utilization comes the personal impact of performance and satisfaction.

We can therefore say that this interview confirms hypothesis (H5a)-“Compatibility is positively related to utilization”. And we have seen from the data analysis that (H6) “Utilization is positively related to personal impact”.

Interview 4: Business Architect Manager

Interviewee 4 works as a Business Architect within the Education Centre. She manages a team of people who are working on the social intranet in an effort to improve it and they encourage the employees to understand how with social media, you can make things happen. In this regard, Interviewee 4 talked of the concept of “Working Out Loud” (WOL), whereby employees create their profile on Connect People and describe who they are, what projects they are working on and how they are going about doing their tasks.

She believes that the WOL concept works very well, because it enables you reach to a wider audience (There are 30,000 people working at Belastingdienst!) and one is more likely to obtain useful feedback and ideas. She contrasts this with email whereby one is likely to engage a few people, normally only those who work in your department.

Interviewee 4 is an active user of Connect People. It is the first application she opens during the day, and uses it mainly to make updates (and to see what others are doing); and also as her file system- when she is looking for a information, she first searches on Connect People- she also shares files with colleagues in her groups. She says “WOL helps you get your work done-personally, it has helped me to be more effective and efficient- I am able to respond to questions, get responses from all corners of Belastingdienst- you never know what ideas you will get when I am doing a project, and this makes me very happy and satisfied with my work"

Interviewee 4 gives the example of how Connect People has helped her - She recently had a usability test, where they needed users to do a 15 minutes test to do Digital card sorting; she simply made a post of it on Connect People and it was seen by her small network of people and she asked them to share it with their own networks; test- to her this was a good result. She was able to reach a wide audience in a very short time.

She also noted that when she wants to initiate discussions, she does it on connect people, not via email, because when she sends an email, people tend not to respond, they all think that the other persons copied on the email will reply. But on Connect People, people make an effort to contribute their ideas or comments.

However, not everyone at Belastingdienst is enthusiastic about the WOL concept. Some people find it cumbersome to keep updating on what they are doing, or feel bogged down by the information overload (this was also mentioned by interviewee 2-Interviewee 2a). Others feel
overwhelmed about Connect People. They do not know when use a forum, blog, different communities; additionally, connect people is not user friendly, e.g. the comments interface consists of a small text box, which is difficult to key in text comfortably. Therefore users are forced to type out their comments or responses on notepad (forcing them to open another application) and then copy and paste it into the text box on connect people. Another functionality that users dislike is that there are too many functions and thus too many clicks. It would be better if there were less buttons to click. For Interviewee 4, the interface makes it more frustrating to use connect people; however, she is willing to put up with the “not-so-good” interface because it helps her get her work done. She says, “If it works well, I will use it more, but for now, I just have to make do with what is available”.

It is inevitable that when one uses social media, one comes across some negativity. Interviewee 4 says many times she has received negative reactions, comments, but this has not discouraged her; rather she has learned to be more tactful in how she phrases her comments and posts as this can harm working relations.

Interviewee 4’s opinion is that gender is not significant in the use of social media. However, she says that age has some significance on the utilization of social media- in her experience, older people are willing to invest and learn about social media tools (they tend to request for training), and younger people are not patient- they don’t invest in learning something. However, her experience is not confirmed by the hypothesis about Individual characteristics- the survey revealed that Social media Confidence has an impact on utilization, while other characteristics like gender and age did not.

For Interviewee 4, she believes that the use of social media platforms in organizations will be enhanced if people “recognise its value”; at present, many employees at Belastingdienst feel that connect is an “extra task” they have to do, alongside with replying to emails etc. But her Education Centre team wants to help people realise the value of social media platform and to make it part of their work. Interviewee 4 believes that the working environment has changed for the better with social media platforms- it is easier to get to know more people get ideas and support for one’s projects and this in turn makes one satisfied with their work.

This interview gives us a user’s perspective of how they utilise social media and the impact it has on them. Interviewee 4 states that using social media has made her more effective, up-to-date with what is happening; she is more flexible (i.e. she can work from anywhere), more involved
with the organization. This interview confirms (H6) “Utilization is positively related to personal impact”. Interviewee 4’s use of Connect people has made her more efficient and satisfied; additionally, (H1) “Knowledge tacitness is positively related to the utilization of social media.” Is also confirmed- Interviewee 4 uses Connect People to search for information and to request for ideas.
CHAPTER 4: SURVEY RESULTS

This chapter presents the results of the survey analysis. It begins with a description of the survey response (section 4.1); in section 4.2, a description of the preliminary analysis of the data (reliability tests and correlations) is described; then section 4.3 describes how the hypotheses were tested. The chapter then concludes in section 4.4 with the results of the hypothesis testing.

4.1 Survey Response

A preliminary analysis of the survey was conducted in order to provide information about the respondents and the sample organizations. The survey was online based and was sent to 400 companies; 201 responses were received, of which 190 were usable. The response rate was 50.25%, while the usable responses rate was 47.5%.

A demographic profile of the respondents can be described as follows: there were more male respondents (86.3%) than female respondents (13.7%), which is roughly consistent with the Central Bureau of Statistics labour force participation figures (CBS, 2012) which indicates that there are more men in the labour force (67.4%) than women (56.4%).

Majority of the respondents were above 46 years of age, also consistent with the CBS statistics which indicates that 77.3% of the employed labour force is in the age category of 45-49 years, and this is also supported by two interviewees who stated that especially at Belastingdienst, their workforce has a high percentage of older people who possess a wealth of knowledge.

A total of 92.1% of respondents hold at least a bachelor’s degree, which reflects the high percentage of the Netherlands population are highly educated, it also reflects the basic prerequisite of a bachelor’s degree in order to work in most sectors in the country.

Majority of the respondents were those who work in Public Administration (26%) and Business Services (25%), while the fewest respondents were those who work in Health and Welfare (6%)—perhaps this can be attributed to the nature of the sector, where the use of social media is not widely used due to constraints such as privacy and confidentiality.

Firms that were large-sized (in terms of number of employees (59%) and number of branches (49%)) formed the bulk of respondents.
Finally, the respondents rated their experience and confidence with social media platforms as average (53.9%), while 26.5% felt they were advanced and 19.6% of respondents were beginners. This reflects that social media platforms are highly utilized by people.

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<td>53.9</td>
</tr>
<tr>
<td>Advanced</td>
<td>27</td>
<td>26.5</td>
</tr>
</tbody>
</table>

Table 5.0: Summary of demographic profile of respondents

4.2 The Use of Social Media by Organizations

The use of social media is almost universal among Dutch companies, with 90% of all respondents stating that they use social media, either internally or externally. It was noted that majority of the organizations used it for external purposes more than for internal purposes.

Microblogs had the highest utilization for both external and internal purposes, followed by social networking sites and focusing in both cases on micro-blogging, networking and wikis.
For external use, micro-blogging (like Twitter) and networking are dominant, with more than 80\%, as well as the use of video sharing and wikis is substantial. Video sharing (like YouTube / Vimeo) is used by 42\% of the organizations.

For internal use, wikis are the platform of choice at 40\%, while 44\% of organizations have their own platforms. The role of aggregators, photo sharing and event support is marginal.

![Image of chart showing forms of social media for external and internal use]

**Figure 9.0: Forms of social media for external and internal use**

Knowledge sharing is the main use of social media internally. In addition, about 50\% of organizations use social media to exchange information with partners. Decision support and crowd sourcing are hardly mentioned as objectives.
The general findings from the survey were that social media platforms are widely used and accepted in organizations. They are a powerful means to share, connect, strengthen, and even deal with confidential information. They also help form relationships with customers and partners. These findings apply to a variety of sectors (governmental, education, financial services, and business services).

At the same time, the effectiveness of social media utilization is still below par. Information is not accurate or detailed enough. Reliability is poor. From this picture, it is not surprising that the use of social media does not lead to more effective decisions or to cost savings in general.

In order to achieve greater efficiency from the use of social media, organizations need to improve the quality of the information, and the integration with processes. Only then can social media become an effective tool in business.
4.3 Preliminary Data Analysis

The importance of inspecting data to ensure that it is correct and appropriate for analysis is emphasized by many studies. It is done in order to edit the data, prepare it for further analysis, describe the key features, and summarize the results (Blischke et al. 2011).

Preliminary data analysis entails making a descriptive observation about the data, checking it for reliability and validity and recoding the data so as to prepare it for statistical tests (Buchner and Findley, 1989).

This research used a variance-based technique for structural equation modelling (SEM) based on the technique of nonlinear partial least squares (PLS) regression; the software used was WarpPLS 1.0 (Kock, 2010a, 2010b, and 2011).

PLS is characterized as a technique suitable for prediction or exploratory research (Tobias, 1997: 1). The use of PLS in this research needs to be justified because PLS regression is an advanced multivariate statistical analysis method. The first reason is that PLS regression does not require the variables to be normally distributed (Chin, 1998; Chin & Todd, 1995). This is true in this research because the variables such as age, gender, quality etc are not all normally distributed. The second reason is that this type of analysis allows for the test of moderating effects, which was required to test fit in hypotheses seven and eight.
4.3.1 Reliability Analysis

Reliability Analysis is the measure of how stable a scale is, or the internal consistency of a scale. If the items that measure a given scale are internally consistent, then we can explain more variation of the construct. In order to verify the Internal Consistency, Cronbach’s alpha coefficient is used. According to (Guifeld, 1965, Nunnally 1978), the minimum acceptable criterion is 0.70, which indicates a high value in reliability. For this research, it was found that the Cronbach’s alpha for all the constructs was higher than 0.70, which shows a high degree of internal consistency.

<table>
<thead>
<tr>
<th>CONSTRUCT</th>
<th>CRONBACH’s Alpha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Knowledge Tacitness</td>
<td>0.833</td>
</tr>
<tr>
<td>Process Analyzability</td>
<td>0.744</td>
</tr>
<tr>
<td>Process Interdependence</td>
<td>0.724</td>
</tr>
<tr>
<td>QUALITY</td>
<td></td>
</tr>
<tr>
<td>Completeness</td>
<td>0.749</td>
</tr>
<tr>
<td>Relevance</td>
<td>0.802</td>
</tr>
<tr>
<td>Compatibility</td>
<td>0.856</td>
</tr>
<tr>
<td>Utilization</td>
<td>0.818</td>
</tr>
<tr>
<td>IMPACT</td>
<td></td>
</tr>
<tr>
<td>Performance</td>
<td>0.921</td>
</tr>
<tr>
<td>Satisfaction</td>
<td>0.827</td>
</tr>
</tbody>
</table>

Table 6.0: Summary of Reliability Analysis for Independent Variables
4.3.2 Correlation Analysis

Correlation measures the relation between two or more variables. Correlation coefficients range from -1.00 to +1.00. A value of -1.00 represents a perfect negative correlation while a value of +1.00 represents a perfect positive correlation. A value of 0.00 represents a lack of correlation.

The correlation coefficients of the nine constructs are summarized in the table below.

<table>
<thead>
<tr>
<th></th>
<th>KT</th>
<th>PA</th>
<th>PI</th>
<th>COMPLETE</th>
<th>RELEV</th>
<th>COMPAT</th>
<th>UTILZ</th>
<th>PERF</th>
<th>SATISF</th>
<th>SM CONFID</th>
</tr>
</thead>
<tbody>
<tr>
<td>KT</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PA</td>
<td>-0.112</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PI</td>
<td>0.119</td>
<td>0.096</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPLETE</td>
<td>0.878</td>
<td>-0.047</td>
<td>0.176</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RELEV</td>
<td>0.849</td>
<td>-0.104</td>
<td>0.105</td>
<td>0.813</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMPAT</td>
<td>0.583</td>
<td>-0.090</td>
<td>0.095</td>
<td>0.556</td>
<td>0.660</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>UTILZ</td>
<td>0.678</td>
<td>-0.068</td>
<td>0.147</td>
<td>0.623</td>
<td>0.621</td>
<td>0.632</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PERF</td>
<td>0.769</td>
<td>0.024</td>
<td>0.160</td>
<td>0.683</td>
<td>0.633</td>
<td>0.562</td>
<td>0.689</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SATISF</td>
<td>0.709</td>
<td>-0.087</td>
<td>0.069</td>
<td>0.589</td>
<td>0.596</td>
<td>0.550</td>
<td>0.559</td>
<td>0.833</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>SM CONFID</td>
<td>0.268</td>
<td>-0.171</td>
<td>-0.12</td>
<td>0.261</td>
<td>0.231</td>
<td>0.148</td>
<td>0.345</td>
<td>0.22</td>
<td>0.125</td>
<td>1</td>
</tr>
</tbody>
</table>

Table 7.0: Correlation Matrix

Knowledge Tacitness correlates strongly with Completeness (0.878), Relevance (0.849), Performance (0.769) and Satisfaction (0.709). There is also a strong correlation between Completeness and Relevance (0.813), as well as a high correlation between Satisfaction and Performance (0.833). As one variable increases, so does the other variable.

A moderate correlation exists between Compatibility and Knowledge Tacitness (0.583), between Utilization and Knowledge Tacitness (0.678), Compatibility and Completeness (0.556), Utilization and Completeness (0.623), Performance and Completeness (0.683), Satisfaction and Completeness (0.599).

Not all the coefficients have positive values, which implies that an increase in one variable leads to a decrease in the other variable, e.g. Process Analyzability and Knowledge Tacitness (-0.112).

4.4 Testing the Hypotheses

After establishing that the data is reliable, we now proceed to answer the questions of the research, i.e. we test the hypotheses. The research used a multi-regression analysis in order to investigate the association between a dependent variable and more than one independent variable.
4.4.1 Testing the Main Effects

In order to verify H1 to H6, we used Process Characteristics, Social Media Characteristics and Individual Characteristics as the independent variables and Utilization as the dependent variable. In order for the hypothesis H1 to H6 to be supported, it would require that each of the regressions be significant and also that in each regression at least one of the measures of Process characteristic and a measure of Social Media characteristics be a significant predictor.

The table below shows the summarized results.

<table>
<thead>
<tr>
<th>Dependent Variable</th>
<th>Independent variable</th>
<th>β</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UTILIZATION</strong></td>
<td>Knowledge Tacitness</td>
<td>0.71</td>
<td>&lt;0.01</td>
</tr>
<tr>
<td></td>
<td>Process Analyzability</td>
<td>0.01</td>
<td>0.46</td>
</tr>
<tr>
<td></td>
<td>Process Interdependence</td>
<td>0.13</td>
<td>0.15</td>
</tr>
<tr>
<td><strong>UTILIZATION</strong></td>
<td>Completeness</td>
<td>0.03</td>
<td>0.44</td>
</tr>
<tr>
<td></td>
<td>Relevance</td>
<td>0.06</td>
<td>0.33</td>
</tr>
<tr>
<td></td>
<td>Compatibility</td>
<td>0.31</td>
<td>0.01</td>
</tr>
<tr>
<td><strong>PERFORMANCE</strong></td>
<td>Utilization</td>
<td>0.43</td>
<td>&lt;0.01</td>
</tr>
<tr>
<td></td>
<td>Completeness</td>
<td>0.31</td>
<td>&lt;0.01</td>
</tr>
<tr>
<td></td>
<td>Relevance</td>
<td>0.08</td>
<td>0.17</td>
</tr>
<tr>
<td></td>
<td>Compatibility</td>
<td>0.08</td>
<td>0.13</td>
</tr>
<tr>
<td><strong>SATISFACTION</strong></td>
<td>Utilization</td>
<td>0.24</td>
<td>0.05</td>
</tr>
<tr>
<td></td>
<td>Completeness</td>
<td>0.20</td>
<td>0.06</td>
</tr>
<tr>
<td></td>
<td>Relevance</td>
<td>0.17</td>
<td>0.09</td>
</tr>
<tr>
<td></td>
<td>Compatibility</td>
<td>0.20</td>
<td>0.03</td>
</tr>
</tbody>
</table>

*Table 8.0: Results of the Main Effects*

H1 predicted that Knowledge Tacitness has a positive impact on the Utilization of social media. The result was strongly significant at \((H1: \beta=0.71, p<0.01)\). This suggests that the higher the knowledge tacitness of a process, the greater the utilization of social media platforms. Hence H1 was supported.
H2 predicted that Process Analyzability has a positive effect on the Utilization of social media. The result was not significant ($H2: \beta=0.01, p>0.05$). Hence H2 was rejected.

H3 suggested that Process Interdependence has a positive influence on the Utilization of social media. The result was not significant ($H3: \beta=0.13, p>0.05$). Hence H3 was rejected.

H4a postulated that Quality (in terms of completeness and relevance) has a positive impact on the Utilization of social media. The results show us that both measures of quality i.e. Completeness and relevance, were insignificant in predicting utilization ($H4a: \beta=-0.03, p>0.05; \beta=-0.06, p>0.05$). Thus H4a was rejected.

H4b suggested that Quality is has a positive effect on Personal Impact. The results show that completeness is a significant predictor of performance- $\beta=0.31, p<0.01$) but insignificant in terms of relevance $\beta=-0.08, p>0.05$. In overall, H4b was rejected.

H5a suggested that Compatibility has a positive influence on Utilization of social media. The results show a strong significance ($H5a: \beta=0.31, p<0.01$), thus indicating strong support for H5a.

H5b suggested that Compatibility has a positive impact on Personal Impact. The results show that Compatibility was insignificant in terms of performance and satisfaction ($\beta=0.08, p>0.05; \beta=0.20, p>0.05$). Thus H5b was rejected.

H6 postulated that Utilization has a positive effect on Personal Impact (in terms of Performance and Satisfaction). The result was strongly significant ($H6: \beta=0.43, p<0.01; \beta=0.24, p=0.05$). Thus H6 was strongly supported.

Hypothesis 7 postulated that Individual Characteristics will have a positive relationship with Utilization of social media platforms. The result was strongly significant for Social Media Confidence ($\beta=0.18, p=0.01$). Thus H9 was supported.
4.5 Summary of Results

The table below summarises the results of the hypothesis tested in this research.

<table>
<thead>
<tr>
<th>Hypothesis</th>
<th>Description</th>
<th>Supported?</th>
</tr>
</thead>
<tbody>
<tr>
<td>H1</td>
<td>Knowledge Tacitness has a positive impact on the Utilization of social media.</td>
<td>Yes</td>
</tr>
<tr>
<td>H2</td>
<td>Process Analyzability has a positive effect on the Utilization of social media.</td>
<td>NO</td>
</tr>
<tr>
<td>H3</td>
<td>Process Interdependence has a positive influence on the Utilization of social media.</td>
<td>NO</td>
</tr>
<tr>
<td>H4 a</td>
<td>Quality has a positive influence on the Utilization of social media.</td>
<td>NO</td>
</tr>
<tr>
<td>H4 b</td>
<td>Quality has a positive effect on personal impact.</td>
<td>NO</td>
</tr>
<tr>
<td>H5 a</td>
<td>Compatibility has a positive impact on Utilization of social media.</td>
<td>Yes</td>
</tr>
<tr>
<td>H5 b</td>
<td>Compatibility has a positive effect on Personal Impact.</td>
<td>NO</td>
</tr>
<tr>
<td>H6</td>
<td>Utilization has a positive influence on Personal Impact.</td>
<td>Yes</td>
</tr>
<tr>
<td>H7</td>
<td>Social Media Confidence will be positively related to the utilization of social media</td>
<td>Yes</td>
</tr>
</tbody>
</table>

Table 9.0: Summary of Hypotheses Results
In this chapter, the findings, theoretical and practical, limitations of the research and suggestions for future research are discussed.

5.1 Discussion of the Findings

The main objective of this research is to explore the utilization and impact of social media in organizations. The TTF model was used as the support of the research. The results indicate that Knowledge tacitness, Quality and Compatibility have the greatest impact on the utilization of Social Media Portals, which translates to high impact in terms of performance and satisfaction of users.

Process Characteristics

The results indicate that Knowledge Tacitness has a significant impact on the utilization of social media portals ($\beta=0.71, p<0.01$); i.e. when users require tacit knowledge to carry out their work, they are more likely to use social media platforms. This is consistent with previous research which found that users are more likely to use technologies when seeking tacit.

In contrast, Process Analyzability ($\beta=0.01, p>0.05$) and Process Interdependence ($\beta=0.13, p>0.05$) are found to have no significant association with utilization of social media. This is inconsistent with literature findings regarding the use of technology (e.g. Withey et al, 1983; Ku, 1996). A possible reason for this outcome could be due to the way employees work and coordinate with each other. It could be that social media may be incompatible with their work style. This is reflected in the interviews where interviewees revealed that they often choose alternative means such as email or face-to-face communication, due to overshare on the social media platform.

Social Media Characteristics

The findings of the research are in harmony with the literature of (Kankanhalli et al, 2001) which states that users are more willing to look for knowledge if they think that they will get quality output.

There is also a strong positive connection between compatibility and utilization of social media ($\beta=0.31, p<0.01$); when the social media platform is compatible with the work style of users, there is high utilization.
However, unexpected results between quality and impact (β=0.31, p<0.01) are inconsistent with previous research (e.g., Goodhue and Thompson, 1995; Delone and McLean, 1992). Goodhue and Thompson (1995) found that quality is a significant indicator of impact. Delone and McLean (1992) proposed that quality is positively related to the success of a system. One reasonable explanation is that users may not be fully aware of the effects social media actually have on impact. Another reason could be that for some users, they use social media only as a last resort because they have other alternatives, like email or face-to-face communication.

**Utilization**

Our research results show the positive relationship between utilization and impact; though not explicitly stated in previous research, we can conclude that higher utilization will lead to positive impacts. (Goodhue and Thompson, 1995, p.214). The findings in this study further confirms the link between utilization and impact (β=0.43, p<0.01; β=0.24, p=0.05).

5.2 **Theoretical and Practical Implications**

This research introduces a new perspective to social media literature, the concept of ‘fit’. Hardly any studies have adopted TTF as a framework to try and understand the utilization and impact of social media. This research outlines a study that looks at social media platforms used in organizations, as a way to achieve “fit”. The provided evidence suggests that TTF is useful for understanding the utilization and impact of social media.

Previous studies on TTF have tested only the relationship between TTF and utilization, and not the relationship between process characteristics or social media characteristics and utilization. In this study, three process characteristics and two social media characteristics and one individual characteristic are introduced into the model. Additionally, this study also investigates how process and social media characteristics have an impact on utilization and how utilization in turn impacts performance and satisfaction. Although the results of some hypotheses did not show significant relationships with utilization and impact, the integrated research model proposed in this study looks promising for future research.

The findings of this study highlight that utilization is indeed affected by TTF, and also provides insight into what organizations could do to enhance the utilization of social media. There is strong evidence that the more social media platforms are used, the greater the performance. Comments from interviewees 2 and 4 lend support to this, e.g. Interviewee 4 says “If it works well, I will use it more, but for now, I just have to make the best of what is available”. She would
like to see the user interface of connect people improved, while Interviewee 2a and Interviewee 2b would like less functionality in it. In order to achieve this, they suggest that users should be able to customise the user interface of the social media platform, so that only the functionalities that are useful to them are visible.

The interviews conducted also provide evidence that the use of social media is related to how it matches specific task requirements. E.g. Interviewee 4 commented that she uses connect people because it helped her get her work done. Others, like Interviewee 2a and Interviewee 2b said that not all functions of connect people are useful to them. This excess functionality sometimes has a negative impact on their use of connect people. Email and face-to-face communication were mentioned as alternative choices for the interviewees. Therefore, the responsibility is now on organizations to think about how social media platforms can be customised to provide users with what they need.

5.3 Limitations and Future Research

Although the research confirms the TTF model, there are some limitations which should be taken into account.

First, although the research includes important measures of TTF, not all aspects were investigated. It is recommended for further research to take into account all the measures of TTF so as to gain a deeper understanding of the model.

Secondly, the case study was focused on a specific organization, Belastingdienst. Future research may want to include case studies of many organizations in order to bring in a wider perspective and to test if the TTF model still reflects the same findings or compare if the results differ among different organizations.

Thirdly, the data collected reflected the current situation, which was focus of interest in this research. In future, it would be useful to investigate if the use of social media evolves over time.

5.4 Concluding Remarks

This study is exploratory research. Even though social media is common place in today’s organizations, there are not many previous structured research works about the topic.

This research examines the utilization and impact of social media in organizations from a TTF perspective. Process characteristics, social media characteristics and individual characteristics
were examined as the three main aspects that influence the utilization and impact of social media.

The research consists of the two main phases – theoretical literature review and quantitative and qualitative analysis of the utilization and impact of social media in organizations. The three research questions are answered in the course of the research.

**RQ1:** *What concepts can we derive from literature to understand social media?* After the literature review on social media, a new definition of social media was arrived at, that reflects the varying definitions found in literature; an understanding of the characteristics of social media was described (Figure 3.0: Characteristics of Social Media), a matrix of various forms of social media was realised (Table 1.0: Forms of Social Media); case studies of how various organizations are utilising social media and what they use it for, were presented. The most important uses of social media are threefold: community, collaboration and contribution (Lange et al., 2008). The benefits of social media outweigh the drawbacks and they are: efficiency, reach and quality and impact (Lange et al., 2008).

The second **RQ2:** *What is the fit between Social Media and Organizational Processes?* Is answered by the survey, the four main outcomes are:

1. Knowledge Tacitness has a positive impact on the Utilization of social media.
2. Compatibility has a positive influence on the utilization of social media.
3. Utilization has a positive effect on personal impact
4. Social Media Confidence has a positive impact on the utilization of social media.

The third **RQ 3:** *What practical insights can be obtained from this research?* Is answered by the four semi-structured interviews with employees of Belastingdienst. Their comments enabled the validation of the literature review and survey carried out and also gave support to the hypotheses proposed in the research model. The interviewees were able to describe the forms of social media available to Belastingdienst employees, the functionalities, how they use them and the impact social media has had on their work performance and job satisfaction.
REFERENCES:


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23. Centraal Bureau voor de Statistiek -CBS, 2012-


73. IBM Institute for Business Value (2011). From social media to Social CRM: Reinventing the customer relationship; The second in a two-part series.


APPENDICES:

A: Interview Guides

Interview Guide 1: For the interview with Interviewee 1 - 8th May 2013
(interview conducted in conjunction with Marlies Rikken (participant) and Wil Janssen (project leader-“New Models for the Digital Enterprise”)

Interviewee 1: He is tasked with handling business innovation at the Belastingdienst focusing on online innovation. The meeting was meant to give us an overview of the projects that the Belastingdienst is currently working on and how our research can contribute ideas. Before we went for the meeting, we were made aware that Interviewee 1 is in charge of 2 main projects at the moment. Thus the questions that we prepared before hand were as follows:

1.) What are the names of the 2 projects?
2.) Who is involved in these projects? - people, departments, other stakeholders?
3.) Why were these projects initiated? Who came up with the idea of the projects?
4.) What do you hope to achieve with these projects?
5.) What is most useful on the new website and intranet?
6.) What are the problems with the current website and intranet?
7.) What are the main business processes that you are involved in?
8.) What are main challenges you have experienced?
9.) What are your plans to improve knowledge sharing? (Idea from the innovatiekalender)
10.) How do you plan to achieve the compliance and performance goals?

Interview Guide 2:

Used for the interviews with:
   1. Interviewee 2a and Interviewee 2b - 15th July 2013;
   2. Interviewee 4 - 8th August 2013

Introduction/Background questions:

1. Could you tell me about your background and about your job definition? What does this entail?
2. What is your experience with social media in the Belastingdienst context?
3. How well do you feel you personally understand social media?
   - Very well
   - Quite well
   - Somewhat
   - Not very well
   - Not at all well

Theme 1: SOCIAL MEDIA:
1. What kinds of Social Media are being used within Belastingdienst? (Sample list of types of Social Media)
2. Where did the initial drive for Belastingdienst’s use of social media come from? (e.g. staff, customers, etc)
   a. How did Belastingdienst first decide to use social media?
   b. Why did Belastingdienst decide to use social media?
3. What does Belastingdienst use social media for?
4. What does Belastingdienst hope to accomplish through social media?
5. How does social media fit with other communication tools like email, intranet?
6. Have you ever tried a new social media platform that didn’t work?
7. Which social media platforms do organizations seem to prefer, and why do you think these are the popular ones?
8. What has been your experience with the use of social media with regards to results?
9. What do you think are the most important factors for succeeding with social media?
10. Do social media have the potential to replace the traditional means of communication?
11. What processes of Belastingdienst can social media applications improve or supplement the traditional way?
12. What do you think some of the best features/things of social media are? And worst features/things about social media?
13. What do you think social media allows you to do that traditional “old” media did not allow?
14. What would some of the opportunities of social media be for Belastingdienst?
15. What are some of the challenges, drawbacks or risks of Belastingdienst using social media?
16. Does Belastingdienst have a social media policy?
17. Is social media worth spending time on?

**Theme 2: TASK TECHNOLOGY FIT:**
1. In general, how does Belastingdienst decide about which specific social media to use?
2. What decision criteria does Belastingdienst use to choose a specific social media platform?
3. What do you think is the most important decision criteria for social media when choosing a social media platform?
4. What has been your experience with how social media is used within Belastingdienst? What factors influence utilization?
5. What has been the impact of social media utilization on individuals and Belastingdienst as an organization?
6. In your opinion, is achieving a fit between the process characteristics and the social media characteristics important to Belastingdienst?
7. If a FIT is important, is this fit being implemented?
   **(If the fit is implemented):**
   How is the Task-Technology Fit implemented or achieved in Belastingdienst?
   **(If the fit is not implemented):**
   a. Why is the Task-Technology Fit not implemented or achieved in Belastingdienst?
   b. How would Belastingdienst implement or achieve the Task-Technology Fit?
   c. How would the Task-Technology Fit be defined and assessed in Belastingdienst?
8. What is Belastingdienst looking to achieve at an operational level by defining, implementing and assessing the Task-Technology Fit?

**Conclusion questions:**
1. How important do you think social media will be for Belastingdienst in the future?
2. Any success stories or failures of social media use within Belastingdienst?
3. Is there anything else that you feel is important in relation to social media, task-technology fit, Belastingdienst?
B: Survey

***The survey is a combined effort of 3 persons-Will Jansen (project leader), Marlies Rikken (participant) and Rufina King’ori (participant) in the project “New Models for the Digital Enterprise”.

Enterprise Social Media en processen

Deel I. Algemeen – Organisatie

Deze enquête betreft een onderzoek dat we momenteel uitvoeren naar het gebruik van enterprise social media en de impact daarvan op de organisatie en de persoonlijke effectiviteit. Daarmee duiden we sociale media aan die binnen of direct gerelateerd aan de organisatie worden gebruikt.

Het onderzoek wordt gedaan onder mensen in informatie-intensieve organisaties in de publieke en de private sector betrokken bij processen of IT ontwikkeling en het management van die processen. De resultaten van het onderzoek zullen alleen ten behoeve van dit onderzoek worden gebruikt en zijn vanzelfsprekend geheel anoniem. Invullen duurt 10-15 minuten.

Indien u prijs stelt op de resultaten van dit onderzoek kunt u dit aan het einde van de enquête aangeven en uw e-mail adres achter laten. Ook kunt u aangeven of u mee wilt dingen naar een van de drie Dinercheques van €50,- die onder de respondenten worden verloot.

De enquête bestaat uit 3 delen. Algemene vragen over uw organisatie, daarna over de inzet van sociale media in processen en tenslotte over de impact daarvan.

In dit deel gaan we in op het type en de omvang van uw organisatie.

1. In welke sector bent u werkzaam?
   - [ ] In welke sector bent u werkzaam? Industrie
   - [ ] Handel
   - [ ] Horeca
   - [ ] Vervoer-communicatie
   - [ ] Financiële dienstverlening
   - [ ] Zakelijke dienstverlening
   - [ ] Openbaar bestuur
   - [ ] Onderwijs
   - [ ] Gezondheids / welzijnszorg
   - [ ] Overige diensten (geef nadere toelichting)
2. Hoe groot is uw organisatie?
☐ Hoe groot is uw organisatie? 1-5 personen
☐ 6-10
☐ 11-50
☐ 50-100
☐ 100-500
☐ meer dan 500

3. Hoeveel vestigingen heeft uw organisatie?
☐ Hoeveel vestigingen heeft uw organisatie? 1
☐ 2-5
☐ meer dan 5

4. Hoe zou u uw organisatie karakteriseren?
☐ Hoe zou u uw organisatie karakteriseren? Behoudend
☐ Vernieuwend, maar volgend
☐ Vernieuwend, voorloper
☐ Geen mening

5. Wat is de rol van ICT in uw organisatie?
☐ Wat is de rol van ICT in uw organisatie? Beperkt; werkplek voorzieningen
☐ Gemiddeld; wezenlijke ondersteuning van bedrijfsprocessen
☐ Essentieel; onlosmakelijk verbonden aan bedrijfsvoering

6. Maakt uw organisatie gebruik van social media, extern dan wel intern?
☐ Ja
☐ Nee

7. Wat is uw rol binnen de organisatie?

8. Welke social media tools gebruikt u voor uw taken? Kruis aan wat van toepassing is.
☐ Welke social media tools gebruikt u voor uw taken? Kruis aan wat van toepassing is. Microblogging (zoals Twitter, Yammer)
☐ Social Networking (zoals Bebo, Facebook, LinkedIn)
☐ Social Network Aggregation (zoals FriendFeed)
☐ Wiki’s (zoals Wikipedia, interne wiki’s, Pleio)
☐ Social Bookmarking/Tagging (zoals Delicious, GoogleReader)
☐ Events (zoals Meetup.com, Eventful)
9. Hoe lang maakt u al gebruik van deze social media tools?
   - Hoe lang maakt u al gebruik van deze social media tools? Minder dan 1 jaar
   - Tussen de 1 en 2 jaar
   - Tussen de 2 en 5 jaar
   - Meer dan 5 jaar

10. Hoe schat u uw mate van ervaring en vertrouwen met social media?
   - Hoe schat u uw mate van ervaring en vertrouwen met social media? Beginnend
   - Gemiddeld
   - Gevorderd

Deel II. Bedrijfsprocessen en social media

Dit onderdeel betreft het gebruik social media in bedrijfsprocessen en de resultaten van dit gebruik. Er wordt hierbij gedoeld op professioneel gebruik van social media; dus werkerelateerde communicatie via social media.

Voorbeelden social media:
- Microblogging (zoals Twitter, Yammer)
- Sociale netwerken (zoals Facebook, LinkedIn)
- Wiki’s (zoals Wikipedia, internal wikis)
- Social Bookmarking/Tagging (zoals Delicious, GoogleReader)
- Events (zoals Meetup.com, Eventful)
- Social News (zoals Digg)
- Photo Sharing (zoals Flickr)
- Video Sharing (zoals YouTube)
- Livecasting (zoals Ustream.tv, Skype)

Voor bedrijfsprocessen wordt gedoeld op processen zoals beschreven in BPM(business process management): een reeks activiteiten, met een specifiek doel en resultaat, dat kan lopen over één maar ook meerdere afdelingen en organisaties.

Voorbeelden bedrijfproces:
- Vacature vervullen (HR)
- Afhandelen schadeclaim (Service)
- Ontvangen en verwerken van een order (Sales/Logistiek)
- Leveranciers selecteren (Inkoop)
- Product ontwikkeling (R&D)
11. Wie heeft er toestemming om gebruik te maken van de social media tools in uw organisatie?
- Alle werknemers
- Niemand
- Geen beleid
- Alleen de managers
- Anders (geef hier aan wie)

12. Hieronder volgen een aantal stellingen over het persoonlijke gebruik van social media tools. Kunt u aangeven in hoeverre u het eens bent met deze stellingen? Hierbij wordt gedoeld op actief gebruik; bijvoorbeeld het aanpassen van een wiki, of het plaatsen van en reageren op berichten.

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee eens</th>
<th>Mee oneens</th>
<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ik gebruik social media om te zoeken naar informatie/kennis voor mijn werk</td>
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<tr>
<td>Ik gebruik social media om formeel met collega’s te communiceren</td>
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<tr>
<td>Ik gebruik social media om beslissingen te maken</td>
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</table>

13. Ik bekijk mijn werk gerelateerde social media
- Ik bekijk mijn werk gerelateerde social media Om het uur
- Dagelijks
- Weekelijks
- Niet
14. Hieronder volgen een aantal stellingen over de mogelijkheden van social media. Geef aan in hoeverre u het eens bent met deze stellingen?

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee eens</th>
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<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
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</thead>
<tbody>
<tr>
<td>De social media tools maken samenwerking mogelijk</td>
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<tr>
<td>De social media tools maken het creëren van content mogelijk</td>
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<tr>
<td>De social media tools maken het delen van content mogelijk</td>
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<tr>
<td>De social media tools maken interactive mogelijk</td>
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<tr>
<td>De social media tools maken informatie bereikbaar</td>
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<tr>
<td>De social media tools maken het mogelijk om te netwerken</td>
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<tr>
<td>De social media tools maken besluitvorming mogelijk</td>
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</tbody>
</table>

15. Hieronder volgen een aantal stellingen over het gebruiksgemak van social media tools. Kunt u aangeven in hoeverre u het eens bent met deze stellingen?

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee oneens</th>
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<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
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</thead>
<tbody>
<tr>
<td>Het is makkelijk om social media tools aan te leren</td>
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<td></td>
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<tr>
<td>De social media tools geven informatie op een begrijpelijke manier</td>
<td></td>
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</tr>
<tr>
<td>De social media tools zijn beschikbaar wanneer ik ze nodig heb</td>
<td></td>
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<tr>
<td>Er is genoeg informatie op de social media tools om te zorgen dat ik mijn taken kan uitvoeren.</td>
<td></td>
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<tr>
<td>Wanneer ik het nodig heb kan ik informatie snel en makkelijk verkrijgen van de social media tools</td>
<td></td>
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<tr>
<td>Sociale media zijn geschikt om kennis te delen</td>
<td></td>
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<tr>
<td>Sociale media zijn geschikt voor interactie met klanten</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>De informatie van de social media tools is accuraat</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>De informatie van de social media tools is betrouwbaar</td>
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</tr>
<tr>
<td>De informatie van de social media tools is gedetailleerd</td>
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</tbody>
</table>
16. Hieronder volgen een aantal stellingen over de effectiviteit van uw social media gebruik. Kunt u aangeven in hoeverre u het eens bent met deze stellingen?

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee oneens</th>
<th>Mee oneens</th>
<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media helpt me beter georganiseerd te zijn</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Social media heeft me effectiever gemaakt</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Social media vermindert de benodigde tijd voor routine processen</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Social media verhoogt de kwaliteit van wat ik aflever</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Social media verhoogt het gevoel dat ik iets bereik</td>
<td></td>
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<tr>
<td>Social media verhoogt mijn kansen op een promotie</td>
<td></td>
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</tr>
<tr>
<td>Social media helpt me om betere besluiten te maken</td>
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</tbody>
</table>

17. Hoeveel werknemers maken gebruik van de social media in het bedrijfsproces?

- Weinig tot geen
- Minder dan de helft
- De helft
- Meer dan de helft
- Allemaal of bijna allemaal
18. Geef voor de onderstaande stelling aan in hoeverre deze gelden voor werknemers in het bedrijfsproces

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Nooit</th>
<th>Zelden</th>
<th>Soms</th>
<th>Dikwijls</th>
<th>Vaak</th>
</tr>
</thead>
<tbody>
<tr>
<td>Werknemers in het bedrijfsproces behalen hun doelen gezamenlijk</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Werknemers in het bedrijfsproces hebben wederzijds begrip voor elkaar</td>
<td></td>
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<tr>
<td>Werknemers in het bedrijfsproces werken informeel samen</td>
<td></td>
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</tr>
<tr>
<td>Werknemers in het bedrijfsproces delen ideeën, informatie en/of andere middelen</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Werknemers in het bedrijfsproces hebben dezelfde visie voor het bedrijf</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Werknemers in het bedrijfsproces werken samen als een team</td>
<td></td>
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</tbody>
</table>

19. Voor welk deel van de taken in het bedrijfsproces wordt social media gebruikt?

- Weinig tot geen
- Minder dan de helft
- De helft
- Meer dan de helft
- Allemaal of bijna allemaal

20. Geef voor de onderstaande stellingen over het daadwerkelijke gebruik van social media in het bedrijfsproces aan in hoeverre u er mee eens bent

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee eens</th>
<th>Mee eens</th>
<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media is een standaard onderdeel van het bedrijfsproces</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Social media wordt voor bepaalde taken in het bedrijfsproces ingezet</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voor de taken waar social media ingezet is, wordt het ook gebruikt</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Het gebruik van de social media maakt bepaalde taken makkelijker</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Social media is een geschikt instrument om te gebruiken in dit bedrijfsproces</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Social media is een geschikt instrument om de doelen van het bedrijfsproces te behalen</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Er zijn nog meer mogelijkheden om in dit bedrijfsproces social media toe te passen</td>
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</tbody>
</table>
21. Geef een schatting van de hoeveelheid activiteiten in het bedrijfsproces
☐ 1-5
☐ 5-10
☐ 10-20
☐ 20-30
☐ >30

22. Omvat het bedrijfsproces meerdere afdelingen?
☐ Ja
☐ Nee

23. Geef voor het gekozen bedrijfsproces aan in hoeverre u eens bent met de volgende stellingen over de gevolgen van social media in het bedrijfsproces.

<table>
<thead>
<tr>
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<th>Zeer mee eens</th>
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</thead>
<tbody>
<tr>
<td>Social media verhoogt informatiedeling in het proces</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>Social media verhoogt de snelheid van beslissingen in het proces</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>Social media zorgt voor effectievere samenwerking in het proces</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>Social media zorgt voor efficiëntere omgang met uitzonderingen in het proces</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Werknemers in het proces worden vaker aangesproken op hun verantwoordelijkheden</td>
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<tr>
<td>Social media verhoogt de kennisdeling in het proces</td>
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</table>

**Deel III. Social media typen en persoonlijk gebruik**

24. Wat is uw rol binnen de organisatie?
25. Welke social media tools gebruikt u voor uw taken? Kruis aan wat van toepassing is.
- Microblogging (zoals Twitter, Yammer)
- Social Networking (zoals Bebo, Facebook, LinkedIn)
- Social Network Aggregation (zoals FriendFeed)
- Wiki’s (zoals Wikipedia, interne wiki’s, Pleio)
- Social Bookmarking/Tagging (zoals Delicious, GoogleReader)
- Events (zoals Meetup.com, Eventful)
- Social News (zoals Digg)
- Photo Sharing (zoals Flickr)
- Video Sharing (zoals YouTube)
- Livecasting (zoals Ustream.tv, Skype)
Andere (geef aan welke)

26. Hoe lang maakt u al gebruik van deze social media tools?
- Minder dan 1 jaar
- Tussen de 1 en 2 jaar
- Tussen de 2 en 5 jaar
- Meer dan 5 jaar

27. Hoe schat u uw mate van ervaring en vertrouwen met social media?
- Beginnend
- Gemiddeld
- Gevorderd

28. Wie heeft er toestemming om gebruik te maken van de social media tools in uw organisatie?
- Alle werknemers
- Niemand
- Geen beleid
- Alleen de managers
- Anders (geef hier aan wie)
29. Hieronder volgen een aantal stellingen over het persoonlijke gebruik van social media tools. Kunt u aangeven in hoeverre u het eens bent met deze stellingen? Hierbij wordt gedoeld op actief gebruik; bijvoorbeeld het aanpassen van een wiki, of het plaatsen van en reageren op berichten.

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<tr>
<td>Ik gebruik social media om beslissingen te maken</td>
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</tbody>
</table>

30. Ik bekijk mijn werk gerelateerde social media
- Om het uur
- Dagelijks
- Wekelijks
- Niet

31. Hieronder volgen een aantal stellingen over de mogelijkheden van social media. Geef aan in hoeverre u het eens bent met deze stellingen?

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee eens</th>
<th>Mee eens</th>
<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
</tr>
</thead>
<tbody>
<tr>
<td>De social media tools maken samenwerking mogelijk</td>
<td></td>
<td></td>
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<tr>
<td>De social media tools maken het creëren van content mogelijk</td>
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<tr>
<td>De social media tools maken het delen van content mogelijk</td>
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<tr>
<td>De social media tools maken interactive mogelijk</td>
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<tr>
<td>De social media tools maken informatie bereikbaar</td>
<td></td>
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<tr>
<td>De social media tools maken het mogelijk om te netwerken</td>
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<tr>
<td>De social media tools maken besluitvorming mogelijk</td>
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</tr>
</tbody>
</table>

89
32. Hieronder volgen een aantal stellingen over het gebruiksgemak van social media tools. Kunt u aangeven in hoeverre u het eens bent met deze stellingen?

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee oneens</th>
<th>Mee oneens</th>
<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Het is makkelijk om social media tools aan te leren</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>De social media tools geven informatie op een begrijpelijke manier</td>
<td></td>
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<tr>
<td>De social media tools zijn beschikbaar wanneer ik ze nodig heb</td>
<td></td>
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<tr>
<td>Er is genoeg informatie op de social media tools om te zorgen dat ik mijn taken kan uitvoeren.</td>
<td></td>
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<tr>
<td>Wanneer ik het nodig heb kan ik informatie snel en makkelijk verkrijgen van de social media tools</td>
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<tr>
<td>Sociale media zijn geschikt om kennis te delen</td>
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<tr>
<td>Sociale media zijn geschikt voor interactie met klanten</td>
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<tr>
<td>De informatie van de social media tools is accuraat</td>
<td></td>
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<tr>
<td>De informatie van de social media tools is betrouwbaar</td>
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<tr>
<td>De informatie van de social media tools is gedetailleerd</td>
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</tbody>
</table>

33. Hieronder volgen een aantal stellingen over de effectiviteit van uw social media gebruik. Kunt u aangeven in hoeverre u het eens bent met deze stellingen?

<table>
<thead>
<tr>
<th>Stelling</th>
<th>Zeer mee oneens</th>
<th>Mee oneens</th>
<th>Neutraal</th>
<th>Mee eens</th>
<th>Zeer mee eens</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social media helpt me beter georganiseerd te zijn</td>
<td></td>
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<tr>
<td>Social media heeft me effectiever gemaakt</td>
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<tr>
<td>Social media vermindert de benodigde tijd voor routine processen</td>
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<tr>
<td>Social media verhoogt de kwaliteit van wat ik aflever</td>
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</tr>
<tr>
<td>Social media verhoogt het gevoel dat ik iets bereik</td>
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<td></td>
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</tr>
<tr>
<td>Social media verhoogt mijn kansen op een promotie</td>
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</tr>
<tr>
<td>Social media helpt me om betere besluiten te maken</td>
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</tr>
</tbody>
</table>
**Deel IV. Persoonlijke vragen**

34. Wat is uw geslacht?
- Man
- Vrouw

35. Wat is uw leeftijd?
- <25
- 25-34
- 35-45
- 46-55
- 56-65
- >66

36. Wat is uw hoogste genoten opleiding?
- VMBO
- HAVO/VWO/Gymnasium
- MBO
- HBO of Bachelor
- Master of postdoctoral

**Deel V. Afsluiting**

37. Hartelijk dank voor het invullen van deze enquête! Laat hier onder uw e-mail adres achter als u in aanmerking wilt komen voor een van de drie dinercheques of als u de resultaten wilt ontvangen.

38. Wilt u in aanmerking komen voor een van de dinercheques?
- Ja
- Nee

39. Wilt u de resultaten van het onderzoek ontvangen (begin juli)?
- Ja
- Nee

40. Heeft u nog vragen/opmerkingen of suggesties naar aanleiding van dit onderzoek?