Antecedents and Consequences of Corporate Weblog Usage in the Intranet: 
A Process Perspective

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Abstract

Widely discussed in the mass media, Web 2.0, or social software, has also drawn the attention of researchers, developing into a whole new research area. With Web 2.0’s further development, corporations aim to adopt its technologies and transfer its benefits, such as enhanced collaboration and knowledge sharing, to their organizations. Whether any of these benefits also apply in an organizational context and whether there are further, still uncovered, benefits remains unclear. Furthermore, research in this area is still in its early stages, thus hampering progress towards qualitative and quantitative models that could provide answers. In order to encourage further progress in this area, we reviewed the existing research on corporate blogging and identified 24 articles that investigate the topic. Using the framework by Ives et al. [18], we categorized the articles for further analysis. By means of process theory, we build a conceptual model and identify the antecedents and consequences of internal corporate weblog usage. Our findings suggest that usage is driven by organizational culture, as well as by attitudes towards blogging. In addition, the benefits of weblog usage are centered on community benefits.

1. Introduction

The Web 2.0 movement made its first public appearance at the O’Reilly Media Web 2.0 Conference in 2004. Since then, Web 2.0 has been widely discussed in the mass media. Academia has also picked up on the Web 2.0 topic, starting with the ACM’s Communications (Vol. 47:12) special issue on the “Blogosphere.”

In addition, Web 2.0 tools have also started to gain popularity within the corporate world. A 2008 study by Gartner indicates that this year half of all US companies will use wikis [26]. Other companies choose to implement weblogs or social network applications [5]. The motive for using such software in the corporate environment is usually to improve communication with customers and business partners, and to encourage collaboration within the company [1].

Although the corporate Web 2.0 research community has recently progressed, the research area is not yet well structured. Most studies have an exploratory character, investigating the understanding of Web 2.0 tools’ internal use. Some studies focus on organizational characteristics, others on user characteristics related to weblogs, while still others investigate the content of weblogs. In order to promote further understanding, it is therefore necessary to assess the factors influencing weblog usage as well as benefits resulting from its use. The antecedents and consequences of system usage have been an issue in research for several decades [4], [18], [40]. We therefore align our study with this research stream and explore weblog usage by engaging in a literature review.

Literature reviews can be applied to a mature topic as well as to one with a much smaller body of literature. In the latter case, the goal of a literature review is initial theorizing [37], [49]. Our aim was therefore to gather literature that discusses the antecedents and consequences of corporate weblog usage. We ultimately propose a conceptual model summarizing our findings.

The next section describes the background of weblogs in corporate environments and of system usage in general. Subsequently, we briefly present the foundations required to build our conceptual model. This includes the conceptual framework to which we refer, our perspective on literature reviews, and the basics of process theory. Thereafter, we describe the chosen research method and the pursued research process. In the next sections, we present and discuss the results of our study. The conclusion summarizes the results and outlines the implications, limitations, and contribution of this research.
2. Foundations

2.1. Corporate weblogs

Weblogs are websites in which an author, or a group of authors, publishes articles sporadically, or at regular intervals. Weblogs on the Internet are often created by individuals or small groups.

To date, research on weblogs has focused on the motivations for blogging [27], the genres, and types such as use within public relations and politics [20],[38], as well as technical aspects [10].

The number of corporate weblogs is increasing steadily [10]. Corporate weblogs’ application areas are very diverse. Some corporate weblogs are only for internal use, but companies also apply this technology to market communications and public relation tasks [5].

2.2. System usage

System usage has received wide attention in the information systems (IS) research community. Researchers have focused on a variance-based as well as on a process perspective. Variance research has to date examined different aspects of IS usage, such as success [8] and IS acceptance [6], [35], [46], [45]. However, these issues have also been examined from a process-based perspective [29], [33]. Figure 1 depicts system usage as illustrated by Trice and Treacy [40].

![Figure 1: System Usage](image)

Another relevant aspect in this realm, which Burton-Jones and Gallivan address, refers to the multi-level nature of system usage [3]. According to Kozlowski and Klein, a multi-level perspective “entails more than one level of conceptualization and analysis” [21]. Both these authors call for more multi-level IS research, a request which we try to answer by adopting a user as well as an organizational perspective.

3. Conceptual grounding

3.1. A model for computer-based research in management information systems

We frame our literature review within the research model by Ives et al. [18]. This model is based on a literature review of preceding frameworks and consists of three IS environments (user, IS development, and IS operations), three IS processes (use, operation, and development), and the information system itself. All the IS-related environments and processes, as well as the information system can be situated in an organizational and an external environment, as visualized in figure 2 (see next page).

The external environment consists of characteristics or constraints, such as legal, political, or economic factors, that do not originate from an organizational background. Furthermore, the organizational environment is represented by goals, tasks, hierarchies, company size, culture, and related aspects. The user environment is related to the primary users and their tasks, their organization, and various user characteristics. Further, development techniques, design personnel characteristics, and the organization and management of IS development are included in the IS development environment. Finally, the IS operations environment contains all the resources necessary for IS operations. These are mainly hardware and software, but also operations personnel, documents, and the management or organization of IS operations.

The process variables represent the processes. The use process reflects the interaction between the environmental characteristics and the use of an information system. It expresses the “goodness” of an information system, and can be measured in various ways, such as cost, time, user satisfaction, and implementation success. The operation’s process represents the actual functioning of the operation resource. The operation or performance is usually measured by the costs and time expended, or by the staff’s satisfaction. Finally, the development process refers to the outcome of the resources invested in the development of the information system. The measures of such an outcome are the time and cost expenditure, participation in, support of, and impact on organizational environment, etc. The information system constitutes the last element of the framework, which is represented by a circle in figure 2.
Ives et al. proposed this model to categorize research into five different types. Type I research examines a single variable group. Type II research studies the influence of one or more of the environment characteristics on the process variables. Type III research investigates the relationship between information subsystem (ISS) characteristics and process variables. Furthermore, type IV research examines the relationship between ISS characteristics and environmental characteristics or constraints. Eventually, type V research analyzes the relationships between one or more of three category variables. In our review, we focus on the user environment, the organizational environment, and the use process (Type I and II). On the one hand, this focus is based on the lack of studies investigating the relationship between ISS characteristics and the use process. On the other hand, we believe that Web 2.0 is mainly driven by organizational and personal characteristics instead of technical aspects.

3.2. A narrative perspective in literature reviews

A classic, systematic review is difficult when undertaking a literature review in an emerging field. This is due to systematic reviews’ additive structure, which is hard to achieve with a small body of literature [15]. Furthermore, most of the studies examine different aspects by using different sets of research methods, different research questions, and different levels of analysis. This issue can be addressed by adopting a narrative perspective, which is not concerned with aggregating vast amounts of studies investigating the same problem [9]. Instead, it aggregates studies that describe a certain problem from various perspectives, each of which contribute a piece to the puzzle that is the emerging theory [9], [15]. Accordingly, every article in our literature review contributes a unique piece to the puzzle we are trying to solve.

3.3. Variance and process theory

Process theory is best explained by comparing it to its counterpart, variance theory [25]. The difference between the variance and process theories lies in their definitions of an occurrence’s cause. While variance theory states that a cause is necessary and sufficient when stated in a model, process theory comprises sequentially required conditions. Consequently, the presence of a cause does not necessarily lead to the anticipated outcome, as chance and random events are taken into account [23]. Another difference lies in the two meta-theories’ assumptions concerning antecedents and consequences. While variance theory assumes that there is an invariant relationship between antecedents and consequences, process theory presumes that the consequences only occur if certain conditions are present. However, the consequences may still not occur. Finally, process theory does not refer to consequences as variables. Instead, they are phenomena representing changes in states [23]. In summary, variance theory explains relationships in terms of dependent and independent variables connected by a causal relationship (more X results in more Y). Process theory concentrates on sequences and its adjunct events that lead to a distinctive outcome (do X, then Y to achieve Z) [23]. Process theory therefore mainly tries to answer the question why variables are related, but not the way they are related to one another [30].
3.4. Building process theory with narrative

Pentland introduced different levels of structure in narrative [30]. He postulates that a narrative is structured into five levels of “deepness.” Firstly, there is the raw text, which refers to the “particular telling of a story by a specific narrator” [30]. Secondly, from this text, a story is created, representing the fabula from a specific point of view (a fabula describes a different set of events and their relationships, for example, how a person was hired: what happened, who did what). Thirdly, a generalized fabula is built from the story, namely a set of events and their relationships. Fourthly, the underlying mechanisms that allow and sanction the fabula can be identified [30], [43].

Process theory can be created from various sources of narrative [30]. One may also refer to already published sources and treat them as one’s own narrative [24], which is also our approach in this paper. This also fits the narrative perspective that we have of literature reviews. Every article has its own narrative and stands on its own at first. By undertaking a cross-case analysis [12], we try to grasp the mechanism underlying all the narratives under investigation. These narratives may contain all five levels of deepness as described before.

Hence, we analyzed all the articles within the Ives et al. model by investigating type I as well as type II studies. Within Type I studies, we only considered the user and the organizational environment. This helped us understand the antecedents and consequences of the internal weblog usage process.

4. Methodology

4.1. Literature selection process

To allow a good overview of the relevant literature, we took Web 2.0 literature’s emergent status into account. Consequently, we undertook various steps to ensure that the review had a very broad character. Initially, we defined the literature’s scope by first limiting the search to a number of leading IS journals. These were defined by means of the Association of Information Systems (AIS) journal’s meta ranking, which is a conglomeration of several journal rankings. Secondly, we included five important and influential IS conference proceedings (ICIS, HICSS, ECIS, AMCIS, CSCW) in the review. In order to include literature from beyond the IS community, we also followed a cross-discipline approach. We consequently examined several research databases, which included journals and conference proceedings that fall outside important rankings.

Herring et al. maintain that weblogs first appeared in 1997; we therefore set the time range from 1997 to 2009 [16]. In addition, we used the following eleven keywords embracing the term Web 2.0 in a keyword search: weblog, wiki, social network, folksonomy, social software, social computing, tag, collective intelligence, Web 2.0, and Enterprise 2.0. Finally, we conducted a peer review as a quality limitation, which guaranteed that the literature to be reviewed would be of a certain quality. Based on the first set of articles identified through the above-mentioned criteria, we started a second review round. Each of the articles’ references were checked by means of Web of Science (the Web of Science allows the citation of an article to be tracked) as well as Google Scholar. This allowed us to go back in time by using the references, and to go forward by means of the Web of Science and Google Scholar. This process allowed us to also include articles not contained in the initial set of conferences and journals. This was an important step, as the majority of articles that are relevant for this emerging body of literature are published in rather specialized conferences proceedings or journals.

4.2. Framework of analysis

Our overall analysis framework is based on four different focal points. We used a bottom–up approach to code the theoretical foundations as well as the unit of analysis. The methodological analysis was based on Wilde and Hess’s analysis of research methods in the IS community [50]. The analysis of the hierarchy of evidence was based on the selected journals or conferences’ review practices. Ives et al.’s framework for IS research [18] was used as the underlying structure.

4.3. Coding procedure

We coded the articles identified in our literature review according to Ives et al.’s framework. The problem regarding articles that could not unanimously be attributed to a category within the framework was solved by discussing the particular discrepancy and obtaining consensus. Furthermore, the remaining articles were coded according to the criteria for the antecedents and consequences of internal weblog usage. Disagreement was once again solved through a discussion of the differences.

For the narrative analysis, we coded stories’ basic elements by identifying the actors, their actions, their goals, and the final outcome of their actions. Further,
we differentiated between actual events and hypothesized, generalized, or fictional events. For a more detailed outline of such an analysis, see Ramiller and Pentland [31]. Finally, we also coded for possible constructs by conducting an iterative tabulation of each construct identified in the articles [12].

5. Results

In our review, we found 295 articles dealing with Web 2.0 issues; of these only 24 articles studied weblogs in corporate intranets (see figure 3). Our aim was to include type I studies investigating the organizational and user environment, as well as type II studies examining the use process from an organizational and user perspective. Eleven articles fulfilled this requirement (see figure 4).

5.1. Antecedents of internal weblog usage

In order to provide a more structured overview of the findings in the antecedents section, we classified them into three different categories. Social factors describe the antecedents of use, which characterize issues related to an individual’s social surroundings. Individual factors relate to factors directly linked to the individual himself. Finally, organizational factors denote criteria associated with a higher or more abstract organizational element than the individual.

Social factors

In respect of social factors, some studies suggest that weblog usage is fostered by the peer group in which the individual is engaged. For example, Jackson et al. [19] indicate that highly active users engaged more in active commenting than in blogging. This suggests that “active involvement with others on the system” relates to the use of weblogs [19]. Another study states that individuals are more likely to use a weblog if they know that their peers will read and contribute to something they wrote [28]. In addition, Wattal et al. found a similar indication in their study on employees’ weblog adoption [48]. According to them, individuals’ weblog usage is higher if most of the other employees working in the same branch also use weblogs. The same point is also made in a study by Efimova and Grudin [11]. In interviews, employees stated that they had started weblogs due to prominent bloggers’ influence, examples set by bloggers, and even pressure from other bloggers.

P1: Users will refer to a peer group when forming their opinions on internal weblog usage as well as when deciding whether they should start or read a weblog.

Individual factors

Individual factors appear to be most important when deciding whether to start a weblog. One of the main factors is the perceived weblog benefits. For example, some individuals perceived the time spent blogging as an investment in a future benefit rather than allocating it as a cost factor [19]. Others noted that they had visions and ideas of how a weblog could influence their working life and acted upon these [11]. Non-users stated that they did not feel that a weblog was a productive tool with which to provide added value within their workplace [53].

An issue we found to be closely related to the perceived benefit of weblog usage refers to the time and effort it takes to maintain a weblog. People state that they do not have a sufficient time to pursue blogging [19]. However, users also argue that, although it takes time, blogging can also play a role in their work-related activities, but only if there is a good rationale for this [11]. Users who see a benefit in blogging perceive the time and effort required as rather less restricting.

The perception of blogging and its benefits for work is also influenced by an employee’s knowledge of this form of communication. Kosonen et al. argue that potential users may actually need weblogs in their working environment, but are completely unaware of this [22]. They simply lack knowledge of
a weblog’s possible uses and benefits. Consequently, marketing and education have a significant impact on the perception of internal weblogs. This issue has also been raised by Stocker and Tochtermann, who found that if weblogs were not promoted, readers were simply unaware of them and tended to overlook them although they could be of interest [34]. Another study mentions that some employees, who did read weblogs, did not realize that they were accessing a weblog. Consequently, the full potential of such a weblog could not be exploited [53]. Finally, Jackson et al. report that some users complain about not knowing how to get started or doubted that weblogs were relevant to their business [19]. Accordingly, training on these topics might alter their perception of blogging.

Besides marketing and education, experience with Web 2.0 applications also played a role in the use of corporate weblogs. In this respect, however, opinions are mixed. Ip and Wagner state that employees who are used to weblogs already have enough knowledge to transfer the use of weblogs to corporations [17]. Contrary to Ip and Wagner, Yardi et al.’s observations tell a somewhat different story [53]. They too noticed that younger employees tend to have more experiences with weblogs, but, rather than frequently using weblogs internally, these employees avoided usage due to the constraints put in place by the corporation. It seems that the perceived benefits they had gained through their experiences outside the corporation lowered their perception of weblogs’ benefits behind a firewall. According to another study, the shift from using social media in a private environment to employing it in the workplace does not seem to be as natural as one may think. Without the institutionalization of a Web 2.0 application, its status seems to be rather contentious [22].

Another observation that is important for the perception of weblogs is the existence of relevant content and readers. Employees complain about the lack of work-related weblog content that is important for their work assignments [34]. Others criticize weblogs for not finding interesting topics, or for their lack of readership [19]. Not surprisingly, readership plays a major role in bloggers’ lives. Some are thrilled about the feedback they receive, while others complain about having none [53]. The problem with weblogs – as with all content-driven media – is their initial lack of content. A possible solution lies in what Jackson et al. call a critical mass [19]. At some point, the number of employees commenting on weblog posts will be large enough to serve the needs of a large community.

P3: Employees assess the value of internal weblogs through their perceived benefit, which is influenced by the peer group, state of knowledge, experience, and critical mass.

A rather behavioral aspect of weblog usage is control and trust. Some are scared of giving away information, as they might lose control of it [19]. Some even fear losing their unique position by publishing information that might make their very existence in the organization obsolete [22]. Others complain that the original purpose of blogging – being controversial and personal – is not a valid option in a corporation. They claim that “corporate blogging does not feel natural” [19]. It is therefore difficult for employees to assess which information has a place in a corporate weblog and which is improper or even risky [11]. Consequently, starting a weblog and putting oneself “out there” requires courage [22]. This courage unavoidably leads to a loss of control. Users apparently sense that there are some risks associated with starting a weblog, which could lead to loss of information or even false information, which influences business decisions [32].

P4: Users’ decision to use weblogs in their corporation will depend on control and trust issues raised by the given organizational context.

Organizational factors

As pointed out earlier, organizational factors represent the third group of factors that seem to have a major impact on weblog usage.

The use by and support of the top management as an important factor for IS use have often been mentioned within the IS literature [36]. Consequently, it is no surprise that these factors played a major role in the articles that we reviewed. Wattal et al. suggest that weblog users tend to use weblogs more often if their manager does so [48]. This also holds true if the management provides general top-down support [52]. Managers allow a weblog to be initiated and are therefore also an important barrier to its use if they do not do so. Since managers’ attitudes vary from fear to enthusiasm, they assume the role of gatekeepers in their specific area of responsibility. When a weblog has been initiated, managers discuss its areas of application, but also help solve related problems. They could, however, also be completely unaware of the phenomenon and therefore develop a dismissive attitude [11]. However, a study by Yardi et al. suggests that the situation in the company they investigated was slightly different [53]. While blogging was popular within the corporation they analyzed, employees expressing dissatisfaction with blogging mostly related this to a lack of management support. Finally, these findings suggest that management support plays a mediating role. This
support can either foster or hinder employees’ adoption of weblogs.

P4: Management support, use, and attitude have an influence on weblog usage in corporations in that they can either foster or hinder use.

Organizational culture is defined as an organization’s attitudes, experiences, beliefs, and values [42]. When reading through the different elements found to have an influence on internal blogging, it is noticeable that each study reveals a slight variance in the common findings. These variances might refer to the studies’ different cultural settings. The previously mentioned examples are a case in point. For example, management use of weblogs plays a different role within the various studies. While all the studies acknowledged the importance of management support, the management’s importance and role are of a different nature. While some corporations might give their employees the freedom to experiment with weblogs, which seems to be the case in Yardi et al.’s study [53], others might be very restrictive [11].

However, even if the management is not restrictive, their employees might still revert to older values and experiences, as indicated in Yardi et al’s study [53]. In these authors’ study, bloggers point out that, while employees respond strongly to their weblog posts, they do not use the intended channel: comments. Instead, they revert to channels such as email or face-to-face communication. Consequently, organizations deal with weblogs in a totally heterogeneous manner and in keeping with their specific behaviors, values, experiences, and beliefs. Another example is that of a blogger who was reprimanded for putting a certain piece of information on his weblog, although he believed that sharing this information through other communication channels would not have been an issue [22].

Finally, every corporation will have to deal with weblogs’ informal and open character in its own way in order to achieve a successful adoption [22]. The corporate culture must, however, somewhat fit the openness that constitutes the crux of blogging [17].

P5: If the organizational culture fits the openness and informality of weblogs, they could be used to a greater extent.

5.2. Consequences of internal weblog usage

We found that the consequences of blogging comprise three different levels of aggregation. Individual benefit is at the lowest level, community benefit at the middle level, followed by organizational benefit, which represents the highest level of aggregation.

Individual benefits

Individual benefits are clustered into four different aspects. Firstly, there are the sheer informational aspects that one might expect from blogging. These are obtaining feedback, receiving information, journaling one’s activities [19], and facilitating knowledge transfer [34]. Secondly, an often-mentioned, much more interesting aspect is the social benefits that individuals gain. For example, people are contacted outside their usual responsibilities and invited to give a talk. Thirdly, their work relationships extend from a rather departmental orientation to a more networked cross-branch connection [53]. These networking benefits also provide them with a gain in reputation and, even better, with career possibilities [19]. Finally, Jackson et al. identify other benefits that do not fit into the above-mentioned categories, such as self-expression, working efficiently, or managing upwards [19]. These suggest that weblogs seem to help with achieving strictly individual goals that suddenly become achievable through weblogs’ open nature.

P6: Individuals’ benefits from employee blogging stem from informational, social, and unique uses of weblogs.

Community benefits

Community benefit is a special form of group benefits, as a community represents a group of people connected through their interests and skills. Employees therefore also gain a community benefit. The community-related benefit originates from linking or sharing information within a certain group of people with similar interests. In the studies under investigation, employees often stated they would experience a sense of community membership by maintaining a weblog. Readers expressed this feeling as well [11], [19], [41]. For a community as a peer group of well known colleagues, employees mentioned benefits that facilitate communication. Facilitation refers to a quick, informal, free, wide communication within a context [19]. Communities seem to create a set of corporate sub-groups, which accelerates communication between their members and seems to create value for their members that is greater than its parts.

P7: Community benefit is produced when users participate and interact in specific interest or skill groups through which value greater than its parts is realized.
Organizational benefits

On a corporate level, internal weblogs offer two kinds of knowledge benefits. Firstly, the internal “Blogosphere” provides a glimpse into changes in the corporation. Jackson et al. mention an example of a pension plan change [19]. As this plan affected quite a large percentage of the employees, it was widely discussed in the weblogs, therefore providing people engaging in the conversation with a wider perspective. Most importantly, however, it made the transition for the company a whole a lot easier. Stocker and Tochtermann observed and describe a similar phenomenon [34]. In addition, Kosonen et al. go one step further by stating that weblogs do not only facilitate changes in corporate strategy, but are also employed to fulfill strategic goals [22]. The communication is, however, not unidirectional. Internal weblogs also allow employees’ actual topics to be recognized. To a degree, weblogs help employees gain access to important topics or keep track of what is on people’s minds.

Figure 5 illustrates the described propositions with organizational culture as the moderator.

6. Discussion

The findings in our review suggest that employee blogging in corporations is a social and an organizational phenomenon. Individual perceptions, peers, and cultures have a crucial influence on weblog usage, while the organization and its culture provide a framework.

This implies a structurationist perspective as proposed by Giddens [13] and Walsham [47]. Structuration suggests that people using technology draw back on the properties of the technological artifact. Likewise, they fall back upon on their skills, power, knowledge, assumptions, and expectations. These are shaped by their experiences with other technologies in the social environments in which they sojourn as well as in the institutions in which they live and work. Consequently, the use of technology is structured by the norms, technology, and interpretive schemes in their institution [29]. Hence, weblog usage seems to be heavily influenced by the institutional technology, norms, and interpretive schemes in which they are used.

Within the system usage literature, our findings are supported by the body of adoption and acceptance research. For example, the Unified Theory of Acceptance and Technology (UTAUT), which represents an aggregation of acceptance and adoption theories, states that social influence is a major factor with regard to technology acceptance. Additionally, UTAUT’s performance expectancy refers to “the degree to which an individual believes that using the system will” help increase his or her job performance [46]. Although perceived benefit covers more than just job performance in our case, this construct as well as other personal benefit dimensions, such as perceived enjoyment [44], may be used in a study.

We studied the antecedents and consequences of weblog usage from a multilevel perspective. From a variance perspective, such an endeavor is far more difficult and has been a major issue for researchers other than IS ones [3], [7], [8], [21], [51]. For example, to take the behavioral (P1), organizational (P5), informational (P2) aspects, as well as the success dimensions into account, researchers could base their model on Wixom and Todd’s integration of user satisfaction and technology acceptance [51]. However, as DeLone and McLean note, “attitudes, and their links with behavior, are notoriously difficult to measure” [7]. In our model, weblog usage is heavily influenced by attitudes, therefore posing the same prob-
lems as stipulated by DeLone and McLean. Consequently, a holistic model – such as the one we propose – has to overcome some barriers to IS theory.

One major finding within our framework is the impact of individual benefits on community benefits and vice versa. These collective benefits are often introduced in existing frameworks [7], [8], but the interaction between the individual and collective success categories is rarely investigated [2]. Theories investigating weblog success in enterprises therefore have to incorporate these dimensions in the future.

Finally, our findings also offer some managerial implications. Managers seeking to understand the benefits to be gained from employee blogging have to be aware that weblogs are an open communication tool. It prospers in organizations that tolerate its free use and provide an open culture.

7. Conclusion

Our review found that the employee weblog literature is a very small body. Most of the studies are of an exploratory character, which meant that we had to engage in a narrative review. By using process theory, we synthesized the literature and proposed a process model for weblog usage.

The research is limited in that the proposed model is merely based on an extensive literature review and on our experiences, therefore perhaps lacking thoroughness, as Tranfield et al. point out [39].

Further, while system usage, its antecedents, and its consequences could be criticized for originating from a variance-based perspective of theory, Soh and Markus demonstrate that it can rightly serve as a basis for a process synthesis [33].

We believe that our model can serve as a starting point for future theorizing. As Gregor points out, process theory can be employed to study “context, content, and settings in which information systems are introduced and isolate some of the more important conditions and events that lead to various outcomes” [14]. A variance theoretical approach could be taken to test the degree of relationships between the events. Consequently, our contribution lies in providing an initial model for employee weblog usage, which synthesizes the findings to date and smooths the path for a more thorough understanding of employee weblog usage.

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