

Leveraging Social Media for Work Value: Social and Work Affordances

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Abstract

The reasons that people using social media is going beyond personal socializing. Many individuals leverage the social and work affordances of social media to enhance work performance and complete tasks. This study proposed a framework of social media enabled work value based on social psychological theories including social affordance and social presence. We explore how different affordances (social, work, and negative affordances) of social media affect the social value (social presence) and work value perceived by the users. The effects of social affordance, work affordance, and negative affordance were examined. The proposed model was empirically evaluated on a sample of 194 social media users. The results provide support to the themes (1) both social and work values are increased by social and work affordance; (2) negative affordance, however, would not affect the work value; (3) increasing social presence could not enhance the work value. Several suggestions are provided.

Keywords: Social Affordance, Work Affordance, Social Media, Social Presence

Introduction

Because of the large user base, powerful interaction design features, ease of use, and freemium policy of today's social media, people's lives, thoughts, and working rules have been profoundly changed anything else by social media. The emergence of social media such as Facebook, WeChat, Twitter, and Line provide new opportunities for designing and implementing innovative technology facilitated personal and working socializing. The advanced social media have given rise to a number of interactive services including one-to-one or group text/voice messages, voice/video calls, live video, location information sharing, entertaining functionality (face filters and effects), latest news, and document transformation and keeping. It is observed people not only adopt social media for managing personal social networking but also adopt them for coordinating tasks, managing work relationships, and building personal brands. A famous example is the current president of the United States, Donald Trump, relied on Twitter significantly to make comments and communicate to the world.

In recent years, social media vendors have increasingly paid attention to provide real-time interactions such as video streaming services, live broadcast capabilities for increasing social presence of interactions. These social features may perceived variously by different individuals leading to various consequent actions in social media. While people can leverage social and work values from the strong affordances provided by social media, it is found social media use might lead to the mental unhealthy consequences (Fox and Moreland 2015). Virtual social networking has been linked to a surprising number of undesirable negative social experience: antisocial, depression, low self-esteem, social comparison, negative self-evaluations, and bitter jealousy. These negative affordance of social media perceived by individuals will limit their further use and value realizing. Consequently, this study aims to explore how different affordances (social, work, and negative affordances) of social media affect the social value (social presence) and work value perceived by the users. Base on social affordance and

social presence theory, a framework of social media enabled work value will be proposed and various affordances and their impacts will be examined.

Literature Review

Affordance Theory

The concept of affordance was used by Gibson in 1979 to explain how animals perceive their environments (Gibson 1979; Gibson 2014). Accordingly to Gibson (2014), an animal do not interact with an object prior to or without perceiving what the object is good for. What animals perceived is not what an object is but rather what kinds of uses the object affords. To Gibson, animal interactions with the environment is a result of the coupling between what is being perceived and the consequent actions on that perception. The perceptions toward an object's utility are named as an 'affordance.' An object's affordances combine the properties of its substance and its surfaces with reference to the actors (Kreijns 2004). Taking an example, the affordance offered by a terrain that is solid, rigid, and flat, is walking by an animal when an animal has legs for walking (Kreijns 2004). As Gibson (2014) suggests, the physical (or material) properties of an artifact are infused with meaning "relative to the posture and behavior of the animal being considered" (p. 127-128). Affordances can be viewed as animal-relative properties of the environment and they correspond to the action possibilities offered to an animal by the environment with reference to an agent's action capabilities (Osiurak et al. 2017). 40 years later, Osiurak et al. (2017) try to offer a clear operationalization of 'affordances' by concluding that "an affordance is an animal-relative, biomechanical property specifying an action possibility within a body/hand-centered frame of reference. Affordances correspond to a description of this possibility at a physical, but not at a neurocognitive level. At the neurocognitive level, the issue is to understand how an animal can perceive affordances (i.e., affordance perception)." (p. 410). Hence, affordances are holistic in that perceiving objects means perceiving their affordances and not their geometrical or physical properties (Kreijns 2004).

Because affordances are animal-relative, an affordance will be perceived if an animal is sensitive to the information in the optic array based on the animal's purposes and status (Kreijns 2004). Therefore, researchers cannot study an agent's behavior without considering the context the agent embedded (Leonardi 2011). The properties of the environment that have the ability to afford a function, to be particularly important as an explaining mechanism for human behavior and this is the principle of perception-action coupling (Gibson 2014; Kreijns 2004). Properties of objects are seen as necessary but not sufficient conditions for changes in action, given that action is goal-oriented and it is not appropriate to describe objects without people's perceptions (Leonardi 2011). Precisely speaking, affordances are the relationship between an object's physical properties and an agent's characteristics that enable particular interactions between an agent and an object (Gibson 2014).

Social Affordance of Social Media

By leveraging interactive technologies, people have a new experience differ from the offline world in developing sociability in diverse aspects—information browsing, idea sharing, relationship maintaining, work coordination, and peer shopping. Virtual sociability is a user's perceived level of interaction and association with others in a medium and it associates individuals with favored social groups (Chen and Fu 2018). Sociability embedded in social media is tied to its specific set of social affordances (Fox and Moreland 2015).

Researchers use the term "social affordances" to highlight the technological properties that affect people's social interactions. Gaver (1996) initiated a phrase 'affordances for interaction' to indicate the affordance of interaction stimulation among people. Researchers then use the term 'social affordances' to describe the link between technology properties and social environments that produce different opportunities for interactions (Bradner, Kellogg, and Erickson 1999; Kreijns and Kirschner 2001). Social affordances in online context are referred as the properties of digital environments which function as social contextual facilitators relevant for people's socializing (Kreijns 2004). When social affordances are perceptible, they invite individuals to act in accordance with the perceived affordances,

i.e. to enter into a communication episode and start a task or non-task related interaction or communication (Kreijns and Kirschner 2001). In order to clarify the concept of social affordances, Kreijns (2004) had given a canonical example of social affordance devices. “A typical example of a social affordance device in real-life settings is the coffee machine around which people may gather and have informal conversations about anything from task related problems to last night’s football game or information about oneself (self-disclosure). Thus, these conversations contain fragments of both task-oriented and socio-emotional content. Here, we see social dynamics in action.” (p.6)

People today spend hours on the social media. Social media such as Facebook and Twitter has always primarily centered on connecting people and keeping in touch with friends and family (Gordhamer, 2009). People are using social media to stay connected with personal relationships, articulate their offline social networks online, discuss issues with others, share opinions, ask and answer questions etc. Social media is found to be increasingly used for seeking and maintaining both old and potentially new friendships (Gordhamer 2009). Previous studies also evidence that social interaction in virtual world provides psychological needs, safety, love, belonging, esteem, and self-actualization, evoking individuals’ resultant emotions (Shaw 2009).

The behavior pattern of using different social media to interact with others is also evolving. People have used social media for over 10 years, and they adapt their behavior based on past experience and further affect the development of social media. For example, young people began to switch to Instagram from Facebook, because many parents prefer using Facebook. This means different social media creates different social affordance for elders and young people. Moreover, for many people, social media is not only a media for social connection, but also become the sources of news and information of their friends, family, and even the society.

The extent to which each user uses social media to establish and maintain their social relationships is not the same. Some media users merely use social media to browsing information of others and do not post any content. They are called ‘Lurkers,’ read-only participants, non-public participants, or legitimate peripheral participants (Tan 2011). In the online environment, a lurker typically observes, but does not participates. Lurkers make up a large proportion of social media users in the online communities (Dennen 2008). To the opposite, some persons can turn into the influencers within their social networks through social media. Some people enlist the support of a public cause. They are now being recognized and known as “social influencers” (Hinton and Hjorth 2013). As a result, these various may have various social perceptions toward social media.

Work Affordance of Social Media

Social networks, when amplified by information and communication networks, enable broader, faster, and lower cost coordination of activities. Most social media have progressively provided people with more useful functions such as file transfer and multi-communicating (Han, Min, and Lee 2016). As a result, the social media have tapped into the true business functionality of applications especially in marketing, sales, customer relationship management, and even learning methods for enhancing workplace productivity and efficiency.

The way of doing work has moved increasingly online affecting who we collaborate tasks with and how we arrangement works. For small business and individual workers especially, social media has proved valuable work and social features. Many previous studies had identified different affordances of social media regarding their research purpose and focused context. Wellman et al. (2003) had concluded several social affordances of Internet: broader bandwidth, always connected, personalization, wireless portability, globalized connectivity. Treem and Leonardi (2013) also exhibited how social media features creates specific affordances in organizational collaborative works. They finally indicated four distinct affordances enabled by social media: visibility, persistence, editability, and association (Treem and Leonardi 2013). Examining the role of social media enactment in knowledge sharing processes, four affordances of social media had been identified in Majchrzak et al. (2013) work. The four affordances affect the way that employees engage in online communal workplace conversations: metavoicing, triggered attending, network-informed associating, and generative role-taking (Majchrzak et al. 2013a). Fox and Moreland (2015) summarize five affordances of Facebook—connectivity,

visibility, accessibility, persistence, and social feedback. Collaborative features such as video streaming and instant messaging provided by social media producing powerful work affordance, allowing workers to communicate collaboratively with their coworkers or customers, quickly receiving feedback, sharing their value systems of work.

Social Presence

The theory of social presence was originally developed to explain the effect of communications media on communication (Short, Williams, and Christie 1976). Social presence is “the degree of salience of the other person in the interaction and the consequent salience of the interpersonal relationships.” (Short et al. 1976, p. 65). Communication media differ in their degree of social presence and that these differences play an important role in how people interact (Lowenthal 2009). Social presence is the acoustic, visual, and physical contact that can be achieved, they allow to emerge between two communication partners. Short et al. (1976) believe that a medium with a high degree of social presence is seen as being sociable, warm, and personal, whereas a medium with a low degree of social presence is seen as less personal. Later, Gunawardena (1995) refined the definition of social presence as, “the degree to which a person is perceived as a ‘real person’ in mediated communication.” (p. 151). Biocca, Harms, and Burgoon (2003) also provided an all-encompassing definition of social presence as the sense of being with another whether that other is human or artificial. In light with Biocca et al. (2003) definition, individuals’ perceptions of how a given medium is socially presented is thus refers to the degree to which that medium makes its users feel the presence of other people around them, which can be captured by asking users the degree to which they consider the medium “sociable, warm, sensitive, and personal.” This feeling that an “other” is perceived as salient and present within mediated communication influences a users’ sense of connectedness (Short et al. 1976).

Two main concepts composed in social presence theory: intimacy and immediacy (Short et al. 1976). Intimacy in a communication medium is influenced by a number of factors, such as: physical distance, eye contact, smiling, and personal topics of conversation. Immediacy is paraphrased as a measure of psychological distance that a communicator puts between himself and the object of his communication (Lowenthal 2009). The extent of social presence is viewed as a continuum: the interpersonal emotional connection between communicators and the extent that someone is perceived as being ‘present’, ‘there’ or ‘real’ (Lowenthal and Dunlap 2010). In light with this, the extent of social presence can be treated as an index of social value of social media, as social presence representing the quality of communication. Some features of social media were recognized by prior social presence research that may lead to negative effects in interactions due to lacking of auditory, body-language, tone-of-voice, and other cues in virtual interactions (Burnett 2000). The negative affordance will also be examined on how it influence social presence and work value.

Hypotheses Development

While social and work functions of a medium are the same for its users, the potential capabilities and power may differ in its users’ perceptions and usage. Based on affordance theory and social presence, a research model is proposed here to understand various affordances of social media create social value and work value for people.

In the offline world, people present themselves to others through interacting in different social setting, with a different appearance, and adopting different interacting manners (SparkNotes 2017). By changing or fixing the social setting, appearance, and interacting manners, people attempt to guide the impression others make of them and to influence the social situation (SparkNotes 2017; Zhang et al. 2010). With highly accessible publishing techniques and utilizes a ‘social’ or ‘Web 2.0’ philosophy, social media is viewed as an interactive form of media for social interaction (Kaplan and Haenlein 2010). Given that social media has been penetrated into people everyday lives, people’s sociability in social media could be a key anchor of their interaction with others (Chen and Fu 2018). As Sproull and Faraj (1997) argued that “*People on the net are not only solitary information processors but also social beings. They are not only looking for information; they are also looking for affiliation, support and*

affirmation. Thinking of people on the net as social actors evokes a metaphor of a gathering. Behaviors appropriate at the gathering include chatting, discussing, arguing, and confiding” (p. 38).

Social affordance device is the most important features afford by most social media. Social affordance concerns the perceived functionality of social media for socializing. Via social media, individuals can take a more active part by utilizing various applications to create content, interacting with others, learning new knowledge, and even finishing a task. Further, some specific interacting manners are used for self-presentation in online social media. People use sociability skills to express their reaction to a post, such as expressing “Like” in Facebook or “+1” in Google plus, following others in Instagram, or writing a reply text to a friend’s posts. Functions of social media such as instant message and live streaming also improve the gathering and will further increase the perception of intimacy and immediacy of interactions in virtual world. These various interactive manners could have various effects and meanings in communications and interactions. We thus propose that powerful social affordance devices will increase the extent of social presence.

H1: Social affordance of social media increases the extent of social presence.

Many social affordance devices provided by social media aimed at increasing impromptu rather than planned encounters and increasing informal rather than formal communication both in on-task and off-task settings. This feature makes social media a good supplementary and assistant mean for communicating and sharing the value system of individuals. It was found people developing sheer socializing with their coworkers in unscheduled meeting via communication media (Haythornthwaite, Wellman, and Mantei 1995). With social media, individuals can craft an online persona that reflects his/her values systems, sharing professional knowledge, and developing social capital in work relationships. The content created, shared or reacted in social media will feed into the public narrative. With rich social affordance, people can conduct their digital identity and further create a significant personal brand identification. Building a personal brand on social media could lend individuals more job opportunity and help individuals to foster valuable career and work connections.

H2: Social affordance of social media increases work value.

The emergence of advanced social media has given rise to a number of social interaction services including one-to-one or group text/voice messages, voice/video calls, live video, location information sharing, entertaining (face filters and effects), latest news, and document transformation and keeping. The work affordance provided by social media increases the extent of social presence. As aforementioned, today’s social media have tapped into many work areas for enhancing workplace productivity and efficiency. Especially, online communities feature largely in workplace (Rafaeli, Ravid, and Soroka 2004). Like Han et al. (2016) put out that social media is not only used for the social ambiance but also for utilitarian purpose, bringing social media users both social and work values.

Within the area of human computer interaction and computer-supported cooperative work, researchers have emphasized that virtual groups need sociable environments (Bly et al. 1993). Prior research also showed that most interactions in the work environment take place during chance encounters (Bradner et al. 1999) and many chance meetings would turn into work relationships and friendships over time in collaborative working (Johansen et al. 1978). Social affordance are proposed as a solution for designing social functionality into virtual collaborative environments and they are thought can stimulate informal and casual conversations and impromptu encounters (Bradner et al. 1999). Further, social interaction in virtual collaborative environments can no more be taken for granted than it can in face-to-face settings (Kreijns and Kirschner 2001). In the virtual social environment, social affordances of social media thus a crucial mean for working purposes. The third hypothesis is proposed:

H3: Work affordance of social media increases the extent of social presence.

Social media enable broader, faster, and lower cost coordination of activities. An early study of Haythornthwaite et al. (1995) investigated that early communication media such as electronic mail, telephone, fax, and desktop videoconferencing were frequently used for work management (receiving and assign tasks) and informal socializing in organizational group working. With the changed ideology of young generations and the emerged of new work model in virtual world, the working relationship between supervisors and subordinates becomes more flat today. It is easier than ever to start and launch

a new task or business because of the powerful functionality for communication and collaboration provided by social media (Gordhamer 2009). Individuals can locate potential collaborators and employees through interest-focused Facebook groups, Twitter searches, and niche social networks. People who have time and ability but lack budget for advertising can leverage the powerful functionality of social media to increase publicity. Social media gives these people a chance to engage with others and promote their competence and business. An article in the New York Times concluded, "For many mom-and-pop shops with no ad budget, Twitter has become their sole means of marketing" (Gordhamer 2009). Social media becomes a classic goal of marketing and communications (Edosomwan et al. 2011).

In Rosen, Carrier, and Cheever (2013) study of learning and Facebook use, they indicated that this area is a technologically rich world, where multitasking is the norm and is more prominent among youth and college students. In their research they found out that students manage to do their work and also interact with the virtual environment effectively. Regarding workplace productivity, social media also changed the way people work and interact with other coworkers (Gordhamer 2009). Many individuals leverage the work affordance of social media to enhance work performance and complete task. Social media also promote open communication between employees and management. Functions such as group call and community also facilitate individuals to share ideas, knowledge, and experience as well as work in teams effectively. Many individuals use the free functions of community provided by Facebook or Line to build a work community as a work assignment and communication platform, increasing collaborative effectiveness. Some individuals in micro-enterprises also use free messaging apps as the main vehicle for customer service. We thus proposed:

H4: Work affordance of social media increases work value.

Based on social presence theory, some early research (e.g., Sproull and Kiesler 1986) have indicated that due to the lack of auditory, body-language, tone-of-voice, and other cues that are available in face-to-face interactions, people in online forums could act as though they were not in social situations, and would tend to exhibit antisocial behaviors more frequently (Burnett 2000). It is recognized that anti-social behavior occurs in virtual environment and might be more serious as it does in offline world (Burnett 2000). Fox and Moreland (2015) adopted thematic analysis and rendered five themes regarding Facebook stressors: managing inappropriate or annoying content, being tethered, lack of privacy and control, social comparison and jealousy, and relationship tension and conflict. These five factors lead to a sense of isolation when using Facebook. Online socializing in social media is no longer an intimate way.

Prior study also indicates some Facebook users experience negative emotions (Fox and Moreland 2015). Social media users may fear of missing out and want to keep up with relationships, hence, they are subconsciously forced to visit the site frequently. Affordance of social media such as visibility, persistence, and connectivity may also result in constant social comparison to other social media users, which in turn triggered jealousy, anxiety, and other negative emotions, limiting the use of social media for work purpose.

The negative effects of social media usage on learning performance are evidenced by previous studies. It is found that that time spent on Facebook decreased students' time spent on learning and was negatively related to students' overall academic performance, GPA (Junco 2012; Paul, Baker, and Cochran 2012). We expected the perceived negative affordance of social media will decrease the social presence and work value of social media.

H5: Negative affordance of social media limits the extent of social presence.

H6: Negative affordance of social media limits the work value.

The enabled social presence ability provided by social media makes people build relationships with and influence others more easily and broadly. According to social presence theory, media differ in the degree of social presence. By definition, high social presence mean that individuals feel a medium is sociable, warm, sensitive, and personal that enhancing both intimacy and immediacy of interactions. The intimacy and immediacy of social media affect the social presence effects (Short, Williams, and Christie 1976). Interpersonal and synchronous communication technologies provide higher social presence. Picture and video both provide a good social presence to the social media users. When

powerful affordance of social media increases the level of social presence, social media users can leverage the functionality of social media to improve work effectiveness, enhance publicity because online interaction and communication are as real as in real world. Many politicians and celebrities such as United States, Donald Trump use social media because of its intimacy and instant features. People use social media to interact with their fans for increasing the popularity and sharing their value system of work.

H7: The extent of social presence increase the work value.

Research Method

Data Collection and Operations

We first hold a semi-structure interviews for 30 respondents. Several questions were asked: what they do via social media, what features were the most used functions in social media, why and how they use social media for collaborative work. A Web-based survey using Google Forms was conducted to maximize and felicitate the response process. An announcement of the survey goals was posted for 40 days on the Facebook and Line of research team members and their families, along with a hyperlink to the survey form. We also encourage others to share the link. A lottery was held to increase the motivation of participation. Respondents who completed the questionnaire and shared the survey link can participate in lucky draw. The self-reported online questionnaire included questions covering the five constructs. Duplicate responses were checked and eliminated by filtering for multiple uses of a single SNS account. To reduce invalid responses, we required the respondents to have social media experience and provided their commonly use social media tools. A total of 205 questionnaires were returned. However, 11 responses were eliminated due to missing values, resulting in an effective completion rate of 94.6%.

Table 1 shows the construct items and their descriptive statistics. We referenced from the results of existing qualitative studies and the results of a semi-structure interviews conducted by the research teams in another study for conducting three affordances variables and work value scale. All the items were rated in a Likert type 5-point scale, from (1) “strongly disagree” to (5) “strongly agree.”

Items for Social Affordance deal with the consequent actions in social media responders for personal socializing. Social presence is operated as the degree of awareness of the other person in a communication interaction in the social media. The scale were adopted from Karahanna, Straub, and Chervany (1999) with some changes in wording to represent the social media context. Work Affordance refers to individual actions for articulating their task and working networking in social media. 7 new items were developed for Work Affordance. Negative Affordance is the negative effects of using social media perceived by users. Hence, items of Negative Affordance reflection the feeling and perception of responders toward social media. Finally, Work Value is benefits of using social media for work purpose and work relations.

Both social affordance and work affordance summarize a user’s various actions (e.g., sharing information, getting information) with different social media features and thus the two scales should be measured in a formative manner. The items represent different behaviors in social media forming a configurative content and each item is not necessarily related to each other. For the two formative constructs, the reliability and factor analysis were not analyzed and reported. Nevertheless, to exploit how well these two theoretical constructs were represented in the operational measure, two academic experts with extensive experience of social media research had examined the chosen items to assess the face validity and content validity.

Table 1. Construct Operations

Constructs	Mean	S.D.	EFA
Social Affordance			
1. Sharing information	3.64	.97	

2.	Getting information	4.17	.72	
3.	Maintaining relations	3.95	.78	
4.	Interactions	3.96	.86	
5.	Chatting and gossiping	3.95	.84	
6.	Communication	3.93	.78	
Work Affordance				
1.	Communication for work	3.66	.84	
2.	Online Meeting	3.58	.97	
3.	Work event arrangement	3.55	.87	
4.	Solving problems of work	3.53	.82	
5.	Getting tasks done	3.43	.86	
Negative Affordance				
1.	Many contents with public display of affection	3.59	.92	.71
2.	Many contents are spamming content	4.00	.78	.80
3.	Many contents are the show off of people	3.81	.82	.84
4.	The content or photos might be improperly used	3.58	.84	.74
5.	Interacting with others is superficial	3.67	.84	.72
Social Presence:				
1.	There is a sense of human contact	2.90	.94	.80
2.	There is a sense of persona	2.95	.91	.73
3.	There is a sense of sociability	3.56	.81	.69
4.	There is a sense of human warmth	3.03	.89	.73
5.	Feel the sensitivity of interaction between people	3.18	.93	.66
Work Value:				
1.	Enhancing personal brand	3.01	.92	.66
2.	Expanding work relationships	3.46	.88	.81
3.	Seeking publicity of work	3.26	.82	.81
4.	Keeping the relationships with coworkers	3.63	.74	.68
6.	Sharing work value systems	3.25	.82	.69

Items of the three reflective constructs, negative affordance, social presence, and work value are required to validate convergent and discriminant validity. Because the Negative Affordance and work value were first developed, EFA was carried out to assess the measurement items for empirically appraising the underlying factor structure. Items with factor loading less than 0.5 and corrected item-total correlation less than 0.5 were deleted. Two of the included items of work value and one item of social presence could not meet this criterion and were deleted. The detailed measurement items for each remaining construct are presented in Table 1. As Table 2 shown, both Cronbach's alpha and composite reliability (CR) of the data exceeded the recommended threshold of 0.70 (Bagozzi and Yi, 1988). The AVE of the constructs was examined and all displayed an AVE greater than 0.50, indicating an acceptable level of convergent validity (Fornell and Larcker 1981). The square roots of the AVE were greater than the correlations with other constructs for all reflective constructs, indicating a satisfactory level of discriminant validity (Fornell and Larcker 1981).

Result Analysis

Table 2. Scale Properties and Correlations

	Mean (S.D.)	α	CR	AVE	Negative Affordance	Social Presence	Work Affordance	Work Value
Negative Affordance	3.73 (.64)	.83	.83	.52	.72			
Social Presence	3.12 (.66)	.79	.86	.55	-.14	.74		
Work Affordance	3.55 (.71)				.12	.39**		

Work Value	3.32 (.62)	.80	.86	.55	.13	.30**	.60**	.74
Social Affordance	3.94 (.62)				.21**	.40**	.45**	.45**

1. Diagonals (in bold) represent the square root of AVE (average variance extracted)

2. All correlations are significant at 0.01 level (two-tailed).

The hypotheses were tested with PLS. Figure 1 shows the results. As expected, social affordance led to both the high social presence perception and work value, supporting H1 and H2. As anticipated, social presence and work value were also affected positively by work affordance, and thus H3 and H4 are also supported. Regarding negative perceptions of social media use, the results show that negative affordance reduce the extent of people's awareness of interaction in social media (the extent of social presence), supporting H5, but negative perception of social media had no effect on work value, rejecting H6. Unexpectedly, high social presence could not produce high work value by providing real and immediately interaction perception, and therefore H7 is rejected.

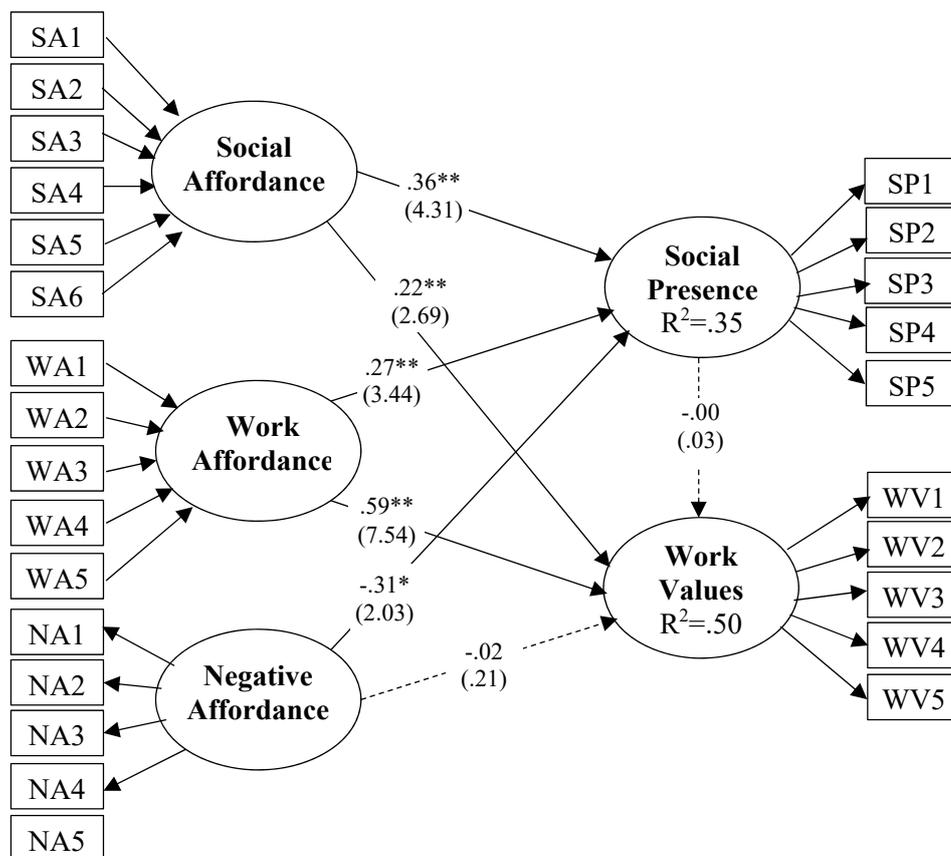


Figure 1. Path Coefficients of PLS

Discussion and Conclusion

Definitely, social media have highly shaped people lives in personal and work relationships, bringing larger influence than we have realized. Given that billions people use social media worldwide, it is getting crucial for building external contacts and social networks in work field in social media. This study examines how social media users perceived social media in helping their social interaction and work performance. We examined three affordances: social affordance, work affordance, and negative affordance for understanding how the various affordances of social media perceived by individuals generate/limit the values in social and work areas.

As expected in the research findings, social affordance plays an important role in virtual socializing and work performance. For most individual workers, Internet and social media are the primary or even the

sole source of information for making decisions. Social media also function as informal channels for individuals to communicate with others. As a prior study indicated, rather than formal channel and report, around 90% of the information used by top management in decision-making came from their informal networks (Cross and Katzenbach 2012). When social media become the means of informal communication, the social and work features afforded by social media should related to the quality of online interactions in personal area or in work field. In other words. As social media has been developed for decades, the functionalities have become more and more mature. The reasons that people using social media is going beyond personal socializing. The social media designer may create more specialized applications in professional field such as project management to create business opportunities as well as producing much values for users.

Interesting, the results also find that negative affordance does not reduce the work value of social media use. When social media are viewed as a work assistance and supplement tool, individuals might ignore the negative affordance generated by social media use. Moreover, the results point that the intimacy and immediacy of social presence could not lead to high work performance. This finding may imply that we cannot treat social media as a substitute mean of face-to-face communication. Designers of social media should not pursue blandly to provide more social affordance and work affordance devices for increasing the real presence (e.g., video streaming services). Instead, they should focus on the unique characteristics of social media in virtual interactions and allowing social media being a supplement mean for people's work effectiveness.

Given that social media can be viewed as a cultural sphere where people develop specific forms of communication, relationships, expressing feelings and other forms of informal communication, the use of work stream social media undoubtedly affects the group dynamics in a collaborative working. Some research questions are required investigated in future: "How group dynamics are shaped in a collaborative work via collaboration software?" "How social interaction and relationship in a collaborative working are facilitated by the use of collaboration software?"

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