UNIVERSITY OF GOTHENBURG
FACULTY OF SOCIAL SCIENCES

MAKING SENSE OF A TECHNOLOGY

-A study of how professionals use, understand and create a sense of Facebook, LinkedIn and Twitter and what factor´s that might influence these processes

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ABSTRACT

The social media technology has during the last years been increasingly introduced into many professionals' practices, which might place new demands on how individuals and organizations use, perceive, understand and structure this technology in relation to their professional practices. This paper aims to contribute to a deeper understanding of aspects that might influence professionals in their use of, capability to adapt to and ability to create a sense of Facebook, Twitter and LinkedIn. Previous research has partly been focused on how technology is created and why organizations who pose similar techniques use it differently. It has also been concentrated on how individuals might be affected by their accountabilities, which are also related to concepts such as corporate governance, measurability and technological errors. Less contextual research has been into how organizations use social media, especially which factors that might affect this usage and adoption. From a qualitative approach different professions in several organizations been questioned about their own usage and perceptions of these networks, a result which has been approached by Orlikowskis (1992) theory "the structuration model of technology" and Weicks (2001) theory of "sensemaking". The results and analysis shows a scattered picture among the concerned actors, where aspects such as their own perception, social and organizational context as well as their own knowledge regarding these networks have influenced them in their processes. This paper contributes to a further understanding of issues that might influence individuals and organizations in their use of social media networks but could also illustrate, in a wider perspective, factors that might influence actors in their ability to implement new technology into their business.

Keywords; Technology, social media, management, accountability, sensemaking

BACKGROUND

We are situated in a time were the information technology (IT) have and are shaping our ways of living, working, communicating and organizing activities, an entrance to a socio-economic chapter which many equates with the industrial revolution (Orlikowski & Bartley, 2001). Flexibility, customization and learning are significant factors in today's businesses and where stability is out and change is in (Orlikowski, 1996). A time where information and communication technologies play a significant part in today's organizations (Zetterquist, Lindberg and Styhre, 2009) and where the capability to adapt and implement new technology is dependent on the relationship among the actor and the contextual framework (Orlikowski, 1992).

One relatively recent communication and information based technology is the social media, which has increasingly been implemented into many people's lives and where the main activity this technology enables are socially interactions. This activity has become one of the most prevalent activities on the internet (Qualman, 2009) and have transformed the previous "read/only" culture to become a "read/write" culture (Baue & Muriningham, 2011), which has provided individuals a greater opportunity to influence the content on the web. This social media technology, which is a web based communication technology that is designed and shaped around social interactions (Bertot, Jaeger & Hansen, 2012), has made its actors more participative on the web. These interactions, especially social interactions, has also extended the possibility to model individuals online identity according to how one wants to be seen, which may have increased the distinction between individuals "offline[1]" and "online[2]" lives (Hull, Lipford & Latulipe, 2010).

[1] Offline identity; refers to individual's physical profile.

This modeling has also created a boastful behavior on the web, where some argued that it has created some sort of contest among individuals, where they are trying to model their own profile to be the "best" and most exciting in a network (Qualman, 2009). This usage is constantly increasing (Findahl, 2011) and has more or less forced individuals to adopt the technology and some even argue that those who don't participate are no longer members of the web (Haenlein & Kaplan, 2010). This extended private usage of social networks has also attracted commercial actors, where organizations to different extent have begun to implement this technology into their business strategies. HR-consultants recruit through Facebook (Dagensmedia[3]), marketers develop YouTube campaigns, PR professionals who manage their corporate communication through Twitter (Ford[4]), corporate designer's that blog about fashion (Volvo[5]) and presidential campaigns have been conducted via YouTube (Qualman, 2009). But positive outcomes related to this usage could easily be transformed into the opposite and have developed awareness among organizations that social networking is also combined with certain accountabilities and risks, which could harm factors such as the corporate and professional legitimacy. One way for organizations to manage this is to develop and implement social media policies in order to guide their employees in *if* and *how* they could use it. These could be developed differently, where some organizations restricts this usage (Wallmart[6]) while others encourage it (Volvocars[7]).

This extended professional socially networking place new demands on both professionals and organizations regarding their knowledge of these networks. Like any new technique, the social media technology requires certain conditions that might enable this usage and where the organizational structure is described as a significant factor in how organizations adapt new technology. Specifically how the company's employees receive, become interested in and learn how the technology functions (Orlikowski, 1992). A lack of interest and a limited knowledge of the technology might decrease the employee´s interest in this activity and instead develop a resistance against it (Ibid). From this arises a series of questions concerning the relationship between an individual's context, their perceptions and use of a specific network, which emphasizes the importance of research in the area.

Social media technology is connected to several types of activities such as blogging, social networking, content development, watching videos, sharing photos, something that could be related to a huge amount of web sites and actions (Hull, Lipford & Latulipe, 2010). Which has made it necessary to limit my sample to certain web sites and therefore this study focus on three different social media arenas and activities within these; Facebook, LinkedIn and Twitter. All these sites are among the most familiar social media web pages, both among professionals and private users in Sweden. They are all focused towards social interactions and are mainly directed upon the individual user. While Facebook is focused on private social interactions LinkedIn is directed to more professional interactions. Twitter differs from these two and is focused on micro blogging, where individuals and organizations can blog and interact with other participants. They are all familiar sites among the Swedish public, have a huge amount of professional and private users and are focusing on social interactions, which are the reasons they are involved in this sample.

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[2] Online identity refers to individual´s profile on the web.
[3] http://www.dagensmedia.se/nyheter/kampanjer/article116317.ece (2011-12-16)
[4] https://twitter.com/ford (2012-02-14)
[5] http://wedesignvolvo.tumblr.com/ (2012-02-15)
[6] http://walmartstores.com/9179.aspx (2012-03-05)
[7] http://www.volvocars.com/intl/top/about/corporate/policies/pages/default.aspx (2012-03-05)

Purpose

The usage of digital networks such as LinkedIn, Twitter and Facebook is increasing (Findahl, 2011), which emphasize the importance for both organizations and individuals to be located within these networks, but also to develop an understanding of how this technology can be used within their own context. Since a significant share of the Swedish population is active users of these networks (Findahl) an organizational usage might create different kinds of advantages towards its competitors. As previously mentioned, networks such as LinkedIn created new opportunities for actors to develop and extend their professional networks as well as sites like Twitter and Facebook, where several organizations perceive these networks as potential channels to manage some of their organizational communication in. This professional usage might require new demands on both how organizations are structured and on professional's own social media knowledge and emphasizes the importance of research that combines this technology with its context.

This study aims to explore, and provide a further understanding of how professionals use and perceive these networks and what factors that they might sense affect these processes. This study will be focusing on a few specific cases, which involves individuals who posses different professional functions and are located in varied of markets.

Research questions

The main research question is;

What influences professional´s in their usage, understanding and knowledge about Facebook, LinkedIn and Twitter?

The main research question contains two subareas, which will be answered individually through these sub-questions;

How are these networks used and adapted by the actors?

How are these networks perceived and understood by the actors?

The paper is organized as follows. In the next section previous research and theories will be presented followed by the methodology, which presents how this research has been conducted, description of the approached professionals and a presentation of this study´s result and analysis will be structured. The results is presented in the subsequent section, with a focus on technology and accountability. Following section is the analysis, which is approached by two different theories. Finally, in the last section the conclusions presented.

THE CREATION OF TECHNOLOGY AND MAKING SENSE OF ACCOUNTABILITES

The ability to adapt to and the ways of using technology, such as social media, is highly dependent on its context (Orlikowski, 2000), which may influence individual´s in their view on "if to use" and "how to use" a technology (Hogan, 2010). Another factor that is significant to the topic is individual´s organizational and personal accountabilities, responsibilities that may be connected to both ones professional and private image. Laws, regulations and corporate standards such as "privacy protection law[8]", "the contractual duty of loyalty[9]" and

[8] Privacy protection law; refers to the Swedish law that deals with the regulation of information about individuals.

"corporate policies" represent more of individual's obligations, but where more subjective factors such as people's interpretations, values and norms touches more ones perceived accountabilities. Previous research in this field will be presented in two different sections and begins with technology, which presents different study´s about aspects that influences people in their adaption to new technology. The second section, accountability, discuss important aspects of individual´s professional responsibilities, which referrers to areas such as online accountability (Orlikowski, 2012), governance (Gillian, 2005) and accountabilities dependent on human or technological errors (Naquin & Kurtzberg, 2004).

The concepts of "technology" and "accountability" in itself can have various meanings, which makes it necessary to present what these concepts will mean in this study. *Technology* in this study will be related to how the interviewees and organizations makes use of these digital networks, which means how they transform, use, create knowledge and how they cope with the dilemmas related to these digital networks. *Accountability,* itself is a complex issue which Carroll (1995) describe as; "*It takes mindful attention to build shared understanding around diffuse issues such as "culture" and "accountability that have very different meanings and implications to professional groups*" (Carroll, 1995, p 107). This makes it necessary to define the concept in this research, which in this case is related to underlying causes that the interviewees perceive are influencing them in their usage, which could be related to their own sensemaking.

Technology

Technology may be used differently depending on what context it occurs in (Barley, 1982; Orlikowski, 2000) and highlights the importance of research that combines information technology with its contextual framework (Orlikowski & Barley, 2001). To combine technology and human actions have for several years been an emerging area (Orlikowski & Barley, 2001) and has developed several approaches that touches that premise, such as "Actor Network Theory (Callon, 2008), "Socio-technical System" (Niederer & Dijck, 2010) and "Relational Materiality" (Rutherford, 2011). Orlikowski and Scott (2008) have also discussed the importance of organizational and work research that considers both technological changes and institutional contexts, which will provide a deeper understanding of "how work is made to work". One emerging and promising approach in this interdisciplinary research is the sociomaterial approach, an area that Orlikowski and Scott described as a:

> "*Research framed according to the tenets of a sociomaterial approach challenges the deeply taken-for-granted assumption that technology, work, and organizations should be conceptualized separately, and advances the view that there is an inherent inseparability between the technical and the social*" (Orlikowski & Scott, 2008. p. 434)

This concept has been discussed in several articles (Orlikowski & Scott, 2008; Orlikowski, 2007), where it´s argued that the sociomaterial approach believes that social interactions shape the technology and will "help us reconfigure our taken-for-granted notions, assumptions, and practices of organizational research, and allow us to recognize and investigate the multiple, emergent, and shifting sociomaterial assemblages that constitute organizations" (Orlikowski, 2007, p 1446). While Orlikowski argued that social interactions affect how people use technology, Styhre (2011) argued that the socially embedded resources

[9] The contractual duty of loyalty; refers to the case law within the Swedish labor law that focuses on workers' loyalty towards their employer.

both structure and shape social conditions. The function with this approach is critically discussed by Styhre, which he tries to further explain the function with the approach. He made a comparison between different construction sites and investigated the correlation between the used technology and the social interactions that occurred among the professionals. Further, Styhre argued that material resources are necessary within a production but that the social conditions play a key role in regulating the diurnal work. These regulations could be in forms of organizational routines that focus on how to control and manage corporate actions, something he referred to as the "infrastructure of the transformation" within an industry.

This notion is also supported by Johri (2011), who argued that work and materiality are highly interconnected, which together provides an understanding of how communication and coordination could be functioning independently at the same geographical location. This concept refers to the sociomaterial brilocage, which is explained as "how people make do with what they had at hand" (Johri, 2011, p. 962) and where the basic idea is that the availability of resources combined with innovatively shaped organizational work practices. This aspect emphasizes that technological outcomes relies upon individual's creativity, which means that individuals could develop different activities with similar technology that generates different outcomes. This section provides a partial understanding of why some professionals and organizations may be successful in their social media usage while others aren´t, factors that are highly dependent on the occurred context and its social embedded resources. Abilities such as social media knowledge, creativity and an open mindset to further explore the technology may be seen as fundamental aspects to professionally succeed with the social media technology. It may be easy for organizations and professionals to create a Facebook group or a Twitter account, the difficulty lies, however, in making this usage successful. This makes it crucial for institutions to define and adapt this particular technology to its context, which Orlikowskis (1992) structuration model of technology attempts to clarify.

The structuration model of technology

The structuration model of technology suggests that technology receive its meaning through the interactions with human actors, which means that the human actions define the actual meaning of a technology (Orlikowski, 1992). This ongoing notion of technology, referred to as the "*duality of technology"*, which is the first premise in this model, describes how technology is a product that is constructed by human actions. But technology also has a structural ability, which means that it is constructed by those who are working with it in this particular context, by these different meanings which these involved actors attach to it (Ibid).

For example the social media technology, which might be emphasized differently depending on which context it occurs in, and where these actors might attach different meanings and perceive varied outcomes with the usage of these networks. This model defines the use of a technology as a dynamical process where ordinary human actions are both institutionalizing and objectifying a technology, something that is changing over time. Those who invented the technology (human agents) might have predicted entirely different functional areas for it in relation to how it´s actually used. The second premise, *interpretively flexibility of technology",* means that the interaction between a technology and its context is a function of the different actors and socio-historical contexts implicated in its development and use, which basically means that different actors might use a technology differently depending on how it has previously been used and in which contexts it has occurred. (Ibid).

The structuration of technology model (figure 1) involves three different factors, were the first one is "*human agents"* and refers to how different actors are connected to the technology, such as the designers, decision makers and its users (Orlikowski, 1992).

The second factor is the actual "*technology"*, the material artifacts. Third and last factor is the *"institutional properties of organizations",* which includes organizational dimensions such as business strategies, regulations, control mechanisms, expertise, knowledge and procedures.

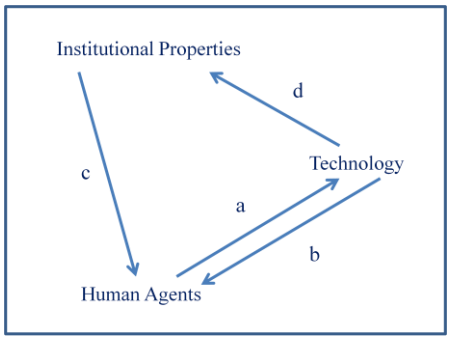


Figure 1. Orlikowski (1992), Structuration model of technology

The model also contains four components or arrows, which shows how previous mentioned factors are correlated to each other. Arrow **a** shows that technology is a product of human actions and is sustained through human maintenance and adaption of the technology, which basically means that a technology is only understood if it's also being used.
Next arrow, **b**, describes that the used technology is also communicating the actors activities, which have two significant differences. The first one is that individuals must use the technology to subsequently know if they need to change their approach to it and where the other difference is technologies dual influence in the social practice, as it both facilitates and restrains this practice. Next component is arrow **c**, which concerns how human actions are shaped by the organizational context. This means that different actions (appropriating, resisting, modifying) are influenced by the organizational settings, which is referred to as the *institutional conditions*. The last arrow, **d**, describes that human actions follow the institutional conditions within the organization, evidenced by that their actions either are reinforced or transformed. These effects are not often pondered by the users, whether they transform or reinforce the behavior, and is referred to the *institutional consequences of interaction with technology*. Another crucial factor related to actor's usage of new technology is accountability, an issue which touches more psychological terms regarding individual's actions in specific situations.

Accountability

A greater accountability from managers and organizations are regularly voiced among several different disciplines, where Messner problemitized the increased demand for accountability and discussed ethical dilemmas connected to the concept, such as individuals low influence towards their accountabilities and argued that when individual's responsibilities becomes too great it could be transformed into a burden (Messner, 2009). This meaning of accountability has also been analyzed by Roberts (2009), who recognized two factors that play a key role in the concept, "recognition" and "guilt" that are tightly aligned and reflect and inspire each other. He argued that it´s necessary to first recognize ones action before feeling any obligation or guilt (Roberts, 2009), which Messner problematizes differently and contend that certain actions are beyond the individual capacity and where factors such as contextual norms and ambiguity to recall ones action plays a significant role in this discussion. Unlike Roberts and Messner, Orlikowski (2012) has introduced a new form of accountability, developed by the social media technology, called "the online accountability", which corresponds to the responsibility of the information published online.

Information provided on these sites is often based on the "wisdom of crowds[10]" and "collective intelligence[11]" and have created a new kind of authority on the web but it also raises questions about its credibility (Orlikowski, 2012; Niederer & Dijck, 2010).

This issue has also been discussed by Orlikowski (2012) in relation to a particular social media site located in the travel sector that provides customer reviews regarding different tourisms. These reviews, provided on this site, is argued to have a major impact on organizations and managers, where the shared information may even affect tourism to an extent that some firm's could be forced to close down. This online accountability is also referred to as the concept of transparency, where social media has opened up the previous closed context to a broader audience, which pressured organizations to be more "auditable". This transformation has switched the focus from being accountable to be more measurable and where the corporate usage of factors such as clinical guidelines and best practices increased. One contribution in this transformation is that it links together indicators as outcomes and particular objectives that make it possible to govern these practices by distance (Orlikowski, 2012).

Governance in general, is an issue discussed by Gillian (2005) who argued that media pressure organizational policies to be more legitimate and transparent, a study where he have spammed several different governance system. Similar to Gillian, Parent and Reich (2009) discussed risks correlated to information technology and where they place their focus on executive's unawareness of their corporate IT governance. These combinations emphasize the importance of corporate transparency and where accountability and social media developed its users to a power-charged mechanism, according to the online accountability (Orlikowski, 2012), which highlights the question of the organizational transparency that technology causes and underlines the importance of further understanding of this technology´s power relations. Accountability has also been researched in relation to psychological terms, where Naquin and Kurtzberg (2004) have distinguished human misfortunes from technological errors. They have studied two separate cases where one failure was caused by a technological error and the other one by human actions. Their findings counter previous research that misfortunes caused by human actions tend to hold a specific individual accountable rather than the organizational context in comparison with technological failures.

The social media technology has introduced new levels of individual and corporate responsibilities, which introduced concept as "online accountability" (Orlikowski, 2012) and made the distinction between human and technological failures less clear. The transparency which the social media technology provide may have compelled individuals and organizations to be even more accountable for their actions, independently of whether they are related to a private or professional usage, which highlight the organizational and individual awareness of the accountabilities that may become or are connected to ones social media usage.

These two sections have presented previous research that shows how technologies are created and why similar technology might be used differently depending on its context. The other sections have presented how individuals might be affected by their accountabilities, which are also related to concepts such as corporate governance, measurability and technological errors. These aspects could be significant factors in how actors make use of social media, which seems to have become an important aspect in our increasingly digitalizing world.

Nevertheless accountability itself is a diffuse issue that different professional groups might attach varied meanings to (Carroll, 1995), and becomes crucial in order to create a shared

[10] Wisdom of crowds refers to the process of taking into account the collective expertise of a group individuals rather than a single person.

[11] Collective intelligence refers to group intelligence. "Several are better than one".

understanding of a specific technology. This process, expressed in sensemaking (Weick, 2001), refers to actors creation of a shared understanding regarding a situation or as in this case, a technology.

Sensemaking

One central idea conducted by Weicks (2001) is that technologies are equivoque, which means that it could have several possible or plausibly interpretations, and is therefore also subject to misunderstandings, uncertainties, complexities etc. This ambiguity regarding new technologies requires an ongoing structuring and sensemaking, if it is going to be managed. The concept of sensemaking refers to individual´s creation to understand a particular situation.

> *"How do people produce and acquire a sense of order that allows them to coordinate their actions in ways that have mutual relevance?"(Weick, 2001, p. 26).*

The fundamental idea with his theory is that sensemaking is a retrospective process, which is a relationship between three different factors; "frame", "cue" and "connection" (Weick, 2001). Frame refers to actor's previous experiences of a technology that guide their actions and understanding of "who they are" in relation to a technology. Next dimension is cue, which handles factors regarding actor´s surroundings, in terms of conditions and incidents. These cues get its meaning through its connection with ones previous experiences (cues), a cycle which concerns the creation process of connecting previous and new experiences in order to guide ones actions. This theory has also been used in other management and technology researches, which Seligman (2006) describe this concept in relation to technology as follows;

> "*...sensemaking is defined as the cyclical process of taking action, extracting information from stimuli resulting from that action, and incorporating information and stimuli from that action into the mental frameworks that guide further action"* (Seligman, 2006, p 109).

This means that this sensemaking process, which Seligman (2006) refers to as the cyclical process (see appendix 3), connects actors mental framework (previous experiences, identity constructions), actions (activities) and its environment (social context, technology).

Individuals may interpret situations differently and this could be an organizational and managerial dilemma, to which Weicks (2001) theory provide several factors that might reduce these differences in order to create an organizational setting that influence collective sensemaking. There are seven dimensions, or properties, which have an effect on the efforts that judge individuals interpretations, and starts with the "*social context"*. This dimension refers to sensemaking being influenced by the actual, implied, or imagined presence of others, which means that interaction between individuals and its environment influence their interpretations and actions.

Next dimension is *"personal identity",* and describes that people do have several different identities, which are built on individual's interpretations of who he or she is in a situation. These are created over time and are mainly constructed through socially interactions, such as dialogues and monologues. The third dimension is "*retrospect"*, which describes how sensemaking is influenced by individual´s previous experiences.
These experiences influence how they perceive a situation, which means that individual´s create an understanding of a situation before they take any actions.

The fourth dimension is *"salient cues"* and touches the resourcefulness in which people elaborate tiny indicators into a full story. People are constantly exposed to different

signals, which they perceive, elaborate and correlate to a specific context. This means that individual´s chose signals that should guide their actions. "*Ongoing projects",* which is the fifth dimension, regards this continuous flow of experiences with no beginning or end. These flows often become visible in meetings, where the nature of the disruption creates either positive or negative actions from the actors. Next dimension is *"plausibility",* and refers to the coherence in these events. How different events are correlated in order to answer the question "what´s the story here?", which means that these processes are built on reasonable lines, trustworthy and the capability to correlate a concept to its cohesion. The last dimension, also argued to be one of the most important is *"enactment"* and describes how individual's actions are influenced by its context and vice versa. That one single persons behavior could influence other people´s actions, which is a central dimension in this model. This theory seems to show some similarities to Orlikowskis previously described theory, an aspect which will be discussed in the following section.

Structuration model of technology vs. sensemaking

The structuration model of technology (Orlikowski, 1992) and sensemaking (Weick, 2001) do both emphasizes the importance of the interaction between technology and its human actors, in which context and social interactions plays a significant role in this process. However, when Orlikowskis theory argued about aspects that might shape a technology's functionality Weicks theory emphasizes individuals' own perception towards this technology and how this shape one's deeds relating to it. Further Orlikowski argued about the importance of the sociomaterial approach, which touches how social interactions shape a technology while Weicks argued about technology as equivoque, a concept which emphasizes that actors might interpret a technology differently, which also affect how they are using it. Nevertheless, both theories stress the importance of human actors in relation to technology´s functionality.

METHODOLOGY

This study was conducted with a qualitative approach and the method to gather the data has been according to semi structured interviews, both telephone interviews and face-to face interviews and took approximately 30-90 minutes (see interview themes in appendix 1). These semi structured interviews have provided the interviewees some space to elaborate on the questions but also been helpful to keep the underlying focus on the specific themes that touches the study´s purpose (Bryman, 2009). The use of telephone interviews in order to collect data has increased the opportunity to get in contact with professionals who both suffer from a limited time-schedule and are relevant to the purpose of the study regardless of their geographic location. Because this study concerns a relatively narrow group of professional users this has lead to a higher importance of involving them in the sample, something that has been seen as a more significant factor than the limitations of this technique (Bryman, 2008).

The result is based upon the interviewees own expression about their own usage and interpretations of these networks. In order to be able to present the data in a structured way it has been necessary to develop some boundaries between these expressions. One boundary handles how they are using these networks, where a line between those who expressed that they are using a specific network and those who said that they have created an account but aren't using this particular network to any significant extent. Another boundary handles the interviewees own interest about a particular network, those who expressed that they are interested in using a network and those who stated that they are less interested.
A boundary has also been made in the question whether the interviewee perceives any business related outcomes with the usage. The line is between those who both use a network

professionally and in some extent expressed that they perceive business related outcomes are symbolized with a logotype and those who don't.

The data collection has been divided in two processes, where the first part refers to a pre-study which aimed to explore why some organizations restrict the employees social media usage while others don't, but also to investigate which professional functions that is proper to involve in the main interviewee group. The pre-study contained interviewees with varied of professions within, marketing, human resources and communication.

In total (pre-study involved 5 interviews and the main study involved 11 interviews) sixteen (16) interviews have been conducted with professionals in ten different organizations, located in seven different markets. All interviewees in the main study were recorded and transcribed afterwards, consented by the interviewees, which facilitated the analyzing of the given data.

Interviewees

ABBREVATIONS			
Business location		**Professional function**	
CO	Consultancy	HR	Human Resources
PO	Politics	LA	Laywer
LO	Logistics	CO	Communication
EA	Employer Association	MA	Marketing

Figure 2. Abbrevation model

The selection of the interviewees is based on a combination of purposive and snowball sampling. Snowball sampling has previously been used in several social media studies (Illenberger, Kowald, Axhausen & Nagel, 2011; Fabiola & Brunet, 2012) but combinations of these two can also be found in the area (Baccarini, Salm & Love, 2004). While purposive sampling is a method for strategically selecting individuals that might be relevant for the research topic snowball sampling relates to a technique that is based on a chain building, which means that interviewees recommend other individuals whom also could be suitable for the particular study (Saunders, Lewis & Thornhill, 2009). This combination has made it possible, in this research, to get in touch with a variety of professionals that were both willing to participate in the research but also perceived to be suitable to the study´s purpose.

The main interviewee group, which is going to be presented in the result, has involved eleven professionals, divided into four different professional groups; HR, Communication, Marketing and Law, and where all these could be found in four different markets; Consultancy agencies, Employer associations, Logistics and Politics (see appendix 4).

All the interviewees are presented by their professional area and in which businesses they are located in, in order to keep them anonymous. This might have provided some of the interviewees a greater freedom to both reflect upon their own and the organizational usage of these networks and a greater reflection upon these structural and individual factors that might affect their usage. Is has also been expressed by a couple of interviewees that their name and organization needs to be kept anonymous.

Analysis of the material

The information in the tables (figure 3 and 4) will be presented in relation to the relevant network that it concerns, which means that if the individual explicitly expressed a method related to one of these networks, a logotype of the specific network will be presented (see figure in appendix 5). This data has emerged from the study analysis and these tables will provide a comprehensive picture of the use (technology) and the factors that might influence the individual in their usage (accountability). However, other relevant information is also presented in the results, which does not appear in figures 3 and 4. This is done in order to both provide a limited overview of the results in these figures but also to go deeper into the various aspects that were mentioned during data collection. This study has a qualitative approach, were interviewees expressions have contained varied kind of information. These variables, or

expressions, have not been suitable in these figures, but are still significant factors in relation to the purpose of the study.

The parameters in these two figures (3 and 4) are developed from an initial analysis of the retrieved data and divided into an agreement with how the previous research is presented and the structure of the interview guide.

Structure of the results and analysis

The result will be presented in two different sections; Technology and Accountability, which relates to how the interviews were structured and how the previous research was presented. The abbreviations used in the tables are explained in these two schedules below (figure 3 and figure 4). Eleven professionals are presented in these tables, in four different businesses which are located in four different professional areas.

The analysis will be presented in relation to Orlikowskis (1992) theory, the structuration model of technology, which refers to the first sub-question and the next section will be approached by Weicks (2001) theory of sensemaking, in relation to the second sub-question.

TECHNOLOGY

This section presents the information which is connected to how the interviewees used Twitter, LinkedIn and Facebook, professionally and privately, which is connected to how they adapt and use these networks in their contexts and is presented in figure 3. The interviewees could exclusively use it as a business tool, just privately or (in) both. Knowledge refers to how an interviewee has developed their own skills in a specific network. The external knowledge refers to formal educations while internal knowledge refers to self made operations, such as learning by doing or information seeking. Firm account handles if the organization have a business account in a specific network while explicit strategies refers to if the interviewee expressed any strategies in this social media usage, such as filtering contacts.

TECHNOLOGY						
Work title/ (Business)	*Private usage*	*Professional usage*	*External Knowledge*	*Internal knowledge*	*Firm account*	*Explicit strategies*
CO (EA) 1:1						
LA (EA) 1:2						
MA (LO) 2:1						
MA (LO) 2:2						
CO (LO) 3:1						
CO (PO) 4:1						
CO (PO) 4:2						
CO (PO) 5:1						
CO (CO) 6:1						
HR (CO) 7:1						
HR (CO) 7:2						

Figure 3. Technology model

[12]

[12] Abbreviations: The first two letters refers to an actor's professional function, the following pair refers to which market the person is located in. The first number refers to the specific organization and the following number to the specific person. Further information, see appendix 2.

Figure 3 shows that this usage differs among the interviewees, in both their private and professional usage. Some expressed that they used Facebook exclusively as a private network while others used it both in their professional and private function. How much time they spend and what they actually were doing in these networks differs among the sample. There were interviewees who expressed that they were connected all the time while others have only created a profile that they were not actively using. As one interviewee expressed it; *"Now I´m constantly online. It´s the first thing I do when I wake up and the last thing I do before I go to sleep. To check both private and work accounts. I´m connected all the time,* (PR, PO 4:1).

Those who described themselves as highly connected argued about the extended working day, and believe that a normal working day isn´t exclusively between 08.00-17.00, and expressed that employee´s must possess a higher sense of flexibility towards their working hours, especially in certain branches and professional functions. This amount of usage was also reflected on how they used these networks. Those who were connected a lot were more active in uploading pictures, tweeting, providing status updates and were actively commenting on others uploads, while other interviewees expressed that they were mostly following other people´s activities and were not active users in sense of providing to the content on these networks. One interviewee expressed this disinterest of uploading material on Facebook as; *"Lack of interest. It can´t be anyone who is interested in what I do, read etc. I see no value in it".* (CO, LO 3:1), similar to how another interviewee in another organization expressed his activities on Facebook; *"I´m not so active on Facebook, with uploading pictures or so. Sometimes I comment on friend's pictures, or use the Facebook places. But I follow more what others are doing...* and continues to answer the question why; *... "Why I´m not so active in uploading stuff on Facebook? It´s mainly because of my less interest to upload my entire life in an open source ",* (MA, LO 2:1).

The most mentioned network among the interviewees was Facebook, a site which all used. Facebook is primarily connected to a private usage while LinkedIn and Twitter were connected to a more professional usage (figure 3). A significant difference among the interviewees was that those who are located in communication professions expressed a higher activity on Twitter in comparison with the other involved professionals (figure 3). HR-people on the other hand expressed a higher professional usage of LinkedIn in comparison to these other professionals. To be able to work with these networks it is necessity to also know how they are functioned, which several of the interviewees expressed.

The most common way to learn how to use the technology was primarily from their internal knowledge (figure 3), referring to the concept of "learning by doing", to experiment with these networks in order to fit this usage into their business practices. As one interviewee expressed it; *"I have to be updated. But it's mostly self-taught. But of course, I have been to a lot of seminars and I`m also a member of an information network for information managers in Sweden. Within this group you get a lot of information and knowledge regarding the subject. But my main knowledge comes from my own usage. You need to be a user of the technology to understand it."* (CO, LO 3:1). Only one person had participated in a formal social media course at the university (see figure 3). Other expressed learning sources were professional networking, to be involved in different group settings in their particular profession, social media seminars or by information gathered from different blogs and articles.

Another aspect that might demonstrate how these organizations exploite these networks was in which of these they created accounts related to the organization´s, which was relative similar among the approached organizations (figure 3). The main difference however was, how well utilized these account were. Some interviewees described that their firm accounts were well used by the involved professionals while other expressed the opposite. One interviewee said that they have business related groups on Facebook but are experimenting on

LinkedIn, mainly because it's a smaller network and where possible mistakes will be less costly in comparison to Facebook, which is a much greater network.

One interviewee expressed that they have several firm accounts on sites that they were not actively using, mainly because they don't want others to develop groups in their name; *"We have developed business accounts in many different social media channels which we haven't started to use yet, mostly because we don't want anyone else to take our brand there* (CO, EA 1:1).

This expression is also linked to some of expressed strategies that are connected to the interviewee's social media usage. Almost all interviewees expressed different kinds of strategies that they had developed in order to cope with different kind of issues (see figure 3). Some interviewees were more explicit than others about their strategies but one common factor was that they perceived their business related contacts on Facebook as an influence on how they used this network. This influence has lead to that the interviewees developed different kind of strategies in order to cope with this issue.
These strategies were either in order to prevent that stakeholders add them or to cope with these after they have connected. One interviewee expressed how she coped with this issue; *"However, I have two different Facebook accounts, one job and one private profile. Because, sometimes I get requests from candidates on my private account, which is not ok for me",* (HR, CO 7:2). Another expressed how she cope with her connections on Facebook; *"I have three filters, one for close friends, one for acquaintances and one for people I only met once..."*, (CO, EA 1:1). Others made their Facebook accounts less searchable while others tried to guide business associates who were trying to add them on Facebook to LinkedIn, since they believed that this network was better suited for this kind of contacts.

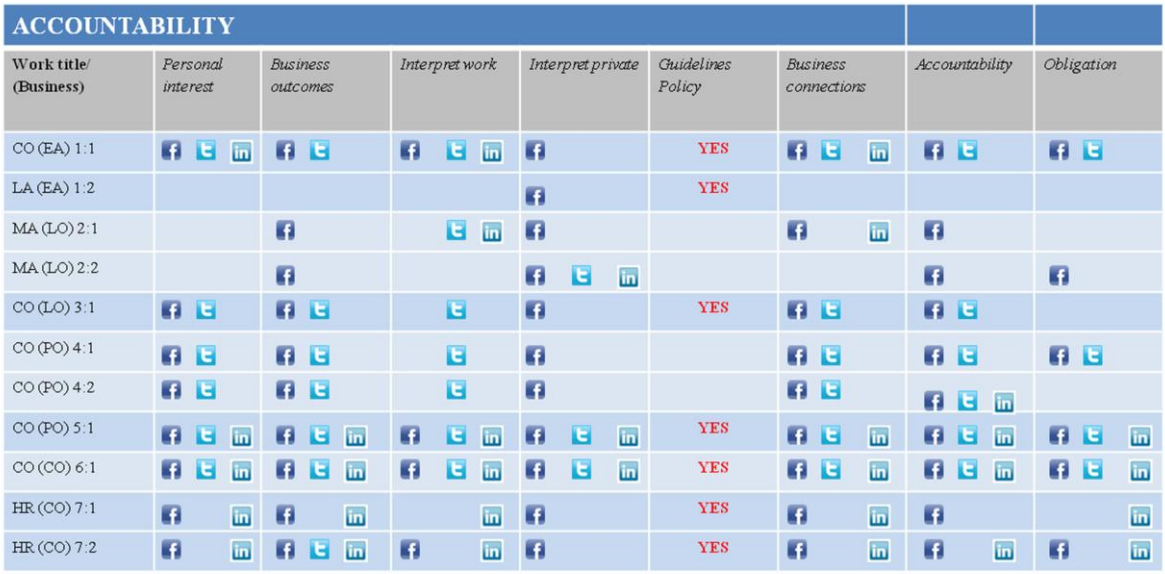
Something that was also expressed by a couple of interviewees, was how they coped with the "*search engine optimization*[13]", which means how these actors tried to optimize the search results for their own profiles through various kinds of practices, such as through frequent twittering. As one interviewee expressed why the organization had developed firm accounts in networks that did not actively used; *"...but it is also much about search engine optimization, the more places you are seen in, the more items we cover up in Google searches."*, (CO, EA 1:1).

ACCOUNTABILITY

This section handles those underlying factors that might affect the actor's usage and perception of LinkedIn, Twitter and Facebook, factors that might be connected to their own sensemaking and knowledge about these networks. The first dimension refers to if the interviewee´s expressed a personal interest in using a specific network. The second parameter handles if the interviewee perceives any business related outcomes connected to his/her usage. Next parameter, social media policy, refers to if the employed organization has developed social media policy/guidelines or not. How the interviewees interpret these networks (private or professional) might be a significant factor in relation to how they used these. Private in the sense that they perceive it as being connected to their private image and professional refers to if the interviewee perceives this specific network as a business related network. Business connections is another important factor and refers to if the interviewee is connected to any business related contacts, such as colleagues, customers, candidates and competitors.

[13] Search engine optimization; refers to the process of improving the visibility on the web, to get a higher ranking in search results on the internet

The last two parameters refers to if the interviewee expressed any obligations or/and accountabilities connected to their social media usage and professional function.



ACCOUNTABILITY								
Work title/ (Business)	*Personal interest*	*Business outcomes*	*Interpret work*	*Interpret private*	*Guidelines Policy*	*Business connections*	*Accountability*	*Obligation*
CO (EA) 1:1					YES			
LA (EA) 1:2					YES			
MA (LO) 2:1								
MA (LO) 2:2								
CO (LO) 3:1					YES			
CO (PO) 4:1								
CO (PO) 4:2								
CO (PO) 5:1					YES			
CO (CO) 6:1					YES			
HR (CO) 7:1					YES			
HR (CO) 7:2					YES			

Figure 4. Accountability model.

The personal interest, which is the first dimension in figure 4, differed among the interviewee´s and did sometimes also reflect upon how they utilized a specific network. These differences were mostly dependent on the interviewee´s professional function, several of the interviewees, who expressed an interest in the technology, had also implemented this network into their business practices. This personal interest has in several cases been expressed to have influenced one´s colleagues in their attitude towards the technology. That these interested individuals influenced others who previously questioned the technology to have a more positive related attitude regarding this usage.

People in politics expressed a higher interest in Twitter but a lower interest in LinkedIn, which also was connected to the amount of hours they spend on these sites. One interviewee, located in politics, expressed her perception of LinkedIn as; *"I perceive it a bit boring. I don't understand the point with it. It feels like it is mostly about creating yourself a career. So, I have no reasons to be there because I´m not looking for a new career."* (CO, PO 4:1). In comparison to this quotation one interviewee, located in an consultancy agency, expressed a lower interest in Twitter; *"The only thing I do on Twitter is posting job related stuff, without really investigate what kind of effects it might provide. But I have not yet gotten myself into it that much. Partly, because I don't have the time but also because I have not fully understood it yet. I have not given myself the time to understand how I could connect this network to my professional function"*, (HR, CO 7:2).

Personal interest seems to be correlated to which business outcomes one perceives are connected to this usage, which means that if an actor doesn't perceives positive outcomes related to the usage, the interest in this network might also be affected and vice versa. Many of the interviewees perceived more private related outcomes with their usage of these networks, such as keeping contact with friends on Facebook or search for new career opportunities on LinkedIn. Another interviewee argued about the importance of having a thought behind this usage, to connect it to aspects that might contribute to the business and expressed as follows; *"A few years ago did many organization developed their own app, but never really asked themselves why? To first think it through. It´s nice to have an app, but why? I also want an app, I want several, but we have not seen any benefits of having one".* (PR, EA 1:1)

How the interviewees perceived these networks might be shown in if and how they used these. This perception differed among the interviewees, some viewed LinkedIn as a private network, others as a business related network.
Those who perceived LinkedIn as a business network were most likely located in consultancy agencies, and used it, among other things, to locate new potential candidates. In comparison with individuals in communication professional, who perceived Twitter as a business network and a proper place for distributing corporate information in, where those who worked with Twitter were also more active in "tweeting[14]", in comparison to those who did not. Almost all interviewees perceived Facebook as a private-based network, were one interviewee expressed her perception of these networks; *"Both Facebook and Twitter isn´t pronounced professional networks, as LinkedIn,* (HR, CO 7:2), while another interviewee expressed hers; *"Facebook is the living room and Twitter is the mingle in a party. To connect with someone on Facebook is similar as to invite someone into your living room while Twitter is more official. They differ in the sense that you behave differently at a mingle party in comparison with chat in your living room",* (PR, EA 1:1.).

Next dimension is quite interesting in relation to how they perceived these networks, which was if they are connected with business related associates in these networks, especially Facebook, who was perceived as a private network. The answer to whether reject or accept a friend request from a business associate was scattered among the interviewees. One interviewee expressed her thought about this; *"I don't reject friend requests. If I haven't been out and lectured that much as I do today, maybe I would. Before was I exclusively connected to my private friends on Facebook. But I think that it´s rude to reject",* (CO, EA 1:1), similar to another interviewee; *"I´m not that picky with whom I´m friend with on Facebook. If someone wants to be my friend is it ok, I have no real secrets there".* (HR, CO 7:2). Others were more restrictive in who they accepted, as one interviewee expressed it; *"...I must either have met them or have the ambition to meet them."*(CO, PO 5:1), similar as another one; *"To be my friend on Facebook, I must have met them. Because you can´t be friends with everyone in the organization, especially in a large one. But many think that they know me..."* (CO, PO 4:1). How they coped with these requests were also scattered, but almost all interviewees had business related contacts on Facebook, something which has made them more cautious in what they actually do in these networks (figure 4). As one interviewee expressed the dilemma;*"Facebook is very much about my personal life. But I´m also friend with colleagues on Facebook. So yes, I have many business relationships there. Then, it´s also a good place to distribute business related information".* (CO, PO 4:2). To be connected with stakeholders on LinkedIn was not considered as a similar problem when the interviewees already perceived this network as professional (either private professional or professional work related). Twitter likewise, because those who are active tweeters often tweet in relation to their business function.

This organizational interest could also be shown by the organizational guidelines or policies regarding the social media usage. Approximately half of the involved organizations had developed a policy, which mostly functioned as a guideline in how to use the technology, or to encourage this usage rather than policy to restrict it. Nevertheless, a couple organizations, located in the same market developed restrictions towards this usage, which means that those who did not actively work with this technology were not able to get access to these networks. One interviewee, who administrate the organizations firm account on Facebook, describes that it was only eight months ago the interviewee got access to some of these networks, an access that is limited to the persons specific work station.

[14] Tweeting; refers to the act of upload read text-based posts on Twitter.

One interviewee expressed her thought on why the organizations has restricted this usage; *"Initially it was because our system couldn't cope with the traffic. All our applications are running through our online system. So it become too heavy and all our applications became too dulled because of the increased internet usage. Then became Facebook highly popular and developed this usage to become more of a leadership issue".* (CO, LO 3:1). This view was similar among these two organizations, which another interviewee explained that they have their owners located in another European country, a nation where the social media usage might not appear in the same way as it does in Sweden. The interviewee further explained that these kinds of sites have always been restricted within the organization, on the basis that it threatens the organizational bandwidth. This became a management issue when employees began to use sites such as Facebook. Further she argued that this restriction is some kind of double standard, which means that the organization utilize these networks but limits the access for the employees. This has lead to the interviewee not feeling any greater commitment to develop the organizational usage before this restriction is repealed.

Other expressed factors that have influenced the interviewees in their usage of these networks are; *obligations*, *accountabilities* and *influencing events*. Formal expressed obligations were for example to professionally use this technology (obligations expressed in the interviewee´s job description), to be loyal to your employer, to have a professional profile picture in these networks that are professionally utilized, or to not state that you are looking for career opportunities on LinkedIn if you are using this network in your work. Another obligation was that some of the interviewees perceived that they always need to be connected or be updated on happenings in these networks.

Accountabilities differ from obligations in the sense that it regards actor's own values and norms, which in this case have been connected to both their usage and professional function. A couple of interviewees expressed that they act as a role model in the organization, which meant that their usage of different types of networks must be preceded by a good example. One of these interviewees, who had a leading function within the organization, expressed that this role modeling is a mixture of his managerial position and own personal morale. Because of his position that also contain a greater ability to influence on other actors within the company. He expressed this as; *I don't want anybody to tag me in a picture where I seem to be highly drunk. I don't want to be seen in those pictures, both for my private and professional image, especially in my business position.* (MA, LO 2:1). Another interviewee did not want to be perceived as a boastful person, neither as a person who spends too much time in these networks. She perceived that many people within these networks might boast a little too much, and expressed her statement as; *"I don't want to be perceived as a boastful person. Nor be perceived as a person who spends too much time on Facebook. I want to keep a distance",* (HR, CO 7:1). Another interviewee expressed her accountability as; "*I may work with these networks but my employer hasn't bought my opinions*", which refers to that the interviewee did not want to loose her personality just because she is using these networks in her work and continue to described how her colleagues perceived her social media usage; *"Some of my colleagues think I´m little too open. That I don´t have any filter..."* (CO, PO 4:1). To not be a "spammer[15]", was another stated accountability, where one actor expressed her unwillingness to upload too much job information on Facebook, because of her friends less interest in this kind of information.

[15] Spammer is an actor who is sending unsolicited bulk of messages indiscriminately.

Previous events were another expressed influence among the interviewees, something that have either affected their usage or extended their own awareness of how they use these networks. These scenarios show also the complexity of separating ones professional and private social media usage. One interviewee expressed that she was contacted by an individual outside the organization, on her private Facebook profile for a professional matter. The interviewee, who felt this was more linked to her professional function, told this person to send the information to her professional mail instead. This event developed several small incidents which ended up with that the interviewee hid her account on Facebook, in order to be less searchable. Another interviewee described how a colleague was terminated because a Facebook status and another interviewee who had some of her private "tweets" published in a newspaper publication, which she expressed was more linked to her professional function and employer rather than the interest of her as person. All these events are different examples of incidents that have influenced them in their social media usage.

MAKING SENSE OF A SOCIAL NETWORK

Previous two sections have presented how the interviewees utilized and perceived these networks (privately and professionally) as well as factors that have influenced them in these processes. It has been illustrated how the substance both differed as well as revealed similarities among the approached individuals, organizations and markets. These aspects will in unity with two different theories be discussed in the following sections.

The first section in this discussion concerns the relationship between the approached actor´s usage and knowledge regarding these networks as well as how the organizational conditions have influenced these participants in their use-and learning processes regarding Facebook, LinkedIn and Twitter. These aspects will be referred to Orlikowskis (1992) theory "structuration model of technology", which is thematized in the figure (figure 5) below which presents the overarching themes revealed by the result connected to different dimension in to Orlikowskis (1992) model.

Orlikowski (1992). The structuration model of technology.	
First premise	**Second premise**
Duality of technology	*Interpretative flexibility of technology*
Contains arrow *a* and *b* from figure 1; Technology is a product of human actions (a), a technology usage which communicate human actions (b). ▪ Reciprocal relationship between actor´s knowledge and usage. ▪ How they used these networks. ▪ How they created their own knowledge regarding these networks.	Contains arrow *c* and *d* from figure 1; Human actions are shaped by the organizational context (c) and human actions follow the institutional conditions within the organization (d). ▪ Organizational encouragement/support ▪Organizational restrictions/regulations

Figure 5. Concepts of the structuration model of technology (Orlikowski, 1992).

This model (Orlikowski, 1992) contain two different premises, the duality of technology and interpretative flexibility of technology (see figure 5), which relates to three different factors in this creation process of a technology, which are the technology (in this case Facebook, LinkedIn and Twitter), human agents (interviewees) and the institutional properties of the organizations (the approached organizations). These factors in combination with these two premises that are presented in figure 5 will be the foundation for the first section in this discussion.

All interviewees (human actors) expressed a social media usage, but where the main differences laid in which of these networks they utilized (Facebook, LinkedIn and Twitter), how they used these and to what extent. The interviewees own usage has been described as a significant factor in how they created their own knowledge regarding these sites, which is expressed by one interviewee; *you have to be a user of a network to understand how it works" (CO, PO 5:1)*. This means that the approached actors main source for developing their own knowledge regarding these networks have been by a significant usage of the technology rather than formal educations. This might be one reason why Facebook was the most mentioned network in this research, a network which almost all interviewees begun to use before they implemented the social media technology into their business practices. That they already had developed their own knowledge regarding this network, which might have influenced them in their process to adapt this technology to their business practices, is referred to as the "creation process" (Orlikowski, 1992). Unlike Facebook, several of the interviewees started to use LinkedIn and Twitter after they implemented the technology into their work practices. This condition might have influenced them in their reciprocal relationship (Orlikowski, 1992) between their own knowledge and usage of these networks, which in comparison to Facebook, the interviewees usage of LinkedIn and Twitter was less developed, which might have created the opposite effect regarding their creation processes of these networks.

This reciprocal relationship between these actors usage and knowledge construction relates to the models first premise, the duality of technology (Orlikowski, 1992). This dimension describes, in unity to what CO, PO 5:1 expressed above, that technologies are products of human actions which emphasizes the meaning of also using a technology in order to increase/develop ones knowledge of it. This might have been one of the reasons to why this usage was scattered among the interviewees, when this usage is largely dependent on the relationship between one´s knowledge and usage of these networks. This reciprocal relationship (Orlikowski, 1992) between human actor's usage and their knowledge of the technology is a significant factor in order to "construct" (adapt) these socially networks to their actual context. This creation process emphasizes a significant usage by these human agents (interviewees) of this technology (Facebook, LinkedIn and Twitter) in order to adapt this usage to its institutional properties of the organization (approached organization) (Orlikowski, 1992).

Another important aspect has been the organizational conditions, referring to the institutional properties of an organization, (Orlikowski, 1992), which have, in several cases, been expressed as a significant factor in relation to how the interviewees developed their own knowledge and usage regarding these networks. These conditions have varied among the approached organizations and where the most explicit aspect in this research has been if the institutions either encouraged or restricted this social media usage. Two approached organizations explicitly expressed that their settings restricted their employees to use these networks and where this technology were considered to be primarily linked to individuals private activities, but where these regulations also was an effort to govern individuals online activities during working hours. These organizations have suffered from a less developed connection between the usage of these networks and their business strategies in comparison to those who instead encouraged this usage. This dimension has also been expressed, in terms of encouragements, where some of the approached organizations instead influenced their employees to start or continue to use these networks in their professional practices.
These organizational properties, in terms of managerial support, technological availability and support functions, have been expressed as significant aspects in relation to how the interviewees developed their own knowledge regarding these networks, but also in how this

usage appeared and their capability to adapt these two aspects (usage and knowledge) to the organizational strategies. These contextual conditions could be referred to the second premise in Orlikowskis (1992) model, interpretative flexibility of technology, which describes how the organizational conditions (such as business strategies, regulations, control mechanisms and procedures) influences human agents in their usage of a technology (Orlikowski, 1992), conditions which in this case refers to individuals access to these networks as well as the managerial support to this usage. In several of the cases these conditions have been described as a significant influence in how the interviewees have developed their social media skills, which have been expressed according to both a supportive and restricted behavior, which shows different kinds of practical examples of the social media duality in today's business climate.

This section has emphasized two premises that have influenced these interviewees in their creation process of these networks. The creation process, which refers to how these actors have adapted this "social networking" to their context, have both been influenced by the reciprocal relationship between ones usage and knowledge of a specific network, referred to as the "duality of technology", but also in how these networks interacts with its context in terms of restrictions or support, referred to as the "interpretively flexibility of technology" (Orlikowski, 1992). This concept has been based on the function of the interaction between actor's socio-historical backgrounds, such as previous experiences of Facebook, LinkedIn and Twitter, and occurred context in terms of organizational settings, which basically means that different actors might use these networks differently depending on if they have used these before and in which contexts it has occurred (Ibid).

This socio-historical discussion leads us to the following section, accountability, which is another aspect of new technology, in which the individual sensemaking becomes crucial. The shared understanding, expressed in sensemaking, might influence this creation process of these networks (Weick, 2001). Actor's sensemaking processes touches three specific themes, frame and cue, in which the last factor, connection, refers to how these two themes relates to each other (Weick, 2001).

Weick (2001). Sensemaking	
Actors cognitive maps (Frame)	*Environment (Cue)*
This section refers to actor´s sense of a technology (identity, retrospect, salient cues, ongoing projects, plausability and enactment). ▪ Actor´s previous experience of these networks. ▪ Actor´s different identities within these networks. ▪ Events and signals that have influenced their usage of these networks (such as teminations, publications and stalkers).	This section refers to the "making" in sensemaking, explicit the contextual framework these actor´s are located in (social context, technology, interaction with other actor´s and enactment). ▪ How these networks interacts with its environment. ▪ The interaction among different actor´s within one context. ▪ Formal/informal accountabilities. ▪ Organizational governance.

Figure 6. Concepts of sensemaking (Weick 2001).

Figure 6 presents these two fundamental aspects in this theory, "frame" refer to the interviewees past experiences of these networks, which to some extent affects their social media activities. Next aspect, "cue", touches actor´s social context, which means how these networks interacts with its organization (context). This interaction is only significant when these two aspects (frame and cue) are connected to each other, which means how the interviewee's acts within these networks are a reflection of how they have previously used this particular network combined with other actor´s perception of this usage, within the same

organization (Weick 2001). These interactions will then guide individual´s actions within this network, which stresses the importance for individuals as well as organizations to have an understanding of these processes in order to create a collective sensemaking regarding this professional usage.

Social networks could have several possible or plausibly interpretations, which makes them equivocal and subjects for misunderstandings, uncertainties and complexities (Weick, 2001). This ambiguity was manifested in the differentiated usage among the interviewees, organizations and markets, as well as the varied interpretations regarding these approached networks. One significant factor in this creation has been the interviewee's cognitive maps, influenced by previously usage of these networks as well as different events and signals they have been exposed to during their usage of Facebook, LinkedIn and Twitter (Weick, 2001).

Previous experiences have been significant factors in this study, where interviewee's previous use of these networks has influenced them in how they coordinate their social media actions today (Weick, 2001). Similar reasoning is equally applicable here as in the first section which referred to Orlikowskis theory (1992), since the interviewees Facebook usage was further developed in comparison with the other two networks. This might have influenced the interviewees differently, depending on which network it regards (Facebook, LinkedIn or Twitter). As almost all interviewees already used Facebook before they implement it into their professional practices, this creation process regarding one´s "frame" of Facebook was considerably more "touched" in comparison with the other two networks. Unlike LinkedIn and Twitter, two networks which most of the interviewees started to use in conjunction with the implementation to their work, which means that the approached actors have less experiences regarding both negative or positive events and signals of these two networks, which should have made the actors "*frames*" of these two networks relatively untouched (Weick, 2001).

Several of the interviewees expressed that they have been exposed to different kind of signals, which influenced them in how they perceived and used these networks. Signals in terms of stalkers, terminations and publications, which Weick´s (2001) argued to be aspects that shapes and coordinates one´s activities within this given network and have made several of the approached individuals develop different kind of strategies (or created a greater understanding) in order to cope with these issues. These strategies have been expressed in terms of search engine optimization, having separated Facebook profiles, filtering connections or making one´s Facebook profile less searchable, which all have been outcomes regarding these signals and events that interviewees been exposed to during their usage. These social processes have also been related to individual's creation of different images, which in unity with Weicks (2001) arguments, have been expressed among these actors (in different extensions) and where their profiles differed depending on which network this profile concerned.

Another significant dimension in Weicks (2001) theory is the social context, which refers to how these actors are influenced by the actual, implied, or imagined presence of others, which touches the interaction between ones "frames" (such as previous experiences of Facebook) and the cues (how other actors within an organization use and perceives Facebook). This dimension, in comparison to Orlikowskis (1992) contextual factor, refers to more behavioral aspects and touches individuals' interactions with others in a particular context, such as in an organization. These interactions are in turn affected by the single actors own experiences regarding this network (signals, events). So when Orlikowski (1992) discusses organizational regulations and support functions, is Weicks (2001) dimension more concerned of how different actors influence each other in an organization (colleagues, managers), in how they use and perceives these networks. This has been expressed by several

of the interviewees, located in organizations which supported this usage. Different groupings that in the beginning resisted the technology have changed their opinion, which might indicate a positive social interaction (social context) between different actors within the same organization (Weick, 2001), thus dared to have influenced the technological development within this context.

As illustrated above, this combination of Weicks (2001) theory of sensemaking and Orlikowskis (1992) structuration model of technology provided a greater view on actor´s ability to adjust and develop their social media usage to its context as well as factors that have influenced these processes. Influences regarding individual's own sensemaking (experiences, signals, events, and social context), as well as by the organizational structure (supportive or restrictive conditions). Two theories, which have spread light on both the scattered usage and perceptions regarding this social media usage as well as influencing factors that have affected these processes.

CONCLUSIONS

This study illustrates how different professionals used, perceived and understand three different social networks and factors that have influenced these processes. It has been described how individuals own sensemaking (Weick, 2001) as well as the organizational structure (Orlikowski, 1992) influenced these processes, and where factors such as a reciprocal relationship between one´s usage and knowledge (Orlikowski, 1992), organizational conditions which either encouraged or restricted this usage (Orlikowski, 1992) and co-workers influences on each other (Weick, 2001) could be related to how these approached actor´s utilized, understand and interpret these networks.
Greater commitment from the organizational structure and social environment has proven to be related to a wider use among the contextual representatives, and shown the opposite effect in organizations that view this technology differently. This might illustrate a premonition of factors that are significant for actors in how they use and created sense of a technology, but also in aspects that might influence one´s ability to adapt this technology to the business practices.

This study might not just be a case that concerns the social media technology, but also in a wider perspective actor’s ability to adapt other technologies. In today’s organizations factors such as flexibility, customization and learning are emphasized, in a world that advocates flexible production systems, self-organization and virtual organizations, which stability is out and change is in (Orlikowski, 1996). This stresses both how actors in a specific context interact with a technology as well as how interactions are influenced by their own perception of it. The sociomaterial approach (Orlikowski & Scott, 2008) of a technology could be expressed as equivoque (Weick, 2001), which stresses the importance of further interdisciplinary research that combines technology and management.

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Appendix 1

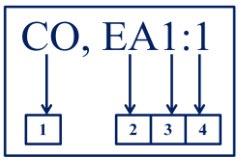
Interview guide;

Usage/Technology; how the interviewees used these networks, why they begun to use these, factors that affect/influence their usage of these.

Accountability/Interpretation; Perceived accountabilities/responsibilities/obligations, social media strategies, how the interviewee perceived these networks, perception of one's connections etc.

Image; strategies to improve one's image(s), how they differentiated their professional and private images.

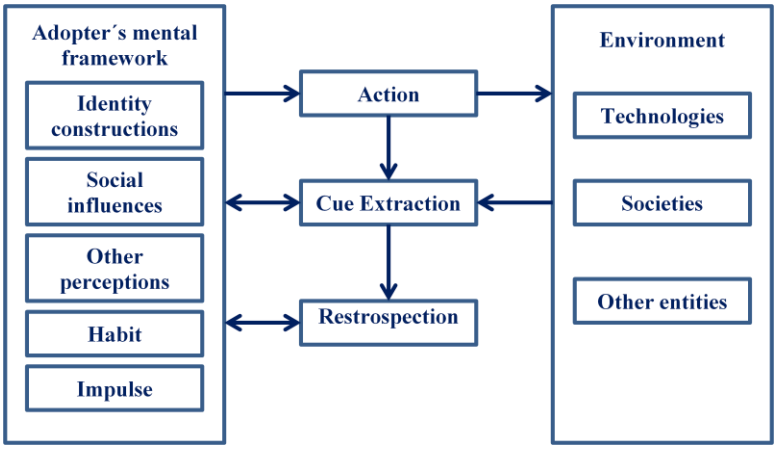
Appendix 2



This figure describes each symbols meaning, a number- and letter combinations which have been developed to provide the interviewees some degree of anonymity in the study. The interviewees are presented by their professional function (number 1), market (number 2), organization (number 3) and by person (number 4), which will also make the single interviewee more trackable in the result. The first number represents ones professional function, which is communication in this example. Number two represent the market this person is located in, in this case an employer association. Number three has been developed in order to separate individuals that poses similar business functions but are located in the same market. Number four has also been created in order to separate individuals that poses same business function and are located in the same organization.

Appendix 3

Seligmans (2006) cyclical process of sensemaking.



Appendix 4

Involved professionals, organizations and markets (anonymous). .

Organizations and professions	
Organization	*Professions*
Employer association (EA)	Communication, Law
Logistic organization 1 (LO)	Marketing, Marketing
Logistic organization 2 (LO)	Communication
Political party 1 (PO)	Communication, Communication
Political party 2 (PO)	Communication
Consultant agency 1 (CO)	Communication
Consultant agency 2 (CO)	Human Resources, Human Resources

Appendix 5

The figure illustrate the involved networks own logotype.

Logo	Name
	Facebook
	Twitter
	LinkedIn