

International Federation for Information Processing (IFIP)
Working Group 8.2: Information Systems and Organizations

**Program and abstracts of the
Organizations and Society in Information Systems (OASIS)
2015 Workshop**

Saturday 12th December 2015 9 am – 5 pm
Texas Ballroom I, Omni Fort Worth Hotel



Workshop co-chairs

Hani Safadi
The University of Georgia
hanisaf@uga.edu

James Howison
University of Texas, Austin
jhowison@ischool.utexas.edu

Dear participants,

Welcome to IFIP 8.2 OASIS 2015 workshop. This year's workshop is a paper development workshop where each paper has an opportunity for a short lightning presentation in addition to a dedicated round table discussion. Please find below detailed information about the workshop.

Time and place

The workshop will take place on December 12th 2015 from 9am-5pm. We will meet in Texas Ballroom I, at the Omni Fort Worth Hotel.

Lightning talks

Each paper has the opportunity for a one-minute presentation. The goal of the presentation is to allow participants to pick papers that match their interests in the round tables. Authors need to send their one-slide presentations to the workshop co-chairs one day prior to the workshop.

Round table sessions

Papers are grouped in seven tables based on their themes. We recruited expert mentors. Authors are requested to their feedback on their peer papers (same round table) to their mentors and the workshop chairs a week prior to the workshop.

Downloadable material

The papers, the feedback form, and the program are available for download at <http://cs.mcgill.ca/~hsafad/oasis/>

Once again, we thank you for participating in OASIS 2015 and we look forward to meeting you soon in Fort Worth.

Hani Safadi and James Howison

Program at a glance

8:45 am-9 am	Registration & morning Coffee and Tea
9 am - 9:15 am	Opening notes
9:15 am - 9:45 am	First lightning talks session
9:45 am - 10:15 am	Second lightning talks session
10:15 am-10:30 am	Coffee and Tea Break
10:30 am - 11 am	Keynote (Prof. Steve Sawyer, ICT scholarship in organizations and society)
11 am -12:15 pm	First round table session (Social Media, Design and Experiments, Digital Infrastructure)
12:15 pm - 1 pm	Box lunch
1 pm - 2:15 pm	Second round table session (IT Theories, Health IT)
2:15 pm - 2:30 pm	Coffee and Tea Break
2:30 pm - 3:45 pm	Third round table session (Online Collectives, Knowledge Management)
3:45 pm - 4:00 pm	Final notes
4:00 pm - 5 pm	Business meeting

First lightning talks session

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| 1 | <i>Jan Aidemark and Linda Askenäs</i> | Information systems development as a learning experience: learning processes and the creation of technology users |
| 2 | <i>Yap Hwee Wee, Ya Zhou, Atreyi Kankanhalli, Ralph Edward Hibberd and Ela Klecun</i> | Healthcare Integration with EHRs: A Combined Stakeholder and Institutional View |
| 3 | <i>Pei-Hsuan Hsieh and Yu-Pei Chen</i> | Managing Social Movement Programmes on Social Networking Sites |
| 4 | <i>Tamilla Mavlanova and Ram Gopal</i> | Work and Play: An Experimental Evaluation of Gamification Strategies for Corporate Recruiting. |
| 5 | <i>Cancan Wang, Rony Medaglia and Øystein Sæbø</i> | Learning from E-Government: A Framework and an Agenda for Social Media Research in IS |
| 6 | <i>Stefan Morana, Silvia Schacht, Timo Gerards and Alex Maedche</i> | Understanding the Effects of Process Guidance Systems on Users' Process Compliance Performance |
| 7 | <i>Phillip Haake, Alexander Maedche and Benjamin Mueller</i> | User Involvement in Enterprise System Implementation Projects – A Configurational Approach |
| 8 | <i>Matthew Guah</i> | THE POLITICAL ECONOMY OF VERY LARGE DEVELOPMENT PROJECT |
| 9 | <i>Yat Ming Cheung, Jia Jia and Chong Wang</i> | MATCHING ONLINE VIDEOS AND ADVERTISED PRODUCTS IN THE ONLINE VIDEO WEBSITES |
| 10 | <i>Riikka Vuokko, Anne Forsell and Helena Karsten</i> | Steps toward successful electronic patient records: Turning the issue order model upside down |
| 11 | <i>Janina Kettenbohrer</i> | The Dimensions of Process Orientation - A Literature Analysis |
| 12 | <i>Ariana Polyviou, Nancy Pouloudi and Will Venters</i> | Cloud adoption as a sense-making process: features, cycles and patterns |

Second lightning talks session

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| <p>13 <i>Abdulrahman Alothaim,
Gert-Jan de Vreede and
Stacie Petter</i></p> <p>15 <i>Gitte Tjørnehøj</i></p> <p>16 <i>Ashish Kumar Jha and
Indranil Bose</i></p> <p>17 <i>Rosemary Van Der Meer</i></p> <p>18 <i>Eunyoung Moon and James
Howison</i></p> <p>19 <i>Teresa Marcon and
Deborah Compeau</i></p> <p>20 <i>Gina Harden and Denise
Philpot</i></p> <p>21 <i>Yegin Genc and Jie Ren</i></p> <p>22 <i>Hyerin Kim</i></p> <p>23 <i>Gorkem Turgut Ozer and
Sirkka L. Jarvenpaa</i></p> <p>24 <i>Eruani Zainuddin</i></p> <p>25 <i>Kevin Crowston and Isabelle
Fagnot</i></p> <p>26 <i>Abayomi Baiyere</i></p> | <p>Examining Motivations for Voluntary Participation in Crowdsourcing</p> <p>Agile Pockets: Potential for Exploiting Drift Toward Unique Innovation?</p> <p>An Investigation into the Impact of Partnerships on Product and Process Innovation in IT firms</p> <p>Reviewing the Threefold Knowledge Management Framework</p> <p>Organizational circumstances for Large architectural changes in Open Source Software (OSS) production</p> <p>CONSTRUCTING THE MEANING OF SOFTWARE EXPORTS IN INDIA: A FOUCAULDIAN HISTORY</p> <p>Social Software as a Tool for Institutional Selection: Influencing Future Faculty Applicants</p> <p>Examining Search Patterns for Online Reviews</p> <p>Understanding Perceived Threats to Participate in Online Activism: The Role of Tracking Policy and User Protection Technology</p> <p>Digital infrastructures as opportunity incubators: Generative variety through the fit between infrastructure resources and effectuation means</p> <p>Predicting the use of alternate systems from the institutional logics perspective: Investigating the role of identities and organizational context</p> <p>Stages of Motivation for Contributing User-Generated Content: An Empirical Test</p> <p>Assessing the potential impact of Digital Infrastructure Innovations in the Shared Economy.</p> |
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Keynote speaker

Steve Sawyer

Professor and Director, Doctoral Programs,
School of Information Studies, Syracuse University,
344 Hinds Hall, Syracuse, NY 13244-4100 USA
(o) 315-443-6247 (e) ssawyer@syr.edu (w)
<http://sawyer.syr.edu>



Steve Sawyer is a member of the faculty at Syracuse University's School of Information Studies and a research fellow at the Center for Technology and Information Policy. Steve's research builds on and extends the social informatics perspective, focusing on the computerization of work. To do this, Sawyer's research is done through detailed field-based studies of software developers, real estate agents, police officers, organizational technologists, scientists and mobile knowledge workers. His work is published in a range of venues and supported by funds from the National Science Foundation, IBM, and a number of other public and private sponsors. Prior to returning to Syracuse University's iSchool in 2008, Steve was a founding faculty member of the Pennsylvania State University's College of Information Sciences and Technology. He earned his Doctorate in Business Administration from Boston University in 1995.

Studying Information and Communication Technologies beyond Organizational Boundaries

Through this talk I make two points. The first point is to advance the important role of IFIP 8.2 research in shaping the conduct of information systems scholarship. In doing this I will emphasize the attention of IFIP 8.2 scholarship to present critical perspectives, advance particularly intensive methodological approaches, emphasize on social-theoretic principles, and take a broad-minded view of institutions. The second point is to advance, or at least reiterate, the changing locus of the core phenomena of interest – the relationships among information and communication technologies, organizations and society – from being located within, to only visible across, institutions. In support of the first point, I provide a quick review of IFIP 8.2's legacy of scholarship. For the second point, we will focus on three evolving discourses regarding systems v. infrastructures, the meanings of institutional boundaries, and the focus of theorizing.

Round tables

Table	Mentor	Email	Papers #
IT Theories	Andrew Burton-Jones	a.burtonjones@business.uq.edu.au	7,8,11,24
Health IT	Hani Safadi	hanisaf@uga.edu	1,2,10
Online Collectives	Jungpil Hahn	jungpil@comp.nus.edu.sg	13,18,21,25
Social Media	James Howison	jhowison@ischool.utexas.edu	3,5,20,22
Design and Experiments	Kevin Crowston	crowston@syr.edu	4,6,9
Knowledge Management	Ulrike Schultze	uschultz@cox.smu.edu	15,16,17
IT Infrastructure	Steve Sawyer	ssawyer@syr.edu	12,19,23,26

Paper abstracts:

1 *Jan Aidemark and Linda Askenäs* **Information systems development as a learning experience: learning processes and the creation of technology users**

The purpose of this research is to provide a better understanding of an information systems development process and of how learning concepts can improve the practice of developing such systems. We investigate the activities and outcomes of a development project with the focus on the user side. The purpose was to ensure that the intended users of the systems (in this case, heart failure patients) should be able to influence the choices made during the project so that the implemented system would benefit the whole group of patients. During this process (a span of 1.5 years) it became apparent that the users themselves developed and changed a great deal. In this research we therefore wish to investigate the learning and change mechanism that came into play through the designed participative ISD process. The process was loosely based on a selection of tools from the “experience-based co-design toolkit” (EBCD, The Kings Fond, 2012). Our aim is to make an in-depth study of the relation with the practical application of these ideas and how they connect to underlying learning theories. As a result, we suggest that a learning mechanism should be planned for in any ISD process, regardless of what methodology is applied. In the final section we discuss the nature and consequence of changes in the perception and behavior of both users and developers and how these should be managed actively when an ISD project is designed.

2 *Yap Hwee Wee, Ya Zhou, Atreyi Kankanhalli, Ralph Edward Hibberd and Ela Klecun* **Healthcare Integration with EHRs: A Combined Stakeholder and Institutional View**

Healthcare is increasingly moving towards an integrated approach in the face of ageing populations and chronic disease burdens and costs. Underlying these efforts, electronic health records (EHRs) have been proposed as a means of supporting this integration. However, the road to large-scale EHR implementation is not smooth, with multiple stakeholders that have varied interests and influences in the implementation process. In the prior literature as well, the forces and influences among the key stakeholders that shape the implementation of these systems are not well understood. In this paper, we propose a novel framework to understand the stakeholder influences behind the successful implementation of these systems, which draws on institutional and stakeholder theories. Further, we suggest how this framework can be applied to understand the contrasting fortunes of two EHR initiatives, Singapore’s successful National EHR and England’s abandoned National Care Records Service. The paper highlights the theoretical and practical contributions that this unique perspective can offer with future validation.

3 *Pei-Hsuan Hsieh and Yu-Pei Chen* **Managing Social Movement Programmes on Social Networking Sites**

Social networking sites (SNSs), which contain various features, have become the newest technological tool of human communication. People involved in social movements can utilize the features of SNSs to disseminate the content of controversial issues to others in remote sites at a lower cost. In the literature on this topic, prior studies have only focused on social movements or events occurring on SNSs, instead of exploring which one or more features of SNSs are keys to the operation and management of social movements. From the perspective of programme management, every social movement operated and managed on SNSs can be regarded as a programme, and it is worth exploring the online performance of such programmes. The purpose of this study is to identify the key features of SNSs influential to the online performance of social movement programmes. In this study, online questionnaires are distributed to those who are administering social movement programmes on SNSs, and then an Analytic Hierarchy Process is used to analyze their responses. As a result, it is found that content recognition and community- oriented features have the most influence on every stage of social movement programme management on SNSs. Discussions and implications are provided at the end of this study

4 *Tamilla Mavlanova and Ram Gopal* **Work and Play: An Experimental Evaluation of Gamification Strategies for Corporate Recruiting.**

Hiring talented employees is an ongoing problem with substantial costs for organizations. It is thus necessary to identify new ways to attract talented individuals. We look at signaling theory and gamification to develop two user interface design artifacts that help communicate information about the company's culture and goals during the hiring process. To test the model we propose a 2x2 factorial experimental design. We predict that by incorporating gamification into hiring process, the effectiveness of communication will increase and the information asymmetry between an employer and potential applicants will decrease. We hope that our findings will have theoretical and practical implications to improve the design of current recruiting systems.

5 *Cancan Wang, Rony Medaglia and Øystein Sæbø* **Learning from E-Government: A Framework and an Agenda for Social Media Research in IS**

As the body of Information Systems (IS) research on social media grows, it faces increasing challenges of staying relevant to real world contexts. We analyze and contrast research on social media in the e-government field and in IS research, by reviewing and categorizing 63 studies published in key journal outlets, in order to identify and complement research foci and gaps. We find that, in comparison with e-government social media research, IS studies tend to adopt an abstract view of the individual user, focus on a monetary view of value added by social media, and overlook the role of contextual factors. We thus propose an extended framework for mapping social media research, by including a focus on the role of context and environment, and identify a research agenda for future studies on social media-related phenomena relevant to real world contexts.

6 *Stefan Morana, Silvia Schacht, Timo Gerards and Alex Maedche* **Understanding the Effects of Process Guidance Systems on Users' Process Compliance Performance**

Achieving process compliance is challenging for users in their daily work. They might lack an understanding of the defined processes or perceive a process compliant behavior as high effort. Process guidance systems address these challenges by supporting users in increasing their process compliance performance. Three theory-grounded design principles for process guidance systems were derived and instantiated as an artifact supporting IT ticketing processes. The artifact is used productively in a company and evaluated using a survey-based approach. The collected data confirms the positive effects of process guidance systems on users' process model understanding and process compliance performance. Researchers can adapt the proposed design principles and evaluation model for their process compliance context to address the identified future research opportunities. Practitioners can utilize the presented design knowledge to build their own process guidance systems supporting their employees in their process compliance performance.

7 *Phillip Haake, Alexander Maedche and Benjamin Mueller* **User Involvement in Enterprise System Implementation Projects – A Configurational Approach**

Based on advances in computer technologies used in their private lives, end-users in contemporary organizations have increased expectations regarding the usability of enterprise systems (ES). User involvement can help to increase the perceived usability of ES. However, there is a lack of knowledge about the particular forms of user involvement that make an implementation project successful in terms of usability and effective use. This is problematic as organizations often aim to increase the effective use of enterprise systems with new software that has better usability. We propose that a configurational understanding of implementation projects is much more in line with observed effects of user involvement. The analysis of the configurations of multiple cases with Qualitative Comparative Analysis will allow to identify the crucial aspects of user involvement for the dependent system success in terms of usability and effective use. Hence, the main contribution of our research will be the analysis of configurations that are related with ES implementation project success.

8 *Matthew Guah* **THE POLITICAL ECONOMY OF VERY LARGE DEVELOPMENT PROJECT**

The most challenging aspect of Project Management in today's economy is raising funds for very large development projects. This paper acknowledges some presumed assumptions of new areas for collaboration (private vs. public) designed as political economy of these projects. It is the function of academic research to question such assumptions and design newer areas of research to investigate the practice of raising funds and managing these challenging projects. This research focuses on two offshore wind parks in The Netherlands as case studies and reviews initiatives to turn around some troubled fund raising efforts during the implementation period. Both primary and secondary data are analysed to draw conclusions and inferences for the future of this increasingly important area for global development.

9 Yat Ming Cheung, Jia Jia and Chong Wang MATCHING ONLINE VIDEOS AND ADVERTISED PRODUCTS IN THE ONLINE VIDEO WEBSITES

With the continuing growth in the online video advertising, researchers have been investigating the factors that determined the effectiveness of online video advertising. This research-in-progress is intended to join the efforts of previous researchers by investigating two important factors for effective advertising in the online video websites. Based on the feelings-as-information theory, we theorize the effects of video type (comedy vs. tragedy) on individuals' attitudes and the intention to buy the products advertised in the video ads. To further the contribution, we hypothesize how the effects of video type could be contingent on the type of product advertised in the ads (hedonic vs. utilitarian). A laboratory experiment is planned to assess the hypotheses.

10 Riikka Vuokko, Anne Forsell and Helena Karsten Steps toward successful electronic patient records: Turning the issue order model upside down

The issue order model by Star and Ruhleder was used to analyse a failed organizational implementation of an electronic patient record system (Case 1). To move forward from the failures, in an EPR data structure design project, a set of development principles were followed (Case 2). The outcome of this project was successful. By focussing on the gaps between the participating stakeholder groups instead on identifying all issues within groups and by explicitly addressing third level issues, gaps in communication and understanding were gradually closed. Unlike in Case 1, no double binds emerged during the project.

11 Janina Kettenbohrer The Dimensions of Process Orientation - A Literature Analysis

Successfully implementing information technology does not only refer to focusing on an organization's business model but also to considering business processes. So, enhancing process orientation of an organization also includes employees thinking and acting in a process- oriented manner. To measure and foster process orientation of employees in an organization, dedicated levels and dimensions need to be considered. Therefore, the literature provides various definitions and conceptualizations of the construct of process orientation. In this paper, a literature review was conducted to give a well-structured overview of existing research regarding process orientation and to depict its different levels and dimensions. This paper is supposed to be a basis for future research but is does also provide implications for practice by showing the two levels of process orientation (i.e. organizational level and individual level) which have to be faced when switching from a function-oriented to a process-oriented company.

12 Ariana Polyviou, Nancy Pouloudi and Will Venters Cloud adoption as a sense-making process: features, cycles and patterns

Cloud computing is argued to radically change the way organizations interact with technology. This paper extends previous investigations into cloud adoption decisions by showing cloud adoption is a complex, socially constructed and continuous sensemaking process that involves on-going information retrieval and perception formulation about the use of cloud in the context of the organization. This raises the need of understanding the ‘bigger picture’ of cloud adoption decisions. Through this framing, we suggest the employment of sensemaking theory as the theoretical lens for addressing cloud adoption. Drawing on the results of a qualitative study, the paper identifies patterns that cloud adoption decision making process may take and contributes to a more in-depth understand of how a cloud adoption decision unfolds.

13 Abdulrahman Alothaim, Gert-Jan de Vreede and Stacie Petter Examining Motivations for Voluntary Participation in Crowdsourcing

Crowdsourcing is a new phenomenon that relies on the crowd (i.e. general public) to perform and solve wide variety of tasks and problems. Because crowd participation is essential for the success of crowdsourcing, it is important to investigate the motivations of individuals who participate in crowdsourcing initiatives. This paper review extant work on crowdsourcing motivations and their associations with relevant variables of crowdsourcing adoption. Furthermore, because there is limited research investigating motivational models of crowdsourcing, motivations of individuals to participate in other types of online communities such as open source projects, communities of practice, and networks of practice are also explored. The findings are contrasted among different types of online communities as well as different types of crowdsourcing. This research aims to develop and test a unified motivational model of participation in crowdsourcing.

15 Gitte Tjørnehøj Agile Pockets: Potential for Exploiting Drift Toward Unique Innovation?

Classic bureaucracies are too rigid to adapt to fast change, but “most organizations have pockets of people somewhere who are already adjusting to the new environment” (Weick and Quinn 1999). In the software market the need to adapt to fast change has become startling clear in recent decades. Modern software organizations have to adapt to increasingly rapidly changing, complex, and unpredictable environments, which is especially a challenge for traditional bureaucratic software development organizations. Planned adaptation and even continuous change have become obsolete as even in the short-term future the environment will drift ever-unpredictable. Adapting can only be done bottom-up by individuals with a deep knowledge of the actual work, first-hand experience of “where the wind is blowing,” and ability to act through improvisation, experimentation, bricolage, and hacking. Agile pockets may be an example of organizational phenomenon that can provide this kind of innovations. This research-in-progress suggests a framework describing agile pockets and discuss their potential role in organizational change exploiting drift toward unique innovation.

16 *Ashish Kumar Jha and Indranil Bose* **An Investigation into the Impact of Partnerships on Product and Process Innovation in IT firms**

Although IT has been widely recognized as one of the most important determinants of the innovation in firms in the digital age yet the determinants of innovation within IT firms are very poorly understood. Higher cooperation with various players is widely believed to be an important determinant of innovation productivity. The players include suppliers, clients, competitors, universities etc. However the relative importance of these probable partners and their differential impact on product innovation vis-à-vis process innovation is an issue which has not been explored in extant literature. Also another important consideration in such a study was that whether having cooperation partners directly impacts the innovation productivity or the relationship is mediated by the choice of mode of partnership. Based on our analysis of World Bank's Enterprise Survey® data for European IT firms we attempt to answer these questions. While the extant literature has established inter-firm cooperation to be important for innovation at a generic level, we find that it is the dynamics of the partnership characterized by the cooperation partner and more importantly the mode of the partnership which determines the success of such a cooperative effort. The results indicate that a profound impact on the eventual innovation productivity of firms can be seen just by the way firms envision and execute the innovation partnerships for mutual benefit.

17 *Rosemary Van Der Meer* **Reviewing the Threefold Knowledge Management Framework**

The Threefold Knowledge Management (TKM) framework by Holsapple and Joshi is a robust tool for the analysis of organisational Knowledge Management (KM) influences. It evolved through several publications but without consolidation of its components. This study reviews the TKM framework articles to provide a comprehensive review of the characteristics of the framework. Analysis of TKM identified a number of inconsistencies in the terminology used within the framework and these have been compared to the literature to provide clear definitions to aid future researchers in its application.

18 *Eunyoung Moon and James Howison* **Organizational circumstances for Large architectural changes in Open Source Software (OSS) production**

As software projects evolve over time, source code inherently becomes more complicated and tend to drift away from its original structure envisaged by the project founder. Uncontrolled software complexity makes it difficult to comprehend, modify code, and maintain sustainable level of OSS developers. Faced with challenges of increasingly complicated software design, software refactoring can be one solution to improve software design and quality. However, it requires substantial coordination among developers involved. Especially, it is challenging for community-based OSS projects in which there is no manager who tells what to do or resources to pay developers. This study qualitatively and quantitatively explores how refactoring that touches source code across different parts of software application—large-scale refactoring—was made to improve software quality. We conducted a case study of GNU grep, a widely used software program. We sought to solve a puzzle of how it was carried out despite lack of capabilities to overcome coordination challenges, based on the analysis of three episodes, two unsuccessful and one successful. In this study, we highlight the organizational circumstances for large-scale refactoring in successful, community-based OSS projects. This study provides concrete, actionable insights about OSS practices, the benefits and challenges of refactoring in community-based OSS projects.

19 Teresa Marcon and Deborah Compeau CONSTRUCTING THE MEANING OF SOFTWARE EXPORTS IN INDIA: A FOUCAULDIAN HISTORY

How did India become a leading destination for offshore IT outsourcing? This research seeks to contribute to our understanding of the offshore IT outsourcing phenomenon through history.

Our aim is to provide a contextually rich account of the emergence and development of the software and software services export industry in India, in the form of a genealogy (Foucault 1990). We approach this task by analyzing the historical construction of meaning in the discourse (Foucault 1977, 2002) on software and software services exports from its inception to 2014. Our principal focus is on uncovering the discourses that, through historical transformations, both enabled and constrained current practices in the Indian context. This promises to deepen our understanding of the present landscape and form a foundation for considering future trajectories in the Indian software export industry.

To trace the history of changes in the meaning of software and software services exports in India from its inception to our present, we analyze articles published in *Dataquest*, India's premier IT publication, between December 1982 and 2014, augmented by secondary sources. We manually scanned over 600 issues of this periodical to identify over 1000 articles relevant to our topic. As a careful tracing of this history through this material will necessarily entail a lengthy analysis, in this paper we limit our focus to the early years of the software export industry in India. This period is particularly fruitful as it allows us not only to illustrate how we will proceed, but also to locate the seeds of the discourse on export in products, services as well as IT-enabled services.

We structured our analysis of this period by following the thread of successive government policies and reports relevant to software export from the time India achieved independence in 1949 to the Software export policy of 1986. Following the alterations in these documents over the years provides a useful frame for exploring how the meaning of exporting software was constructed and shaped not only by policy makers, but also by software exporters, the Indian computer industry as a whole, and other interested participants. We detail the web of discourse (Foucault 2002) surrounding these events based on secondary sources as well as *Dataquest* articles. This reveals a struggle over the meaning of exporting software that created the "conditions of possibility" (Foucault 1984) for this practice.

20 Gina Harden and Denise Philpot Social Software as a Tool for Institutional Selection: Influencing Future Faculty Applicants

Social software tools continue to permeate society, providing an instant means of mass communication among individuals, special interest groups, and organizations. Therefore, it is no surprise that many institutions are also turning to social software as a means of recruiting qualified applicants. The use of social software as a tool for academic recruitment comes with potential benefits but also some inherent risks. This paper addresses the research question: *How does the use of social networking sites for employment purposes influence institutional selection of faculty job applicants?*

21 *Yegin Genc and Jie Ren* Examining Search Patterns for Online Reviews

Online review system is an information space for purchase decisions. This paper studies how consumers search for individual online reviews and how these search patterns influence purchase decisions. Based on search theory, we compared the impact of confirmatory search that verifies aggregated valence of online reviews and that of disconfirmatory search that challenges such valence. Using an online experiment involving 1400 participants, we found that confirmatory search is preferred rather than disconfirmatory search; also the impact of search patterns on purchase decisions depends on the aggregated valence of online reviews. These findings not only suggest caution to scholars that only focus on the aggregated review valence to explain purchases, but also provide specific implications to practitioners regarding the design of online review systems.

22 *Hyerin Kim* Understanding Perceived Threats to Participate in Online Activism: The Role of Tracking Policy and User Protection Technology

A variety of Information and Communication Technologies (ICTs), particularly user protection technology – such as encrypted messaging or mesh networks - are changing the ways in which activists communicate, collaborate and demonstrate, encouraging once silenced voices to engage and participate. In a relatively short time, social and political activism has become widespread due to online mediums or applications supported by user protection technology despite of surveillance policies. In social activism such as the pro-democracy movement in Hong Kong in 2014, mobile applications featuring user protection technology allowed more people to be involved. This research examines how online surveillance policies affect online activism and how the online medium and user protection technology moderate the policy effects. As user protection technology mitigates perceived threats, marginal participants - those once silenced - are now more likely to participate in social activism. The paper also reviews several user protection technologies. Drawing on integrated threat theory (ITT), four relevant perceived threats are identified – realistic threat, symbolic threat, relational threat, and privacy concern, and studied as mediators between surveillance policies and online activism participation. An online population-based survey experiment with vignettes is developed to collect data and test hypotheses. The study will expand on the application of ITT to broader intergroup issues and offer a new vantage for policy makers and protection technology developers based on the understanding of how those policies and technologies are perceived by citizens and affect their subsequent behavioral intentions.

23 *Gorkem Turgut Ozer and Sirkka L. Jarvenpaa* **Digital infrastructures as opportunity incubators: Generative variety through the fit between infrastructure resources and effectuation means**

This study explores an entrepreneurial perspective to digital infrastructure generativity by defining digital infrastructures as opportunity incubators. In doing so, its contribution is twofold. First, we offer an extension to the current understanding of infrastructure resource composition whose scope has usually been limited to boundary resources¹. Informed by the effectuation view of entrepreneurial opportunities and our case survey research², we propose that the so-far neglected knowledge and network resources are at least as critical as boundary resources in the incubation of opportunities by digital infrastructures. Second, based on our extension and development of a digital infrastructure's resource composition, we propose a model of digital infrastructure generativity that relies on dynamic matching and dynamic complementing, which are two generative mechanisms to evoke and enhance participant creations. Informed by the effectuation view of entrepreneurial opportunities and the law of requisite variety, we offer propositions on how digital infrastructures that engage in these generative mechanisms could potentially achieve a higher variety of creations. We plan to test our propositions and explore the boundary conditions of our model developing and using an agent-based simulation model.

24 *Eruani Zainuddin* **Predicting the use of alternate systems from the institutional logics perspective: Investigating the role of identities and organizational context**

An alternate system refers to non-integrated, redundant artifact(s) to substitute all or parts of an official Information System (IS) application. An alternate system may have significant impact to organizations including: poor data quality and information silos, as well as circumvention of rules. We build upon past work and conceptualize three forms of alternate systems: dual system, bypass, and user delegation. Our work examines the role of institutional logics (through institution-based identities) and organizational context in influencing users' tendencies to use different forms of alternate systems. We present our conceptual model and conclude with a research plan to move this work further. We aim to add to the current body of knowledge by taking into account the different forms of alternate systems, the hierarchical nature of institutional logics, and the interaction between institutional logics and organizational context.

25 *Kevin Crowston and Isabelle Fagnot* Stages of Motivation for Contributing User-Generated Content: An Empirical Test

User-generated content (UGC) projects involve large numbers of mostly unpaid contributors collectively collaborating to create new content. Motivation for such contributions has been an active area of research. We argue that what was previously considered a single, static and individual phenomenon, namely motivation for contribution to UGC, is in fact three separate but interrelated phenomena. Using the theory of helping behavior as a framework and integrating stage models, work motivation and social movement theory, we propose a conceptual framework that distinguishes three separate models (initial, sustained and meta) of motivations of participants in UGC. We tested this model using a data set from a Wikimedia Editor Survey (Wikimedia Foundation, 2011). The results were generally compatible with our conceptual model, but suggested several opportunities for further refinement. The results have implications for both researchers and practitioners who manage UGC projects.

26 *Abayomi Baiyere* Assessing the potential impact of Digital Infrastructure Innovations in the Shared Economy.

Prior studies on digital information infrastructure (II) have highlighted different benefits associated with digital II from different levels - individual, organization, and society. However, very little discussion has been accorded to its unexpected consequences. Drawing from cases in the shared economy innovations, this paper proposes a framework of “empowerment” and “wicked problems” as plausible dimensions that characterize the dual nature of the impact of these emerging digital infrastructure innovations. The paper further presents a scenario model that can be used to describe these impacts.