



## Causal recipes for acceptance and refusal of corporate blogs<sup>☆</sup>



Ángel Hernández-García<sup>\*</sup>, Santiago Iglesias-Pradas, Pedro Fernández-Cardador

Ingeniería de Organización, Administración de Empresas y Estadística, Universidad Politécnica de Madrid, Av. Complutense 30, 28040 Madrid, Spain

### ARTICLE INFO

#### Article history:

Received 1 February 2015

Received in revised form 1 July 2015

Accepted 1 September 2015

Available online 26 October 2015

#### Keywords:

Corporate blogs

Acceptance

Refusal

Fuzzy sets

Qualitative comparative analysis

fsQCA

### ABSTRACT

This study proposes an alternative approach to the study of technology acceptance and refusal behaviors in organizations. Whereas traditional technology acceptance studies focus on structural modeling and the explanation of net effects, this research investigates the different conjunctural causal relations among variables affecting adoption that lead to acceptance or refusal to use corporate blogs in companies for knowledge-sharing purposes. The research includes five conditions—behavioral intention, perceived critical mass, social anxiety, technical support, and managerial support—and uses fuzzy-set qualitative comparative analysis to observe how these conditions affect four different outcomes: presence and absence of knowledge-creation and knowledge-acquisition behaviors, respectively. The results complement prior studies and provide insight on how corporate blog acceptance and refusal processes operate.

© 2015 Elsevier Inc. All rights reserved.

### 1. Introduction

Technology acceptance studies usually adopt a utilitarian view of technology adoption by individuals within organizations. This approach is valid when studies focus on the analysis of productivity systems or when the reason to use a technology depends heavily on expected benefits. However, purely utilitarian approaches to acceptance of some other technologies may be incomplete.

Corporate blogs for collaboration and knowledge management are an example of this type of technologies. Employees may use blogs for internal and external communication, but this study focuses on acceptance of corporate weblogs as tools for internal communication, collaboration, and knowledge management, where employees share their opinions and knowledge within the boundaries of the organization (Iglesias-Pradas, Hernández-García, & Fernández-Cardador, 2014). Corporate blogs are Web 2.0 tools and, as such, apart from the utilitarian component, their use relies heavily in the social component, especially because knowledge management is a complex social process (Iglesias-Pradas, Hernández-García, & Fernández-Cardador, 2015).

Prevalent acceptance and use studies only describe net effects of predicting latent variables on system use. These studies build on nomological networks representing the different concepts and their

relationships, but the studies give little or no information about causation. Furthermore, these studies fail to assess different possible combinations of conditions that may cause acceptance or refusal of a technology. This study offers a new approach to the study of corporate blog acceptance and aims to complement existing theory by highlighting conjunctural causal relations among variables leading to corporate blog adoption—and rejection—in companies. This approach allows deriving direct implications and practical recommendations from the findings that may help to understand the adoption process and to improve corporate blog acceptance for collaboration and knowledge management in organizations.

The structure of this study is as follows: Section 2 builds the theoretical framework and identifies the study's independent and dependent variables—or, in QCA terms, the conditions and outcomes, respectively; Section 3 explains the research methods and presents the main results of the study; Section 4 discusses the findings and the theoretical and practical implications.

### 2. Theoretical framework and study variables

Iglesias-Pradas et al. (2015) propose a model to study the adoption of corporate Web 2.0 tools. In their model, the authors depart from traditional acceptance models that aim to explain the antecedents of behavioral intention—perceived usefulness, perceived ease of use, or subjective norms—and focus on the validity of behavioral intention and two social factors—perceived critical mass and social anxiety—as predictors of actual knowledge acquisition and creation behaviors. This study follows Iglesias-Pradas et al.'s model to find causal recipes for acceptance and refusal of corporate blogs for collaboration and knowledge management.

<sup>☆</sup> The authors thank Ángel F. Agudo-Peregrina, Universidad Politécnica de Madrid, Julián Chaparro-Peláez, Universidad Politécnica de Madrid, and two anonymous reviewers for the comments and suggestions on this research.

<sup>\*</sup> Corresponding author.

E-mail addresses: angel.hernandez@upm.es (Á. Hernández-García), s.iglesias@upm.es (S. Iglesias-Pradas), pedro.fernandez.cardador@alumnos.upm.es (P. Fernández-Cardador).