

An Experimental Study of Online Boundary Management Behaviors on Respect, Relatedness
and Accepting a Facebook Friend Request, affected by Organizational Culture.

Petronella M.W. Raijmakers

Radboud Universiteit Nijmegen

Student number: 4082826

First monitor: Anika E. Batenburg

Abstract

Social media use among employees is increasing, which may cause a collision of one's personal and professional identity. A theoretical framework was created to describe the consequences of employees' behavior online, but no experimental research has been conducted. The purpose of the current study was to examine if an employee's online boundary management behaviors (Content or Hybrid) had an effect on how this employee was evaluated by colleagues in terms of respect, a sense of relatedness and the willingness to accept this employee as a friend on Facebook and if these relationships were affected by organizational culture. Specifically, two different scenarios and Facebook profile pages were created displaying either Content or Hybrid boundary management behaviors. Participants were asked to evaluate the employee based on this. Both participants working in a strong informal or formal organizational culture respected the employee more than participants scoring low on either one of these cultures. In addition, participants working in a strong informal organizational culture felt more related to the employee and were more willing to accept him as a friend on Facebook than participants working in a less informal organizational culture. These findings suggest organizational culture is an important factor to take into account whilst applying the theoretical framework.

Keywords: online boundary management behaviors, employee, respect, relatedness, Facebook, friend request.

Background

Social media is becoming a more widely used medium of interaction. Not only in a personal setting, but also in a professional setting the use of social media is increasing. The adoption rates for social networking sites are high and thus, many employees are connecting through any form of social media (Del Bosque, 2013). In the study conducted by Del Bosque (2013), 85% of the 765 participants had at least one social networking account, with Facebook being the primary social network site used. Almost twenty percent of participants reported having a social network account to stay in touch with colleagues. This clearly illustrates the frequent use of social media and the use for not only personal, but also professional purposes.

Social networking sites are typically aimed at converging a broad audience into one group of “friends” (Houghton & Joinson, 2010). Consequently, the use of social media can provide a challenge with regard to a potential collision of both personal and professional worlds.

Boundaries between these domains are becoming more unclear. A collision of these worlds online raises the question how best to manage social media as it may create opportunities as well as challenges (Ollier-Malaterre, Rothbard & Berg, 2013).

Motive of this study

Some research has been conducted with reference to the use of social media in a professional setting. However, there has been little research on the way employees manage boundaries between their personal and professional life online and how it affects evaluations within professional relationships. Often, employees may still be unaware of the consequences of their behavior online (Tuten & Angermeier, 2013) and therefore, it is essential to investigate this matter.

A conceptual model set up by Ollier-Malaterre, Rothbard & Berg (2013) describes different approaches to online boundary management behaviors and their proposed

consequences with regard to being respected by others. Conversely, the model has not been verified in real-world settings. The current study is the first to test a specific section of the conceptual framework proposed by Ollier-Malaterre, Rothbard & Berg (2013). It will be examined whether two of the four archetypical online boundary behaviors, namely Content and Hybrid boundary management behaviors, have an effect on the way employees evaluate a colleague who displays either one of the boundary management behaviors with reference to respect. As employees might work in a large variety of organizations, it will be examined in what manner the organizational culture, within which an employee works, affects the relationship between online boundary management behaviors shown by a colleague and perceived respect toward the colleague. In addition to perceived respect, to what extent an employee feels related to a colleague and how willing this employee is to accept a friend request from the colleague on Facebook is looked at.

Investigating the application of the conceptual framework proposed by Ollier-Malaterre, Rothbard & Berg (2013) may help determine what type of online boundary management behavior should be used in certain types of organizations to result in the best possible evaluation of employees.

Online boundary management behaviors

Opinions about privacy, boundaries and professional relationships on social media differ. There is evidence suggesting that the manner in which social networking sites are used has an effect on relationships within a profession (Del Bosque, 2013). A term that is important in this context is *online boundary management*. Boundaries are established by the different roles someone fulfills (Ashfort, Kreiner & Fugate, 2000). In life offline, the boundaries of communication are clearly set by specific environments and non-verbal communication; people know what to and what not to disclose with certain types of contacts (Houghton &

Joinson, 2010; Ollier-Malaterre, Rothbard & Berg, 2013). Whilst using social media, however, a challenge of managing what information to disclose and with whom arises among employees (Boyd, 2007). Employees must decide on their own personal online boundaries concerning what information to share on social media, based on how employees want to present their identity toward others.

Identity negotiation can be defined as the process of establishing one's identity within a specific relationship and is driven by specific self-evaluation motives (Swann, Johnson & Bosson, 2009). The forming of an identity or role within a relationship provides expectations of desirable behavior (Swann, Johnson & Bosson, 2009). Accordingly, identity negotiation determines in what manner people present themselves. *Identity presentation* can be defined as individuals presenting themselves on a public stage, such as Facebook (Wilson, Gosling & Graham, 2012). A drive for self-enhancement is a possible self-evaluation motive that determines one's identity negotiation and presentation. *Self-enhancement* is regarded as wanting to create a more positive, potentially unrealistic, self-image than one may have of oneself and wanting to disregard information that might jeopardize a positive self-concept (Kwang & Swann, 2010). The motive of self-enhancement conceivably results in online behaviors aimed to present oneself so to ensure a positive evaluation by others. Linked to social media use, this results in employees only disclosing positive information.

An additional factor that steers ones' boundary management behaviors is a preference for either integrating different roles, or segmenting between personal and professional domains (Ashfort, Kreiner & Fugate, 2000). In this context, *integration* describes the tendency to minimally differentiate between the personal and professional domain and forming one personal identity. A preference for *segmentation* is characterized by strong differentiation between roles and therefore, clearly set boundaries for behavior toward others (Ashfort, Kreiner & Fugate, 2000). Thus, it is assumed that a preference for either integration or

segmentation will influence the way employees manage their social media contacts. Employees with a preference for integration will be more likely to add personal as well as professional contacts and information to their social media network. Employees with a preference for segmentation will be more likely to make a clear distinction between personal and professional contacts on social media (Ollier-Malaterre, Rothbard & Berg, 2013).

Conceptual framework

Ollier-Malaterre, Rothbard and Berg (2013) intended to provide a more detailed and literature-based overview of different types of online boundary management behaviors, their self-evaluation motives and possible consequences of the behaviors. A conceptual framework was set up describing a 2 x 2 matrix. The framework can be seen in Figure 1. In the current study, the focus will lie on two of the four archetypical online boundary behaviors, driven by a self-enhancement motive: Content and Hybrid online boundary management behaviors.

Preferences for segmentation versus integration
of professional and personal identities

	Integration	Segmentation
Self- verification	<p style="text-align: center;">Open boundary management behaviors</p> <ul style="list-style-type: none"> • Decrease average respect • Decrease average liking 	<p style="text-align: center;">Audience boundary management behaviors</p> <ul style="list-style-type: none"> • Protect but do not increase average respect • Decrease average liking
Self- enhancement	<p style="text-align: center;">Content boundary management behaviors</p> <ul style="list-style-type: none"> • Increase average respect • Increase average liking 	<p style="text-align: center;">Hybrid boundary management behaviors</p> <ul style="list-style-type: none"> • Increase average respect • Increase average liking

Figure 1. A conceptual model describing online boundary management drivers, behaviors, and consequences. Adapted from Ollier-Malaterre, Rothbard & Berg (2013).

Content boundary management behaviors. Content boundary management behaviors are, as can be concluded from Figure 1, behaviors driven by the motive of self-enhancement and preference for integrating personal and professional identities. Employees who show this behavior are focused on presenting themselves in a positive self-enhancing manner on social media. They do so by actively regulating the kind of information they, or others, publish about themselves (Ollier-Malaterre, Rothbard & Berg, 2013). The information disclosed can concern both private and professional information. Employees performing Content boundary management behaviors intend to create a positive image of themselves among their integrated audience. Consequently, to be able to reach a wide audience, they are motivated to include both personal and professional contacts to their online social network.

Hybrid boundary management behaviors. Figure 1 shows Hybrid boundary management behaviors are driven by an employee's self-enhancement motive and preference for segmenting between one's personal and professional domains. Employees who show this kind of behavior are motivated to make a clear distinction between their personal and professional contacts on social media with regard to the information shared (Ollier-Malaterre, Rothbard & Berg, 2013). They are motivated to divide professional and personal contacts into groups within their online social network and only disclose information they regard as appropriate to each group.

Consequences of online boundary management behaviors

One of the main consequences of Content and Hybrid boundary management styles mentioned by Ollier-Malaterre, Rothbard and Berg (2013) is the effect the behaviors have on the extent to which someone is respected by others. *Respect* consists of the level of deference and positive perception by others (Ollier-Malaterre, Rothbard & Berg, 2013). Jackson, Esses, and Burris (2001) further described the term respect as "a type of attitude characterized by feelings of esteem for another that manifest in both highly valuing the person's feelings, thoughts, and behaviors and a willingness to be influenced by that person" (pp. 47–48). Ollier-Malaterre, Rothbard & Berg (2013) propose that perceived respect in a professional setting depends on an individual's ability to manage personal and professional identity online in a similar appropriate manner as offline.

Ollier-Malaterre, Rothbard and Berg (2013) suggest that both styles of behavior result in increased respect among one's professional contacts because the employee only publishes self-enhancing information. However, no circumstantial factors were taken into account. Employees work in numerous types of professional settings and organizational cultures. Therefore, the question arises whether the type of organizational culture could influence how

an employee is evaluated by others based on social media behaviors. It is essential to further explore how an organizational culture might affect the relationship between online boundary management behaviors and the level of respect and relatedness employees feel toward colleagues.

Organizational culture

An *organizational culture* may be defined as the shared values, beliefs and norms existing within an organizational setting (Schneider, Ehrhart & Macey, 2013). Since an organizational culture translates to specific behavioral norms and expectations among employees it determines how employees interact with each other (Human Synergetics International, 2012). The appropriate norms of what information to disclose vary among professional relationships, depending on how informal or formal an organization may be (Ollier-Malaterre, Rothbard & Berg, 2013). The organizational culture within which an employee works is therefore a crucial factor to take into account whilst examining the framework proposed by Ollier-Malaterre, Rothbard and Berg (2013).

A clear distinction can be made between an informal and a formal organizational culture. An organizational culture is regarded as more informal if emphasis lies on personal characteristics, informal communication, openness and trust (Alvesson, 2012, p. 119). An informal culture is a flexible culture wherein spontaneity is desirable (Cameron & Freeman, 1991). Contrastingly, when hierarchical structures, procedures, rules and authority are more prominent, the culture is seen as more formal (Alvesson, 2012, p. 43, 128). Within a formal culture, control, order and stability are most emphasized (Cameron & Freeman, 1991).

It may be interesting to examine whether the type of organizational culture within which employees work affects the relationship between online boundary management behavior and the way employees regard others in terms of respect and relatedness. In an informal culture,

the focus lies on open communication, so therefore, the proposition is that employees have a stronger preference for disclosing information to all of their contacts. They might be likely to perceive a higher level of respect toward others who show this kind of behavior as well. The expectation is that in a more formal organizational culture, employees differentiate clearly between private and professional contacts and thus, respect others that show this kind of behaviors more.

In addition, when the boundary management behavior shown by an employee is acceptable to the behavioral norms displayed within either an informal or a formal culture, the expectation is that the contact feels more related and is more willing to add this employee its Facebook network. This leads to the following hypotheses.

Hypothesis 1a: An employee showing Content boundary management will generate (1) more respect; (2) a greater sense of relatedness; (3) and a greater willingness to be accepted as a friend on Facebook among professional contacts who work in an informal organizational culture than among contacts who work in a formal organizational culture.

Hypothesis 1b: An employee showing Hybrid boundary management behavior will generate (1) more respect; (2) a greater sense of relatedness; (3) and a greater willingness to be accepted as a friend on Facebook among professional contacts who work in a formal organizational culture than among contacts who work in an informal organizational culture.

Method

Research Design

For this study, a 2 (Content vs. Hybrid) x 2 (informal vs. formal organizational culture) between-subject design was used, in which each participant was shown one of two versions of a scenario and Facebook profile page describing either Content or Hybrid online boundary management behaviors. The aim of this study was to examine whether these types of Boundary management behavior had an effect on the level of Respect and Relatedness participants feel toward a colleague and the willingness to accept this colleague as a friend on Facebook and if these relationships are affected by organizational culture.

Materials

The independent variable in this study was the type of Online boundary management behavior. Two different scenarios about an imaginary colleague's, Tom Hendriks, Facebook use and a profile page were created. Each contained characteristics and behaviors distinctive of a certain type of online boundary management behavior (Content or Hybrid), as described by Ollier-Malaterre, Rothbard and Berg (2013). In all other aspects, the scenarios and pages were similar. The scenario describing Content boundary management behaviors is the following:

“Imagine the following situation:

Tom is your colleague and works in the same team as you.

Below you can see Tom's Facebook profile. Among his Facebook friends are his friends, family, acquaintances, as well as his colleagues. The page you are shown is visible to all his contacts.

Look at the Facebook profile and read Tom's messages carefully. Hereafter questions will be asked with regard to this Facebook profile."

Hybrid boundary management behaviors are described in the scenario below:

"Imagine the following situation:

Tom is your colleague and works in the same team as you.

Below you can see Tom's Facebook profile. Among his Facebook friends are his friends, family, acquaintances, as well as his colleagues. Tom divided his contacts into different groups. The page you are shown is only visible for his colleagues.

Look at the Facebook profile and read Tom's messages carefully. Hereafter questions will be asked with regard to this Facebook profile."

Both Facebook profiles of Tom Hendriks only displayed positive messages. This to demonstrate participants that their imaginary colleague Tom Hendriks wants to create a positive image of himself among Facebook contacts and hopes to be positively evaluated. The Content condition included both personal and professional information. The Hybrid condition only included professional information. Complete manipulations can be found in the questionnaire in the Appendix.

Participants

In total, of the 130 participants who took part in this research, 70% were female. Ages ranged between 18 and 61 ($M = 31.19$, $SD = 12.39$). Participants had finished various levels of

education (VMBO/MAVO/LBO = 4; MBO = 16; HAVO = 20; VWO = 15; HBO = 40; WO = 35). Of all participants, 42.3% were still taking part in any form of education.

Participants worked within different branches of employment. The main four branches were Commercial services (25), Healthcare (24), Hospitality industry (23) and Government (13). Participants worked in three different employment types (Fulltime = 39.2%; Part-time = 56.9%; Entrepreneur = 3.8%). Furthermore, 83.1% of participants worked under a supervisor, 23.8% were a supervisor within their organization themselves and 89.2% worked within a team.

The duration of participants' employment for their current organization differed (less than one year = 30.8%; one to three years = 34.6%; four to six years = 10%; seven to ten years = 10.8%; eleven years or longer = 13.8%). The duration of participants' employment within the current function also varied (less than one year = 35.4%; one to three years = 33.1%; four to six years = 15.4%; seven to ten years = 7.7%; eleven years or longer = 8.4%).

With regard to the manipulation, 65 participants were shown the Content boundary management behavior condition and 65 participants were shown the Hybrid boundary management behavior condition.

Instruments

Dependent variables. The first dependent variable examined in this study is the *level of respect toward colleague*. This variable was operationalized by two scales measuring the amount of respect the participants feel toward the colleague described in the story. Respect scale A consisted of eight seven-point Likert scale items from Tyler and Blader's (2002) 'Autonomous Respect scale'. An example of one of these items is "I believe Tom has a good reputation in the organization". The reliability of this scale was good ($\alpha = .89$). Respect scale

B was seven-point Likert scale containing four items of the ‘Perceived Respect scale’ proposed by Bartel, Wrzesniewski and Wiesenfeld (2012). An example of an item used is “I would value Tom’s ideas and efforts at work”. The reliability of this scale was also good ($\alpha = .88$).

The second dependent variable is to what extent the *participants feel the related to the colleague*. This variable was operationalized with ten seven-point Likert scale items measuring relatedness created by Richer and Vallerand (1998). All items started with the sentence “In my relationship with my colleague, I feel...”, preceded by, for example, “supported”. The reliability of the Relatedness scale was good ($\alpha = .94$).

The third dependent variable is the *participants willingness to accept a friend request from their colleague on Facebook*. This variable was operationalized by including the seven-point Likert scale item “I would accept Tom Hendriks as a friend on Facebook” in the questionnaire.

Composite means were calculated for all scales with a Cronbach’s α of .70 or higher. For complete scales and items, see the questionnaire included in the Appendix.

Moderator. The variable *type of organizational culture within which the participants work* will be examined as a moderating variable. To determine the sort of culture within which the participants work, a scale based on the Model of Organizational Culture Types (Cameron and Freeman, 1991, p. 29) and on the operational measure for organizational culture used by Deshpandé, Farley and Webster (1993) was included in the questionnaire. The model of Organizational Culture Types can be seen in Figure 2.

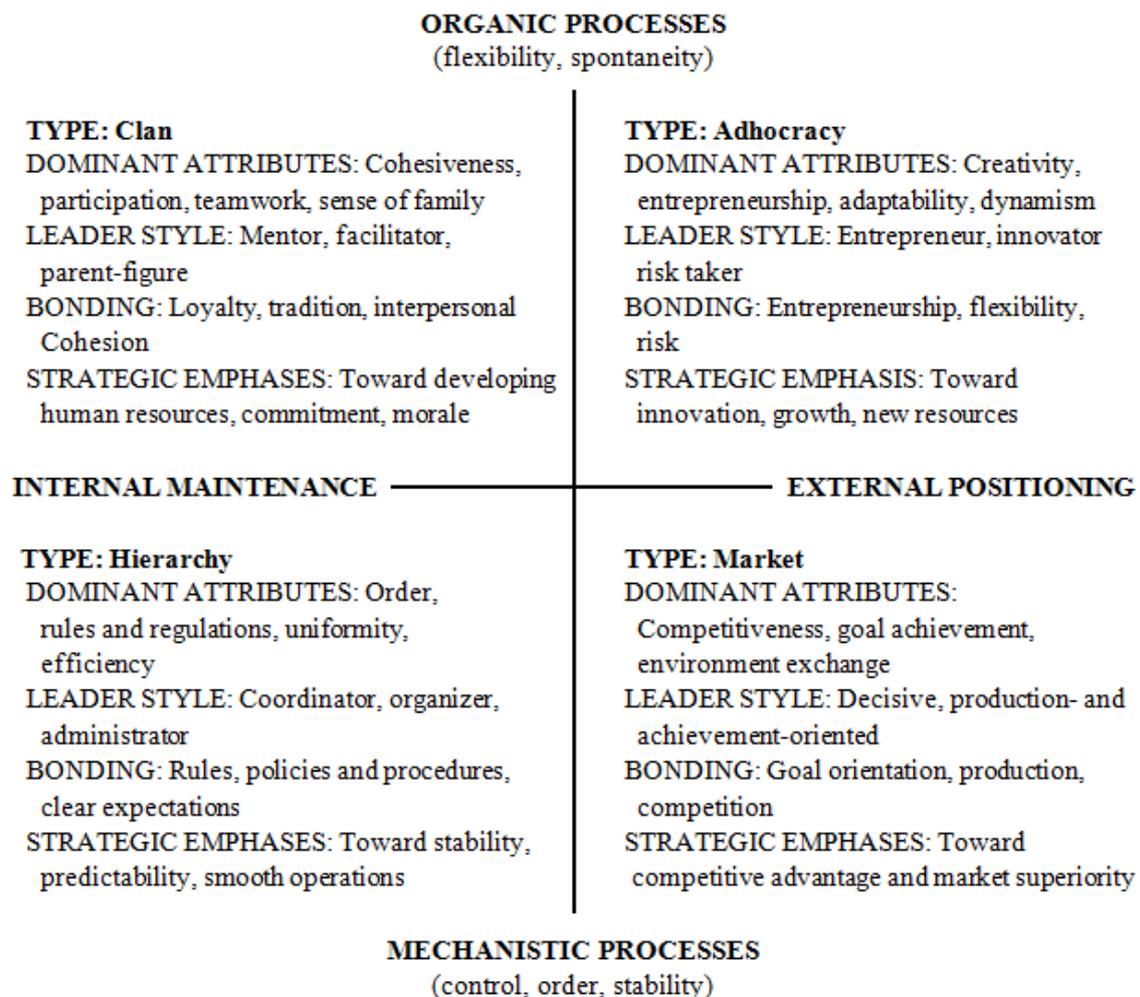


Figure 2. Model of Organizational Culture Types. Adapted from Cameron and Freeman (1991) and Quinn (1988).

In total, 16 items were used to measure organizational culture. Four items evenly translated to one of the four organizational culture categories, namely Clan, Adhocracy, Hierarchy and Market. Cronbach's α was used to calculate the reliability of the four scales.

Informal (Organic) organizational culture was measured by means of items describing characteristics of either the organizational culture Clan or Adhocracy. The reliability of the organizational culture *Clan* comprising the four items 'mutual trust', 'participation', 'loyalty' and 'emphasis on human development' was acceptable: $\alpha = .78$. The reliability of the

organizational culture *Adhocracy* comprising the four items 'flexibility', 'innovation', 'adaptability' and 'entrepreneurship' was good: $\alpha = .80$.

Formal (Mechanistic) organizational culture was measured by means of characteristics describing either the organizational culture Hierarchy or Market. The reliability of the organizational culture *Hierarchy* comprising the four items 'control', 'coordination', 'regulations' and 'stability' was acceptable: $\alpha = .66$. The reliability could not be improved by deleting an item. The reliability of the organizational culture *Market* comprising the three items 'achievement-oriented', 'competition' and 'goal oriented' was unacceptable ($\alpha = .57$). The reliability could not be further improved by deleting another item. Therefore, this culture was excluded as a variable in the analyses.

For all scales with a Cronbach's alpha of .66 or higher, composite means were calculated. The whole scale is included in the questionnaire in the Appendix.

Procedure

An online questionnaire was developed and researchers invited potential participants to take part in the experiment by posting a link to the questionnaire on several Internet forums and sending personal invites through Facebook, email and telephone.

At the beginning of the questionnaire, participants were shown a short introductory text outlining the aim of the study and the approximate duration of the questionnaire (15 to 20 minutes). Participants were asked to give consent to participate in the experiment and were told their answers would be analyzed anonymously. The first two questions asked if participants had a job and Facebook account. If they were to answer no on one of these two questions, they were automatically excluded from the experiment.

Hereupon, participants were shown either one of the two boundary management behaviors. Participants were randomly assigned to one of the conditions in equal numbers. After seeing

the Facebook profile, participants were asked to fill out scales measuring Respect, Relatedness, Willingness to accept Tom Hendriks on Facebook and Organizational culture. At the end of the questionnaire, some general questions about topics such as gender, age and education were asked.

Results

The main purpose of this study was to examine the interaction effect of the organizational culture within which a participant works on the relationship between online boundary management behaviors and the way a colleague is evaluated in terms of respect, a sense of relatedness and a willingness to accept the colleague as a friend on Facebook.

Clan organizational culture

Participants with a score below the median of organizational culture Clan ($Mdn = 5.75$) were categorized as scoring low on Clan culture characteristics and participants with a score above the median as scoring high on Clan culture characteristics.

An analysis of variance showed no significant main effect of type of Online boundary management behaviors or interaction effects of Clan organizational culture on participants' perceived respect, the sense of relatedness and the willingness to accept a friend request on Facebook from Tom Hendriks. Exact figures can be found in Table 1.

Table 1. Analysis of Variance (ANOVA) between Clan organizational culture and Perceived respect, Sense of relatedness and Willingness to accept friend request from Tom Hendriks.

Dependent variables	<i>df</i>	<i>F</i>	η	<i>p</i>
<i>Perceived respect (Respect scale A)</i>				
Clan culture	1, 126	14.08	.100	.000*
Content/Hybrid behavior	1, 126	0.00	.000	.988
Content/Hybrid behavior * Clan culture	1, 126	0.37	.003	.544
<i>Perceived respect (Respect scale B)</i>				
Clan culture	1, 126	7.05	.053	.009*
Content/Hybrid behavior	1, 126	2.19	.017	.141
Content/Hybrid behavior * Clan culture	1, 126	0.20	.002	.654
<i>Sense of relatedness</i>				
Clan culture	1, 126	6.47	.049	.012*
Content/Hybrid behavior	1, 126	2.30	.018	.132
Content/Hybrid behavior * Clan culture	1, 126	0.21	.002	.650
<i>Willingness to accept friend request from Tom Hendriks</i>				
Clan culture	1, 126	4.30	.033	.040*
Content/Hybrid behavior	1, 126	1.67	.013	.198
Content/Hybrid behavior * Clan culture	1, 126	0.09	.001	.770

Note. Significant at the $p < 0.05$ (*).

However, some findings were found to be significant.

Respect scale A. A two-way analysis of variance with the organizational culture Clan and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Clan culture on Respect scale A ($F(1, 126) = 14.08, p < .001$).

Participants working in an organizational culture that scores high on Clan culture characteristics ($M = 5.49, SD = 0.73$) were shown to have a higher respect for Tom Hendriks than participants working in an organizational culture that scores low on Clan culture characteristics ($M = 4.94, SD = 0.85$).

Respect scale B. A two-way analysis of variance with the organizational culture Clan and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Clan culture on Respect scale B ($F(1, 126) = 7.05, p = .009$).

Participants working in an organizational culture that scores high on Clan culture characteristics ($M = 5.48, SD = 0.79$) were shown to have a higher respect for Tom Hendriks than participants working in an organizational culture that scores low on Clan culture characteristics ($M = 5.05, SD = 1.00$).

Relatedness. A two-way analysis of variance with the organizational culture Clan and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Clan culture on the level of Relatedness a participant feels toward their colleague ($F(1, 126) = 6.47, p = .012$). Participants working in an organizational culture that scores high on Clan culture characteristics ($M = 4.19, SD = 0.88$) were shown to feel more related to Tom Hendriks than participants working in an organizational culture that scores low on Clan culture characteristics ($M = 3.80, SD = 0.83$).

Willingness to accept Tom Hendriks on Facebook. A two-way analysis of variance with the organizational culture Clan and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Clan culture on the participant's willingness to accept Tom Hendriks as a friend on Facebook ($F(1, 126) = 4.30, p = .040$). Participants working in an organizational culture that scores high on Clan culture characteristics ($M = 5.43, SD = 1.49$) were shown to be more willing to accept Tom Hendriks as a friend on Facebook than participants working in an organizational culture that scores low on Clan culture characteristics ($M = 4.86, SD = 1.63$).

Adhocracy organizational culture

Participants with a score below the median of organizational culture Adhocracy ($Mdn = 5.75$) were categorized as scoring low on Adhocracy culture characteristics and participants with a score above the median as scoring high on Adhocracy culture characteristics.

A two-way analysis of variance showed no significant main effect of Online boundary management behaviors or interaction effects of Adhocracy organizational culture on participants' perceived respect, the sense of relatedness toward Tom Hendriks and the willingness to accept a friend request on Facebook from Tom Hendriks. Figures can be found in Table 2.

Table 2. Analysis of Variance (ANOVA) between Adhocracy organizational culture and Perceived respect, Sense of relatedness and Willingness to accept friend request from Tom Hendriks.

Dependent variables	<i>df</i>	<i>F</i>	η	<i>p</i>
<i>Perceived respect (Respect scale A)</i>				
Adhocracy culture	1, 126	8.56	.064	.004*
Content/Hybrid behavior	1, 126	0.00	.000	.985
Content/Hybrid behavior * Adhocracy culture	1, 126	0.29	.002	.589
<i>Perceived respect (Respect scale B)</i>				
Adhocracy culture	1, 126	3.76	.029	.055
Content/Hybrid behavior	1, 126	2.69	.021	.104
Content/Hybrid behavior * Adhocracy culture	1, 126	1.09	.009	.298
<i>Sense of relatedness</i>				
Adhocracy culture	1, 126	9.04	.067	.003*
Content/Hybrid behavior	1, 126	2.35	.018	.128
Content/Hybrid behavior * Adhocracy culture	1, 126	0.08	.001	.781
<i>Willingness to accept friend request from Tom Hendriks</i>				
Adhocracy culture	1, 126	4.88	.037	.029*
Content/Hybrid behavior	1, 126	1.66	.013	.200
Content/Hybrid behavior * Adhocracy culture	1, 126	0.17	.001	.677

Note. Significant at the $p < 0.05$ level (*). Marginally significant at $p < 0.10$ level.

Conversely, some significant results were found.

Respect scale A. A two-way analysis of variance with the organizational culture Adhocracy and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Adhocracy culture on Respect scale A ($F(1, 126) = 8.56, p = .004$). Participants working in an organizational culture that scores high on Adhocracy culture characteristics ($M = 5.40, SD = 0.74$) were shown to have a higher respect for Tom Hendriks than participants working in an organizational culture that scores low on Adhocracy culture characteristics ($M = 4.97, SD = 0.89$).

Respect scale B. A two-way analysis of variance with the organizational culture Adhocracy and type of Online boundary management behavior (Content or Hybrid) as factors showed a marginally significant main effect of Adhocracy culture on Respect scale B ($F(1, 126) = 3.76, p = .055$). Participants working in an organizational culture that scores high on Adhocracy culture characteristics ($M = 5.40, SD = 0.88$) were shown to have a higher respect for Tom Hendriks than participants working in an organizational culture that scores low on Adhocracy culture characteristics ($M = 5.0, SD = 0.97$).

Relatedness. A two-way analysis of variance with the organizational culture Adhocracy and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Adhocracy culture on the sense of Relatedness a participant feels toward their colleague ($F(1, 126) = 9.04, p = .003$). Participants working in an organizational culture that scores high on Adhocracy culture characteristics ($M = 4.20, SD = 0.84$) were shown to feel more related to Tom Hendriks than participants working in an organizational culture that scores low on Adhocracy culture characteristics ($M = 3.76, SD = 0.84$).

Willingness to accept Tom Hendriks on Facebook. A two-way analysis of variance with the organizational culture Adhocracy and type of Online boundary management behavior

(Content or Hybrid) as factors showed a significant main effect of Adhocracy culture on the participant's willingness to accept Tom Hendriks as a friend on Facebook ($F(1, 126) = 4.88$, $p = .029$). Participants working in an organizational culture that scores high on Adhocracy culture characteristics ($M = 5.43$, $SD = 1.39$) were shown to be more willing to accept Tom Hendriks as a friend on Facebook than participants working in an organizational culture that scores low on Adhocracy culture characteristics ($M = 4.82$, $SD = 1.70$).

Hierarchy organizational culture

Participants with a score below the median of organizational culture Hierarchy ($Mdn = 5.25$) were categorized as scoring low on Hierarchy culture characteristics and participants with a score above the median were categorized as scoring high on Hierarchy culture characteristics.

A two-way analysis of variance showed no significant main or interaction effects of Hierarchy organizational culture on participants' perceived respect (Respect scale B), the sense of relatedness toward Tom Hendriks and the willingness to accept a friend request on Facebook from Tom Hendriks. Exact figures can be found in Table 3.

Table 3. Analysis of Variance (ANOVA) between Hierarchy organizational culture and Perceived respect, Sense of relatedness and Willingness to accept friend request from Tom Hendriks.

Dependent variables	<i>df</i>	<i>F</i>	η	<i>p</i>
<i>Perceived respect (Respect scale A)</i>				
Hierarchy culture	1, 126	5.17	.039	.025*
Content/Hybrid behavior	1, 126	0.01	.000	.926
Content/Hybrid behavior * Hierarchy culture	1, 126	0.09	.001	.771
<i>Perceived respect (Respect scale B)</i>				
Hierarchy culture	1, 126	0.38	.003	.538
Content/Hybrid behavior	1, 126	2.67	.021	.105
Content/Hybrid behavior * Hierarchy culture	1, 126	2.52	.020	.115
<i>Sense of relatedness</i>				
Hierarchy culture	1, 126	2.23	.017	.138
Content/Hybrid behavior	1, 126	2.09	.016	.151
Content/Hybrid behavior * Hierarchy culture	1, 126	1.07	.008	.303
<i>Willingness to accept friend request from Tom Hendriks</i>				
Hierarchy culture	1, 126	0.50	.000	.824
Content/Hybrid behavior	1, 126	1.82	.014	.180
Content/Hybrid behavior * Hierarchy culture	1, 126	0.10	.001	.754

Note. Significant at the $p < 0.05$ level (*).

However, a significant effect was found.

Respect scale A. A two-way analysis of variance with the organizational culture Hierarchy and type of Online boundary management behavior (Content or Hybrid) as factors showed a significant main effect of Hierarchy culture on Respect scale A ($F(1, 126) = 5.17, p = .025$). Participants working in an organizational culture that scores high on Hierarchy culture characteristics ($M = 5.35, SD = 0.87$) were shown to have a higher respect for Tom Hendriks than participants working in an organizational culture that scores low on Hierarchy culture characteristics ($M = 5.01, SD = 0.80$).

Since no significant interaction effect of type of organizational culture was found, both Hypothesis 1a and 1b will be rejected.

Conclusion

The purpose of this study was to examine whether Online boundary management behaviors have an effect on how an employee comes across to colleagues in terms of respect and relatability, and if this relationship is affected by the organizational culture within which colleagues work. This experiment was based on the theoretical framework proposed by Ollier-Malaterre, Rothbard and Berg (2013). Organizational culture was not included in the framework, but is added in the current study as it appears to be an important aspect to take into account.

The current study showed a main effect of organizational culture. Employees who work in an informal organizational culture (Clan or Adhocracy) tend to respect their colleague more, feel more related to their colleague and are more willing to accept a friend request on Facebook than people who work in a less informal organizational culture. In addition, employees who work in a strong formal organizational culture (Hierarchy) are likely to respect their colleague more than employees working in a less formal organizational culture.

No interaction effect of organizational culture was found on the relationship between type of Online boundary management behavior and the extent to which an employee is respected by colleagues, how strongly related colleagues feel to the employee and how willing colleagues are to accept a friend request from the employee (H1a and H1b).

Discussion

Findings

The main goal of this study was to examine if organizational culture affected the relationship between Online boundary management behaviors, perceived respect, sense of relatedness and willingness to accept a colleague on Facebook. Results showed that employees who work in an informal culture seem to respect their colleague more, feel more related to their colleague

and are more willing to accept their colleague on Facebook than people who work in a less informal culture after seeing the colleague's Facebook profile. A clarification could be that these employees might have a stronger preference to share information. Since informal organizational cultures are based on openness and trust and, accordingly, behavioral norms consist of being open (Alvesson, 2012, p.119), employees working within such a culture might positively evaluate others who share personal information. Employees who work in a corresponding culture might also feel more related to professional contacts who openly communicate as well. A stronger sense of relatedness may lead to an employee's greater willingness to add the colleague to one's own online network on Facebook.

Not only employees working in a strong informal culture, but also employees working in a strong formal culture (Hierarchy) were found to respect their colleague more than employees working in a less formal culture. These findings seem to contradict one another. Though, a possible explanation could be that the self-enhancing messages disclosed by the colleague may be perceived as enhancing one's professional status. Authority is a predominant factor in formal organizational cultures (Alvesson, 2012, p. 128). Posting self-enhancing messages and photographs might conceivably contribute to one being regarded as an expert or as being important, and therefore, as an authority figure.

Organizational culture does seem to be an important element to factor in whilst examining the theoretical framework proposed by Ollier-Malaterre, Rothbard and Berg (2013). The difference found between informal and formal organizational cultures does seem to match the proposition that boundaries are established by various roles someone might play (Ashfort, Kreiner & Fugate, 2000). Both informal and formal organizational cultures come with different behavioral norms and therefore, different expectations of an individual's professional role (Swann, Johnson & Bosson, 2009). Employees working in a strong informal

culture evaluate colleagues' social media use differently than employees working in a less informal or in a formal culture.

Limitations and future research

Unfortunately, both expectations formulated in the hypotheses were rejected based on the results found in this study. Ollier-Malaterre, Rothbard and Berg (2013) stated that how well an employee is respected by others in professional setting depends on how well one manages both their personal and professional identity online. A plausible explanation for not perceiving a clear distinction between Content and Hybrid boundary management behaviors might be that both manipulations were based on self-enhancement driven behaviors. Accordingly, both types of manipulation were aimed at ensuring a positive evaluation of the owner of the Facebook profile (Kwang & Swann, 2010). Both behaviors could thus be qualified as adequate management of one's identity online. Posting either private or professional content does not seem to have an effect. The type of behavior may not be as important as the viewer's preference.

For future research it may be interesting to include the two other archetypical Online boundary management behaviors described by Ollier-Malaterre, Rothbard and Berg (2013), based on self-verification and to further explore the viewer's preference. This may result in a broader understanding of the effect of different types of online management behaviors on evaluations and how these evaluations are affected by organizational culture.

As stated earlier, no interaction effect of type of organizational culture within which employees work was found. The scale based on Cameron and Freeman (1991, p. 29) and Deshpandé, Farley and Webster (1993) may not have worked well enough. The reliability of the operationalization of the variable organizational culture may have been compromised and can, consequentially, be regarded as a limitation of the current study. The median of each of

the three types of organizational culture was relatively high (5.25 and 5.75) and thus, the findings may not be generalizable.

A final limitation of this study was the variety of participants and their self-evaluation of the organizational culture within which they worked. For future research it could be helpful to select two organizations, one known to be informal and one to be formal, and only include participants from those two organizations. This in order to be able to differentiate more clearly between an informal and a formal organizational culture.

This study made a valuable first step in examining the theoretical framework proposed by Ollier-Malaterre, Rothbard and Berg (2013). The organizational culture within which an employee works seems to be essential to be taken into account when examining how employees evaluate social media use and might therefore be included in the theoretical framework. However, more elaborate research on this topic is necessary to clearly determine the role organizational culture fulfills.

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Appendix

The online questionnaire

Beste deelnemer,

Allereerst willen we u vriendelijk bedanken voor het deelnemen aan dit onderzoek. Voor onze bachelor scriptie aan de afdeling Communicatie- en Informatiewetenschappen van Radboud Universiteit Nijmegen doen wij onderzoek naar social media gebruik onder collega's. U zult worden gevraagd om uw mening te geven over het gebruik van social media. We zijn geïnteresseerd in uw persoonlijke mening, dus geen enkel antwoord is fout. Het deelnemen aan het onderzoek zal ongeveer 15 tot 20 minuten duren. U doet vrijwillig mee aan dit onderzoek en kunt ten alle tijden stoppen met het onderzoek. Uw antwoorden zullen anoniem worden verwerkt.

Mocht u een vraag hebben over het onderzoek, dan kunt u contact opnemen met een van de onderzoekers: Charlotte Tammes, ca.tammes@student.ru.nl

Vriendelijke groet,

Malou Bouwmans, Anouk Hollander, Ellen Raijmakers, Maayke Scherpenhuijzen en Charlotte Tammes

Toestemming

Door te kiezen voor de optie 'Ik ga akkoord' geeft u aan dat u:

- bovenstaande informatie gelezen heeft.
- vrijwillig meedoet aan het onderzoek.
- 18 jaar of ouder bent.

Als u niet mee wilt doen aan het onderzoek, kunt u op de knop 'Ik ga niet akkoord' klikken.

- Ik ga akkoord
- Ik ga niet akkoord

If Ik ga niet akkoord Is Selected, Then Skip To End of Survey

Heeft u momenteel een baan?

- Ja
- Nee

If Nee Is Selected, Then Skip To End of Survey

Heeft u momenteel een Facebook account?

- Ja
- Nee

If Nee Is Selected, Then Skip To End of Survey

De volgende vragen gaan over een scenario waarin u een Facebook profiel van Tom Hendriks te zien krijgt. Vervolgens wordt u gevraagd om vragen te beantwoorden over Tom's Facebook profiel. Lees daarom de volgende situatie aandachtig door.

[Een van de twee manipulaties zal worden getoond.]

Manipulatie Hybrid

Stelt u zich de volgende situatie voor:

Tom is uw collega en werkt in hetzelfde team als u.

Hieronder kunt u het Facebook profiel van Tom zien. Tom heeft zowel zijn goede vrienden, als zijn familie, collega's en kennissen op Facebook. Tom heeft zijn contacten opgedeeld in verschillende groepen. De pagina die u ziet is alleen zichtbaar voor zijn collega's. Bekijk het Facebook profiel en lees de berichten van Tom aandachtig door. Hierna zullen er een aantal vragen gesteld worden over dit Facebook profiel.

Facebook profile page for Tom Hendriks. The profile picture shows a young man with arms crossed. The cover photo features the text "WORK HARD" in large white letters on a black background. The navigation bar includes "Tijdljn", "Info", "Vrienden", "Foto's", and "Meer".

Recent
2015
Geboren

Voelt zich trots
2 minuten geleden

- Trainee bij KPMG
- Heeft International Business gestudeerd aan Erasmus University Rotterdam
- Woont in Amsterdam

VRIENDEN - 595

Vanwege privacy redenen wordt dit niet getoond

VIND-IK-LEUKS - 3

- NRC
- KPMG Nederland
- The Economic Times

Tom Hendriks
2 min. · 🌐

We hebben de grootste opdracht van de afdeling binnengehaald met ons team! Daar mag op geproost worden — 😊 trots bij Hotel Okura Amsterdam



Vind ik leuk · Reactie · Delen

👍 21 anderen vinden dit leuk.

Tom Hendriks
11 april om 15:00

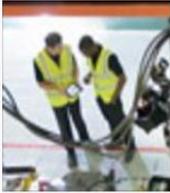
Yes, ik ben trainee van de maand geworden! #KPMG — 😊 fantastisch

Vind ik leuk · Reactie · Delen

👍 24 anderen vinden dit leuk.

Tom Hendriks
10 april om 12:44

Wat geweldig, ik ga naar Dubai!



Top Trainees Head to Dubai for International Final | KPMG | GLOBAL

The KPMG International Case Competition (KICC) final takes place 13-16 April in Dubai, United Arab...

KPMG.COM

Vind ik leuk · Reactie · Delen

👍 17 anderen vinden dit leuk.

Manipulatie Content

Stelt u zich de volgende situatie voor:

Tom is uw collega en werkt in hetzelfde team als u.

Hieronder kunt u het Facebook profiel van Tom zien. Tom heeft zowel zijn goede vrienden, als zijn familie, collega's en kennissen op Facebook. De pagina die u ziet is zichtbaar voor al zijn contacten. Bekijk het Facebook profiel en lees de berichten van Tom aandachtig door. Hierna zullen er een aantal vragen gesteld worden over dit Facebook profiel.

Tom Hendriks Startpagina



Tom Hendriks Vriend toevoegen Bericht

Tijlijn Info Vrienden Foto's Meer

Voelt zich fantastisch
2 minuten geleden

Trainee bij KPMG

Heeft International Business gestudeerd aan
Erasmus University Rotterdam

Woont in Amsterdam

VRIENDEN - 595

Vanwege privacy redenen wordt dit niet getoond

VIND-IK-LEUKS - 3

 NRC	 KPMG Nederland	 The Economic Times
--	--	--

Tom Hendriks
2 min. · 🌐

Alweer 3 jaar samen met mijn mooie meisje, we gaan lekker genieten lieverd! — 😊 fantastisch bij Hotel Okura Amsterdam



Vind ik leuk · Reactie · Delen

👍 21 anderen vinden dit leuk.

Tom Hendriks
11 april om 15:00

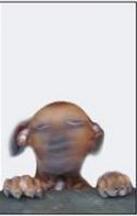
Yes, ik ben trainee van de maand geworden! #KPMG — 😊 trots.

Vind ik leuk · Reactie · Delen

👍 24 anderen vinden dit leuk.

Tom Hendriks
10 april om 12:44

Wat geweldig, ik heb de fotowedstrijd gewonnen!



De winnaars van de NRC-Nikon Fotowedstrijd van maart - In beeld

Vandaag de winnaars van de NRC-Nikon Fotowedstrijd van de maand maart, met als thema: Beweging. Het rapport van de vakjury: Net op dat ene moment, het moment dat het allemaal gebeurde, schoot TomHendriks deze foto. De hond die zich opricht als een

NRC.NL

Vind ik leuk · Reactie · Delen

👍 17 anderen vinden dit leuk.

Respect schaal B

Geef wederom aan in hoeverre u het eens bent met de volgende stellingen.

	Zeer oneens	Oneens	Beetje oneens	Neutraal	Beetje eens	Eens	Zeer eens
1. Ik zou Tom's ideeën en zijn inzet op het werk waarderen.	<input type="radio"/>						
2. Ik zou Tom's werk respecteren.	<input type="radio"/>						
3. Ik zou Tom waarderen als een lid van de organisatie.	<input type="radio"/>						
4. Ik zou goed reageren op Tom en zorgen dat hij voelt dat hij erbij hoort.	<input type="radio"/>						

Er volgt nu een lijst met stellingen over hoe u zich zou kunnen voelen over uw collega Tom. Geef aan in hoeverre u het eens bent met de volgende stellingen.

Relatedness schaal

Stelt u zich wederom voor dat Tom Hendriks uw collega is. In mijn relatie met Tom, zou ik mij:

	Zeer oneens	Oneens	Beetje oneens	Neutraal	Beetje eens	Eens	Zeer eens
1. Gesteund voelen	<input type="radio"/>						
2. Dicht bij hem voelen	<input type="radio"/>						
3. Begrepen voelen	<input type="radio"/>						
4. Met hem verbonden voelen	<input type="radio"/>						
5. Door hem gehoord voelen	<input type="radio"/>						
6. Gebonden voelen aan hem	<input type="radio"/>						
7. Gewaardeerd voelen	<input type="radio"/>						
8. Aan hem gehecht voelen	<input type="radio"/>						
9. Veilig voelen	<input type="radio"/>						
10. Voelen als een vriend	<input type="radio"/>						

Accepteren van vriendschapsverzoek

De volgende vraag gaat over of u een vriendschapsverzoek van uw collega Tom Hendriks zou accepteren op Facebook.

	Zeer oneens	Oneens	Beetje oneens	Neutraal	Beetje eens	Eens	Zeer eens
Ik zou Tom Hendriks accepteren als vriend op Facebook.	<input type="radio"/>						

Vragen social media gebruik

De volgende vragen gaan over uw eigen social media gebruik.

Hoeveel vrienden heeft u in totaal op Facebook?

- 10 of minder (1)
- 11 - 50 (2)
- 51 - 100 (3)
- 101 - 150 (4)
- 151 - 200 (5)
- 201 - 250 (6)
- 251 - 300 (7)
- 301 - 400 (8)
- meer dan 400 (9)

Kunt u een schatting geven van hoeveel van uw Facebook vrienden collega's zijn?

...

Kunt u een schatting geven van hoeveel van uw Facebook vrienden collega's zijn van uw eigen afdeling?

...

Kunt u een schatting geven van hoeveel van uw Facebook vrienden collega's zijn van een andere afdeling?

...

Hoeveel tijd (in minuten) besteedt u gemiddeld per week op Facebook?

- 10 minuten of minder (1)
- 10 - 30 minuten (2)
- 31 - 60 minuten (3)
- 1 - 2 uur (4)
- 2 - 3 uur (5)
- meer dan 3 uur (6)

Geef wederom aan hoe kenmerkend de onderstaande waarden zijn voor uw organisatie.

	Helemaal niet	Niet	Niet echt	Neutraal	Enigszins	Wel	Helemaal wel
1. Participatie	<input type="radio"/>						
2. Coördinatie	<input type="radio"/>						
3. Nadruk op persoonlijke ontwikkeling	<input type="radio"/>						
4. Competitie	<input type="radio"/>						
5. Stabiliteit	<input type="radio"/>						
6. Innovatie	<input type="radio"/>						
7. Doelgerichtheid	<input type="radio"/>						
8. Ondernemend	<input type="radio"/>						

Algemene vragen

Wat is uw geslacht?

- Man
- Vrouw

Wat is uw leeftijd in jaren?

...

Wat is uw hoogst afgeronde opleiding?

- Geen
- Lager- of beroepsonderwijs
- VMBO / MAVO / LBO
- MBO (MTS, MEAO)
- HAVO
- VWO
- HBO (HTS, HEAO)
- WO

Volgt u momenteel een opleiding?

- Ja
- Nee

In welk dienstverband werkt u?

- Parttime
- Fulltime
- ZZP

In welke sector bent u momenteel werkzaam?

- Overheid
- Zorg
- Commerciële dienstverlening
- Horeca
- Detailhandel
- Groothandel en transport
- Bouw
- Industrie
- Landbouw
- Anders, namelijk: _____

Werkt u momenteel onder een leidinggevende?

- Ja
- Nee

Geeft u momenteel zelf leiding?

- Ja
- Nee

Werkt u momenteel in een team?

- Ja
- Nee

Hoelang werkt u al voor de organisatie waar u momenteel voor werkt?

- Minder dan 1 jaar
- 1 tot 3 jaar
- 4 tot 6 jaar
- 7 tot 10 jaar
- 11 tot 15 jaar
- 16 tot 20 jaar
- Langer dan 20 jaar

Hoe lang werkt u al binnen uw huidige functie?

- Minder dan 1 jaar
- 1 tot 3 jaar
- 4 tot 6 jaar
- 7 tot 10 jaar
- 11 tot 15 jaar
- 16 tot 20 jaar
- Langer dan 20 jaar

Bij welke organisatie werkt u? (niet verplicht)

...

Hartelijk dank voor uw deelname aan het onderzoek!

Mocht u interesse hebben in de resultaten van het onderzoek, dan kunt u hieronder uw e-mailadres invullen.

...

Indien u een vraag heeft over het onderzoek, dan kunt u een bericht sturen naar ca.tammes@student.ru.nl