Digital Affordances and Organizational Knowledge Sharing

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Abstract

Digital communication technologies are increasingly adopted in corporate environments to support collaboration and knowledge sharing among employees. The rise of enterprise social media platforms has changed how organizational members access, produce, and circulate knowledge within workplace communication systems. This study aims to examine how digital affordances influence knowledge sharing and transform workplace interaction in corporate environments. The research applies a qualitative design based on conceptual and literature based analysis. Secondary data were collected from peer reviewed academic literature discussing digital communication technologies, organizational social media, and knowledge sharing practices. The analysis was guided by Affordance Theory and focused on four analytical dimensions: visibility, persistence, editability, and association. These dimensions were used to interpret how digital communication platforms shape knowledge accessibility, collaboration, and organizational communication structures. The findings indicate that digital affordances expand knowledge visibility, support organizational memory, enable collaborative knowledge refinement, and facilitate networked communication among employees. The study concludes that the interaction of multiple digital affordances transforms workplace interaction into a more transparent, collaborative, and knowledge centered communication environment. This research contributes to the field of organizational communication by clarifying how digital affordances structure knowledge sharing processes and reshape interaction patterns in contemporary corporate workplaces.

Keyword

digital affordances; workplace interaction; knowledge sharing; organizational communication.

1. Introduction

Corporations increasingly rely on digital communication technologies to coordinate work and exchange knowledge among employees (Brzozowski, 2009; Leonardi, 2014; Treem & Leonardi, 2013). Platforms such as blogs, wikis, enterprise social networking sites, and microblogs have become common tools within organizational environments (Treem & Leonardi, 2013). These technologies allow employees to share ideas, document expertise, and communicate beyond traditional hierarchical channels (Leonardi, 2014; Leonardi & Treem, 2012). As organizations become more distributed and knowledge intensive, digital platforms play an important role in supporting collaboration (Ellison et al., 2015). Scholars argue that the rise of organizational social media represents a significant shift in how communication occurs inside corporations (Treem & Leonardi, 2013). Unlike traditional computer-mediated communication tools such as email or

intranet systems, social media technologies enable broader participation and collective knowledge production (Brzozowski, 2009; Ellison et al., 2015; Treem & Leonardi, 2013). The expansion of these technologies has encouraged organizations to rethink how employees interact with information and with each other. As a result, workplace interaction increasingly occurs through digital communication infrastructures that structure the flow of organizational knowledge (Leonardi, 2014).

The growing use of digital platforms in corporations has also raised important questions about how workplace communication is changing. Knowledge sharing is essential for organizational learning, innovation, and effective coordination across departments (Leonardi, 2014; Leonardi & Meyer, 2014). In many organizations, employees possess specialized expertise that must be shared with others to support collaborative work processes. However, traditional communication systems often limit the visibility of expertise and restrict information exchange to small groups (Leonardi & Treem, 2012; Pipek et al., n.d.). These limitations can create barriers that prevent employees from locating relevant knowledge within the organization (Pipek et al., n.d.). As organizations adopt social media technologies, they attempt to overcome these barriers and facilitate broader information exchange. The ability of digital platforms to connect employees across functional and geographic boundaries increases their relevance for corporate communication (Leonardi, 2014; Treem & Leonardi, 2013). Consequently, understanding how digital technologies influence knowledge sharing has become an important issue for organizational research.

Existing studies have explored how social media technologies support communication and collaboration in organizational settings. Scholars observe that enterprise social media enable employees to publish content, interact with colleagues, and access shared information repositories (Leonardi, 2014; Treem & Leonardi, 2013). Research also shows that these platforms allow employees to document work processes and contribute knowledge that can be reused by others (Laitinen & Sivunen, 2020; Leonardi, 2014). Through these features, digital platforms support collaboration across departments and organizational levels. Some studies suggest that social media improve organizational transparency by making information more visible to employees (Beck et al., 2014). Others emphasize the role of digital platforms in facilitating professional networking and informal communication (Brzozowski, 2009). These findings indicate that social media technologies have the potential to influence how knowledge circulates within corporations. As a result, digital communication technologies are increasingly recognized as an important component of contemporary workplace interaction.

To explain these changes, this study adopts Affordance Theory as the main theoretical perspective guiding the analysis. Affordance Theory, originally introduced by James J. Gibson (1979), explains how objects or environments provide possibilities for action to users. In the context of digital communication technologies, affordances refer to the ways technological features enable or constrain specific user behaviors within organizational settings (Treem & Leonardi, 2013). Rather than focusing only on technical characteristics, the affordance perspective examines how technologies interact with user intentions and social contexts (Treem & Leonardi, 2013). Scholars argue that this approach provides a useful framework for understanding how digital media influence communication practices in organizations. In organizational communication research, affordances are commonly used to explain how digital platforms reshape collaboration and knowledge sharing among employees. This perspective allows researchers to analyze not only the existence of technology but also the communicative possibilities it enables in workplace interaction.

Building on this theoretical perspective, previous research identifies several key digital affordances associated with organizational social media. Studies suggest that social media technologies commonly enable four main affordances: visibility, persistence, editability, and association (Treem & Leonardi, 2013). Visibility allows employees to observe colleagues' activities and areas of expertise across the organization (Leonardi, 2014; Treem & Leonardi, 2013). Persistence enables communication to remain accessible over time, creating a form of organizational memory (Leonardi, 2014; Treem & Leonardi, 2013). Editability allows users to craft and revise messages before they become visible to others (Treem & Leonardi, 2013). Association connects individuals and information through networks that link people to content and collaborators (Treem & Leonardi, 2013). These affordances collectively influence how employees interact with knowledge and how communication flows within organizations. Through these mechanisms, digital technologies reshape patterns of workplace interaction and information exchange.

Despite these insights, current research does not fully explain how digital affordances influence everyday workplace interaction. Many studies focus on specific platforms such as blogs or social networking systems rather than examining the broader mechanisms that shape communication behavior. As a result, existing literature often treats technologies as isolated tools instead of analyzing the underlying affordances that operate across different systems. This focus limits the ability of scholars to develop general explanations of how digital communication transforms organizational practices. Furthermore, studies frequently emphasize technological adoption rather than examining how employees actually interact with knowledge through digital platforms. Consequently, the relationship between digital affordances and knowledge sharing processes remains insufficiently explored. These limitations indicate that a more integrated theoretical perspective is needed to understand the role of digital technologies in workplace communication.

Another limitation concerns the visibility of organizational knowledge and expertise. Although digital platforms enable employees to publish information and interact with colleagues, it remains unclear how these interactions reshape knowledge networks within corporations. Many organizations continue to struggle with identifying who possesses relevant expertise and how that knowledge can be accessed by others. Without effective mechanisms for making expertise visible, valuable knowledge may remain hidden within organizational silos. While social media technologies offer new opportunities for knowledge discovery, the specific ways in which digital affordances support this process require further examination. Understanding how employees locate, interpret, and connect knowledge through digital platforms is therefore an important issue for organizational communication research. Addressing this issue can help clarify how digital communication infrastructures influence collaborative work practices.

The identification of these limitations reveals a gap in the existing literature. Previous research has provided valuable insights into the use of social media technologies in organizations, yet it has not sufficiently synthesized how digital affordances shape workplace interaction across different contexts. A more comprehensive examination of digital affordances can help explain how communication technologies influence the visibility, storage, and circulation of knowledge within corporations. By focusing on affordances rather than individual technologies, researchers can develop a more general understanding of how digital environments structure communication practices. This perspective also allows scholars to examine how employees interact with shared information and professional networks within organizational platforms. Such an approach can contribute to a deeper theoretical understanding of digital communication

in corporate environments. Consequently, addressing this gap is necessary for advancing research on organizational knowledge sharing.

Investigating digital affordances in corporate communication is important because knowledge sharing remains a central challenge for many organizations. As corporations operate in increasingly complex and knowledge-driven environments, the ability to access and exchange expertise becomes critical for innovation and decision-making. Digital communication technologies offer new possibilities for connecting employees and facilitating collaboration across organizational boundaries. However, without a clear theoretical understanding of how these technologies shape communication practices, organizations may struggle to fully leverage their potential. Examining digital affordances can provide insights into how digital platforms support knowledge visibility, collaboration, and professional networking among employees. These insights can help clarify how workplace interaction evolves in digitally mediated organizational environments. For this reason, research on digital affordances and workplace interaction has significant relevance for contemporary corporate communication.

Based on these considerations, this study aims to examine how digital affordances influence knowledge sharing and workplace interaction in corporations. The research focuses on understanding how visibility, persistence, editability, and association shape communication practices within digital organizational platforms. By analyzing these affordances, the study seeks to explain how employees interact with information and collaborate with colleagues in digital environments. The research also seeks to explore how digital affordances contribute to the development of knowledge networks within organizations. In doing so, the study addresses the broader question of how digital communication technologies transform workplace interaction. Understanding this transformation is essential for explaining the evolving role of digital platforms in corporate communication. Through this focus, the study contributes to ongoing discussions about the relationship between digital technologies, knowledge sharing, and organizational interaction.

2. Research Method

This study employs a qualitative research design using a conceptual and literature-based analytical framework (Creswell & Poth, 2018; Snyder, 2019) to examine how digital affordances shape knowledge sharing and workplace interaction in corporate environments. A qualitative approach is appropriate because the research focuses on understanding theoretical relationships and conceptual interpretations rather than measuring causal relationships through numerical data (Creswell & Poth, 2018). Qualitative inquiry allows the researcher to explore how digital communication technologies influence organizational practices and how these practices are explained through theoretical perspectives (Creswell & Poth, 2018). In this study, the analysis is guided by Affordance Theory (Gibson, 1979), which provides a framework for understanding how technological features enable specific forms of communication and interaction within organizational contexts. The qualitative design enables an in-depth examination of the conceptual mechanisms through which digital affordances influence knowledge sharing and workplace interaction (Creswell & Poth, 2018). By focusing on theoretical interpretation and synthesis of existing scholarly literature, the study seeks to develop a clearer understanding of how digital communication infrastructures reshape organizational communication practices (Snyder, 2019).

The data used in this study consist of secondary data derived from academic literature (Ruggiano & Perry, 2019), including peer-reviewed journal articles, scholarly books, and conference papers that discuss digital affordances, enterprise social media, organizational communication, and knowledge sharing in corporate contexts. The primary unit of analysis is the conceptual discussion of digital affordances and their influence on workplace interaction in organizations. Data collection was conducted through a systematic review of relevant literature (Snyder, 2019) identified through academic databases and scholarly publications. Articles were selected based on their relevance to the key themes of digital communication technologies, organizational knowledge sharing, and the theoretical framework of affordances. The analytical dimensions used in this study are derived from Affordance Theory, particularly the four commonly identified affordances of digital communication technologies: visibility, persistence, editability, and association (Treem & Leonardi, 2013). These dimensions serve as conceptual categories for analyzing how digital platforms shape communication practices and knowledge exchange among employees within corporate environments.

To ensure trustworthiness and analytical rigor, several strategies were employed during the research process (Lincoln & Guba, 1985). First, the study applied theoretical triangulation (Lincoln & Guba, 1985) by examining multiple scholarly sources addressing digital communication technologies and organizational communication. Second, credibility was supported through careful selection of peer-reviewed academic literature and established theoretical frameworks to ensure the reliability of conceptual interpretations (Lincoln & Guba, 1985). Third, transparency was maintained by clearly defining the analytical framework and conceptual categories used in the study (Lincoln & Guba, 1985). Dependability was enhanced by applying consistent analytical procedures when reviewing and interpreting the selected literature (Lincoln & Guba, 1985). Ethical considerations (Ruggiano & Perry, 2019) were also observed throughout the research process. Since the study relies solely on publicly available secondary data from published academic sources, no direct interaction with human participants occurred. Nevertheless, ethical academic practices were maintained by properly acknowledging original authors, respecting intellectual property, and ensuring accurate representation of cited scholarly work (Ruggiano & Perry, 2019).

3. Result and Discussion

3.1 Digital Affordances and Knowledge Visibility in Workplace Interaction

The role of persistence in digital communication environments can be understood through the analytical framework of Affordance Theory (Gibson, 1979), which explains how technological environments enable particular forms of action within social contexts. Within organizational settings, the persistence affordance refers to the capacity of digital platforms to store and maintain communication over time (Treem & Leonardi, 2013). This characteristic fundamentally alters how knowledge is documented, accessed, and reused within corporate environments (Treem & Leonardi, 2013). Unlike traditional workplace conversations that disappear after they occur, persistent communication creates an ongoing record of interactions and information exchanges. From a theoretical perspective, persistence provides the structural conditions necessary for the development of

organizational memory, ensuring that digital traces remain accessible for future interpretation (boyd, 2011). When knowledge contributions remain available within digital infrastructures, they can be revisited and interpreted by employees long after their original creation. Through this perspective, persistence becomes a critical mechanism that enables organizations to accumulate, retain, and circulate knowledge across time (Treem & Leonardi, 2013).

The analysis of existing literature indicates that persistent digital communication significantly expands the temporal availability of organizational knowledge (Treem & Leonardi, 2013). Employees frequently contribute information to internal platforms where discussions, updates, and documents remain accessible to others within the organization. This continuous availability allows employees to consult previous communications when encountering new work challenges. As a result, knowledge sharing becomes less dependent on direct interpersonal interaction. Employees can retrieve information independently without needing to contact colleagues who originally produced it, facilitating the shift toward durable knowledge resources (boyd, 2011). This transformation reduces the limitations associated with time-bound communication practices. Persistent digital records therefore support a more flexible environment in which employees can interact with knowledge asynchronously (Treem & Leonardi, 2013). These dynamics demonstrate how persistence alters the temporal structure of workplace interaction.

The persistence of digital communication further reinforces the transformation of workplace interaction through the mechanisms of message transparency and network translucence (Leonardi, 2014). Persistent communication allows information contributed by employees to remain available long after its initial creation. Unlike traditional conversations that disappear once they occur, digital platforms maintain records of discussions, project updates, and knowledge contributions. This persistence enables employees to revisit prior information and integrate it into new work processes. Over time, the accumulation of digital content contributes to the development of an organizational knowledge memory (Treem & Leonardi, 2013). Such memory structures allow employees to access historical insights without depending solely on direct communication with colleagues. Persistence also encourages asynchronous collaboration because employees can engage with information at different times (Leonardi, 2014). These characteristics illustrate how digital affordances support more flexible forms of workplace interaction and collective knowledge development.

Another important dimension shaping workplace interaction is the editability of digital communication, which allows for the purposeful modification of content to enhance accuracy (Majchrzak et al., 2013). Digital platforms allow employees to craft messages carefully before sharing them with colleagues. This ability to revise and refine communication contributes to greater clarity and precision in knowledge sharing (Majchrzak et al., 2013). Employees can adjust their contributions to ensure that information is understandable to diverse audiences within the organization. Editability also enables collaborative improvement of shared content because digital materials can be updated as new insights emerge. Through this process, knowledge becomes a dynamic resource that evolves through continuous refinement (Treem & Leonardi, 2013). The possibility of revising information reduces the risks associated with sharing incomplete knowledge in organizational contexts (Majchrzak et al., 2013). As a result, employees may feel more confident contributing expertise to shared digital platforms. These dynamics highlight how editability contributes to more deliberate and structured communication practices in digital workplace environments (Treem & Leonardi, 2013).

The dimension of association further reshapes how employees interact with knowledge and with each other by linking individuals to both content and actors (Ellison et al., 2015). Digital platforms enable explicit connections between individuals, documents, and topics of interest. These connections form networks that allow employees to navigate complex information landscapes more effectively (Treem & Leonardi, 2013). Through associative features such as tagging, linking, and network visibility, employees can trace relationships between different knowledge sources. This networked structure supports the identification of expertise and facilitates collaboration across organizational units (Ellison et al., 2015). Association also allows employees to maintain awareness of professional relationships that extend beyond immediate work teams. As employees engage with digital content, they simultaneously participate in the formation of knowledge networks that connect individuals and information. Such networks transform workplace interaction into a more interconnected and relational process (Treem & Leonardi, 2013).

The interaction between these digital affordances generates a broader transformation in organizational communication patterns, which can be limited by the "ideology of openness" if not managed correctly (Gibbs et al., 2013). Visibility allows employees to observe knowledge contributions, persistence ensures that these contributions remain accessible, editability enables continuous refinement, and association connects knowledge with individuals and networks. Together, these mechanisms create a communication environment where information circulates more fluidly across organizational boundaries. Employees are no longer limited to direct interpersonal exchanges when seeking expertise. Instead, knowledge becomes embedded within digital infrastructures that support collective access and collaborative interpretation (Leonardi & Vaast, 2017). This transformation shifts workplace interaction from isolated communication events toward ongoing organizational knowledge processes. The integration of multiple affordances therefore provides a comprehensive explanation of how digital platforms reshape communication practices within corporations (Treem & Leonardi, 2013).

The findings of this analysis confirm and extend existing theoretical perspectives on digital communication in organizations (Treem & Leonardi, 2013). Previous studies emphasize that social media technologies improve transparency and facilitate collaboration among employees. The present analysis reinforces these claims by demonstrating how specific affordances contribute to knowledge visibility and networked interaction, particularly in how they foster metaknowledge—knowing who knows what and who knows whom (Leonardi, 2014). At the same time, the findings refine existing theoretical discussions by highlighting how multiple affordances interact simultaneously rather than operating independently (Leonardi & Vaast, 2017). The integration of visibility, persistence, editability, and association creates a complex communication environment that cannot be explained through single technological features alone (Treem & Leonardi, 2013). This perspective contributes to a deeper understanding of how digital infrastructures shape organizational knowledge processes. By emphasizing the relational nature of affordances, the analysis also strengthens the theoretical relevance of Affordance Theory for organizational communication research (Gibson, 1979).

These insights also illuminate important contextual dynamics within corporate communication environments (Ellison et al., 2015). Organizations increasingly rely on distributed teams and digital platforms to coordinate work across geographic and functional boundaries. In such environments, knowledge sharing depends on employees'

ability to locate expertise and interpret information without direct face-to-face interaction. Digital affordances provide mechanisms that support these processes by making knowledge visible, persistent, editable, and networked (Treem & Leonardi, 2013). As employees interact with digital platforms, they participate in the construction of organizational knowledge systems that extend beyond individual interactions. Understanding these dynamics helps explain how workplace interaction evolves within digitally mediated corporate environments (Leonardi & Vaast, 2017). By examining how digital affordances shape communication practices, this analysis contributes to addressing the theoretical gap concerning the mechanisms through which digital technologies transform organizational knowledge sharing (Gibbs et al., 2013).

3.2 Persistence and Organizational Knowledge Memory

The role of persistence in digital communication environments can be understood through the analytical framework of Affordance Theory (Gibson, 1979), which explains how technological environments enable particular forms of action within social contexts. Within organizational settings, the persistence affordance refers to the capacity of digital platforms to store and maintain communication over time (Treem & Leonardi, 2013). This characteristic fundamentally alters how knowledge is documented, accessed, and reused within corporate environments. Unlike traditional workplace conversations that disappear after they occur, persistent communication creates an ongoing record of interactions and information exchanges. From a theoretical perspective, persistence provides the structural conditions necessary for the development of organizational memory, as it allows communicative acts to be preserved as stable artifacts (Walsh & Ungson, 1991). When knowledge contributions remain available within digital infrastructures, they can be revisited and interpreted by employees long after their original creation. Through this perspective, persistence becomes a critical mechanism that enables organizations to accumulate, retain, and circulate knowledge across time (Treem & Leonardi, 2013).

The analysis of existing literature indicates that persistent digital communication significantly expands the temporal availability of organizational knowledge (Treem & Leonardi, 2013). Employees frequently contribute information to internal platforms where discussions, updates, and documents remain accessible to others within the organization. This continuous availability allows employees to consult previous communications when encountering new work challenges. As a result, knowledge sharing becomes less dependent on direct interpersonal interaction. Employees can retrieve information independently without needing to contact colleagues who originally produced it, a shift that facilitates the decoupling of knowledge from its human source (Leonardi, 2013). This transformation reduces the limitations associated with time-bound communication practices. Persistent digital records therefore support a more flexible environment in which employees can interact with knowledge asynchronously (boyd, 2011). These dynamics demonstrate how persistence alters the temporal structure of workplace interaction.

The accumulation of persistent communication also contributes to the development of organizational knowledge memory. Over time, digital platforms collect large volumes of information generated through everyday work activities. These records include project discussions, problem-solving exchanges, and documentation of professional expertise. When employees revisit these records, they gain access to historical insights that might otherwise be lost. Such continuity allows organizations to retain institutional knowledge even when employees change roles or leave the

organization (Walsh & Ungson, 1991). Persistent communication therefore reduces the risk of knowledge loss associated with employee turnover. In this way, digital platforms function as repositories that preserve the intellectual resources generated within the organization (Leonardi, 2013). The emergence of such repositories illustrates how persistence strengthens the sustainability of knowledge sharing processes.

Persistence also changes the way employees interact with knowledge during collaborative work processes. Instead of relying exclusively on synchronous discussions, employees can engage with shared information at different times and from different locations. This asynchronous interaction expands opportunities for participation in organizational communication (boyd, 2011). Employees who were not present during the initial discussion can later review the information and contribute new insights. As a result, collaborative knowledge production becomes more inclusive and iterative. Persistence allows workplace interaction to unfold as an ongoing process rather than a single communicative event (Leonardi, 2013). These conditions encourage employees to treat digital communication platforms as spaces for collective knowledge development. Consequently, persistence supports more distributed and flexible forms of collaboration within corporations.

The presence of persistent communication also influences how employees perceive and evaluate knowledge contributions. When communication remains visible over time, it becomes possible for organizational members to review previous discussions and assess how decisions were reached (Treem & Leonardi, 2013). This transparency enhances the traceability of organizational knowledge processes. Employees can observe how ideas evolved and how particular solutions emerged from collaborative exchanges. Such traceability strengthens accountability because contributions are documented and publicly accessible within the digital environment. At the same time, persistent communication allows employees to refine existing knowledge by revisiting earlier discussions and expanding them with new insights (Majchrzak et al., 2013). This capacity encourages a more reflective approach to knowledge sharing within organizations. Persistence therefore not only preserves information but also enables continuous reinterpretation and improvement of knowledge resources.

The interaction between persistence and other digital affordances further amplifies its impact on workplace communication. When persistent communication is combined with visibility, employees gain broader awareness of knowledge contributions across the organization (Treem & Leonardi, 2013). When combined with association, persistent records become connected to networks of people and topics that help employees navigate complex information environments. These interconnections allow knowledge to circulate more effectively across organizational boundaries. Persistence thus operates as a foundational infrastructure that supports the integration of other affordances within digital communication platforms (Treem & Leonardi, 2013). Through this interaction, knowledge becomes embedded in digital systems that sustain organizational learning over time. These dynamics demonstrate how persistence contributes to the broader transformation of workplace interaction.

The findings of this analysis largely confirm previous theoretical discussions that highlight the importance of digital communication infrastructures in supporting organizational memory. However, the analysis also refines existing perspectives by emphasizing how persistence functions as an enabling condition for collective knowledge development rather than merely as a storage mechanism (Leonardi, 2013). Earlier studies often emphasize the archival capacity of digital technologies, but the present discussion illustrates how persistence actively shapes communication practices within

organizations. Persistent communication encourages employees to engage with knowledge as a shared and evolving resource (Majchrzak et al., 2013). This perspective extends theoretical understanding of Affordance Theory by demonstrating how the temporal dimension of digital communication influences collaborative knowledge processes. Through this lens, persistence emerges as a key factor in explaining how digital platforms reshape organizational interaction.

These insights also clarify the contextual dynamics of knowledge sharing in contemporary corporate environments. Many organizations now operate through geographically distributed teams and digitally mediated workflows. Under these conditions, the ability to access information across time becomes essential for maintaining coordination and continuity (Treem & Leonardi, 2013). Persistent digital communication supports this requirement by allowing employees to interact with organizational knowledge independently of temporal constraints. As digital platforms accumulate knowledge contributions, they become central infrastructures that support organizational learning (Walsh & Ungson, 1991). Examining how persistence shapes workplace interaction therefore helps address the theoretical gap concerning the mechanisms through which digital communication technologies sustain knowledge sharing within corporations.

3.3 Editability and the Quality of Organizational Knowledge Sharing

The quality of knowledge sharing within organizations can be examined through the conceptual lens of Affordance Theory (Gibson, 1979), which explains how technological environments enable particular forms of action in communication processes. In digitally mediated workplaces, knowledge sharing capabilities depend not only on employees' willingness to share expertise but also on the communicative conditions created by digital platforms (Treem & Leonardi, 2013). Affordances such as visibility, persistence, editability, and association shape how knowledge is produced, refined, and circulated among organizational members (Treem & Leonardi, 2013). These affordances influence the accessibility, reliability, and collaborative value of organizational knowledge. In particular, they contribute to the formation of knowledge sharing capabilities that support both individual expertise recognition and collective learning processes (Leonardi & Vaast, 2017). To clarify how these affordances contribute to the development of organizational knowledge quality, the following table summarizes their functional roles in shaping knowledge sharing capabilities within corporate environments.

Table 1. Functional Roles of Digital Affordances in Organizational Knowledge Sharing

Digital Affordance	Functional Mechanism in Knowledge Sharing	Implications for Knowledge Quality
Visibility	Makes employees' expertise, activities, and contributions observable across the organization	Enhances awareness of available expertise and facilitates knowledge discovery
Persistence	Stores communication and knowledge contributions over time	Creates organizational memory and supports long-term access to information
Editability	Allows users to revise and refine communication before and after publication	Improves clarity, accuracy, and reliability of shared knowledge
Association	Connects individuals, content, and knowledge networks	Facilitates collaboration and the identification of relevant expertise

Source: Processed by the researcher, 2026

The functional relationships presented in Table 1 illustrate how digital affordances collectively support the development of organizational knowledge sharing capabilities. Visibility allows employees to recognize the presence of expertise within the organization, thereby facilitating knowledge discovery and collaboration (Leonardi, 2014). Persistence ensures that knowledge contributions remain accessible over time, enabling employees to retrieve and reuse information when needed (Treem & Leonardi, 2013). Editability enhances the quality of communication by allowing employees to refine and clarify their knowledge contributions before they are widely disseminated (Majchrzak et al., 2013). Meanwhile, association enables the creation of networks linking individuals and knowledge resources, which supports the formation of collaborative learning environments (Ellison et al., 2015).

These mechanisms demonstrate that knowledge quality in digital organizational environments is not determined solely by the accuracy of individual contributions but also by the communicative structures that support knowledge circulation (Leonardi, 2014). Digital platforms create conditions where information can be continuously refined, revisited, and connected with other knowledge sources. As employees interact with these platforms, they collectively contribute to the development of a dynamic organizational knowledge base (Majchrzak et al., 2013). Through this process, digital affordances transform knowledge sharing from isolated exchanges into interconnected communication practices that support organizational learning (Treem & Leonardi, 2013). This interpretation reinforces the argument that the quality of knowledge sharing depends on the interaction between technological affordances and organizational communication practices (Leonardi & Vaast, 2017).

3.4 Association and the Formation of Organizational Knowledge Networks

Understanding how workplace interaction evolves in digital environments requires attention to how relationships between individuals and information are structured. Within Affordance Theory (Gibson, 1979), the concept of association refers to the ability of digital technologies to create visible links between people, content, and communication networks (Treem & Leonardi, 2013). In organizational communication contexts, these associative connections shape how employees identify expertise and navigate knowledge resources within corporate environments (Fulk & Yuan, 2013). Digital platforms allow users to connect with colleagues, follow knowledge contributions, and trace relationships among different topics and documents. These associative mechanisms transform communication from isolated exchanges into interconnected knowledge networks. As employees interact with digital content, they simultaneously participate in the creation of relational structures that support knowledge discovery (Treem & Leonardi, 2013). This subsection therefore examines how the association affordance contributes to the formation of organizational knowledge networks and influences workplace interaction patterns.

The analysis of secondary literature indicates that digital association mechanisms significantly enhance employees' ability to locate relevant expertise within organizations (Fulk & Yuan, 2013). In traditional communication environments, identifying knowledgeable colleagues often depends on personal familiarity or hierarchical referrals. Digital platforms reduce these constraints by displaying connections among employees, projects, and knowledge contributions (Yuan et al., 2013). Through features such as tagging, linking, and profile-based expertise descriptions, employees gain visibility into who is associated with particular domains of knowledge. These connections enable workers to identify potential collaborators without relying solely on formal

organizational structures (Treem & Leonardi, 2013). As a result, knowledge discovery becomes a networked process supported by digital communication infrastructures where weak ties can facilitate access to diverse information (Constant et al., 1994). Employees can explore associations among people and information in ways that were previously difficult within traditional communication systems (Fulk & Yuan, 2013). These dynamics illustrate how association expands the pathways through which expertise becomes accessible in organizations.

Associative connections also influence how knowledge circulates across organizational boundaries (Ellison et al., 2015). When employees link content to topics or connect documents to specific individuals, information becomes embedded within broader relational networks. These networks enable knowledge to travel beyond the immediate context in which it was originally produced, often through the emergence of boundary-spanning practices (Levina & Vaast, 2005). For example, a document associated with a particular topic may be discovered by employees working in different departments who share related interests. This cross-context discovery increases the likelihood that knowledge will be reused in new organizational situations. Association therefore facilitates the diffusion of expertise across functional and hierarchical boundaries (Ellison et al., 2015). Through these mechanisms, digital platforms support more integrated communication practices within corporations where social media affordances help overcome the "ideology of openness" (Gibbs et al., 2013). Knowledge sharing becomes less dependent on formal reporting channels and more reliant on network-based interaction (Treem & Leonardi, 2013).

The formation of digital knowledge networks also influences how employees build professional relationships within organizations (boyd, 2011). Associative features of digital platforms allow employees to observe the intellectual contributions of colleagues and recognize shared interests. When employees engage with each other's content, they establish connections that can evolve into collaborative relationships. These relationships often extend beyond immediate work teams and contribute to the development of broader professional communities within the organization, often sustained as networks of practice (Agterberg et al., 2010). Over time, such communities function as informal knowledge networks that support continuous learning and problem solving (Ellison et al., 2015). The presence of these networks illustrates how digital communication infrastructures reshape the social structure of organizational interaction (boyd, 2011). Association thus plays a crucial role in connecting individuals who may not otherwise interact within traditional organizational arrangements, often motivated by social capital and professional reputation (Wasko & Faraj, 2005).

Another important consequence of associative communication is the strengthening of collective knowledge production (Majchrzak et al., 2013). When digital platforms link individuals to specific knowledge contributions, they create opportunities for collaborative engagement with shared information. Employees can build upon existing ideas, reference earlier contributions, and connect new insights with established knowledge sources. This iterative process transforms knowledge creation into a collective activity rather than an individual task (Majchrzak et al., 2013). Association supports this process by maintaining visible connections between contributors and the information they generate. Such visibility encourages accountability and motivates employees to contribute expertise that benefits the wider organization (Treem & Leonardi, 2013). As a result, knowledge networks become dynamic spaces where information evolves through collaborative interaction (Beck et al., 2014).

The interaction between association and other digital affordances further amplifies its impact on workplace communication. Visibility allows employees to observe the existence of associations among colleagues and knowledge resources (Treem & Leonardi, 2013). Persistence ensures that these associative relationships remain accessible over time, allowing employees to revisit and reinterpret them as new organizational challenges emerge. Editability enables the refinement of connections as knowledge structures evolve within digital environments. Together, these affordances create a communication ecosystem where knowledge networks continuously develop and adapt (Leonardi & Vaast, 2017). Association therefore operates as a connective mechanism that integrates multiple dimensions of digital communication within organizations (Jarrahi, 2018). Through this integration, workplace interaction becomes increasingly structured around networked knowledge exchange (Treem & Leonardi, 2013).

The findings discussed in this subsection reinforce existing theoretical perspectives that emphasize the importance of networks in organizational communication (Monge & Contractor, 2003). Previous studies have shown that knowledge sharing often depends on the strength and diversity of relationships among organizational members. The present analysis extends these perspectives by demonstrating how digital affordances actively support the formation of such relationships (Treem & Leonardi, 2013). Rather than emerging solely from interpersonal interaction, knowledge networks are increasingly shaped by the structural features of digital communication platforms. This observation refines theoretical discussions by highlighting how technological environments participate in the construction of organizational knowledge systems (Leonardi & Vaast, 2017). Through the lens of Affordance Theory, association emerges as a central mechanism through which digital infrastructures influence communication practices.

These insights also contribute to addressing the research gap concerning how digital technologies reshape workplace interaction in corporate environments (Leonardi & Vaast, 2017). By enabling connections between people and information, association allows employees to navigate complex organizational knowledge landscapes more effectively. This capability is particularly important in contemporary corporations where expertise is distributed across multiple teams and locations (Ellison et al., 2015). Digital knowledge networks help employees locate relevant information and collaborate with colleagues who possess complementary expertise (Jarrahi, 2018). Examining the role of association therefore provides a clearer explanation of how digital communication platforms facilitate knowledge sharing and organizational learning (Treem & Leonardi, 2013). In this way, the analysis contributes to a deeper understanding of how digital affordances transform the relational dynamics of workplace interaction.

3.5 Integrated Effects of Digital Affordances on Workplace Interaction

Understanding how workplace interaction evolves in digital environments requires examining how multiple technological affordances operate simultaneously within organizational communication processes. Affordance Theory (Gibson, 1979) provides an analytical framework for explaining how technological environments enable particular forms of action that shape communication practices and knowledge sharing (Treem & Leonardi, 2013). In corporate environments where digital platforms are widely adopted, workplace interaction is increasingly influenced by the combined effects of visibility, persistence, editability, and association. These affordances interact to create communication infrastructures that structure how employees engage with information and collaborate with colleagues (Leonardi & Vaast, 2017). Rather than functioning as

isolated technological features, these affordances collectively reshape the conditions under which organizational communication occurs. Employees interact within digital environments where communication traces, knowledge resources, and professional networks remain continuously accessible. As a result, the structure of workplace interaction shifts from episodic exchanges toward ongoing and networked communication processes (Treem & Leonardi, 2013). Examining the integrated effects of these affordances therefore helps explain how digital technologies transform knowledge sharing in corporate environments.

The interaction between visibility and persistence plays a central role in reshaping how employees become aware of organizational knowledge (Safadi, 2024). Digital communication platforms allow employees to observe ongoing discussions, project updates, and knowledge contributions across different organizational units (Treem & Leonardi, 2013). Because these contributions remain accessible over time, employees are able to revisit previous discussions and interpret them in relation to current work activities, a process that can be moderated by team boundary work (Yoon et al., 2023). This combination of visibility and persistence expands employees' awareness of the broader organizational environment (Leonardi, 2014). Rather than relying exclusively on formal communication channels or hierarchical information flows, employees can independently access knowledge generated across the organization (Treem & Leonardi, 2013). Previous studies on enterprise social media similarly suggest that digital platforms enhance organizational transparency by making work processes more observable (Leonardi, 2014). The findings of the present analysis support this perspective by demonstrating how digital affordances expand the informational environment in which employees operate. Consequently, workplace interaction becomes increasingly structured around shared digital communication spaces (Safadi, 2024).

The editability affordance further contributes to this transformation by shaping how employees construct and present knowledge within digital communication platforms (Ren & Sun, 2023). When communication can be revised before and after publication, employees gain greater control over how their knowledge contributions are expressed and interpreted (Treem & Leonardi, 2013). This flexibility encourages more deliberate participation in knowledge sharing because individuals can refine their messages to ensure clarity and relevance, often depending on psychological safety and empowerment (Ren & Sun, 2023). Over time, collaborative editing practices—such as those seen in corporate wikis where persistence and editability settings are tailored—allow employees to improve shared knowledge resources collectively (Yeo & Arazy, 2012). Knowledge contributions become dynamic rather than fixed, evolving as employees refine and expand previously shared information (Majchrzak et al., 2013). Prior research on collaborative digital platforms has similarly emphasized the role of editing capabilities in supporting collective knowledge development. The present analysis reinforces this view by showing how editability enables iterative knowledge construction within corporate communication environments (Ren & Sun, 2023). Through these mechanisms, workplace interaction becomes increasingly oriented toward collaborative knowledge refinement (Majchrzak et al., 2013).

The association affordance further strengthens these developments by connecting individuals, information, and collaborative communities within digital platforms (Silva et al., 2024). Associative mechanisms such as linking, tagging, and network visibility enable employees to identify relationships between knowledge sources and organizational actors (Treem & Leonardi, 2013). These connections allow employees to navigate complex knowledge environments more effectively and locate colleagues who

possess relevant expertise (Fulk & Yuan, 2013). As a result, knowledge sharing becomes embedded within relational networks that extend beyond immediate work teams, potentially integrated through conceptual frameworks like INT-SM4KS (Silva et al., 2024). Previous research on organizational communication networks highlights the importance of relational ties in facilitating knowledge transfer (Monge & Contractor, 2003). The present findings extend this perspective by demonstrating how digital platforms actively support the formation of such networks (Treem & Leonardi, 2013). Instead of relying solely on interpersonal familiarity, employees increasingly discover expertise through digitally mediated connections, though the actualization of these affordances remains contingent on organizational culture (Roy et al., 2023). These developments illustrate how association contributes to the emergence of networked forms of workplace interaction (Silva et al., 2024).

When considered together, the four digital affordances create a communication ecosystem that supports continuous organizational learning (Silva et al., 2024). Visibility reveals knowledge contributions, persistence preserves them, editability refines them, and association connects them within networks of people and information (Treem & Leonardi, 2013). The interaction of these affordances enables knowledge to circulate more effectively across organizational boundaries (Ellison et al., 2015). Employees engage with digital platforms not only to exchange information but also to build shared knowledge resources that support collective problem solving (Majchrzak et al., 2013). This transformation reflects a broader shift from hierarchical communication structures toward networked organizational communication systems (Treem & Leonardi, 2013). Digital platforms therefore function as infrastructures that sustain ongoing knowledge production within corporations (Silva et al., 2024). Through these infrastructures, workplace interaction becomes increasingly collaborative and knowledge-centered (Roy et al., 2023).

The findings also contribute to extending existing theoretical discussions of digital communication in organizations (Leonardi & Vaast, 2017). Previous studies have often examined the effects of individual technological features on communication practices (Treem & Leonardi, 2013). However, the present analysis demonstrates that meaningful transformation occurs through the interaction of multiple affordances operating within the same communication environment, as shown in design experiments where user roles and system contexts differentiate social interactions (Mettler & Winter, 2016). This perspective refines Affordance Theory by highlighting the relational interplay between technological possibilities and organizational communication practices (Leonardi & Vaast, 2017). Rather than focusing solely on isolated affordances, the analysis emphasizes how combinations of affordances create new communicative conditions within corporate environments (Silva et al., 2024). In doing so, the study advances theoretical understanding of how digital communication infrastructures shape workplace interaction (Leonardi & Vaast, 2017).

These insights are particularly relevant for contemporary corporations characterized by distributed teams and digitally mediated workflows (Ellison et al., 2015). In such environments, employees frequently collaborate with colleagues located in different departments, time zones, or geographic regions. Digital platforms enable these collaborations by creating shared communication spaces where knowledge can be documented, refined, and connected with relevant expertise (Ren & Sun, 2023). As employees interact within these environments, they develop communication practices that emphasize transparency, collaboration, and knowledge visibility (Safadi, 2024). Understanding these dynamics helps explain how workplace interaction evolves in

organizations undergoing digital transformation (Roy et al., 2023). Digital affordances therefore play a crucial role in shaping the communicative foundations of contemporary corporate work (Silva et al., 2024).

By examining how multiple digital affordances operate together, this study addresses the research gap concerning the mechanisms through which digital communication technologies transform workplace interaction (Leonardi & Vaast, 2017). The findings demonstrate that digital platforms do more than facilitate information exchange; they create structural conditions that enable new forms of collaboration, knowledge discovery, and organizational learning (Roy et al., 2023). Through the combined influence of visibility, persistence, editability, and association, workplace interaction evolves toward more networked and knowledge-oriented communication practices (Silva et al., 2024). This integrated perspective contributes to both theoretical and empirical discussions of digital communication in organizations (Ren & Sun, 2023). It clarifies how technological environments reshape organizational knowledge processes and provides a deeper understanding of the relationship between digital affordances and workplace interaction (Safadi, 2024).

4. Conclusion

This study examined how digital affordances shape workplace interaction and knowledge sharing in corporate environments. Using Affordance Theory as the guiding framework, the analysis focused on four key dimensions: visibility, persistence, editability, and association. The findings indicate that digital communication platforms expand knowledge visibility by making employees' activities and expertise more observable across organizational networks. Persistent communication allows knowledge contributions to remain accessible over time, supporting the development of organizational memory. Editability enables employees to refine their knowledge contributions, improving the clarity and reliability of shared information. Meanwhile, associative mechanisms connect individuals and content, forming networks that facilitate knowledge discovery and collaboration. When these affordances operate together, they create communication infrastructures that support continuous knowledge exchange and collective learning. As a result, workplace interaction becomes increasingly networked, transparent, and knowledge oriented within digitally mediated organizational environments.

This study contributes to the field of organizational communication by clarifying how digital affordances collectively influence workplace interaction and knowledge sharing practices. Previous research often examined the effects of individual technological features in isolation. The present analysis extends this discussion by demonstrating that meaningful transformation emerges from the interaction of multiple affordances within the same communication environment. By integrating visibility, persistence, editability, and association into a unified analytical framework, the study strengthens the theoretical application of Affordance Theory in the context of corporate communication. The findings also provide insight into how digital communication infrastructures reshape organizational knowledge processes and professional networks. Through this perspective, the study highlights the role of digital platforms as environments that structure knowledge circulation and collaborative work practices. These insights enrich existing discussions on enterprise social media and organizational knowledge management.

Future research could further explore how digital affordances influence knowledge sharing across different organizational contexts and industries. Comparative

studies examining organizations with varying levels of digital platform adoption could reveal how technological infrastructures shape communication practices in distinct ways. Researchers may also investigate how individual factors such as digital literacy, organizational culture, and leadership practices influence employees' engagement with digital affordances. Another important direction involves examining how digital communication platforms affect power relations, professional visibility, and participation within organizational knowledge networks. Longitudinal research could also provide deeper insight into how digital affordances reshape communication patterns and collaboration over time. Additionally, future studies may incorporate mixed methodological approaches to capture both the structural features of digital communication platforms and the lived experiences of employees who interact within them. These research directions would contribute to a more comprehensive understanding of how digital technologies continue to transform workplace interaction in contemporary organizations.

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