

**THE RELATIONSHIP OF SOCIAL MEDIA AND
SOCIAL NETWORKING SITES (SMSNS) ON
EMPLOYEE JOB PERFORMANCE IN DIVISION
INFORMATION TECHNOLOGY, TELEKOM
MALAYSIA BERHAD**

ASNANI BINTI KAMASAN

**MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA
DECEMBER 2013**

**THE RELATIONSHIP OF SOCIAL MEDIA AND SOCIAL NETWORKING SITES
(SMSNS) ON EMPLOYEE JOB PERFORMANCE IN DIVISION INFORMATION
TECHNOLOGY, TELEKOM MALAYSIA BERHAD**

By

ASNANI BINTI KAMASAN

810917

Thesis Submitted to

Othman Yeop Abdullah Graduate School of Business,

Universiti Utara Malaysia,

in Fulfilment of the Requirements for the Degree of Master of Human Resource Management

DECLARATION

I declare that the substance of this project paper has never been submitted for any degree or post graduate program and qualifications.

I certify that all the supports and assistance received in preparing this project paper and all the sources abstracted have been acknowledged in this stated project paper.

ASNANI BINTI KAMASAN

810917

College of Business

Universiti Utara Malaysia

06010 Sintok

Kedah Darul Aman

Malaysia

PERMISSION TO USE

In presenting this thesis as partial fulfillment of the requirements for a postgraduate degree from the Universiti Utara Malaysia, I hereby agree that the Universiti Utara Malaysia may make it freely available for inspection. I further agree that permission for copying of thesis in any manner, in whole or in part, for scholarly purposes may be granted by my supervisor, or in their absence, by the Dean of Othman Yeop Abdullah, Graduate School of Business. It is understood that any copying or publication or use of this thesis or parts thereof for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and to Universiti Utara Malaysia for any scholarly use which may be made of any material from my thesis.

Request of permission to copy or to make other use of material in this thesis, in whole or in part should be addressed to:

**Dean of Othman Yeop Abdullah Graduate School of Business
Universiti Utara Malaysia
06010 Sintok
Kedah Darul Aman
Malaysia**

ABSTRACT

The rising of the social media and social networking sites has been a phenomenon around the world nowadays and people are using them everywhere including in the work place. These applications allow employee to connect, communicate, find and share information at their fingertips. Recently, the use of social media and social networking sites (SMSNS) at the workplace has generated much concern and discussion. Thus, this study will identify the relationship of social media and social networking sites on employee job performance in Division of Information Technology, Telekom Malaysia Berhad. In this study, social networking behavior, work ethic, personal attribute and emotional reward have been selected as the independent variables, while the employee job performance, as a dependent variable. Simple Random Sampling was used to identify the number of respondent for this study. The numbers of questionnaires distributed were 270, where 215 respondents had returned their questionnaire which consists of 79.6%. The result reveals positive relationships between those variables and employee job performance. The correlation coefficient for the Employee Job Performance with Social Networking Behaviour, Work Ethic, Personal Attribute and Emotional Reward is 0.889, 0.978, 0.976, and 0.992. The result shows that high relationship was found between independent variable to employee job performance. The regression results shows that work ethic ($\beta=0.70$), personal attribute ($\beta=1.019$) and emotional reward ($\beta=1.984$) have highest beta value with R Square=0.998 of the variance in employee job performance. Thus, it is crucial for the organization to examine the relationship of social media and social networking sites on employee job performance.

ABSTRAK

Peningkatan media sosial dan laman rangkaian sosial telah menjadi satu fenomena di seluruh dunia hari ini dan ia digunakan oleh masyarakat pada hari ini di mana-mana termasuk di tempat kerja . Aplikasi ini telah membolehkan pekerja-pekerja untuk berhubung, berkomunikasi , mencari dan berkongsi maklumat di hujung jari mereka. Baru-baru ini , penggunaan media sosial dan laman rangkaian sosial di tempat kerja telah menimbulkan banyak kebimbangan dan perbincangan. Oleh itu, kajian ini akan mengenal pasti hubungan media sosial dan laman rangkaian sosial ke atas prestasi kerja pekerja di Bahagian Teknologi Maklumat , Telekom Malaysia Berhad. Dalam kajian ini, tingkah laku rangkaian sosial, etika kerja, sifat peribadi dan ganjaran emosi telah dipilih sebagai pembolehubah bebas , manakala prestasi kerja pekerja, sebagai pembolehubah bersandar. Kaedah persampelan rawak mudah telah digunakan untuk mengenal pasti bilangan responden untuk kajian ini. Bilangan soal selidik diedarkan ialah 270, di mana 215 responden telah mengembalikan borang soal selidik mereka yang terdiri daripada 79.6 % . Hasil kajian menunjukkan hubungan yang positif di antara pembolehubah dan prestasi kerja pekerja. Keputusan analisis korelasi bagi Prestasi Kerja Pekerja dengan Rangkaian Sosial Kelakuan , Kerja Etika , Sifat Peribadi dan Ganjaran Emosi adalah 0,889 , 0.978 , 0.976 , dan 0.992. Keputusan ini menunjukkan bahawa hubungan yang tinggi didapati antara pemboleh ubah bebas untuk prestasi kerja pekerja. Keputusan regresi menunjukkan bahawa etika kerja ($\beta = 0.70$) , sifat peribadi ($\beta = 1.019$) dan ganjaran emosi ($\beta = 1,984$) mempunyai nilai tertinggi beta dengan R Square = 0.998 daripada pemboleh ubah dalam prestasi kerja pekerja. Oleh itu , adalah penting bagi organisasi untuk memeriksa hubungan media sosial dan laman rangkaian sosial prestasi kerja pekerja.

ACKNOWLEDGEMENTS



In the name of Allah, the most Gracious and the most Merciful.

Praise to Allah S.W.T for giving me great health, inner strength and unexpected assistance during my journey in completing my dissertation writing. My sincere appreciation and acknowledgement to my supervisor Dr Mohd Faizal bin Mohd Isa for his time, patience, effort and guidance in helping me to complete this project paper. Thank you also to all my master subject lecturers who have thought me during coursework period.

Above all, I would like to thank my beloved parents En. Kamasan Bin Sharif and Puan Munaseh Binti Kasman who have raised and give undivided moral support to myself. Thank you also to all my siblings especially Mohd Nor Halim Kamasan who always borrowed books for me from his university, in laws, to my helpful cousin Nuradila Sahid for her opinion to choose this topic and all my close friends for their support and encouragement at all time.

I would also like to take this opportunity to acknowledge Department of Human Capital in Division Information Technology, Telekom Malaysia Berhad for giving me permission to use my own division as population of study. Thank you also to my respondents from Division Information Technology, Telekom Malaysia Berhad for their valuable time and cooperation to answer my survey.

I also would like to acknowledge an effort made by an examiner appointed by my supervisor in checking my works in this project paper. Last but not least, thank you to everybody who I have not mentioned here but have contributed directly and indirectly in my dissertation writing. Jazakallhukhairankathira.

TABLE OF CONTENTS

DECLARATION	i
PERMISSION TO USE	ii
ABSTRACT	iii-iv
ACKNOWLEDGEMENT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	x-xii
LIST OF CHARTS	xii-xiii
LIST OF FIGURES	xiii-xiiv

CHAPTER 1: INTRODUCTION

1.0	Background	1
1.1	Problem Statement.....	4
1.2	Research Questions.....	10
1.3	Research Objectives.....	10
1.4	Significance of the study.....	11
	1.4.1 Managerial Perspective.....	12
	1.4.2 Theoretical Perspective.....	13
1.5	Scope of the Study.....	14
	1.5.1 Scope of the Study.....	14
1.6	Structure of the Thesis.....	14

CHAPTER 2: INTRODUCTION

2.0	Introduction.....	16
2.1	Job Performance.....	16
2.2	Social Networking Behaviour.....	19
2.3	Work Ethic.....	21
2.4	Personal Attribute.....	23
2.5	Emotional Reward.....	26
2.6	Previous Research Findings.....	29
2.7	Research Theory: Performance Management.....	32
2.8	Hypothesis.....	35
2.9	Conclusion.....	35

CHAPTER 3: METHODOLOGY

3.0	Introduction.....	37
3.1	Research Framework.....	38
3.2	Research Design.....	40
3.3	Operational Definition.....	41
	3.3.1 Job Performance.....	41
	3.3.2 Social Networking Behaviour.....	41
	3.3.3 Work Ethic.....	42
	3.3.4 Personal Attribute.....	42
	3.3.5 Emotional Reward.....	42
3.4	Population.....	42
	3.4.1 Population.....	42
	3.4.2 Sample Size.....	43

	3.4.3 Sampling Technique.....	43
3.5	Measurement Variables/Instrumentation.....	44
	3.5.1 Variables and Measures.....	44
	3.5.2 Interpretation of Variables.....	44
	3.5.2.1 Measure for Job Performance.....	45
	3.5.2.2 Measure for Social Networking Behaviour.....	46
	3.5.2.3 Measure for Work Ethic.....	47
	3.5.2.4 Measure for Personal Attribute.....	49
	3.5.2.5 Measure for Emotional Reward.....	50
3.6	Data Collection Procedures.....	51
3.7	Techniques of Data Analysis.....	52
	3.7.1 Descriptive Statistic.....	53
	3.7.2 Reliability Statistic.....	53
	3.7.3 Factor Analysis.....	54
	3.7.4 Pearson Coefficient Correlation.....	54
	3.7.5 Regression.....	55
3.8	Pilot Test.....	56
3.9	Conclusion.....	56
 CHAPTER 4: RESULT AND DISCUSSION		
4.0	Introduction.....	57
4.1	Response Rate.....	57
4.2	Data Screening.....	58
4.3	Missing Value Analysis.....	58
4.4	Pilot Test.....	58

4.4.1	The Reliability Analysis for Pilot Test.....	59
4.4.2	The Reliability Analysis for Actual Study.....	60
4.5	Demographic Analysis.....	61
4.6	Preferences of Social Media and Social Networking Sites.....	63
4.6.1	Employee’s Account in Social Media and Social Networking Sites.....	63
4.6.2	Are you an active Social Media and Social Networking Sites user?	64
4.6.3	Social Media and Social Networking Sites Visit Frequency among Employees.....	64
4.6.4	Social Media and Social Networking Sites Browsing Session Among Employees.....	66
4.6.5	Do you agree that organization should implement policies and strategies to increase the benefit of Social Media and Social Networking Sites?	67
4.6.6	Social Media and Social Networking Sites Access Location.....	68
4.6.7	Social Media and Social Networking Sites Application Tool....	69
4.6.8	Social Media and Social Networking Sites Login Behaviour among Employees.....	70
4.6.9	Utilization of Social Media and Social Networking Sites in term of Professional Life.....	72
4.6.10	Employee’s Membership in Social Media and Social Networking Sites Group.....	73

	4.6.11 Social Media and Social Networking Sites Intensity among Employees.....	74
4.7	Normality Test.....	75
4.8	Factor Analysis.....	79
	4.8.1 Factor Analysis for Job Performance.....	80
	4.8.2 Factor Analysis for Social Networking Behaviour.....	83
	4.8.3 Factor Analysis for Work Ethic.....	85
	4.8.4 Factor Analysis for Personal Attribute.....	88
	4.8.5 Factor Analysis for Emotional Reward.....	91
4.9	Hypothesis Testing.....	94
4.10	Correlation Analysis.....	94
4.11	Regression Analysis.....	96
4.12	Hypothesis Testing Result.....	100
4.13	Conclusion.....	101
 CHAPTER 5: RECOMMENDATION AND CONCLUSION		
5.0	Introduction.....	102
5.1	Implication of the Study	102
	5.1.1 Managerial and Practical.....	102
	5.1.2 Theoretical.....	103
5.2	Recommendation for Future Research.....	103
5.3	Conclusion.....	105

REFERENCES	108
APPENDIX A: SAMPLE OF QUESTIONNAIRE	120
APPENDIX B: SPSS OUTPUT	128
APPENDIX C: FIGURES	145

LIST OF TABLES

Table 3.1	Research Framework of the Study.....	38
Table 3.2	Job Performance Item.....	45
Table 3.3	Social Networking Behaviour Item.....	47
Table 3.4	Work Ethic Item.....	48
Table 3.5	Personal Attribute Item.....	49
Table 3.6	Emotional Reward Item.....	51
Table 3.7	Five -Point Respondent Format.....	52
Table 3.8	Table of Cronbach’s Alpha Value Consistency.....	53
Table 3.9	Interpretation of Strength of Correlation Coefficient.....	55
Table 4.1	Reliability Analysis Test (Pilot Test) for Job Performance, Social Networking Behaviour, Work Ethic, Personal Attribute and Emotional Reward.....	59
Table 4.2	Summarize of Reliability Analysis Test for Job Performance, Social Networking Behaviour, Work Ethics and Emotional Reward.....	60
Table 4.3	Demographic Profile of Respondent.....	61
Table 4.4	Employee’s Account in Social Media and Social Networking Sites...	63
Table 4.5	Are you an active Social Media and Social Networking Sites user?....	64
Table 4.6	Frequency of Visits to Social Media and Social Networking Sites.....	65
Table 4.7	Time Spend on Favorite Social Media and Social Networking Sites...	67

Table 4.8	Do You Agree that Organization Should Implement Policies and Strategies.....	68
Table 4.9	Social Media and Social Networking Sites Access Location.....	69
Table 4.10	How Do You Access Social Media and Social Networking Sites Application.....	69
Table 4.11	Social Media and Social Networking Sites Login Behaviour among Employees.....	71
Table 4.12	Utilization of Social Media and Social Networking Sites in term of Professional Life.....	73
Table 4.13	Employee's Membership in Social Media and Social Networking Sites Group.....	73
Table 4.14	Social Media and Social Networking Sites Intensity among Employees.....	74
Table 4.15	Test of Normality for Independent Variable and Dependent Variable	78
Table 4.16	KMO and Bartlett's Test for Employee Job Performance.....	80
Table 4.17	Anti-image Matrices for Job Performance.....	81
Table 4.18	Rotated Component Matrix for Employee Job Performance.....	82
Table 4.19	Reliability Analysis for Job Performance.....	83
Table 4.20	KMO and Bartlett's Test for Social Networking Behaviour.....	83
Table 4.21	Anti-image Matrices for Social Networking Behaviour.....	84
Table 4.22	Rotated Component Matrix for Social Networking Behaviour.....	85
Table 4.23	Reliability Analysis for Social Networking Behaviour.....	85
Table 4.24	KMO and Bartlett's Test for Work Ethic.....	86
Table 4.25	Anti-image Matrices for Work Ethic.....	86
Table 4.26	Rotated Component Matrix for Work Ethic.....	87
Table 4.27	Reliability Analysis for Work Ethic.....	88
Table 4.28	KMO and Bartlett's Test for Personal Attribute.....	88
Table 4.29	Anti-image Matrices for Personal Attribute.....	89

Table 4.30	Rotated Component Matrix for Personal Attribute.....	90
Table 4.31	Reliability Analysis for Personal Attribute.....	91
Table 4.32	KMO and Bartlett's Test for Emotional Reward.....	91
Table 4.33	Anti-image Matrices for Emotional Reward.....	92
Table 4.34	Rotated Component Matrix for Emotional Reward.....	93
Table 4.35	Reliability Analysis for Emotional Reward.....	93
Table 4.36	The Reliability Analysis for Independent Variables and Dependent Variable Before and After Factor Analysis.....	94
Table 4.37	The Pearson Correlation Analysis for Independent Variables and Dependent Variable	95
Table 4.38	The Regression Analysis for Independent Variables and Dependent Variable	97
Table 4.39	Hypothesis Testing Result.....	100

LIST OF CHART

Chart 4.1	The Normality of Items in Employee Job Performance.....	75
Chart 4.2	The Normality of Items in Social Networking Behaviour.....	76
Chart 4.3	The Normality of Items in Work Ethic.....	76
Chart 4.4	The Normality of Items in Personal Attribute.....	74
Chart 4.5	The Normality of Items in Emotional Reward.....	77

LIST OF FIGURES

Figure 1.1	Advertisement for Job Vacancy Specialize in Social Media.....	145
Figure 1.2	Social Media Sites which can be Accessed During Office Hour.....	145
Figure 1.3	Social Media Sites which can be Accessed during Lunch Hour or Before Office Hour	146
Figure 1.4	Social Media Sites which have been Permanently Blocked.....	146
Figure 1.5	TM “Social Media Do’s and Don’ts” Policies.....	147
Figure 1.6	TM “Social Media Do’s and Don’ts” Policies.....	147
Figure 1.7	TM Social Media Week 2012.....	148
Figure 1.8	TM Social Media Week 2013.....	148
Figure 1.9	Employee to Share Current Promotion via Facebook or Twitter.....	149
Figure1.10	Finding Technical Solution from BlogSpot.....	149
Figure 1.11	SAP Community Network Page in Facebook.....	150
Figure 1.12	ABAP Development Guideline in SAP Community Network Page in Facebook.....	150
Figure 1.13	Noe, Hollenbaeck, Gerhart and Wright’s Model of Performance Management.....	151
Figure 3.1	Sample Size Population by Krejcie and Morgan (1970).....	152
Figure 3.2	Permission Email for Questionnaire Distribution by Person In Charge from Department of Human Capital Management, Division Information Technology, Telekom Malaysia Berhad.....	153
Figure 4.1	Facebook Closed Group under GEMS Unit, Division Information Technology, TM.....	154

CHAPTER 1: INTRODUCTION

1.0 Background

The usage of social media and networking sites such as Facebook, Twitter, Instagram, You Tube and MySpace is a phenomenon that has brought great negative and positive impact to many organizations and employees nowadays. In the context of organization, employee job performance is one of the aspects which usually being monitored and assessed by management. With the rising of social media and social networking sites usage among people nowadays, it can be assumed that there are relationship between social media and social networking sites usage with employee job performance, either in positive or negative way.

Cohen in Edosomwan, Prakasan, Kouame, Watson & Semour (2011) defined that “social media as a strategy and outlet for broadcasting and social networking sites is a tool and utility for connecting with others” (p.5). Likewise, Aspridis, Kazantzi & Kyriakou (2013) said that “social media is the new term that has invaded our daily lives in high velocity which consists of social networking, playing interactive games, making international friendships and communicating, in general, worldwide.

Employee job performance in the context of human resource management is referring to employee level of achievement in achieving company goals and objectives as well as referring also to employee task deliverable (Bacal, 1999). In the field of human resource management, many organizations usually established their own employee performance management system as a means to ensure that every employee reached his maximum potential and productivity on the job (Maimunah, 2010). In relation with employee job performance, Bernardin (2010) has defined

performance as the record of outcomes produced on specified job functions or activities during a specified timeline.

Monitoring employee job performance is important for every organization because it will impact company performance and achievement of the organization as a whole. All organizations should look and monitor their employee performance from time to time as this practise will help the organization identify employees who uable to perform well. According to Ab Aziz, Mohd Subri & Mohammad (2009), there are two primary purposes on why organization needs proper performance management method:

- 1) *“Evaluative purposes: to inform employee of their performance level*
- 2) *Developmental purposes: to determine problems during employee performing the task given by superior.” (p.100)*

Goel (2008) also listed some reason on why employee job performance and evaluation on it should be monitored from time to time:

- *“ Assess past performances*
- *Help improve current performance*
- *Assess training and development needs*
- *Identify future potential*
- *Determine employee career planning” (p.20)*

Hence, with the rising of Social Media and Social Networking Sites, the above purposes clearly shows that employee job performance is important to be monitored by any organizations in order to ensure the sustainability of company achievement as

this current technology application has the possibility to decrease employee performance (Munene & Nyaribo, 2013).

With the presence of social media and social networking sites usage via latest technology and gadget, this phenomenon becoming as a new life habit and most of the time they are using these application during working hour (Jones, 2012). It is something should be closely monitored by any organizations. An article wrote by Holtz from Monster.com (nd) , the premier global online employment solution, have claimed that social media and social networking sites will enable employees to entertain complaints or issues raised by members of the online communities in which they join or become membership.

In addition, employees can listen to ideas that will assist the company to solve problems, increase customer happiness and adapt quickly to the current customer needs (Monster.com, nd). In another study, Munene and Nyaribo (2013) have raised their concern that social media become as factor of addiction among employee which it will disturb employee performance as well as a waste to the organization resource.

The survey done AT&T Inc. (2008) has highlighted that there are 2 major issues on the usage of social networking sites in workplace in which it can become as distraction to employees (49%) and a source of company leaks of confidential information (45%). Furthermore, the study also indicated that 24% of employees admit they are not sure how the return on investment (ROI) of internal sites could ever be measured.

In addition, North (2010) examines the use of social networking sites in the workplace by prospective and found that although some participants find social networking site use to have negative environment such as feeling demotivated with harsh statement or status from their office colleagues especially if they have working place conflict. However, the employees also believe that socializing online social networking while at work makes them happier and, therefore, more productive and give good performance (North, 2010). But in another finding, a study done by Nucleus Research explained that, 47% of the 237 office workers meeting used Facebook in the office for 15 minutes every day. Thus, the study concluded that the use of Facebook at work results in a 1.5% decrease in productivity (Nucleus, 2009).

1.1 Problem Statement

Living in the era of technology, the use of social media and social networking sites during working hours has become more exciting topic for debate in many countries. Advocates of social networking argue that blocking access or banning the use of social networking sites at the workplace will actually be counter-productive, that they should be recognized as a new form of social interaction that needs to be managed and not prohibited (UK Trade Union Congress, 2007).

According to Kaplan and Haenlein (2010), as of January 2009, the online social networking applications Facebook recorded more than 175 million active users and this is only slightly less than the people of Brazil (190 million) and over twice the population of Germany (80 million). At the same time, every minute, 10 hours of content were uploaded to the video sharing platform (Kaplan & Haenlin, 2010). While for You Tube and the image hosting site Flickr provided right to use to over 3

billion photographs, making the world-famous Louvre Museum's collection of 300,000 objects seem tiny in comparison (Kaplan & Haenlin, 2010). A study done by Forrester Research found that 75% of Internet surfers used "Social Media" in the second quarter of 2008 had joined social networks, reading blogs, or contributing reviews to shopping sites; this represents a significant rise from 56% in 2007 (Kaplan & Haenlin, 2010).

The usage of social media and social networking sites among employee is a situation which also cannot be controlled by employer because they can access it from their own smart phone or tablets. Amazingly, based on the study conducted by research firm TNS on online behaviour around the globe, they have identified that Malaysians were the heaviest users on social networking's sites like Facebook which most of them allocate many hours per week on such sites (The Star, 2010). Malaysian has an average of 233 friends in their social network. It is followed by 231 in Brazil and 217 in Norway. While in Japanese people had the smallest number of friends, averaging 29 (The Star, 2010).

Below are the finding stated by Asianews.co (2013) which describes Malaysian usage on Social Media and Social Networking Sites:

- Malaysia has 34 Million mobile subscribers and 17.5 Million Internet users
- 87.9% of Malaysians on the Internet access Facebook
- There are currently 13.3 Million Facebook users in Malaysia (July 2013). Those aged between 18 and 24 are the highest users,

contributing 34.5 per cent followed by those aged 25-34 years (29.5 per cent) and 13-17 years (16.3 per cent)

- 80% of Malaysian Internet users stream or download videos each month
- 51% of Malaysians have an active YouTube profile
- Malaysian Internet users spend nearly 20 hours per week online

In addition, the rising of social media and social networking sites usage in Malaysia have also inspired many organizations to recruit personnel specializing in Social Media (Figure 1.1). This indication also shows that organization in Malaysia nowadays can accept the needs of social media in their business operation. But somehow, in another scenario, they also concern on employee job performance and productivity.

According to Jayabalan (2013), some of employees who on working hour, it does not necessarily mean that the person is doing work the whole time. The culture of taking long lunch hours, taking regular breaks, surfing the internet, chatting with co-workers, “Facebook-ing”, chatting with friends on Google chat and talking on the phone could take up a large chunk of working hours (Jayabalan, 2013).

According to Baker, Buoni, Fee and Vitale (2011), instead of banning the use of social network in workplace, it is better for employees to use it to serve work. It was agreeded that there are many potential problems created by the emergence of this technology such as perceived loss in staff productivity, data leakage from staff gossiping freely in open environment, damage to company’s reputation, scams

practise by cyber crooks and open access to company information because of outdated password, however, the emergence of this technology also brings benefit if the company establish firm policies regarding various online sites (Baker, et.al, 2011). If company willingly to grant access to certain website of social networking, employees will be more productive and indirectly it is easy for company to monitor employee usage of social networking and social media itself from many aspect and later this will help company to improve the policies of using it (Baker, et.al, 2011).

A study done by Kellyservices.com (2012) found that 56 percent of Gen Y (aged 19-30) believe it is acceptable to utilize social media for personal use while at work, compared with 48 percent of Gen X (aged 31-48) and 38 percent of Baby Boomers (aged 49-66) . 43 percent feel it is tolerable to share opinions about work with friends and colleagues on social media (Kellyservices.com, 2012). In Telekom Malaysia Berhad whereby there are certain social media and social networking sites can be accessed during office hours such as Blog and LinkedIn (Figure 1.2) and there are also social media and social networking sites that only can be accessed before office hour, during rest hour (lunch time) and after office hour such as Facebook (Figure 1.3). However, there are also social media and social networking sites which permanently have been blocked from employee to access it such as You Tube and Skype (Figure 1.4).

In Telekom Malaysia Berhad, Group of Corporate Communication and Group of Human Capital Management have collaborated in defining the “Social Media Do’s and Don’ts” Policies to their employees. Among the content of the policies (Figure 1.5 and 1.6):

- *“ If you own the blog or any social media page and identify yourself as TM staff, clearly state to your readers that the view you express are yours alone and they do not reflect the views of TM Group*
- *If you identify yourself as a TM staff, ensure your profile and related content is consistent with how you wish to present yourself with your colleagues and clients*
- *Ensure that social computing activity does not interfere with your work and you should not do social computing during office hours*
- *You are responsible for the content you publish on blogs, wikis or any other form of user generated media. Be mindful that what you publish will be in the public domain for a long time*
- *Do not disclose any info that is confidential. Staff should be aware at all times that comments made on personal social computing could unintentionally affect the company’s relationship with customers, shareholders, employees and other important shareholders.*
- *You must not comment on price sensitive information such as TM’s future business performance, business plan or prospects anywhere in the world”*

(Telekom Malaysia Berhad, 2012)

Based on the above do’s and don’ts of Social Media and Social Networking Sites in Telekom Malaysia Berhad, it can be identified that the company is allowing the staff to use these two channels as long as it will not interfere with work and affect company image. At the same time, the staffs have been reminded that the social computing should not being done during office hours. Even there are guideline and

policies on social media in Telekom Malaysia Berhad, the company is still using these two communication channel to get close with employees and customer by organizing TM Social Media Week since 2012 (Figure 1.7 and 1.8) and encourage employee to share via Facebook and Twitter on current promotion of TM product (Figure 1.9). Thus, it shows that Telekom Malaysia Berhad have some tolerance on Social Media and Social Networking Sites usage among employee as long as it will not affect individual job performance, affect company image and it is better if the employees use it to promote company product to the public.

Based on the above explanation, we can have early prediction that the usage of social media and social networking sites especially during working hours can bring influence to employee performance in many aspects. Among of the aspects which can be examined is the relationship of this technology with employee social networking behaviour (Warnakular & Manickam, 2010), employee personal attribute (Duplessis, 2013), employee emotion rewards (Warnakular & Manickam, 2010) and the most important is employee's work ethic when they are using it during office hour.

There are needs to study it how it can be related with employee performance from time to time, either it can contribute to decrease of performance and productivity or it is part of element that can give positive impact to employees performance and productivity as the social media and social networking sites application itself is changing from time to time. From the above explanation, it could be noticed that the rising of social media and social networking sites has brought impact to the workplace.

Therefore, with the positive and negative perspectives on the social media and social networking sites usage among employee, this study is conducted to examine the relationship of social media and social networking sites on employee job performance specifically in Division Information Technology, Telekom Malaysia Berhad.

1.2 Research Question

The goals of this study are embodied in the following research questions:

1. Is there any relationship between social networking behaviour among Social Media and Social Networking Sites users and employees job performance?
2. Is there any relationship between work ethic among Social Media and Social Networking Sites users and employee job performance?
3. Is there any relationship between personal attribute among Social Media and Social Networking Sites users and employee job performance?
4. Is there any relationship between emotional rewards among Social Media and Social Networking users and employee job performance?

1.3 Research Objective

The objectives of this study are:

1. To identify the relationship between social networking behaviour among Social Media and Social Networking Sites users and employees job performance.
2. To identify the relationship between work ethic among Social Media and Social Networking Sites users and employee job performance.

3. To identify relationship between personal attribute among Social Media and Social Networking Sites users and employee job performance.
4. To identify the relationship between emotional rewards among Social Media and Social Networking users and employee job performance.

1.4 Significance of Study

This study is significant to all organization in Malaysia especially Telekom Malaysia Berhad as it can be used to discover the relationship of social media and social networking sites on employee job performance. As mentioned in the earlier discussion, social media and social networking sites usage among employee is a right for everybody as a human. But at the same time, many organizations all over the world look this phenomenon as important scenario that can bring impact to the company performance generally and specifically to the employee job performance itself.

Realizing the emergence of this phenomenon among employees, it is very important for all organization to be aware with the usage of social media and social networking sites among employee especially during working hours. Social media and social networking sites usage have a powerful unexpected effect (Chelliah & Field, 2012). But just like any technology, it can be used for good or evil and depending on how people use it, when to use it and the purpose of using it. Similarly to employees in any organization, the usage of social media and social networking sites among employee is something common due to the rapid growth in new technology. This situation also can indicate level of technology exposure among employees and how

extensive they leverage on it and make it as benefit for managing their work or stress. In other way, many claimed that it can be source of reducing productivity (Munene & Nyaribo, 2013, North, 2010 & Edowsomwan et.al, 2011).

1.4.1 Managerial Perspective

Many studies have been done regarding the usage of social media and social networking sites among employees which revealed the advantages and disadvantages of these two applications (Awolusi, 2012, Warnakular & Mancikam, 2010, North, 2010). With the internet facilities in daily working life, it is something undeniable that many Social Media and Social Networking Sites channels such as informative blogs, Facebook pages and interaction from professional membership from LinkedIn have helped many IT practitioners in the Division Information Technology, Telekom Malaysia Berhad to get up to date informative information and to find solution for troubleshooting the system. For example, based on the error message that pops up in the system, employee in Division Information Technology, Telekom Malaysia Berhad can use that keyword as a point to search any possible solution either from any website or blogs (Figure 1.10).

In addition, many IT practitioners in Division Information Technology, Telekom Malaysia Berhad can know new product, update and enhancement pack for the system which company currently used just from Facebook Pages. For example, by become membership of any professional technical group or by liking their official page in Facebook like SAP Community Network (Software Company), all SAP System practitioners can get latest information on how to debug the system error and conflict happened to the system (Figure 1.11 and Figure 1.12).

Hence, this study is important to analyze the social media and social networking sites on employee job performance since the current phenomenon indicate that it can be accessed in anywhere and by various tools like smart phone and tablets especially. By study this, we also can anticipate the hidden benefit for those employee who spend some of their time on social media and social networking sites during working hour and can help to disclose the primary validation for organizations to allow the use of social networking sites in the workplace within the certain control and principles. For example, only using it during rest hour and to respect and give full attention during attending meeting by not browsing or online in any social media and social networking sites.

Obviously with current new technology at our fingertips, organizations would like to use these applications as means or tool to increase employee productivity. Therefore, this research will help organizations to foresee and anticipate the added value of technology in their organizations and eliminate the bad effect of this technology by knowing the threat. With this study, hopefully every organization would lead their employee to use social media and social networking sites effectively and ethically.

1.4.2 Theoretical Perspectives

From academic perspective, this study will investigate on how the usage of social media and social networking sites can be related with employee job performance. In short, this study is very significance to the academic field since it can be used to analyse the usage of social media and social networking usage on student academic performance. Besides that, this study will help the education industry to dig more on the current practises and policies implemented by the organization to control the

usage of social media and social networking sites usage among employee. Hence, it is a researcher's hope that this study will provide another additional perspective on this issue and will contribute to the expansion of future research.

1.5 Scope of Study

1.5.1 Scope of Study

The relationship of social media and social networking sites on employee job performance the staff in Division of Information Technology at Telekom Malaysia Berhad has been examined in this study. The study will identify employee perspectives on their own job performance with the usage of social media and social networking sites in their daily life.

1.6 Structure of Thesis

This research will consist of five chapters. The content of each chapter are as follows:

- 1) Chapter 1: This chapter will give brief overview of the study, the problem statement, research objectives, research questions, research theory, and significance of study and scope of study.
- 2) Chapter 2: This chapter will discuss relevant literature review pertaining social media and social networking sites with the element in measuring employee job performance. It will also list down hypothesis of this study.
- 3) Chapter 3: This chapter will describe research methodology for the study. It will consist of research framework, research design, operational definition for each variable, measurement of variables,

population and sampling, data analysis and reliability analysis for each variable.

- 4) Chapter 4: This chapter will elaborate on the research findings and it will be explained by using statistical test such as person correlation and regression.
- 5) Chapter 5: This chapter will summarize the study and further recommendations for future research.

CHAPTER 2: LITERATURE REVIEW

2.0 Introduction

This chapter discuss related literature review employee job performance and the measurement variable which will be related to social media and social networking sites. This chapter is very important as it will explain the definitions, conceptual of the study, the issue behind it and relevant previous research that interrelated with topic. Furthermore, it will determine hypothesis of the research.

2.1 Employee Job Performance

Cascio (2010) defined employee job performance as an individual willingness as employee to have commitment in improving and maintaining the job deliverable to meet company goals and objectives as a whole. In relation with this, Cascio (2010) also said that performance management for employee should doing well with “define performance, facilitate performance and encourage performance”. In relation with this definition, high job performance can be achieved if the employees practising good discipline. According to Maimunah (2001), in maintaining employee job performance organization must view discipline as an important matters to ensure that the expected employee behaviour is maintained according to the organization’s expectation, rules and regulation.

According to Appelbaum and Hare in Chiu, Chen, Lu and Lee (2006), they found that work organizations seek to fully optimize the job performance of their human resources in order to attain high levels of effectiveness, competence and effectiveness, and job satisfaction. In addition, significant human resources actions,

including job selection, orientation, skill-training, performance appraisal, compensation, human resource planning and career development, are all related to improving and supporting underneath organizational performance and reputation (Chiu, Chen, Lu & Lee, 2006).

Similarly to Ominiya and Adedapo (2012) in which they claimed that job performance can be defined as capacity to carry out effectively the job or task which requires thoughtful of a complete and up-to-date job description of a position, job performance requirement and principles that are anticipated to meet up by employee in any organization. It means a job performance in terms of quantity and quality probable expected from each employee in the organization they work with (Ominiya & Adedapo, 2012)

In addition, Fauzilah, Noryati and Zaharah (2011) found that performance is viewed as the execution of an action or one's capability and skill. High-quality performance is also connected with achieving and attaining the quality, quantity, cooperation, reliability and originality. In other word, employee performance is considered as the procedures of the quality of human capital which was held by the organization and is a key driving force in the Ninth Malaysia Plan (Fauziah, et.al, 2011). In relation with this, they found that the determinants of performance are personal, organizational, environmental, motivation, skill level, aptitudes and role perceptions (Fauziah, et.al, 2011). Above all, the study believed that the person with high skill will succeed. Obviously, who possesses a high skill rank will be successful for example a person with high skills in job knowledge (exclusive skills, cleverness and effort methods) will succeed in his task/job (Fauziah, et.al, 2011)

According to a study done by Organ in Atteya (2012), there is positive relationship between organizational citizenship behaviour and job performance that can aggregate promotes the effective functioning of the organization. The study has compiled seven organizational behaviour from various scholars: (1) helping behaviour, (2) organizational compliance, (3) sportsmanship, (4) organizational loyalty, (5) individual initiative, (6) civic virtue, and (7) self-development (Atteya, 2012). Based on this finding, we believe that organizational compliance, civic virtue and individual initiative are closely related with the study for this research.

In relations with employee job performance scenario, Fahmy in Aguenza and Ahmad (2012) identified that the employee productivity who use social networking sites are 9% more productive than those who do not use it. Fahmy also found that 70% of employees who used internet for personal surfing resulted in increasing employee's concentration.

In another research, Aguenza, Amer and Ahmad (2012) found that AT&T company that sells internet connection services has conducted an independent survey in five European countries and found that the usage of social media sites has made themselves more efficient workers, more creative in giving ideas, helped them in gaining new knowledge and able to give solutions to problems, gathering information from their customer and a room for them to create and enhance team building.

According to Jackson, Schuller and Werner (2009), every employee in organization are responsible and should maintain their job performance and quality in order to

ensure the organizations goals and objective can be achieved. Hence, with the rising of social media and social networking sites usage in the workplace, it is not a reason for employee to give poor performance (Jackson, Schuller & Werner, 2009)

2.2 Social Networking Behaviour

According to Chance (2009), behaviour can be described as everything a person or animal does that can be measured and something observable. In other word, it can be described as individual behaviour of ourselves based on our actions, deeds, manners and conduct in daily life as human. In addition, the behaviour shows by us as human is closely related on what is personality as a human we possess, values that we created and practice, adaptation with diversity, emotions which we carry out, attitude that following us, job satisfaction that we are trying to gain, perception, learning and attribution which every people need to go through and motivation that build human ability since in the childhood.

In relation with social media usage, according to Kocak and Oyman (2012), individuals can portray different behaviours such as watching videos, listen to music, photo sharing, reading news feed, writing comments or sharing their own produced contents. Stay in touch with college or university friends, send greetings to friends, share photos, video, web link with friends, tag and comment about own status or other status and discuss about personal life related matters are among personal usage by an individual which can be categorized as social networking behaviour (Warnakular & Manickam, 2010).

According to Brian (2011), in early 2011, IBM had conducted an analysis of approximately 1,000 consumers for its annual Customer Relationship Management

(CRM) study in which one of the questions had been asked to the participants why consumers were active on social networks. Surprisingly, at the top of the list with 70% was the intention of connecting with family and friends. Social networking behaviour can be simplified as user or individual behaviour, action, deeds, manner, communication and interaction in term of social aspect during using any social media and social networking sites platform (Jin, Chen, Wang, Hui & Vasilakos, 2013).

According to Grabowicz (2013) from KDMC Berkeley Center in UC Berkeley Graduate School of Journalism also agreed that social networks provided societies with a way to set up a personal page or profile to which they could post and share stories or status on what they were doing and also keeping track of the activities of family, friends and colleagues. From the aspect of journalism, social media has helped journalist to connect with people around them, meet new contact and also opportunity to distribute news stories and complementing news coverage with feeds from social media. From this channel, the journalist will get comment and feedback from their fan readers (Grabowicz, 2013).

From the above review, social networking behaviour is another aspect that can be evaluated to know the relationship of social media and social networking site usage on employee job performance. For this study, it will be analyzed from the aspect of social networking behaviour of employee. As for example, through online social networking, users connect with each other, share the content, and circulate information. Several sites offer social links, for example, networks of professionals and contacts (e.g., LinkedIn, Facebook, MySpace) and net-works for sharing content (e.g., Flickr, YouTube) (Benevenuto, Rodrigues, Cha & Emielda, 2009). Obviously

in today IT lifestyle, social media and social networking is part of activity that lead to different behaviour of socialization depending on each of us as human. Stefanone, Lackaff and Rosen (2011) also said that social-networking sites like Facebook enable people to share a range of personal information with expansive groups of friends in which it can be identified by individual behaviour like online photo sharing among friends.

2.3 Work Ethic

Work ethic can be defined as the general value system, principles, and specific rules that a company want the employees to follow and obey (Lewis, Goodman & Fandt, 2003). According to Jenskins and Media (2013) in their article via Smallbusiness.com there are 5 factors that demonstrate work ethic:

1. Integrity
2. Sense of Responsibility
3. Emphasis on Quality
4. Discipline
5. Sense of Teamwork

In addition, Dillon (2013) proposed 5 methods or ways that can be practiced by employees to develop strong work ethic:

1. Stay positive.
2. Refuse to procrastinate
3. Keep your focus
4. Set a goal of dependability
5. Always meet deadlines.

Likewise, there are 6 elements in inculcating employee awareness of ethic (Lewis, Goodman & Fand, 2003). One of the elements which closely related to work ethic is legitimizing the consideration of ethics as part of decision making. Thus, it shows that employees should conduct their behaviour properly and to follow organization ethic. Similarly, Lewis, Goodman and Fandt (2003) defined code of ethic in organization management as the general value system, principles, and specific rules that a company want the employees to follow and obey.

In relation to social media and social networking sites, according to Mckinney and Ross (2012), social media will create connection and engagement with prospective business with past and current customers, employees, suppliers and other stakeholder. Therefore, there is positive impact of using social media at workplace as long as the employee can control the usage. Beside that, Mckinney and Ross (2012) also believed that social media offer company to the door of strengthening relationship, build community and handle customer services issues.

In addition, they also found in a study done by The National Business Ethic Survey (NBES) on the views of U.S workforce in business whether social networking is influencing employees' ethics at work. As a result from study, there is variety grey opinion regarding the work ethics of employees who used social media and social networking sites during at workplace (Mckinney & Ross, 2012). Some of respondent said that it is ok to be friend with client or customer on social networks and it is acceptable to talk negatively about company or colleague however many of them usually post about positive things rather than negative. Lastly, Mckinney and Ross

(2012) believed that company should have a firm policies and guideline that can be as guidance for the employees in using social media and social networking sites.

2.4 Personal Attribute

Generally, personal attribute can be considered as an individual attributes which encompasses all the traits like skills, ability, character and aptitude which later make up your personality. In this study, the research will be more focus on personal attribute which belong to an employee. According to Samuels (2013) in his article with a title “ List of Attributes Used on Employee Performance Review”, he explained that meet deadlines, work well with other, attendance, communication skills, skill sets and performance are among employee personal attribute which will be evaluated during performance review period. Greatbatch and Lewis (2007) defined personal attributes and skills as enthusiastic, adaptable, motivated, reliable, responsible, honest, resourceful, committed, loyal, flexible, well presented, sensible, able to manage own time and deal with pressure.

According to Babbit (2011), he listed 10 best personal attributes to thrive in an internship which this will help the person during his or her enter to the real working world. He believed if every internship candidate practicing those attribute, they will success in their career later and give good performance. The personal attributes are:

- 1) Passionate
- 2) Enthusiastic
- 3) Entrepreneurial
- 4) Resourceful
- 5) Self-Disciplined

- 6) Independent
- 7) Leader
- 8) Resilient
- 9) Versatile
- 10) Coachable

Duplessis (2013), explained that below personal attributes or “soft skill” have high attention from contact centre business leader during hiring activity and training to make sure new associates can handle customer issue efficiently. The personal attributes listed by Duplessis as below:

- 1) “Attitude: Negative attitudes have no place in a contact center. Associates need to be passionate about helping customers.
- 2) Caring: Customers who call in with a problem want to be heard by someone who genuinely cares about them and is actively trying to help them resolve their issue.
- 3) Valuing the Customer: Understanding that the customer might be distressed while calling an organization, associates need to show the customer that the company values them and their business.
- 4) Friendliness: Especially when customers are angry or upset, they need to feel as if they’re speaking to a friend who has their best interest at heart. Even if customers are frustrated when calling an organization, associates need to conduct the conversation in a friendly manner.

- 5) Helpfulness: Rather than strive to get the customer off the phone as quickly as possible, associates should try to gain as much insight into what the client needs, even if the customer himself is unable to verbalize it.
- 6) Honesty: The worst thing that agents can do is lie to customers. Associates need to be truthful in cases when they cannot resolve the customer's issue.
- 7) Politeness: Customers want to feel that the organization respects them and as the face of the organization during that conversation, associates need to make sure they conduct the conversation with absolute politeness.
- 8) Professionalism: Even if a customer gets mad, associates need to keep calm and make sure that they continue the conversation in a professional manner.”

In relations with social media and social networking sites usage among employee in any organization, as mentioned in earlier discussion, today organizations believed that social media and social networking sites have the positive and negative outcome when employee using it especially during working hour as it depending also on individual personal attribute. There is also study which claimed that employee job performance can be early predicted from applicant social media profile.

Kwoh (2012) suggested that Facebook profiles found to be predictor of employee job performance. The Facebook profiles of 56 college students with jobs were presented in an experiment. After perusing each profile, including photos, wall posts,

comments, education and hobbies about ten minutes, the raters need to answer a series of personality-related queries, such as "Is this person dependable?" and "How emotionally stable is this person?". Six months later, the researchers matched the ratings against employee evaluations from each of the students' supervisors. They found a high relationship between employee job performance and the Facebook scores for traits such as conscientiousness, agreeability and intellectual curiosity. Raters normally will give extra evaluations to students who love to travel, had more friends and showed a wide variety of hobbies and interests. Partying photos didn't necessarily count against a student which in directly the raters perceived the student as extroverted and friendly, says Don Klumper, the lead researcher and a professor of management at Northern Illinois University. The findings show that Facebook could be used as a reliable job-screening tool, he says, especially since candidates would have a hard time "faking" their personalities in front of their friends (Kwoh, 2012).

2.5 Emotional Reward

Emotions is one of the psychological element that human usually encounter and face with it in their daily life. Emotions is a symbol that every human have their own feeling when they do and went through with something that really affecting his or her feeling. Emotions emerge from our interactions with the world around us. They are triggered by situations that are relevant to our personal goals, physical safety or well-being (Feist & Rosenberg, 2012).

According to Coon and Mitterer (2012), emotion is a state of characterized by physiological arousal, changes in facial expression, gestures, posture and subjective

feeling. While Gerrig and Zimbardo (2010) defining emotions as a complex pattern of changes, including physiological arousal, feelings, cognitive process and behavioural reactions, made in response to a situation perceived to be personally significant. Generally reward can be defined as a fair return for good or bad behaviour or recognition (Oxford Dictionary, 2013).

In relations with combination of these two terms, Aknin, Dunn, Whillans, Grant & Norton (2013) had described emotional reward term application in their observation on people who spending or giving something to others. Based on their research, they have found that people will feel happy if they donate money to other because the giver knows that they have assisted somebody in meaningful way. Hence it can be concluded that emotional rewards is an action of doing something which make our own emotion feel rewarded positively.

Futhermore, Joshua (2011) Spodek PhD, MBA, has defined emotional rewards in his blog <http://joshuaspodek.com/> as :

“an overall feeling that everything is right in your life, that you’re on the right track, and that you want situations like this to happen more — even when the specific dominant emotions you feel aren’t pleasant.” (Joshua, 2011).

Joshua (2012) further described that the emotional reward which has been defined by him was inspired during he ran for marathons. According to him running marathon is something uncomfortable emotionally and physically. During he wrote this article,

he got scabs on his knee but he found that the pain sensed by him had enhanced his emotional reward on performed his own marathon activity. He also mentioned that every people can use this effect to improve the life to be in happiness, pleasant or unpleasant emotion. According Joshua (2012), as human will recognize that all element of emotions happened to life is something value for our own personal either in negative or positive way.

In relation with employee working life, it is a fact that every employee needs emotional reward after they have done good job (Browne, 2008). According to Browne (2008), to have element of emotional reward in working life will make employee more pleasant to job that we performed and feel proud to work on it. From her experience as certified nurse, she feel more emotionally rewarded when she can taught a class full of senior citizens about the basics of Microsoft's office suite and making a transformation in the lives of these citizens who were about to start on new careers as office help. It is more important for everybody to make his or her job more emotionally rewarded by using any element that can enhance job satisfaction and happiness.

According to Qubein (2008), employee in any organization nowadays is looking with this element emotional reward which most employees value most. According to the research which he has referred, employee nowadays not only looking with motivation to work but today they need interesting work, full appreciation of job well done, socially acceptance, emotional satisfaction and spiritual satisfaction with any relevant method that can fulfilled these need.

In the era of social media and social networking phenomena, many employees will feel more happy if they are allow to use social media and social networking sites to fulfil their information and entertainment need as long as this activity not affect their work commitment. Therefore, emotional rewards in working life are something subjective and vary and it depends how individual adapted this element in their working life (Qubeen, 2008, Joshua, 2012, Browne, 2008).

2.6 Previous Research Findings

In relation with job performance, according to Brown and Alkadry (2010 found an interesting information from The Pew Internet & American Life Project in 2008 in which the project claimed that “Wired and Ready Workers” have improved their work lives through information and communications technology (ICT) by using social networking and social media with below findings:

- 80% say social networking and ICT have improved their ability to do their job.
- 73% say social networking and ICT have improved their ability to share ideas with co-workers.
- 58% say social networking and ICT have allowed them more flexibility in the hours they work.”

Keen (2013), proposed that social media usage among employee should not be ban from the place of work as it will build employee to turn out to be multitask and more dynamic. He said that today, work and leisure are connected each other. When we received tweet or Facebook update from the office doesn't mean that we are not

working. It just means that some of your brain might be for the moment focused on something else. But that temporary focus describes the nature of 21st century work (Keen, 2013).

Keen (2013) also mentioned that it is how employee becomes more efficient working in networked age. Social media not only facilitate us to solve big problems, but also make us more knowledgeable, able to think with more independence. Via Twitter, we can browse to newspaper articles and stories that we would have missed. LinkedIn empower us to build network with fellow workers (Keen, 2013). Facebook develop our intelligence about competitive ideas and forbidding social media at work will lead us to become unaware with latest update within our near environment (Keen, 2013).

However, Ferreira and Plessis (2009) found that the European Network and Information Security Agency, Hathi, Perkins, Star Technology, and Violino have summarized some risks on online social networking sites:

- “Online Social Networking spurs social activity and is associated with developing addictive behaviour, if not managed properly it will result in a decline in employee productivity.
- Online Social Networking results in bandwidth and storage consumption. Many social network members share pictures, music, high definition movies and other large files.
- Online Social Networking may lead to social networking spam.

Similarly with Ferreira and Plessis (2009) and Chelliah and Field (2012) claimed on social media misuse as ticking bomb for employers. Ferreira and Plessis (2009) and Chelliah and Field (2012) pointed out that excessive usage on social media during work hours is decreasing productivity and leading conflicts among co-worker. Again, Wilson also pointed that some challenges of social networking sites in the workplace which might be give impact to employee performance are perceived loss in staff productivity, data leakage from staff gossiping freely in an open environment and damage to a business reputation (Aguenza & Mat Som, 2012). In other related finding, Peacock raised that “employers worry that staff are wasting times on websites during the work hours, weakening productivity and increasing security risks to the company by sharing data externally” (Aguenza & Mat Som, 2012).

Likewise, DiMicco, Millen, Geyer, Dugan, Brownholtz and Muller (2008) in their study regarding “ Motivations for Social Networking at Work” have identified and agreed that somehow the social networking had enabled some of the employers to archive and gather employees data, interest and activities done by them and become as a source for understanding the workforce (Dimicco, et. al, 2008). Furthermore, their study also proved that social networking sites is necessary nowadays to new generation and the social network can become as a bridge for it to ease the method of communication between employees and employers (Dimicco, et. al, 2008).

According to Mohmed and Azizah (2010), it have been identified highest cumulative percentage from respondent of 5 different well known companies in Malaysia regarding reasons for employee to use social network tools in their daily working day. The reasons which had been identified by these two researchers listed as below:

- 1) Improve employee performance and organization alignment
- 2) Enable employee collaboration that improve business process
- 3) Developing better communication media with partners and customers
- 4) Interacting with company senior management to help bridge information group
- 5) Making employees to stay updated in current events, headline and market update.

Even the highest cumulative means percentage is referring to “Developing better communication media with partners and customers” and “Making employees to stay updated in current events, headline and market update”, but a reason which mentioned on improving employee performance had indicated that social media and social networking sites usage have significant relationship with employee performance (Mohmed & Azizah, 2010).

2.7 Research Theory: Performance Management

According to Sonnentag & Frese (2002), they describe performance by a theory from Campbell (1990) in which Campbell proposed a general model of individual differences in performance which became very prominent. In his model, Campbell have separated terms between the performance components like job specific and task proficiency, determinants of job performance components and predictors of these determinants. Campbell explained the performance mechanism as a function of below three determinants:

- 1) Declarative knowledge
- 2) Procedural knowledge and skills
- 3) Motivation.

Campbell (1990) in Sonnentag & Frese (2002) has portrayed declarative knowledge as knowledge about facts, principles, goals, and the self. By having declarative knowledge, it can be method to know function of a person's abilities, personality, interests, education, training, experience, and aptitude-treatment interactions. In addition, Campbell explained procedural knowledge and skills involves cognitive and psychomotor skills, physical skill, self-management skill, and interpersonal skill. For below components, predictors of procedural knowledge and skills come from abilities, personality, interests and education, training, experience, and aptitude-treatment interactions.

While motivation consists of preference to perform, level of effort, and persistence of effort which possess by the employee itself. In relations to study the relationship of social media and social networking sites on employee performance in Division Information Technology, Telekom Malaysia Berhad, the Campbell theory is closely related with self-management skill which contain in procedural knowledge and skill. By having good management of self-management skill and good work ethic, employee will be able to control their usage of social media and social networking sites especially during working hour. Thus, employee still can access and enjoy the social media and social networking activities by not affecting their job performance.

Noe, Hollenback, Gerhart and Wright in Ab Aziz Yusof (2009) have proposed on their model of performance management in which they explained that the individual attributes like skill and abilities are the basic element of performance and it will change to objective results by employee behaviour (Figure 1.13). Employee can achieve and show this behavior if they have the necessary knowledge, skill, abilities and other good characteristics like practise good ethic. The objective results are measureable, tangible outputs of the work and are a consequence of the employee's or the workgroup's behavior.

Besides that, Noe, Hollenback, Gerhart and Wright in Ab Aziz Yusof (2009) also found that there is another important component in this model which is known as organizational strategy. Based on their study, the link between performance management and organizational strategies and goals are often neglected. Noe, Hollenback, Gerhart and Wright in Ab Aziz Yusof (2009) also explained that this link is also known as performance planning and evaluation which will specify types and levels of performance that must be accomplished to achieve the strategy at the beginning of the evaluation period. In this model also, in the end of evaluation period, the individuals and groups will be evaluated based on how closely their actual performance meets the performance plan.

The model also shows the situational constraints that are faced by organisations within the performance management system. The constraint can be organizational culture or work group norms that discourage employees from doing thing effectively and the economic condition. To gain competitive advantage, the attributes, behavior and results must be tied to the organizations strategy and the constraints existing

within the work environment often prevent employees from performing Noe, Hollenback, Gerhart and Wright in Ab Aziz Yusof (2009).

In relation with the study of relationship of social media and social networking usage on employee job performance in Division Information Technology, Telekom Malaysia Berhad, this model is closely related with how far their usage in social media and social networking sites that can be consider as “situational constraint” can influence and have relationship with their job performance and deliverable and it will be measured from the aspect of employee social networking behaviour, work ethic, personal attribute and emotion reward.

2.8 Hypothesis

Hypothesis 1: There is a relationship between social networking behaviour among Social Media and Social Networking Sites users and employees job performance.

Hypothesis 2: There is a relationship between work ethic among Social Media and Social Networking Sites users and employee job performance.

Hypothesis 3: There is a relationship between personal attribute among Social Media and Social Networking Sites users and employee job performance.

Hypothesis 4: There is a relationship between emotional rewards among Social Media and Social Networking users and employee job performance.

2.9 Conclusion

Based on the literature review, conceptual definition and previous research finding for job performance, social networking behaviour, work ethics, personal attribute and emotional reward and its real situation with the usage of social media and social

networking sites among employees, the researcher has explained the substantial points of the scenario happened many organizations around the world. This is why this study needs to be conducted also in Division Information Technology, Telekom Malaysia Berhad to find how far the relationship of social media and social networking sites usage on their employee job performance by measuring it with specific measurement variable. The next chapter will explore more on what the methodology has been used for this study to answer the hypothesis.

CHAPTER 3: METHDOLOGY

3.0 Introduction

This chapter explain on the development of research design and methodology that used in this study. It also presents an overview of the research study, research framework, an explanation of operational definition and measurement instrument for each variable, the population and sample, data collection procedures, pilot test activity, data analysis and reliability test for actual study.

In research methodology, the research or study can be in the form of quantitative or qualitative. Zikmund, Babin, Carr and Griffin (2013) defined quantitative research and qualitative research are as follow:

- *“Quantitative research: a research that addresses research objectives through empirical assessments that involves numerical measurement and analysis.*
- *Qualitative research: a research that addresses business objectives through techniques that allow the researcher to provide elaborate interpretations of phenomena without depending on numerical measurement; its focus is on discovering true inner meanings and new insight.” (p.132 -134)*

Based on the above explanation, the researcher are free to choose type of research they want to conduct depending on the type of topic. So that, the researcher decides to conduct this research through quantitative approach to achieve the objective of this study.

3.1 Research Framework

For this study, in order to analyze the relationship of social media and social networking sites on employee job performance, four variables have been selected to measure the relationship between social media and social networking sites on employee job performance. The four variables in determining relationship between social media and social networking sites on employee job performance are illustrated by below research framework:

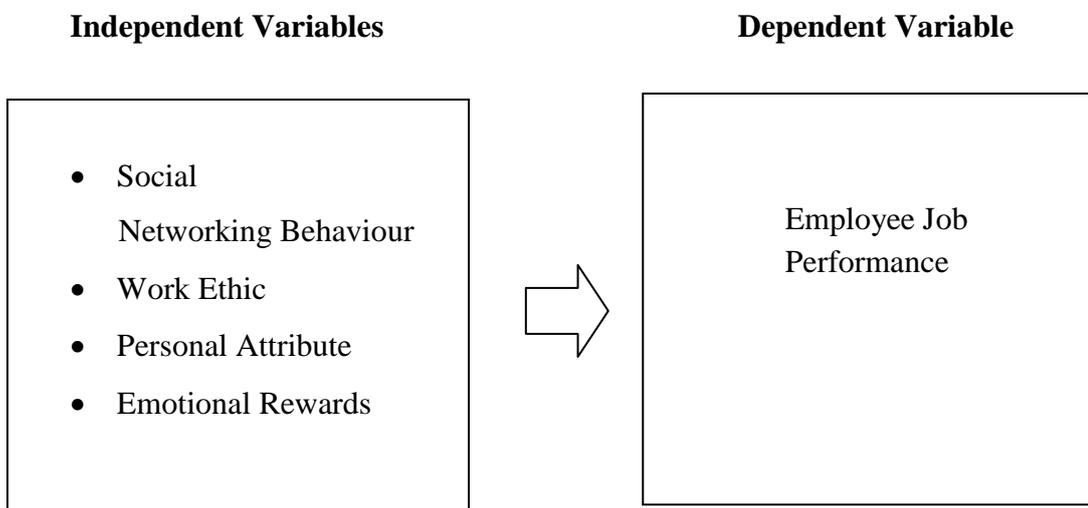


Table 3.1: Research Framework of the Study

Based on the above research framework, the independent variable to measure the relationship of social media and social networking sites on employee job performance are

- 1) Social Networking Behaviour
- 2) Work Ethic
- 3) Personal Attribute
- 4) Emotional Rewards

In research methodology, independent variable is a variable that is expected to influence the dependent variable in some way. For dependent variable, it is a variable that is predicted or explained by other variables (Zikmund, Babin, Carr & Griffin, 2013). Hence, for this study, the above four measurement will be tested to identify it has significant relationship with employee job performance in Division Information Technology, Telekom Malaysia Berhad especially for those employee who are using social media and social networking sites during working hours.

This study is conducted by collecting the data about employee's perceptions specifically for employee who are using social media and social networking sites on their employee job performance, social networking behaviour, work ethic, personal attribute and emotional rewards. The respondents were randomly selected without any specific criteria as long as they are coming from Division Information Technology, Telekom Malaysia Berhad. By controlling this criteria, the researcher will get close and clear result to prove the hypothesis.

The questionnaire used a Likert Scale with respondents indicating the degree of correspond. The questions were assessed on a five point scale, ranging from 1 represent strongly disagree to 5 which means strongly agree. The questionnaires were distributed randomly to 270 employees in Division Information Technology, Telekom Malaysia Berhad. The respondents has been given one week by the researcher to complete the survey form. Questionnaire distribution were distributed were manually by-hand . A total of 215 responses were received by the researcher after one week completed, which represent 79.6 % out of 100%. All data will be analyzed by using SPSS version 21.0.

3.2 Research Design

For this study, the type of research is quantitative research. According to Borens and Abott (2008), quantitative study is a research method where data collected are represented by numbers that can be analysed with widely available descriptive and inferential statistics. In addition, Walker (2010) mentioned that quantitative research is also involving measuring people in order to answer questions.

The respondents were coming from employees of Division Information Technology, Telekom Malaysia Berhad. It includes employees from management, executive and non-executive levels. The questionnaire was distributed randomly among employees in Division Information Technology, Telekom Malaysia Berhad. Simple random sampling was used for the distribution technique. After the data has been completely collected, it will be inputted into SPSS statistical software for further analysis.

For this research, the researcher is intended to use a descriptive approach in order to establish the relationship between variables. The total of 270 questionnaires has been distributed by the researcher to get the right result of the relationship between the variables. Both descriptive analysis and inferential analysis were used to analyze the data.

For questionnaire design, it will be divided into three sections as below:

- 1) **Section A:** This section will ask about employee habits and preferences with regard to Social Media and Social Networking Sites. For example, the account ownership on any social media channel, browsing hours per session, usage rate of selected social media and social networking sites

application, where employee often access the social media and type of social media and social networking sites that usually employee become fan or membership.

- 2) **Section B:** This section is aimed to analyze the the relationship of social media and social networking sites on employee job performance by using four independent variable.
- 3) **Section C:** This section will collect demographic data of respondent such as age, gender, position, level of education and year in service.

Once the questionnaires has been collected, all respondent answer were analyzed by using SPSS Statistical Software in order to test the hyphothesis.

3.3 Operational Definition

3.3.1 Employee Job Performance

Employee job performance is referring to employee level of achievement in achieving company goals and objectives as well as referring also to employee task deliverable (Bacal, 1999).

3.3.2 Social Networking Behaviour

Individual behaviour, action, deeds, manner, communication and interaction in term of social aspect during using any social media and social networking sites platform (Jin, Chen, Wang, Hui and Vasilakos, 2013).

3.3.3 Work Ethic

The general value system, principles, and specific rules that a company want the employees to follow and obey (Lewis, Goodman and Fandt, 2003)

3.3.4 Personal Attribute

Personal characteristic that account for consistent patterns of behaviour which define who you are as a person (DeSimone and Werner, 2009)

3.3.5 Emotional Reward

An action of doing something which makes an individual's emotion feel rewarded such as feel happiness when donating money to others (Aknin et al., 2013).

3.4 Population and Sample

3.4.1 Population

Population refers to the set of all items interest for example to determine the set of extent of smoking habit among secondary school children, the population consists of all secondary school children in the country (Rasimah, 2009).

Therefore, for this study in order to determine the relationship of social media and social networking sites on employee job performance, the researcher has decided to take employees from Division of Information Technology of Telekom Malaysia Berhad as population of study. Based on information from Depart of Human Capital Management in Division Information Technology of Telekom Malaysia Berhad, currently the total of employee's numbers in this division is 910 staffs.

3.4.2 Sample Size

According to Rasimah (2009), sample is a subset of population and the sample must be random in order to ensure that it is representative of the population, which means it has to possess similar characteristics as the population. Based on this explanation, therefore the total of 270 of questionnaires has been distributed for the study. The numbers of population to receive the questionnaire was taken from the below table proposed by Krejcie and Morgan (1970) in his study about determining sample size about research activities (Figure 3.1).

3.4.3 Sampling Technique

Simple Random Sampling has been selected as sampling procedure for this research. Based on total employees in Division of Information Technology of Telekom Malaysia Berhad, every unit in this division have chance to take part in questionnaire due to 3 different building of employed location. According to Black (1999), among the advantages of simple random sampling are as follows:

- 1) *“ Highly representative if all subjects participate; the ideal*
- 2) *Can ensure that specific groups are represented, even proportionally, in the sample(s) (e.g., by gender), by selecting individuals from strata list*
- 3) *Possible to select randomly when no single list of population members exists, but local lists do; data collected on groups may avoid introduction of confounding by isolating members*
- 4) *Can make up probability sample by random at stages and within groups; possible to select random sample when population lists are very localized*
- 5) *Ensures balance of group sizes when multiple groups are to be selected*

Inexpensive way of ensuring sufficient numbers of a study” (p.118).

3.5 Measurement of Variables/Instrumentation

3.5.2 Variables and Measures

For this research, the researcher had distributed questionnaires in English language medium which contained 40 questions. The questionnaires had been divided into three sections. Each of the sections, the respondent will be given specific guideline to answer the questions. In any quantitative research, it is compulsory for the researcher to use valid measurement. The measurement can be adapted or adopted from relevant literature or valid sources such as academic books or trustworthy information (Rattray and Jones, 2005). According to Zikmund et. al (2013), in order to make the questionnaire more relevancies, the demographic of respondent should be taken into account.

3.5.2 Interpretation of Variables

In this research, section A which comprises of 11 questions are asking about employee habit and preferences on social media and social networking sites. In the section B, the total of 24 questions are to analyze the the relationship of social media and social networking sites on employee job performance by using four independent variable. In the section C, the total of 5 questions identified demographic data of respondent such as age, gender, position, level of education and year in service of the employees in Division Information Technology, Telekom Malaysia Berhad.

3.5.2.1 Measure for Employee Job Performance

Job performance is a dependent variable. The measurement for this variable were adapted and adopted from Green, Wu, Whitten and Medlin (2006). Employee Job performance is an individual production in terms of quality and quantity expected from every employee in a particular job. According to Green, Wu, Whitten and Medlin (2006), job performance is directly positively influenced to the implementation of strategic human resource management on organizational performance. It shows that job performance is relevant as variable to be measured in any organization situation or culture. Therefore, this variable can be taken for this research in order to evaluate employee job performances that are using social media and social networking sites.

The original and adapted versions of the items are shown as below. In this study the researcher has used five-point scale from 1= strongly disagree and 5=strongly agree for participant to rate their answer.

Table 3.2
Job Performance Item

Variable	Operational definition	Original Items		Adapted Version
Job Performance	Actions that contribute to organizational goals and that are under the individual's control.	1.	I am very confident that I can reach my performance goals	1. My usage in SMSNS have helped me to increase my patience, confidence and enthusiasm level to reach my performance goals
		2.	The level of my individual performance last year was excellent	
		3.	I regularly accomplish my goals	
		4.	My individuals goals directly support the goals of the organization	2. My individual performance meeting expectations even I am using

- | | | |
|----|---|---|
| 5. | My individual performance has improved significantly during the last year | SMSNS at workplace |
| | Source: Green, Wu, Whitten & Midlen (2006) | 3. SMSNS never disturb my job planning to accomplish my goals |
| | | 4. SMSNS have helped me to directly support the goals, image and reputation of organization |
| | | 5. My SMSNS usage never decrease my individual performance |

3.5.2.2 Measure for Social Networking Behaviour

Individual Behaviour is independent variable. The measurement for this variable were adapted and adopted from Warnakula and Manickam (2010). Social networking behaviour can be described as our actions, deeds, manners, communication, interaction and conduct in daily life as by using social media and social networking sites platform.

In the research done by Warnakula and Manaickam (2010), below measurement has been used by them to evaluate the personal uses of social networking sites to study employee's behaviour in online social networking website. The original and adapted versions of the items are shown as below. In this study the researcher has used five-point scale from 1= strongly disagree and 5=strongly agree for participant to rate their answer.

Table 3.3
Social Networking Behaviour Item

Variable	Operational definition	Original Items	Adapted Version
Social Networking Behaviour	Individual behaviour, action, deeds, manner, communication and interaction in term of social aspect while using social media and social networking sites .	<ol style="list-style-type: none"> 1. Stay in touch with college/university friends 2. Send greetings to friends i.e birthday, new year 3. Share photos, videos and web links with friends 4. Tag, comment about your and your friend's posts (status, updates, photos, etc.) 5. Discuss about personal life matters 	<ol style="list-style-type: none"> 1. I always stay in touch with college/university friends 2. I always send greetings to friends i.e birthday, new year 3. I always share photos, videos and web links with friends 4. I always tag, comment about your and your friend's posts (status, updates, photos, etc.) 5. I always discuss about personal life related matters
		Source: Warnakular & Manickam (2010)	

3.5.2.3 Measure for Work Ethics

Work ethic is an independent variable. The measurement for this variable were adapted and adopted from Telekom Malaysia Berhad Code of Business Ethic, Telekom Malaysia Social Media Policy and Terma Syarat Band Executive 1-3. Work ethic can be described as general value system, principles, and specific rules that a company want the employees to follow obey and practise in the working environment so that the organization's performance will be sustained.

Generally we know that every organization have their own code of ethic which specifically guided on how employee should show their ethical attitude. The original and adapted versions of the items are shown as below. In this study the researcher has used five-point scale from 1= strongly disagree and 5=strongly agree for participant to rate their answer.

Table 3.4
Work Ethic Item

Variable	Operational definition	Original Items	Adapted Version
Work Ethic	The general value system, principles, and specific rules that a company want the employees to follow and obey.	<ol style="list-style-type: none"> 1. Ensure that social computing activity does not interfere with your work and you should not do social computing during office hours 2. You are responsible for the content you publish on blogs, wikis or any other form of user generated media. Be mindful that what you publish will be in the public domain for a long time 3. Proactive in dealing with the Customers' needs and try to exceed their expectations 4. Demonstrate trustworthiness in carrying out all our duties and responsibilities 	<ol style="list-style-type: none"> 1. I always put high priority to plan out my daily activity even sometimes I'm log in into SMSNS 2. I always put high priority to serve customer with total commitment even sometimes I'm login into SMSNS 3. I always put high priority to productively use my time even sometimes I'm login into SMSNS 4. The more time I can spend in a leisure activity, the better I feel even sometimes I'm Login into SMSNS

Source: Telekom Malaysia Berhad Code of Business Ethic, Telekom Malaysia Social Media Policy, TermaSyarat Band Executive 1-3

3.5.2.4 Measure for Personal Attribute

Personal attribute is an independent variable. Personal attribute can be described as personal traits that belong to every individual and it shape the personality. The measurement for this variable were adapted and adopted from Duplessis (2013) from his article on “Eight Service Employee Attribute that will build your Brand”. Some of employee attributes listed by Duplessis (2013) has been taken and adapted in the questionnaire for measurement of this study.

Generally, this article is much related with Division Information Technology, Telekom Malaysia Berhad because of their nature of work that dealing with the users who are using any system in Telekom Malaysia Berhad. The original and adapted versions of the items are shown as below. In this study the researcher has used five-point scale from 1= strongly disagree and 5=strongly agree for participant to rate their answer.

Table 3.5
Personal Attribute Item

Variable	Operational definition	Items	Authors
Personal Attribute	Personal characteristic that account for consistent patterns of behaviour which define who you are as a person	1. Attitude	1. I am helpful person to serve client needs at any time even sometimes I'm login into SMSNS
		2. Caring	
		3. Valuing the customer	
		4. Friendliness	
		5. Helpfulness	2. I am practising professionalism attitude when dealing with customer even sometimes I'm login into SMSNS
		6. Honesty	
		7. Politeness	
		8. Professionalism	
		Source: Duplessis (2013)	3. I am polite employee

when
conducting
any
conversation
on behalf of
my
organization
even
sometimes I'm
login into
SMSNS

4. I am honest
person in
delivering my
work
assignment
even
sometimes I'm
login into
SMSNS

5. I am practising
friendliness to
help in solving
customer
complaint
even
sometimes I'm
login into
SMSNS

3.5.2.5 Measure for Emotional Reward

Emotional reward is an independent variable. Generally, emotional reward can be described as personal actions which can produce positive feeling in our inner self. The measurements for this variable were originally taken from Warnakula & Manickam (2010). In their research, this measurement has significant relationship on intensity usage employee's behaviour in online social networking sites. In this research, the result shows that reduction of stress caused by office work was a reason for using social networking sites by 98% of respondent of the survey.

The original versions of the items are shown as below. In this study the researcher has used five-point scale from 1= strongly disagree and 5=strongly agree for participant to rate their answer. For this variable, the researcher used original item to measure variable for emotional rewards

Table 3.6
Emotional Reward Item

Variable	Operational definition	Original Items	Authors
Emotional Reward	An action of doing something which make our own emotion feel rewarded positively or negatively.	<ol style="list-style-type: none"> 1. Social Networking Sites reduce my stress caused by office works 2. Social Networking Sites reduce my stress caused by personal matters 3. Social Networking Sites makes me feel I am connected to a larger community 4. Social Networking Sites makes me feel I am valued by others 5. When I feel lonely, there are several people online I can talk to 	Warnakular & Manickam (2010)

3.6 Data Collection Procedures

Data collection is among major and important activity to be conducted by the researcher. Without data, the researcher cannot perform data analysis and to approve the hypothesis that they have proposed. For this research, it can be categorized as primary data collection since the researcher has distributed questionnaire. In order to conduct this survey, the researcher had asked permission from Department of Human Capital Management of Division Information Technology, Telekom Malaysia Berhad via formal email for questionnaires distribution and study population (Figure 3.2). For this study, there will be two different testing types which is pilot test testing

and actual testing. The first phase, the researcher had conducted the pilot test to test the reliability of instrument from 30 September 2013 to 01 October 2013.

After the phase 1 completed and fulfils the criteria for data analysis, the researcher distributed 270 questionnaires to the random respondent in Division of Technology, Telekom Malaysia Berhad. Respondent were given two week by the researcher to answer the questionnaire. Data collection were personally distributed and collected by the researcher. Out of off 270 questionnaire distribution, only 215 respondents had returned their survey form. All answer by respondents was treated confidential by the researcher. In this survey, all employees from various levels of positions have equal chance to participate in the survey. This is important in order to ensure the researcher get accurate answer and opinion from various levels in the division.

3.7 Techniques of Data Analysis

For this research, all the data that has been collected were analysed by using SPSS (Version 21). For this research, below answer scale has been used to rate respondents answer:

Table 3.7: Five -Point Respondent Format

Choices	Score
Strongly disagree	1
Disagree	2
Disagree	3
Agree	4
Strongly Agree	5

3.7.1 Descriptive Statistic

Descriptive statistic is a statistic that summarize, describe and explain the data in a simple and understandable description (Zikmund, Babin, Carr and Griffin, 2013).

Descriptive statistics are useful to describe the characteristics of sample in the profile of respondents, profile of the study area and characteristics of the sample section of research report. It also can check for data errors, identify any violation of the assumptions underlying the statistical techniques and to address specific research questions. There are four type measurements of descriptive statistic which is nominal, ordinal, interval and ratio.

3.7.2 Reliability Analysis

Reliability analysis is to identify the degree to which a scale or instrument consistently measures whatever it measures (Rasimah, 2009). According to Zikmund et.al (2013), reliability is the consistency of the result measuring instrument. According to George and Mallery in Gliem and Gliem (2003), they described the rule of thumb for Cronbach's Alpha value for reliability analysis as below.

Table 3.8: Table of Cronbach's Alpha Value Consistency

Value of Cronbach's Alpha	Value of Consistency
>0.9-1.00	Excellent
>0.8-0.89	Good
>0.7-0.79	Acceptable
>0.6-0.69	Questionable
>0.5-0.59	Poor
<0.5	Unacceptable

3.7.3 Factor Analysis

The purpose of factor analysis is to describe the variation among many variables in terms of a few underlying but unobservable random variables called factors. Factor analysis can be viewed as a statistical procedure for grouping variables into subsets such that the variables with each set are mutually highly correlated, whereas at the same time variables in different subsets are relatively uncorrelated (Pallant, 2002).

In the Factor Analysis, the researcher will firstly determine the KMO (Keiser-Meyers-Oklin) of the variable. After that, moving to table of Anti-Image matrices, the values of anti-image correlation with an 'a-square' is analysed. Any item with an 'a-square' value which is below than 0.5 will be omitted. After that, the researcher will look at the cumulative variance to see how far a set of items of the variables is spread out. Normally, the higher the cumulative variance is, the better the correlation between items in the variable (Pallant, 2002).

3.7.4 Pearson Correlation Coefficient

According to Bahaman (2010) , he explained that Pearson Correlation Coefficient is a parametic statistic used to analyze relationship between two variables. This statistical test is commonly used in many research to measure the relationship The result of this statistical analysis will measure the strength and direction of relationship between a pair of random variables. To use this statistical test, the variables must achieve normality level.

Below table is relationship strength interpretation or rules of thumbs for Pearson Correlation Table by Guildford (1973).

Table 3.9: Interpretation of Strength of Correlation Coefficient

Value of Coefficient	Strength of Relationship
- 0.20	Negligible, Very Low Relationship
0.30 – 0.40	Low Relationship
0.410- 0.70	Moderate relationship
0.71 – 0.90	High Relationship
>0.90	Very High Relationship

3.7.5 Regression

Regression analysis is a statistical test which to analyze relationship between one variable (dependent variable) and a set of other variables (independent variables). There are many type of regression model such as simple linear regression model, multiple regression model and logistic regression. For this study, multiple regression model has been used in order to predict the relationship. The objective of multiple regression analysis is to use the independent variable whose values are known to predict the single dependent value selected by the researcher. Regression analysis can be used as prediction of future observation and assessment of effect of, relationship between explanatory variables (Faraway, 2002).

3.8 Pilot Test

In any research, conducting pilot test by distributing questionnaires to a small group is important activity for the researcher. It will determine the reliability of the questionnaire itself. Black (2008) said that conducting pilot testing will enable the researcher to administer questions in a real world environment, to know the respondent understanding of question meaning, to identify appropriateness of response categories and to evaluate whether the question is clear or not for the respondent to answer.

Teijlingen and Hundley (2001) also explained that pilot study will help the researcher to assess the feasibility of a (full scale), to identify whether the sampling frame and technique are effective, to assess the proposed data analysis techniques to uncover potential problems and to determine what resources (finance, staff) are needed for a planned study. For this study, the researcher has decided to randomly select 20 employees from Division Information Technology, Telekom Malaysia Berhad to answer the questionnaire for pilot test study in order to know the reliability of the questionnaire and how it will work in the real testing.

3.9 Conclusion

From the above explanation, this chapter has covered on the detail of research design, data collection activity, instruments for the study, population of study and the reliability test result of the study. This chapter is really important for the researcher to give clear understanding on how the research being conducted and designed. The following chapter will discuss on the finding of the study.

CHAPTER 4: RESULT & DISCUSSION

4.0 Introduction

In this chapter, the data that have been collected were keyed in statistical software to be further analysed and described. The findings will be present in the form of table, chart, figures and explanation of each item. In this chapter, the independent variable and dependent variable being examined critically by using different type of statistical analysis like Normality Analysis, Reliability Analysis, Pearson Correlation, Multiple Regression and Factor Analysis. In addition, in the early of this chapter, it explained the demographic of profile respondent and also Social Media and Social Networking Sites preferences among employees in Telekom Malaysia Berhad. This chapter is important in the sense to determine and identify whether the expectation of the researcher for this research is significant or not.

4.1 Response Rate

From 270 questionnaires distributed to the respondents, a total of 215 responses were obtained. From 215 of total response, there has no incomplete questionnaires been found. The 215 responses represent about 79.6 % from the total of questionnaires that has been distributed. According to Baruch and Holtom (2008) have stressed on the response rate in research should achieve certain percentage to make the research result is valid. Based on Baruch and Holtom (2008), some scholars have suggested that the response rate should be minimal at 50% out of the total distribution. Therefore, the above total response that has been collected by the researcher is valid for data analysis.

4.2 Data Screening

Data screening is one of the important research activity to identify that the collected data have readiness for analysis before the researcher can proceed with further statistical analysis. This activity would ensure that the data is valid, reliable and useful for further statistical analysis. It is necessary to ensure no incomplete questionnaire inputted in the statistical software for analysis.

4.3 Missing Value Analysis

The missing value analysis has been made to check the missing values during the data transferred. Based on the result obtained by using the SPSS, there are 11 respondents who have contributed to the missing value for section A (question 2 until 11) and section B (question 12 until question 17). This is due to their answer for question 1 in section A= No. In this question 1, the respondents have been asked whether they have any account on Social Media and Social Networking Sites. The total of 11 respondents have selected “NO” as their answer, thus, they are not required to answer further question in section A and B but to fill up their demographic info in section C for demographic analysis.

4.4 Pilot Test

In any research, conducting pilot test by distributing questionnaires to a small group is important activity for the researcher. It will determine the reliability of the questionnaire itself. Black (2008) said that conducting pilot testing will enable the researcher to administer questions in a real testing environment, to know the respondent understanding of the question, to identify appropriateness of response categories and to evaluate whether the question is clear or not for the respondent to

answer. Teijlingen and Hundley (2001) also explained that pilot study helped the researcher to assess the feasibility of a (full scale), to identify whether the sampling frame and technique are effective, to assess the proposed data analysis techniques to uncover potential problems and to determine what resources (finance, staff) are needed for a planned study. For this study, the researcher has decided to randomly select 20 employees from Division Information Technology, Telekom Malaysia Berhad to answer the questionnaire for pilot test study in order to know the reliability of the questionnaire and how it will work in the real testing.

4.4.1 The Reliability Analysis for Pilot Test

From the questionnaires which have been distributed during pilot test study, the researcher will collect the data and perform reliability test for pilot test study. The reliability test was conducted to test the internal consistency of all instruments for this study. The instruments for this research are employee job performance, social networking behaviour, work ethics, personal attribute and emotional reward.

Table 4.1
Reliability Analysis Test (Pilot Test) for Job Performance, Social Networking Behaviour, Work Ethic, Personal Attribute and Emotional Reward

Variable	Cronbach's Alpha	No of Items
Employee Job Performance	0.737	5
Social Networking Behaviour	0.761	5
Work Ethics	0.883	4
Personal Attribute	0.737	5
Emotional Rewards	0.747	5

4.4.2 The Reliability Test for Actual Study

Based on the result from reliability test for pilot study from 20 employees of respondent, the researcher has distributed another 270 questionnaires to the employees in Division Information Technology of 270 Telekom Malaysia Berhad. After the data collection process completed, the researcher started the data analysis for the study. Below explanation will explain the reliability analysis result for each variable in this study.

As a result, table 4.2 shows the summarize of reliability analysis test for variable of Job Performance, Social Networking Behaviour, Work Ethics and Emotional Reward. Based on the above result for reliability analysis, it shows that all variables are higher than 0.7 Thus it is reliable and it is valid for the researcher to proceed with further analysis.

Table 4.2
Summarize of Reliability Analysis Test for Job Performance, Social Networking Behaviour, Work Ethics and Emotional Reward

Variables	Cronbach's Alpha (α)	Cronbach's Alpha Based on Standardized Items	Number of Items
Employee Job Performance	0.808	0.808	5
Social Networking Behaviour	0.806	0.807	5
Work Ethics	0.763	0.763	4
Personal Attribute	0.808	0.809	5
Emotional Rewards	0.802	0.803	5

4.5 Demographic Analysis: Profile of Respondents

In table 4.3, it shows the demographic profile of respondent for this study. In this table it comprised respondent's gender, respondent's age, respondent's level of position, respondent's level of education and respondent's years in service. From this table, we can see that the female respondents have majority participation in this study (126, 58.6%). It could possibly means that there are many female employees in this division. However, the remaining 41.4% (89) which represent male employee also possibly shows the number of male employee is nearly balance with female employee.

Table 4.3
Demographic Profile of Respondent

No.	Variable	Value Description	Frequency	Percentage (%)
1	Gender	Male	89	41.4
		Female	126	58.6
		Total	215	100.0
2	Age	20-29	106	49.3
		30-39	78	36.3
		40-49	25	11.6
		50-59	6	2.8
		Total	215	100.0
3	Position	Management	21	9.8
		Executive	169	78.6
		Non-Executive	25	11.6
		Total	215	100.0
4	Level of Education	Master	20	9.3
		Degree	175	81.4
		Diploma	17	7.9
		Cert/SPM/STPM	3	1.4
		Total	215	100.0
5	Years in Service	Less than 1 year	5	2.3
		1-5years	119	55.3
		5-10years	36	16.7
		10-15years	29	13.5
		more than 15 years	26	12.1
		Total	215	100.0

Based on this table, the respondent of this survey is coming from young employee from age 20 years old to 29 years old which represented 49.3% of total respondent and other group of employee which consider as young and matured employee from age 30 years old to 39 years old which represented 36.3% of total respondent. It is followed by respondents with age between 40 years old to 49 years old (11.6%), and respondents with age between 50 years old to 59 years old (2.8%). This also could possibly mean that this division employed many new young employees to ensure that the company system especially who working in project system can support company needs. The demographic analysis on age also shows that there is high possibility of high usage of social media and social networking sites since this division populated by young employees which we know that this group is close with current technology development.

In this survey, the respondents are mostly coming from executive level of position which represented 78.6% of total respondent. From 215 respondents, 9.8% of them hold position in management level. The remaining 11.6% of respondents were non-executive level. This percentage clearly shows that this division currently possessed a group of IT practitioners which focusing on system maintenance rather than employee from managerial level. This is an accurate scenario since this division support many systems which currently operating and running every day to support business operation and network connection for the whole company and specifically for all Telekom Malaysia's stakeholder.

For respondent's level of education demographic analysis, it shows that the respondents are mostly coming from degree holder which represented 81.4% of total respondents. It shows that this percentage is line with level of position of respondent which most of the respondents are coming from executive level of position. About

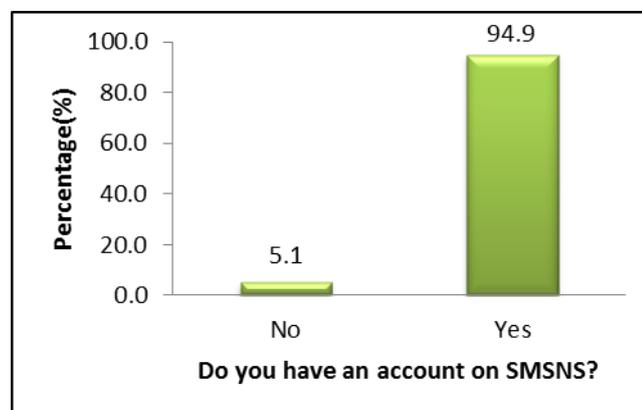
9.3% of them possess a master level in their background of study. The rest made up of diploma holder about 7.9% and Cert/SPM/STPM holder about 1.4% of total respondents. For respondent's years in service analysis, it shows that most of the respondents have been in working service from 1 to 5 years which represented 55.3% of respondents. The rest of respondents have been in service less than 1 year (2.3%), 5 to 10 years (16.7%), 10 – 15 years (13.5%) and more than 15 years (12.1%).

4.6 Preferences of Social Media and Social Networking Sites

4.6.1 Employee's Account in Social Media and Social Networking Sites

Based on table 4.4, the respondents was asked whether they have an account on Social Media and Social Networking Sites such as Facebook, Twitter, Instagram, Blog, Skype, Linked In, You Tube or My Space. Table 4.4 shows that majority of the respondents had accounts in Social Media and Social Networking sites (94.9%). The remaining 5.1% respondents were not having any account on Social Media and Social Networking sites. This percentage could possibly determine that employees know and interested in using Social Media and Social Networking Sites application.

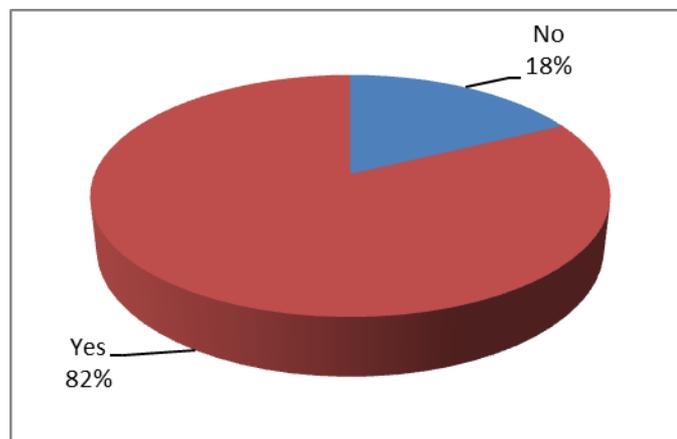
Table 4.4
Employee's Account in Social Media and Social Networking Sites



4.6.2 Are you an active Social Media and Social Networking Sites user?

Question 2 in the questionnaire, the respondents was asked whether they are an active user of Social Media and Social Networking site. Table 4.5 shows that majority of the respondents were an active user of Social Media and Social Networking sites (82%). The remaining 18% respondents were not actively using Social Media and Social Networking sites. This table could possibly reveals that the usage of Social Media and Social Networking sites among the employee is very high. For further analysis, respondents who were not actively using Social Media and Social Networking Sites has been taken in the analysis because they had accounts in any Social Media and Social Networking Sites. Therefore, only 204 (82%) respondents answer being analysed for further analysis.

Table 4.5
Are you an active Social Media and Social Networking Sites user?

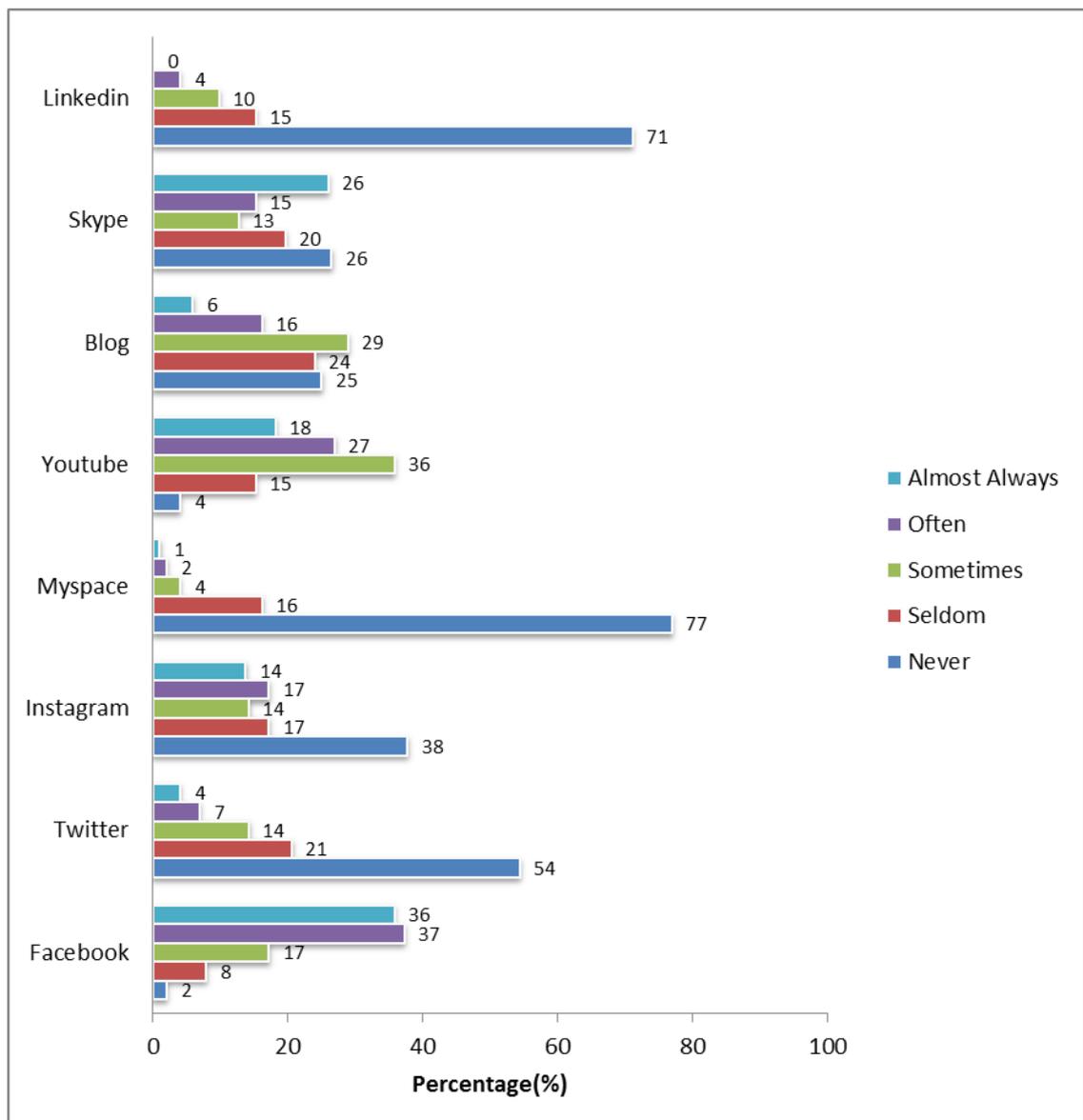


4.6.3 Social Media and Social Networking Sites Visit Frequency among Employees

Question 3 in Section A of the questionnaire aimed at determining the frequency of visits to Social Media and Social Networking sites by the respondents. The frequency

visit by the respondents to eight social networking sites provided illustrated in Table 4.6 .With regards to the frequency visits to the mentioned Social Media and Social Networking sites, respondents indicated that of the eight sites mentioned, Facebook was the site most frequently visited with 36% of the respondents almost always and 37% of respondents often in visiting this site. This percentage has been expected in this study since Facebook is the most popular social media being used among people around the world.

Table 4.6
Frequency of Visits to Social Media and Social Networking Sites



It followed by You Tube with 18% of the respondents almost always and 27% of respondents often in visiting this site. Even accessibility to You Tube has been blocked permanently in their workplace, but they still can access to it via smart phone or after office hour from their own home.

The third Social Media and Social Networking Sites which mostly used by employees is Skype with 26% of the respondents almost always and 15% of respondents often in visiting this site. It could possibly means that many of them using Skype to connect with their relatives and friends who staying in overseas or just to chat with somebody with free cost.

Table 4.6 depicts 71% never visiting LinkedIn as one of their social media tools to connect with each other. The rest of the frequency visits to the mentioned Social Media and Social Networking sites clearly shown in Table 27. Therefore, it is strongly agree that employees are really active Social Media and Social Networking Sites user since the number of visit frequency also high.

4.6.4 Social Media and Social Networking Sites Browsing Session Among Employees

In this section, respondents also have been asked about the time they spend on the average on their favourite social media and social networking sites per browsing. The results were summaries in Table 4.7.

Table 4.7
Time Spend on Favourite Social Media and Social Networking sites

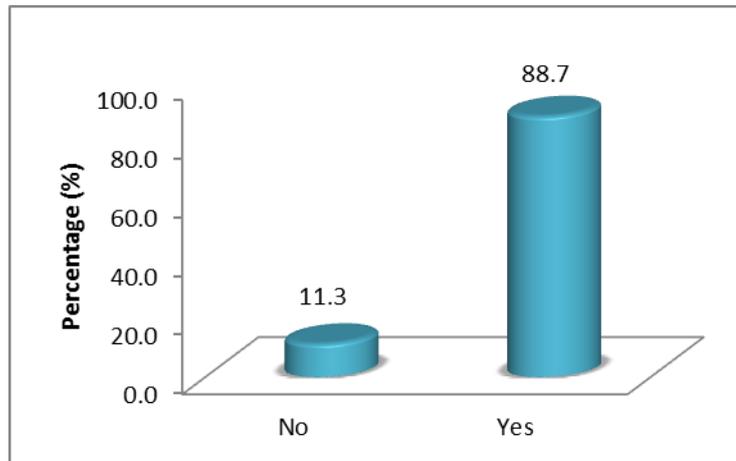
Time Spend	Frequency	Percentage (%)
15minutes or less	55	26.96
Between 15 and 30 minutes	89	43.63
Close to an hour	33	16.18
Over an hour	27	13.24
Total	204	100.0

It can be seen clearly that majority of the respondents (43.63%) spend about 15 to 30 minutes on their favourite Social Media and Social Networking sites per browsing. 216.18% of them online close to an hour and 13.24 % of them logged into Social Media and Social Networking sites over than an hour. It followed by 26.96% of the respondent who browsed into it only 15 minutes or less. The table clearly shows that employee in this division have their own preferable to log in into Social Media and Social Networking Sites.

4.6.5 Do you agree that organization should implement policies and strategies to increase the benefit of Social Media and Social Networking Sites?

In this section, the respondents have been asked about their agreement whether organization should implement policies and strategies to increase the benefit of Social Media and Social Networking Sites. Table 4.8 shows that 88.7% of respondents agreed that organization should implement policies and strategies to increase the benefit of Social Media and Social Networking Sites.

Table 4.8
Do You Agree that Organization Should Implement Policies and Strategies



The rest 11.3% of respondents not agreed with the suggestion for organization to implement policies and strategies to increase the benefit of Social Media and Social Networking Sites. It could possibly mean they will have no more freedom if strict rules being implemented for social media and social networking sites accessibility. It is because some social media channel like Blog still important to help them getting latest informative information or appropriate solution from the experts (who wrote via blog) for system troubleshooting Thus, this result indicates that employees are aware with the advantages and disadvantages of Social Media and Social Networking Sites.

4.6.6 Social Media and Social Networking Sites Access Location

Based on table 4.9, it reveals that 87.3% of the respondent access Social Media and Social Networking Sites at the workplace. It followed by employee who access these type of technology from home (80.4%) and at the internet café (0.5%). This percentage indicates that employee accessibility into Social Media and Social

Networking Sites in the work place cannot be controlled by the company and it will be really depending on the work ethic of each employee.

Table 4.9
Social Media and Social Networking Sites Access Location

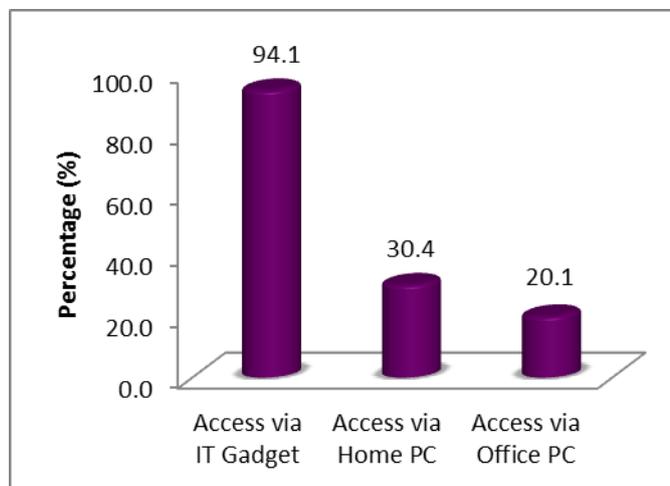
	At the workplace	At home	At the internet cafe
No	12.7	19.6	99.5
Yes	87.3	80.4	0.5
Total	100.0	100.0	100.0

Most of the employee now able to buy latest smartphone or gadget with communication data package and with this element, they can log in to Social Media and Social Networking Sites at their own fingertips.

4.6.7 Social Media and Social Networking Sites Application Tool

In this question, the respondents have been asked on what kind of application tool or facilities they were used to access Social Media and Social Networking Sites.

Table 4.10
How Do You Access Social Media and Social Networking Sites Application



In this question, employees have been allowed to choose more than option on what kind of application tool or facilities they were used to access Social Media and Social Networking Sites. Based on table 4.10, it shows that 94% of total respondents have accessed into Social Media and Social networking Sites via IT Gadget like smart phone, tablet and others.

Next, 30.4% of total respondent also choose home personal computer (PC) to access Social Media and Social Networking Sites. It could possibly means that they are using their home PC to access into Social Media or Social Networking Sites after return to home or during weekend. About 20.1% of total respondents have chosen Office Personal Computer (PC) as their platform to access to Social Media or Social Networking Sites. This small percentage in accessing Social Media and Social Networking Sites via Office PC shows that employees used to log in after office hour, or might use it only for browsing informative blog to find solution for any technical system problem. It could possibly means that the highest number of percentage employee accessing Social Media and Social Networking Sites via IT gadget during working hour especially for usage on non-related work activity can be accepted since this action will not obviously can be seen by the superior at workplace.

4.6.8 Social Media and Social Networking Sites Login Behaviour among Employees

As per table 4.11, it presents on analysis of Social Media and Social Networking Sites Login Behaviour among employees in Division Information Technology of Telekom Malaysia Berhad.

Table 4.11
Social Media and Social Networking Sites
Login Behaviour among Employees

Log in behavior	Frequency	Percentage (%)
Log into the site in the morning at office do some activity and log out and visit again during free time	89	44
Log into the site in the morning at office and while logged in keep on doing my office work	47	23
Log in to site the only after finishing work but during office hours	19	9
Log into site only after hours before leaving the office	16	8
Log into site only from my home, internet cafe or other places	33	16
Total	204	100

Based on this table, it clearly indicates that 44% of total respondent log into the site in the morning at office do some activity and log out and visit again during free time. It followed by 23% of total respondents which log into the site in the morning at office and while logged in keep on doing my office work. Next, about 16% of total respondents have choosed to log into site only from my home internet cafe or other places.

Then, 9% of total respondents Log in to site the only after finishing work but during office hours. While only 8% of total respondent have declared that they Log into site only after hours before leaving the office. If we see the percentage of employee who log into social media and social networking sites only from home, internet café or other places, this percentage is nearly similar with the percentage of employee who not active using social media but they still access to it with condition it will be other than work place. Based on this pattern of Social Media and Social Networking Sites login behaviour, it clearly can be an evidence for saying that there is high usage of Social Media and Social Networking Sites at workplace during working hour.

4.6.9 Utilization of Social Media and Social Networking Sites in term of Professional Life

Table 4.12
Utilization of Social Media and Social Networking Sites
In term of Professional Life

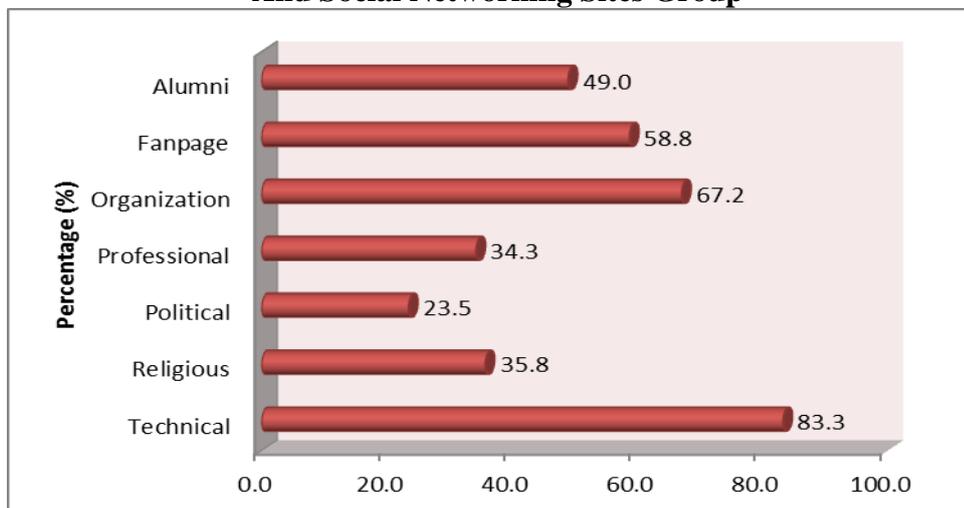
No	Ranking	R1	R2	R3	R4	R5	R6	R7	R8	R9	R10	R11	R12	R13	R14	Total
1	Make connections with peers at working place	62.3	13.2	6.4	2.0	5.4	1.5	2.0	1.0	1.0	1.0	1.0	2.0	0.5	1.0	100.0
2	Make connections to colleagues at previously employed places	9.8	47.5	11.3	6.4	6.4	3.9	3.4	2.0	1.0	2.0	1.0	2.5	0.0	2.9	100.0
3	Stay connected with professionals from external organization	3.4	9.3	41.7	12.3	7.4	3.9	3.4	4.4	2.9	5.4	2.0	0.5	2.9	0.5	100.0
4	Searching for new jobs or potential employees	4.9	4.4	8.8	33.3	10.8	7.4	3.4	2.0	4.9	3.9	2.0	3.4	2.0	8.8	100.0
5	To ask questions about things related to work and get answers	4.4	9.8	7.8	17.2	27.5	9.3	4.9	2.5	4.4	2.5	1.5	2.0	2.5	3.9	100.0
6	Make connections with superior at working places	1.0	3.4	7.4	6.9	13.7	32.4	10.8	5.9	3.4	2.0	1.5	3.4	2.9	5.4	100.0
7	Branding promoting your company	1.5	1.0	1.5	2.9	6.9	13.2	34.3	11.8	7.8	3.4	4.4	4.4	4.9	2.0	100.0
8	Branding promoting myself	4.4	1.5	2.5	2.9	3.4	7.4	13.2	31.4	9.8	6.9	2.9	2.9	4.4	6.4	100.0
9	Learn new skills relate to my current job	3.4	1.5	2.5	3.4	5.9	3.9	8.8	18.1	31.9	11.3	5.4	2.0	2.0	0.0	100.0
10	Learn new skills related to my future career plans	2.5	3.9	1.0	2.9	3.9	4.4	4.9	8.3	16.7	33.8	6.4	4.9	2.5	3.9	100.0
11	Make connections employees below your level at working place	1.0	1.5	4.4	3.4	3.4	2.9	4.9	3.4	7.8	14.2	39.2	5.9	4.4	3.4	100.0
12	Make new business or professional contacts	1.0	1.0	3.4	2.0	2.0	3.4	2.9	4.4	4.4	6.4	20.1	40.2	5.9	2.9	100.0
13	Make contact with customers suppliers	0.0	2.0	2.0	2.0	2.9	2.9	2.5	2.0	2.9	4.9	7.8	17.6	42.2	8.3	100.0
14	To post the available job opportunities at workplace	0.0	0.5	0.5	2.0	1.5	2.5	1.0	2.9	1.0	2.5	5.4	8.3	22.5	49.5	100.0

In table 4.12, it presents on the utilization of Social Media and Social Networking Sites in term of professional life among employees in Divison Information Technology Malaysia. From this table, it can be identified that the highest utilization of Social Media and Social Networking Sites in term of professional life among employees is making connection with peers at work place (62.3%). The next highest utilization is make connections to colleagues at previously work place (47.5%). It is followed by stay connected with professional from external organization (41.7%). The rest of utilization percentage in term of professional life in Social Media and Social Networking sites are clearly shown in Table 4.12. This table also indicates that employee’s usage in Social Media is not only for leisure purposes but they have used it to build professional lifestyle for their own benefit.

4.6.10 Employee’s Membership in Social Media and Social Networking Sites Group

Based on table 4.13, the table shows that the highest percentage of employee’s membership in Social Media and Social Networking Sites group is belong to technical membership (83.3%).

Table 4.13: Employee’s Membership in Social Media And Social Networking Sites Group



This percentage clearly reflecting nature of job they are working for. It could possibly means that employee's membership in technical group can help them to get latest information about certain system product, to get latest solution on any system enhancement and to be updated with current technology which can be benefited them. The rest of employee's membership in Social Media and Social Networking sites group are clearly shown in Table 4.13.

4.6.11 Social Media and Social Networking Sites Intensity among Employees

To explain on Social Media and Social Networking Sites intensity among employees in Division Information Technology of Telekom Malaysia Berhad, below table clearly indicates that employees will keep on using Social Media and Social Networking Sites in their life (mean = 4.04). Next, employees will also log into Social Media and Social Networking Sites even for a while at work place (mean = 3.66).

Table 4.14
Social Media and Social Networking Sites
Intensity among Employees

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
I am proud to tell people I am on SMSNS	204	1	5	3.30	.980
At work, using SMSNS is part of my daily activity/routine	204	1	5	3.31	1.050
I will keep using on SMSNS	204	1	5	4.04	.650
At work, I feel I am part of SMSNS community	204	1	5	3.43	.931
At work, I will log in into SMSNS even for a while	204	1	5	3.66	.881
Valid N (listwise)	204				

Based on this table, it also explained that employee's feel proud to say that they are apart Social Media and Social Networking Sites community (mean = 3.43). The rest level of intensity of Social Media and Social Networking sites are clearly shown in table 4.14. From this table, it could be explained that there is high intensity usage among employees in using Social Media and Social Networking place especially during at work place. On the other hand, the usage on Social Media and Social Networking Sites cannot be separated with individual daily life nowadays.

4.7 Normality Test

Normality test is among important test in order to ensure that data to be analyze is within normal distribution and well position. Normality test also become as prerequisite in parametic test as it it will be the assumption that data is normally distibuted. It will be compute by calculating all items reside in the variable to get the value of normality and the Normal Q-Q plot. The researcher usually will use the Normal Q-Q plot to see the normality of the data (Pallant, 2002). Data which have normal distribution will generate linear view, a straight line. For this study, below are the result of normality test for each variable.

Chart 4.1: The Normality of Items in Employee Job Performance

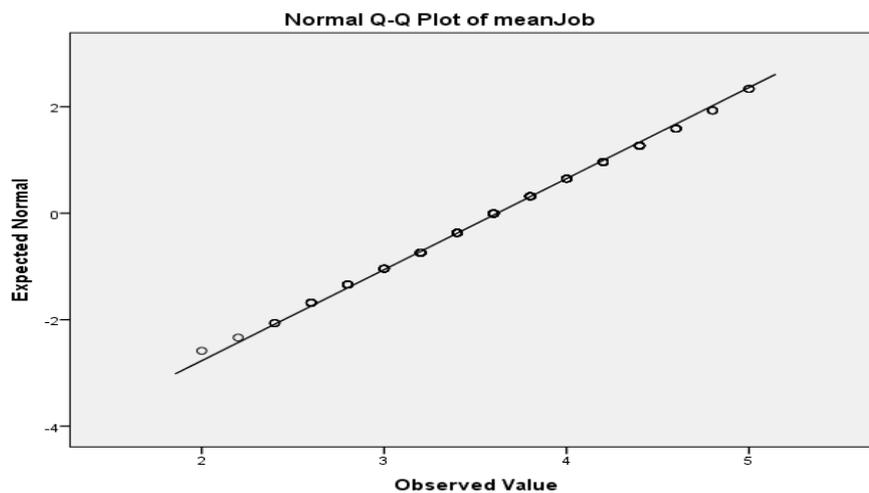


Chart 4.2: The Normality of Items in Social Networking Behaviour

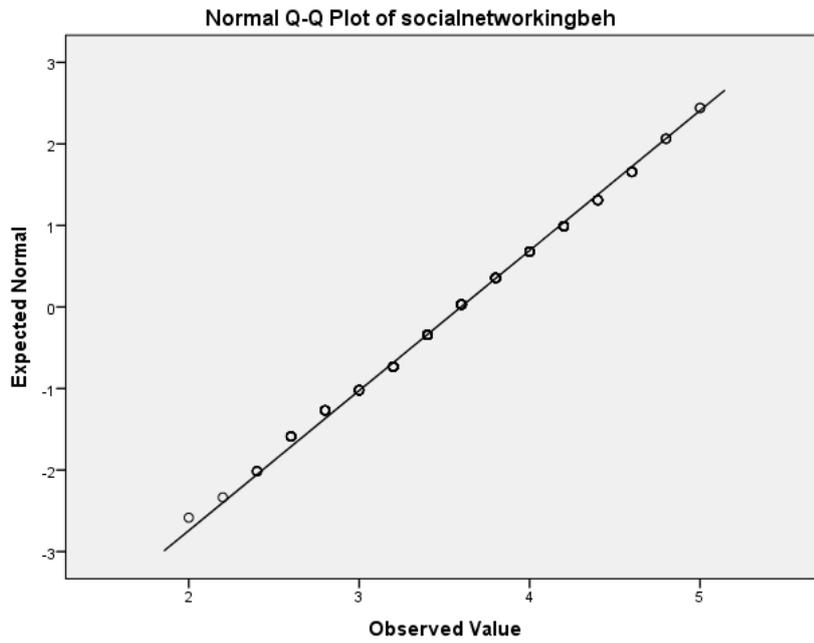


Chart 4.3: The Normality of Items in Work Ethic

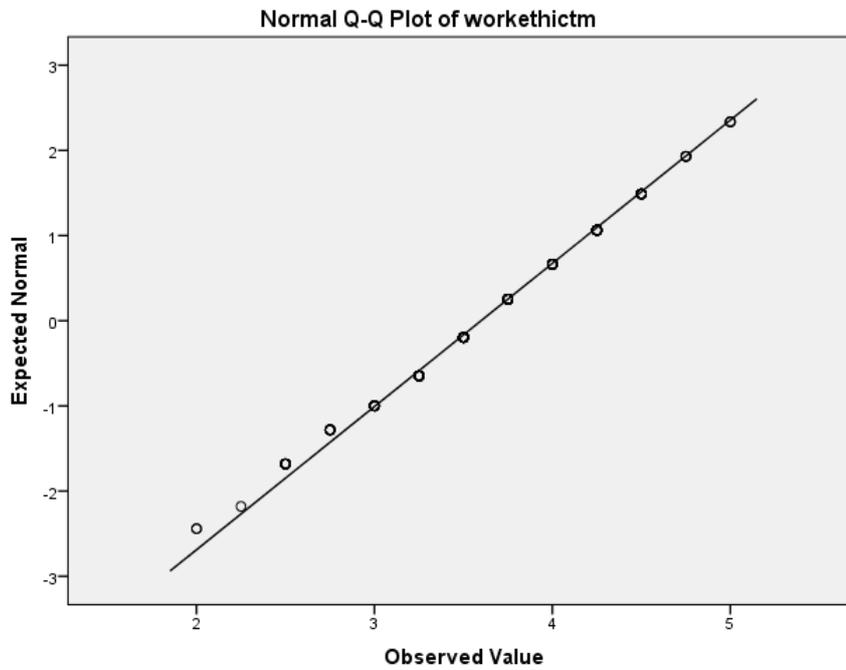


Chart 4.4: The Normality of Items in Personal Attribute

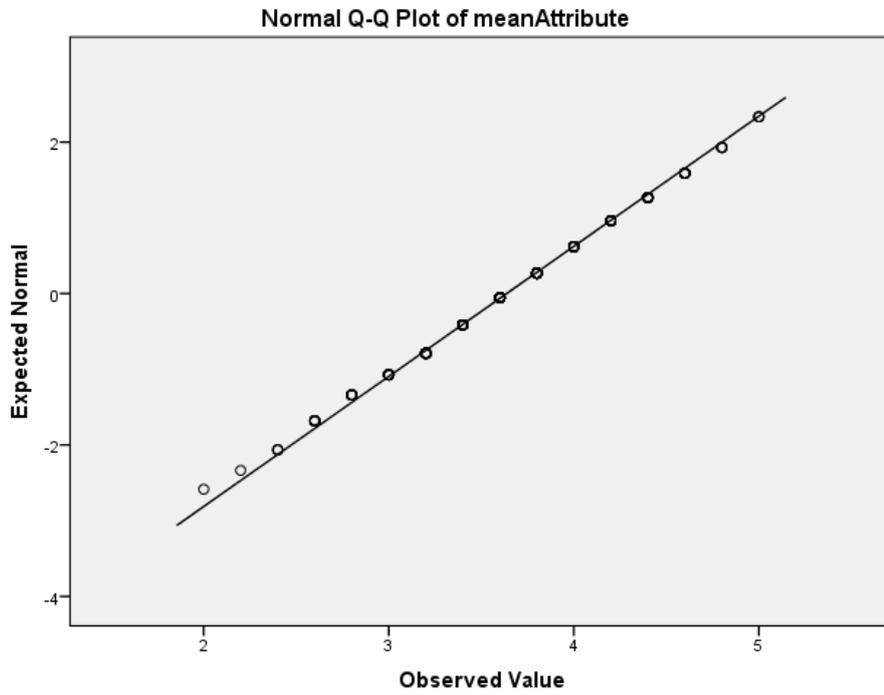
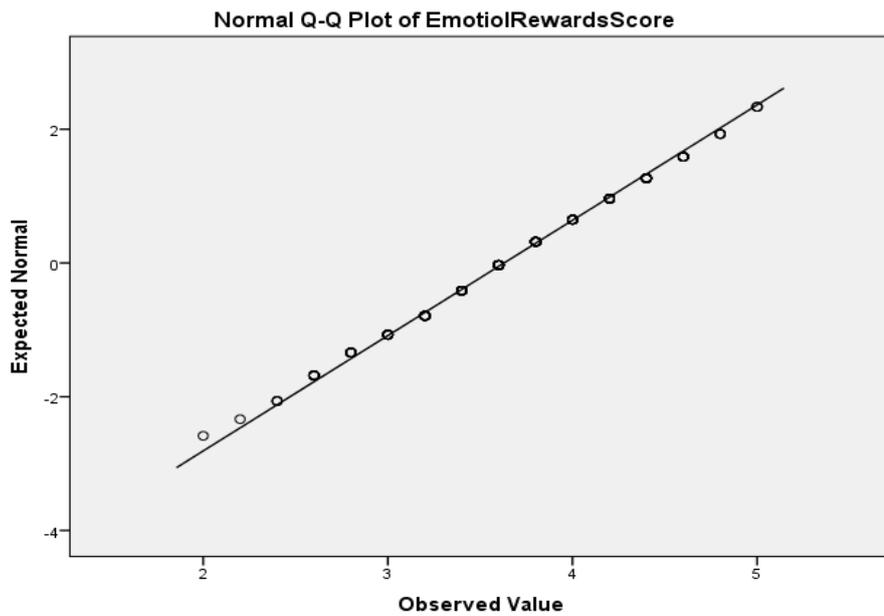


Chart 4.5: The Normality of Items in Emotional Reward



Based on the above Q-Q plot, it can be seen clearly that some of the item in the variables look not in the straight linear line. However, this distribution does not indicates it is not normally distibuted. This condition might happen due to the answer which have been selected by the respondents. At the same time, there is possibility that the respondents interpreted differently from the researcher expectation. Thus, this has caused the tabulation data is not perfectly stable.

By referring to Table 4.15 shown below, it can be interpreted that the relationship between items in the variables is strong and acceptable. Therefore, this data is valid to be used for further analysis to determine the relationship of social media and social networking sites on employee job performance in Division Information Technology, Telekom Malaysia Berhad. To further understand the normality test conducted on the variables, the table of Test of Normality below can be referred too. If the charts above show the normality test according to the factors, in the table below, the test was done to the overall items in the variables, so that comparison can be made from the perspective of graphical and numerical.

Table 4.15
Test of Normality for Independent Variable and Dependent Variable

	Tests of Normality					
	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Employee Job Performance	.083	204	.002	.987	204	.067
Socialnetworking behaviour	.088	204	.001	.986	204	.042
workethictm	.110	204	.000	.979	204	.004
PersAttribute	.082	204	.002	.987	204	.058
EmotioIRewards	.086	204	.001	.987	204	.052

a. Lilliefors Significance Correlation

The normality test result will be presents from two well known test of normality, known as the Kolmogorov-Smirnov Test and the Shapiro-Wilk Test. The Shapiro-Wilk Test is recommended for normality test for small and medium samples up to 2000 cases. Based on Pallant (2002). If the Sig. value of the Shapiro-Wilk Test is greater the 0.05 then the data is normal. If it is below 0.05 then the data significantly deviate from a normal distribution. However, for this situation, the researcher should refer to the Normal Q-Q Plot to check again the data tabulation before consider it as not normal.

Hence, based on the above result, the distribution of data collection for actual study can be conducted. For in depth analysis after actual data collection process completed, the researcher will conduct several statistical analysis tests to identify the result and finding of the study. Among the statistical analysis to be used are Factor Analysis, Pearson Correlation Analysis and Regression Analysis.

4.8 Factor Analysis

The purpose of factor analysis is to describe the variation among many variables in terms of a few underlying but unobservable random variables called factors. Factor analysis can be viewed as a statistical procedure for grouping variables into subsets such that the variables with each set are mutually highly correlated, whereas at the same time variables in different subsets are relatively uncorrelated (Pallant, 2002).

In the Factor Analysis, the researcher will firstly determine the KMO (Keiser-Meyers-Oklin) of the variable. After that, moving to table of Anti-Image matrices,

the values of anti-image correlation with an ‘a-square’ is analysed. Any item with an ‘a-square’ value which is below than 0.5 will be omitted. After that, the researcher will look at the cumulative variance to see how far a set of items of the variables is spread out. Normally, the higher the cumulative variance is, the better the correlation between items in the variable (Pallant, 2002).

4.8.1 Factor Analysis Job Performance

In the Kaiser-Meyer-Olkin measure of sampling adequacy, a high value that is near to 1.0 generally indicates that a factor analysis may be suitable with the data. The KMO obtained for the employee job performance is 0.748, with a sig. of 0.00. As the KMO is considered high, factor loading analysis is not necessary

Table 4.16
KMO and Bartlett's Test for Employee Job Performance

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.748
Approx. Chi-Square		354.557
Bartlett's Test of Sphericity	df	10
	Sig.	.000

By looking at the table of Anti-Image Matrices (Table 4.17), there is no ‘a-square’ value which is below than 0.50, thus the distribution of items is normal.

Through the factor analysis procedure, the items in job performance determine by only one factor. So that, factor 1 consists of below item as stated in table 4.18. Total item for this factor is 5.

Table 4.17: Anti-image Matrices for Job Performance

	My usages in SMSNS have helped me to increase my patience, confidence and enthusiasm level to reach my performance goals	My individual performance was meeting expectations even I am using SMSNS at the workplace	SMSNS never disturb my job planning to accomplish my goals	SMSNS have helped me to directly support the goals, image and reputation of organization	My SMSNS usage never decreases my individual performance
Anti-image Covariance	My usages in SMSNS have helped me to increase my patience, confidence and enthusiasm level to reach my performance goals	My individual performance was meeting expectations even I am using SMSNS at the workplace	SMSNS never disturb my job planning to accomplish my goals	SMSNS have helped me to directly support the goals, image and reputation of organization	My SMSNS usage never decreases my individual performance
	.536	-.293	-.097	.015	-.012
	-.293	.493	-.064	-.060	-.071
	-.097	-.064	.576	-.229	-.038
	.015	-.060	-.229	.517	-.236
	-.012	-.071	-.038	-.236	.652
Anti-image Correlation	My usages in SMSNS have helped me to increase my patience, confidence and enthusiasm level to reach my performance goals	My individual performance was meeting expectations even I am using SMSNS at the workplace	SMSNS never disturb my job planning to accomplish my goals	SMSNS have helped me to directly support the goals, image and reputation of organization	My SMSNS usage never decreases my individual performance
	.700 ^a	-.570	-.175	.029	-.021
	-.570	.728 ^a	-.120	-.119	-.126
	-.175	-.120	.804 ^a	-.420	-.062

SMSNS have helped me to directly support the goals, image and reputation of organization	.029	-.119	-.420	.729 ^a	-.407
My SMSNS usage never decreases my individual performance	-.021	-.126	-.062	-.407	.797 ^a

a. Measures of Sampling Adequacy(MSA)

Table 4.18
Rotated Component Matrix for Employee Job Performance

Component Matrix^a

	Component
	1
My usages in SMSNS have helped me to increase my patience, confidence and enthusiasm level to reach my performance goals	.724
My individual performance was meeting expectations even I am using SMSNS at the workplace	.785
SMSNS never disturb my job planning to accomplish my goals	.776
SMSNS have helped me to directly support the goals, image and reputation of organization	.779
My SMSNS usage never decreases my individual performance	.697

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

Referring table of “Rotated Component Matrix” above, all item are above than 0.5, therefore no item to be extracted from this component. A new reliability analysis according to factors above will be calculated to determine the reliability of items in each factor.

Table 4.19: Reliability Analysis for Job Performance

	Cronbach's Alpha (α)	Cronbach's Alpha Based On Standardized Items	Number of Items
Job Performance	0.808	0.808	5

The Cronbach's Alpha derived from the reliability analysis for employee job performance after the factor analysis are 0.808. As they are 0.7 and above, they are considered as mutually highly correlated. Next, the factor analysis on social networking behaviour is explained.

4.8.2 Factor Analysis for Social Networking Behaviour

The KMO obtained for the social networking behaviour is 0.713 with a sig. of 0.00. As the KMO is considered high, factor loading analysis is not necessary.

**Table 4.20
KMO and Bartlett's Test for Social Networking Behaviour**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.713
	Approx. Chi-Square	734.865
Bartlett's Test of Sphericity	df	15
	Sig.	.000

By looking at the table of Anti-Image Matrices (Table 4.21), there is no 'a-square' value which is below than 0.50, thus the distribution of items is normal. Through the factor analysis procedure, the items in social networking behaviour determine by only one factor. So that, factor 1 consists of below items as stated in table 4.22. Total item for this factor is 5.

Table 4.21: Anti-image Matrices Social Networking Behaviour

		I always stay in touch with college / university friends	I always send greetings to friends i.e birthday, new year	I always share photos video and web links with friends	I always tag, comment about mine and friend's posts (status update, photos etc.)	I always discuss about personal life matters
Anti-image Covariance	I always stay in touch with college / university friends	.525	-.292	-.106	.014	-.014
	I always send greetings to friends i.e birthday, new year	-.292	.495	-.059	-.052	-.074
	I always share photos video and web links with friends	-.106	-.059	.580	-.231	-.024
	I always tag, comment about mine and friend's posts (status update, photos etc.)	.014	-.052	-.231	.518	-.245
	I always discuss about personal life matters	-.014	-.074	-.024	-.245	.649
Anti-image Correlation	I always stay in touch with college / university friends	.699 ^a	-.573	-.193	.027	-.025
	I always send greetings to friends i.e birthday, new year	-.573	.725 ^a	-.110	-.103	-.131
	I always share photos video and web links with friends	-.193	-.110	.798 ^a	-.422	-.040
	I always tag, comment about mine and friend's posts (status update, photos etc.)	.027	-.103	-.422	.721 ^a	-.422
	I always discuss about personal life matters	-.025	-.131	-.040	-.422	.785 ^a

a. Measures of Sampling Adequacy(MSA)

Table 4.22
Rotated Component Matrix for Social Networking Behaviour

Component Matrix ^a	
	Component
	1
I always stay in touch with college / university friends	.733
I always send greetings to friends i.e birthday, new year	.781
I always share photos video and web links with friends	.772
I always tag, comment about mine and friend's posts (status update, photos etc.)	.775
I always discuss about personal life matters	.695

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The Cronbach's Alpha derived from the reliability analysis for social networking behaviour after the factor analysis is 0.806. As they are 0.7 and above, they are considered as mutually highly correlated. Next, the factor analysis on work ethic is explained

Table 4.23: Reliability Analysis for Social Networking Behaviour

	Cronbach's Alpha (α)	Cronbach's Alpha Based On Standardized Items	Number of Items
Social Networking Behaviour	0.806	0.807	5

4.8.3 Factor Analysis for Work Ethic

The KMO obtained for the work ethic is 0.666 with a sig. of 0.00. As the KMO is considered more than 0.5, then factor loading analysis is not necessary.

Table 4.24
KMO and Bartlett's Test for Work Ethic

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.666
Approx. Chi-Square		244.263
Bartlett's Test of Sphericity	df	6
	Sig.	.000

By looking at the table of Anti-Image Matrices (Table 4.25), there is no 'a-square' value which is below than 0.50, thus the distribution of items is normal. Through the factor analysis procedure, the items in social networking behaviour determine by only one factor. So that, factor 1 consists of below items as stated in table 4.26. Total item for this factor is 4.

Table 4.25 : Anti-image Matrices for Work Ethic

	I always put high priority to plan out my daily activity even sometimes I'm login into SMSNS.	I always put high priority to serve customer with total commitment even sometimes I'm login into SMSNS.	I always put high priority to productively use my time even sometimes I'm login into SMSNS.	The more time I can spend in a leisure activity, the better I feel even sometimes I'm login into SMSNS.	
Anti-image Covariance	I always put high priority to plan out my daily activity even sometimes I'm login into SMSNS.	.628	-.306	-.029	-.105
	I always put high priority to serve customer with total commitment even sometimes I'm login into SMSNS.	-.306	.655	-.019	-.077

	I always put high priority to productively use my time even sometimes I'm login into SMSNS	-.029	-.019	.553	-.318
	The more time I can spend in a leisure activity, the better I feel even sometimes I'm login into SMSNS	-.105	-.077	-.318	.500
	I always put high priority to plan out my daily activity even sometimes I'm login into SMSNS.	.697 ^a	-.478	-.050	-.188
	I always put high priority to serve customer with total commitment even sometimes I'm login into SMSNS	-.478	.693 ^a	-.032	-.135
Anti-image	I always put high priority to productively use my time even sometimes I'm login into SMSNS	-.050	-.032	.637 ^a	-.604
Correlation	The more time I can spend in a leisure activity, the better I feel even sometimes I'm login into SMSNS	-.188	-.135	-.604	.649 ^a

a. Measures of Sampling Adequacy(MSA)

Table 4.26
Rotated Component Matrix for Work Ethic

Component Matrix^a

	Component
	1
I always put high priority to plan out my daily activity even sometimes I'm login into SMSNS.	.754
I always put high priority to serve customer with total commitment even sometimes I'm login into SMSNS	.723
I always put high priority to productively use my time even sometimes I'm login into SMSNS	.758
The more time I can spend in a leisure activity, the better I feel even sometimes I'm login into SMSNS	.823

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The Cronbach's Alpha derived from the reliability analysis for work ethic after the factor analysis are 0.763. As they are 0.7 and above, they are considered as mutually highly correlated. Next, the factor analysis on personal attribute is explained.

Table 4.27: Reliability Analysis for Work Ethic

	Cronbach's Alpha (α)	Cronbach's Alpha Based On Standardized Items	Number of Items
Work Ethic	0.763	0.763	4

4.8.4 Factor Analysis for Personal Attribute

The KMO obtained for the work ethic is 0.745 with a sig. of 0.00. As the KMO is considered more than 0.5, then factor loading analysis is not necessary.

Table 4.28: KMO and Bartlett's Test for Personal Attribute

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.745
Approx. Chi-Square		358.481
Bartlett's Test of Sphericity	df	10
	Sig.	.000

By looking at the table of Anti-Image Matrices, there is no 'a-square' value which is below than 0.50, thus the distribution of items is normal. Through the factor analysis procedure, the items in social networking behaviour determine by only one factor. So that, factor 1 consists of below items as stated in table 4.30. Total item for this factor is 5.

Table 4.29: Table Anti-image Matrices for Personal Attribute

	I'm a helpful person to serve client needs at anytime even sometimes I'm login into SMSNS	I'm practising professionalism attitude when dealing with customer even sometimes I'm login into SMSNS	I am polite employee when conducting any conversation on behalf of my organization even sometimes I'm login into SMSNS	I am honest person in delivering my work assignment even sometimes I'm login into SMSNS	I'm practising friendliness to help in solving customer complaint even sometimes I'm login into SMSNS	
Anti-image Covariance	I'm a helpful person to serve client needs at anytime even sometimes I'm login into SMSNS	.522	-.293	-.095	.015	-.011
	I'm practising professionalism attitude when dealing with customer even sometimes I'm login into SMSNS	-.293	.482	-.057	-.061	-.070
	I am polite employee when conducting any conversation on behalf of my organization even sometimes I'm login into SMSNS	-.095	-.057	.578	-.231	-.039
	I am honest person in delivering my work assignment even sometimes I'm login into SMSNS	.015	-.061	-.231	.517	-.234
	I'm practising friendliness to help in solving customer complaint even sometimes I'm login into SMSNS	-.011	-.070	-.039	-.234	.655
Anti-image Correlation	I'm a helpful person to serve client needs at anytime even sometimes I'm login into SMSNS	.695 ^a	-.585	-.172	.029	-.019

I'm practising professionalism attitude when dealing with customer even sometimes I'm login into SMSNS	-0.585	.722 ^a	-0.109	-0.122	-0.125
I am polite employee when conducting any conversation on behalf of my organization even sometimes I'm login into SMSNS	-0.172	-0.109	.803 ^a	-0.424	-0.063
I am honest person in delivering my work assignment even sometimes I'm login into SMSNS	.029	-0.122	-0.424	.730 ^a	-0.403
I'm practising friendliness to help in solving customer complaint even sometimes I'm login into SMSNS	-0.019	-0.125	-0.063	-0.403	.799 ^a

a. Measures of Sampling Adequacy(MSA)

Table 4.30: Rotated Component Matrix for Personal Attribute

Component Matrix^a

	Component
	1
I'm a helpful person to serve client needs at anytime even sometimes I'm login into SMSNS	.728
I'm practising professionalism attitude when dealing with customer even sometimes I'm login into SMSNS	.787
I am polite employee when conducting any conversation on behalf of my organization even sometimes I'm login into SMSNS	.773
I am honest person in delivering my work assignment even sometimes I'm login into SMSNS	.779
I'm practising friendliness to help in solving customer complaint even sometimes I'm login into SMSNS	.696

Extraction Method: Principal Component Analysis.

The Cronbach's Alpha derived from the reliability analysis for personal attribute after the factor analysis is 0.763. As they are 0.7 and above, they are considered as mutually highly correlated. Next, the factor analysis on personal attribute is explained.

Table 4.31: Reliability Analysis for Personal Attribute

	Cronbach's Alpha (α)	Cronbach's Alpha Based On Standardized Items	Number of Items
Personal Attribute	0.808	0.809	5

4.8.5 Factor Analysis for Emotional Reward

The KMO obtained for the work ethic is 0.739 with a sig. of 0.00. As the KMO is considered more than 0.5, then factor loading analysis is not necessary.

**Table 4.32
KMO and Bartlett's Test for Emotional Reward**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.739
Approx. Chi-Square		348.525
Bartlett's Test of Sphericity	df	10
	Sig.	.000

By looking at the table of Anti-Image Matrices, there is no 'a-square' value which is below than 0.50, thus the distribution of items is normal. Through the factor analysis procedure, the items in social networking behaviour determine by only one factor. So that, factor 1 consists of below items as stated in table 4.34. Total item for this factor is 5.

Table 4.33 :Anti-image Matrices for Emotional Reward

		SMSNS reduce my stress caused by office works	SMSNS reduce my stress caused by personne l matters	SMSNS make me feel I am connecte d to a larger communi ty	SMSNS make me feel I am valued by others	When I feel lonely, there are several people online I can talk to
Anti-image Covariance	SMSNS reduce my stress caused by office works	.580	-.235	-.041	-.094	-.059
	SMSNS reduce my stress caused by personnel matters	-.235	.518	-.237	.017	-.059
	SMSNS make me feel I am connected to a larger community	-.041	-.237	.656	-.010	-.069
	SMSNS make me feel I am valued by others	-.094	.017	-.010	.537	-.299
	When I feel lonely, there are several people online I can talk to	-.059	-.059	-.069	-.299	.498
Anti-image Correlation	SMSNS reduce my stress caused by office works	.796 ^a	-.428	-.066	-.169	-.110
	SMSNS reduce my stress caused by personnel matters	-.428	.721 ^a	-.406	.032	-.116
	SMSNS make me feel I am connected to a larger community	-.066	-.406	.793 ^a	-.017	-.122
	SMSNS make me feel I am valued by others	-.169	.032	-.017	.688 ^a	-.579
	When I feel lonely, there are several people online I can talk to	-.110	-.116	-.122	-.579	.717 ^a

a. Measures of Sampling Adequacy(MSA)

Table 4.34
Rotated Component Matrix for Emotional Reward

Component Matrix^a

	Component
	1
SMSNS reduce my stress caused by office works	.773
SMSNS reduce my stress caused by personnel matters	.777
SMSNS make me feel I am connected to a larger community	.694
SMSNS make me feel I am valued by others	.716
When I feel lonely, there are several people online I can talk to	.777

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

The Cronbach's Alpha derived from the reliability analysis for emotional reward after the factor analysis are 0.802. As they are 0.7 and above, they are considered as mutually highly correlated. Next, the factor analysis on personal attribute is explained.

Table 4.35: Reliability Analysis for Emotional Reward

	Cronbach's Alpha (α)	Cronbach's Alpha Based On Standardized Items	Number of Items
Emotional Reward	0.802	0.803	5

Table 4.36
The Reliability Analysis for Independent Variables and Dependent Variable
Before and After Factor Analysis

Before Factor Analysis			After Factor Analysis		
Variables	Cronbach's Alpha (α)	No. of Items	Variables	Cronbach's Alpha (α)	No. of Items
Social Networking Behaviour	0.806	5	Social Networking Behaviour	0.806	5
Work Ethic	0.763	4	Work Ethic	0.763	4
Personal Attribute	0.808	5	Personal Attribute	0.808	5
Emotional Reward	0.802	5	Emotional Reward	0.802	5

4.9 Hypothesis Testing

Hypothesis testing has been conducted after factor analysis. Correlation and regression analysis will be discussed next based on this re-written research framework. Since no new factor has been extracted during factor analysis, the previous framework of hypothesis will be used for hypothesis testing.

4.10 Correlation Analysis

According to Bahaman (2010), he explained that Pearson Correlation Coefficient is a parametric statistic used to analyze relationship between two variables. This statistical test is commonly used in many research to measure the relationship. The result of this statistical analysis will measure the strength and direction of relationship between a pair of random variables.

The Pearson correlation method was applied in order to test the above objective. In table 4.37, the correlation coefficient for job performance with social networking

behaviour, work ethic, personal attribute and emotional reward is 0.889, 0.978, 0.976, 0.992 $p < 0.00$. Therefore, according to “Guilford Rule of Thumb”, most of variable have very high relationship to employee job performance. .

Table 4.37
The Pearson Correlation Analysis for Independent Variables and Dependent Variable

Social Media and Social Networking Sites	Job Performance	Significance level
Social Networking Behaviour	0.889 (**)	0.000
Work Ethic	0.978 (**)	0.000
Personal Attribute	0.976 (**)	0.000
Emotional Reward	0.992 (**)	0.000

The above Pearson Correlation analysis shows an early prediction that all independent variables have high relationship with dependent variable, job performance. This Correlation analysis also proved finding from the previous study as mentioned in literature study. Through online social networking, users connect with each other, share and content, and circulate information. Several sites offer social links, for example, networks of professionals and contacts (e.g., LinkedIn, Facebook, MySpace) and net-works for sharing content (e.g., Flickr, YouTube) (Benevenuto, Rodrigues, Cha and Emielda, 2009). Mckinney and Ross (2012) believed that company should have a firm policies and guideline that can be as guidance for the employees in using social media and social networking sites. The Wall Street Journal have brought up a new study from Northern Illinois University, the University of Evansville and Auburn University which suggested that Facebook profiles founds to be predictor of job performance (Kwoh, 2012). The high intensity

of social networking sites was because emotional rewards received by employees (Warnakula and Manickam, 2010).

Based on this correlation result, this is an early proof that the usage of social media and social networking sites among employee in Division Information Technology, Telekom Malaysia Berhad is very high. However, as mentioned before, they are guarded by some guideline or policies to be adhered. The high relationship produced by this analysis also can be a proof that Telekom Malaysia Berhad support the existence of social media and social networking sites and employees was encourage to participate in Social Media week organized yearly by the company and following company's official account. In directly social media and social networking sites become as electronic interaction tool between management

4.11 Regression Analysis

The Regression analysis is a statistical tests which to analyze relationship between one variable (dependent variable) and a set of other variables (independent variables).For this study, multiple regression models has been used in order to predict the relationship. The objective of multiple regression analysis is to use the independent variable whose values are known to predict the single dependent value selected by the researcher

The regression analysis in table 4.38 shows social media and social networking sites dimension to employee job performance. The outcome of analysis indicate that 99.8% (R Square=0.998) of the variance in employee job performance have been significantly explained by the dimensions of social media and social networking sites. This significant value has been explained by the highest beta value of work ethic ($\beta=0.70$), personal attribute ($\beta=1.019$) and emotional reward ($\beta=1.984$).

Table 4.38
The Regression Analysis for Independent Variables and Dependent Variable

Independent variable	Beta (β)	Sig
Social Networking Behaviour	.013	0.128
Work Ethic	0.70	0.000
Personal Attribute	-1.019	0.000
Emotional Reward	1.984	0.000
**P<0.05, $R^2 = 0.997$, $F = 16291.721$		

The above tables indicate the multiple regression analysis of social media and social networking sites dimension to employee job performance which are social networking behavior, work ethic, personal attribute and emotional reward.

The results shows that employee in Division of Information of Technology in Telekom Malaysia Berhad have a very good work ethic in performing their job. Thus, it shows the “Social Media Do’s and Don’ts policy which has been established by company have been practised by employee in Division Information Technology, Telekom Malaysia Berhad. This is because, one of the policy mentioned in “ Social Media Do’s and Dont’s” in Telekom Malaysia Berhad is to ensure that social computing activity does not interfere with work and employee should not do social computing during office hours. However, from the finding, most of the employees are accessing social media and social networking site during office hour by using their own gadget. Therefore, it shows that employee in Division Information Technology, Telekom Malaysia Berhad had ensured that their social computing did not interfere their work as stated in Telekom Malaysia Berhad “ Social Media Do’s and Don’ts” policy. Thus, by adhering this rule, employee job performance can be maintained and improved even they are using social media and social networking sites during at workplace. This Regression analysis also proved finding from the

previous study as mentioned in literature study which in Mckinney and Ross (2012) article had claimed that social media will create connection and engagement with prospective business with past and current customers, employees, suppliers and other stakeholder. They also explained that there is positivism of using social media at workplace as long as the employee can control the usage.

At the same time, the result also shows that employee in Division of Information of Technology in Telekom Malaysia Berhad have achieved highest emotional reward whereby these technology platform become as a tool for them to release their work stress, to connect with external customer generally, to feel belongingness among unit by joining thier own group facebook (Figure 4.1) and to socialize within the social media and social networking sites itself. Therefore, if they can release work stress, it will help employee to recover their motivation to work hard and perform well. Thus, a finding by Warnakula and Manickam (2008) has proved that emotional reward is necessary element in working environment nowadays and in this study, it can be accessed via ocial media and social networking sites.

However, in term of personal attribute, perhaps there are some contradiction in the real situation of employee within Division Information Technology of Telekom Malaysia Berhad. The result shows in the above table might be due to the high work load among the employee in the division especially during any project system implementation which required high commitment and dedication but somehow employee behaviour tend to change when facing critical situation towards project system go-live. This also can occur during any system shut down or maintenance

whereby most of the employee need to entertain many calls, enquiries, ticket and manual data extraction job from internal users (within company group) normally.

For social network behaviour, although the result is not significance, the high beta result for this variable shows that employees in Division Information Technology of Telekom Malaysia Berhad are enjoying their activities in social media and social networking sites especially in connecting each other by commenting officemate status or send greeting among them or upload office activities photos or sharing about their daily activity for those who love to update daily status in Facebook or Twitter especially. It is undeniable but it depend how the employee controlling the usage of social media and social networking sites during office hour.

Therefore, in relation with employee job performance, the social media and social networking sites usage among employees in Division of Information Technology, Telekom Malaysia Berhad generate positive environment among employee, thus it is a good relationship and somehow can increase employee performance if this channel being controlled by some policies by company and good work ethic by employee. This is can be related with a study which has been mentioned before this that if company willingly to grant access to certain website of social networking, employees will be more productive and indirectly it is easy for company to monitor employee usage of social networking and social media itself from many aspect and later this will help company to improve the policies of using it (Baker, Buoni, Fee and Vitale, 2011)

4.12 Hypothesis Testing Result

Based on the analysis, it can be concluded that there is a significant relationship between all independent variables factors and dependent variables employee performance in Division of Information Technology, Telekom Malaysia Berhad. The analysis also proved that there is a relationship of social media and social networking sites on employee job performance in Division of Information Technology, Telekom Malaysia Berhad. The results of hypothesis testing are as summarized in Table 4.39. Based on the analysis, a factor on work ethic and emotional reward has more influence to the employee job performance with the rising of social media and social networking sites usage in the workplace.

Table 4.39 : Hypothesis Testing Result

Hypothesis		Result
H1	There is relationship between social networking behaviour among Social Media and Social Networking Sites users and employees job performance.	Not Accepted
H2	There is relationship between work ethic among Social Media and Social Networking Sites users and employee job performance.	Accepted
H3	There is relationship between personal attribute among Social Media and Social Networking Sites users and employee job performance.	Accepted
H4	There is relationship between emotional rewards among Social Media and Social Networking users and employee job performance.	Accepted

4.13 Conclusion

From the data analysis, it can be seen that there is a relationship on the usage of social media and social networking sites towards employee job performance in Division of Information Technology, Telekom Malaysia Berhad. The level of the relationship that emotional reward had generated towards employee job performance is higher than other factors.

CHAPTER 5: RECOMMENDATION AND CONCLUSION

5.0 Introduction

For final chapter, it presents the limitation, recommendations and conclusions of the study. This chapter is divided into three sections. The first section will explain on limitation that researcher have to face during this studies. In the second section, some recommendations for future research will be suggested by the researcher, and for the last part, it will discuss on the research implications and conclusion of the study.

5.1 Implication of the Study

Implication of this study can be described into two subgroup, managerial and theoretical. The implications are:

5.1.1 Managerial

During the process of conducting this study, many employees in Division Information Technology are currently being assigned with many system development and enhancement project. With the several months had been given to the researcher to complete the study, the researcher also need to find available week to distribute the questionnaire. With this situation, the researcher can get accurate and honest situation regarding their perception on their own job performance. Thus, it will help the management of company to identify what is the relationship of social media and social networking sites on their employee job performance. The study also proved that every organization should have their own social media policy in order to control the usage of it during working hours so that the level of procrastination among employee can be decreased. Generally, this study gives useful information and idea

to the management on how to maximize the usage of social media and social networking sites not only for maintain employee performance but also to inspire new possibility in improving the revenue by encouraging employee to use it for business purposes.

5.1.2 Theoretical

From theoretical aspect, this study has proved that the rising of social media and social networking usage is one of the “situational constraints” (Noe, Hollenback, Gerhart and Wright in Ab Aziz Yusof (2009) that employee in network age need to face and control it properly to ensure it will not give bad impact to the job performance. Only with good work ethic, employees will aware their responsibility to control the usage of these application especially during hour.

In addition, this study also indicates that the rising of social media and social networking sites should be examined properly to identify how it can influence indirectly. By conducting study on this topic, the researcher can determine what other relevant factor or measure can be used as independent variable. Thus, this study is very important to be conducted annually as we know that technology is changing from time to time and it could possibly mean that there are new measurement can be used as independent variable.

5.2 Recommendation for Future Research

It is recommended for other division in Telekom Malaysia Berhad to conduct this study in order to identify the relationship of social media and social networking sites on employee job performance within their own division. It is because every division

have different nature of work, challenges and environment. By conducting this study, it will be as a platform to know how far the usage of social media and social networking sites can give influence, impact, advantage and disadvantage upon employee job performance. Since Telekom Malaysia Berhad is known as prominent telecommunication study, it will better if the management can appoint a committee to conduct this study to the all Telekom Malaysia Berhad staff to see the result in a big scale.

By conducting this research, the company will also can identify another possible angel of social media and social networking sites accessibility to be controlled by management in order to ensure that company confidential information can be secured. In other way, by conducting this survey annually, it will remind employee that their usage in social media and social networking sites during working hours is actually being monitored and controlled by the management policies indirectly in. This will also help the management to maintain employee job deliverable and reminding them on time management and work ethic. Finally, it is suggested that company would consider conducting this survey annually since the application or system interfaces in social media and social networking sites have frequent changes. It is possible that the changes in social media and social networking sites content, application or system interfaces may invite another factor or relationship to be measured on employee job performance.

This study will be more meaningful if the sample size is larger. The larger sample size will generate better result because more respondents or staff will involve in it. Currently, total of employee in Telekom Malaysia Berhad is about more than 20000

employees thus if this research can be conducted to all TM staff, there is possibility for the management to identify how to improve and control current practices among employees of Telekom Malaysia Berhad on social media and social networking sites.

Based on the research finding, the researcher strongly recommended for this study to be added with another relevant factor in order to assess the relationship of social media and social networking sites on employee job performance such as absenteeism rate, quality of work life, productivity, employee retention, turnover, job hopping, job satisfaction, employee-employer relationship or organizational commitment. By adding other relevant factors, there will be possibilities for the company to get larger result to measure on how the social media and social networking sites can influence and generate relationship towards employee job performance. Based on the above finding, it is also strongly recommended that the future research to analyze on how the company who give accessibility to access these two platform can control the usage of social media and social networking sites among employee in the workplace other than using policies. This is because many previous research only discussing on the factors, impacts and effects of social media and social networking sites on any employee or business angel like productivity and corporate business.

5.3 Conclusion

In conclusion the growth of social media and social networking sites have their own percentage in maintaining and improving employee job performance, even though there is also study indicated that this social application can bring negative impact to employee job performance. The existence of these tools should be manage wisely

and not to be fully rejected by any organization because there will be always right way to use this technology.

Ferreira and Plessis (2009) said that social networks function in the online environment through social networking sites, that is, technology that allows people to set up profiles, link to other individuals' profiles and view, find the way and build network with others in the social network. Ferreira and Plessis (2009) also found a view from that the linking of profiles together with the ability to view the resulting relations on others' profiles as the most touchable mechanisms reflecting existing social networks. This study indicates that if social media and social networking sites usage being managed effectively by employee, it will help the company to have strong teambuilding spirit among the employees without any additional cost. Indirectly, it will become another element in emotional reward to the employee for having good socialization life among company colleagues within social media and social networking sites. But the most important thing, by having this situation, there will be high possibility for employee to achieve good performance as they are having good relationship within their own group.

The wise usage of social media and social networking sites during working hours would have possibility to help company increasing the company achievement and indirectly it will contribute to high job performance among employee. A study by Edosomwan, et.al (2011) found that social media can promote open communication between employees and management, allow employees to contribute to project ideas and works in teams efficiently, which helps in sharing knowledge and experiences, social media also assist to communicate collaboratively between current and

prospective customers in receiving response or any form of customer facility and support but with a circumstance that the employees are following and respecting to the rules and etiquettes of social media in their own organization.

REFERENCES

- Ab. Aziz Yusof (2009). *Effective Performance Appraisals: A Key Performance Indicator (KPI) Towards Organizational Excellence*. Shah Alam, Selangor: Arah Publication.
- Ab Aziz Yusof, Mohd Subri Tahir & Mohammad Ismail (2008). *Human resource Management: A Holistic Approach*. Selangor: Arah Publication.
- Aguenza, B.B. & Mat Som, A.P. (2012). A Conceptual Analysis of Social Networking and Its Impact on Employee Productivity. *Journal of Business and Management*, 1 (2), 48-52. Retrieved from <http://iosrjournals.org/iosr-jbm/papers/vol1-issue2/F0124852.pdf>
- Aguenza, B.B., Al-Kassem, A.H., & Mat Som, A.P. (2012). Social Media and Productivity In The Workplace: Challenge and Constraints. *Interdisciplinary Journal of Research in Business*, 2 (2), 22-26. Retrieved from <http://www.idjrb.com/articlepdf/article223.pdf>
- Aknin, L. B., Elizabeth, W.D., Ashley, V. W., Adam, M.G., & Michael, I.N. (2013). Making A Difference Matter: Impacts Unlocks The Emotional Benefits of Prosocial Spending. *Journal of Economic Behaviour and Organization*, 88 (2013), 90-95. Retrieved from http://www.hbs.edu/faculty/Publication%20Files/aknin%20dunn%20whillans%20grant%20norton_e35af370-c8a9-42d0-ac4c-c5cd991161ef.pdf
- AT&T. (2008). *Social Networking in the Workplace Increases Efficiency*. London, UK:Dynamic Markets Limited. Retrieved from http://www.corp.att.com/emea/insights/pr/eng/social_111108.html
- Atteya, N. M. (2012). Testing the Impact of the Human Resource Management Practices on Job Performance: An Empirical Study in Egyptian Joint Venture Petroleum Companies. *International Journal of Business and Social Science*, 3 (9), 105-119.

Aspridis, G., Kazantzi, V., & Kyriakou, D. (2013). Social Networking Websites and Their Effect in Contemporary Human Resource Management – A Research Approach. *Mediterranean Journal of Social Sciences*, 4 (1), 29-46. Retrieved from http://www.mcser.org/images/stories/mjss.january.2013/G.Aspridis_V.Kazantzi_D.Kyriakou.pdf

Asianews.Co (2013). Malaysia Social Media Statistic. Retrieved from <http://www.asianews.co/malaysia-social-media-statistics/>

Awolusi, F. (2012). The Impacts of Social Networking Sites on Workplace Productivity. *The Journal of Technology, Management and Applied Engineering*, 28 (1), 1-6. Retrieved from <http://www.atmae.org/jit/Articles/Awolusi-Social-Networking-Work-Productivity-2012-01-30.pdf>

Bacal, R. (1999). *Performance Management*. New York: McGraw Hill.

Babbitt, M. (2011). 10 Best Personal Attributes to Thrive in a Start-Up Internship. Retrieved from <http://www.youtern.com/thesavvyintern/index.php/2011/08/03/10-best-personal-attributes-to-thrive-in-a-start-up-internship/>

Bahaman, A.S. (2010). *Exploring Statistic Using SPSS*. Serdang: Universiti Putra Malaysia.

Baker, D., Buoni, N., Fee, M., & Vitale, C. (2011). *Social Networking and Its Effects on Companies and Their Employees*. Retrieved from <http://www.neumann.edu/academics/divisions/business/journal/Review2011/SocialNetworking.pdf>

- Baruch, Y. & Holtom, V. C. (2008). Survey Response Rate Levels and Trends in Organizational Research. Retrieved from <http://www18.georgetown.edu/data/people/bch6/publication-39527.pdf>
- Benevenuto, F., Rodrigues, T., Cha, M., & Emielda, V. (2009). *Characterizing User Behavior in Online Social Networks*. Retrieved from <http://pages.cs.wisc.edu/~akella/CS740/S11/740-Papers/BEN%2B09.pdf>
- Bernadin, H. J. *Human Resource Management: An Experiential Approach*. 5th Edition. Boston: McGraw Hill.
- Black, T. R. (1999). *Doing quantitative research in the social sciences: An integrated approach to research design, measurement, and statistics*. Thousand Oaks, CA: SAGE Publications, Inc. Retrieved from libguides.usc.edu/loader.php?type=d&id=675792
- Black, K. (2008). *Pilot Testing: Why and How*. Regional Workshop on Promoting Disability Data Collection through the 2010 Population and Housing Censuses – Bangkok, Thailand 8-10 April 2008. Retrieved from <http://www.unescap.org/stat/disability/census-ws/session4-ken-black-pilot-testing.pdf>
- Bordens, K.S. & Abbott, B.B. (2010). *Research Design and Methods*. Boston: McGraw Hill.
- Brian, S. (2011). *People Use Social Networks to Connect with Friends and Family, Sometimes Brands*. Retrieved from <http://www.briansolis.com/2011/09/breaking-people-use-social-networks-to-connect-with-friends-and-family-not-brands/>
- Brown, M.A. & Alkadry, M (2010). *Social Networking and its Relationship to Individual Performance in Organizations*. American Society of Public Administrators (ASPA). Retrieved from www.rightfitcomm.com/Files/.../Social%20Networking-ASPA-042010.docx

- Browne, A. (2008). *Emotional Rewards of a Job Well Done*. Retrieved from <http://voices.yahoo.com/emotional-rewards-job-well-done-1263929.html>
- Burton, P., Wu, Y. A., & Prybutok, V. R. (2010). Social network position and its relationship to performance of IT professionals. *Informing Science: The International Journal of Emerging Transdiscipline*, 13(1), 121-137. Retrieved from <http://www.inform.nu/Articles/Vol13/ISJv13p121-137Burton554.pdf>
- Business Dictionary Website. 2010. Retrieved from <http://www.businessDictionary.com/definition/performance.html>
- Chiu, J.S.K., Chen, W.C., Lu, F.C., & Lee, S.J. (2006). The Linkage of Job Performance to Goal Setting, Team Building and Organizational Commitment in the High-Tech Industry in Taiwan. *The Journal of Human Resource and Adult Learning*, 130-142.
- Cascio, W.F. (2010). *Managing Human Resources: Productivity, Quality of Work Life, Profits*. 8th Edition. New York: McGraw Hill.
- Chance, P. (2009). *Learning and Behavior: Active Learning Edition*. 6th Edition. USA: Wadsworth Cengage Learning.
- Chelliah, J. & Field, J. (2012). Social-Media Misuse a Ticking Time-Bomb for Employers: Robust policies and Procedures Needed to Reduce the Risks. 20 (7), 36-38. Retrieved from <http://www.emeraldinsight.com/journals.htm?articleid=17062338>
- Coon, D. & Mitterer, J. (2012). *Psychology: Modules for active Learning*. 12th Edition. USA: Wadsworth Cengage Learning.
- Dahl, S.A., Neshiem, T., & Olsen, K.M. (2009). Quality of Work: Concept and Measurement. Retrieved from <https://www.era.lib.ed.ac.uk/handle/1842/3146>

- Desimone, R.L. & Werner, J.M. (2009). *Human Resource Development*. Australia: South Western Cengage Learning.
- Dillon, N. (2013). *Developing A Strong Work Ethic in 2013*. Retrieved from http://oppsplace.com/blog_post/1/216/Developing_A_Strong_Work_Ethic_In_2013
- DiMicco, J., Millan, R.D., Geyer, W., Dugan, C., Brownholtz, B., Muller, M. (2008). *Motivations for Social Networking at Work*. Retrieved from <http://www.umsl.edu/~sauterv/5800/p711-dimicco.pdf>
- Duplessis, M. (2013). Eight Service Employee Attributes that will Build your Brand. Retrieved from <http://www.teletech.com/blog/2013/05/eight-service-employee-attributes-that-will-build-your-brand/>
- Edosomwan, S., Prakasan, S.K., Kouame, D., Watson, J., & Seymour, T. (2011). The History of Social Media and Its Impact on Business. *The Journal of Applied Management and Entrepreneurship*, 16 (3). Retrieved from <http://www.minot.com/tom/SocialMedia-JAME.pdf>
- Faraway, J.J. (2002). Practical Regression and Anova Using R. Retrieved from <http://cran.r-project.org/doc/contrib/Faraway-PRA.pdf>
- Fauzilah, S., Noryati, Y. & Zaharah, D. (2011). The Influence Of Skill Levels On Job Performance Of Public Service Employees In Malaysia, *Business and Management Review*, 1(1): 31- 40. Retrieved from <http://www.businessjournalz.org/articlepdf/bmr004.pdf>
- Ferreira, A. & Plessis (2009). Effect of Online Social Netowrking On Employee Productivity. *Peer Reviewed Article*, 11(1). Retrieved from www.sajim.co.za/index.php/SAJIM/article/download/397/384

- Fiest, G. & Rosenberg, E. (2012). *Psychology: Perspective and Connections*. New York: McGraw Hill.
- Goel, D. (2008). *Performance Appraisal and Compensation Management: A Modern Approach*. New Delhi: Prentice Hall of India.
- Gerrig, R.J. & Zimbardo, P.G. (2010). *Psychology and Life*. 19th Edition. USA: Allyn and Bacon.
- Gliem, A.J. & Gliem, R.R. (2003). *Calculating, Interpreting and Reporting Cronbach's Alpha Reliability Coefficient for Likert Type Scales*. Retrieved from <https://scholarworks.iupui.edu/bitstream/handle/1805/344/Gliem+&+Gliem.pdf?sequence=1>
- Guildford, J.P. (1973). *Fundamental Statistics in Psychology and Education*. 5th Edition. New York: McGraw Hill.
- Grabowicz, P. (2013). *The Transition to Digital Journalism : Facebook and Social Media*. Retrieved from <https://multimedia.journalism.berkeley.edu/tutorials/digital-transform/social-networks/>
- Greatbatch, D. & Lewis, P. (2007). *Generic Employability Skill*. Retrieved from http://www.marchmont.ac.uk/Documents/Projects/ges/GES_II-FULL_REPORT_06.03.07.pdf
- Green, K.W., Wu, C., Whitten, D., & Medlin, B. (2006). The Impact of Strategic Human Resource Management on Firm Performance and HR Professionals' Work Attitude and Work Performance. *International Journal of Human Resource Management*. 17 (4), 559-579.

Goddard, J. & Kirby, A. (1976). *An Introduction to Factor Analysis*. Retrieved from <http://faculty1.ucmerced.edu/sdepaoli/docs/Goddard-Kirby%20Intro%20to%20EFA.pdf>

Hagel, J., Brown, J.S. & Davison, L. (2010). *Are All Employee Knowledge Workers?*. *Harvard Business Review*. Retrieved from <http://blogs.hbr.org/bigshift/2010/04/are-all-employees-knowledge-wo.html>

Holtz, S. (nd). *Social Media at Work :Enable Your Employees to be Company Advocates*. Retrieved from <http://hiring.monster.com/hr/hr-best-practices/workforce-management/employee-performance-management/social-media-at-work-us.aspx>

Jackson, S.E., Schuller, R. S., & Werner, S. (2009). *Managing Human Resources*. AU: South Western Cengage Learning.

Jayabalan, P. (2013). *Employers and Employees are Key Players in Increasing Productivity in an Organisation*. Retrieved from http://mystarjob.com/articles/story.aspx?file=/2012/12/15/mystarjob_careerguide/12396996&sec=mystarjob_careerguide

Jenkins, A. and Media, D. (2013). *5 Factors Demonstrate A Strong Work Ethic*. Retrieved from <http://smallbusiness.chron.com/5-factors-demonstrate-strong-work-ethic-15976.html>

Jin, L., Chen, Y., Wang, T., Hui, P., & Vasilakos, V.A. (2013). *Understanding User Behaviour in Online Social Network: A Survey*. Retrieved from http://www.cs.duke.edu/~ychen/papers/OSN_COMMAG13.pdf

Jobstreet.com. (2013). *Social Media Platforms Give Companies a Competitive Advantage*. Retrieved from <http://www.jobstreet.com.my/career-resources/social-media-platforms-give-companies-a-competitive-advantage/#.UowSeCd7Zp0>

- Joshua, S. (2011). *The Model: Emotional Reward Differs from the Emotion that Brought it About*. Retrieved from <http://joshuaspodek.com/model-emotional-reward-differs>
- Jones, S.E. (2012). *Study Shows a Third of Employees Use Facebook at Work*. Retrieved from <http://voices.yahoo.com/study-shows-third-employees-facebook-work-11461048.html>
- Kaplan, A.M., & Haenlien, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media, *Business Horizons*, 53, 59-68. Retrieved from <http://openmediart.com/log/pics/sdarticle.pdf>
- Keen, A. (2013). *5 Reason Not to Ban Social Media in the Office*. Retrieved from <http://edition.cnn.com/2013/10/03/business/opinion-keen-social-media-office/>
- Kellyservices.com.my (2012). *When Two Worlds Collide – The Rise of Social Media in the Workplace*. Retrieved from <http://www.kellyservices.com.my/MY/Knowledge-Hub/When-Two-Worlds-Collide-%E2%80%93-The-Rise-of-Social-Media-in-the-Workplace/#.Uq5IKjduS-E>
- Kocak, N. G., & Oyman, M. (2012). Social Media Usage Behaviors of Individuals: An Application in Eskisehir. *International Journal of Business and Social Science*. 3(22). 177-188. Retrieved from http://ijbssnet.com/journals/Vol_3_No_22_Special_Issue_November_2012/16.pdf
- Krejcie, R. V. & Morgan, D.W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*. 30. 607-610. Retrieved from <http://opa.uprrp.edu/InvInsDocs/KrejcieandMorgan.pdf>
- Kwoh, L. (2012). *Facebook Profile Found to Predict Job Performance*. Retrieved from

<http://online.wsj.com/news/articles/SB10001424052970204909104577235474086304212>

Lewis, P.S., Goodman, S.H., & Fandt, P.M. (2004). *Management: Challenges For Tomorrow's Leaders*. Australia: Thomson South Western.

Mabe, P. A., & West, S. G. (1982). Validity of self-evaluation of ability: A review and metaanalysis. *Journal of Applied Psychology*, 67(3), 280-296.

Malikeh.B, Hadis.H & Mahmoud.N.M., (2011). Effect Procrastination on Work-Related Stress. *European Journal of Economics*. Issue 38. Retrived from <http://www.eurojournals.com>

Maimunah, A. (2010). *Human Resource Management: Principles and Practices*. Kuala Lumpur: Oxford FajarSdn Bhd.

Maimunah, A. (2001). *Managing Performance in Malaysian Organisations*. Kuala Lumpur: McGraw Hill.

Mckinney, K. & Ross, K. (2012). *Social Media Matters: PR Pros have the Perfect Partner in Social Media*. Retrieved from <http://www.bizjournals.com/bizjournals/how-to/growth-strategies/2013/07/social-media-matters-pr-pros-have-the.html?page=all>

Munene, A.G. & Nyaribo, Y.M. (2013). Effect of Social Media Participation in the Workplace on Employee Productivity. *International Journal of Advances in Management and Economics*, 2 (2), 141-150. Retrieved from www.managementjournal.info/download1.php?f=17022013.pdf

Mohmed , Y. & Azizah, A.R. (2010). The Impact of Social Network on Some Selected Corporate Business, 2 (10), 5245-5254. Retrieved from <http://www.ijest.info/docs/IJEST10-02-10-161.pdf>

- Nancy N., Harris & Robert I.S. (1983), Task Procrastination in Organization : A Framework for Research. *Human Relations*, 36(11), 987-996. Retrieved from <http://deepblue.lib.umich.edu/handle/2027.42/66725>
- North, M. (2010). An Evaluation of Employees' Attitudes Toward Social Networking in the Workplace. *Issues in Information Systems*, XI (1), 192-197. Retrieved from http://iacis.org/iis/2010/192-197_LV2010_1399.pdf
- Nucleus. (2009). *Facebook: Measuring The Cost to Business of Social Networking*. Boston, MA: Nucleus Research, Inc. Retrieved from <http://uploadi.www.ris.org/editor/1250003556j57%20-%20Facebook%20-%20Measuring%20the%20cost%20to%20business%20of%20social%20notworking.pdf>
- Ominyi, T., & Adedapo, M.Y. (2012). Job Involvement & Organizational Commitment as Determinants of Job Performance among Educational Resource Centre Personnel in Oyo State, Nigeria. *European Journal of Globalization and Development Research*, 5(1), 302-311. Retrieved from http://www.journalsbank.com/ejgdr_5_4.pdf
- Oxford Dictionaries (2013). Retrieved from <http://www.oxforddictionaries.com/definition/english/reward>
- Pallant, J. (2002). *SPSS Survival Manual*. Australia: Allen & Unwin.
- Qubein, N. (2008). *Emotional Rewards Are The Bottom Line These Days*. Retrieved from <http://hrpeople.monster.com/news/articles/1446-emotional-rewards-are-the-bottom-line-these-days>
- Rampesad, H.K (2007). *Organisational Learning for Successful Companies*. Retrieved from <http://www.marshallgoldsmithlibrary.com/docs/ThoughtLeaders/Rampesad/Organisational-Learning.pdf>

- Rattray, J & Jones, M.C. (2005). Essential Elements of Questionnaire Design and Development. *Journal of Clinical Nursing*, 16, 234-243. Retrieved from http://www.brighamandwomens.org/medical_professionals/career/cfdd/mentoring%20resources/surveydesign.pdf
- Robbins, S.P. & Judge, T.A (2009). *Organizational Behavior*. 13rd Edition. USA: Pearson Educational International.
- Rasimah, A. (2009). *A Guide to Data Management and Analysis: Using SPSS for Windows*. Shah Alam: Universiti Teknologi Mara.
- Saetang, J., Sulumnad, K., Thampitak, P., & Sungkaew, T. (2010). Factors Affecting Perceived Job Performance among Staff: A Case Study of Ban Karuna Juvenile Vocational Training Centre for Boys. *The Journal of Behavioral Science*, 5(1), 33-45. Retrieved from <http://bsris.swu.ac.th/journal/i5/Page33-45.pdf>
- Samuel, D. (2013). List of Attributes Used on Employee Performance Review. Retrieved from <http://smallbusiness.chron.com/list-attributes-used-employee-performance-reviews-33245.html>
- Sekara, U. (2003). *Research Methods for Business*. Singapore: John Wiley & Son Inc.
- Sonnentag, S. & Frese, M. (2002). Psychological Management in Individual Performance. UK: John Willeys & Sons. Retrieved from <http://www.evidence-based-entrepreneurship.com/content/publications/198.pdf>
- Stefanone, M.A., Lackaff, D., & Rosen, D. (2011). Contingencies of Self-Worth and Social-Networking-Site Behavior. *Cyberpsychology, Behaviour and Social Networking*. 14 (41-49). Retrieved from http://www.buffalo.edu/content/dam/cas/communication/files/Stefanone/Stefanone_cyberpsych.2011.pdf

Trade Union Congress, UK, (2007). TUC briefing on online social networking and Human Resources. Retrieved from

<http://www.worksmart.org.uk/rights/socialnetworking>

Telekom Malaysia Berhad Code of Business Ethic, Telekom Malaysia Social Media Policy and Terma Syarat Band Executive 1-3 (2013). Retrieved from <http://1intra.tm>

Teijlingen, E.R. V & Hundley, V. (2001). The Importance of Pilot Studied. Retrieved from <http://sru.soc.surrey.ac.uk/SRU35.html>

The Star. (2010). *Survey: Malaysians Have Most Facebook Friends*. Retrieved from <http://www.thestar.com.my/story.aspx?file=%2f2010%2f10%2f13%2fnation%2f721227>

Waal, B.M.E.D. & Breman, P. (2010). Do Individual Characteristics Matter? The Quality of Work during the Implementation of a Workflow Management System in Dutch Social Insurance Company. *International Journal of Business Information Systems*.11(1), 1-21. Retrieved from <http://nvl002.nivel.nl/postprint/PPpp4730.pdf>

Walker, I. (2010). *Research Methods and Statistic*. New York: Palgrave Macmillan.

Warnakular, W.M.S.S. & Manickam, B. (2010). Employees' Behaviour in Online Social Networking Websites (SNSs). *Tropical Agricultural Research*. 22 (1). 94-106. Retrieved from www.sljol.info/index.php/TAR/article/download/2674/2152

Zikmund W.G, Babin .B.J, Carr.J.C. & Griffin.M, (2013). *Business Research Methods*. 9th Edition. UK: South Western Cencage Learning.