SOCIAL MEDIA USAGE, LEADERSHIP STYLE AND JOB PERFORMANCE AMONG ADMINISTRATIVE OFFICERS OF UNIVERSITI UTARA MALAYSA (UUM)

BY

NOR HIDAYAH BINTI ISHAK

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ABSTRACT

Many researchers conducted study in the area of job performance but there is little research and less focus on service organizations, particularly educational institution. The main aim of this study is to examine the impact of social media usage and leadership styles on job performance of administrative officers in Universiti Utara Malaysia (UUM). Thus, the objectives of this research are twofold (i) to examine the impact of social media usage on job performance of administrative officers in UUM and (ii) to examine the relationship between leadership style and job performance of administrative officers in UUM. In assessing the relationship between the variables, a total of 152 questionnaires were distributed and 93 are completed and analysed using descriptive and inferential data analysis technique. The findings of this research reveal that transactional leadership has significant influence on administrative officers' job performance while social media usage and transformational leadership style are not significant towards their job performance. Recommendations and implications for future research and practice were also discussed.

Keyword : social media, social media usage, leadership style, transformational leadership, transactional leadership, job performance
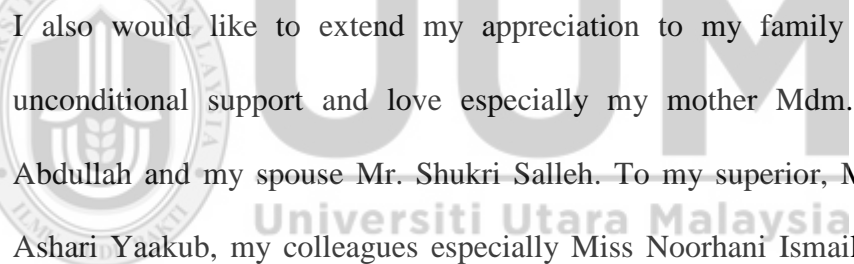
ABSTRAK

Ramai penyelidik telah menjalankan kajian dalam bidang prestasi kerja tetapi kurang tumpuan diberikan kepada organisasi perkhidmatan, terutamanya institusi pendidikan. Tujuan utama kajian ini adalah untuk mengkaji hubungan antara penggunaan media sosial dan gaya kepimpinan kepada prestasi kerja dalam kalangan pegawai-pegawai pentadbiran di Universiti Utara Malaysia (UUM). Oleh itu, objektif kajian ini adalah (i) untuk menentukan mengkaji kesan penggunaan media sosial ke atas prestasi kerja pegawai pentadbiran di UUM dan (ii) untuk menentukan hubungan antara gaya kepimpinan dan prestasi kerja pegawai pentadbiran di UUM. Dalam menilai hubungan antara pembolehubah, sebanyak 152 soal selidik telah diedarkan dan 93 dikembalikan dan dianalisis dengan menggunakan teknik analisis data deskriptif dan inferensi. Dapatan kajian menunjukkan bahawa kepimpinan transaksi mempunyai pengaruh yang besar ke atas prestasi kerja pegawai pentadbiran manakala penggunaan media sosial dan gaya kepimpinan transformasi adalah tidak signifikan kepada prestasi kerja mereka. Cadangan dan implikasi kepada penyelidikan dan amalan masa depan juga dibincangkan dalam bab akhir kajian ini.

Kata Kunci: media sosial, penggunaan media sosial, gaya kepimpinan, kepimpinan transformasi, kepimpinan transaksi, prestasi kerja

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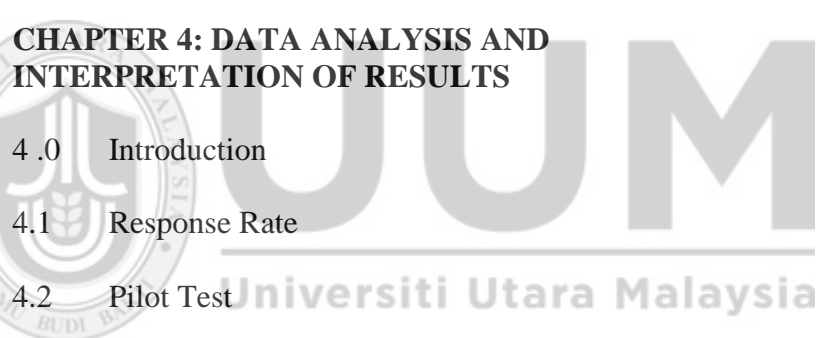
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CHAPTER 1: INTRODUCTION

1.0 INTRODUCTION

This is an introductory chapter that consists of aspect of the study which covers problem statement, research questions and objectives, scope and significance of the present proposed study, and conceptual definitions of key terms.

1.1 BACKGROUND OF STUDY

As a university that specializes in management and business education, Universiti Utara Malaysia (UUM) strives to position itself to be the best in the field and so far, the university is on the right track to achieve this goal. Nevertheless, the university does not disregard other areas of academic disciplines. As a management university, UUM has truly proven to be the best in Malaysia and among the best in the region as evinced by numerous notable achievements attained by the university including the accreditation from The Association of MBAs (AMBA) and ABEST21. Recently, The Global Brands Magazine, among the most recognized branding award in the world, announced Universiti Utara Malaysia (UUM) as the winner of the Best Eminent Management University in Malaysia for the Education category for this year. The universities which were awarded the honor were assessed on the exceptional commitment to excellence, branding, performance and provide a sound educational environment in their area. All winners faced stiff competition this year, from both foreign and domestic competitors.

Among all the said agenda, UUM itself has its own strategic planning that forecast to be achieved in five (5) years to come. All of these agenda will not be realized without the commitment from all the staffs in the university. Therefore, the high performance staff is really important in any organization. In case of UUM, as a service provider in education sector, all the staffs academic and administrative staffs should be working together to ensure that the vision and mission of UUM being realized. Furthermore, all the award and recognition will not be granted to UUM without the hard work, effort and teamwork from all the staffs in this university. In addition, all staffs should be working as a team to help realize UUM's aspiration of becoming the eminent management university through the University's Strategic Plan.

Good workers come from good leaders. Realize the importance of leadership in any organization, UUM held The UUM Key Office Bearer Course which is aimed at building a dynamic team amongst the key office personnel who are characterized as being dynamic, ever ready to take on changes and challenges, patriotic, competent and capable of adapting to new demands in the public service. The UUM top management sees that the elected key office bearer must possess leadership traits since everyone had a role to play in order to successfully achieve the aspirations of the university. The key office bearers also need to efficiently approach and perform their duties and to work as a team to ensure that the vision and mission of the university could be successfully implemented. Moreover, as key office bearer, especially the young ones ought to interact and work closely with experienced key office bearers in order to launch the development plan scheduled by the University.

Leadership is one of the aspects that might directly influence the performance of staffs. Another aspect that might influence the job performance is social media usage. The emergence of social media today could also bring advantages and disadvantages. Staying far in the north of Malaysia does not mean that UUM left behind to have access to the social media. Of recent, there are many complaints that services given by public sector are poor and not up to the standard it should be. There are many factors that could possibly contribute to this situation. There are many researches done to explore what are the causes of low performance staffs.
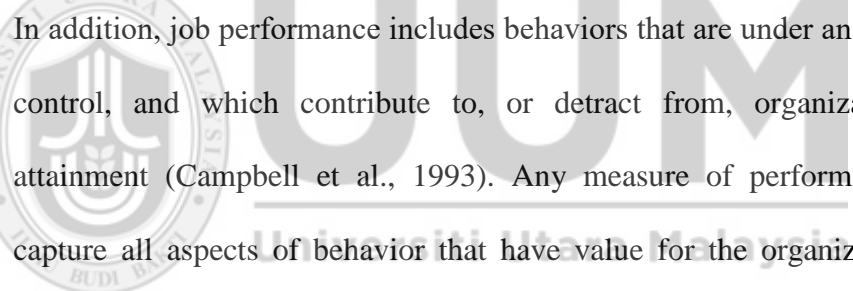
High performing staffs are very important for any organization, be it private or public. For private sector, the importance of high performing individual in organization is to ensure that the continuity of the business and to be competitive in the market; with the target of meeting the organizational objectives and goals i.e. maximizing profit. While for public sector, individual with high job performance could help the organization to better serve the community. In any organization hiring a high performing individual becoming the most important agenda to be part of them. This is because having a high performing staffs that align with objectives and goals of an organization could ensure the successful of the organization they served.

In Malaysia, government services are always being monitored and improved from time to time to ensure the quality services given to the citizen. Like other countries, Malaysia also aiming to be a high class services provider to the people. In a press statement, the Chief Secretary of the Government of Malaysia has stated that the public delivery system in Malaysia has

significantly enhanced in recent years, as it continues to be a world-class public service provider and delivering to fulfill the expectations and ever-growing demand of the societies. He said that it a priority to re-engineering the public organizations since these organizations need to be more alert and more responsive to changing needs of the citizens. However, he added that the government acknowledges that there is room for improvement since it is still facing challenges. In order to deliver a quality services, government is in need of proficient public personnel who have the requisites skills and knowledge to apply the policies that have been specified by the government.

Many circular, rules and regulation have been realized by the government to be a guideline to the public service workforce in ensuring better performance by them. Not only that, government also spend to develop human capital for both skills that relevant today and also emerging skills to empower the public service to boost its performance more than the execution of traditional processes. In January 2012, the government of Malaysia has introducing the *Sistem Saraan Baru Perkhidmatan Awam* (SBPA) with the purpose of bringing radical changes through the stringent process of recruiting and selecting candidate in order to sustain the best practice of public services towards a more dynamic, responsive and performance orientation. The introduction of the Exit Policy also one of the government initiatives to monitor public services which means the low performing staffs will be consider to be terminated if there is no correction and improvement in their job.

Over the years, many researches have been done on individual job performance. Individual job performance is of high relevance for organizations and individuals alike. Moreover, high performing individuals get promoted, awarded and honored. As stated by Van Scotter et al. (2000) in Sonnentag, Volmer and Spychala (2010) career opportunities for individuals who perform well are much better than those of moderate or low performing individuals. Campbell et al. (1993) indicate that performance is important because it is a critical determinant of individual, team and organizational effectiveness which refers to the value of the outcomes that flow from performance.
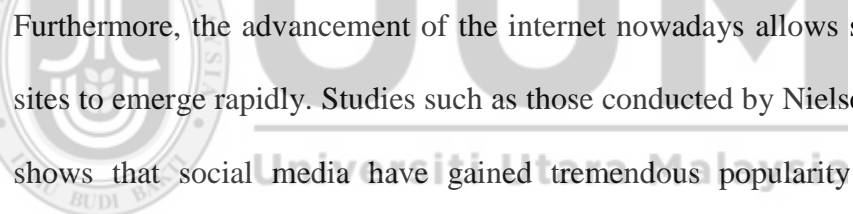
In addition, job performance includes behaviors that are under an individual's control, and which contribute to, or detract from, organizational goal attainment (Campbell et al., 1993). Any measure of performance should capture all aspects of behavior that have value for the organization, while excluding aspects that are beyond the individual's control. Organizations, public or private need employees with high job performance to accomplish their organizational objectives and remain competitive. Akgunduz (2015) states that the literature on job performance focuses on two factor i.e. the importance of sustaining high job performance by employees; and finding the best ways to maximize job performance. In relation to the first factor, he further added that attaining a more successful career and higher salary are incentives to have high job performance.

Moreover, according to Sonnentag and Frese (2002) high job performance increases employees' competitive capacity, assists in meeting targeted goals and increases their self-confidence and job satisfaction. However, coping efficiently with a job and attaining a high job performance level depends on the interaction of various individual features and situational factors. Therefore, Yperen (2003) indicates that a careful selection of the employees for the needs of a specific job may facilitate the achievement of their requisite level of job performance. The second factor highlighted by Akgunduz (2015) is supported by Borman (2004) which indicates that the improvement of job performance is a matter of organizational psychology and the basic implementation of necessities such as employee training and redesigning the work environment.

There are many factors that may affect job performance of the staffs. Many researches have been done on studying the factors that could contribute to the increase or decrease of job performance among staffs. One of the possible factors that will be studied in this research is social media usage among staffs whether directly or indirectly affect their job performance. Social media is now a popular and common medium of fostering relationships among people around the globe. A report by Malaysian Multimedia and Communication Commission (MCMC) indicated that 84.4% internet usage of Malaysian citizens is for accessing social networking sites (MCMC Report, 2011). The report also indicated that 65.5% of users logged on to their social networking accounts at least once a day and 69.7% users joined a network to stay in touch with friends. Social media has become one of the most significant tools

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in the 21st century as they have added another facet to the way people communicate all over the world. As indicated by the Webster online dictionary, social media is a form of electronic communication that enable users create online communities to share information, ideas, personal messages, and others. The social media, such as Twitter, Facebook, LinkedIn and Instagram also defined as a group of internet-based applications that build on the ideological and technological foundations of Web 2.0, and it allows the creation and exchange of user generated content (Kaplan & Haenlein, 2010). The usage of social media can be both for social purposes and business purposes. The programs show the relations between individuals and enable the acquisition of new contacts.

Furthermore, the advancement of the internet nowadays allows social media sites to emerge rapidly. Studies such as those conducted by Nielsen Company shows that social media have gained tremendous popularity among the internet users and more and more people are joining these media and spending longer time on using them. The Nielsen Company found that, in December 2009, the worldwide users spent time on social media sites like Facebook and Twitter for more than five and half hours, which show the increase of 82% from the same time last year where users were spending just more than three hours on social media sites (Nielsen Company, 2010). In addition, the overall traffic to social media sites has grown over the previous three-year. The study also shows that global users spending nearly six hours per month on Facebook that contribute to the site time on the site has been on the rise. Duggan and Brenner (2013) have reported that Facebook remains the

most-used social media platform, as two-thirds of online adults say that they are Facebook users.

The impact of social media should not be underestimated as many evidences have shown that its impact can be either good or bad. It is a common knowledge that social media has been growing in popularity all over the world. Parveen et al. (2014) studied the organizational performance with the effect of social media usage of Malaysian social media managers. It was found that the organization used social media for many reasons such as to quest for information on market, customers and competitors and as a channel for information sharing. While focusing more on the effect of social media usage on the performance of organizations, the study also identified that social media have positive effects on organization such as improved relations with customer, information sharing and accessibility and competitive advantage. Thus, the study by Parveen et al. (2014) shows the benefits of use of social media on organizational performance per se and not the impact on individual job performance.

Moreover, the usage of social media in the organization has created the need for a new way of thinking for managers. Social media's evolution into organizations has opened opportunities and benefits that many organizations did not anticipate in the past. There are numerous reasons why a business would want to take advantage of social media. Social media has reshaped the way businesses are represented. It provides direct access to customers. Companies are trying to monetize social media and also develop real

relationships with their customers. In addition, a study by Patel and Jasani (2010) stated that social media also gives businesses an advantage to their employees because they can have an open environment to discuss ideas, collaborate, and interact. However they also pointed out that to take advantage of the social media and its many benefits, the risks must be carefully monitored and measured. Thus they suggest that monitoring the use of computer games, personal phone calls, and other non-work related activities is being extended to monitor the use of Social Media. In their study also found that the primary reasoning behind the ban of using social networking sites by employees during working hours was due more to the loss of production rather than due to legal concerns. The usage of social media nowadays not only limited to business or industrial sector since education sector also in need of it. Staffs, lecturers and students in school or universities need to explore new things and not be left behind with new emerging technologies especially media. Thus, since the advancement in social media technologies, all people are possible of using it no matter in what sector they are.

Another possible factor that could affect job performance of the staffs is leadership style. Nowadays, organizations grow and facing a lot of obstacles to realize their goals and trying to be more successful from others in the current competitive environment. Leaders play vital role in execution of these goals then satisfying employees with their jobs that could contribute to the enhancement of employee's performance. Effective leaders are those who practice their powers for the benefit of the followers as well organization.

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According to Obiwuru et. al. (2011), a look forward leader build a strategic vision of some future state, share that vision through framing and use of metaphor, build up the vision by acting consistently, and form commitment towards the vision. They also suggest that as a consequence of high vision leadership will give impact on high levels of unity, commitment, trust, motivation, and performance of the employees in the changing organizational environments.

Leadership is very important in every organization to realize its goals. Education sectors are also no exception to be led by a visionary and prominent leader. In today's competitive environment, education sectors also have to compete and become the best among the best. As for UUM, it has to compete not only with public university but as well as private university that emerging. UUM also seek to be the world renowned university as it vision "To Be an Eminent Management University". A main feature for enhancing the performance of the organization highly depends on the successfulness of leadership at all levels. Throughout history, a leader always associated with the improvements and modifications made by individuals and teams in an organization (Shafie, Baghersalimi & Barghi, 2013). The individuals and groups actions have been considered under his leadership. Leadership is an important element of management and become important in human societies when it is considered as a function. The presence of leader in a team is reflecting as a sum of skills that can be considered as a leadership style to attain stipulated objectives. According to Shafie, Baghersalimi and Barghi (2013), every leader in their working environment apply a certain leadership

style or a set behavior patterns which regularly occurs during the daily working time. They added that with these styles, others know him by it and the style of leadership of the leaders give impact on staffs' morale which subsequently affects the staffs' performance.

The most renowned framework for leadership is the transactional and transformational leadership style. The approach of motivating others is the main difference between transformational and transactional leadership. As stated by Paracha et. al. (2012) almost all of the researchers highlighted on transformational leadership style but some also gave importance to transactional leadership style. While Egan, Sarros and Santore (1995) pointed out that transformational leadership style is more effective then transactional leadership style because technique embraced by the leaders is based on his personal ability, preferences and experiences regardless of the organizational type. Bass (1985) in Obiwuru et. al. (2011) indicates that the behavior of transformational leaders initiates in the individual beliefs and values of the superior and motivates subordinates to perform beyond what is expected. On the other hand, transactional leadership style encompasses a trade process of follower obedience with superior request but unlikely to create passion and commitment to task objective (Obiwuru et. al., 2011). Kuhnert and Lewis (1987) in Paracha et. al. (2012) articulate that transactional leadership style is a tradeoff between subordinates and superiors preferred outcomes by satisfying the superior's interest and subordinates' beliefs, which involves promises or commitments embedded by respect and trust.

1.2   PROBLEM STATEMENT

As public sector in education, universities require high-performing staffs to deliver excellent services to the stakeholders. As reported by the Chief Secretary of the Government of Malaysia, almost 2,943 out of 1.6 million government servants get below 60 percent of yearly performance appraisal score in 2014. He stated that the low-performing civil servants of this year will be subjected to the exit policy. However, he said that they would be given a trial period of one (1) year to improve their performance and undergo a refresher course including counseling and motivational programs. He also stated that the services of low-performing individuals would only be terminated if they did not show an improved performance during their 'healing' period. He added that those staffs with low performance are among whom always absent from work and frequently hung up at cafeterias during office hours. This scenario could give negative impact to the civil services. In supporting the statement by the Chief Secretary of the Government, the President of Congress of Unions of Employees in the Public and Civil Services (CUEPACS) indicates that those with low performance should be taken an action as a reminder for them to comply with rules and regulation set by the government.
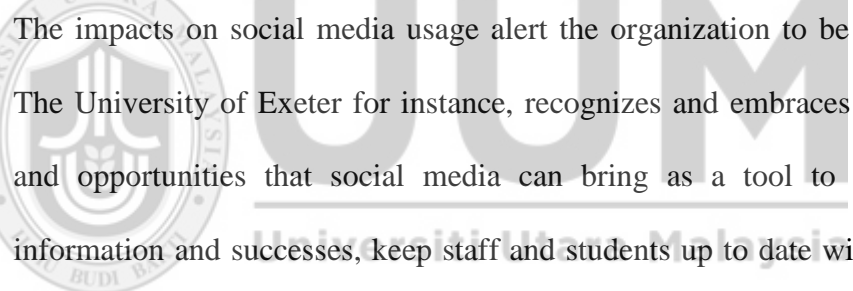
Many researches have been conducted on individual job performance. In the previous literature, there are many factors that are taken into consideration to be studied in relation to individual job performance. Among others are age stereotypes (Bertolino, Truxillo & Fraccaroli, 2013), age and resistance to change (Kunze, Boehm & Bruch, 2013), leader-member exchange (LMX)

(Breevaart et al., 2015), cultural intelligence (Barakat et al., 2015), self-esteem and role stress (Akgunduz, 2015) and budget participation conflict (BPC) (Leach-López et al., 2015).

Accessing social media during working hours by staffs is no exception by UUM. In case of UUM, currently we can see that social media is widely used by many staffs whether for working purposes or personal purposes. So far no specific rules outlined by the management of UUM to totally prohibit accessing social media during working hour. The advancement of the internet nowadays allows social media sites to emerge rapidly. Currently, there has been an explosion in the acceptance of social media sites like Facebook, Twitter and Instagram. Their popularity has transcended languages, borders and cultures, and it is probably no exaggeration to say that we are witnessing a social media revolution. In addition, social media has become one of the most significant tools in the 21st century as they have added another facet to the way people communicate all over the world. If a question asks to each individual person of whether they have access to any social media sites, surely most of the answer is 'YES'. There are many reasons why people access to social media among others are to build connections with friends, to share information with others, to search for lost contact friends and many more.

There are claims that the use of social media during office hours would lead to the loss of productivity among staffs due to time wasted at work. Thus, reports on the influence of the usage social media on individual's job

performance, have yet to be widely searched and studied. The purpose of selecting this variable of study is because recently, social media becoming an important medium of communication among administrative officers; for formal or informal purposes. Besides, the study by Kandiero et al. (2014) found that the majority of respondents visited social media sites during office hours. Thus, in order to comprehend the effect of the usage of social media on individual job performance, it is important to explore the numerous purposes of social media usage as well as its impact. This study aims to study the administrative officers in UUM on their usage trend of social media and its consequences on their job performance.

The impacts on social media usage alert the organization to be aware of it. The University of Exeter for instance, recognizes and embraces the benefits and opportunities that social media can bring as a tool to share news, information and successes, keep staff and students up to date with important progresses and promote healthy academic debate about controversial subjects and areas of research. However, the knowing risk involved in using social media, is that, it is an instantaneous and far reaching form of communication and its misuse can impact upon staff, students as well as the reputation of the university. The university also encourages employees to engage, collaborate and innovate through social media; but, wherever and whenever the employee does this, they must be aware of the potential impact on both themselves and the university. To regulate the usage of social media in college, the university developed a policy that is intended to minimize the risks of social media which can impact on the wellbeing of students and staff and the reputation of

the University, so that students and staff can enjoy the benefits of social networking whilst understanding the standards of conduct expected by the University.

The Malaysian government also has outlined policies on social media usage in public sector. A letter by Malaysian Administrative Modernization and Management Planning Unit (MAMPU) concerning Social Media Usage in Public Sector was circulated to all public sector agencies and made it mandatory to be followed and obeyed (MAMPU, 2009). The content of the letter includes the rules and regulations of social media usage such as the agency has to conform with the circular on Guidelines of Internet Usage and Electronic Mail in Public Sector, must ensure that all the shared information are not conflicting with government sector and national sovereignty and not disseminating all top secret and undisclosed information.
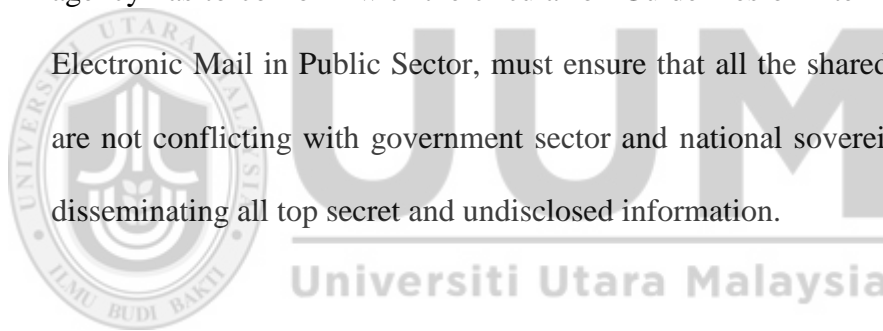
This study is also partly motivated by the arguments in the previous literature on the impact of social media usage on job performance. For example, Baker et al. (2011) stated that the usage of social media site use could lead to role conflicts, which effect negatively to work-related attitudinal outcomes such as job satisfaction and organizational commitment. On the other hand, there are evidence suggests that the usage of social media site by organizational members can develop organizational commitment (Leidner et al., 2010). Hence, this study was further motivated by the lack of empirical studies examining the impact of social media site use by organizational members on job performance especially among administrative officers in universities. The

aim of this research is thus to find out the impacts of social media usage on job performance of administrative officers in UUM.

On the other hand, leadership is important in bringing the organization towards achieving its mission and vision. In fact, leadership style is the main factor of improving the performance of the followers, as clarifies by Kets (1996) leadership was the key feature in generating high performance staffs for the organization. A successful leader influences followers in an intended way to accomplish the stipulated objectives. The organizational efficiency or performance may be affected by the difference in leadership styles. Organizations are in need of efficient leaders who comprehend the complexities of the rapidly emerging worldwide environment. According to Shahab and Nisa (2014), a leadership role consists of giving inspiration, decision-making ability and responsibilities. In their study, they found that there is a significant influence of the leadership toward job satisfaction which means that the better the role of the leader, the higher the level of satisfaction of workers. However, they found the reverse for the correlation between leadership and employee performance where a good leadership with the ability to inspire, make decisions and be responsible does not have significant effect toward the performance improvement of employees. Leadership is regarded by some scholars as one of the main driving powers for cultivating performance of an organization, thus, the understanding on the impacts of leadership on performance is also crucial (Obiwuru et. al., 2011).

Given the importance of leadership, lack of successful leadership could be one of the key obstacles to staffs performance in their job (Shafie,
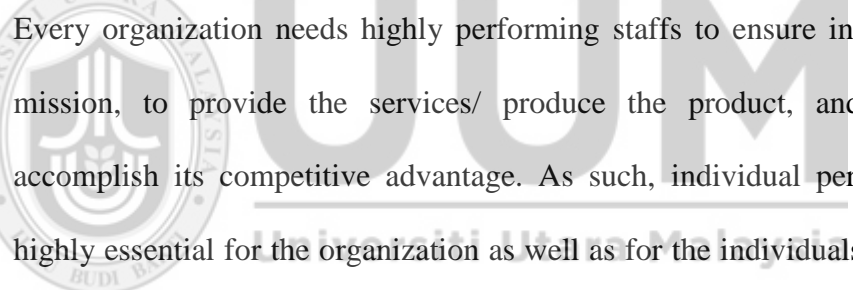
Baghersalimi & Barghi, 2013). Noorshahi (2006) in Shafie, Baghersalimi and Barghi (2013) stated that effective employees will ensure the organizational survival. Thus, effective leadership is important to the successfulness of any organization because of the three-factor that have been acknowledged as the measures of organizational effectiveness i.e. leadership, communication skills and the information skills of management (Grawford, 2005) in (Shafie, Baghersalimi & Barghi, 2013). This research is therefore necessary to study on whether leadership style could have significant impact on employee job performance because of organizational effectiveness depends on the staffs' performance.

Currently, UUM is moving forward and placing itself among other prominent universities in 2015 when it is ranked 336 out of 891 in QS World University Rankings and 193 in QS Asian University Rankings. Consequently, the leadership style would affect the existing situation of UUM as well as the staffs. As subordinate, staffs usually will follow what changes the leader make and sometimes could not accept those changes perhaps due to communication breakdown, dissatisfaction of certain changes, and for personal affairs.

According to Jayabalan (2013), some of employees who on working hour do 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 amount of working hours

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(Jayabalan, 2013). 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 international firm TNS on online behaviour around the globe, they have identified that a Malaysian has an average of 233 friends in their social network. They also reported 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 statistic followed by 231 in Brazil and 217 in Norway and Japanese people had the smallest number of friends, averaging 29 (The Star, 2010).

Every organization needs highly performing staffs to ensure in meeting its mission, to provide the services/ produce the product, and finally to accomplish its competitive advantage. As such, individual performance is highly essential for the organization as well as for the individuals working in it. Performing beyond expectation and completing tasks can satisfy the individual with feelings of pride. While low performance and not achieving the goals might be experienced as dissatisfying or even as a personal failure.

Therefore, based on the above mentioned statements and scenarios, the first objective of this research is to find out the impact of social media usage on job performance. On the other hand, as being mentioned before, leadership is important in bringing the organization towards achieving its mission and vision. Therefore, these two variables, social media and leadership style will be further studied and searched on whether or not they significantly affect job

performance of administrative officers in UUM and conform to the findings of previous literature.

1.3 RESEARCH QUESTIONS

The research questions for this study are as below:

a) Is there any impact of social media usage on job performance of administrative officers in UUM?

b) Is there any impact of leadership styles (transactional and transformational) on job performance of administrative officers in UUM?

1.4 RESEARCH OBJECTIVES

In regard to the above stated problem statement, the aim of this research tries to resolve this issues by determining the social media usage in the workplace and leadership style and their effect on job performance of administrative officers in UUM. For this purpose, the following specific objectives are formed:

a) To examine the impact of social media usage on job performance of administrative officers in UUM.

b) To examine the relationship between leadership style and job performance of administrative officers in UUM.

1.5   SIGNIFICANCE OF STUDY

1.5.1   Theoretical

The emergence of social media simplify the whole process of communication and interactions as majority of them are free and easier to use and does not need extra knowledge and experience of the internet; this means that just about anyone can connect. The acceptance of social media shows that the idea of online sharing has been successfully taken to the social and personal level (Hamat et al., 2012). Thus, the finding of this study could provide essentials information and resources on the trends and purposes of social media usage among administrative officers in UUM and how its usage significantly affects job performance. As far as job performance is concerned, Boyd and Ellison (2007) indicated that social media sites are becoming widespread in the educational sectors as many teachers are already exploring ways in which these tools can be used to facilitate teaching and learning. However, the significant effect of social media usage on job performance specifically administrative staffs should be further searched and identified.

As mentioned previously, currently there is no research done yet in regard to the impact of social media on job performance among administrative officers in universities. No empirical evidence as to date that shows the relationship between usage of social media and administrative officers' job performance. Recently, there are several UUM's top management has asked the Computer Centre to block access to Facebook and Youtube during working hours because of their concern on the effect of accessing these two sites on staffs'

job performance. Therefore, it is anticipated that the results of this research will offer insight into the benefits, challenges and issues associated with social media to let individuals and organizational leaders to better understand and utilize social media for success. While in regard of leadership style, study on the significant of it to job performance has been done by many researchers but we want to investigate in details to the case of UUM. The findings of the research will identify the importance of the influence of leadership styles that will affected on job performance and motivation of the employees.

As stated in many literatures, the style of leadership is very important and it is significant to the management itself. Further, it is expected that the results of this research will be a foundation of general direction in inspiring future research in this area. In addition, the findings of this study would also adding new information to the literature within these area; social media usage, leadership style and job performance.

1.5.2   Practical

The finding of this research will also provide information to the university's management on the impact of social media usage on job performance of administrative officers in UUM as well as how they perceive the relationship between leadership style and their job performance. Furthermore, if the findings of this research indicate that social media usage has significant effect on job performance of the administrative officers in UUM, it would give signal to the management to plan for policies or guidelines to avoid staffs being distracted by its usage during working hours. Therefore, apart from

knowing the trend in social media usage among administrative officers, university is able to ascertain the extent of which social media are being used by the officers and its significant effect on their job performance. In addition, the findings on the relationship between leadership style and job performance would also give insights to the management so that they could prepare which leadership style they should uphold. This study also will provide awareness on leadership styles and the relationship with employee performance as well as providing constructive and objective feedback to the management on the types of leadership styles adopted by the superior and the effect on the staffs' performance which is administrative officers.

1.6   SCOPE OF STUDY

This study focuses mainly on the influence of social media usage and leadership style on job performance of administrative officers in UUM. With tremendous increase in individual engagement on social media sites nowadays, this research is aim to investigate the usage trend, purpose of usage and how far the social media could affect individual job performance. While many scholars have explored social media from an organizational level perspective, individual perspectives on social media specifically among administrative officers in public universities have yet to be studied. In regard to its incremental usage worldwide for the purpose of connecting, communicating, sharing and virtual meeting, we can see that these social media sites could fulfil the rationale behind its emergence.

Hence, to further investigate its impact of usage, specifically on job performance of its specific users which are administrative officers, this research will focus on administrative officers with grade 41 and above. Administrative officers are the second tier of hierarchy level in university's management. As middle level managers, they are selected to represent the population of university's management in answering the research questions. The current environment of communicating and interacting among administrative officers with their colleagues are using social media. Based on experience, using social media to disseminate information and news is becoming faster as compared to traditional way of disseminating and sharing. Again, this research intends to examine the purpose of social media usage and its relation to job performance.

1.7   CONCEPTUAL DEFINITIONS OF KEY TERMS

1.7.1   Job Performance

Rotundo (2002) stated that researchers highly recommend that performance be defined in terms of behaviors that are under the control of the individuals and that contribute to the goals of the organization. Thus, she defines job performance as actions that contribute to organizational goals and that are under the individual's control. In the other literature, Campbell (1990) defines performance as those actions or behaviors under the control of the individual, that contribute to the organization's goals, and that can be measured according to the individual's level of proficiency. In this respect, Smith and Goddard (2002) define high job performance as being

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dependent upon the scrutinization of workloads, work time and cost-effectiveness

1.7.2 Social Media

Boyd and Ellison (2007, p. 211) are defined social media as a "web-based services that allow individuals to (1) construct a public or semi-public profile within a bounded system; (2) articulate a list of other users with whom they share a connection with; and (3) view and traverse their list of connections and those made by others within the system." JISC (2010) in Carol, Rachel and Donald (2012) defines social media or Web 2.0 technologies as innovative online tools designed to enhance communication and collaboration.

1.7.3 Leadership Style

Williams (1978, p. 217) defined leadership style as "refers to the pattern or constellation of leadership behaviors that characterize a given leader". In addition, according to DuBrin (2001), leadership style is a relatively consistent pattern of behavior that characterizes a leader. Transformational leadership denotes that the leader driving the follower ahead of immediate self-interests thru idealized influence (charisma), inspiration, intellectual stimulation, or individualized consideration. Transactional leadership refers to the tradeoff relationship between leader and follower to meet their own self-interests that may take the form of contingent rewards, management-by-exception, and passive leadership.

1.8   SUMMARY

Chapter one is the plan and overview of the research. This chapter illustrated an overview of the important processes that will be implemented for the completion of this research. Moreover, the research objectives, problem statement and significance of study that were presented in this chapter will served as the direction of the research, which allow researcher to refer while proceeding to further stage of this research. In order to have a better understanding, Chapter two will provides a review of literature relevant to this study.

CHAPTER 2: LITERATURE REVIEW

2.0   INTRODUCTION

This chapter discusses and summarizes related literature review on employee job performance and the measurement variable which will be related to social media and leadership style. The literature is arranged according to dependent variables and independent variables, and the relationship between the two variables. The first part of this chapter discusses dependent variable which is the job performance. The second part emphasizes on the literature review the first independent variable which is social media. The third part discusses the second independent variables which is leadership styles. The fourth part discusses the association between the dependent variable (job performance) and independent variables (social media and leadership style).

2.1   RELATED WORKS

2.1.1 Job Performance

Cascio (2010) defined employee job performance as an individual willingness as employee should have commitment in improving and maintaining the job deliverable to meet company's goals and objectives as a whole. Further, Cascio (2010) also stated that performance management for employee should in line with define performance, facilitate performance and encourage performance. In this regard, to achieve high job performance, the employees should practicing good discipline. This is supported by Maimunah (2001) when she states that 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.

Performance is a multi-dimensional concept (Sonnentag and Frese, 2002). Borman and Motowidlo (1993) differentiate the task and contextual performance where task performance is an individual's ability when he or she performs activities that can contribute to the technical processes of the business. This contribution can be both or indirect. According to Murphy in Viswesvaran and Ones (2000), task performance implicates the realization of duties and tasks that are specified in a job description. This statement is argued by Schmidt in Viswesvaran and Ones (2000) when he points out that job description may not offer solid grounds for defining task performance if jobs are changing. Contextual performance denotes the activities that are not directly associated to the basic duty functions of an organization but support the social, organizational, and psychological environment in which organizational goals are fulfilled. Contextual performance comprises behaviors such as helping colleagues or being a trustworthy member of the organization and give proposals about how to increase work procedures. Akgunduz (2015) stated that the complementary successful operation of these two performances helps to achieve the highest possible job performance, which can increase self-esteem.

Furthermore, Sonnentag and Frese (2002) indicate that variability in an individual's performance throughout time involve a process of learning and

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other longitudinal transformation as well as short term evolution in performance that make the performance of an individual is not stable over time. They added that as an effect of learning change the performance of an individual. Moreover, the underlying processes of performance emerge throughout time. To recognize the fundamental developments of job performance, Murphy (1989) has distinguished between a two stages; transition and maintenance. The transition stage is when individuals are just enter into a job and when the responsibilities are novel while the maintenance stage happens when the understanding and talents needed to deliver the job are learned and when job completion becomes automatic.

As far as job performance is important in organizations, it indicates that the assessment of individual's performance should consider job performance as trustworthy and valid as possible (Sonnentag, Volmer and Spychala, 2010). Acording to Viswesvaran and Ones (2000), the valuation of job performance dimensions has principally rely on objective sums of stated acts and result maintained in organizational documents or on subjective verdicts from raters. They added that job performance that based on judgmental valuations can be either norm-referenced (rankings) or criterion-referenced (ratings). If the judgmental valuation is from well-informed and inspired raters, they are expected to have greater criterion relevance (Viswesvaran and Ones, 2000).

As indicated by deLeon and Taher (1996), enhancement in job performance has been a subject that highly focused by researchers over the years. It can be a function of match between the rewards offered by the organization and the employee's needs for those rewards (Scarpello & Vandenberg, 1992). These

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needs can be either intrinsic rewards or extrinsic rewards where the former include recognition, feelings of challenge, and responsibility while the latter consist of two types, organization which in terms of pay, working conditions, and security and social such as friendship and dealing with others (deLeon & Taher, 1996). According to Winston in Mucciarone and Neilson (2011), the for more than twenty years Malaysian government have been widely promoted performance measurements with the reason of growing organization focus on accomplishing results. Winston added that the ranges of performance included responsibility and clearness education. The implementation of the New Public Management (NPM) model by the Malaysian government is when they recognized the requirement for civil sector entities to increase their proficiency and success in the delivery of services and to provide better accountability and transparency (Winston in Mucciarone and Neilson, 2011).
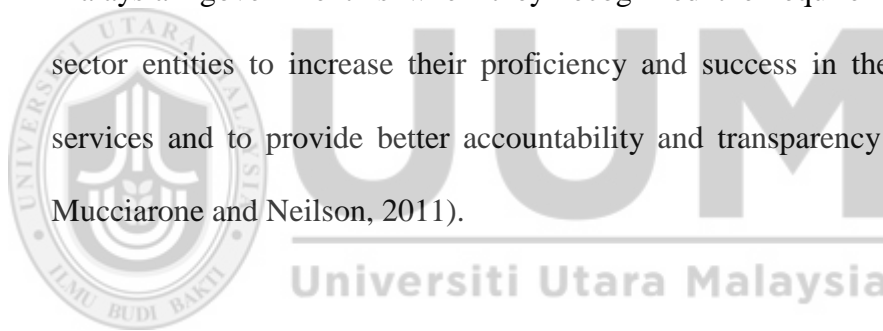
2.1.2   Relationship between Social Media Usage and Job Performance

Job performance is one of the most significant factors that should be focus on by every organization. According to Schermerhon (1989) as cited by Yang and Hwang (2014) indicated that job performance denotes the quantity and quality of work completed by an individual or a group, stressing whether the task has been effectively accomplished.

Based on the advent literatures, the usage of social media are for many reasons and also the impact could be different depends on the purpose of use. A study on social media impact done by Wickramasinghe and Nisaf (2012)

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has found that individual engagement in social media while at work could be both positive and negative. They stated that the employees that involved in social media during work could be benefited in such a way that collectively resolving work-related issues. Thus, the results recommend that goodness individuals get from social media are beneficial as value added for the organizations. On the other hand, in terms of negative impact of social media, it was found that individual staffs also impacted with several deficiencies that can be classified into two i.e. intervention to job tasks and workplace. Intervention to job tasks included problems like receiving info from social media sites which could not handle by person during work, getting info that are not beneficial for work and getting diverted from work. Intervention to organization includes problems such as slow down the workplace internet and staffs got attacks with viruses, spyware or spam.

Another relevant study on impact of social media done by Minocha (2009) suggested that individuals can develop skills of teamwork and help them to get use to job settings. Furthermore, the author indicated that with social media people can study on how the other contribute to the organization by looking at the different methods that done by the others and reflects to their own contributions. According to Minocha (2009), social media could assist persons to attain moveable skills that are beneficial for existing as well as upcoming work environments. A study by Mohmed and Azizah (2010) has identified highest cumulative percentage from respondent of 5 different well-known companies in Malaysia regarding purposes for employees' usage of

social network tools in their daily working day. The study found that among

the reasons are as listed below:

a)   Increase staffs performance and organization alignment.

b)   Allow employee cooperation that improves occupational process.

c)   Grow better communication media with stakeholders.

d)   Cooperating with organization's upper management to help link
       information group.

e)   Let staffs to stay informed in current occasions, headline and market
       update.

Based on the result, the options with the highest cumulative percentage are
considered to be the options chosen by the respective respondents which are
"Developing better communication media with partners and customers"
followed by "Making employees to stay updated in current events, headline
and market update". Therefore, this indicates that social media and social
networking sites usage have significant relationship with employee
performance (Mohmed & Azizah, 2010).

Moreover, a study done by Chen et al. (2007) found that some individual's
usage of social media while at work may be for both work-related reasons
and for personal use. According to Chan et al. (2007), communicate with
coworkers, to find resolutions to job-related issues and to be associated with
professional public are falls under the work-related and professional
purposes. Significantly, individuals usage of social media enjoy several

benefits such as attaining help from coworkers to complete job task, resolving job-related difficulties collectively, and gaining knowledge from others. The non-work purposes include sharing something with acquaintance and family and to toughen social ties. The divergent usage of internet technologies specifically social media could disturb employees from work tasks and might possibly involve in unbeneficial acts like online shopping, chatting with friends, and playing games while at work. They provide evidence that social media obsession considerably effects employees' internet exploitation at the office. Therefore, Chen et al. (2007) suggested that there is a need of the introduction of organizations guidelines and procedures on the usage of internet and employ defense technologies to deal with internet abuse at workplaces. They added that if there is no control of internet addiction can contribute to an inefficient and ineffective work organization since large numbers of working time are misused and internet resources are wrongly used (Chen et al., 2007).

In addition, same with the findings on Chen et al. (2007) Ferreira and du Plessis (2009) indicated that social media generally can lead to increased productivity by encouraging collaboration and knowledge sharing between individuals. But social media technology must be channeled in right ways to ensure highest results, as there are drawbacks that may affect staffs if left to their own strategies. They also indicated that employees' addiction on social media may cause the decline in productivity of staffs. Some of the threats are internet bandwidth and storage used, possible legal liability, possibility to expose to malware and viruses, reduced productivity, and disclosure of

personal data and the risk of leaking corporate confidential. Therefore organizations should plan for strategies to address social media issues such as private use, business relevance, site limitations and information secrecy at the same time let the employees to benefit from this social web technology personally as well as professionally, and eventually benefiting the organization through its possible positive effect on employee productivity.

Furthermore, Karaduman (2013) found that social media offers great opportunities for personal branding efforts both for personal and corporate purposes of top level managers. With a well-defined strategy, the usage of social media may positively affect personal branding efforts of top level executives. By managing the top level executives as brands could be the opportunity to promote them correctly as part of company's image to customers. Active engagement in social media has a significant effect on personal branding efforts of top level executives that might also affect company's brand.

Normally, firms block access to social media account on work personal computers because of fear that employee might use too much time interacting via internet instead of doing their job (Kaplan & Heinlein, 2010). Therefore, they suggested that it is essential to plan some rules for social media usage in organization. A research done by Broughton, Higgins, Hicks and Cox (2010) indicated that to avoid having to manage any negative consequences on individual job performance, employers are prohibiting use of internet sites during work. They suggested that a good policy will help both the employer

and the employee to understand where the limits between acceptable and non-acceptable use of social media in a particular organization. They also recommended that organizations has to limit access to material that could be defamatory to it so that employees are not in a position to post anything sensitive on their own social networking sites. A report by Acas.org suggested several points to regulate social media usage in work place; among others are develop a rules and guidelines on the social media usage at work place, educate staffs, give line managers guidelines on remote/homeworking and settling in new staffs.

There are also studies that discuss on the regulations and guidelines for the usage social media. For instance, a study by Linke and Zerfass (2013) on social media aimed to assess the status quo of regulatory frameworks for social media activities. Linke and Zerfass (2013) stated that social media control that can be formal or informal structures which control the activities of the staffs in organizations while engaging in social web. Social media guidelines outlined rules and regulation on how to deal with the social media communications by all of the staffs in organizations and how it can assist all of them to participate in online surroundings. The efficiency of the organization could be risky when staffs engage longer on social media than doing their work. This situation has resulted to a growing number of organizations ruling out all social media use in the workplace (ISACA, 2010).

2.1.3   Social Media Usage in Organization

Social media may be used for various purposes since it managed to bring billions of people together from all over the world to communicate virtually with each other and get in touch on line even if they have never met. In supporting the definition of social media, Asha Nagendra (2014) determined the usage of it for sharing of information and knowledge, for discussions and for developing collaboration among employees that could benefit the organization.

Meanwhile, as social media site is an emerging domain because what may be advanced today could be missing tomorrow from the virtual landscape (Kaplan and Heinlein, 2010). Kaplan and Heinlein (2010) stated that it is critical for organizations to set a guiding principle that can be used to all forms of social media. They suggested several points about using social media in organization such as choosing the right social media application based on the message to be shared and the target audience to be reached, ensure that the social media activities are all aligned with each other, possibility of integrating between social media and traditional media and ensuring that all employees may actually access the organization social media.

There are also studies which indicate that social media has some role in developing employees sense of belongings in the work place. For instance, a study by Eren and Vardarlier (2013) signifies that the employer that is active on the social media has a parallel effect on the employee as his/her

commitment is positively enhanced and the value put in to the job done is increased likewise. The employees follow their organizations and their employers via social media and give importance to the messages that are shared by the employer through social media. In addition, Levy (2013) also pointed out that by using social media in organization, it is certainly suits the flow of sharing tacit knowledge as it is useful for the needs of bottom-up sharing, it enables gathering relevant info in work contexts such as rendering interaction patterns within organizations visible as well as facilitates the building of an informal organizational memory; and most importantly, social media cultivates cooperation and trust.

Social media as a device of communication is further supported by research done by Badea (2014) where social media ease the development of global discussion in which everybody can take part, exchanging opinions, ideas, knowledge and images. In this sense, social media support the formation of an authentic community inside the organization, increase the degree of employee cooperation both individually and at team level and encourage the exchange of experience and know-how in real time. There are various studies done on social media usage in public sector. One of the examples is a study done by Zheng and Zheng (2014) indicated that social media usage of the government can be for two reasons; information and interaction. The dissemination of information using social media is to enhance government outreach, improving government transparency, and delivering public services that show the transparency in public services. Government use social media to interact with stakeholders for promoting citizens' participation in decision

making and improving communication with their constituents and reinvent government-citizen relationships.

Another study on social media usage in public sector done by Mergel (2013) mentioned three (3) initial indications at potential interpretations of social media use are to be transparence by sharing government information through dedicated website other than the traditional channels, acquiring citizen engagement and participation in social media accounts to get feedback and ideas and the collaboration between government and citizens indicates a higher level of engagement in a reciprocated relationship.

As stated by Moqbel, Nevo and Kock (2013), like other new technologies, social media sites, and their use by organizational members, have been debated. There are claims that the social media usage by employees in an organization leads to the improvement of staffs efficiency such as higher morale while others argue that organizational members' use of social media sites causes loss of labor productivity as a result of time wasted at work which the second argument reflecting employers' fear of the opposing effects of non-work related presenteeism of social media usage (Moqbel, Nevo & Kock, 2013).

2.1.4 Relationship between Leadership Style and Job Performance

"They don't make plans; they don't solve problems; they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it." – John P. Kotter

Leadership is defined as a process of having power on group activities in order to realize the organizational goals (Salma, 2012). She added that to execute the task, leaders try to influence their subordinate and try to motivate them directly to achieve the organizational goals and objectives. Shafie, Baghersalimi and Barghi (2013) also indicated that leadership is a main feature to expand the organizational performance and to achieve goals since the successfulness of leadership at all levels could cause the victory or failure of organizations. Scholars have indicated that leadership is an ability to inspire attitudes, beliefs, and abilities of subordinates to accomplish organizational goals (Shafie, Baghersalimi & Barghi, 2013). Lee and Chuang in Timothy et al. (2011) also indicate that the excellent leader could motivate the potential of subordinates to enhance efficiency as well as fulfill their mission to achieve organizational goals. Leaders have to cultivate motivation among staffs in in order for them to do their activities and work in the organization with enthusiasm and reach the goals. Leadership style is one of the ways to establish the realization of the organizational objectives by the inspiration of managers towards the followers to create motivation which leads to high performance (Salmani & Taatian in Salma, 2012). Managers with either transactional or transformational leadership styles should certainly show flexibility proportional enough to respect the passion of workers, recognize motivation needs of the people, and choose a leadership style that suit to situations and then react with regard to the subordinate to realize defined organizational objectives.

Meanwhile, the objective of this research is to determine the impact of leadership styles on job performance. Leadership and performance qualities are excellent to have among management in a business as well among employees. As stated by Salma (2012), many people incline to be leaders, while there are people that learn successful leadership behaviors and go on to be effective leaders. As far as leadership is concern, leading itself is the ability to inspire others in a group specifically subordinates. Timothy et al. (2011) also stated that leadership style in organizations is a key factor that play important role in improving or reducing the interest and commitment of the person in the organization. Leaders want to influence things to continue or create change. Thus, Glantz in Timothy et al. (2011) stresses the requirement for managers to discover their own leadership style.

Furthermore, Timothy et al. (2011) indicate that leadership is regarded by some scholars as one of the main motivating factors for developing an organizational performance thus it is important to understand the effects of leadership on performance. A powerful foundation of the development of the organization and sustaining competitive advantage for organization's performance improvement are the result of effective leadership in any organization (Lado, Boyd and Wright, 1992). In other word, organizational competitive advantages may be created by the decisions and actions of top administrators. Timothy et al. (2011) further indicate that how well the managers (leaders) of the organization implement the appropriate leadership style in performing managers' roles could influence the fellows of an organization to give in mobilizing the resources of the organizations on.

Thus, leadership style could affect the effectiveness in resources deployment, distribution, consumption and improvement of organizational performance (Timothy et al., 2011).

Salma (2012) stated that as far as the leadership style is concerned, while focusing primarily on the employees' perspective, scholars have proposed two main features of leadership; transactional and transformational. Gadot (2007) supported by mention that the theory of transformational leadership has a significant positive effect on employees' attitudes towards their works, their working environments, and eventually influence their job performance as compared to transactional leadership. Bass as cited by Nanjundeswaraswamy and Swamy (2014) further explained the concepts of leadership as transformational leadership is characterize with individual influence, spiritual encouragement and intellectual stimulation so as transformational leadership often consider the individual, develop vision and goals inside, generate openness in culture, belief the employees to realize their goals and give full freedom for staff's potential. On the other hand, transactional leadership is based on the contract between leaders and subordinates to accomplish organizational goal by creating job roles and mission plan with the tendency to sustain stability in organizations and it's focused on staff's basic and external demand.

Mehra, Smith, Dixon and Robertson in Timothy et al. (2011) argue that a longstanding method is to concentrate on the impacts of leadership while there are organizations that look for effective means to allow them compete

with the others. Leaders are assumed to play an important part in modeling mutual norms, helping groups survive with evolving surroundings, and managing group action. This is called leader-centred perspectives which show valuable understandings into the correlation between leadership and group performance (Guzzo and Dickson in Timothy et al., 2011). Purcell et al. as cited by Timothy et al. (2011) stated that as intangible assets, leadership styles, skill and competence, culture, and motivation are perceived as main sources of firms' strength that may associate people and processes as well as organizational performance.

In addition, the impact of two types of leadership style; transactional and transformational on performance has become a considerable scholarly attention since most studies in which focusing on these two leadership style and performance have yielded both positive and negative findings. A study by Timothy et al. (2011) found that transactional leadership style has significantly effect on performance of employees in the small scale enterprises because they are generally less skilled and experienced professionals. Therefore, with transactional leadership style such as conditional recognition/reward and management by exception may be suitable leadership behaviors and strategies to encourage employees to perform. However, in his study, Gadot (2007) found that to be an effective leader, the mix of leadership styles that inclusive a little of laissez-faire, a reasonable level of transactional leadership, and a high level of transformational leadership will toughen the ability of the leader to inspire his/her subordinate and encourage them to execute job beyond expectation.

The insights of employees are essential in the organizational success and effectiveness. For instance, according to Bass (1990) many employees responds that they tend to put forth a lot of extra effort on behalf of managers who are transformational leaders because the leaders have better relationships with their supervisors and contribute more to the organization than do those who are only transactional. Moreover, in other study, Zhu, Chew and Spengler, (2005) stated that upholding transactional leadership in an organization could help the organization achieve its existing goals more efficiently by associating individual's performance to valued rewards and by confirming that staffs are supplied with resources needed to get the job done. As stated by Avolio (1999), a visionary leader creates a strategic idea of what the future may be, share that idea through outlining and use of metaphor, model the idea by performing constantly, and form commitment to realize the vision. There are scholars like Zhu et al. (2005), indicate that upholding a-look-forward leadership by managers in organizations will result in high levels of unity, trust, commitment, motivation, as well as performance in the changing environment of organization.

2.2 GAPS IN THE LITERATURE

A study conducted by Ou et al. (2013) on computer-mediated communication and social media tools at work found that there are also positive effects of social media usage in the workplace. The study found that social media tools have become available to facilitate the communication and knowledge dissemination in organizational context. However, they suggested that the study should be expanded to address the impact of social networking on

individual job performance. Moreover, so far no study of social media usage in public sector especially university. Therefore it is in need for this research to be done to further investigate on the effect of the usage of social media on job performance of administrative officers in UUM.

As indicated by Whitsett (2007), many studies on leadership had been done that focusing on business management while few researches on educational sectors. Therefore it is in need to study leadership styles in an educational environment specifically public university.

2.3   SUMMARY

The literatures reviewed so far have indicated the relationship between social media and leadership style to job performance. Social media is used for many reasons such as connecting, communicating, collaborating and networking, sharing and etc. The impact of social media also varied in the perspective of organization as well as individual. Despite its widespread use, there is lack of study on the usage and impact of social media on an individual job performance. In addition, based on the previous literature, leadership and job performance qualities are the most effective factors that help organizations to achieve their objectives. Leaders can impose decisions on the strength of achievable performance. Having reviewed the past studies, the next task is to describe research methodology used in this study.

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.0   INTRODUCTION

This chapter provides description of sample and data collection procedures. It explains 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, data analysis and reliability test for actual study.

3.1   RESEARCH DESIGN

As indicated by Bryman and Bell (2007), a structure for the gathering and analysis of data is called a research design where a choice of research design may reflects decisions on the priority being given to a range of dimensions of the research process. This research used the quantitative research design. In addition, Walker (2010) mentioned that quantitative research is also involving measuring people in order to answer question.

The objective of this research is to focus on the relationship of social media usage and leadership styles on the job performance. There were several hypotheses developed that need to be tested. The hypotheses were developed in line with the research questions that the study sought to answer and also on the objectives set for this study. The social media and the two types of leadership styles were included as independent variables in this study and the job performance as the dependent variable. This study is a cross sectional study since it involves the examination of the correlation of independent and

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dependent variables which are the usage of social media as well as the leadership style and job performance. In order to obtain necessary information from respondents, questionnaire were distributed and identified by using stratified random sampling. A set of questionnaire consisting of 43 questions has been distributed to a random sample of respondents in departments and centres in UUM.

3.2 RESEARCH HYPOTHESIS

The objectives of this research are to describe the impacts of social media usage and leadership style on the job performance of administrative officers in UUM. For leadership styles, the two frameworks which are transactional and transformational leadership style are used in exploring the relationship of leadership style and job performance. The proposed hypotheses of the study are:

H1:   There is a relationship between social media usage and job performance of administrative officers in UUM.

H2a: There is a relationship between transactional leadership style and job performance of administrative officers in UUM.

H2b: There is a relationship between transformational leadership style and job performance of administrative officers in UUM.

3.3   RESEARCH FRAMEWORK

Referring to the literature review and research problem, a research framework has been developed which based on the dependent and independent variables. This model focuses on the significant effects between the social media usage and the leadership style on job performance. The research framework for this study is drawn below:

Figure 3.1: Research Framework of the Study
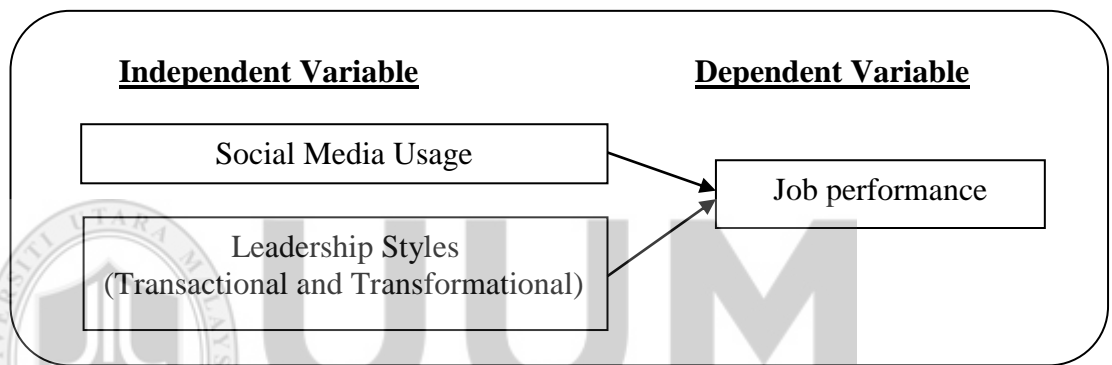
This research framework shows the association between research variables; independent and a dependent variable. This framework is based on the problem statement that has been identified. In this study the determination of social media and leadership styles has significant effects on the job performance.

3.4   OPERATIONAL DEFINITION/ TERMINOLOGIES

3.4.1   Social Media

Social Media is a collection of Internet-based applications that build on the ideological and technological foundations of Web 2.0 and that

allow the creation and exchange of User Generated Content (Kaplan and Heinlein, 2010).

3.4.2 Social Media Usage

According to Chen et al. (2007) many individuals who use the social media at work could be for both work-related and non-work purposes. The purpose of social media usage is refers to for what purpose of social media usage among administrative officers during working hours; communication or sharing information or etc. Does the usage of social media affect positively or negatively to job performance? How significance the social media usage affect the job performance?

3.4.3 Leadership Style

Newstrom and Davis (1993) defined leadership style as the manner and approach of providing direction, implementing plans, and motivating people. As seen by the employees, it includes the total pattern of explicit and implicit actions performed by their leader. This study will focus on two main facets of leadership styles which are transactional and transformational where the former refers to Transactional leadership refers to the tradeoff relationship between leader and follower to meet their own self-interests while the latter refers to the leader directing the follower ahead of immediate self-interests and also concerns for achievement, self-actualization, and the well-being of others.

3.4.5 Administrative officers

Administrative officers is refers to officers (non-academic) grade 41 and above, that acts as middle level managers in UUM.

3.4.6 Job performance

Job performance refers to scalable actions, behaviour and outcomes that employees engage in or bring about that are linked with and contribute to organizational goal (Chockalingam and Deniz, 2000).

3.5 RESEARCH VARIABLES

In this study, one (1) dependent variable and two (2) independent variables were identified. According to Auriat & Saniscalco (2005), dependent variables are those that the researcher is trying to explain while independent variables are those that cause the change or explain the dependent ones. As far as questionnaire is concerned, we use Likert-Scale to gather the information from the respondents. Gliem and Gliem (2003) stated that the Likert scale's origination is accredited to Rensis Likert (1931), who designated this technique for the assessment of attitudes. For this research, a five-point Likert scale questionnaires were employed to collect the data for the constructs of the research model. Instruments from past researches were revised for effects on job performance context. The measure using a five-point Likert-scale ranging from "1" (strongly disagree) to "5" (strongly agree).

3.5.1 Dependent Variable

The dependent variable is a measured, predicted, or otherwise monitored by this study expected to be affected by a manipulation of the independent variable (Khan, 2010). The dependent variable in this research is job performance of administrative officers in UUM. In order to measure the responses, Likert Scales is use as follows:

1	2	3	4	5
Strongly disagree	Disagree	Undecided/ Neutral	Agree	Strongly agree

3.5.2 Independent Variable

The independent variables are the variables that the researcher manipulates it, thereby causing an effect or change on the dependent variable (Khan, 2010). This research is focusing on two independent variables which are social media and leadership styles (transactional and transformational). Every question for these variables will be answered by respondents based on Likert Scales as follows:

1	2	3	4	5
Strongly disagree	Disagree	Undecided/ Neutral	Agree	Strongly agree

3.6 UNIT OF ANALYSIS

This study is conducted by collecting the data on the relationship of social media and leadership styles on job performance. The data was collected from administrative officers in UUM which become the respondents for this study. The quantitative method is used for this study. In the quantitative methods, researchers usually collect numerical data using mathematically related method techniques and analyzing the data which at the end convert statistical

information into descriptive information. For the quantitative method, the self-completion questionnaire is adopted as the instrument for the survey. An advantage of using self-completion questionnaire was that they were an entirely standardized measuring instrument because the questions were always phrased exactly in the same way for all respondents. The information that can be collected through questionnaires is facts, activities, opinions, and level of knowledge or simply attitudes. The principle of a particular questionnaire is the transformation of a research into research questions for which the collected data is intended to give an answer. The questionnaire will be divided into 5 sections as follows:

Table 3.1: Interpretation of Variables

SECTION	ITEM
SECTION A Demographic of respondents	This section contains five (5) questions consisting of gender, age, position grade, years of working experience and social media account.
SECTION B Social Media Usage	This section contains twenty (20) to measure the motives of using social media. There are six (6) constructs of motives included 1) entertainment motives; 2) learning motives; 3) boredom relief motives; 4) interpersonal utility motives; 5) escape motives; and, 6) convenience motives.
SECTION C Transactional leadership Style	This section consists of eight (8) questions on the Transactional Leadership style.
SECTION D Transformational leadership Style	This section consists of eight (8) questions on the Transformational Leadership style.
SECTION E Job Performance	This section consists of seven (7) questions on job performance.

3.7 INSTRUMENT/ MEASUREMENT

With the exception of demographic variables, all other variables include in this study were measured on multiple item scales drawn from previous research. As far as questionnaire is concerned, a close-ended questionnaire will be used to be able to measure variables which are social media usage, leadership style and job performance. The items for questionnaire were replicated from previous literature because the items are reliable to answer the research questions and objectives. The transformational and transactional leadership styles were adopted from the approach of previous researcher Salma (2011). While for social media usage, it is measured by modifying instrument developed by Papacharissi and Rubin (2000) and Yang and Kang (2006) and job performance were measured by instruments developed by Wickramasinghe and Nisaf (2013). All these measurements are tested its reliability and in this research also it is tested through pilot test. The summary of the source of instruments are as follows:

Table 3.2: Cronbach's Alpha for Research Instruments

Variables	Questions	Cronbach's Alpha
Social Media Usage	20	1. Entertainment Motive = .825 2. Learning Motive = .837 3. Boredom Relief = .827 4. Interpersonal utility motive =.838 5. Escape motive =.832 6. Convenience motive =.711
Transactional Leadership Style	8	.702
Transformational Leadership Style	8	.734
Job performance	7	.892

For this research, the questionnaires were prepared in bilingual, English and Malay which contains 43 questions. The questionnaires had been divided into five (5) 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. Rattray and Jones (2005) stated that the measurement can be adapted or adopted from relevant literature or valid sources such as academic books or trustworthy information. In order to make the questionnaire more relevance, the demographic of respondent should also be taken into account (Zikmund et.al, 2013). Below are the instruments used to measure dependent and independent variables:

Table 3.3: Research Instruments

Variables	Items	Scales
Social Media Usage	**Entertainment Motives** 1. Because it's entertaining 2. Because it's enjoyable **Learning Motives** 3. Because it lets me explore new things 4. Because it opens me up to new ideas 5. Because it advances my knowledge 6. Because it extends my mind **Boredom Relief Motives** 7. To pass time when bored 8. When I have nothing better to do 9. To occupy my time **Interpersonal Utility Motives** 10. To belong to a group 11. To express myself freely 12. To meet people 13. Because I wonder what other people said 14. To feel involved with what's going on with other people 15. To strengthen my relationships with my friends 16. To keep contact with my friends	Likert Scale

Variables	Items	Scales
	Escape Motives	
	17. To forget my problems	
	18. To escape my worries	
	Convenience Motives	
	19. Because it is easier to communicate on the Internet than tell people	
	20. Because people don't have to be there to communicate on the Internet	
Transactional Leadership Style	1. My leader has a primary mission of change. 2. My leader must facilitate events. 3. My leader concerns what the workers want and need in life. 4. My leader leads as though he is facilitator. 5. My leader concerns that the morality must be higher. 6. My leader like rewarding workers for a job well done. 7. Leadership should be inspirational. 8. My leader has power to influence workers and that is comes from his status and position.	Likert Scale
Transformational Leadership Style	1. My leader provides me with assistance in return for my efforts. 2. My leader always provides me with alternatives solution in doing my job. 3. My leader has developed my strengths. 4. My leader always has new ideas. 5. My leader increases my moral and ethics. 6. My leader has inspired me. 7. My leader has fully supported me in doing my job. 8. My leader has always motivated me in doing my job.	Likert Scale
Job performance	1. I utilize my working time to deliver a quality output 2. I meet deadlines given to me 3. I effectively manage my job tasks 4. I solve problems faster 5. My work is error free 6. I deliver better output than my colleagues on time 7. I achieve my pre-determined work standards	Likert Scale

3.8   DATA COLLECTION

3.8.1   Population

Population is the group which defines by researcher for the results of
the study to be generalizable. The population of this study comprises
of the administrative officers grade 41 and above which currently
work at Universiti Utara Malaysia. The purpose of selecting this
population is because currently the trend of disseminating and sharing
information among this group of staffs are mostly by social media and
thus we are looking forward to study its impact on job performance.
Apart from that, as middle level managers, further investigation
needed to see how far leadership style also affects their job
performance. The total population for this study is 248 administrative
officers (non-academic) with grade 41 and above.

3.8.2   Data Collection Procedure

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. Questionnaires were
distributed to all administrative officers in UUM. The method used to
distribute the questionnaires was via internal mail to each and every
individual staffs within the population group. Questionnaires were
personally distributed and collected by the researcher. The researcher
neither participates nor influences what being studied. In order to

ensure that the questionnaires were answered and returned back, personal call to respective respondents was adopted. All answer by respondents was treated confidential by the researcher.

3.9   SAMPLING

3.9.1. Sample and Sample Size

A sample is a subset of the population. It comprises some members selected from the population. By studying the sample, the researcher is able to draw conclusions that are generalizable to the population of interest (Cavana, Delahaye and Sekaran, 2001). The reasons of using a sample rather than collecting data from the entire population are due to limitation in time, cost and human resources. Cavana, Delahaye and Sekaran (2001) stated that since studying a sample rather than the entire population is also sometimes likely to lead to more reliable results, mostly because fatigue is reduced, resulting in fewer errors in collecting data, especially when the elements involved are large in number.

In determining the sample size, Krejcie and Morgan's (1970) formula for defining a sample size for categorical data will be used because it offers identical sample sizes in all cases (Refer to Table 3.4) . As mentioned before, the population of this study is 248 officers grade 41 and above. Therefore, the sample size for this study as referred to the formula is 152 out of 248 officers should be answering the questionnaire.

Table 3.4: Table for Determining Sample Size from a Given Population

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	28	260	155	1600	310
35	32	270	159	1700	313
40	36	280	162	1800	317
45	40	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	181	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1100	285	1000000	384

Note.—*N* is population size.
S is sample size.

3.9.2. Sampling Technique

Purposive sampling is better describing this research since the information obtained from specific target group i.e. administrative officers in UUM. Cavana, Delahaye and Sekaran (2001) stated that purposive sampling is limited to particular types of individuals who can offer the desired information, either because they are the only ones who possess it, or because they conform to someone criteria set by the researcher. In the study, researcher applied simple random sampling. It is commonly used when every component in the population has an equal chance of being selected as a subject. For this research, there are 248 elements in the population and the sample of 152 is needed.
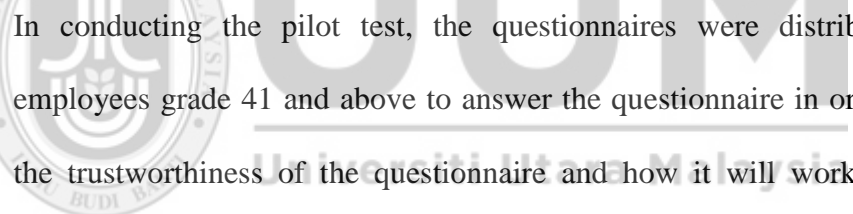
3.10   DATA ANALYSIS TECHNIQUES

For the purposes of data analyses and hypothesis testing, several statistical methods were employed from SPSS software version 22. These include descriptive statistics to describe the characteristics of the respondents, test of differences to compare the extent of attitude towards the respondents between different demographic profiles, correlational analyses to describe the relationship between variables and regression analyses to test the impact of independent variables on the dependent variables. The statistical software SPSS 22.00 version was employed to examine the data in a comprehensive manner. Both simple and advanced statistical tools and methods were used where appropriate for analyzing the relationship among the variables and the model. Therefore usage of statistical techniques was in accordance to commonly accepted research assumptions and practices. Among the analysis method that were used in SPSS are reliability test, correlation, linear and multiple regression analysis. Multivariate technique of statistical data analysis determined the effects of social media usage and leadership styles on job performance in Universiti Utara Malaysia.

3.11   PILOT TEST

Pilot testing also called pre-testing means a small scale trial run of a particular component; here we are referring to pilot testing of the questionnaire. In any research, conducting pilot test by distributing questionnaires to a small group is important activity for the researcher. Before the questionnaire is distributed to the respondents, the questionnaire is pre-tested to ensure its reliability and validity. It will determine the reliability

of the questionnaire itself. Conducting pilot testing will enable the researcher to administer questions in a real world environment, to know the understanding of respondent on the meaning of the questions, to identify appropriateness of response categories and to evaluate whether the question is clear or not for the respondent to answer (Black, 2008). The advantage of conducting a pilot test is that it might give advance warning about where the main research project could fail, where research protocols may not be followed, or whether proposed methods or instruments are inappropriate or too complicated. Furthermore, the purpose of the pre-testing to ensure the questionnaires meets the researcher's expectations in term of the information to be obtained.

In conducting the pilot test, the questionnaires were distributed to 30 employees grade 41 and above to answer the questionnaire in order to know the trustworthiness of the questionnaire and how it will work in the real testing. The questionnaire was written in English and Malay language to ease the respondents to understand. The results of the pilot test conducted were used to upgrade the questionnaires for actual study. These weaknesses and mistakes then identified and being improved in actual questionnaires to avoid errors.

3.11.1 Reliability and Validity

Validity and reliability are the essential elements in the assessment of a measurement instrument. In other words, as indicated by Cavana, Delahaye and Sekaran (2001), the reliability of an instrument

indicates the stability i.e. the extent to which the instruments is free from error (without bias) and then consistent with which the instrument measures the concept and helps to assess the reliability of a measure.

To measure the reliability of an instrument we use Cronbach's Alpha, the most extensively used objective measure of reliability. Alpha was established by Lee Cronbach in 1951 to measure the internal consistency of a test or scale with a number between 0 and 1 (Tavakol and Dennick, 2011). 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 in Table 3.5 below.

Table 3.5: 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

Thus, for this research, the Cronbach's Alpha value has been measured for all the 43 questions and it was 0.928 which is acceptable according to the benchmark value. Sekaran (2003) stated that the higher the internal consistency reliability if the Cronbach's alpha is closer to 1,. He also added that in almost every case,

Cronbach's alpha is an acceptable test of internal consistency reliability. The results on measures for the pilot study are shown in Table 3.6. Based on the pilot test, there are several responds and comments were given by the respondents such as the content of the questionnaire and the understanding of the items. Each respondent took approximately 10 minutes to complete the questionnaire. Some vague sentences were noted and thus amendments were made to the final version of the questionnaire. The final version of questionnaire is attached in Appendix A.

Table 3.6: Reliability for Multiply Items in Pilot Study (n=30)

Variable	Cronbach's Alpha	No. of Items
Job Performance	.864	7
Social Media Usage	.906	20
Transactional Leadership Style	.908	8
Transformational Leadership Style	.930	8

3.11.2 Pearson Correlation Coefficient

Pearson's correlation coefficient is a statistical measure of the strength of a linear relationship between paired data. This statistical test is commonly used in many researches 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. Correlation is an effect size and so we can verbally

describe the strength of the correlation using the guide that Evans (1996) suggests as in Table 3.7 below.

Table 3.7: Interpretation of Strength of Correlation Coefficient

Value of Coefficient	Strength of Relationship
.00-.19	Very Weak
.20-.39	Weak
.40-.59	Moderate
.60-.79	Strong
.80-1.0	Very Strong

3.11.3 Regression

Regression analysis is a statistical tests which to analyze relationship between one variable (dependent variable) and a set of other variables (independent variables). Field (2009) indicated that regression analysis is a way of predicting an outcome variable from one predictor variable (simple regression) or several predictor variables (multiple regressions). 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 analyses have several possible objectives including prediction of future observations, assessment of the effect of or relationship between, explanatory variables on the response and a general description of data structure (Faraway, 2002).

3.12 CHAPTER SUMMARY

This chapter explained the methodology applied in this study. From the above explanation, this chapter has covered on the research framework analysis, the detail of research design, data collection activity, instruments for the study, population of study, the reliability test result of the study and the techniques used to analyze the data to evaluate. 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. The findings and results from the application of the measuring instrument developed here are discussed in the next chapter.

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF RESULTS

4 .0   INTRODUCTION

This chapter explains the finding of the study conducted in accordance with the objectives that mentioned in chapter one. SPSS software version 22 has been used to carry out the statistical analysis. The findings will be presented in the form of table, chart, figures and explanation of each item. The hypotheses that were developed in chapter three were tested and strengths of the relationship were also reported. Several statistical methods were used to analyse the data. Firstly the demographic profile of the respondents is described. Secondly is the presentation of the results of the analysis of dependent and independent variables using the reliability analysis. Lastly the results of hypothesis testing are also presented by using correlation test. 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

Based on the sample size determined by Krejcie and Morgan (1970), this research should at least acquire 152 completed questionnaires. From 152 questionnaires distributed to the respondents, a total of 93 responses were obtained and valid for analysis. The 93 responses represent about 61.2% from the total of questionnaires that has been distributed. Baruch and Holtom (2008) have stressed on the response rate in research should achieve certain percentage to make the research result is valid. According to 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. Response rate has shown in Table 4.1 below.

Table 4.1: Response Rate

	Total	Percent
Questionnaire distributed	152	100
Returned and valid response	93	61.2
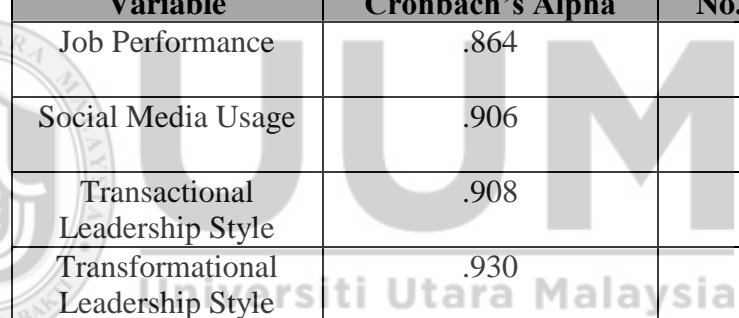
4.2   PILOT TEST

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 (Black,
2008). 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. According to Teijlingen and Hundley
(2001), pilot test helps the researcher to assess the feasibility of a full scale
study/survey, 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 30 administrative officers 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.

4.2.1 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 job performance, social media usage and leadership styles which consist of transactional and transformational.

Table 4.2: **Reliability Analysis Test (Pilot Test) for Job Performance, Social Media Usage and Leadership Styles**

Variable	Cronbach's Alpha	No. of Items
Job Performance	.864	7
Social Media Usage	.906	20
Transactional Leadership Style	.908	8
Transformational Leadership Style	.930	8

4.4.2 The Reliability Analysis for Actual Study

Based on the result from reliability test for pilot study from 30 employees of respondent, the researcher has distributed another 152 questionnaires to the administrative officers in various departments within UUM for actual study. After the data collection process completed, the researcher started the data analysis for the study. Below is the explanation of the reliability analysis result for each variable in this study.

Table 4.3 shows the summary of reliability analysis test for variable of Job Performance, Social Media Usage, and Leadership Styles. Based on the result for reliability analysis, it shows that Cronbach's Alpha for all variables are higher than 0.7. Thus it is reliable and it is valid for the researcher to proceed with further analysis.

Table 4.3: Summary of Reliability Analysis Test for Job Performance, Social Media Usage and Leadership Style

Variable	Cronbach's Alpha	No. of Items
Job Performance	.869	7
Social Media Usage	.916	20
Transactional Leadership Style	.888	8
Transformational Leadership Style	.944	8

4.3   DEMOGRAPHIC ANALYSIS: PROFILE OF RESPONDENTS

Table 4.4 below shows the demonstrated details of demographic characteristics or profile of respondent for this study. In this table comprise all the demographic analysis of respondents such as respondents' gender, respondents' age, respondents' position grade, respondents' working experience and respondents' social media account.

Table 4.4: Demographic Profile of Respondent

No.	Variables	Value description	Frequency	Percent
1.	Gender	Male	33	35.5
		Female	60	64.5
2.	Age	26-35 years	34	36.6
		36-45 years	39	41.9
		46-55 years	18	19.4
		Above 55 years	2	2.2
3.	Position Grade	41	57	61.3
		44	25	26.9
		48	6	6.5
		52	4	4.3
		54	1	1.1
4.	Working Experience in UUM	Less than 2 years	1	1.1
		3-5 years	23	24.7
		6-10 years	22	23.7
		10-15 years	22	23.7
		More than 15 years	25	26.9
5.	Social Media Account	Facebook		
		Yes	77	82.8
		No	16	17.2
		Twitter		
		Yes	21	22.6
		No	72	77.4
		Instagram		
		Yes	45	48.4
		No	48	51.6

Based on the table above, out of 93 respondents, 33 of them are male which representing 35.5 percent of the respondent while female respondents are 60 person which representing 64.5 percent. Most of the respondents aged between 36-45 years i.e., 39 of them representing 41.9 percent of the total, 34 person aged between 26-35 years which representing 36..6 percent, 18 respondents age between 46-55 years representing 19.4 percent and only 2 person out of the total respondents age above 55 years old which representing 2.2 percent.

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Most of the respondents are with position grade of 41 i.e. 57 person which representing 61.3 percent of respondents, 25 person with grade 44 representing 26.9 percent, 6 person with grade 48 representing 6.5 percent, 4 person with grade 52 representing 4.3 percent and 1 person with grade 54 representing 1.1 percent of total respondents.

Out of 93 respondents, 25 of them gained more than 15 years of working experience which representing 26.9 percent while 23 of them with working experience of 3-5 years which representing 24.7 percent, 44 of them 6-10 years, 10-15 years, which is 22 person for each category that representing 23.7 percent respectively and only 1 respondent with working experience less than 2 years representing 1.1 percent.
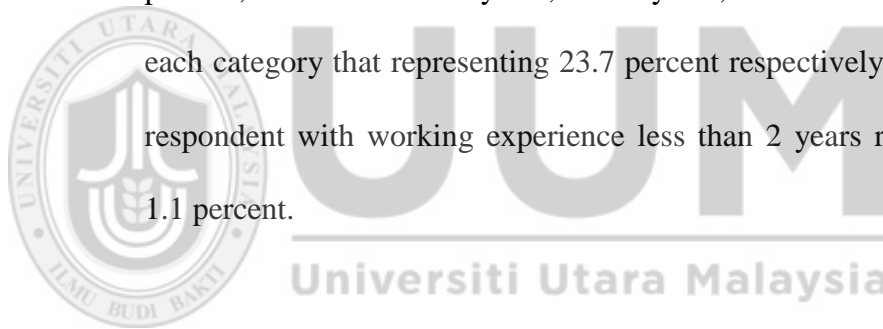
In the questionnaire, respondents were also asked which social media account they have and they could choose more than 1 option. The options given are Facebook, Twitter, and Instagram. From the response, we can see that Facebook is the mostly used social media by the respondents with the number of 77 person followed by Instagram with the number of 45 person, and Twitter with the number of 21 person.

4.4   DESCRIPTIVE STATISTICS

According to Genser et. al. (2007) creating a table of means and standard deviations must be considered as the initial step in the process when performing the multivariate data analysis. It is so because these scores may have a significant influence on the results of regression analysis and can thus be a cause for concern. Table 4.5 shows the means and standard deviations computed using SPSS (version 22).

Table 4.5: Descriptive Statistic

Variables	Mean	Std. Deviation
Social Media	3.6543	.49895
Transactional Leadership Style	3.9435	.52599
Transformational Leadership Style	3.8159	.62489
Job Performance	3.8018	.43628

Based on the information given in Table 4.5 above gives the detail on the overall summary of the descriptive statistical analysis for the social media usage and leadership styles as independent variables and job performance as dependent variable. The mean rating for social media usage is where M = 3.6543 SD = .49895 with the minimum value of 1.75 and the maximum value of 5.00. The mean rating for transactional leadership style where M = 3.9435 SD = .52599 with the minimum value of 3.00 and the maximum value of 5.00. Meanwhile, the mean rating for transformational leadership style where M = 3.8159 SD = .62489 with the minimum value of 1.25 and the maximum value of 5.00. Finally, the mean rating for job performance where M = 3.8018

SD = .43628 with the minimum value of 2.86 and the maximum value of 5.00.

4.5 PEARSON CORRELATION ANALYSIS

Table 4.6 below described the relationship between social media usage and leadership styles on job performance. Moderate positive relationship exist between job performance and transactional leadership style where r = .436. Positive correlation coefficient of .436 indicates that as the score of job performance increases so do the rating for transactional leadership style. The weak positive relationship found between job performance and transformational leadership style where r = .390. weak positive correlation coefficient of .390 indicates that as the score of job performance increases so do the rating for transformational leadership style. The second weak positive relationship also found between job performance and social media usage where r = .258. Weak positive correlation coefficient of .258 indicates that as the score of job performance increases so do the rating for social media usage.

Table 4.6: Correlation Coefficient among Variables

Variables	SMU	TcLS	TfLS	JP
Social Media Usage (SMU)	1			
Transactional Leadership Style (TcLS)	.472**	1		
Transformational Leadership Style (TfLS)	.397**	.766**	1	
Job Performance (JP)	.258*	.436**	.390**	1

**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

4.6 MULTIPLE REGRESSION ANALYSIS

Table 4.7 below shows a statistical finding of the relationship between one single dependent variable (job performance) and more than one independent variables (social media usage, transactional and transformational leadership styles). The R-squared of .174 implies that the three independent variables explained about 17.4 percent of the variance in the job performance.

Table 4.7: Regression Analysis between Social Media Usage, Transactional Leadership Style, Transformational Leadership Style and Job Performance

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	β	Std. Error	β		
(Constant)	2.254	.360		6.264	.000
Social Media Usage	.053	.094	.061	.563	.575
Transactional Leadership Style	.255	.127	.308	2.003	.048
Transformational Leadership Style	.091	.103	.130	.882	.380
R2 = 0.174	F = 7.451				

The largest beta coefficient is .308 which is for the transactional leadership style. This carry the meaning of transactional leadership style variable makes the strongest contribution to explaining the job performance. It suggests that one standard deviation increase in transactional leadership style is followed by .308 standard deviation increase in job performance. The second highest beta value falls on the transformational leadership style with .130 values. This carry the meaning of transformational leadership style variable makes the strong contribution to explaining the job performance. It suggests that one standard deviation increase in transformational leadership style is followed by .130 standard deviation increase in job performance.

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As shown in the table, the results of the regression analysis between social media, transactional leadership style, and transformational leadership style and job performance. The results indicate transactional leadership style is positively and significantly related to job performance. This is also indicated by the t value for transactional leadership style of t=2.003 where the value is >1.647. Social media usage and transformational leadership style are not significant to job performance.

4.7   HYPOTHESIS TESTING

The linear and multiple regressions were used to test the research objectives in Section 1.4 and hypotheses (H1, H2a and H2b) under Section 3.2. The results of the regression analysis for the hypotheses are reported under Section 4.7.

H1:   There is a significant relationship between social media usage and job performance of administrative officers in UUM.

Based on the results from the linear regression analysis which tested the relationship between social media usage and job performance, the standardized coefficient (β) is 0.061 at significant value of 0.575 (not significant) (Table 4.7). This clearly indicates that relationship between social media usage and job performance is not significant. Therefore hypothesis H1 is rejected. Hypothesis H1 answers the Research Question 1 - Is there any impact of social media usage on job performance of administrative officers in UUM?

H2a: There is a relationship between transactional leadership styles and job performance of administrative officers in UUM.

For the leadership style, there are two styles that have been analyzed i.e. transactional and transformational leadership style. Table 4.8 also illustrates the regression results between the two leadership styles.

The standardized coefficient (β) for transactional leadership style is 0.308 at significant value of $p<0.05$. This shows that there is a positive and significant relationship between transactional leadership style and job performance. Therefore hypothesis H2a is accepted.

H2b: There is a relationship between transformational leadership styles and job performance of administrative officers in UUM.

The standardized coefficient (β) for leadership style is 0.130 at significant value of 0.380 (not significant). This shows that there is no significant relationship between transformational leadership style and job performance. Therefore hypothesis H2b is rejected.

These two hypotheses answer the Research Question 2 - Is there any impact of leadership style (transactional and transformational) on job performance of administrative officers in UUM? Below is the summarize table of hypothesis testing results:

Table 4.8: Summary of the Results of Hypotheses Testing For the Relationship among Social Media Usage, Transactional Leadership Style, Transformational Leadership Style and Job Performance

No.	Hypothesis	Accepted/ Rejected	Significant/ Not Significant	Remarks
H1	There is a relationship between social media usage and job performance of administrative officers in UUM.	Rejected	Not Significant	Answers Research Question 1
H2a	There is a relationship between transactional leadership style and job performance of administrative officers in UUM.	Accepted	Significant	Answers Research Question 2
H2b	There is a relationship between transformational leadership style and job performance of administrative officers in UUM.	Rejected	Not Significant	Answers Research Question 2

Table 4.8 illustrates that the hypotheses are partially accepted and rejected. This indicates that transactional leadership style has significant relationship while social media usage and transformational leadership style has no significant relationship on job performance of administrative officers in UUM.

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4.8   CHAPTER SUMMARY

This chapter presented the analysis of the findings of the study. The data was analyzed using Statistical Package Social Science (SPSS) version 22 for Windows and revealed the result of reliability test, descriptive analysis test, Pearson correlation coefficient test and multiple regression analysis. From the data analysis, it can be seen that there is a relationship on the social media usage, transactional leadership style, and transformational leadership style towards job performance in UUM. However, transactional leadership style has significant relationship on job performance of administrative staffs in UUM.

CHAPTER 5: RECOMMENDATION AND CONCLUSION

5.0 INTRODUCTION

This chapter explains the finding of the study conducted in accordance with the objectives that mentioned in chapter one. This chapter summarizes the interpretation of research findings presented in the previous chapter. The discussion and conclusion are based on the objective of the research. The objectives of the study are as follows:

a) To examine the impact of social media usage on job performance of administrative officers in UUM.

b) To examine the relationship between leadership style and job performance of administrative officers in UUM.

In addition, research implications of managerial and theoretical are also discussed in this chapter.
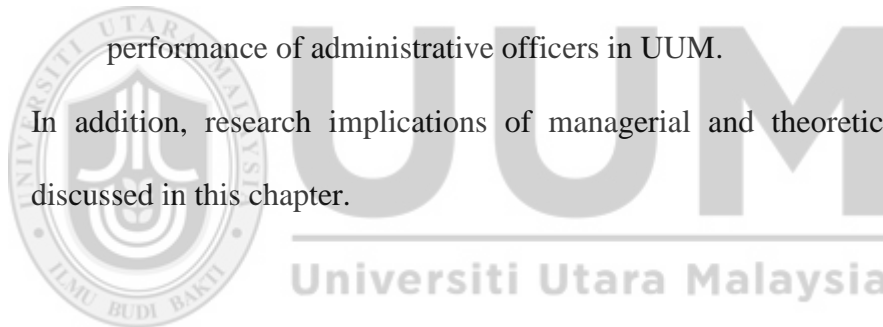
5.1 RECAPITULATION OF RESULT

The purpose of this research is to determine the relationship of social media usage, transactional leadership style and transformational leadership style and job performance of administrative officers in UUM. In order to determine these relationships, several correlation and regression tests were conducted. The results of Pearson correlation analysis and regression analysis support all the hypotheses formulated in this research. The questionnaire was distributed to 152 respondents but only 93 was returned back and used for analysis. Transactional leadership style obtain the highest mean value which is M = 3.9435 with standard deviation of .52599. The

result indicates that most of respondents agree that transactional leadership style has significant relationship to job performance.

Meanwhile, the finding of previous chapter has revealed that 17.4 percent of the variance in job performance was explained by the independent variables which are social media usage, transactional leadership style and transformational leadership style. Transactional leadership style has the largest beta coefficient (.308), which is the strongest contribution to explain the job performance. Transformational leadership style obtained .130 to be the second highest beta value. Transactional leadership style is significant to job performance because the value is lower than the alpha value of 0.05.

5.2 DISCUSSION

The following is the detailed discussion on the findings based on the research questions of the study.

RQ1: Is there any impact of social media usage on job performance of administrative officers in UUM?

Correlation and regression analysis were performed to examine the relationship between social media usage and job performance. The values for Pearson correlation between social media usage and job performance is r = 0.258 at $p<0.05$. A multiple regression between social media usage and job performance shows that the beta coefficient at $\beta = 0.061$ which indicate that only 6 percent of social media usage was perceived by the respondents has impact on their job performance. In terms of relationship among social

media usage and job performance, the results shows that there is a relationship but very weak.

Based on the result of this study it is consistent with the previous findings of past research where many researches indicated that the uses of social media affect job performance in either positive or negative way. For example, a research done by Chen et al. (2007) found that some individual's usage of social media while at work may be for both work-related reasons and for personal use. According to Chan et al. (2007), communicate with coworkers, to find resolutions to job-related issues and to be associated with professional public are falls under the work-related and professional purposes. Significantly, individuals usage of social media enjoy several benefits such as attaining help from coworkers to complete job task, resolving job-related difficulties collectively, and gaining knowledge from others. The non-work purposes include sharing something with acquaintance and family and to toughen social ties. The divergent usage of internet technologies specifically social media could disturb employees from work tasks and might possibly involve in unbeneficial acts like online shopping, chatting with friends, and playing games while at work.

In case of UUM, the study is done among administrative officers with grade 41 and above. As middle level managers, their roles and responsibilities are also significant in contributing to the development of the university. Thus, the usage of social media has no significant relationship to their job performance. The administrative officers also have to show good example

to their subordinate by restricting themselves from accessing social media during working hours. In UUM, there are departments that not allowing its staffs to access social media at work due to fear of it could distract their performance. From the result also can be concluded that the administrative officers not using social media for networking and socializing while at work since they are also being monitored by their leaders, in this case is their Head of Department. Another possible reason that contribute to the result is, age of the respondents where most of the respondents are within the age of 36-45 years old. The probability of the staffs within this age to be distracted with the use of social media is small if compared to the young officers. Therefore, the usage of social media among administrative officers in UUM did not have much impact on their job performance.

RQ2: Is there any impact of leadership style (transactional and transformational) on job performance of administrative officers in UUM?

As mentioned before, in determining the relationship of leadership style on job performance, the two types of leadership style were used i.e. transactional and transformational leadership style. Correlation and regression analysis were also performed to determine the relationship between these two leadership styles and job performance. The values for Pearson correlation between transactional leadership style and job performance is $r = 0.436$ at $p<0.05$. A multiple regression between transactional leadership style and job performance shows that the beta

coefficient at $\beta = 0.308$ which indicate that 31 percent of transactional leadership style was perceived by the respondents has impact on their job performance. In terms of relationship among transactional leadership style and job performance, the results shows that there is a positive significant relationship.

This result is consistent with the previous findings of past research where many researches indicated that the transactional leadership style does affect job performance. Bass (2000) reported that effective transactional leaders accommodate the interests of their subordinates by giving contingent incentives, honour and promises for employees that have auspiciously succeeded in fulfilling the commitments of the leaders or the organization. As far as UUM is concern, the respondent perceived that transactional leadership style has greater impact on their job performance. In UUM, there is an incentive given to those who perform well and they are being recognized by the university to get promoted. Moreover, transactional leadership style is indicating that the leaders really focus on the result of job given and follow the objective. From my observation, this result is conforming to the situation of UUM. This is because UUM is now trying to be listed in the world ranking and to be the eminent management university; therefore all staffs are given responsibilities to ensure that the vision is achieved. In order to ensure that all the agenda being realized and achieved, the staffs has to put extra effort and perform with high commitment as they are being given the roles and responsibilities. All the efforts by the staffs put towards achieving the ranking and rating agenda will be recorded as

individual yearly performance indicator. As a result of the achievement, staffs will be rewarded and recognized by the university. This is supported by Avolio, Bass & Jung (1999) where they commented that appropriate usage of contingent reward is an important feedback that resembles employee expectation in terms of their job performance.

Moreover, the values for Pearson correlation between transformational leadership style and job performance is r = 0.390 at p<0.05. A multiple regression between transformational leadership style and job performance shows that the beta coefficient at β = 0.130 which indicate that 13 percent of transformational leadership style was perceived by the respondents has impact on their job performance. In terms of relationship among transformational leadership style and job performance, the results shows that there is a moderate relationship between these two variables. This result is also consistent with the findings of previous research. For a instance, a study by Rowold and Schlotz (2009) indicated that transformational leadership has a positive effect on employee performance because it does not exert unnecessary burden. The working condition for transformational leadership signifies higher collective support, acuity, greater efficacy, lower harmful effect and lower threat. From this result we can conclude that there is a relationship between transformational leadership style and job performance but not too significant as perceived by the respondents. Therefore, between these two leadership styles, results from this study shows that transactional leadership style is more significant toward job

performance of administrative officers in UUM as compared to transformational leadership style.

5.3   IMPLICATION OF THE STUDY

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

5.4.1   Managerial

The result of this study may be used by the organization to look forward on the influence of social media usage and leadership style on job performance among administrative officers. Even though there is a significant relation between transactional leadership style and job performance as compared to social media usage and transformational leadership style, it will help the university to plan further to ensure increase in the staffs' job performance. Generally, this study gives useful information and idea to the management on how the administrative officers perceived the impact of social media usage and leadership style on their job performance. In addition, this study also implies that leadership is important in an organization and the leaders must show good example to subordinate. Moreover, the results of this study also indicate that leadership style is directly related to job performance as compared to social media usage. This is because using social media by an individual is an option but working under certain leadership is a must and no excuse especially in government sector. On the other hand, social media usage among

staffs also should be taken into consideration by the management since it also has relation towards job performance but weak. As the time pass, the social media usage among staffs in UUM might have strong relationship to job performance of staffs.

5.4.2 Theoretical

From theoretical aspect, this study has proved that there is relationship between social media usage and leadership style on job performance. In addition, this study also indicates that the rising of social media usage among staffs does not necessarily have negative impact on job performance as perceived by administrative officers in UUM. However, the finding on the effect of social media usage is limited to the response of administrative officers in UUM only. The finding may differ to different group of respondents such as support staffs. In terms of leadership, the preference of administrative officers in UUM indicated that transactional leadership style has greater impact on their job performance. This result is consistent with the findings of previous study but a little bit contradict with the statement by Feng & Tzai (2007) that claimed that only transformational leadership has significant influence on business performance compared to other types of leadership styles including transactional leadership. A statement by Raja & Palanichamy (2011) stated that the majority of the scholars have associated transformational leadership with employee performance and job satisfaction since it can be the best predictor of employee

performance. However, the choice of administrative officers in UUM may be differ from employees in other sector due to the different in environment and situation.

5.4   LIMITATION OF THE STUDY

There are four (4) limitations of this study that has been identified as follows:

(a)   This research is confined to UUM only. Thus, the findings of this research could not represent the entire education sector and what more to generalize for public sector.

(b)   The research sample size is small and limited to a group of respondents' i.e. administrative officers and does not cover the entire staffs of UUM. Thus, the research findings do not represent the overall functions of the organization.

(c)   This research is not study in detail on the social media usage of the respondents such as the frequency of accessing social media to further explore the relationship on job performance.

(d)   This research is done in a short period of time. A better result maybe obtain if this study is longitudinal.

5.5   RECOMMENDATION FOR FUTURE RESEARCH

It is recommended this study to be conducted more comprehensive by making differentiation between officers and administrative staffs to look into the impact of social media and leadership style on job performance. It is because every group of staffs has different perception as well as 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 leadership style can give influence, impact, advantage and disadvantage upon employee job performance.

This study will be more meaningful if the sample size is larger and with ample time to collect data. The larger sample size will generate better result because more respondents or staff will involve in it. Based on the research finding for social media usage, the researcher strongly recommended for this study to be added with another relevant factor in order to assess the relationship of social media usage on employee job performance such as absenteeism rate, quality of work life, productivity, employee retention, turnover, job hoping, 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 usage can influence and generate relationship towards employee job performance.

5.7   CONCLUSION

From the above findings and discussions, it could be concluded that transactional leadership style has a positive and significant relationship with employee performance. The results show that between the two leadership styles, transactional leadership style has greater impact on administrative officers' job performance as compared to transformational leadership style. For social media usage also the result indicates that only 6 percent affecting job performance. Overall result from this study shows that leadership style is more important in ensuring the job performance of administrative staffs in UUM. This is supported by a study done by Shafie, Baghersalimi and

Barghi (2013) which indicates that leadership is significant for all organizations to achieve goals since leadership is a main factor for enlightening the performance of the organization, the successfulness of leadership at all levels could ensure the effectiveness of the organization. Scholars also have stated that leadership is ability to inspire beliefs, attitudes, and abilities of subordinates to accomplish organizational goals (Shafie, Baghersalimi & Barghi, 2013). However, social media usage among staffs also should be taken into consideration by the organization since the technology is emerging and advance from time to time. The policy of social media usage among staffs should be planned in advance by the management. Last but not least, this research only limited to study the relationship between social media usage and leadership style on the job performance of administrative officers in UUM and the result may differ from other study with different respondents.
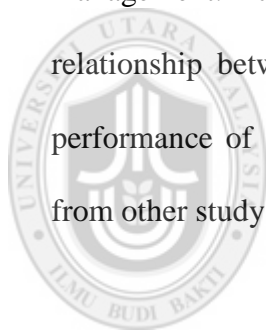
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