

The copyright © of this thesis belongs to its rightful author and/or other copyright owner. Copies can be accessed and downloaded for non-commercial or learning purposes without any charge and permission. The thesis cannot be reproduced or quoted as a whole without the permission from its rightful owner. No alteration or changes in format is allowed without permission from its rightful owner.



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



**BY
NOR HIDAYAH BINTI ISHAK**

UUM
Universiti Utara Malaysia

Thesis Submitted to
School of Business Management (SBM),
UUM College of Business (COB)
Universiti Utara Malaysia,
in Partial Fulfilment of the Requirement for the Masters of
Science (Management)

PERMISION TO USE

In presenting this project paper in partially fulfilment of the requirements for the post graduate degree from Universiti Utara Malaysia (UUM), I agree that Sultanah Bahiyah Library may make it freely available for inspection. I further agree that permission for copying of this project paper in any manner, in whole or in part, for scholarly purpose may be granted by my supervisor or in her absence, or by the Dean of School of Business Management (SBM), UUM College of Business (COB) where I did this project paper. It is understood that any copying or publication or use of this project paper or parts of it for financial gain shall not be allowed without my written permission. It is also understood that due recognition shall be given to me and Universiti Utara Malaysia (UUM) in any scholarly use which may be made of any material from this project paper. Request for permission or copy to make other use of materials in this project paper, in whole or in part, should be address to:

Dean of School of Business Management (SBM)
UUM College of Business (COB)
Universiti Utara Malaysia (UUM)
06010 UUM Sintok
Kedah

DISCLAIMER

The author is responsible for the accuracy of all opinion, technical comment and factual data, report, illustrations and photographs in this dissertation. The author bears full responsibility for the checking whether the material submitted is the subject to copyright or ownership right. Universiti Utara Malaysia (UUM) does not accept any liability for the accuracy of such comment, report or other technical and factual information and the copyright or the ownership rights claim.

The author declares that this dissertation is original and her own except those literatures, quotations, explanations and summarizations which are duly identified and recognized. The author hereby granted the copyright of this dissertation to College of Business, Universiti Utara Malaysia (UUM) or publishing if necessary.

Date:_____ Student Signature:_____

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

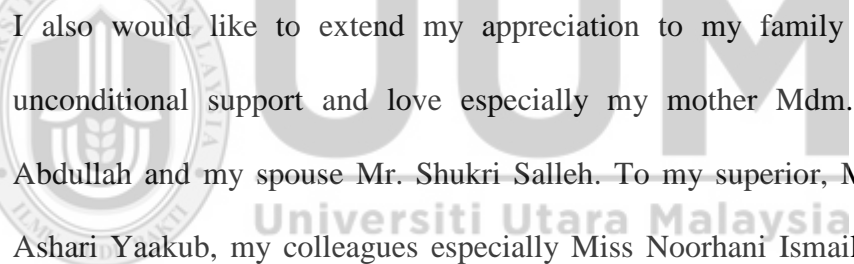
ABSTRAK

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

ACKNOWLEDGEMENT

In the name of ALLAH S.W.T, the Most Beneficent, the Most Merciful and peace be upon our Prophet Muhammad SAW. My utmost appreciation for everything that is given by ALLAH. I would like to take the opportunity to extend my utmost gratitude and sincere appreciations to the following people that had made the day of realization. My deepest appreciation and thankful goes to my supervisor Associate Professor Dr. Husna Johari. With her continuous effort, dedication and advice this thesis would possibly comply with the deadline.



I also would like to extend my appreciation to my family for their unconditional support and love especially my mother Mdm. Fatimah Abdullah and my spouse Mr. Shukri Salleh. To my superior, Mr. Mohd Ashari Yaakub, my colleagues especially Miss Noorhani Ismail and Mr. Abdul Rais Mohd Mokhtar, those who have directly and indirectly involved in this thesis, thanks a lot for the encouragements and moral support.

TABLE OF CONTENTS

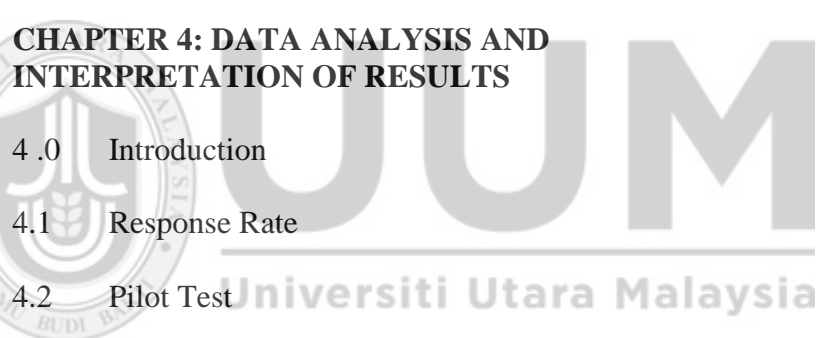
	PAGE
CERTIFICATION OF THESIS WORK	
PERMISSION TO USE	i
DISCLAIMER	ii
ABSTRACT	iii
ACKNOWLEDGEMENT	v
TABLE OF CONTENT	vi
LIST OF TABLES	x
LIST OF FIGURES	xi
CHAPTER 1: INTRODUCTION	
1.0 Introduction	1
1.1 Background of Study	1
1.2 Problem Statement	12
1.3 Research Questions	19
1.4 Research Objectives	19
1.5 Significance of Study	20
1.6 Scope of Study	22
1.7 Conceptual Definitions of Key Terms	
1.7.1 Job Performance	23
1.7.2 Social Media	24
1.7.3 Leadership Style	24
1.8 Summary	25

CHAPTER 2: LITERATURE REVIEW

2.0	Introduction	26
2.1	Related Works	
2.1.1	Job Performance	26
2.1.2	Relationship between Social Media Usage and Job Performance	29
2.1.3	Social Media Usage in Organization	35
2.1.4	Relationship between Leadership Style and Job Performance	37
2.2	Gaps In The Literature	42
2.3	Summary	43

CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.0	Introduction	44
3.1	Research Design	44
3.2	Research Hypothesis	45
3.3	Research Framework	46
3.4	Operational Definition/ Terminologies	
3.4.1	Social Media	46
3.4.2	Social Media Usage	47
3.4.3	Leadership Style	47
3.4.5	Administrative officers	48
3.4.6	Job performance	48
3.5	Research Variables	
3.5.1	Dependent Variable	49
3.5.2	Independent Variable	49
3.6	Unit of Analysis	49
3.7	Instrument/ Measurement	51
3.8	Data Collection	
3.8.1	Population	54

3.8.2	Data Collection Procedure	54
3.9	Sampling	
3.9.1.	Sample and Sample Size	55
3.9.2.	Sampling Technique	56
3.10	Data Analysis Techniques	57
3.11	Pilot Test	57
3.11.1	Reliability and Validity	58
3.11.2	Pearson Correlation Coefficient	60
3.11.3	Regression	61
3.12	Chapter Summary	62
		
CHAPTER 4: DATA ANALYSIS AND INTERPRETATION OF RESULTS		
4.0	Introduction	63
4.1	Response Rate	63
4.2	Pilot Test	64
4.2.1	The Reliability Analysis for Pilot Test	65
4.4.2	The Reliability Analysis for Actual Study	65
4.3	Demographic Analysis: Profile Of Respondents	66
4.4	Descriptive Statistics	69
4.5	Pearson Correlation Analysis	70
4.6	Multiple Regression Analysis	71
4.7	Hypothesis Testing	72
4.8	Chapter Summary	75

CHAPTER 5: RECOMMENDATION AND CONCLUSION

5.0	Introduction	76
5.1	Recapitulation Of Result	76
5.2	Discussion	77
5.3	Implication Of The Study	
5.4.1	Managerial	82
5.4.2	Theoretical	83
5.4	Limitation Of The Study	84
5.5	Recommendation For Future Research	84
5.7	Conclusion	85
	References	87
	Appendix A - Questionnaire	94
	Appendix B - Reliability Test For Pilot Test	102
	Appendix C -Reliability Test	108
	Appendix D -Frequencies	115
	Appendix E - Descriptive Analysis	119
	Appendix F - Correlations	120
	Appendix G - Multiple Regressions	121

LIST OF TABLES

	PAGE
Table 3.1: Interpretation of Variables	50
Table 3.2: Cronbach's Alpha for Research Instruments	51
Table 3.3: Research Instruments	52
Table 3.4: Table for Determining Sample Size from a Given Population	56
Table 3.5: Table of Cronbach's Alpha Value Consistency	59
Table 3.6: Reliability for Multiply Items in Pilot Study (n=30)	60
Table 3.7: Interpretation of Strength of Correlation Coefficient	61
Table 4.1: Response Rate	64
Table 4.2: Reliability Analysis Test (Pilot Test) for Job Performance, Social Media Usage and Leadership Styles	65
Table 4.3: Summary of Reliability Analysis Test for Job Performance, Social Media Usage and Leadership Style	66
Table 4.4: Demographic Profile of Respondent	67
Table 4.5: Descriptive Statistic	69
Table 4.6: Correlation Coefficient among Variables	70
Table 4.7: Regression Analysis between Social Media Usage, Transactional Leadership Style, Transformational Leadership Style and Job Performance	71
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	74

LIST OF FIGURES

	PAGE
Figure 3.1: Research Framework of the Study	46



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.

The contents of
the thesis is for
internal user
only

REFERENCE

- Androniki Kavoura (2014). Social media, online imagined communities and communication research. *Library Review*, Vol. 63 Iss 6/7 pp. 490 – 504.
- Andrea Broughton, Tom Higgins, Ben Hicks and Annette Cox (2010). Workplaces and social networking the implications for employment relations. Retrieved November 13, 2014 from www.acas.org.uk/researchpapers.
- Anne Linke and Ansgar Zerfass, (2013). Social media governance: regulatory frameworks for successful online communications. *Journal of Communication Management*, Vol. 17 Iss 3 pp. 270 – 286.
- Asha Nagendra (2014). Paradigm Shift in HR Practices on Employee Life Cycle Due to Influence of Social Media. *Symbiosis Institute of Management Studies Annual Research Conference (SIMSARC13). Procedia Economics and Finance 11 (2014) 197 – 207.*
- Asia News. (2010). Survey: Malaysians Have Most Facebook Friends. Retrieved from <http://news.asiaone.com/News/AsiaOne+News/Malaysia/Story/A1Story20101013-242020.html> on 23 January 2016.
- Auriat, N., & Saniscalco, M. (2005). Quantitative research methods in educational planning. International Institute for Educational Planning. Retrieve from <http://dare.uva.nl/cgi/arno/show.cgi?fid=480203>.
- Avolio, B.J. (1999). Full Leadership Development: Building the Vital Forces in Organizations. Thousand Oaks: CA Sage.
- Avolio, B. J., Bass, B. M., & Jung, D. I. (1999). Re-Examining the Components of Transformational and Transactional Leadership Using the Multifactor Leadership Questionnaire. *Journal of Occupational and Organizational Psychology*, 72, 441-462.
- Baruch, Y. & Holtom, V. C. (2008). Survey Response Rate Levels and Trends in Organizational Research. Retrieved from <http://www18.georgetown.edu/data/people/bch6/publication-39527.pdf>
- Bass B. M., (1997). The ethics of transformational leadership, KLSP: Transformational Leadership, Working Papers (1997).
- Bernard M. Bass (1990). From Transactional to Transformational Leadership: Learning to Share the Vision Volume 18, Issue 3, Winter 1990, Pages 19–31.

- Black, K. (2008). Pilot Testing: Why and How. Regional Workshop on Promoting Disability Data Collection through the 2010 Population and Housing Censuses – Bangkok, Thailand 8-10 April 2008. Retrieved from <http://www.unescap.org/stat/disability/census-ws/session4-ken-black-pilot-tesiting.pdf>.
- Bordens, K.S. & Abbott, B.B. (2010). Research Design and Methods. Boston: McGraw Hill.
- Borman, W.C. (2004), "The concept of organizational citizenship", *Current Directions in Psychological Sciences*, Vol. 13 No. 6, pp. 238-241.
- Borman, W. C., & Motowidlo, S. J. (1993). Expanding the criterion domain to include elements of contextual performance. In N. Schmitt & W.C. Borman and Associates (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco, CA: Jossey-Bass Publishers.
- Boyd, D.M. and Ellison, N.B. (2007). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication* 13 (2008) 210–230, *International Communication Association*.
- Bryman A. and Bell E. (2007). Business research method. Oxford University Press Inc., New York.
- Bunmi Omolayo (2007). Effect of Leadership Style on Job-Related Tension and Psychological Sense of Community in Work Organizations: A Case Study of Four Organizations in Lagos State, Nigeria, Bangladesh e-Journal of Sociology, 4(2), July (2007).
- Burns, J.M. (1978). Leadership. New York, NY: Harper & Row.
- Campbell, J. P., McHenry, J. J., & Wise, L. L. (1990). Modeling job performance in a population of jobs. *Personnel Psychology*, 43(2), p. 313-333.
- Carol Tenopir, Rachel Volentine and Donald W. King (2012). Social media and scholarly reading. *Online Information Review* Vol. 37 No. 2, 2013 pp. 193-216.
- Cascio, W.F. (2010). Managing Human Resources: Productivity, Quality of Work Life, Profits. 8th Edition. New York: McGraw Hill.
- Chen, J.V., Chen, C.C. and Yang, H-H. (2008). An empirical evaluation of key factors contributing to internet abuse in the workplace. *Industrial Management & Data Systems*, Vol. 108 No. 1, pp. 87-106.
- Cheng-Liang Yang and Mark Hwang (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, Vol. 8 Iss 1 pp. 6 – 26.

- Directive Letters of Director-General (2009). Penggunaan media jaringan sosial di sektor awam. *The Malaysian Administrative Modernization and Management Planning Unit (MAMPU)*.
- Directive Letter “Penggunaan Media Jaringan Social di Sektor Awam”. Reference number MAMPU.BDPIC (S) 700-6/1/3(21) dated 19 November 2009.
- DuBrin, A. (2001). *Leadership: Research findings, practice, and skills* (3rd ed.). Boston: Houghton Mifflin Company.
- Duckett .H.& Macfarlane ,E(2003). Emotional Intelligence and Transformational LEADERSHIP IN Retaling Leadership & Organization Development Journal, Vol .24, pp.309-317.
- Erol Eren and Pelin Vardarlier (2013). Social media’s role in developing an employees sense of belonging in the work place as an HRM strategy. *9th International Strategic Management Conference. Procedia - Social and Behavioral Sciences* 99 (2013) 852 – 860.
- Evans, J.D. (1996). *Straightforward Statistics for the Behavioral Sciences*. Brooks/Cole Publishing; Pacific Grove, Calif.: 1996.
- Faraway, J.J. (2002). *Practical Regression and Anova Using R*. Retrieved from <http://cran.r-project.org/doc/contrib/Faraway-PRA.pdf>.
- Field A. (2009). *Discovering Statistic Using SPSS*. SAGE Publications Ltd. Retrieved from <http://www.socd.univ.kiev.ua/sites/default/files/library/elopen/andy-field-discovering-statistics-using-spss-third-edition-20091.pdf>.
- Ferreira, A. and du Plessis, T. (2009). Effect of online social networking on employee productivity. *South African Journal of Information Management, Vol. 11 No. 1*.
- Gadot, E. V. (2007). Leadership style, organizational politics, and employees’ performance. *Leadership Style*, 36(5), 661-683.
- Genser et. al. (2007). A guide to modern statistical analysis of immunological data. Retrieved from http://download.springer.com/static/pdf/745/art%253A10.1186%252F1471-2172-8-27.pdf?originUrl=http%3A%2F%2Fbmccimmunol.biomedcentral.com%2Farticle%2F10.1186%2F1471-2172-8-27&token2=exp=1465660701~acl=%2Fstatic%2Fpdf%2F745%2Fart%25253A10.1186%25252F1471-2172-8-27.pdf*~hmac=a085efc2483e9bf386daf506c9809151cbafd4f2f722ab7b9e6267ccadd316b1

- Gliem, A.J. & Gliem, R.R. (2003). Calculating, Interpreting and Reporting Cronbach's Alpha Reliability Coefficient for Likert Type Scales. Retrieved from <http://www.ssnpstudents.com/wp/wp-content/uploads/2015/02/Gliem-Gliem.pdf>.
- ISACA (2010). Social media: business benefits and security, governance and assurance perspectives. *Emerging Technology White Paper, ISACA*. Retrieved November 13, 2014 from www.isaca.org/Knowledge-Center/Research/ResearchDeliverables/Pages/Social-Media-Business-Benefitsand-Security-Governance-and-Assurance-Perspectives.aspx.
- Ilkay Karaduman (2013). The effect of social media on personal branding efforts of top level executives. *9th International Strategic Management Conference. Procedia – Social and Behavioural Sciences* 99 (2013) 465 – 473.
- Ines Mergel (2013). A framework for interpreting social media interactions in the public sector. *Government Information Quarterly* 30 (2013) 327-334.
- Jaeheung Yoo, Saesol Choi, Munkee Choi and Jaejeung Rho (2012). Why people use Twitter: social conformity and social value perspectives. *Online Information Review Vol. 38 No. 2, 2014 pp. 265-283*.
- Jayabalan, P. (2013). Employers and Employees are Key Players in Increasing Productivity in an Organisation. Retrieved from http://mystarjob.com/articles/story.aspx?file=/2012/12/15/mystarjob_careerguide/12396996&sec=mystarjob_careerguide on 23 January 2016.
- JISC (2010). Activities by topic: Web 2.0, available at: www.jisc.ac.uk/whatwedo/topics/web2.aspx in Carol Tenopir, Rachel Volentine and Donald W. King (2012). Social media and scholarly reading. *Online Information Review Vol. 37 No. 2, 2013 pp. 193-216*.
- Kaplan, A.M. and Haenlein, M., 2010. Users of the world, unite! The challenges and opportunities of social media. *Business Horizons* (2010) 53, 59–68.
- Kets, V. (1996). Leaders Who Make a Difference. *European Management Journal*. Vol 14, NO. 5, pp. 486-393.
- Krejcie R. V. and Morgan D. W. (1970). Educational and Psychological Measurement 1970, 30, 607-610.
- Lado, A. A., Boyd, N. G. & Wright, P. (1992). A Competency-based Model of Sustainable Competitive Advantage: Toward a Conceptual Integration. *Journal of Management*, 18(1): 77-91.
- Lei Zheng and Tuo Zheng (2014). Innovation through social media in the public sector: Information and interactions. *Government Information Quarterly* 31 (2014) S106–S117.

- Maimunah, A. (2001). *Managing Performance in Malaysian Organisations*. Kuala Lumpur: McGraw Hill.
- Malaysian internet users amongst the global social leaders (2014). Retrieved November 13, 2014 from <http://www.tnsglobal.com/press-release/malaysian-internet-users-amongst-global-social-leaders>.
- Marius Badea (2014). Social Media and Organizational Communication. *LUMEN 2014. Procedia - Social and Behavioral Sciences 149* (2014) 70 – 75.
- Minocha, S. (2009). An empirically-grounded study on the effective use of social software in education. *Education and Training, Vol. 51 Nos 5/6, pp. 381-394*.
- Mohmed , Y. & Azizah, A.R. (2010). The Impact of Social Network on Some Selected Corporate Business, 2 (10), 5245-5254. Retrieved from <http://www.ijest.info/docs/IJEST10-02-10-161.pdf>.
- Moria Levy (2013). Stairways to heaven: implementing social media in organizations. *Journal of Knowledge Management, Vol. 17 Iss 5 pp. 741 – 754*.
- Muralidharan, S., Rasmussen, L., Patterson, D. and Shin, J.-H. (2011). Hope for Haiti: an analysis of Facebook and Twitter usage during the earthquake relief efforts. *Public Relations Review, Vol. 37 No. 2, pp. 175-177* in Shirley A. Williams, Melissa M. Terras and Claire Warwick (2012). What do people study when they study Twitter? Classifying Twitter related academic papers. *Journal of Documentation Vol. 69 No. 3, 2013 pp. 384-410*.
- Raja, A., & Palanichamy, P. (2011). Leadership Styles And Its Impact On Organizational Commitment. *The Journal of Commerce, 3(4), 15-23*.
- Rattray, J & Jones, M.C. (2005). Essential Elements of Questionnaire Design and Development. *Journal of Clinical Nursing, 16, 234-243*. Retrieved from http://www.brighamandwomens.org/medical_professionals/career/cfdd/mentoring%20resources/surveydesign.pdf.
- Ross, C., Terras, M., Warwick, C. and Welsh, A. (2011). Enabled backchannel: conference Twitter use by digital humanists. *Journal of Documentation, Vol. 67 No. 2, pp. 214-237* in Shirley A. Williams, Melissa M. Terras and Claire Warwick (2012). What do people study when they study Twitter? Classifying Twitter related academic papers. *Journal of Documentation Vol. 69 No. 3, 2013 pp. 384-410*.

- Rowold, J., & Schlotz, W. (2009). Transformational And Transactional Leadership And Followers' Chronic Stress. *Leadership Review*, 9, 35-48.
- Salma S.A.A. (2012). The effects of leadership styles on job performance: a case study in the Ministry of Telecommunications in Yemen. Master Thesis, UUM.
- Scarpello, V., & Vandenberg, R. J. (1992). Generalizing the Importance of Occupational and Career Views to Job Satisfaction Attitudes. *Journal of Organizational Behavior*, 13(2), 125-140.
- Schermerhorn, J.R. (1989), *Management for Productivity*. John Wiley and Sons, New York, NY. In Cheng-Liang Yang and Mark Hwang (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, Vol. 8 Iss 1 pp. 6 – 26.
- Schermerhorn J.R., Jr, Hunt J. G., and Osborn R. N. (1991), *Managing Organizational Behaviour*, Fourth Edition, pp. 484-5
- Shafie B., Baghersalimi S., and Barghi V. (2013). The Relationship between Leadership Style And Employee Performance. *Singaporean Journal of Business Economics, and Management Studies* Vol.2, NO.5, 2013.
- Shirley A. Williams, Melissa M. Terras and Claire Warwick (2012). What do people study when they study Twitter? Classifying Twitter related academic papers. *Journal of Documentation* Vol. 69 No. 3, 2013 pp. 384-410.
- Social media and managing performance. Retrieved November 13, 2014 from <http://www.acas.org.uk/index.aspx?articleid=3376>
- Social media policy for employees. Retrieved November 13, 2014 from <http://www.exeter.ac.uk/staff/employment/hrpoliciesatoz/socialmedia/>
- Sonnentag S. and Frese M. (2001). Performance Concepts and Performance Theory. *Psychological Management of Individual Performance*. John Wiley & Sons, Ltd.
- Sonnentag, S. and Frese, M. (2002), "Performance concepts and performance theory", in Sonnentag, S. (Ed.), *Psychological Management of Individual Performance*, John Wiley & Sons, NJ, pp. 4-25.
- Tavakol M. and Dennick R. (2011). Making sense of Cronbach's alpha. *International Journal of Medical Education*. 2011; 2:53-55. Retrieved from <https://www.ijme.net/archive/2/cronbachs-alpha.pdf>.

- Teijlingen, E.R. V & Hundley, V. (2001). The Importance of Pilot Studied.
Retrieved from
<http://aura.abdn.ac.uk/bitstream/2164/157/1/SRU35%20pilot%20studies.pdf>
- The Guardian (2013). Facebook: 10 years of social networking, in numbers, The Guardian, 4 February. Retrieved November 13, 2014 from
www.theguardian.com/news/datablog/2014/feb/04/facebook-innumbers-statistic
- Timothy O.C., Andy O. T., Victoria A. O., and Idowu N. A (2011). Effects of Leadership Style On Organizational Performance: A Survey Of Selected Small Scale Enterprises In Ikosi-Ketu Council Development Area Of Lagos State, Nigeria. *Australian Journal of Business and Management Research* Vol.1 No.7 [100-111].
- Van Scotter, J. R., Motowidlo, S. J. and Cross, T. C. (2000) 'Effects of task performance and contextual performance on systemic rewards', *Journal of Applied Psychology*, 85: 526-535.
- Vathsala Wickramasinghe and M.S.M. Nisaf (2012). Organizational policy as a moderator between online social networking and job performance. *VINE: The journal of information and knowledge management systems*, Vol. 43 Iss 2 pp. 161 – 184.
- Walker, I. (2010). *Research Methods and Statistic*. New York: Palgrave Macmillan.
- Wang, H., Law, K.S., Hackett, R.D., Wang, D. and Chen, Z.X. (2005), “Leader-member exchange as a mediator of the relationship between transformational leadership and followers’ performance and organizational citizenship behavior”, *Academy of Management Journal*, Vol. 48, pp. 420-32.
- Williams, J. C. (1978). *Human Behavior in Organizations*. Cincinnati, OH. Southwestern Publishing Co.
- Yperen, M.W.V. (2003), “On the link between different combinations of negative affectivity (na) and positive affectivity (pa) and job performance”, *Personality and Individual Differences*, Vol. 35 No. 8, pp. 1873-1881.
- Zikmund W.G, Babin .B.J, Carr.J.C. & Griffin.M, (2013). *Business Research Methods*. 9th Edition. UK: South Western Cengage Learning.