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**THE MODERATING EFFECT OF SOCIAL MEDIA USAGE ON THE
RELATIONSHIP BETWEEN PERSONALITY TRAITS AND JOB
PERFORMANCE IN PRIVATE SECTOR IN JORDAN**

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By

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UUM
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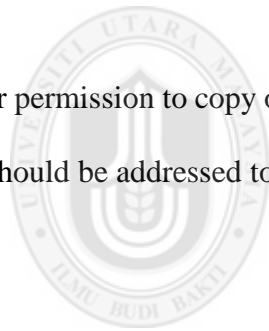
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Abstract

This study is aim to examine the moderating effect of social media usage on the relationship between personality traits (independent variables) and Job performance (dependent variable). Scarce literature of social media usage were found In the Jordanian context and studies were limited in scope. The novelty of current study is, it accounts to capitalized moderating effects social media usage which is now compulsory part of human life however limited studies were focused on social media effect on work related behavior and task. The study were used sample of firms from 381 employees of Al Manseer Group which is listed in ASE (Amman Stock Exchange).The PLS SEM analysis were proven that social media had not moderating effect between personality traits and job performance however three of personality trait were found significant with job performance. This study added the body of knowledge of social media using, personality traits and job performance management practices literature in Jordan. The results of this study cannot be generalized, this study were used sample size from AL-Manseer group of Jordan. The results of this study might be changed if future researches use different set of sample firms.

Keywords: Social Media usage, Personality Trait, Job Performance

Abstrak

Kajian ini bertujuan untuk mengkaji kesan media sosial yang sederhana dengan menggunakan hubungan antara ciri personaliti (pembolehubah bebas) dan prestasi kerja (pemboleh ubah bergantung). Sastera terhad media sosial yang digunakan didapati Dalam konteks dan kajian Yordania terhad dalam skop. Pembaharuan kajian semasa adalah, ia menyumbang kepada kesan sederhana yang memanfaatkan media sosial yang mana kini menjadi sebahagian daripada kehidupan manusia tetapi kajian terhad memberi tumpuan kepada kesan media sosial terhadap tingkah laku dan tugas berkaitan kerja. Kajian itu menggunakan sampel firma dari 381 pekerja Al Manseer Group yang disenaraikan di ASE (Bursa Saham Amman). Analisis PLS SEM terbukti bahawa media sosial tidak menyederhanakan kesan antara ciri-ciri keperibadian dan prestasi kerja tetapi tiga ciri keperibadian Didapati signifikan dengan prestasi kerja. Kajian ini menambah badan pengetahuan media sosial menggunakan, sifat keperibadian dan amalan pengurusan prestasi kerja di kitab di Jordan. Hasil kajian ini tidak boleh digeneralisasikan, kajian ini menggunakan saiz sampel dari kumpulan AL-Manseer Jordan. Hasil kajian ini mungkin berubah jika penyelidikan masa depan menggunakan set sampel firma yang berbeza.

Kata kunci: Penggunaan Media Sosial, Ciri Keperibadian, Prestasi Kerja

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CHAPTER 1

INTRODUCTION

1.1 Introduction

The current chapter elaborates on the core aspects of the study. The chapter starts with discussing background of the study whereby, it establishes the foundation for the topic. The chapter also talks about issue that the present study aims to address followed by research questions and objectives. The chapter also debates about scope of the study and lastly the significance in terms of theoretical as well as practical contributions.

1.2 Background of Study

According to Toyama, and Mauno (2016) employees` job performance in the HR literatures refers to level of goals and objective achievement by an individual. This in other words, denotes to the tasks that were expected and are thus responsively performed to the desired extent. With growing need and importance of HR practices, the respective departments have got in the habit of developing personalized performance management systems for the purpose of facilitating and ensuring that employees reach up to their best of capabilities and outcomes prospects (Maimunah, 2008). Besides that, Bosco (2014) also defined employees performance as measuring employees output in terms of the quality and quantity of work achieved. For instance, employee performance, can be measured through customer satisfaction by looking at customer feedback. Additionally it can be measured by time required for performing

certain tasks and tardiness or personality of employees from work (Armstrong, 2010; Hakala, 2008).

In the domain of cognitive psychology in general and individual psychology in particular, it has been observed that personality traits have a notable role in outlining behaviors (McCrae & Costa 1997). Literature on personality traits has suggested that these personality traits are very responsive in predicting human behavior and development in this regards (Liao & Lee, 2009). Notable authors have forwarded definitions and elaborations pertaining to what personality refers to. Famous definition refers it as individual's attitude prospects based on interpersonal, emotional and experimental situations (McCrae & Costa, 1989). Such attitudinal elements are the ones that shape individual behaviors in every situation. Moreover, key literature and knowledge on the topic suggests that there are five broad personality characteristics categories that can also be taken in as personality traits. They include extraversion, conscientiousness, agreeableness, openness, and neuroticism. Big five personality model is the most popular name referred to these traits for explanation and measurement (Barrick & Mount, 1991; Flaherty & Moss, 2007; Tett & Burnett, 2003; Liao & Lee, 2009). In the recent studies claimed that personality of individual and performance effected by the social media usage (Greitemeyer & Mügge, 2014)

Currently, organizational scholars have evidently noticed the role and importance of technology across the global community (Ngai, Tao & Moon, 2015). Technological advancements have become also very important aspect of not just our professional lives but also personal and domestic lives. Today, competitive survival is impossible without technology and potentially will remain the same over the coming years. Likewise,

technology has become a necessity, getting involved not only in our official prospects but also in our communication and leisure elements. Therein, mass communication through technological advancements has made it convenient for people to get in touch and stay connected and effecting the performance of employee (Greitemeyer & Mügge, 2014). This virtual reality of technology has provided a variety of different prospects and platforms for people to interact and communicate such include and no limited to Facebook, Twitter, Snapchat, Youtube, and Instagram. Today, these technological advancements have transformed the way social media has made people to look at themselves.

Social media is a wide resource arena and is in consistent use by people across the globe to connect, interact and share information Survey based study by Brenner & Smith (2013) outlined 89% users of all such online social platforms using in office hours. Similarly, 86% of them were, Multifood of studies can be tracked that have examined social media usage amongst all age level (Gray, Vitak, Easton, & Ellison, 2013; Hughes, Rowe, Batey, & Lee, 2012; Nadkarni & Hofmann, 2012; Yang & Brown, 2013). Social media can principally be of great value for people who aim to personalize the platforms and sources to enhance productivity and meanwhile creating difficulties for management because its decline towards trend of productivity of employee. In the Jordanian context, Abu-Shanab, Heyam and Al-Tarawneh (2013) conducted study on employees of Jordanian company and concluded that excessive use of social media using effecting on the performance of employees. Additionally, Al-Oqily, Alkhatib, Al-Khasawneh & Alian (2013) endorsing the findings of studies and claiming the social media usage effective negative effects on youth and individuals of Jordan. Alternatively, Jordanian government took initiate to explored and broad the vision of

social media usage. Similarly, exploring the advancement of technology and social media using has sparse literature in the Jordanian context.

In a nutshell, technological advancements have transformed the way things were done in every aspect of daily life ranging from personal to professional. This has received even more transformation due to evolving social media and communication systems (Hampton, Goulet, Rainie, & Purcell, 2011). Businesses as well as societies are in need of keeping themselves updated with latest technology advancements and applications in order to maintain healthy contact with their customers and each other at large. This on a broader note also outlines the growing importance and usage of social technologies across the globe (Hampton et al., 2011).

1.2 Problem statement

Given the various challenges that surround organizations today, addressing the job performance of individuals should be placed at the top of every organization's agenda in order to be able to survive and succeed in the ever changing business environment. According to the theory of job performance, job performance consists of multidimensional constructs which include task performance and contextual performance (Bhatti, Battour & Ismail, 2013). Task performance or in-role performance refers to worker behaviors that contribute to an organization's technical performance (Bertolino, Truxillo & Fraccaroli, 2013). Task performance is considered the most basic component of job performance that assesses the work effectiveness of individuals that contribute to the organization's technical core (Ng *et al.*, 2009; Yang

and Hwang, 2014). Contextual performance otherwise known as extra-role performance refers to the behaviors that contribute to the social and psychological core of the organization (Bertolino *et al.*, 2013; Jankingthong & Rurkkhum, 2012). Notably, contextual performance is focus self-disciplined acts such as hard working, initiative taking, and following of rules and procedures in order to ensure effective achievement of organizational objectives (Jankingthong & Rurkkhum, 2012). Researchers have suggested that it is important to examine work behaviors (contextual performance) other than core task performance due to the fact that they are key to psychological , social and personality contexts of the study and therefore cater to the psychological and social prospects and serve for task processes and functions (Ng *et al.*, 2009). These personality concepts that induce organizational citizenship behavior, sportsman spirit, virtue and courtesy (Ng *et al.*, 2009; Yang and Hwang, 2014). The results of past studies examine with work outcomes and personality factors provided inconsistent with findings (klang, 2012; Tesdimir , 2012; Chu & Huang, 2013; Ongore, 2014; binti Rusbadrol, Mahmud, & Arif, 2015)

Relative to the work, these individual behaviours examine by past researcher and found significant relationship between the variables. In same vein, binti Rusbadrol *et al.*, (2015) agreeableness, openness to experience, and neuroticism personality traits are notably related to enhance job performance. However, the study found no association of conscientiousness and extraversion with job performance. Accordingly, klang (2012) research on telesales employees found that the personality traits which have correlation with job performance are Extroversion, Conscientiousness, and Neuroticism. Chu et al, (2013), Extraversion and conscientiousness personality traits had a significant effect on job performance, whereas neuroticism, openness and agreeableness do not influence

job performance. The results suggest that conscientiousness and extraversion partially mediated the link between experiences and job performance whereby, neuroticism moderated the link between flow experience and job performance. Ongore, (2014), Openness to Experience and Agreeableness was found as a significant predictor of Job Engagment. As per Tesdimir (2012), There is a significance between job performance and four personality traits but no significance between neuroticism and job performance. Several prominent studies can be tracked, outlining the importance and relationship between personality traits and job performance (Viswesvaran & Ones, 1999). Study by Barrick and Mount (1991) outlined the relationship between five-factor model and various job performance prospects such as personnel data, job proficiency, and training proficiency. The studies suggested that openness to experience; extraversion, and conscientiousness were positively related with the three job performance measurements. Likewise, study by Caligiuri (2000) found that personality characteristics have a great association with job performance. Similarly, Mol, Born, Willemsen, and Van Der Molen (2005) also reported similar findings in their study. Conclusively, certain personality prospects can be in great relationship with some of the personality traits hence, organizations need to focus on certain traits in accordance.

Notably, social media has become a trending feature, particularly for young generation (Brenner & Smith, 2013; Lenhart, Purcell, Smith, & Zickuhr, 2010). Social media is globally accessed by millions of people from all age cadres. People across the globe are using social media through wireless devices also in everyday life which is making these platforms more on a daily basis hence, making the virtual information and networking entity an increasingly important one (Cabral, 2008). Notably, social media is use mainly to connect with peers and co-workers which has found to be negatively related too at

times. (Love, 2011). Accordingly, positive organizational scholars have strived to examine the impact of technology on the job (Spreitzer, Lam, & Quinn, 2012). Positive communication using social media can a form of engagement for members of an organization (Spreitzer et al., 2012). “By engaging in dialogue with other members, sharing information, building public goods, and becoming engaged, individuals involve themselves substantively and symbolically in the sense-making activities of the organization and move closer together in the sense of a more common understanding and a greater sense of belonging to the organizational community” (p. 572) (Spreitzer et al., 2012). Although several research found positive and significant relationship with work outcomes. Alternatively, some of studies found negative relationship with social media using and work outcomes of employees (Al-Oqily, et al, 2013). These inconsistent of result of studies required detailed inquiry of social media usage as moderating variable.

Jordanian Background

Based on the recently published data of research from ‘Pew Research Centre’ in Jordon which examined the usage of prominent social media platforms like Twitter, Facebook, Instagram and so on in Jordon. Jordon is ranked first in connection to social media users and their relative internet users in the region. Nearly 90% of its population has access to internet. The study found that nearly 8 million of its population were internet users whereby, 7.2 million were the social media users and were connected through Facebook, LinkedIn, Twitter, and Instagram. Indonesia ranked second in this with 89% internet users followed by Philippines with 88%; Venezuela with 88%, and Turkey also with 88% internet users (AlGhad Newspaper,2016).

Based on Amal Jabbour (Jordan News Agency-PETRA,2015). Social media in human societies have become a means of knowledge and entertainment, this use has reached public and privet sectors employees, the impact of such practices on work and job performance, and quality of services provided to the public. According to a specialized study, about 51% of employees between the ages of 25 and 34 “GenY” use social networking sites during the work. Which leads to weak productivity and performance.

The Jordanian President of Civil Service Bureau, Dr. Khalaf Al-Humaysat (Jordan News Agency-PETRA, 2017) The draft amended system of civil service system for the year 2016, which was finally approved by the Council of Ministers, it is prohibited for the employee to write or statement on the media and social networking sites, which harms the state or its employees or revealing the secrets of action. Subsequently, any employee who violates this will be held accountable in accordance with the provisions and procedures provided for under the civil service system.

In Jordan, Employee characteristics have changed tremendously in the past 5-10 years (CSR Watch Jordan, 2010) In addition, President of Civil Service noted new changes of working environments efficiency of work, consolidate work controls, effecting o of job performance in Jordan(Jordan News Agency-PETRA, 2017). Relative to the work, personality trait and job performance has been examined in the different contextual settings (binti Rusbadrol et al., 2015; Ongore, 2014; Tesdimir, 2012). However, social media usage as intervening variable between personality factors and job performance has sparse literature in Jordanian context, despite the significant use of social networking sites in official working hours. Nevertheless, no studies focused on these partial specifically in Jordan. Hence, this research is intended to discover the

moderating effect of social media usage on the relationship between personality trait and job performance in private sector of Jordan.

1.3 Research Questions

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

- 1) Is there any relationship between personality traits and job performance?
 - a. Is there any relationship between Extraversion and job performance?
 - b. Is there any relationship between Open to experience and job performance?
 - c. Is there any relationship between Neuroticism and job performance?
 - d. Is there any relationship between Agreeableness and job performance?
 - e. Is there any relationship between Conscientious and job performance?
- 2) Does social media moderate the relationship between personality traits and job performance?
 - a. Does social media moderate the relationship between Extraversion and job performance?
 - b. Does social media moderate the relationship between Open to experience and job performance?
 - c. Does social media moderate the relationship between Neuroticism and job performance?
 - d. Does social media moderate the relationship between Agreeableness and job performance?

- e. Does social media moderate the relationship between Conscientious and job performance?

1.4 Research Objectives

Ground objective of the present study concerns with the assessment of relationship between five personality traits and job performance. In stream, this objective can be obtained through the following:

1. To examine the relationship between personality traits (Extraversion, Open to experience, Neuroticism, Agreeableness and Conscientious) and job performance?
2. To examine any moderating effect of social media using on the relationship of personality traits (Extraversion, Open to experience, Neuroticism, Agreeableness and Conscientious) and job performance.

1.5 Significance of Study

1.5.1 Theoretical

Businesses across the globe are looking after prospects through which they can potentially maximize productivity at the workplace. According to Moqbel (2012), if organizations come happen to realize that social media can be of great help in this regards then they will surely strive to bring all the necessary social media prospects to work in order to enhance employees` performance, satisfaction, turnover, commitment and proactive behaviours. Hence. From academic perspective, studying the impact of social media on job performance in Jordan. In short, this study is very significance to the academic field since it can be used to analyse the usage of social media and on job performance. Besides that, this study will help the privet sector in Jordan to dig more

on the current practises and policies implemented by the organization to control the usage of social media and social networking sites usage among employee. Hence, it is a researcher's hope that this study will provide another additional perspective on this issue and will contribute to the expansion of future research. In fact, it would play an important role in unravelling the secrets behind the enhancement of employee performance in privet sector.

This study contributes to social media, moderating impact of social media usage on the relationship between personality trait and job performance literature. Thorough critical review of the extant literature on the topic has outlined no single study on these variables. The study hence aims to outline that workers tend to work hard when they are facilitated to use social media at work. In sum, the findings could potentially be of great help for decision makers for effective policy making and responsive decisions.

1.5.2 Practical

The finding of this research will also provide information to the privet's sector on moderating impact of social media usage on the relationship between personality trait and job performance in Manaseer Group in Jordan. Furthermore, if the findings of this research indicate that social media usage has significant effect on job performance of employees in AL-Manaseer Group, it would give signal to the management to plan for policies or guidelines to avoid staffs being distracted by its usage during working hours.

1.6 Scope of Study

Researcher proposes the employees of private sector of Jordan and the AL-Manaseer Group Company in Jordan as the target population of this study, Moreover, This study is conducted to assess moderating impact of social media usage on the relationship between personality trait and job performance in AL-Manaseer Group Company. There are a number of 10000 employees in the company which cut across all the level of employees. Manaseer Group is working on the development and optimization filed of the economic environment and industry in Jordan, the Group investment is committed to a powerful and successful work plans for the purpose to implement them in a proper way, including the provision of a qualitative value to encourage investment in Jordan.

The mission is rooted from a deep faith commitment towards our citizens and the founding of a promising future for the coming generations that combines quality, knowledge and prosperity. Today Manaseer group includes more than 18 companies, in addition to partnerships with leading companies in Jordan, and it employs approximately 10,000 employees in Jordan with investments up to 2 billion \$.

The company adopts a strategy to expand its business and to leave an influential impact in the market field, through its commitment to provide quality standards combined with transparency and reliability in all aspects. Manaseer Group investments have contributed to the development of the business environment along with the availability of sustainable jobs, as well as to provide the market with new skills and technology, in addition to promoting a culture of creativity, which is one of the most stimulating economic growth factors.

1.8 SUMMARY

The present chapter presented an overview of the current study. The chapter outlined important issues and significance of the study followed by the research objectives and research questions. The chapter also highlights the study imparity in the light of moderating impact of social media usage on the relationship between personality trait and how employees` performance can be boosted through this in a responsive manner. The chapter provides explanation on the scope of the study in parallel to prospective implications from the study results.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter illustrates a review of literature that is related to the research topic. The hypotheses and the framework for understanding the relationship between moderating impact of social media using on the relationship between personality trait and job performance are also presented.

2.2 Socioanalytic Theory

Socioanalytic theory specifies that personality should be defined from the perspectives of the actor and the observer. Personality from the actor's view is a person's identity, which is defined in terms of the "strategies a person uses to pursue acceptance and status; identity controls an actor's social behavior" (Hogan,1983)

The researcher can classify job criteria reliably in terms of the degree to which they reflect efforts to get along or get ahead. For example, the personality of individuals as coming to work early and staying late reflects attempts to get ahead; this personality reflects as assisting a coworker with a deadline reflects attempts to get along. In addition, researcher can evaluate work outcomes or job performance by personality-based performance requirements of jobs (Raymark, Schmit, & Guion, 1997). Identifying the personality characteristics that underlie dimensions of job performance is necessary to align predictors and criteria by using Camp-bell's (1990) strategy.

The most robust Big Five predictors of subjective performance criteria (e.g., overall job-performance ratings) are Emotional Stability and Conscientiousness. Persons who

seem calm, self-confident, and resilient (Emotional Stability) or dependable and disciplined (Conscientiousness) will be evaluated more positively than those who do not seem calm and dependable. Tett et al.(1991) provided evidence for the generalized validity of Emotional Stability and Conscientiousness . Salgado (1997, 1998a) provided same arguments to justify the consistent relationship between the personality factors and job performance. Although they used overall job performance as their criteria, we believe that similar results will be obtained when specific indicators of getting along and getting ahead criteria are aggregated. Hence Big Five predict overall or aggregated performance criteria has not received definitive answer (i.e., Barrick & Mount, 1991; Hough, 1992; Hertz & Donovan, 2000; Salgado, 1997; Tett, Jackson, & Rothstein, 1991)

There is an intuitive logic to it: what seems very different could be difficult to adjust to and what appears familiar does not take long to get used to. Although seldom tested by a rigorous empirical investigation, this has been the default assumption regarding job performance for many years (cf. Blacket al., 1991).

2.3 Social exchange theory

Social exchange theory is derived from sociology studies whereby, it helps to understand what motivates people to participate in something. In particular, the theory explains about why and how people engage in exchange which could occur between

individuals as well as among people in groups (Emerson, 1976). Primarily, the theory talks about alternative prospects and cost-benefits elements to outline how individuals as human beings communicate with each other and why they establish relationships; bond in communities and develop networks (Homans, 1958).

In the same very, people tend to connect network where people can get information and share ideas to enhance knowledge. The online network provides platform to get information about opportunities and interest. In other terms, if people tend to indulge in behaviours that they view to be rewarding and beneficial compared to those that are viewed to be high in cost. In a nutshell, all the subjective assessments are based on the cost-benefit assessments of the social exchange by individuals. Moreover, they interact, communicate and engage in exchange with the reciprocal mind-set from the other side (Emerson, 1976). Here it is important to understand that rewards or reinforcements are not necessarily microeconomic in nature but are concerned with monetary benefits only. They could also be related to prospects like opportunity, acceptance, prestige and conformity (Emerson, 1976).

2.4 Job performance

Human resources are the foundation of any organization that is, the stability and development of organization highly relied on employee performance. Employee's performance can be defined as what employees achieve and don't achieve. It help to measure employees output in terms of the quality and quantity of work achieved (Bosco, 2014). In addition, performance management for employee should doing well with "define performance, facilitate performance and encourage performance". In relation with this definition, high job performance can be achieved if the employees practising well discipline (Cascio & Boudreau, 2010). Therefore, the objective is to

build up the people resources so that they are capable of meeting and going beyond the desired expectations to their fullest for themselves and for organizations at large. Likewise, another aim is to explain how effectively, organizations can achieve broader goals through the achievement of long term corporate aims (Armstrong & Taylor, 2014).

According to Chu and Lai (2011) job performance “is behavioral, incidental, measurable and multifaceted, and is also a sum of intermittent incidents which employees have done in a standard duration in the organization.” Job performance relates to the level of productivity of an individual’s work-related behaviors (Shooshtarian *et al.*, 2013; Zaman *et al.*, 2014). It measures an individual against his or her goals to determine whether outcomes match expected goals (Yang and Hwang, 2014). In job performance achievement of business and social goals and responsibilities is measured from perspective of the judging party (Chen and Silverthorne, 2008). According to Tseng and Huang (2011), job performance can be measured using several methods such as work quality, punctuality, performance, productivity, training effectiveness, judgment, job outcome, behaviors, and personal characteristics. Green and Heywood (2008) stated that job performance is influenced by two aspects; the personal qualities of the individual which include knowledge, skill, capacity, and motives; and the working environment which reflects job expectations, performance feedback, workspace, equipment, and incentives. Furthermore, Amarneh, Abu Al-Rub, & Abu Al-Rub (2010) suggested three elements are primarily concerned in job performance which are effort, skill and work nature. These factors outline how much effort, competence and work has been brought forward by an individual towards any required job. Such factors also outline the extent to which an individual has strived.

Millennial employees will also bring a new enthusiasm to the workplace. People from this category are exceedingly interested in connecting with meaningful work that could help them to relate with their passion in life. The millennials are also very faithful with their respective organizations and extend a great deal of harmonization in the organizational culture (Martinez, 2017). Other strengths this generation possesses are their ease with technology, achievement driven and team oriented. These strengths will not only help to ensure they are successful in the workforce, but will also help their employer thrive as well. Taking advantage of the characteristics, this generation holds will provide opportunities for the organizations who hire them. They are able to provide feedback of your brand from their view as a millennial consumer, help to spread good word of mouth and attract new talent through their social media platforms (Martinez, 2017).

It is essentially important to understand that people are often driven towards gaining skills that could help them establish positive performance prospects for themselves yet still; how they interact differs. This is the reason why it is at times complex to simply outline generic elements that could enhance every individual's job performance. This is also due to the fact that scholars in the area have not yet agreed in terms of the one single explanation of job performance. to some it is a multi-factor construct while others take it differently (Boshoff & Arnolds, 1995).

Therefore, in such a situation, there may be some factors talking about individual work performance; individual task management, and problem solving while other factors may potentially be looking into individual responsive actions, resource utilization and so on (Boshoff & Arnolds, 1995). Notably, there are a few scholarly works that outline job

performance as eight-factor construct such as work by Campbell, McHenry, and Wise (1990). According to the authors, job performance comprises of eight factors which caters to all types of occupations. Moreover, Viswesvaran and Ones (2000) has denoted to job performance as how effectively an individual strives with available resources to contribute with proactive behaviours towards the achievement of organizational objectives. Since the present study aims to measure the job performance subjectively through undertaking supervisory views; the explanation therefore for job performance in the present study denotes to the attitudes and actions that individuals take in order to achieve the organizational goals to see as to whether or not, the objectives are achieved.

2.5 Personality trait

Since the empirical work by Barrick and Mount (1991), personality traits have been asserted as the vital prospects for enhancing and explaining job performance. Organizations have also started taking notice of this aspect and therefore have started deploying personality testing in their recruitment tests. These factors have helped towards significantly contributing in the area of personality psychology. Nonetheless, ever since corporate world has got into the practice of using personality traits testing in their hiring processes, scholars have started raising questions over its vitality (Burch & Anderson, 2008). Up till today, majority of the studies have remained focused on five factor model and overall performance. Likewise, scholars also assert that personality traits can be of great value for businesses across all occupations in general (Barrick & Mount, 1991).

If consider accurate, it would be critically valuable and worthy to examine five factor model and its influence on job performance in some occupations in particular. Therein,

one noteworthy profession would be sales due to the fact that there is a possibility that some traits may end up being a little less significant/important or otherwise. In connection to personality traits, FFM has been termed as the most crucial and mature framework to examine individual personality (Liao & Lee, 2009; Goldberg, 1993). In the views of Costa and McCrae (1992), the structure of FFM is principally established on five factors which are also known as the “Big Five” personality factors. Therein, each factor is designed carefully with detailed elements, referred as sub-dimensions.

These five dimensions of personality includes Neuroticism, Extroversion, Openness to Experience, Agreeableness, and Conscientiousness (Costa & McCrae, 1995; McCrae & Costa, 1997). Notably, cognitive ability is also referred as one of the highly important predictors of individual personality (Schmidt & Hunter, 1998) yet still; more studies and empirical evidence support outlines high importance of the personality traits explained in the five factor model, when it comes to job performance (Barrick, Mount, & Judge, 2001; Rothmann & Coetzer, 2003; Salgado, 1997; Vinchur, Schippmann, Sweizer & Roth, 1998). In the similar line, further evidence can also be tracked outlining the importance of personality examination for job performance (Tett et al., 1991). In parallel, Dudley, Orvis, Lebiecki and Cortina (2006) also underlined critical significance of personality traits in relation to predicting employee behaviors and outcomes. Similar findings can also be tracked in studies conducted in the European economies (Salgado, 1997).

This replication underlines the fact that scholars in other parts of the world have also termed the five factor model to be significant for examining job performance and other related employee behaviors and outcomes. Accordingly, this explanation received

further support and conformance from the empirical findings of McCrae and Costa (1997), outlining job performance to be an important aspect for outlining performance prospects for investigation (Goldberg & Saucier, 1998). The coming paragraphs discuss the prospects and all five personality traits in detail

2.5.1 Neuroticism

Contrary to emotional stability, Neuroticism denotes to individual personality elements of shyness, depression, anxiety, and vulnerability (Costa & McCrae, 1992). People who are emotionally strong are more thorough and are likely more mature to handle impulse situation and cope with stress. The trait includes further six sub-dimensions which are angry hostility, depression, impulsiveness, vulnerability, anxiety, and conscientiousness (Costa & McCrae, 1992). Prior studies in this area for instance Rothmann and coetzer (2003) and Chu et al, (2013) has outlined emotional stability can seriously predict job performance. Similarly, Barrick et al. (2001) has also outlined emotional stability predicting job performance across different occupations and work professions. Also, findings of the same study found that emotional stability positively correlated with teamwork (Rusbadrol ,2015; klang ,2012). Pertaining to studies in the European economies, Salgado (1997) underlined that apart from conscientiousness, individual performance can be effectively measured and predicted through examining emotional stability. Followed by the robust correlation of emotional stability with job performance as outlined by Barrick and Mount (1991), the present study focuses on outlining supervisor ratings of individual job performance in the sales domain due to which, it is essential to see how neuroticism potentially contributes.

2.5.2 Extroversion

The term denotes to the amount and extent of effort and energy directed towards the general prospects life (Costa & McCrae, 1992). This trait talks about what an individual does in order to help boost the work intensity and quantity of work for the purpose of activation, interpersonal interactions and moments of cheerfulness. In sum, individual with high extroversion are joyful, active, loving and affectionate whereby, people ranking low in this aspect are less confident and potentially shy in nature and therefore, spend less time in social circles and avoid frequent social interactions. Extroversion also comes with six sub-dimensions which includes Warmth, Gregariousness, Assertiveness, Activity, Excitement seeking, and Positive emotions (Costa & McCrae, 1992).

Studies have outlined that extrovert people are generally in a better state to perform well at work. They are also very social and exert great influence on other people (individuals to socialize and be highly interactive with other individuals which is why, they are often found performing well on the job (Barrick & Mount, 1991). Likewise, extroversion can help individuals bring high performance in sales based jobs (Tesdimir 2012; Klang, 2012; Salgado, 1997). Not to forget that, Barrick et al. (2001) found an insignificant relationship between extroversion and overall job performance. However, the finding also suggested that extroversion predicts team work and managerial performance (Chu et al, 2013). Interestingly, the study found no valuable significant impact of extroversion on individual's sales performance. Furthermore, Vinchur et al. (1998) undertook a meta-analysis whereby, Extroversion was reported to be a healthy generator of supervisory ratings in the arena of sales performance. In view of this, It can be asserted that extroversion could be a healthy prospect for businesses to help

enhance employees' job performance despite the fact that some studies limit its importance to some specific professions only (Barrick & Mount, 1991; Salgado, 1997).

2.5.3 Openness to Experience

The trait denotes to individual expression of being imaginative, innovative, curious and creative about things (Costa & McCrae, 1992). Individuals rating high in openness to experience trait are more likely to experience positive towards their ideas, imaginations and experiences in life. On the contrary, people with low scoring in this trait are more in preference of simple routine life and work with less hassle and low in creativity (Rusbadrol, 2015; Ongore, 2014; Tesdimir 2012). In particular, this dimension talks about an individual's emotional process, suggesting that people who score high in openness to experience may possibly express deeper understanding to themselves; their emotional states and the meaning of important emotions like happiness and sorrow. The trait also comes with six sub dimensions (Costa & McCrae, 1992) including Fantasy, Aesthetics, Feelings, Actions, Ideas, and Values. Interestingly, there are arguments and debates pertaining to what length this trait can predict job performance. For instance, Barrick et al. (2001) suggests that openness can predict success in specific occupations. Furthermore, Barrick and Mount (1991) suggests that openness can be a healthy resource for proficiency in training. In connection to overall job performance the correlation is rather found to be weak related ($r=0.11$). Accordingly, study by Salgado (1997) has reported openness to experience to be positively associated with only a few professions like security, police and other blue collar professions. Since, the sales on the phones may be restricted to specific routines, there is a possibility that sales workers may end up being high on work performance particularly in comparison with the ones scoring low in openness (Chu et al, 2013).

2.5.4 Agreeableness

This personality trait refers to trust and helpful nature with a compassionate heart and forgiving attitude (Costa & McCrae, 1992). Interestingly, people scoring low in agreeableness are high in egoistic attitudes; showcase pessimism and disrespect towards other. People with less agreeableness nature are also less cooperative towards other in the society. This trait also comes with six dimensions (Costa & McCrae, 1992) which includes Trust, Straightforwardness, Altruism, Compliance, Modesty, and Tender Mindedness. Critical review of the literature has found no significant association between agreeableness and overall job performance (Chu et al, 2013). Studies like Barrick and Mount (1991) have also reported similar views pertaining to agreeableness and performance. However, Barrick et al. (2001) has found it in positive correlation with teamwork ($r=.34$) whereby, the study reported its significance in terms of all its dimensions. Though, there are also views, limiting its significance for specific occupations only yet still there is a possibility that agreeableness could result in high significance towards individual job performance (Rusbadrol, 2015; Ongore, 2014; Tesdimir ,2012). In parallel, similar assertions can be forwarded pertaining to supervisory ratings on job performance in the sales context. In view of this, since people with agreeable nature will be more submissive hence such individuals will be less in sales performance compared to ones who are egocentric (less agreeable).

2.5.5 Conscientiousness

Conscientiousness denotes to self-control traits that enable in organizing, planning, goal achievement, and work strategizing for the achievement of specific tasks (Barrick & Mount, 1998). This trait is concerned with aspects like punctuality, diligence, self-discipline, and competence (McCrae & Costa, 2003). Such traits are primarily are

concerned with achievement oriented individuals. On the negative aspect of it conscientiousness can also potentially result in workaholic behaviors. Importantly, this does not necessarily constitute those individuals ranking less in conscientiousness will be low in moral principles but they will be less responsive in applying such behaviors. This trait also caters to six dimensions (Costa & McCrae, 1992), which includes Competence, Order, Dutifulness, Achievement-striving, Self-discipline, and Deliberation. Dozens of studies, starting from 1952 till 1988 including the review of meta-analysis outlined that, across the give professions including police, sales, police, and professionals. The study found a strong relationship of personality dimension with their job performance hence all the hypothesized relationships were supported including conscientiousness (Klang, 2012; Chu et al, 2013; Tesdimir (2012). Accordingly, Mount and Barrick (1998) reported that individuals who are goal oriented, persistent, dependable, and organized are generally higher in performing any aspect of the job. On the contrary, individuals with laid back and irresponsible attitude would be lower in job performance. Likewise, Barrick and Mount (1990) suggests that conscientiousness is the most positively trait of all (Hurtz & Donovan, 2000; Viswesvaran & Ones, 1996; Vinchur et al., 1998).

Similar to the explanations of Barrick and Mount (1991) and Vinchur et al. (1998) the study aims to find a positive association between conscientiousness and job performance. Vinchur et al. (1998) further outlined the individual relationship of each of the sub-dimensions of conscientiousness with job performance. Therein, achievement striving resulted to be more significant in correlation with job performance ($r=.25$). As a consequence, it would be interesting to examine how achievement striving results in the present study. As per the definition, achievement striving denotes to how

an individual works hard for the achievement of the goals. Accordingly, self-discipline will also be taken into consideration. It becomes evidently appropriate to assert that individuals with high focus, specific goals will be in a better position to achieve the allocated goals. Self-discipline here denotes to a person`s ability to perform tasks and effectively complete them despite of experiencing disturbance (Costa & McCrae, 1992). Conclusively, along with achievement striving, conscientiousness is expected to positively enhance performance in the sales profession.

Past studies on the topic have outlined that five factor model can considerably explain performance. Neuroticism is reported to correlate with team work and so with the overall job performance across different occupational settings. Moreover, studies also suggest that Neuroticism, Conscientiousness and Extroversion are some of the most important antecedents of job performance when it comes to personality assessment. Hence, similar results can also be expected out in the sales profession. Accordingly, dimensions like achievement striving can also be linked to high job performance.

Likewise, this relationship can also been seen in general contexts of sales profession. Similarly, sub-dimensions like achievement striving are reported to be highly connected to performance also. Accordingly, except neuroticism and agreeableness, all the rest three have been associated with teamwork whereby, openness to experience has been empirically found as linked with proficiency in training. Concerning to job performance, no robust evidence is available pertaining to their prediction significance except for Neuroticism, Extroversion and Conscientiousness.

2.6 Social media usage

In today`s highly technologically advanced global world, people have become highly dependent upon social media. Social media platforms have become an important part of people`s everyday life. Moreover, not just personal but there are professional social media platforms too that have a greater impact on businesses as well. Therein, social media is actively used to advertisement, promotion, customer attraction, and information sharing and new business development. According Lampe, Ellison, & Steinfield (2007), social media sites provide web-based services to individuals in order to help them connect with various institutions and enterprises (Lampe et al., 2007). Notably, a variety of different kind of information is also available for exchange. This is principally because social media is deployed for different prospects. Content based social platforms offer an opportunity to businesses to share content with others such as YouTube, Flickr and SlideShare.

Users pertaining to content communities do not work on creating profile pages only but are also required to develop record pages for overall activity. Companies are required to develop and invest a great deal of money into technological advancements in order to remain ahead. According to Kaplan and Haenlein (2010), not just the small but the big enterprises also require the use of social media platforms to cover relevant corporate information and copyright materials.

Social media communities provide a great deal of information regarding its users which is why, the enterprises need them to learn about customer experiences and their preferences. People across the globe access social media to share knowledge, personal

data and a lot more and invite their friends and family to access such information. Platforms like Twitter and Facebook have become some of the most influential ones for networking purposes (Kaplan & Haenlein, 2010). Interestingly, Businesses have now got in the habit of using social media platforms to connect and share information with their employees. Platforms like Twitter offers the opportunity to share information and messages which are called tweets to all the people you are connected with.

Study by Moqbel (2012) pertaining to job performance reported whilst examining the influence of social media usage from two countries i-e Yemen and USA. Therein, the study found that social media is becoming an acceptable entity for businesses to share information pertaining to personal and official prospects with your peers, subordinates, family, and friends. Hence, people who are active users of social media are good at outlining social media networks of their choice and preference. As a result, people with such prospects are active in showing more support and enhancing their job satisfaction, innovative behaviour, commitment and job performance.

In accordance to this, there are several studies that have outlined the impact and importance of social media. For instance, study by Van Zoonen, Van der Meer, and Verhoeven (2014) suggests that social media contexts can bring several benefits for their employees. At first, it can be seen as information disseminator; tool for relationship management and organizational good will generation. This also brings crucial implications pertaining to organizational and its relations with employees and organizational relationships with wider public audience. At first, social media usage concerning to work related matters can help in establishing a healthy work environment whereby, people would connect through internet and build strategic relationships.

As remote working is becoming common these days, social media can considerably help employees and businesses to connect, integrate and communicate work and related progress. Accordingly, another benefit is the operation of social media as a tool of knowledge and information dissemination especially concerning to work concerned topics and issues (van Zoonen et al., 2014; Mukherjee, Lahiri, Mukherjee, & Billing, 2012). Social media websites can be integral when it comes to connecting and sharing important information for the general public and employees. Talking about internal social networking platforms, according to Leidner, Koch, and Gonzalez (2010) there are several benefits of using an internal social networking system. They include job knowledge sharing, troubleshooting, team support, development of sense of belongingness, and morale boosting particularly in the workforce.

Aksoy et al. (2013) suggests that now new generation people are more focused on social media and prefer to live in high tech economies with unprecedented access to internet. Therefore, Generation desires to live in developed economies with strong socio-economic wellbeing. Accordingly, it is essential to learn and understand that economies like USA and South Korea which, despite of being high tech nation have a varied usage of technology and social media. Furthermore, people from different economic backgrounds use it differently hence, such factors also have an influence on social media usage. Similarly, they are tech savvy which is why electronic devices like smart phones, I pads and gaming systems have a lot of influence on them compared to other generations. Likewise, new Generation is heavily connected with Twitter and Facebook and professional platforms like LinkedIn which enables them to remain responsively active and well updated. (Anantatmula & Shrivastav, 2012).

On the flipside, and also due all such reasons, it is complex to define Generation Y and what prospects they likely have on a broader general level. Therefore, considering Generation of China to be the same as of Australia or Canada would be a blunder as every economy varies in terms of their morals, values and upbringing culture. Though, both the groups in the two different economies will have some commonalities such as tech savvy nature, convenience is using social media and so on. In the view of Anantatmula and Shrivastav (2012) beyond the above mentioned common elements, they will likely have strong characteristics of similar nature too. For instance most of them will be found ethnically diverse, independent in nature, individuals with global perspective, confident, multitasking and highly adaptive. On the contrary, Generation may potentially lack loyalty as they are more prone to taking risks and switching careers to find the true passion.

Notably, Generation Y can be characterized as digital natives as they are born and grown in the era of technology and technological advancements. They are capable of developing faster and more responsively than all other prior generations. Likewise, they are also highly indulged in technology ranging from gadgets to food that they eat (Bilgihan, Okumus, & Cobanoglu, 2013).

2.7 Moderating effect social media usage

A study conducted by Asnani (2013) found that there is a relationship on the usage of social media and social networking sites towards employee job performance. In that study, social networking behavior, work ethic, personal attribute and emotional reward

have been selected as the independent variables, while the employee job performance, as a dependent variable. However. By adding other relevant factors, there will be possibilities for the company to get larger result to measure on how the social media and social networking sites can influence and generate relationship towards employee job performance (Asnani, 2013).

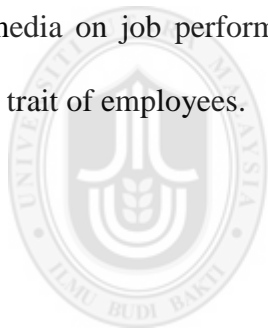
On the flipside, moderation generation till date that has spent their entire lives in the digital world whereby, the use of technology and access to information is part of everyone`s life. This also has a great deal of influence on how people work and interact on social media. They are becoming actively engaged in social platforms and the ones who are high in social skills, enjoy connection and are mainly found on platforms like FaceBook and Twitter (Lee & Ashton, 2004). Accordingly, Gangadharbatla (2008) reported that high need of belongingness is associated with sociability (Leary, Kelly, Cottrell & Screindorfer, 2006) due to which Generation is more attracted towards using Social networks. This is why, sociability is heavily discussed in literatures and has become an important part of individual`s virtual life (Preece, 2001). Though, it can be expressed that individuals with more interest in socialization would be more focused towards using social networks but the relationship is less studied and empirically validated. Therefore, the current study aims to address this potential gap whereby, it assumes that sociability will significantly enhance the use of SNS.

According to (Alshaar, 2016) in his article; The Relationship between online Social activities and Employees Performance in Al Manaseer Group-Jordan. The study suggests that Opportunities for future research exist in examine other elements affecting employee`s performance in Al-Manaseer Group. So far, no study of the moderating

effect of social media using on the relationship between personality trait and job performance in private sector in Jordan. Therefore, it is in need for the moderating effect of social media using on the relationship between personality trait and job performance in private sector of Jordan

2.8 Summary

The literatures reviewed so far have indicated the impact of personality traits and job performance and moderating effects of social media. Social media is used for many reasons such as connecting, communicating, collaborating and networking, sharing so on. 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 job performance and another relevant factor in order to assess, personality trait of employees.



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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The current study is aim to examine the moderating effects of social media usage on relationship between personality traits and job performance. This chapter is discussion about Research methodology applying for examine relationship between the latent variables of study. This includes suitable methods and techniques for collecting and analyzing the data for their research. The chapter is dividing into three sub sections, initially begin from introduction to the quantitative approach will be presented in detail via the research approach in first section. The research design has been described in the second section, as well as, research processes have been painted in the third section with explanation each phase in details.

3.2 Research Framework

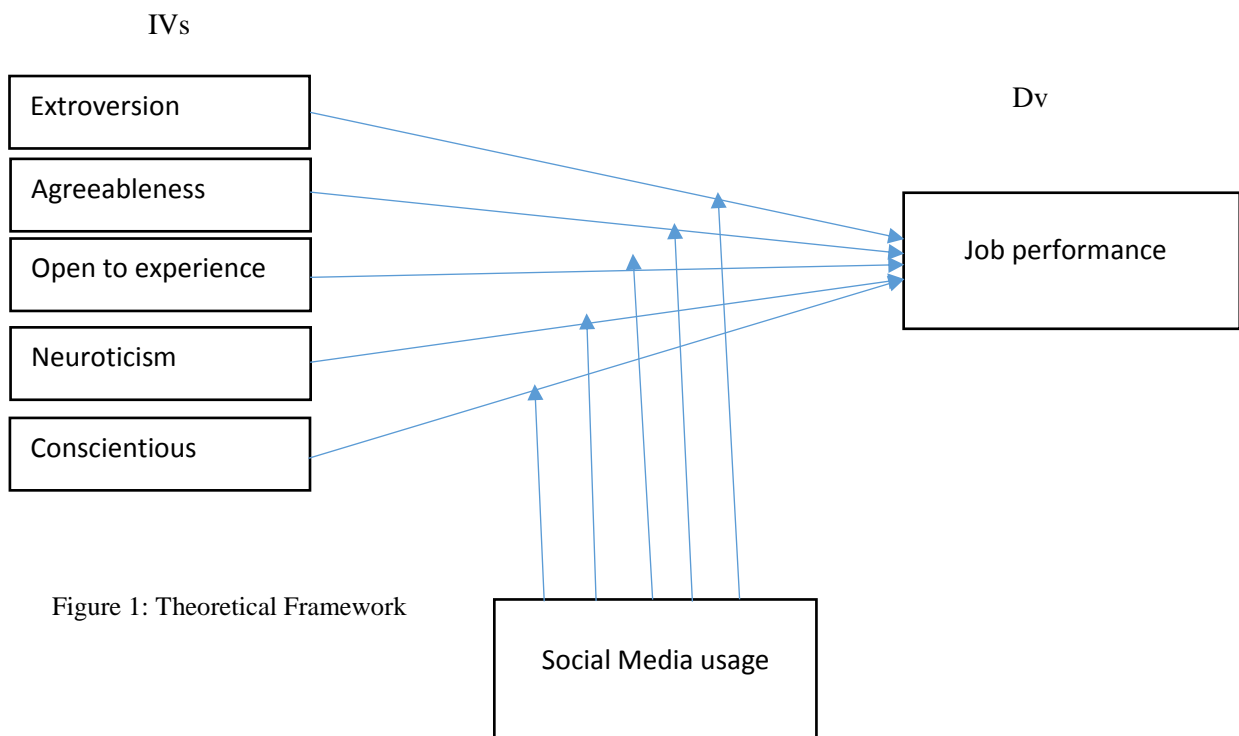


Figure 1: Theoretical Framework

3.3 Hypothesize Development

The voluminous amount of research given importance of personality related factors on work related outcomes. Several prominent studies can be tracked, outlining the importance and relationship between personality traits and job performance (Viswesvaran & Ones, 1999). Study by Barrick and Mount (1991) outlined the relationship between five-factor model and various job performance. The studies suggested that openness to experience; extraversion, and conscientiousness were positively related with the three job performance measurements. Likewise, study by Caligiuri (2000) found that personality characteristics have a great association with job performance. Similarly, Mol, Born, Willemsen, and Van Der Molen (2005) also reported similar findings in their study. Conclusively, certain personality prospects can be in great relationship with some of the personality traits hence, organizations need to focus on certain traits in accordance.

H₁ There is positive relationship between Extraversion and job performance.

H₂ There is positive relationship between open to experience and job performance.

H₃ There is positive relationship between Neuroticism and job performance.

H₄ There is positive relationship between Agreeableness and job performance.

H₅ There is positive relationship between Conscientious and job performance.

The social media penetration gaining hype in recent days. In addition studies now examining affects and outcomes of social media penetration. Recent claiming that study there is significant and positive relationship between conducted usage of social media and social networking sites towards employee job performance (Asnani ,2013). In that

study, social networking behaviour, work ethic, personal attribute and emotional reward have been selected as the independent variables, while the employee job performance, as a dependent variable. On that vein personality factors and social media interaction and its effect on the job performance still has sparse result, hence on that basis this proposed the moderation effect of social media usage between the relationship of personality trait and job performance.

H₆ There is moderating effect of social media using on the relationship between Extraversion and job performance.

H₇ There is moderating effect of social media using on the relationship between open to experience and job performance.

H₈ There is moderating effect of social media using on the relationship between neuroticism and job performance.

H₉ There is moderating effect of social media using on the relationship between agreeableness and job performance.

H₁₀ There is moderating effect of social media using on the relationship between Conscientious and job performance.

3.4 Research Design

Basically, research design outlines the blue print for carrying out any specific research entity in order to resolve the specific issue or address the problem in an effective manner. On a broader note, some of the most prominent research methods are exploratory, explanatory and descriptive (Chisnall, 1997).

The present study aims to deploy quantitative approach with the positivistic research philosophy. Therein, the core prospects of this approach cater to drawing the problem

into particularized variables to establish hypothesis; test the relationships under the explanation of specific theories and test using observations and instruments for statistical data and evidence (Creswell, 2013). Quantitative research generally caters to hypothesis testing whereby, theoretical statements denote to variables studied in the research. Random sampling technique are generally applied in quantitative research studies to eliminate response bias, sampling and data collection (Newman & Benz, 1998)

Ground objective of the present study is to establish a theoretical framework on the foundations of prior literature. The quantitative approach is chosen to examine the research model which involves formulating hypotheses on the grounds of theoretical statements. The quantitative approach was also found appropriate based on the nature and context of the present study. According to Hair, Ringle & Sarstedt (2007), quantitative approach is more beneficial when there is a need to test the theory. One of the prominent benefits of quantitative study is that it enables to sample large population and therefore, facilitates in achieving validity and reliability of the scales.

Accordingly, descriptive type of research is one of the most powerful approaches especially in situations when the researcher or principle investigator is well aware of the issue and the information that it specifically requires. According to Yin (2009), in descriptive type of research, authors are generally after examining the cause and effect relationship between the criterion and outcomes variables. Nonetheless, when aiming to address any practical problem it is necessary to collect some data and information from time to time. In the views of Zikmund (2012), descriptive research aims to outline what certain elements are and why do they exist whereby; Yin (2009) views it to

be related to the existence of theories and their associations. In simple words descriptive research focuses on answering ‘W’ questions which caters to who, what, where and why. Likewise, explanatory study focuses on the causal associations between the variables. The study aims to focus on examining problems, situations and their relationship between with each other (Saunders *et al.*, 2011). In the views of Yin (2009), explanatory research looks into causal relationships from which, it explains reasons behind these effects. Whilst conducting such research, the researcher must be well aware of how these prospects connect with each other.

3.5 Operationalization of variables

Saunders *et al.* (2009) describe operationalization of constructs as the translation of concepts into tangible indicators of their existence. Operationalization of constructs consists of defining the measures of the variables used to represent constructs and how they will be measured (Hair , Ringle & Sarstedt, M. 2011). Therefore, this section provides definition of the constructs and the selection of the items for each construct

3.5.1 Job performance

Job performance refers to a “The extent to which the employee/appraise perceives that the performance ratings reflect those behaviors that contribute to the organization” (Kuvaas, 2006). Additionally, the study operationalizes Job performance as a one-dimensional construct using an index of six measures adapted from (Kuvaas, 2006), and gauged on a five- point Likert type scale (1 = strongly disagree; 2 = Disagree; 3= Neither agree or disagree (Neutral); 4 = Agree; 5 = Strongly agree).

3.5.2 Personality traits

Personality traits refers to individual characteristics of pattern of thought, emotion and behavior together with psychological mechanism. Additionally, the study operationalizes Personality traits as a five-dimensional construct using an index of 15 measures adapted from (John, Donahue and Kentle , 1991), and gauged on a five- point Likert type scale (1 = Strongly disagree; 2 = Disagree; 3= Neither agree or disagree (Neutral); 4 = Agree; 5 = Strongly agree).

3.5.3 Social media usage

Social media using refers For instance, Social Networks in the workplace provide employees with new ways of interacting with their customers and their co-employees for questions and information sharing (Voss, Spangenberg, & Grohman ,2003). Additionally, the study operationalizes Social media using as a one-dimensional construct using an index of eight measures adapted from (Voss, Spangenberg, & Grohman ,2003), and gauged on a five- point Likert type scale (1 = Strongly disagree; 2 = Disagree; 3= Neither agree or disagree (Neutral); 4 = Agree; 5 = Strongly agree).

3.6 Target Population

According Sekaran (2006) "a population refers to the entire group of people; events or topics of interest that the researcher wishes to investigate" (p.265). A population is termed as a group that classifies the set of common characteristics (Kleinbaum, 2013). The population of interest is identified the target population. Data can only be collected from objects in the population of interest. Fowler (2009) pointed out that defining the target

population correctly is an important step in the design of research projects. The target population in this research will be the employees Al manseer (Pvt) Ltd of Jordon which are **10,000** employees for the year beginning 2017. The reasons behind selected this company are listed below:

- 1- This company is considered as the top 100 companies performing company by ASE Amman stock Exchange And the mean purpose of the present study is post-implementation not pre-implementation.
- 2- Selected this company population will reflect various viewpoints because the employees from different provinces in the Jordan
- 3- Finally, the structure of the organizational process in business sector in Jordan particular in the private sector is homogeneous. Thus, chosen these regions will be sufficient.

Table 3.1
Number of employee in each region and company

Region	Unit Name	No. of employees	Percent for Regions
Centre	Al-Manseer Amman	4391	44%
North	Al-Manseer Irbid	3856	37%
South	Al-Manseer Tafila	1990	19%
Total		10237	100%

Employee are unit of analysis and are selected as research population. Researchers demonstrate that usage of social network sites is quite high among employees users since these sites help them in several aspects like self-presentation, entertainment and

education purposes (Mazman & Usluel, 2011; Drigas, Ioannidou, Kokkalia, & Lytras, 2014; Ellison et al., 2007). According to Hayes, van, and Muench (2015) internet has become an essential part of human life, as this application expand their ability to do a variety of actions besides social networking. In Jordan, research indicates that internet is one of the most attractive social network sites among employees (Arouri, 2015).

The following step after respondent decided was the task of getting the number of Al Manseer which is operating from different geographical location of Jordan .According to statistics report by ASE, distributed in all regions of the kingdom as shown in Table 3.1 (Ministry of Finance 2017).

Firstly, the number of employees in these three location of company represented around 100% percent of employees. Secondly, while most of the giant companies located in geographically located in the central regions, the selected regions are equally distributed among the three regions. For that reasons, The Amman, Irbid and Tafila office provided an appropriate area for this empirical research.

3.6 Sample size

Sample size has been known as a selected group of the population to emphasize a significant result, it reflects the units number that required to gain precise findings (Sekaran & Bougie, 2010; Zikmund et al., 2012). Commonly, sampling is preferred instead of data collection for several reasons; huge population, inadequate sources, and its effectiveness to yield reliable and precise results (Sekaran, 2006). Determine sample

size correctly is crucial for the purposes of results generalization (Gay & Diehl, 1992; Barlett, Kotrlik, & Higgins, 2001).

To this day, sample size determination is a controversial issue. For instance, Zikmund et al. (2012), and Pallant (2013) stated that the rise of sample size might increase the likelihood of errors, while others believe that larger sample results in the more accurate presentation of the whole population (Westland, 2010). Still, sample size should be selected in a way that ensure adequate representation of the targeted population (Gay, Mills, & Airasian, 2006).

As mentioned earlier, the total population in this study is 10,000. According to Sekaran (2006) for the population between 10000 to 25000 the minimum sample size should be 370-378. It is also suggested that if the population is equal or more than 100,000 the sample size should be at a minimum of 370 (Krejcie & Morgan, 1970). Accordingly, the minimum required sample size for the given population in this study should be 370.

However, the sample size was increased by 40 percent of the required size to minimize the potential low response rate, as suggested by Barlett et al. (2001). Adding this percentage to the required sample of 370 gave 526. In addition, research indicates that actual sample size typically achieves only 50% of the minimum required, especially among management information systems Researchers (Westland, 2010). Hence, a sample size of 370 was suitable for this empirical research.

3.7 Sampling size Technique

Based on the discussion in the previous section, the researcher had assigned 370 samples by using stratified random sampling procedure, which is considered as an adequate sample size to represent the targeted population. Then, the probability sampling for employees in each region was calculated using the following formula:

$$\text{Probability sampling of employees} = NP * NS / T$$

(NP= number of employee in each company; NS= number of sample to be distributed; T= the total number of employee in company).

Table 3.2
Distribution of respondents for each location.

Regions	Branch name	Total No. of employee	Sampling Percentage	Total respondents
Central	Al-Manseer Amman	4391	44%	162
North	Al-Manseer irbid	3700	37%	136
South	Al-Manseer Tafila	1990	19%	72
Total		129,96	100%	370

Table 3.2 shows sampling percentage and the number of questionnaires will distribute in each location.

The sampling percentage of the Al-Manseer (Amman) is 44 percent with one hundred sixty-two questionnaires of total distributed. Al-Manseer (Irbid) has percent and one thirty-six out of the total questionnaires distributed. Seventy-two questionnaires distribute in Al-Manseer (Tafila) in the south region,.

3.8 Research Instrument

The instrument were selected, examination of current study were previously examine by several researcher and current applying same approach to design based on each variable. Therein, instruments for measurement and data collection were carefully selected by reviewing the literature in the area of job performance, personality traits, and social media.

Table 3.3
The Variables and Their Items

Variables	Items	References
Job performance	<p>I consider myself as</p> <ol style="list-style-type: none"> 1. I almost always perform better than an acceptable level 2. I often perform better than can be expected from me 3. I often put in extra effort in my work 4. I intentionally expend a great deal of effort in carrying out my job 5. I try to work as hard as possible 6. The quality of my work is top-notch 	Kuvaas (2006)
Neuroticism	<p>I consider myself as</p> <ol style="list-style-type: none"> 1. Worries a lot 2. Gets nervous easily 3. Remains calm in tense situations 	Jhon, Donahue and Kentle (1991)
Extraversion	<ol style="list-style-type: none"> 1. Is talkative 2. Is outgoing, sociable 3. Is reserved 	
Openness to Experience	<ol style="list-style-type: none"> 1. Is original, comes up with new ideas 2. Values artistic, aesthetic experiences 	

	3. Has an active imagination	
Agreeableness	1. Is sometimes rude to others 2. Has a forgiving nature 3. Is considerate and kind to almost everyone	
Conscientiousness	1. Does a thorough job 2. Tends to be lazy 3. Does things efficiently	
Social Media Usage	I consider myself as 1. I often use social media to obtain work related information and knowledge 2. I regularly use social media to maintain and strengthen communication with colleges in my work 3. I frequently of usage of social media at work 4. Using of social media is Effective 5. Using of social media is Helpful 6. Using of social media is Functional 7. Using of social media is Necessary 8. Using of social media is Practical	Voss, Spangenberg, and Grohman (2003) Kankanhalli, Tan, and Wei (2005)

In this arena, it was essential to develop a sense of A five point likert scale is to be used for respondents to answer ranging from 5 as strongly agree and 1 and strongly disagree.

In the questionnaire, the first section will cater to demographic questions. Apart from this, the major demographic information that they would outline includes their gender, age and intention towards Job performance. Questions in this section will be adapter from the studies of Kuvaas (2006); Jhon, Donahue and Kentle (1991); Voss,

Spangenberg, and Grohman (2003) Kankanhalli, Tan, and Wei (2005) .Table 3.3 presents items for each of the variables and the resources accordingly.

3.9 Data Analysis Method

In this section of chapter briefly describes the data analysis steps need to be taken. Upon the effective completion of the survey, the first step would be to outline the descriptive statistics. Therein, it includes two parts i-e assessment of the demographic data and background of the respondents of the study. The data will be analyzed for this part depends on the descriptive measures (Weiss & Weiss, 2012; Koo, Wu, & Dwyer, 2012). For the second part of survey, Partial Least Squares (PLS) technique (Lohmöller, 2013) will be used to test the proposed model. For theory confirmation, structural equation modeling technique through using Smart PLS 2.0 will be employed to investigate the hypothesized relationships in terms of their significance level.

PLS has been established as a robust approach (Hair, Ringle, & Sarstedt, 2011; Lowry & Gaskin, 2014; Hair, Sarstedt, Ringle, & Mena, 2011). It can be used to analyze data with non-normal distribution (because PLS is essentially a non-parametric statistical method) and with small or large sample sizes (Goodhue, Lewis, & Thompson, 2012; Hair, Ringle, & Sarstedt, 2013). Smart PLS 3.0 will be used to estimate the model. This software application allows simultaneous graphical path modelling of the latent variables.

3.9.1 Reliability and Validity of Model

Validity and reliability will be confirmed for each of the latent construct of the questionnaire, prior to sending it to respondents. to ensure that the instruments chosen and their respective items are appropriate for the examination of the present study. The validity is related to the accuracy of measures, and the reliability is related to consistency and stability (Sekaran & Bougie, 2010).

For validity, concerning the measurement scale of this study, three experts, Senior lecturer, and Associate Professor at Universiti Utara Malaysia (UUM) consulted. In order to ensure the validity of the questionnaire, Cronbach alpha, Average and composite reliability values assessed. Ideally, scholars suggest the alpha Cronbach values to be above 0.6 in order to ensure reliability of the measures of the latent constructs. However, alpha values between 0.7 and 0.9 are considered to be highly robust and reliable (Hair, Black, Babin & Anderson, 2010). If Alpha > 0.95, the items should be checked to ensure that they measure different aspects of the concept (Hair et al., 2010).

Furthermore, in this study will be used SEM-PLS technique to analyses the main raw data. Through this process, the researcher will assessment the measurement model for check validate and reliability of the items. In this case, composite reliability, convergent validate and discriminant validity will be exploited. As a methodological contribution, this study will be utilized a new statistical technique provided by Henseler, Ringle, & Sarstedt (2015).

This statistical technique namely The HeteroTrait-MonoTrait (HTMT). According to Voorhees *et al.* (2015) HTMT is more extensive and less hassling prospect for the test

of discriminant validity for scholars when going for structural equation modeling through using Smart PLS. Therein, it is also essential to assess measurement model whereby, HTMT approach recommends the cutoff value of 0.85. In particular, Henseler et al. (2015) outlined that the model ideally should be including intention to use and the actual use. Though, the constructs are different and unique from each other yet still; they require to be ensured statistically hence HTMT is the best approach possible in this regards.

3.10 Chapter Summary

This chapter explains the relationship between the variables in the theoretical framework hypotheses development and the operationalization of the study variables. The chapter highlights that the study adopts a cross-sectional survey research design with the population of Al Manseer in Jordan. The chapter explains the sampling method used in selecting the sample from the population. Also, detail explanations of the survey instrument and the strategy for data collection were presented. Additionally, PLS-SEM as a method for data analysis using SPSS v18 and SmartPLS to conduct preliminary data analysis, descriptive statistics, measurement model (reliability and validity tests), and structural model evaluation was highlighted. Finally, the chapter presents the reason and result of the pilot study.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter, describe response rate and demographic profile of the respondents. This chapter also represents data analysis using the Smart PLS path modeling. This study described results in main two sections. In one section, the measurement model represents the individual item, internal consistency; convergent and discriminant validity. In section two structural model represent the direct hypothesis results and another structural model are reported results with dimension. This chapter ends on summary of chapter.

4.2 Response Rate

In this study, a total of 400 questionnaires were distributed to the three regions of Almanseer (Pvt) Limited in the Jordan. In an attempt to achieve high response rates, several phone call reminders (Salim Silva, Smith, & Bammer, 2002; Traina, MacLean, Park, & Kahn, 2005) and SMS (Sekaran, 2003) were sent to respondents who were yet to complete their questionnaires after four weeks via group emails and notice boards (Dillman, 2000; Porter, 2004).

Therefore, the outcomes of these attempts yielded 391 returned questionnaires, out of 400 questionnaires that were distributed to the target respondents. This accounted for

97% valid response rate. Therefore, a response rate of 97% is considered adequate for the analysis in this study because Sekaran (2003) suggested that a response rate of 30% is sufficient for surveys (see Table 4.1).

Table 4.1
Response Rate of the Questionnaires

Response rate	Frequency/Rate
No. of distributed questionnaires	400
Returned questionnaires	391
Returned and usable questionnaires.	385
Returned and excluded questionnaires.	6
Questionnaires not returned	9
Response rate	97%
Valid response rate	96%

4.3 Demographic Profile of the Respondents

This section describes the demographic profile of the respondents in the sample. The demographic characteristics examined in this study include gender, status, age, qualification, certificate; services (see Table 4.2)

Table 4.2 demographic profile of respondent

Demographic	Frequency	Percent
Gender		
Male	207	53.7
Female	178	45.2
Status		
Single	184	48.0
Married	201	52.0
Age		
20-29	234	60.77
30-39	100	25.9
40-49	38	9.8
50-59	13	3.3
Qualification		
Diploma	250	65.0
bachelor degree	23	6.0
Master degree	16	4.0
Others	96	25.0
Certificate		
professional	281	73.5
non-professional	104	26.5
Experience		
1-year	119	31.5
1-5years	134	35.6
5-10	92	24.2
10-15years	23	6.0
above -15 years	10	2.7

Table 4.2 showing the gender more dominant (53.7%) on male and female (45.6%). In terms of status, only (45.2%) of the participants single and married (52.0%). Age of respondents (60.77%) highest recorded in between 20 to 30 and 30 to 40, 40 to 50, 50 to 60 (25.9%, 9.9%, 3.3%) respect. In the term qualification of respondent's got diploma (65.0%) higher than other degrees and bachelor degree, master degree and others, 6.0% 3.0% and 25.0% respectively. Participates have got professional certificate (73.5%) than non-professional certificate (26.5%). In the term of experiences most of respondents under the 1-5years (35.6%) and 1-year, 5-10years, 10-15years, above -15 years, 31.5%, 24.2%, 6.0%, 2.7 respectively.

4.4 Descriptive Analysis of the Latent Constructs

This section is primarily concerned with the descriptive statistics for the latent variables used in the present study. Descriptive statistics in the form of means and standard deviations for the latent variables were computed. All the latent variables used in the present study were measured using a five point scale anchored by 1 = strongly disagree to 5 = strongly agree. The results are presented in Tables 4.3. For easier interpretation, the five-point scale used in the present study whiles those between low and high scores are considered moderate (Sassenberg, Matschke, & Scholl, 2011).

Table 4.3
Descriptive Statistics for Latent Variables

Latent constructs	Means	Standard deviation
Job performance	3.245	.831
Social media usage	3.239	.783
Agreeableness	3.43	.768

Open to experience	3.27	.765
Neuroticism	3.59	.857
Conscientiousness	3.04	.713
Extroversion	3.274	.835

Table 4.3 shows that the overall mean for the latent variables ranged between 3.245 and 3.274. In particular, the mean and standard deviation for the perceived behavior control were 2.610 and .377, respectively. This suggests that respondents tended to have moderate level of perception of behavior control. Table 4.3 also indicates that the mean for the perceived outcomes control was .831, with a standard deviation of .785, suggesting that the respondents perceived the level of outcomes control as moderate. Further, the results show a moderate score for the perceived descriptive norms (Mean = 3.245, Standard deviation = .831). This indicates that the respondents tended to have moderate level of perception of deviant acts.

4.5 Assessment of PLS-SEM Path Model Results

It is necessary to mention that a recent study conducted by Henseler and Sarstedt (2013) suggests that goodness-of-fit (GoF) index is not suitable for model validation (Hair et al., 2014). For instance, using PLS path models with simulated data, the authors show that goodness-of-fit index is not suitable for model validation because it cannot separate valid models from invalid ones (Hair, Ringle, & Sarstedt, 2013). In the light of the recent development about the unsuitability of PLS path modelling in model validation, the present study adopted a two-step process to evaluate and report the results of PLS-

SEM path, as suggested by Henseler, Ringle and Sinkovics (2009). This two-step process adopted in the present study comprises first the assessment of a measurement model, and two the assessment of a structural model, as depicted in Figure 4.2

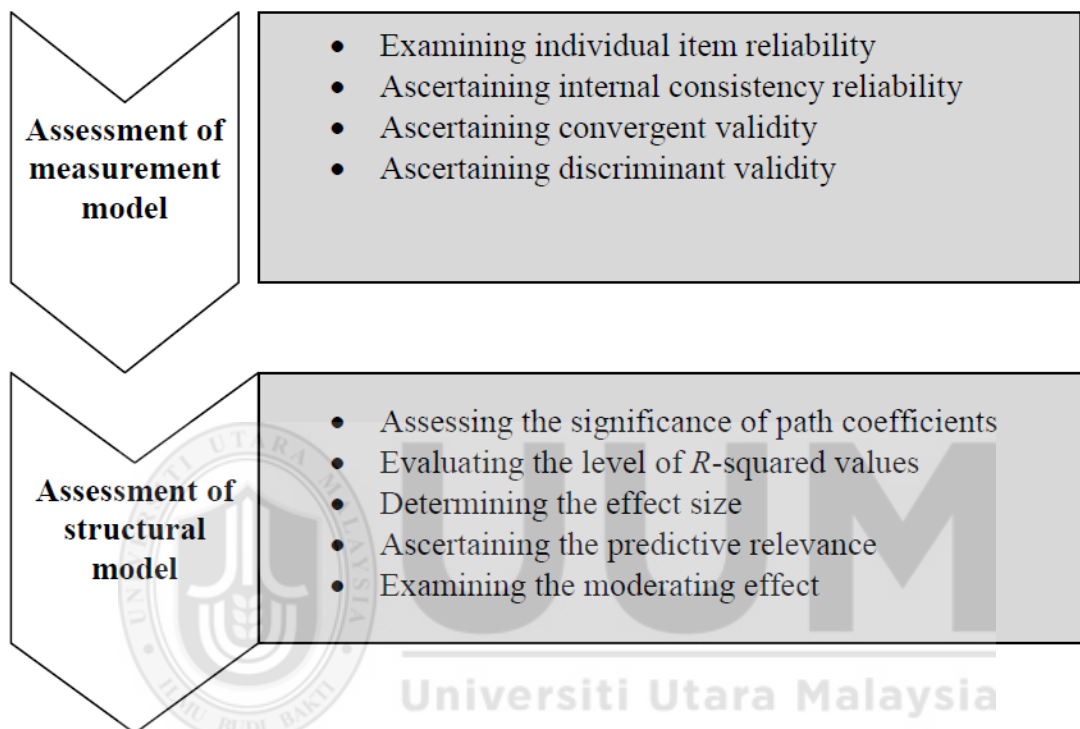
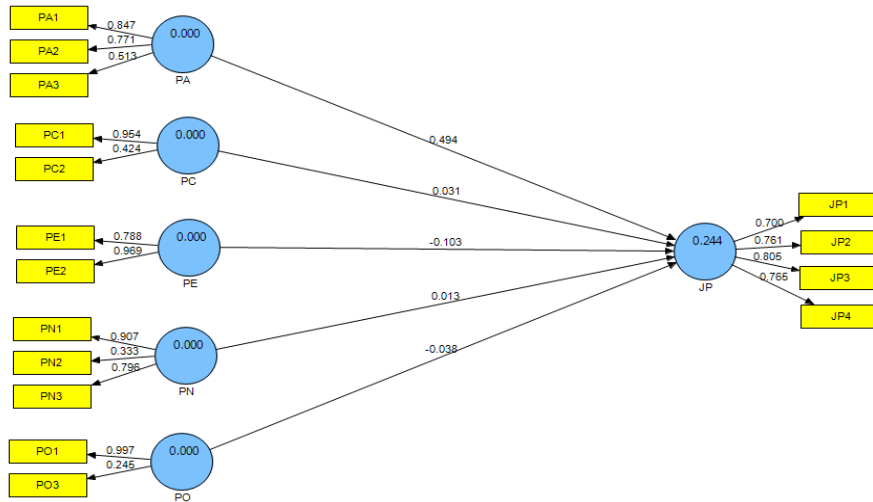


Figure 4.2
A Two-Step Process of PLS Path Model Assessment
Source: (Henseler et al., 2009)

4.6 Assessment of Measurement Model

An assessment of a measurement model involves determining individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity (Hair et al., 2014; Hair et al., 2011; Henseler et al., 2009).



4.6.1 Individual Item Reliability

Figure 4.3
Measurement Model

First requirement of measurement model individual item reliability was measure by from outer loading of each construct's measure (Hair et al., 2014; Hulland, 1999). For individual item reliability following the rule of thumb for retained items with loadings between .50 and .70 (Hair et al., 2014), it was discovered that less than five loading was deleted. Measurement model have 32 items to measure.

4.6.2 Internal Consistent Reliability

Internal consistency reliability refers to the extent to which all items on a particular (sub) scale are measuring the same concept (Bijttebier, Vanoost, Delva, Ferdinande, & Frans, 2001) Cronbach's alpha coefficient and composite reliability coefficient are the most commonly used estimators of the internal consistency reliability of an instrument in organizational research (Peterson & Kim, 2013). In this study, composite reliability coefficient was chosen to ascertain the internal consistency reliability of measures adapted. Two main reasons justified the use of composite reliability coefficient. Firstly, composite reliability coefficient provides a much less biased estimate of reliability than Cronbach's alpha coefficient because the later assumes all items contribute equally to its construct without considering the actual contribution of individual loadings (Barclay, Higgins, & Thompson, 1995; Gotz, Liehr-Gobbers, & Krafft, 2010).

Table 4.4

Measurement model				
Latent Variable	Item	Loading	Composite Reliability	Average
Job performance			0.7540	0.5756
	JP1	0.6996		
	JP2	0.7615		
	JP3	0.8053		
	JP4	0.7646		
Agreeableness			0.5474	0.5251
	PA1	0.8471		
	PA2	0.7710		
	PA3	0.5131		

			0.7595	0.5453
Conscientious	PC1	0.9542		
	PC2	0.4245		
Extroversion			0.5364	0.7800
	PE1	0.7876		
	PE2	0.9694		
Neuroticisms			0.6602	0.5221
	PN1	0.9070		
	PN2	0.3326		
	PN3	0.7956		
Open to experience			0.5883	0.5267
	PO1	0.9967		
	PO3	0.5452		

Job performance	R-square	0.243914
------------------------	-----------------	-----------------

Secondly, Cronbach's alpha may over or under-estimate the scale reliability. The composite reliability takes into account that indicators have different loadings and can be interpreted in the same way as Cronbach's α (that is, no matter which particular reliability coefficient is used, an internal consistency reliability value above .98 to .91 is regarded as satisfactory for an adequate model, was based on the rule of thumb provided by Hair et al (2011), who recommended that competitive reliability must be .70 or above. In measurement model Table 4.4 showing that present study meet requirement of suggested by Hair et al (2011),

4.6.3 Convergent Validity

Convergent validity refers to the extent to which items truly represent the intended latent construct and indeed correlate with other measures of the same latent construct (Hair et al., 2006). Convergent validity was assessed by examining the Average Variance Extracted (AVE) of each latent construct, as suggested by Fornell and Larcker (1981). Average Variance Extracted of each variable must be .50 or above on suggestion of Chin (1998). Table 4.4 showing the convergent variance extracted is more than .50 which indicating adequate convergent validity.

4.6.4 Discriminant Validity

Discriminant validity refers to the extent to which a particular latent construct is different from other latent constructs (Duarte & Raposo, 2010). In the present study, discriminant validity was determined using AVE, as recommended by Fornell and Larcker (1981). This was achieved by comparing the correlations among the latent constructs with square roots of average variance extracted (Fornell & Larcker, 1981). Furthermore, discriminant validity was assessed on the suggestion Chin's (1998) to compare the items indicator loading with other reflective indicators in the cross loadings table. First, Fornell and Larcker (1981) recommend the use of AVE with a score of .50 or above. To achieve adequate discriminant validity to suggest that the square root of the AVE should be greater than the correlations among latent constructs. As indicated in Table 4.5, the values of the average variances extracted range between .63 and .92, suggesting acceptable values. In Table 4.5, the correlations among the latent constructs were compared with the square root of the average variances extracted.

Table 4.5 also shows that the square root of the average variances extracted were all greater than the correlations among latent constructs.

Table 4.5

Latent Variable Correlations and Square Roots of Average Variance Extracted

Latent Variable Correlations	1	2	3	4	5	6
JP	0.7586					
PA	0.4799	0.7586				
PC	0.0836	0.1315	0.7586			
PE	-0.0577	0.1032	0.0677	0.7586		
PN	0.1461	0.2763	-0.0349	-0.0730	0.7586	
PO	0.0988	0.2976	0.1278	0.1695	0.2681	0.7586

Furthermore, as mentioned earlier, discriminant validity can be ascertained comparing the indicator loadings with cross-loadings (Chin, 1998). To achieve adequate discriminant validity, Chin (1998) suggests that all the indicator loadings should be higher than the cross-loadings. Table 4.5 compares the indicator loadings with other reflective indicators. All indicator loadings were greater than the cross loadings, suggesting adequate discriminant validity for further analysis.

Table 4.6

Cross loadings

Cross Loadings	JP	PA	PC	PE	PN	PO
JP1	0.6996	0.3758	-0.0306	0.0501	0.1617	0.1407
JP2	0.7615	0.3712	0.1120	-0.0360	0.0952	0.0507
JP3	0.8053	0.4021	0.1088	-0.1125	0.1162	0.1341
JP4	0.7646	0.2937	0.0500	-0.0674	0.0664	-0.0486
PA1	0.4261	0.8471	0.0582	0.0388	0.2035	0.2322
PA2	0.3723	0.7710	0.1186	0.1043	0.2338	0.1869
PA3	0.2003	0.5131	0.1488	0.1107	0.1683	0.2743
PC1	0.0825	0.0799	0.9542	0.0837	-0.1172	0.0496
PC2	0.0273	0.1939	0.5245	-0.0288	0.2390	0.2733
PE1	-0.0255	-0.0097	0.0258	0.7876	-0.0295	0.0664
PE2	-0.0640	0.1363	0.0767	0.9694	-0.0819	0.1911
PN1	0.1383	0.2383	0.0083	-0.0993	0.9070	0.2783
PN2	-0.0173	0.2951	0.1456	0.1272	0.3326	0.2063
PN3	0.0963	0.2741	-0.0570	0.0166	0.7956	0.1839
PO1	0.0958	0.2941	0.1252	0.1670	0.2763	0.9967
PO3	-0.0080	0.0424	0.0046	0.0173	0.1744	0.5452

4.7 Assessment of Significance of the Structural Model

Having ascertained the measurement model, next, the present study assessed the structural model. The present study also applied the standard bootstrapping procedure with a number of 500 to 5000 bootstrap samples and 385 cases to assess significance of the path coefficients (Hair et al., 2014; Hair et al., 2012; Henseler et al., 2009). Figure 4.2 and 4.3 and Table 4.6 and Table 4.7

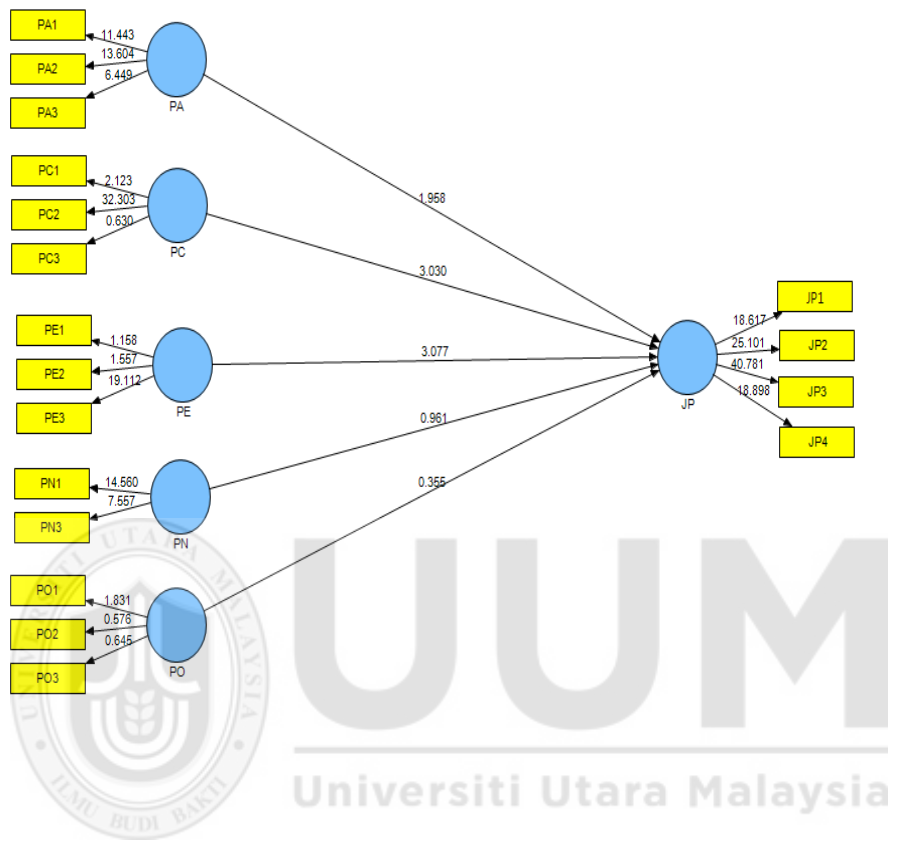


Figure 4.4: Direct Structural model

Table 4.7

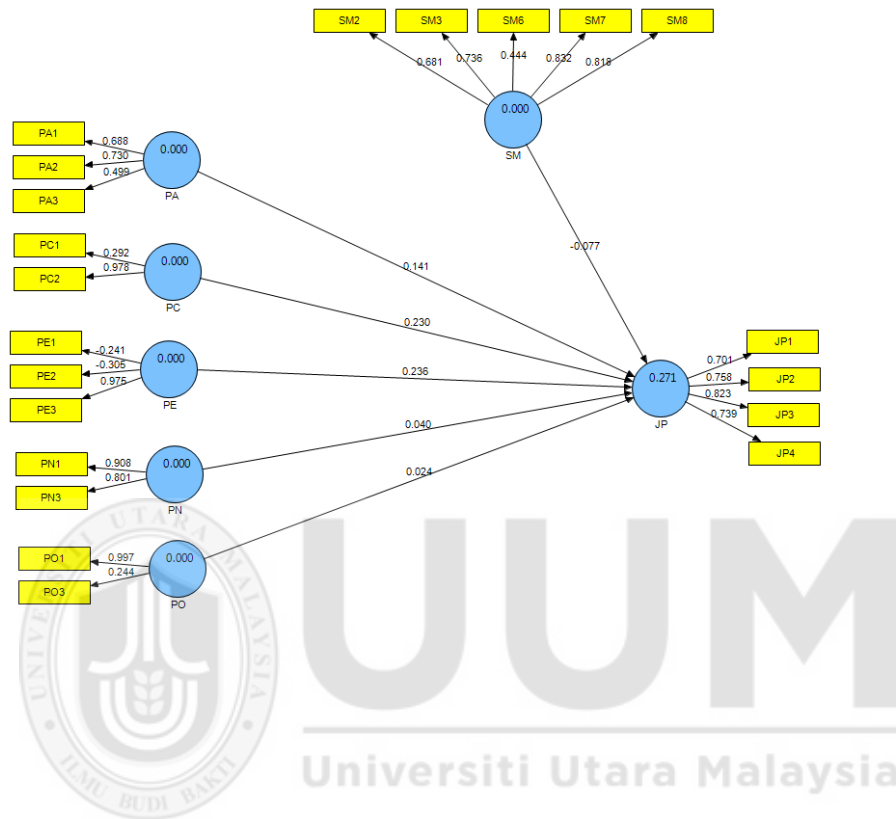
Direct hypothesis

Structural Model				
Relationship	Beta	Std-Error	T-value	Decision
PE -> JP	0.2134	0.0891	2.3949	Supported
PN -> JP	0.0448	0.0459	0.9766	Not Supported
PO -> JP	0.0219	0.0694	0.3157	Not Supported
PA -> JP	0.1999	0.1177	1.6975	Supported
PC -> JP	0.2130	0.0910	2.3400	Supported

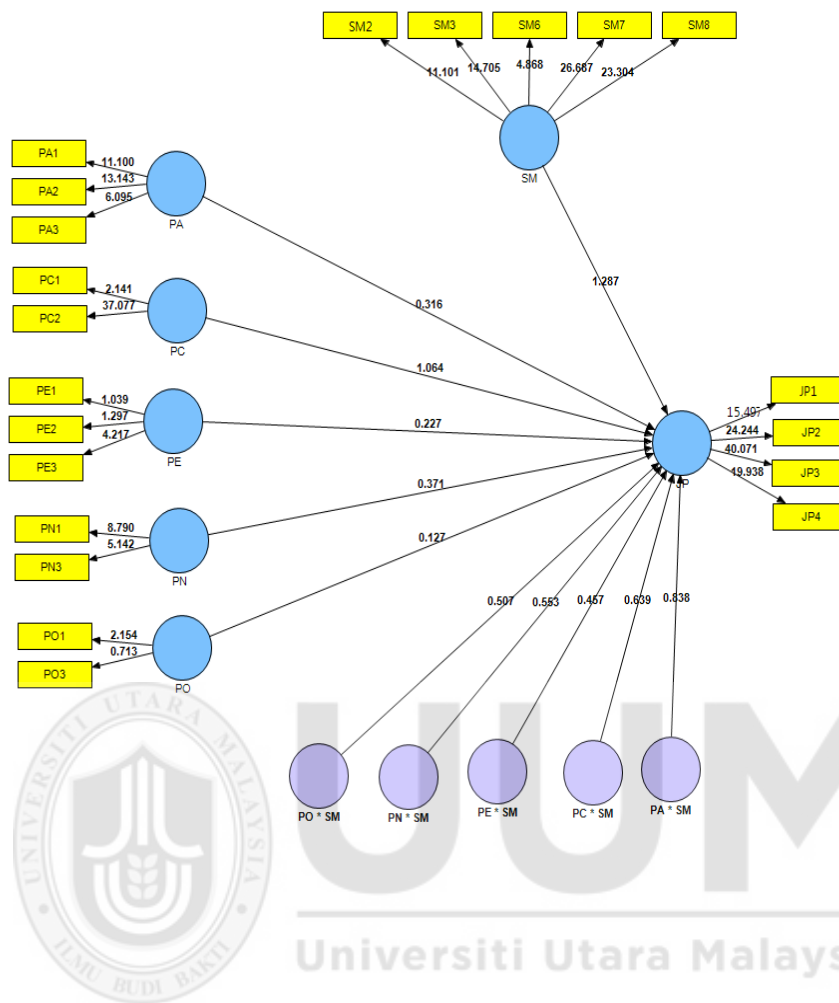
Table 4.7 and figure 4.4 Hypothesis 1 predicted that extroversion was positively related to job performance (beta= 0.2134, t=value 2.3949) was significance. Hypothesis 2 similarly, Neuroticism to does not related to job performance (beta=0.0448 and t-value 0. 9766) hypothesis was not significance. At the outset. Hypothesis 3 between Open to experience and job performance was insignificant with statically (beta=0.02195 and t-value 0.3157). In addition, hypothesis 4 showing that agreeableness has direct significant relationship with job performance with value (beta=0.1999, t=1.6975) hypothesis was significant. Fifth direct hypothesis conscientious and job performance. (beta =0.2130, t= 2.3400) found significant.

Moderation test

The examination of social media usage not provide any significant results. This result can extract and observed by the figure 4.5 and table 4.8



4.5 Moderation Measurement model



4.5 Moderation structural model

4.8 Table of moderation test

Relationship	Original Sample (O)	Standard Error (STERR)	T Statistics (O/STERR)	Decision
PA * SM -> JP	0.4460	0.5325	0.8376	Not supported
PC * SM -> JP	-0.2618	0.4095	0.6393	Not supported
PE * SM -> JP	-0.1174	0.2568	0.4571	Not supported
PN * SM -> JP	0.1172	0.2120	0.5527	Not supported
PO * SM -> JP	-0.0740	0.1460	0.5070	Not supported

At the outset, Hypothesis 6 predicted that social media using does not moderates between Agreeableness and job performance. Figure 4.5 and Table 4.8 revealed (beta=0.4460 t-value0.8376). Hypothesis 7 similarly, social media using does not moderates between conscientious and job performance (beta=0.2618 and t-value 0.6393). Hypothesis 8 social media using does not moderates between extroversion and job performance (beta=0.1174 and t-value 0.4571). Hypothesis 9 social media using does not moderates between Neuroticism and job performance (beta= 0.1172 t-value 0.5527). Hypothesis 10 social media using does not moderates between Agreeableness and job performance with statically (beta=value 0.0740 and t-value 0.50706) hypothesis was not supported.

4.8 Conclusion

In this chapter, the justification for using PLS path modelling to test the theoretical model in this study was presented. Following the assessment of significance of the path coefficients, the key findings of the study were presented relationship between, personality trait, social media using with job performance in Almanseer Group of Jordan.. The next chapter (Chapter 5) will discuss further the findings, followed by implications, limitations, suggestions for future research directions and conclusion.



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Chapter 5

Conclusion

5.1 Introduction

This chapter discusses about findings of the study which were proposed in chapter one. Predictors, antecedents and indicators of job performance have been identified vastly in past studies. However, the current study focuses on the moderating effect of social media using on the relationship between personality traits and job performance. In this chapter, main theme is followed by different segments fostering or deteriorating the job performance issues and challenges in Jordanian aspects. Afterwards, chapter holistically discusses about underpinning theory with supporting arguments of theoretical framework.

5.2 Recapitalizations

The study is present several replications in the past, as its mentioned background of study; job performance has been major problem and issues were pertaining in the Middle East region. Similarly, several factors were examined therefore current contextual setting have novelty because it's applying different relationship schema; indicators and predictors of job performance in Jordanian context not exploring yet i.e moderating effect social media using variables. This Replication of past studies has channelized to explore new several aspects of job performance. Consequently current examination variables, personality factors support job performance; has continuance of

past results of studies. Applying different geographical setting of Middle East, specifically on Jordanian context; has concluded that all dimension of personality traits enhances and closely links towards employee's job performance.

5.3 Hypothesis and theory

This finding of research derived from research objectives and discussions followed by hypothesis has developed to examine the relationship between the variables which is mentioned as, several prominent studies can be tracked, outlining the importance and relationship between personality traits and job performance (Viswesvaran & Ones, 1999). Study by Barrick and Mount (1991) outlined the relationship between five-factor model and various job performance prospects such as personnel data, job proficiency, and training proficiency. The studies suggested that openness to experience; extraversion, and conscientiousness were positively related with the three job performance measurements. Likewise, study by Caligiuri (2000) found that personality characteristics have a great association with job performance. Similarly, Mol, Born, Willemsen, and Van Der Molen (2005) also reported similar findings in their study. Conclusively, certain personality prospects can be in great relationship with some of the personality traits hence, organizations need to focus on certain traits in accordance.

H₁ There is positive relationship between Extraversion and job performance.

The theory of personality trait arguing that individual modeled their behavior and actions according situation and environment (Costa & McCrae, 1992). These actions

are out comes of dispositions of individuals. In that vein, extrovert individuals define as “an individual does in order to help boost the work intensity and quantity of work for the purpose of activation, interpersonal interactions and moments of cheerfulness” (Costa & McCrae, 1992).

The current study is developed and conceptualized hypothesize on the basis of previous findings which concluded that extrovert individuals can boost the work and job performance. This study is parallel with past studies; personality trait of extroversion effect on the job performance of Almansser group of Jordan. The different contextual setting of variables does not predict any discrepancy in the relation between job performance and extraversion. This means the extroversion individual have positive and significant effect on job performance.

H₂ There is positive relationship between open to experience and job performance.

The open to experience individuals are denotes to individual expression of being imaginative, innovative, curious and creative about things (Costa & McCrae, 1992). The open minded and ready to take challenge individuals are always high in the morale and positive attitudes towards and outcomes. This individual always trying to reach optimum level of work and intensity.

The current study hypothesis significant and positive relationship between open to experience and job performance and found insignificant and positive. The result of study can coordinated with past results which do not provide any discrepancy of results in past. However, previous studies concluded that high in open to experience people

are more productive than those people who are low in open to experience or live in cognitive rationality. Low in the open to experience might failed if job or assignment has awarded and given at out of routine course. On the other side of picture, open to experience people always curious to enjoy new challenges and takes.

H₃ There is positive relationship between Neuroticism and job performance.

Emotional stability is required at every stage of life in the human. This emotional stability is adverse of the Neuroticism, Neuroticism denotes to individual personality elements of shyness, depression, anxiety, and vulnerability (Costa & McCrae, 1992). The Neuroticism individuals are people tend to shy and low in confidence. These individuals are facing difficulty to perform daily job task because of the Characteristics of personality. In the takes as presentation are tent to be reluctant or reluctant to extend the social network and given lecturering task.

The current study developed hypothesis that Neuroticism effect on the job performance of employee and found positive and insignificant. Which is endorsing previous findings the high in Neuroticism individuals are low in the job performance.

H₄ There is positive relationship between Agreeableness and job performance.

The agreeableness individuals are people who are easy to adapt situation and environment. This personality trait refers to trust and helpful nature with a compassionate heart and forgiving attitude (Costa & McCrae, 1992). The agreeableness people always suitable for organization because they work passionate and open heart.

This study were examine the relationship between agreeableness and job performance found significant relationship. The result of past studies are mix in nature wit job performances i.e some of the authors found significant and other do not found any significant relationship.

H₅ There is positive relationship between Conscientiousness and job performance.

The people of self-control behavior and attributed are high on the Conscientiousness. Conscientiousness denotes to self-control traits that enable in organizing, planning, goal achievement, and work strategizing for the achievement of specific tasks (Barrick & Mount, 1998). These people self-motived individuals and easy going to perform daily or routine task of jobs. These people work in group to organize and planning in the leading role and motivate other individuals regarding task.

The study examine the relationship between above mentioned variable with job performance and found positive and significant.

The social charm and penetration been observed at any level jobs and age of human life. Researchers demonstrate that usage of social network sites is quite high among employees users since these sites help them in several aspects like self-presentation, entertainment and education purposes (Mazman & Usluel, 2011; Drigas, Ioannidou, Kokkalia, & Lytras , 2014; Ellison et al., 2007). According to Hayes, van, and Muench (2015) internet has become an essential part of human life, as this application expand their ability to do a variety of actions besides social networking. In Jordan, research indicates that internet is one of the most attractive social network sites among employees (Arouri, 2015).

H6 There is moderating effect of social media using on the relationship between Extraversion and job performance

A study conducted by Asnani (2013) found that there is a relationship on the usage of social media and social networking sites towards employee job performance. Hence current study is examine moderating effect of social media using on the relationship between personality trait and job performance.

This study does not found any significant effect of social media using on the relationship of personality trait and job performance. This claim plausible explanation that rather than productive work of social media suing in the office hours; used as the entertainment and enjoyment tool.

H7 There is moderating effect of social media using on the relationship between open to experience and job performance

According to Hayes, van, and Muench (2015) internet has become an important aspect of human life. In the addition but how this trend and phenomena help in the work productive behavior is not reported yet. The past studies calling that importance of social media using in the human life but how this trend effect on job performance is not yet .

In the same very this study examine the moderating effect of social media suing on the relationship of personality trait and job performance and do found any significant effect. This results constant with previous findings of extroversion who claims not any

significant effect. This concluded that variant of different personality trait do not change the results.

H8 There is moderating effect of social media using on the relationship between neuroticism and job performance

The supporting arguments in the past studies has been contextualize, in moderating effect of social media on the relationship between personality trait and job performance providing the insignificant and positive relationship. From adding to all odd and relevant to past studies, this study conceptualized by results that social media using does not effect with combination of Neuroticism and job performance.

H9 There is moderating effect of social media using on the relationship between agreeableness and job performance

The supporting arguments in the past studies has been contextualize, moderating effect of social media using on the relationship between agreeableness and job performance.

The current study arguments claim that social media using does not has effecting on the relationship between agreeableness and job performance.

In the above mentioned debate it's clearly observed that in the Almanseer company of Jordan, employees who has agreeableness which claim the sub dimensions of adaptable, flexible and cooperative and adjust with environment and situation. This can contextualized the agreeable characteristics and Job performance or work outcome does not effect by social media. In the analysis its shows negative path results which claim that there is negative effect on performance

H10 There is moderating effect of social media using on the relationship between conscientious and job performance

To examine moderating effect of social media using on relationship between conscientious and job performance, found insignificant and a negative. In the same claim it's also found that in the direct relationship found significant where introduction of intervening variable changes path of direct relationship between exogenous and endogenous variables. This conclude that social media using does not effect on moderation effect between variables, however it effect on the negative relationship means using of social media effecting negative on job performance.

5.4 Contribution

The contribution of study is serving in several way, i.e phenomena of Social media using, issues and challenges has now conceived empirical reference in Middle East context and now it can say that this study has provided the clear inside viewpoint of organization perspective how it could enhance Job performance .

5.4.1 Theoretical

The adhesive theoretical framework and underpins received by the social exchange theory. From theoretical point of view, it's mentioned in previous chapter this study entailed as explanatory in the nature. These current selections of variables has been studied in the past with different contextual setting however this study has created novelty to examine the detailed inquiry about the dimension of personality traits with

job performance and moderating effect of social media using. These same antecedes can be applied in the objective way by adding the moderating effect of social media using. This theoretical understanding noteworthy in the sense that social media using conceptualize in past as major trend however there was no in empirical evidence yet for supporting theory. Alternatively, other side these relationship has given the authenticity of past findings and added body of knowledge in the theoretical way.

5.4.2 Practical

The current study is provided several practical contribution. The personality related factors can be considered, may enhance to achieve job performance. Moreover, how personality trait and job performance of employees moderated by effect of social media in Jordan. Alternatively, in the practical approach, an organization must focus on the reception to personality trait and job performance to influence by inception of social media using strategies. Similarly, the current study is served employees to set individuals goal by maximizes their efforts on performance.

5.5 Limitation, Future Research

The current study limitations are severally, among of them first, the study is focusing on spot on questionnaire if the study might be considered in the future with time constraint; and with different geographical location chances to get fluctuate results. The results of current study cannot be able to generalize if the applying in other context .i.e in longitudinal study etc. Second limitation, study might be extend to all private sector or might be consider other sector i.e construction, transport and etc. in Jordan. Third

limitations, as this study focusing on the employee level, might vary results adopting the sample size from lower staff or on top most management. This study can be replicate with public and private companies sector of Jordan or Middle East countries.

5.6 Conclusion

The social media using is major issue in the Middle East countries, however dire need of research did not allow to conduct on job performance specifically in the Jordanian context. The studies has scared literature on the social media using in terms of detailed inquiry with dimension of personality traits and job performance in the Jordan. This study might be consider in the first ,as best knowledge of researcher with examination personality traits , social media suing and its effects on job performance in Almanseer group of Jordan. In the theoretical aspect, study has supporting deepen inquiry about the dimension of personality traits (extraversion, open to experience, agreeableness, consienctinious and neuroticism) and job performance. This schema of relationship between the variables added the body knowledge in theoretical way. On the practical mode, study has given the certain direction to the organization that, organization must be installed and keeping in consideration this important aspects of social media using and when policy makers or strategist formalizing policies for sustainability of organizations. This predictors of job performance which is center of debate i.e. personality traits have extra influential than any other factors supporting by past studies. In the conclusion, consideration may give in the line of future research recommendations because current study has limited sampling and industry exposure which cannot be generalize future research findings.

5.7 Chapter summary

This chapter logically defines, empirical evidence absorbed from the process of data analysis. In the beginning chapter starts a discussion with introduction, replication of the study in the past studies and theoretical support. Then its discusses about the contribution of study, theoretical and practical way. Limitation and future studies provides boundary from the study and findings. In the last conclusion has presented the whole study in few sentences for understanding.



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SURVEY

Dear Sir/Madam,

My name is SAMER JIBRIL QARALLEH, a Master student of College of Business, University Utara Malaysia. My research interest is “The moderating effects of social media using on relationship between personality traits and job performance”.

It will take 15-20 minutes to complete this questionnaire. The information provided by you will only be used for Academic Purpose and will be kept completely confidential.

I highly appreciate your participation in this research.

Thank you

Sincerely yours,

SAMER JIBRIL QARALLEH

College of Business

University Utara Malaysia

SECTION A: DEMOGRAPHIC INFORMATION:

These items ask for some personal information. Please be assured that your responses to these questions are confidential.

Please fill in or put a tick (✓) in the appropriate box

I. What is your Gender?

Male

Female

II. To which of the following age groups do you belong?

18-22years

22-24

24 and above

III. To which of the following regions you belong?

Irbid

Tafila

Amman

III. To which of the following experience you?

1-years

1-5 Years

5-10Years

- 10-15 Years

1V which following status you belong?

- Single
- Married
- Divorce
- Others-----

V Which of following qualification you have



- Diploma
- Graduation
- Masters
- Others

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SECTION B: Job performance, personality trait and social media using

Personality Traits

Rate your behavior by the rating (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree)

I see myself as someone who

S.no	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1.	Worries a lot	5	4	3	2	1
2.	Gets nervous easily	5	4	3	2	1
3.	Remains calm in tense situations	5	4	3	2	1
4.	Is talkative	5	4	3	2	1
5.	Is outgoing, sociable	5	4	3	2	1
6.	Is reserved	5	4	3	2	1
7.	Is original, comes up with new ideas	5	4	3	2	1
8.	Values artistic, aesthetic experiences	5	4	3	2	1
9.	Has an active imagination	5	4	3	2	1
10.	Is sometimes rude to others	5	4	3	2	1
11.	Has a forgiving nature	5	4	3	2	1
12.	Is considerate and kind to almost everyone	5	4	3	2	1
13.	Does a thorough job	5	4	3	2	1
14.	Tends to be lazy	5	4	3	2	1
15.	Does things efficiently	5	4	3	2	1

Social media using

Rate your behavior by the rating (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree) I see myself as someone who

S.no	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
	I consider myself as					
16.	I often use social media to obtain work related information	5	4	3	2	1
17.	I regularly use social media to maintain and strengthen	5	4	3	2	1
18.	I frequently of usage of social media at work	5	4	3	2	1
19.	Using of social media is Effective	5	4	3	2	1
20.	Using of social media is Helpful	5	4	3	2	1
21.	Using of social media is Functional	5	4	3	2	1
22.	Using of social media is Necessary	5	4	3	2	1
23.	Using of social media is Practical	5	4	3	2	1

Job Performance

Rate your behavior by the rating (Strongly Disagree, Disagree, Neutral, Agree, and Strongly Agree) I see myself as

S.no	Questions	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
24.	I almost always perform better than an acceptable level	5	4	3	2	1
25.	I often perform better than can be expected from me	5	4	3	2	1
26.	I often put in extra effort in my work	5	4	3	2	1
27.	intentionally expend a great deal of effort in carrying out my job	5	4	3	2	1
28.	I try to work as hard as possible	5	4	3	2	1
29.	The quality of my work is top-notch	5	4	3	2	1

Thanking You