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



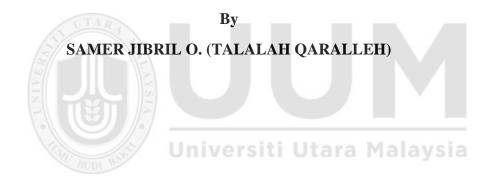
# THE MODERATING EFFECT OF SOCIAL MEDIA USAGE ON THE RELATIONSHIP BETWEEN PERSONALITY TRAITS AND JOB PERFORMANCE IN PRIVATE SECTOR IN JORDAN



MASTER OF HUMAN RESOURCE MANAGEMENT
UNIVERSITI UTARA MALAYSIA

JUNE, 2017

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



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



### PERAKUAN KERJA KERTAS PENYELIDIKAN

(Certification of Research Paper)

Saya, mengaku bertandatangan, memperakukan bahawa (I, the undersigned, certified that)
SAMER JIBRIL O. (TALAL'AH QARALLEH) (818636)

Calon untuk Ijazah Sarjana
(Candidate for the degree of)
MASTER OF HUMAN RESOURCE MANAGEMENT

telah mengemukakan kertas penyelidikan yang bertajuk (has presented his/her research paper of the following title)

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

Seperti yang tercatat di muka surat tajuk dan kulit kertas penyelidikan (as it appears on the title page and front cover of the research paper)

Bahawa kertas penyelidikan tersebut boleh diterima dari segi bentuk serta kandungan dan meliputi bidang ilmu dengan memuaskan.

(that the research paper acceptable in the form and content and that a satisfactory knowledge of the field is covered by the research paper).

Nama Penyelia Pertama (Name of 1st Supervisor)

DR. MOHAMMED R.A. SIAM

Tandatangan (Signature)

5 JUN 2017

Tarikh (Date)

# **PERMISSION TO USE**

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

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

Universiti Utara Malaysia

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

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

iv

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 Kepribadian, Prestasi Kerja

٧

# Acknowledgement

### Alhamdulillah.

First and foremost, all praise and thanks to **Allah** for giving me the strength and patience, and providing me the knowledge to accomplish this thesis.

My very Special dedication to the big heart My Father (JIBRIL QARALLEH), To the fountain of patience and optimism and hope My Mother (FAHMIEH QARALLEH), *Thank you* for being there whenever I needed it, and even when I thought I didn't Need it. Thank you for teaching me respect, confidence, and proper etiquette. Thank you for letting me Find my own way. Thank you for acknowledging how hard I've worked, but also know that I would not be here without both of you.

I must express my very profound gratitude to My Brothers (*Dr. Tha'er*, *Dr. Thamer*, *Dr. Amer*, *Capt. Omar*, *Eng. Ahmed*) and My Sisters (*Dr. Amani*, *Dr. Thikryat*, *Dr. Reema*, *Dr. Reham*) for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this thesis. This accomplishment would not have been possible without them. *Thank you*.

I would like to express my deep and sincere gratitude to my research supervisor, **Dr. Mohammed R. Siam**, for giving me the opportunity to do research and providing invaluable guidance throughout this research. His dynamism, vision, sincerity and motivation have deeply inspired me. It was a great privilege and honor to work and study under his guidance.

I would also like to offer my appreciation and gratitude to my best **Jordanian** friends, for their endless encouragement and support to keep me inspired in completing this research.

Special thanks to my best friend here *Putri alia maulina* in UUM for the valuable supports throughout my study. My life in Malaysia would not be completed without love and support from her. Thank you so much for sharing happiness and tears throughout these years.

Lastly, special thanks to Universiti Utara Malaysia for making this research journey interesting and enjoyable.

SAMER JIBRIL QARALLEH

MASTER OF HUMAN RESOURCE

UNIVERSITI UTARA MALAYSIA



# **Table of Contents**

# Contents Page No

|           |                                   | ii   |
|-----------|-----------------------------------|------|
| PERMISSIO | N TO USE                          | iii  |
| Abstract  |                                   | iv   |
| Abstrak   |                                   | V    |
| Acknowled | lgement                           | vi   |
| CHAPTER   | 1                                 | 1    |
| INTRODU   | CTION                             | 1    |
| 1.1 In    | ntroduction                       | 1    |
| 1.2 B     | Background of Study               | 1    |
| 1.2 Prob  | lem statement                     | 4    |
| 1.3 Rese  | arch Questions                    | 9    |
|           | arch Objectives                   |      |
| 1.5 Signi | ificance of Study                 |      |
| 1.5.1     | Theoretical                       |      |
| 1.5.2     | Practical                         | . 11 |
|           | cope of Study                     |      |
| 1.8 S     | UMMARY                            | 13   |
| CHAPTER   | TWO                               | . 14 |
| LITERATU  | JRE REVIEW                        | . 14 |
| 2.1 In    | ntroduction                       | 14   |
| 2.4 Job p | performance                       | 16   |
| 2.5 Perso | onality trait                     | 19   |
| 2.5.1     | Neuroticism                       | . 21 |
| 2.5.2 I   | Extroversion                      | . 22 |
| 2.5.3     | Openness to Experience            | . 23 |
| 2.5.4     | Agreeableness                     | . 24 |
| 2.5.50    | Conscientiousness                 | . 24 |
| 2.6       | Social media usage                | 27   |
| 2.7 Mod   | erating effect social media usage | 30   |
| 2.8 S     | ummary                            | 32   |
| CHAPTER   | THREE                             | . 33 |

| RESEA   | ARCH METHODOLOGY                                   | 33 |
|---------|--|----|
| 3.1     | Introduction                                       | 33 |
| 3.2     | Research Framework                                 | 33 |
| 3.4     | Research Design                                    | 35 |
| 3.5     | Operationalization of variables                    | 37 |
| 3.5     | 5.1 Job performance                                | 37 |
| 3.5     | 5.2 Personality traits                             | 38 |
| 3.5     | 5.3 Social media usage                             | 38 |
| 3.6     | Target Population                                  | 38 |
| 3.6 S   | ample size   | 40 |
| 3.7     | Sampling size Technique                            | 42 |
| 3.8     | Research Instrument                                | 43 |
| 3.9     | Data Analysis Method                               | 45 |
| 3.9     | 9.1 Reliability and Validity of Model              | 46 |
| 3.10    | Chapter Summary                                    |    |
|         | TER FOUR   |    |
| DATA    | ANALYSIS   | 48 |
|         | ntroduction  |    |
| 4.2 R   | Response Rate                                      | 48 |
| 4.3 E   | Demographic Profile of the Respondents             | 49 |
| 4.4 D   | Descriptive Analysis of the Latent Constructs      | 51 |
| 4.5 A   | Assessment of PLS-SEM Path Model Results           | 52 |
| 4.6 A   | Assessment of Measurement Model                    | 53 |
| 4.6.1   | Individual Item Reliability                        | 54 |
| 4.6     | 5.2 Internal Consistent Reliability                | 55 |
| 4.6     | 5.3 Convergent Validity                            | 57 |
| 4.6     | 5.4 Discriminant Validity                          | 57 |
| 4.7 A   | Assessment of Significance of the Structural Model | 59 |
| Mod     | eration test                                       | 62 |
| 4.8 C   | Conclusion   | 65 |
| Chapter | r 5  | 66 |
| Conclu  | sion   | 66 |
| 5.1 In  | ntroduction  | 66 |
| 5.2 R   | Recapitalizations                                  | 66 |
| 5.3 H   | Hypothesis and theory                              | 67 |

| 5.4 Contribution                | 73 |
|---------------------------------|----|
| 5.4.1 Theoretical               | 73 |
| 5.4.2 Practical                 | 74 |
| 5.5 Limitation, Future Research | 74 |
| 5.6 Conclusion                  | 75 |
| 5.7 Chapter summary             | 76 |
| References                      | 77 |



### **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.

Universiti Utara Malavsia

# 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

# The contents of the thesis is for internal user only

## References

- Abu-Shanab, E. A., & Al-Tarawneh, H. A. (2013). How Jordanian Youth Perceive Social Networks Influence. *Computer Science and Information Technology*, *1*(2), 159-164.
- Aksoy, L., van Riel, A., Kandampully, J., Bolton, R. N., Parasuraman, A., Hoefnagels, A., Komarova Loureiro, Y. (2013). Understanding Generation Y and their use of social media: a review and research agenda. Journal of Service Management, 24(3), 245-267.
- Al-Oqily, I., Alkhatib, G., Al-Khasawneh, A., & Alian, M. (2013). Social networks impact: the case of Jordan youth. *International Journal of Continuing Engineering Education and Life Long Learning*, 23(1), 100-114.
- Alshaar, Q. (2016). The Relationship between Corporate Social Responsibility and Employees Performance in Al Manaseer Group-Jordan. International Journal of Business and Social Science, 7(12).
- Amarneh, B. H., Abu Al-Rub, R. F., & Abu Al-Rub, N. F. (2010). Co-workers' support and job performance among nurses in Jordanian hospitals. *Journal of Research in Nursing*, 15(5), 391-401.
- Anantatmula, V. S., & Shrivastav, B. (2012). Evolution of project teams for Generation Y workforce. International Journal of Managing Projects in Business, 5(1), 9-26.
- Armstrong, M. (2010). Armstrong's essential human resource management practice: A guide to people management: Kogan Page Publishers.
- Armstrong, M., & Taylor, S. (2014). Armstrong's handbook of human resource management practice: Kogan Page Publishers.

- Arouri, Y. M. (2015). How Jordanian University Students Perceive the Opportunities and Challenges of Using Facebook as a Supplementary Learning Resource? *International Journal of Emerging Technologies in Learning*, 10(1).
- Asnani, K. (2013). The relationship of social media and social networking sites on employee job performance in Division Information Technology, Telekom Malaysia (Doctoral dissertation, Universiti Utara Malaysia).
- Awais Bhatti, M., Mohamed Battour, M., & Rageh Ismail, A. (2013). Expatriates adjustment and job performance: an examination of individual and organizational factors. *International Journal of Productivity and Performance Management*, 62(7), 694-717.
- Barclay, D., Higgins, C., & Thompson, R. (1995). The partial least squares (PLS) approach to causal modeling: Personal computer adoption and use as an illustration. *Technology studies*, 2(2), 285-309.
- Barlett, J. E., Kotrlik, J. W., & Higgins, C. C. (2001). Organizational research:

  Determining appropriate sample size in survey research. *Information technology, learning, and performance journal*, 19(1), 43.
- Barrick, M. R., & Mount, M. K. (1991). The big five personality dimensions and job performance: a meta-analysis. *Personnel psychology*, 44(1), 1-26.
- Barrick, M. R., Mount, M. K., & Judge, T. A. (2001). Personality and performance at the beginning of the new millennium: What do we know and where do we go next? *International Journal of Selection and assessment*, 9(1-2), 9-30.
- Bertolino, M., M. Truxillo, D., & Fraccaroli, F. (2013). Age effects on perceived personality and job performance. *Journal of Managerial Psychology*, 28(7/8), 867-885.

- Bijttebier, P., Vanoost, S., Delva, D., Ferdinande, P., & Frans, E. (2001). Needs of relatives of critical care patients: perceptions of relatives, physicians and nurses. *Intensive care medicine*, 27(1), 160-165.
- Bilgihan, A., Okumus, F., & Cobanoglu, C. (2013). Generation Y travelers' commitment to online social network websites. *Tourism Management*, *35*, 13-22.
- binti Rusbadrol, N., Mahmud, N., & Arif, L. S. M. (2015). Association between Personality Traits and Job Performance among Secondary School Teachers.
- Bolton, R. N., Parasuraman, A., Hoefnagels, A., Migchels, N., Kabadayi, S., Gruber, T., ... & Solnet, D. (2013). Understanding Generation Y and their use of social media: a review and research agenda. *Journal of Service Management*, 24(3), 245-267.
- Bosco, B. M. (2014). Reward management practices and employee performance at Nakumatt holdings ltd. University of Nairobi.
- Bosco, F. A., Aguinis, H., Singh, K., Field, J. G., & Pierce, C. A. (2015). Correlational effect size benchmarks. *Journal of Applied Psychology*, 100(2), 431.
- Boshoff, C., & Arnolds, C. (1995). Some antecedents of employee commitment and their influence on job performance: A multi foci study. *South African Journal of Business Management*, 26(4), 125-135.
- boyd, D., & Ellison, N. (2007). Social network sites: Definition, history, and scholarship. Journal of Computer Mediated Communication, 13(1), 210–230.
- Brenner, J., & Smith, A. (2013). 72% of online adults are social networking site users.

  Washington, DC: Pew Internet & American Life Project.

- Burch, G. S. J., & Anderson, N. (2008). 8 Personality as a Predictor of Work-Related Behavior and Performance: Recent Advances and Directions for Future Research. *International review of industrial and organizational psychology*, 23, 261.
- Cabral, J. (2008). Is generation Y addicted to social media. Future of children, 18, 125.
- Caligiuri, P. M. (2000). The big five personality characteristics as predictors of expatriate's desire to terminate the assignment and supervisor-rated performance. *Personnel Psychology*, *53*(1), 67-88.
- Campbell, J. P. (1990). The role of theory in industrial and organizational psychology.
- Cascio, W., & Boudreau, J. (2010). Investing in people: Financial impact of human resource initiatives. Ft Press.
- Casey, A., Dyson, B., & Campbell, A. (2009). Action research in physical education: Focusing beyond myself through cooperative learning. *Educational Action Research*, 17(3), 407-423.
- Chen, J. C., & Silverthorne, C. (2008). The impact of locus of control on job stress, job performance and job satisfaction in Taiwan. *Leadership & Organization Development Journal*, 29(7), 572-582.
- Chin, W. W. (1998). The partial least squares approach to structural equation modeling. *Modern methods for business research*, 295(2), 295-336.
- Chu, L. C., & Huang, K. C. (2013). How personality traits mediate the relationship between flow experience and job performance. *The Journal of International Management Studies*, 8(1), 33-46.
- Chu, L. C., & Lai, C. C. (2011). A research on the influence of leadership style and job characteristics on job performance among accountants of county and city government in Taiwan. *Public Personnel Management*, 40(2), 101-118.

- Cole, G. A. (2002). Personnel and human resource management: Cengage Learning EMEA.
- Costa Jr, P. T., & McCrae, R. R. (1995). Domains and facets: Hierarchical personality assessment using the Revised NEO Personality Inventory. *Journal of personality assessment*, 64(1), 21-50.
- Costa, P. T., & McCrae, R. R. (1985). The NEO personality inventory.
- Costa, P. T., & McCrae, R. R. (1992). Normal personality assessment in clinical practice: The NEO Personality Inventory. *Psychological assessment*, *4*(1), 5.
- Creswell, J. W. (2013). Research design: Qualitative, quantitative, and mixed methods approaches. Sage publications.
- Darawsheh, S. R. M., & ALshaar, A. S. (2016). The degree of heads of departments at the University of Dammam to practice transformational leadership style from the point of view of the faculty members. *Journal of Social Sciences* (COES&RJ-JSS), 5(1), 56-7
- Diehl, P. L., & Gay, L. R. (1992). Research Methods for Business and Management.
- Digman, J. M. (1990). Personality structure: Emergence of the five-factor model.

  Annual review of psychology, 41(1), 417-440.
- Dillman, D. A. (2000). *Mail and internet surveys: The tailored design method* (Vol. 2). New York: Wiley.
- Drigas, A., Ioannidou, R. E., Kokkalia, G., & Lytras, M. D. (2014). ICTs, mobile learning and social media to enhance learning for attention difficulties. J. UCS, 20(10), 1499-1510.
- Duarte, P. A. O., & Raposo, M. L. B. (2010). A PLS model to study brand preference:

  An application to the mobile phone market. In *Handbook of partial least squares* (pp. 449-485). Springer Berlin Heidelberg.

- Dudley, N. M., Orvis, K. A., Lebiecki, J. E., & Cortina, J. M. (2006). A meta-analytic investigation of conscientiousness in the prediction of job performance: examining the intercorrelations and the incremental validity of narrow traits.
- Duggan, M., & Brenner, J. (2013). The demographics of social media users, 2012 (Vol. 14). Washington, DC: *Pew Research Center's Internet & American Life Project*.
- Ellison, N. B., Steinfield, C., & Lampe, C. (2007). The benefits of Facebook "friends:" Social capital and college students' use of online social network sites. Journal of Computer-Mediated Communication, 12(4), 1143-1168.
- Emerson, R. M. (1976). Social exchange theory. *Annual review of sociology*, 2(1), 335-362.
- F. Hair Jr, J., Sarstedt, M., Hopkins, L., & G. Kuppelwieser, V. (2014). Partial least squares structural equation modeling (PLS-SEM) An emerging tool in business research. *European Business Review*, 26(2), 106-121.
- Flaherty, S., & Moss, S. A. (2007). The impact of personality and team context on the relationship between workplace injustice and counterproductive work behavior.

  \*Journal of Applied Social Psychology, 37(11), 2549-2575.
- Fornell, C., & Larcker, D. F. (1981). Structural equation models with unobservable variables and measurement error: Algebra and statistics. *Journal of marketing* research, 382-388.
- Gangadharbatla, H. (2008). Facebook me: Collective self-esteem, need to belong, and internet self-efficacy as predictors of the iGeneration's attitudes toward social networking sites. *Journal of interactive advertising*, 8(2), 5-15.
- Gay, L. Mills. G. & Airasian, P.(2006). Educational research: *Competencies for analysis and application*, 8(1).

- Goldberg, L. R. (1993). The structure of phenotypic personality traits. *American* psychologist, 48(1), 26.
- Goldberg, L. R., & Saucier, G. (1998). What is beyond the Big Five?. Journal of personality, 66(4), 495-524. Goodhue, D. L., Lewis, W., & Thompson, R. (2012). Does PLS have advantages for small sample size or non-normal data?.
  Mis Quarterly, 36(3), 891-1001.
- Götz, O., Liehr-Gobbers, K., & Krafft, M. (2010). Evaluation of structural equation models using the partial least squares (PLS) approach. In *Handbook of partial least squares* (pp. 691-711). Springer Berlin Heidelberg.
- Goodhue, D. L., Lewis, W., & Thompson, R. (2012). Does PLS have advantages for small sample size or non-normal data?. *Mis Quarterly*, *36*(3), 891-1001.
- Gray, R., Vitak, J., Easton, E. W., & Ellison, N. B. (2013). Examining social adjustment to college in the age of social media: Factors influencing successful transitions and persistence. *Computers & Education*, 67, 193-207.
- Green, C., & Heywood, J. S. (2008). Does performance pay increase job satisfaction?. *Economica*, 75(300), 710-728.
- Greitemeyer, T., & Mügge, D. O. (2014). Video games do affect social outcomes a meta-analytic review of the effects of violent and prosocial video game play.

  \*Personality and Social Psychology Bulletin, 0146167213520459.
- Groves, R. M., Fowler Jr, F. J., Couper, M. P., Lepkowski, J., Singer, E., & Tourangeau, R. (2009). Survey methodology (2nd). *Hoboken: John Wiley and Sons*, 97-98.
- Hair, J. F. (2007). Research methods for business.
- Hair, J. F., Anderson, R. E., Babin, B. J., & Black, W. C. (2010). *Multivariate data analysis: A global perspective* (Vol. 7). Upper Saddle River, NJ: Pearson.

- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2011). PLS-SEM: Indeed a silver bullet. *Journal of Marketing theory and Practice*, 19(2), 139-152.
- Hair, J. F., Ringle, C. M., & Sarstedt, M. (2013). Editorial-partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance.
- Hair, J. F., Sarstedt, M., Ringle, C. M., & Mena, J. A. (2012). An assessment of the use of partial least squares structural equation modeling in marketing research.

  \*Journal of the academy of marketing science, 40(3), 414-433.
- Hakala, D. (2008). How to Measure Employee Performance, 16 Ways. *HR world newsletter*.
- Hampton, K., Goulet, L. S., Rainie, L., & Purcell, K. (2011). Social networking sites and our lives. Pew internet & American life project, 16.
- Hayes, M., van Stolk-Cooke, K., & Muench, F. (2015). Understanding Facebook use and the psychological affects of use across generations. *Computers in Human Behavior*, 49, 507-511.
- Henseler, J., & Sarstedt, M. (2013). Goodness-of-fit indices for partial least squares path modeling. *Computational Statistics*, 1-16.
- Henseler, J., Ringle, C. M., & Sarstedt, M. (2015). A new criterion for assessing discriminant validity in variance-based structural equation modeling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Henseler, J., Ringle, C. M., & Sinkovics, R. R. (2009). The use of partial least squares path modeling in international marketing. In *New challenges to international marketing* (pp. 277-319). Emerald Group Publishing Limited.
- Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, 63(6), 597-606.

- Hughes, D. J., Rowe, M., Batey, M., & Lee, A. (2012). A tale of two sites: Twitter vs. Facebook and the personality predictors of social media usage. *Computers in Human Behavior*, 28(2), 561-569.
- Hulland, J. (1999). Use of partial least squares (PLS) in strategic management research:

  A review of four recent studies. *Strategic management journal*, 195-204.
- Jankingthong, K., & Rurkkhum, S. (2012). Factors affecting job performance: A review of literature. Silpakorn University Journal of Social Sciences, Humanities, and Arts, 12(2), 115-128.
- John, O. P., Donahue, E. M., & Kentle, R. L. (1991). The big five inventory—versions 4a and 54.
- Kankanhalli, A., Tan, B. C., & Wei, K. K. (2005). Contributing knowledge to electronic knowledge repositories: an empirical investigation. *MIS quarterly*, 113-143.
- Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business horizons*, 53(1), 59-68.
- Khalil, O., Hassan, A., Ismail, M., Suandi, T., & Silong, A. D. (2008). Extension worker as a leader to farmers: influence of extension leadership competencies and organizational commitment on extension workers 'performance in Yemen.

  \*Journal of International Social Research\*, 1(4).
- Klang, A. (2012). The Relationship between Personality and Job Performance in Sales::

  A Replication of Past Research and an Extension to a Swedish Context.
- Kleinbaum, D., Kupper, L., Nizam, A., & Rosenberg, E. (2013). *Applied regression analysis and other multivariable methods*. Nelson Education.

- Koch, H., Gonzalez, E., & Leidner, D. (2012). Bridging the work/social divide: the emotional response to organizational social networking sites. *European Journal of Information Systems*, 21(6), 699-717.
- Koo, T. T., Wu, C. L., & Dwyer, L. (2012). Dispersal of visitors within destinations:

  Descriptive measures and underlying drivers. Tourism Management, 33(5),
  1209-1219.
- Krejcie, R. V., & Morgan, D. W. (1970). Determining sample size for research activities. *Educational and psychological measurement*, 30(3), 607-610.
- Kuvaas, B. (2006), "Performance appraisal satisfaction and employee outcomes: mediating and moderating roles of work motivation", *International Journal of Human Resource Management*, Vol. 17 No. 3, pp. 504-522.
- Lampe, C. A., Ellison, N., & Steinfield, C. (2007, April). A familiar face (book): profile elements as signals in an online social network. In *Proceedings of the SIGCHI* conference on Human factors in computing systems (pp. 435-444). ACM.
- Leary, M. R., Kelly, K. M., Cottrell, C. A., & Schreindorfer, L. S. Individual differences in the need to belong: Mapping the nomological network. Wake Forest University; 2006. *Unpublished manuscript*.
- Lee, K. R. (2002). Impacts of Information Technology on Society in the new Century: Zurich.
- Lee, K., & Ashton, M. C. (2005). Psychopathy, Machiavellianism, and narcissism in the Five-Factor Model and the HEXACO model of personality structure.

  \*Personality and Individual Differences, 38(7), 1571-1582.
- Leidner, D., Koch, H., & Gonzalez, E. (2010). Assimilating Generation Y IT New Hires into USAA's Workforce: The Role of an Enterprise 2.0 System. MIS Quarterly Executive, 9(4).

- Lenhart, A., Madden, M., Smith, A., & Macgill, A. (2009). Teens and social media: An overview. Washington, DC: Pew Internet and American Life, 97-119.
- Lenhart, A., Purcell, K., Smith, A., & Zickuhr, K. (2010). Social Media & Mobile

  Internet Use among Teens and Young Adults. Millennials. *Pew internet & American life project*.
- Liao, L., & Lee, J. (2009). A novel method for machine performance degradation assessment based on fixed cycle features test. *Journal of Sound and Vibration*, 326(3), 894-908.
- Lohmöller, J. B. (2013). Latent variable path modeling with partial least squares.

  Springer Science & Business Media.
- Love, D. (2011). people who were fired for using Facebook. http://www.businessinsider.com/facebook-fired-2011-5?IR=T&r=US&IR=T.
- Lowry, P. B., & Gaskin, J. (2014). Partial least squares (PLS) structural equation modeling (SEM) for building and testing behavioral causal theory: When to choose it and how to use it. *IEEE Transactions on Professional Communication*, 57(2), 123-146.
- Maimunah, A. (2008). Human resource management: principles and practices: Oxford University Press.
- Martinez, B. (2017). A SWOT Analysis on Millennials in the Workplace: Increasing Manager Success with Millennial Employees in the Hotel Industry. California State Polytechnic University, Pomona.
- Mazman, S. G., & Usluel, Y. K. (2011). Gender differences in using social networks.

  TOJET: The Turkish Online Journal of Educational Technology, 10(2). ISO
  690

- McCloy, R. A., Campbell, J. P., & Cudeck, R. (1994). A confirmatory test of a model of performance determinants. *Journal of Applied Psychology*, 79(4), 493.
- McCrae, R. R., & Costa Jr, P. T. (1997). Personality trait structure as a human universal.

  American psychologist, 52(5), 509.
- McCrae, R. R., & John, O. P. (1992). An introduction to the five-factor model and its applications. *Journal of personality*, 60(2), 175-215.
- Mol, S. T., Born, M. P., Willemsen, M. E., & Van Der Molen, H. T. (2005). Predicting expatriate job performance for selection purposes A quantitative review. *Journal of Cross-Cultural Psychology*, 36(5), 590-620.
- Moqbel, M. (2012). The effect of the use of social networking sites in the workplace on job performance (Doctoral dissertation, Texas A&M International University).
- Mukherjee, D., Lahiri, S., Mukherjee, D., & Billing, T. K. (2012). Leading virtual teams: how do social, cognitive, and behavioral capabilities matter?.

  \*Management Decision, 50(2), 273-290.
- Nadkarni, A., & Hofmann, S. G. (2012). Why do people use Facebook?. *Personality* and individual differences, 52(3), 243-249.
- Newman, I., & Benz, C. R. (1998). Qualitative-quantitative research methodology: Exploring the interactive continuum. SIU Press.
- Ng, T. W., & Feldman, D. C. (2009). How broadly does education contribute to job performance?. *Personnel psychology*, 62(1), 89-134.
- Ngai, E. W., Tao, S. S., & Moon, K. K. (2015). Social media research: Theories, constructs, and conceptual frameworks. *International Journal of Information Management*, 35(1), 33-44.

- O'Connell, M., & Sheikh, H. (2011). 'Big Five'personality dimensions and social attainment: Evidence from beyond the campus. *Personality and Individual Differences*, 50(6), 828-833.
- Ongore, O. (2014). A study of relationship between personality traits and job engagement. *Procedia-Social and Behavioral Sciences*, *141*, 1315-1319.
- Pallant, J. (2013). SPSS survival manual. McGraw-Hill Education (UK).
- Peterson, R. A., & Kim, Y. (2013). On the relationship between coefficient alpha and composite reliability.
- Porter, C. T., Bartlett, G. J., & Thornton, J. M. (2004). The Catalytic Site Atlas: a resource of catalytic sites and residues identified in enzymes using structural data. *Nucleic acids research*, 32(suppl 1), D129-D133.
- Preece, J. (2001). Sociability and usability in online communities: Determining and measuring success. *Behaviour & Information Technology*, 20(5), 347-356.
- Quinn, R. W., Spreitzer, G. M., & Lam, C. F. (2012). Building a sustainable model of human energy in organizations: Exploring the critical role of resources.

  \*Academy of Management Annals, 6(1), 337-396.
- Qureshi, M. I., Rasli, A. M., & Zaman, K. (2014). A new trilogy to understand the relationship among organizational climate, workplace bullying and employee health. *Arab Economic and Business Journal*, 9(2), 133-146.
- Robert, B. (1999). Performance Management.
- Rothmann, S., & Coetzer, E. P. (2003). The big five personality dimensions and job performance. *SA Journal of Industrial Psychology*, 29(1), 68-74.
- Salgado, J. F. (1997). The Five Factor Model of personality and job performance in the European Community.

- Sassenberg, K., Matschke, C., & Scholl, A. (2011). The impact of discrepancies from ingroup norms on group members' well-being and motivation. *European journal of social psychology*, 41(7), 886-897.
- Saunders, M. N. (2011). Research methods for business students, 5/e. Pearson Education India.
- Schmidt, F. L., & Hunter, J. E. (1998). The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings. *Psychological bulletin*, 124(2), 262.
- Sekaran, U. (2003). Research methods for business. Hoboken.
- Sekaran, U. (2006). Research methods for business: A skill building approach. John Wiley & Sons.
- Sekaran, U., & Bougie, R. (2010). Theoretical framework In theoretical framework and hypothesis development. *Research Methods for Business: A Skill Building Approach, United Kingdom: Wiley*, 80.
- Shooshtarian, Z., Ameli, F., & Aminilari, M. (2013). The effect of labor's emotional intelligence on their job satisfaction, job performance and commitment. *Iranian Journal of Management Studies*, 6(1), 29.
- Silva, M. S., Smith, W. T., & Bammer, G. (2002). Telephone reminders are a cost effective way to improve responses in postal health surveys. *Journal of epidemiology and community health*, 56(2), 115-118.
- Spreitzer, G. M., Lam, C. F., & Quinn, R. W. (2012). Human energy in organizations: Implications for POS from six interdisciplinary streams. The Oxford handbook of positive organizational scholarship, 155-167.
- Tesdimir, M. Z., Asghar, M. Z., & Sana, S. (2012). Study of Relationship of Personality

  Traits and Job Satisfaction among Professional Sales Representative in

- Pharmaceutical industry in Turkey. In *Proceedings of 2nd International Conference on Business Management*.
- Tett, R. P., & Burnett, D. D. (2003). A personality trait-based interactionist model of job performance. Journal of Applied Psychology, 88(3), 500.
- Tett, R. P., Jackson, D. N., & Rothstein, M. (1991). Personality measures as predictors of job performance: a meta-analytic review. *Personnel psychology*, 44(4), 703-742.
- Toyama, H., & Mauno, S. (2016). A latent profile analysis of trait emotional intelligence to identify beneficial and risk profiles in well-being and job performance: a study among Japanese eldercare nurses. *International Journal of Work Organisation and Emotion*, 7(4), 336-353.
- Traina, S. B., MacLean, C. H., Park, G. S., & Kahn, K. L. (2005). Telephone reminder calls increased response rates to mailed study consent forms. *Journal of clinical epidemiology*, 58(7), 743-746.
- Tseng, S. M., & Huang, J. S. (2011). The correlation between Wikipedia and knowledge sharing on job performance. *Expert systems with applications*, 38(5), 6118-6124.
- van Zoonen, W., van der Meer, T. G., & Verhoeven, J. W. (2014). Employees work-related social-media use: His master's voice. Public Relations Review, 40(5), 850-852.
- Vinchur, A.J., Schippmann, J.S., Switzer, F.S. & Roth, P.L. (1998). A meta-analytic review of predictors of job performance for salespeople. Journal of Applied Psychology, 83, 586-597.
- Viswesvaran, C., & Ones, D. S. (2000). Perspectives on models of job performance.

  International Journal of Selection and Assessment, 8(4), 216-226.

- Voss, K. E., Spangenberg, E. R., & Grohmann, B. (2003). Measuring the hedonic and utilitarian dimensions of consumer attitude. *Journal of marketing* research, 40(3), 310-320.
- Weiss, N. A. (2015). Introductory statistics. Pearson.
- Westland, J. C. (2010). Lower bounds on sample size in structural equation modeling. *Electronic Commerce Research and Applications*, 9(6), 476-487.
- Yang, C. C., & Brown, B. B. (2013). Motives for using Facebook, patterns of Facebook activities, and late adolescents' social adjustment to college. *Journal of youth and adolescence*, 42(3), 403-416.
- Yang, C. L., & Hwang, M. (2014). Personality traits and simultaneous reciprocal influences between job performance and job satisfaction. *Chinese Management Studies*, 8(1), 6-26.
- Yin, R. K. (2009). Case study research: design and methods. essential guide to qualitative methods in organizational research. fourth.
- Zikmund, W., Babin, B., Carr, J., & Griffin, M. (2012). Business Research Methods: Cengage Learning. *H4 B*.



**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

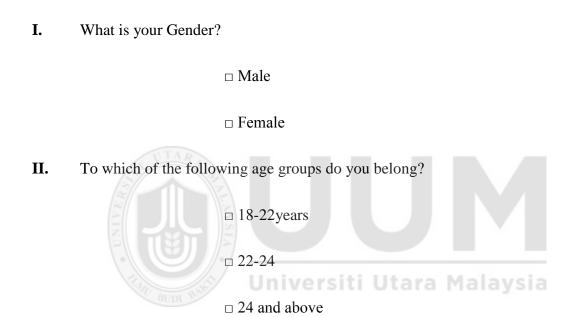
College of Business

University Utara Malaysia

# **SECTION A: DEMOGRAPHIC INFORMATION:**

| These items  | ask for   | some   | personal  | information. | Please | be a | assured | that : | your | respo | nses |
|--------------|-----------|--------|-----------|--------------|--------|------|---------|--------|------|-------|------|
| to these que | stions ar | e conf | idential. |              |        |      |         |        |      |       |      |

Please fill in or put a tick ( $\sqrt{}$ ) in the appropriate box



**I1I.** To which of the following regions you belong?

□ Irbid
□ Tafila

□ Amman

**I1I.** To which of the following experience you?

□ 1-years

□ 1-5 Years

 $\Box$  5-10Years

# □ 10-15 Years

| <b>1V</b> which following sta | tus you belong? |
|-------------------------------|-----------------|
|                               | □ Single        |
|                               | □ Married       |
|                               | □ Divorce       |
|                               | □ Others        |

# V Which of following qualification you have



# 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<br>Disagree | Disagree | Neutral | Agree | Strongly<br>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<br>Disagree | Disagree | Neutral | Agree | Strongly<br>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 Agree) I see myself as  $(Strongly\ Disagree,\ Disagree,\ Neutral,\ Agree,\ and$ 

Universiti Utara Malaysia

| S.no | Questions  | Strongly<br>Disagree | Disagree | Neutral | Agree | Strongly<br>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