

# The Influence of Social Media on Organisational Performance and Job Performance

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Social networking is gaining prominence, and is increasingly being used in many businesses' daily operations, from start-ups to small, medium and large organisations. Very few empirical studies have been performed to assess the effect of the use of social media on organisational performance and job performance. The purpose of this research is to explore the effect of social media characteristics on organisational performance and job performance. The study samples were collected from 500 managers and supervisors of industrial companies which are listed in the ASE (Amman Stock Exchange). The PLS SEM analysis proved that social media, social media conversations, and social media connectedness have a positive and significant relationship with organisational performance. Whereas social media communities and social media openness have an insignificant relationship with organisational performance. The results regarding job performance indicate that openness, community and connectedness have a positive and significant relationship with job performance. Meanwhile social media conversation shows a negative relationship, where it does not significantly influence job performance. It was suggested that these industrial companies be managed to maintain and pay adequate attention to their social media platforms, use them heavily to render customer support, and to promote and market their products and services so as to increase their performance.

**Key words:** *Organisational performance, Job performance, Social media characteristics.*

## Introduction

Internet developments have played a significant role in the growth of industry over the last two decades (Kim, Li, and Brymer, 2016). Web 2.0 apps offer the opportunity to convert

internet capabilities to a social environment where people can interact online using social media (Sigala and Chalkiti, 2014). A social network is a social system composed of people or organisations called nodes that are connected by one or more different forms of interdependence, such as friendship, mutual interest, and financial exchange, relationships generated, expertise, or prestige. A cyber danger may be both unintentional and intentional, targeted or untargeted, and it can come from a variety of sources, including foreign nations engaged in spy and information warfare, terrorists, hackers, virus writers, disgruntled employees and contractors working within a business. The social media platforms are not just intended to communicate with other people or interact internationally; but also an important way to promote business (Gharibi and Shaabi, 2012). Social networking is an effective cyberspace for secure access and updating of information (Sigala, 2012). The success and massive use of social media makes online learning and information sharing easier (Hur, Kim, Karatepe, and Lee, 2017). Social networking helps users to connect and create content without having physical presence (Zhang, Guo, Hu, and Liu, 2017).

It's an unfortunate reality that work processes have become so complicated in today's world that no one can work in a vacuum and every one has to work with each other to get things done. Mobility has made things more difficult, because the person to deal with and the customer may not be in physical proximity. Given the recent hype around social media, the social networking idea has been around and developed much like any other invention and has since become sophisticated with technical advances. Social media such as YouTube, Twitter, WhatsApp, Facebook and Instagram deliver users a global platform for connecting, interacting and sharing information (Sakthivel and Parasuraman, 2017). Mayfield (2008, 2012) described five essential characteristics that almost all social networking sites shared: engagement, accessibility, community, interaction and connectivity. Taprial and Kanwar (2012) went on to point out five more important features and separated the social media from the mainstream media. These are accessibility, speed, interactivity, durability and reach. Because of the latest discussion on social media, optimistic and negative, performance of organisations and job performance, the aim of this research is to extend previous research on social media use comprising four independent variables: openness, conversation, community and connectedness and their impact on organisational performance and job performance in Jordan.

### ***Research Problem***

Considering today's diverse issues facing companies, addressing employee job performance should be put at the forefront of any organisation's agenda to be able to thrive and prosper in the ever-changing market climate. The context that relates to the use of social media in organisations as the extent to which organisations benefit from social media is still unclear (Tajudeen, Jaafar, and Ainin, 2018). Although recent research has shown interest in social

media values for organisations, there are very limited empirical studies to find out how social media use affects the success of SMEs. Kim et al. (2016), argues that researchers will try to concentrate on defining derivatives and moderators that have an impact on business results, rather than on social media values. Small and medium-sized enterprises (SMEs) can communicate information through social media technologies and react at minimal cost to competitors. The ability to share and access information can affect the performance of SMEs, but little work is being done on the connection between the adoption of social media by SMEs and their performance (Ahmad, Bakar, and Ahmad, 2019). Organisations are rapidly embracing emerging technology, such as social media, which give workers a variety of uses that focus not only on work but also on socialisation and entertainment. However, information regarding the effect on job performance of these diverse technologies is currently limited (Ali-Hassan, Nevo, and Wade, 2015). Even though earlier researches have shown interest in social media values for institutions, there is very limited research available on attempting to find the impact on organisational performances that use social media. The present study therefore examines the effect of social media and its subsequent effects on the output of the industrial sector in Jordan, with the goal of filling up the above gaps. It is carried out with the aid of a collected draft from the Industrial Sector questionnaire in Jordan.

### ***Research Objective***

The key objective of the analysis is to examine the effect of social media on the organisational efficiency and job performance of industrial enterprises listed on the Amman stock exchange (ASE):

1. To investigate the effect of social media openness on Industrial companies' organisational performance and job performance that is listed in ASE.
2. To investigate the effect of social media communication on Industrial companies' organisational performance and job performance that is listed in ASE.
3. To investigate the effect of social media community on Industrial companies' organisational performance and job performance that is listed in ASE.
4. To investigate the effect of social media connection on Industrial companies' organisational performance and job performance that is listed in ASE.

### ***Value of the Study***

The study is of value because it identifies the impact of social media on organisational performance and how it can involve its customers. It is necessary to understand how business

is taking advantage of best practice in social media to strengthen the company organisation's relationship with customers, in order to encourage owners of these companies to make decisions about the value of social media, recognise the most successful tool in this regard and highlight the role of social media in enhancing and growing business and increasing profit, and lastly how to use social media to interact with the public.

## **Literature Review**

2.1 Four features of social media can be encapsulated as follows, based on the social media literature: openness, conversation, community and connectedness. These are in addition to the effect on organisational performance and job performance.

### ***Openness of Social Media***

All social media platforms are free to join and anyone can use social media as a means of creating, editing, communicating and commenting on content (Mayfield, 2008). Social media creates environment which encourages participation and knowledge sharing.

### ***Conversation of Social Media***

Conventional media communicates in one way, in which content is produced by media and delivered to viewers, while social media is focused on user-generated content, which means everybody is the source of communication. This means that two-way or multi-way contact is created in social media, in order to promote interaction between users and other parties.

### ***Community of Social Media***

Social networking allows communities to share the same characteristics with other online and virtual communities that are developed on the basis of people of common interest such as a love of photography, a political issue or favourite television show (Chen, 2014). 'Online community' is one of the Web 2.0 age buzzwords. The online community is referred to as a cooperative group of users who voluntarily engage in a specific computer-mediated service.

### ***Connectedness of Social Media***

Social connectivity focuses on interpersonal, culture, and general links to society. In Mayfield's point of view, convergence is closer to incorporation in the sense that on various social networking networks, pages, services and people are connected together.

### ***Organisational Performance***

An organisation is defined as a social unit composed of a group of people controlled or organised to pursue collective objectives (Basit and Hassan, 2018). In addition, performance is an exchange of non-financial and financial metrics that gives information on achieving the targets and outcomes. Organisational effectiveness is the contribution from the inputs invested (goals); (Lebens and Euske, 2006). Organisational performance is therefore the analysis of the company's progress in processes and services compared with goals and objectives in order to achieve sustainability through continuous development.

### ***Job Performance***

Human resources is the cornerstone of every company and is highly dependent on employee success for the survival and growth of the organisation. Employee performance can be described as what employees accomplish and fail to accomplish. It helps to calculate the performances of workers in terms of the quality and amount of work done (Bosco, 2014). Job performance is linked to the efficiency level of the work-related behaviours of an employee (Motowidlo and Kell, 2012). The current research aims to subjectively assess job performance by pursuing supervision views; thus the reason for including job performance in the present study denotes the behaviours and actions individuals take in order to achieve the organisational objectives to see whether or not the goals are achieved. This section summarises important results from selected empirical studies. There is no empirical evidence to the best of the information work carried out by the researcher dealing with the same problems addressed in this paper for the manufacturing sector or in other parts of the world.

### ***The Relationship between Social Media and Organisational Performance***

Regardless of the ongoing controversy on social media's positive and negative effects, most companies are uncertain about social media adoption. Accordingly, Dodokh and Al-Maaitah (2019) researched the links between social media use as well as organisational performance. Data were collected from a survey of 169 managers employed in 23 separate Dead Sea organisations. Modelling of structural equations was used to check the hypotheses. The results indicated that the implementation and use of social media has a strong positive influence on firm performance in terms of rapid adaptation, cost reduction, and innovation. In the same way, corporate social media adoption offers several benefits and some have established a significant relationship between organisational media adoption and corporate success (Ainin, Parveen, Moghavvemi, Jaafar, and Shuib, 2015). Ahmad (2017) Reviewed the effect of social media usability on consumer purchasing behaviour based on buyer's behaviour - 500 respondents were targeted as a representative sample instead of the entire population. For selecting the participants in this study, a random sample was used. The

research found 370 valid questionnaires, representing a 74 per cent response rate. The findings indicated substantial variations in the buying behaviour effect of certain variables. The research concluded that connectedness, openness, speed, accessibility and participation had significant influences. Meanwhile work by Basit and Hassan (2018) explored the influence of social media on the performance of employees and organisations. Organisational efficiency was calculated using feedback from the staff and the company. This research applied an explanatory approach, with the recruitment of the group of 206 workers working in call centre departments. The data was analysed using SPSS 21 and AMOS 22 software. Results indicated that only decision-making has a positive and significant effect on employees' high performance and organisational success. They noticed no major impact on employees' high performance and organisational efficiency from the other two elements of global media use (knowledge sharing and communication). Subsequent research by Ahmad et al. (2019) analysed variables that impacted social media adoption by SMEs in the UAE and its effects on performance, the results of the research showed that the adoption of social media had no effect on the performance of SMEs. Such results will help SME sector managers and decision-makers to keep up with research on trends in social media and allow them to benefit from social trading as it becomes more omnipresent. From previous research it is clear that there is an inconsistent result and the relationship between social media and organisational performance needs to be investigated.

The first hypothesis for the first model is therefore:

**H<sub>1</sub>:** There is a significant partnership between openness of social media and organisational performance.

**H<sub>2</sub>:** There is a significant partnership between conversation of social media and organisational performance.

**H<sub>3</sub>:** There is a significant partnership between community of social media and organisational performance.

**H<sub>4</sub>:** There is a significant partnership between connectedness of social media and organisational performance.

### ***The Relationship between Social Media and Job Performance***

This age is an age of social media (SM); it is therefore a vital tool for communication between individuals and organisations. The employees' excessive use of SM has raised several concerns about their work efficiency. There is therefore a dire need to explore the impact of SM use on the job performances of employees. Accordingly, Jafar, Geng, Ahmad, Niu, and Chan (2019) evaluated the use of social media and employees' job results, and how the company's SM rules would align the relationship between SM's personal and work-related use with knowledge sharing and gathering information. The results of this study showed that

personal and work-related use of SM could boost employee job performance through information exchange, and SM rules have adverse impacts on the relationships between use of SM and sharing of knowledge. The correlation between the use of social networking sites and the success of employees was examined by Sakthivel and Parasuraman (2017). 125 professionals were interviewed, Followed by the analysis of correlation and regression. The results revealed significant relationships existing between the use of social networking sites and performance of employees through growth, awareness, skills, motivation and productivity.

Ali-Hassan et al. (2015) indicated that the use of SNS enhances the skills of employees in developing, sharing and gaining information that certainly improves work efficiency. Accordingly, (Sujatha and Krishnaveni, 2018) proposed the significance of the contribution of knowledge to performance at work. It is important for an organisation to enhance internal continuity and smooth the communication process among employees by taking advantage of SM. Other studies show that the social and cognitive uses of technology have been empirically demonstrated to have a positive, though indirect, impact on the routine and creative job performances of employees. Physiological use of such a technology has been shown to contribute positively to the growth of social relations, while having a clear negative effect on routine performance, resulting in a diminishing positive influence on creative success (Ali-Hassan et al., 2015).

The first hypothesis for the second model is therefore:

**H<sub>5</sub>:** There is a significant partnership between openness of social media and job performance.

**H<sub>6</sub>:** There is a significant partnership between conversation of social media and job performance.

**H<sub>7</sub>:** There is a significant partnership between community of social media and job performance.

**H<sub>8</sub>:** There is a significant partnership between connectedness of social media and job performance.

### **Research Methodology**

This research is of an exploratory research nature as it discusses a field of study where previous studies have been performed, but which needs more exploratory analysis in order to answer certain questions that are yet to be investigated. This research aims to examine the impact on organisational performance and job performance of the social network characteristics that are accessibility, connection, community and openness, as described earlier. The survey tool is built by adaptation of similar questionnaires, newly constructed to test the studied constructs. The primary data were used in the research model to measure the

continuous variables (i.e. openness, conversation, community and connectedness, organisational performance and job performance). All the managers and supervisors of the Jordanian industrial joint-stock companies listed on the Amman Stock Exchange make up the population sample of this report. This is because this study is interested in capturing the views of all managers regardless of their role, as the majority of industrial sector companies all use social media. For this analysis, the proportionate stratified random sampling approach is used as a sampling tool to efficiently cover all 29 manufacturing firms on Jordan's first market. A total of 500 standardised questionnaires were distributed among the 29 industrial companies, and 398 were eventually obtained, but only 389 were found to be in functional condition. Distributed self-administration was used.

The data collected were analysed by Partial Least Square Structural Equation Modelling (PLS SEM). In the measurement model, the model's quality parameters were evaluated, and then the structural model checked the hypotheses of that analysis. This study presented PLS SEM analytical findings to investigate the connection between four exogenous variables and two latent variables.

### ***Model Specification***

The research used a regression analysis with the formula equation. The model offered a statistical technique to estimate the influence of social media characteristics on two latent variables i.e. organisational performance and job performance of industrial companies in Jordan.

#### **1- The First Model Organisational Performance**

Organisational performance =  $\beta_0 + \beta_1$  Openness it +  $\beta_2$  conversation it +  $\beta_3$  community it +  $\beta_4$  OPR it +  $\beta_5$  connectedness it +  $\epsilon_{it}$

#### **2- The Second Model Job Performance**

Job performance =  $\beta_0 + \beta_1$  Openness it +  $\beta_2$  conversation it +  $\beta_3$  community it +  $\beta_4$  OPR it +  $\beta_5$  connectedness it +  $\epsilon_{it}$

Where:

Y= organisational performance and job performance

X1= Openness;

X2= conversation;

X3= community;

X4= connectedness;

E = An error term.



### ***Operationalisation of the Study Variables***

#### ***Job performance (JP)***

Accountability refers to ‘The level to which the employee / appraisal perceives the performance ratings as reflecting those behaviours that contribute to an organisation’ (Kuvaas, 2006). Additionally, the study operationalises job performance as a one-dimensional construct using an index of six measures adapted from (Kuvaas, 2006), and gauged on a five- point Likert scale.

#### ***Organisational Performance (OP)***

Organisational performance refers to an organisation as defined as a social unit composed of a group of people controlled or organised to pursue collective objectives (Basit and Hassan, 2018). Additionally, the study operationalises organisational performance as a one-dimensional construct using an index of five measures adapted (Parveen, Jaafar, and Ainin, 2016; Tajudeen et al., 2018), and gauged on a five- point Likert scale.

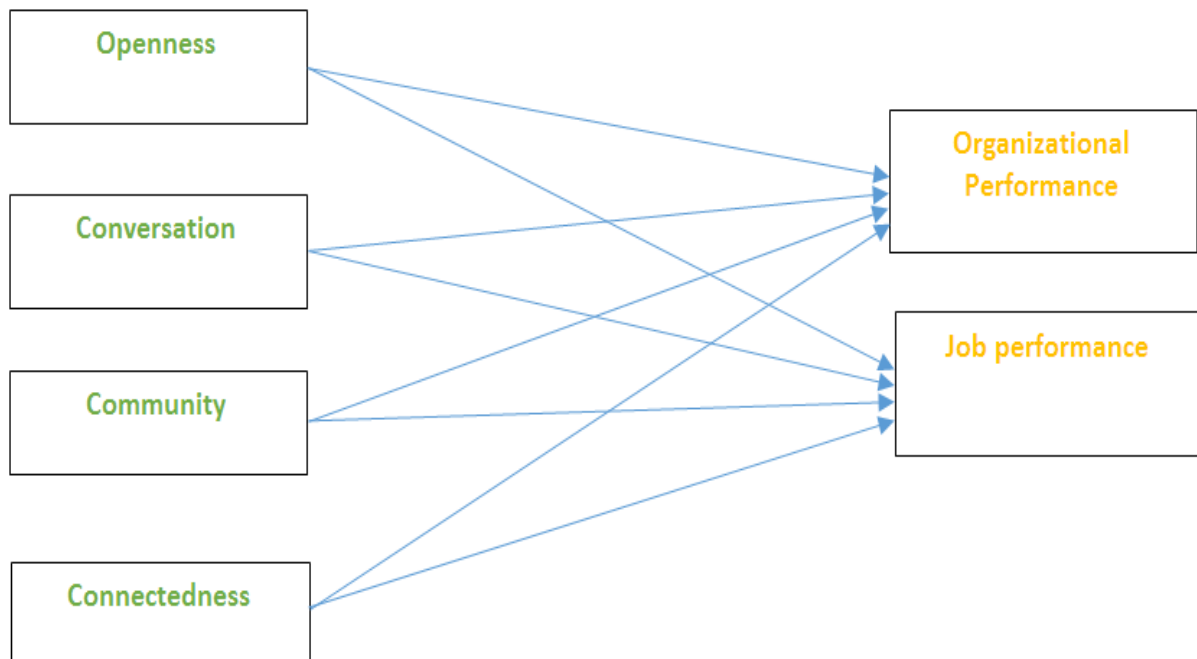
#### ***Social Media (SM)***

Social networking is the process of collaborating, networking and sharing electronic media between individuals across geographical and social boundaries. Additionally, the study operationalises social media as consisting of four constructs: Openness (OS), Conversation (CN), Community (CY) and Connectedness (CS). Openness (OS) using an index of four adapted measures (Chen, 2014; Wathne, Roos, and Von Krogh, 1996), conversation (CN) using an index of four adapted measures (Chan-Olmsted, Cho, and Lee, 2013), community (CY) using an index of four adapted measures (Teo, Chan, Wei, and Zhang, 2003), connectedness (CS) using an index of four adapted measures (Chan-Olmsted et al., 2013; Chen, 2014), and gauged on a five- point Likert scale.

### ***Conceptualisation of the Research Framework***

The current Research Framework aims to examine the effects of social media characteristics (openness, conversation, community and connectedness) on organisational performance and job performance.

**Figure 1.** Conceptual Research Model

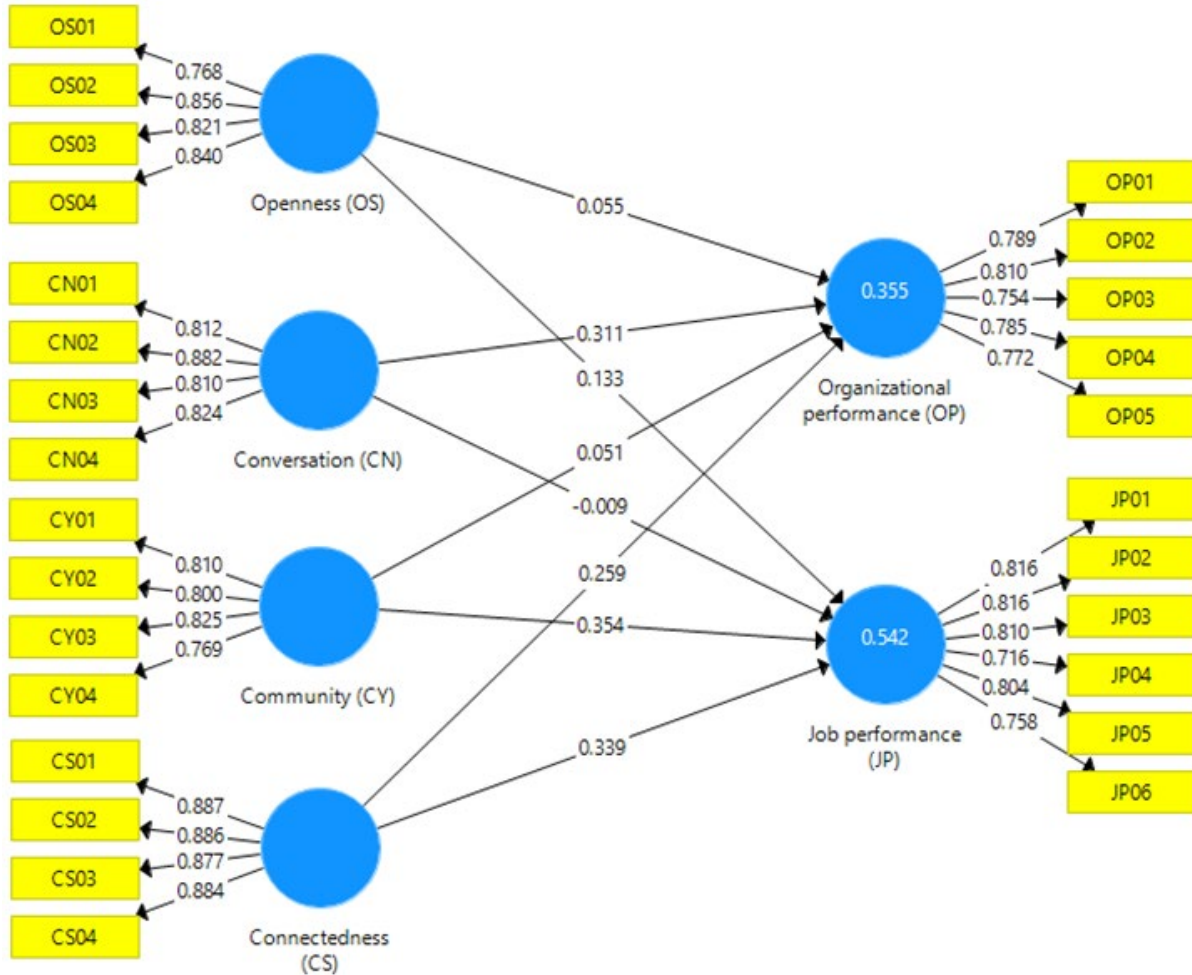


### ***Data Analysis***

The current research made use of PLS SEM as an approach to analysing the data. Beginning with the PLS calculation, the data reliability and validity as well as the parameters consisted of Cronbach alpha values, element loading, Average Variance Extracted (AVE) values, Composite reliability and even discriminating validity are evaluated. Table 1 shows the values for all of these criteria types. As stated previously, this study has four independent variables: openness (OS), conversation (CN), community (CY) connectedness (CS) and two dependent variables: organisational performance (OP) and job performance (JP).

**Measurement Testing of PLS Model**

**Figure 2.** Measurement Model Of PLS



**Table 1:** 1 PLS measurement model output

	<b>Cronbach's Alpha</b>	<b>rho_A</b>	<b>Composite Reliability</b>	<b>Average Variance Extracted (AVE)</b>
<b>Community (CY)</b>	<b>0.814</b>	<b>0.816</b>	<b>0.878</b>	<b>0.642</b>
<b>Connectedness (CS)</b>	<b>0.906</b>	<b>0.907</b>	<b>0.934</b>	<b>0.781</b>
<b>Conversation (CN)</b>	<b>0.852</b>	<b>0.856</b>	<b>0.900</b>	<b>0.693</b>
<b>Job performance (JP)</b>	<b>0.877</b>	<b>0.879</b>	<b>0.907</b>	<b>0.621</b>
<b>Openness (OS)</b>	<b>0.840</b>	<b>0.849</b>	<b>0.893</b>	<b>0.675</b>
<b>Organisational performance (OP)</b>	<b>0.841</b>	<b>0.842</b>	<b>0.887</b>	<b>0.612</b>

In this particular research, the reliability test is conducted and assessed making use of Cronbach alpha values. Table 1 shows the Cronbach alpha rates for the constructs are; 0.814 for Community (CY), 0.906 for Connectedness (CS) and 0.852 for Conversation (CN), 0.877 for job performance (JP), 0.840 for Openness (OS), 0.841 for Organisational performance (OP). Hence all of the Cronbach alpha rates are above 0.7 which can be viewed as the agreeable reliability rates (Nunnally and Bernstein, 1994), while Composite Reliability (CR) has also been examined. The acceptable value of CR is 0.7 (Hair, Anderson, Babin, and Black, 2010). 0.878 is recorded for Community (CY), 0.934 for Connectedness (CS), 0.900 for Conversation (CN), 0.907 for Job performance (JP), 0.893 for Openness (OS), 0.887 for Organisational performance (OP). With this research all of the constructs obtained composite reliability greater than 0.70. Therefore the data for this research proved good internal consistence.

Convergent validity is tested to determine whether the items are indicating the constructs or not. In this research the convergent validity was tested by testing the loading levels of products and also the derived average variance (AVE). Normally the acceptable loading rates for items are 0.60 (Hair, Black, Babin, Anderson, and Tatham, 2006). Figure 2 assures that all loading items exceed 0.60 which provides convergent validity at indicator rates as indicated by (Bagozzi and Yi, 1988). At the same time, all of the AVE rates for the constructs are above the minimum amount threshold level, which can be 0.5. It could therefore be concluded on the groundwork of the results that the rates of AVE and also item loadings are good, with a sufficient amount for the validity of the data.

### ***Discriminant Validity***

Discriminant validity using smart PLS 3.0 tools was also tested. The discriminating validity end result of the study is indicated in Table 2. As shown in the Compeau, Higgins, and Huff (1999), the combined average variance between each construct and even its actual indicators must be greater than the shared variance between the constructs and the other construct. Although the AVE is more than the approximate differences between each pair of constructs, it provides discriminant validity. The calculation model also shows strong discriminating validity because the square root of the AVE was greater than its correlation with other variables for each and every construct.

**Table 2:** Discriminant Validity

	(CY)	(CS)	(CN)	(JP)	(OS)	(OP)
Community (CY)	0.802					
Connectedness (CS)	0.702	0.884				
Conversation (CN)	0.597	0.644	0.833			
Job performance (JP)	0.675	0.672	0.500	0.788		
Openness (OS)	0.660	0.676	0.597	0.591	0.822	
Organisational performance (OP)	0.455	0.533	0.541	0.563	0.450	0.782

Table 2 shows that in this particular diagonal the values of AVE's square root are greater and suggest very good discriminating validity.

### *Analysis of Regression Multiple*

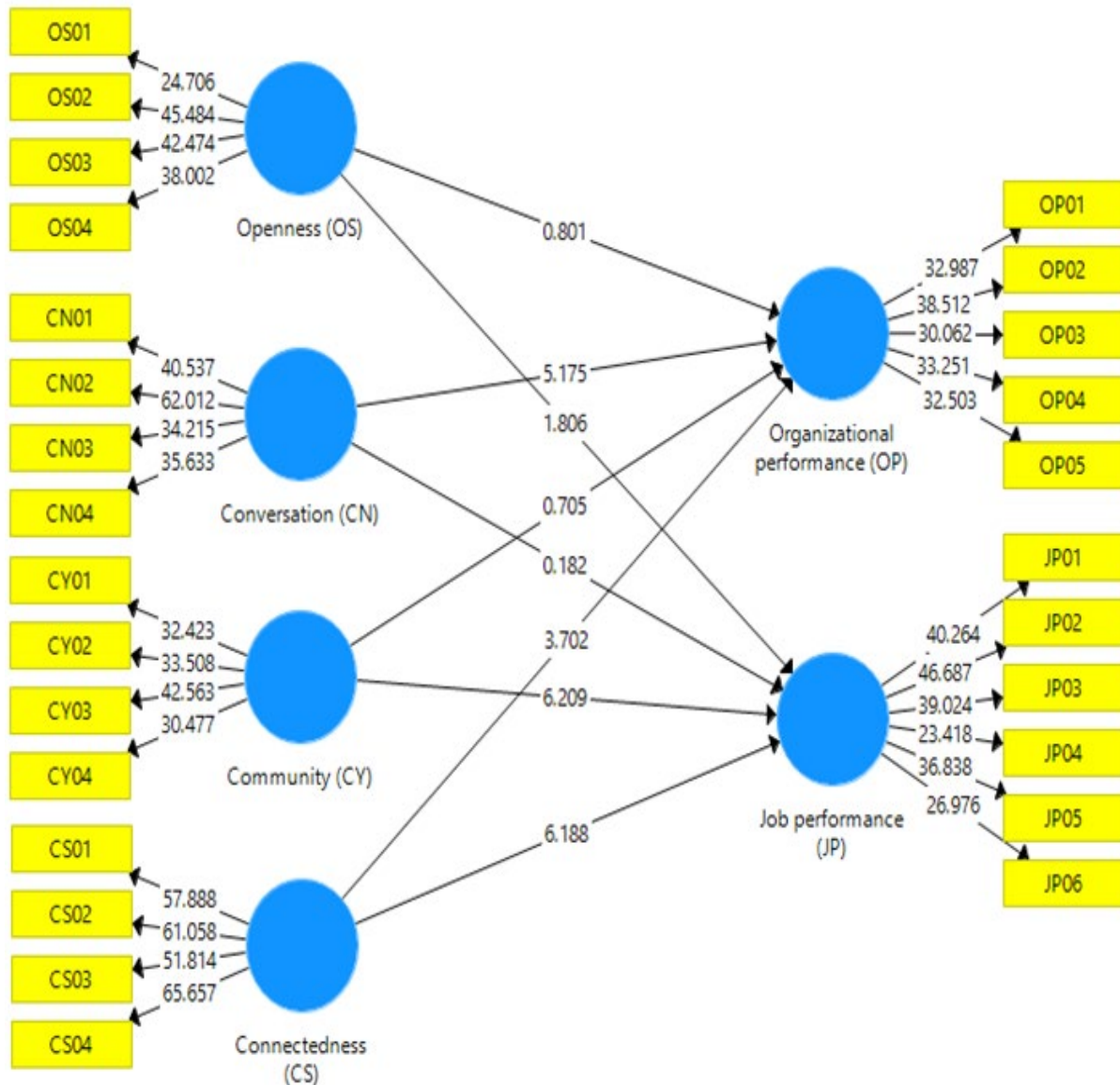
Table 3 presents that the regression result revealed the r square value of 0.542, 0.355 for job performance and organisational performance. This indicates that 54.2% and 53.5% of variance that explained the dv (job performance and organisational performance) was accounted for by the independent variables (openness (OS), conversation (CN), community (CY) and connectedness (CS)).

**Table 3**

	R Square	R Square Adjusted
Job performance (JP)	0.542	0.537
Organisational performance (OP)	0.355	0.348

**Assessing the Structural Model of PLS 3 and Findings**

**Figure 3.** PLS structural models



Testing of hypotheses can be done in the structural model of PLS analysis. This takes into consideration the path coefficient, t statistics, average estimates as well as error. The structural model for the hypothesis testing was given in Table 4.

**Table 4:** Structural model output

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ( O/STDEV)	P Values
Community (CY) -> Job performance (JP)	0.354	0.361	0.057	6.209	0.000
Community (CY) -> Organisational performance (OP)	0.051	0.050	0.072	0.705	0.481
Connectedness (CS) -> Job performance (JP)	0.339	0.337	0.055	6.188	0.000
Connectedness (CS) -> Organisational performance (OP)	0.259	0.260	0.070	3.702	0.000
Conversation (CN) -> Job performance (JP)	-0.009	-0.009	0.050	0.182	0.856
Conversation (CN) -> Organisational performance (OP)	0.311	0.314	0.060	5.175	0.000
Openness (OS) -> Job performance (JP)	0.133	0.131	0.074	1.806	0.072
Openness (OS) -> Organisational performance (OP)	0.055	0.055	0.069	0.801	0.424

The above table 4 presents the results of hypotheses testing due to this research. The justification for the hypotheses tests is as follows.

**H<sub>1</sub>:** There is a significant partnership between openness of social media and organisational performance. This hypothesis indicates there is an insignificant association between social media openness and organisational performance. The relationship between social media openness and organisational performance is analysed as  $t = 0.801$  and  $p = 0.424$ ;  $p > 0.05$  based on Table 4. This thus demonstrates that openness to social media will not influence organisational performance.

**H<sub>2</sub>:** There is a significant partnership between conversation of social media and organisational performance. This hypothesis suggests that there is insignificant correlation between social media conversation and organisational performance. Based on table 4, it analyses social media interaction and organisational performance as  $t = 0.182$  and  $p = 0.856$ ;  $p > 0.05$ . Thus, this has proved that conversation on social media will not influence organisational performance.

**H<sub>3</sub>:** There is a substantial partnership between social media community and organisational performance. This hypothesis suggests there is a positive connection between the social media community and the success of organisations. The relationship between community and organisational performance is analysed, based on Table 4, as  $t = 0.705$  and  $p = 0.481$ ;  $p > 0.05$ .

This thus showed that the social media community would not affect the success of organisations.

**H4:** There is a significant partnership between connectedness of social media and organisational performance. This hypothesis indicates there is a positive association between social media connectivity and organisational performance. Based on Table 4, the relationship between social media connectivity and organisational performance is evaluated as  $t = 3.702$  and  $p = 0.000$ ;  $p < 0.05$ . It has thus been proven that connection with social media can improve organisational performance.

**H5:** There is a significant partnership between openness of social media and job performance. This hypothesis suggests that there is a significant connection between social media openness and organisational performance. The relation between social media openness and organisational performance is evaluated as  $t = 1.806$  and  $p = 0.072$ ;  $p < 0.05$  based on Table 4. This therefore demonstrates that openness to social media can affect performance in the organisation.

**H6:** There is a significant partnership between conversation of social media and job performance. This hypothesis suggests that there is insignificant correlation between social media conversation and organisational performance. Based on table 4, it analyses social media conversation and organisational efficiency as  $t = 0.182$  and  $p = 0.856$ ;  $p > 0.05$ . Thus, this has proved that conversation on social media will not influence organisational performance.

**H7:** There is a significant partnership between community of social media and job performance. This hypothesis suggests there is a strong connection between the social media community and the success of organisations. The relationship between community and organisational performance is analysed as  $t = 6.209$  and  $p = 0.000$ ;  $p < 0.05$  based on Table 4. It has thus proven that social media community can influence the performance of organisations.

**H8:** There is a significant partnership between connectedness of social media and job performance. This hypothesis indicates there is a significant association between social media openness and organisational efficiency. The relationship between social media openness and organisational performance is analysed as  $t = 6.188$  and  $p = 0.000$ ;  $p < 0.05$  based on Table 4. It thus demonstrates that access to social media can affect organisational efficiency.

### ***Discussion and Conclusion***

The aim of this research is to investigate and elaborate on the links and relationships between variables. This chapter will provide the overview of the study results. The researcher suggests four independent variables which are social media openness, social media conversation, social media community, and social media connectedness. On the other hand, the dependent variables are organisational and job performance. It shows that those independent variables suggested by the researcher have a mixed results relationship with the





dependent variable. As a conclusion, social media conversation, and social media connectedness have a positive and significant relationship with organisational performance. Whereas social media community and social media openness have insignificant relationships with organisational performance. The results regarding job performance indicate that openness, community and connectedness have a positive and significant relationship with job performance. Meanwhile social media conversation shows a negative relationship where it does not significantly influence job performance. The study was done in the industrial sector, which is not known for heavy social media use. For potential research such as industrial or leisure markets, the influence of social media on other industries needs to be analysed. It is recommended that these industrial companies be managed to maintain and pay sufficient attention to their social media channels and use them extensively to render customer service, and to advertise and promote services that will improve their efficiency. Other than this, it is recommended that this analysis incorporate a few more variables that could have a major relationship with the dependent variables.

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