

**THE DETERMINANTS OF SOCIAL MEDIA USAGE THAT ARE
AFFECTING THE EMPLOYEE'S PERFORMANCE IN PRIVATE SECTOR
IN PENANG**



UNIVERSITI TEKNIKAL MALAYSIA MELAKA

‘ I hereby declared that I had read through this thesis and in my opinion that this thesis is adequate in term of scope and quality. This thesis is submitted to Universiti Teknikal Malaysia Melaka which fulfill the requirements for the completion and award of Bachelor of Technopreneurship with Honors (Btech).’

SIGNATURE :

NAME OF SUPERVISOR : DR. NUSAIBAH BINTI MANSOR

DATE :



اونيورسيتي تيكنيكل مليسيا ملاك

SIGNATURE :

NAME OF PANEL : DR. SITI NORBAYA BINTI YAHAYA

DATE :

**THE DETERMINANTS OF SOCIAL MEDIA USAGE THAT ARE
AFFECTING THE EMPLOYEE'S PERFORMANCE IN PRIVATE SECTOR
IN PENANG**

SOON LI QING



**The thesis is submitted in partial fulfillment of the requirements for the award
of Bachelor of Technopreneurship with Honors**

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

**Faculty of Technology Management and Technopreneurship
Universiti Teknikal Malaysia Melaka**

December 2019

DECLARATION OF ORIGINAL WORK

“I hereby declare this report is the result of my own, expert certain explanations and passage where every of it is cited with source clearly.”



Signature :
Name : SOON LI QING

Date :

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

DEDICATION

I would like to dedicate the appreciate to my beloved family members who supported me in terms of spiritual and financial. Other than that, I would like to dedicate the appreciate to my beloved supervisor and panel who guided me throughout the research by providing valuable suggestion. Finally, I would also like to dedicate appreciate to my course mates for their assistance through the journey of completing the research.



ACKNOWLEDGEMENT

I wish to specific my sincere appreciation to everyone who has contributed their time and efforts by helping me to finish the study throughout the time. I feel grateful for his or her kindness in giving me advice, encouragement, suggestion, assistance and thoughtful contribution on every stage of the process in accomplishing this research.

First of all, thousand thanks to our supervisor, Dr. Nusaibah Binti Mansor who guided and supervised me with her patience and tolerance. She always provides timely and constructive feedbacks that have created values for me to complete this research. She has devoted her valuable time and efforts to guide me in completing this project. Therefore, I wish to convey out genuine thanks to her.

Next, I also wish to specifically deliver our appreciation to Universiti Teknikal Malaysia Melaka by giving me the chance to conduct this research. I am able to learn and gain additional experiences and knowledge in conducting a research that is beneficial for future study. Finally, I have developed a clearer image successfully regarding the research titles “The Determinants of Social Media Usage That are affecting the Employee’s Performance in Private Sector in Penang”.

Last but not least, I hope to send particular appreciation to all the respondents who had contributed their time and efforts in filling the questionnaires. They had provided their valuable feedbacks that assist me in finishing this research. With the assistances and supports from the respondents, I have successfully fulfilled all the components of questionnaire.

ABSTRACT

Over the years, the arising use of social media keeps on increasing in the workplace. Majority of the workers have used the social media to communicate, expand their customer base and enhancing customer experiences. Besides, employees also can make use of social media to search some informative details and understanding the current trends of the market. Yet, the social media is exposed to different kind of risks. Despite the strong reason that has been done by many researchers, the social media usage is definitely benefits the employees in the workplace. This objective of this study is to find out the relationship between the determinants of social media usage on employee's performance in Penang. Though literature reviews, the four independent variables are identified such as social connectivity, social involvement, information attainment and social support. This research is expected to collect 300 samples for this research. This research used quantitative method to analyse the data. Therefore, a survey form will be used as a method to collect primary data. Secondary data will also be used as references in this research. Further study will be conducted from previous researchers to achieve the results of using social media in order to enhance worker's performance in workplace. The results collected from future work are expected to benefits to the private sector in Malaysia. The data collected was analyzed by SPSS (Statistical Package for Social Science) for Reliability Test, Pearson's Correlation and Multiple Linear Regression Analysis. After analyse the result, social connectivity, social involvement and information attainment have significant strong positive relationship on the employee's performance. However, the social support does not have relationship or weak on the employee's performance. The limitation and implication of study are formed and recommendation was suggested to the future researcher.

Keyword: Social Media Usage, Employee's Performance, Private Sector, Penang

ABSTRAK

Kebelakangan ini, penggunaan media sosial dalam tempat pekerjaan meningkat berterusan. Kebanyakan pekerja menggunakan media sosial untuk berkomunikasi, menambah bilangan pelanggan, dan meningkatkan pengalaman pelanggan. Selain itu, pekerja juga boleh menggunakan media sosial untuk mencari maklumat terperinci dan memahami trend semasa pasaran. Namun, media sosial juga didedahkan kepada pelbagai jenis risiko. Walaupun telah mempunyai sebab yang kuat yang telah dilakukan oleh banyak penyelidik, pengguna media sosial sememangnya memberi manfaat kepada pekerja di tempat pekerjaan. Objektif kepada kajian ini adalah untuk mengetahui hubungan antara penentu penggunaan media sosial terhadap prestasi pekerja di Pulau Pinang. Daripada kajian literatur, empat variasi pemboleh ubah telah dikenalpasti termasuklah hubungan sosial, penglibatan sosial, pencapaian maklumat dan sokongan sosial. Kajian ini menggunakan kaedah kuantitatif untuk mengumpul 300 samples bagi kajian tersebut dan juga menganalisis data. Oleh itu, borang soal selidik digunakan sebagai kaedah untuk mengumpul data primer. Data sekunder juga digunakan sebagai rujukan dalam kajian ini. Kajian lanjut akan dijalankan dari penyelidik terdahulu untuk mencapai keputusan bagu penggunaan media sosial untuk meningkatkan prestasi pekerja di tempat kerja. Hasil kajian yang dikumpulkan dari kerja masa depan dijangka memberi faedah kepada sektor swasta di Malaysia. Data yang dikumpul akan dianalisis oleh SPSS untuk Ujian Kebolehpercayaan, Korelasi Pearson dan Analisi Regresi Pelbagai Linear. Selepas menganalisis hasilnya, hubungan sosial, penglibatan sosial dan pencapaian maklumat mempunyai hubungan positif yang penting terhadap prestasi pekerja, namun sokongan sosial tidak mempunyai hubungan atau lemah terhadap prestasi pekerja. Pembatasan dan implikasi kajian dibentuk dan cadangan dicadangkan kepada penyelidik masa depan.

Keyword: Penggunaan Media Sosial, Prestasi Pekerja, Sektor Persendirian, Penang.

TABLE OF CONTENTS

CHAPTER	TITLE	PAGES
	DECLARATION OF ORIGINAL WORK	i
	DEDICATION	ii
	ACKNOWLEDGEMENT	iii
	ABSTRACT	iv
	ABSTRAK	v
	TABLE OF CONTENT	vi
	LIST OF TABLES	x
	LIST OF FIGURES	xi
	LIST OF ABBREVIATIONS	xii
	LIST OF SYMBOL	xiii
	LIST OF APPENDIX	xiv
<hr/>		
CHAPTER 1	INTRODUCTION	
	1.1 Introduction	1
	1.2 Background Of Study	1
	1.3 Problem Statement	4
	1.4 Research Questions	5
	1.5 Research Objectives	6
	1.6 Significant Of Study	6
	1.7 Scope Of Study	7
	1.8 Summary	8

CHAPTER 2 LITERATURE REVIEW

2.1 Introduction	9
2.2 The Evolution of Social Media	9
2.3 Social Media in Workplace	11
2.4 Concept and Dimensions of Employee's Performance	13
2.5 Measurement of Employee's Performance In Workplace	15
2.5.1 Job Satisfaction	16
2.5.2 Organizational Commitment	17
2.6 Determinants of Social Media Usage To Employee Performance	19
2.6.1 Social Connectivity	19
2.6.2 Social Involvement	20
2.6.3 Information Attainment	21
2.6.4 Social Support	22
2.7 Employee Performance	23
2.8 Research Gap	24
2.9 Conceptual Framework	25
2.10 Hypothesis Development	26
2.11 Summary	26

CHAPTER 3 RESEARCH METHODOLOGY

3.1 Introduction	27
3.2 Research Design	27
3.2.1 Causal Research	28
3.3 Methodology Choice	29
3.3.1 Quantitative Method	29
3.4 Primary And Secondary Data Sources	29
3.4.1 Primary Data	29
3.4.2 Secondary Data	30
3.5 Research Location	30
3.6 Questionnaire Design	31

3.7 Sampling Design	31
3.8 Research Strategy	33
3.8.1 Pilot Test	33
3.9 Data Analysis Method	34
3.9.1 Descriptive Analysis	34
3.9.2 Reliability Analysis	35
3.9.3 Validity Test	36
3.9.4 Pearson Correlation Analysis	36
3.9.5 Multiple Regression Analysis	37
3.10 Summary	38

CHAPTER 4 DATA ANALYSIS

4.1 Introduction	39
4.2 Pilot Test	39
4.2.1 Validity Test	40
4.2.2 Reliability Test	40
4.3 Descriptive Statistic Analysis	41
4.3.1 Response Rate	41
4.3.1.1 Gender	42
4.3.1.2 Age	43
4.3.1.3 Race	44
4.3.1.4 Employment Status	45
4.3.1.5 Duration of Employment	46
4.3.1.6 Industry Field	47
4.3.2 Central Tendencies Measurement	48
4.4 Inferential Statistic	49
4.4.1 Pearson Correlation Coefficient Analysis	50
4.5 Multiple Linear Regression Analysis	52
4.5.1 Model Summary	52
4.5.2 ANOVA Test	53
4.5.3 Regression Coefficient	54

4.5.4 Hypothesis Testing	55
CHAPTER 5 DISCUSSION, IMPLICATION AND CONCLUSION	
5.1 Introduction	58
5.2 Summary of Statistical Analysis	59
5.3 Discussion of Objectives	59
5.3.1 To investigate the relationship between social connectivity determinants and employee's performance in the workplace.	60
5.3.2 To investigate the relationship between social involvement determinants and employee's performance in the workplace.	60
5.3.3 To investigate the relationship between information attainment determinants and employee's performance in the workplace.	61
5.3.4 To investigate the relationship between social support determinants and employee's performance in the workplace.	62
5.4 Implication of the Study	62
5.5 Contribution of Research	64
5.6 Limitation of Study	65
5.7 Recommendation for Future Research	66
5.8 Conclusion	67
REFERENCES	68
APPENDIX	80

LIST OF TABLES

TABLE	TITLE	PAGE
Table 3.1	Likert Scale	31
Table 3.2	Krejcie and Morgan sample size determination table	32
Table 3.3	Interpretation of Reliability Test	35
Table 4.1	Reliability Test for Pilot Test	40
Table 4.2	Statistical Analysis of Respondents by Gender	42
Table 4.3	Age of Respondents	43
Table 4.4	Race of Respondents	44
Table 4.5	Employment Status of Respondents	45
Table 4.6	Duration of Employment if Respondents	46
Table 4.7	Industry Field of Respondents	47
Table 4.8	Central Tendencies Measurement	48
Table 4.9	Pearson's Correlation	50
Table 4.10	Model Summary (Employee's Performance)	52
Table 4.11	ANOVA	53
Table 4.12	Regression Coefficients	54
Table 4.13	Regression Coefficients (Hypothesis Testing)	55
Table 5.1	Statistical Analyses of Target Respondent's Demographic Information	59

LIST OF FIGURES

FIGURE	TITLE	PAGE
Figure 1.1	Percentage distributions for duration of daily use of internet and average duration of daily use of internet by age group in Malaysia	3
Figure 1.2	Percentage distributions of Internet users by employment status in Malaysia	3
Figure 2.1	The Tiarchy Model of Employee Performance	14
Figure 2.2	Research model of social networking site use intensity toward employee's performances	15
Figure 2.3	Job satisfaction has a positive impact on Job Performance	16
Figure 2.4	The Conceptual Framework of The Social Media Usage Determinants toward Employee's Performance in Workplace.	25
Figure 3.1	Research Flowchart	28
Figure 4.1	Gender of Respondents	42
Figure 4.2	Age of Respondents	43
Figure 4.3	Race of Respondents	44
Figure 4.4	Employment Status of Respondents	45
Figure 4.5	Duration of Employment of Respondents	46
Figure 4.6	Industry Field of Respondents	47

LIST OF ABBREVIATIONS

ABBREVIATIONS	MEANING
MRA	Multiple Regression Analysis
ANOVA	Analysis of Variance
SPSS	Statistical Package for Social Science
DOSM	Department of Statistics Malaysia
MIDA	Malaysian Investment Development Authority



اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

LIST OF SYMBOL

ABBREVIATIONS

MEANING

α	Cronbach's Alpha Coefficients
r	Pearson's Correlation Coefficients
H_0	Null Hypothesis
H_1	Alternative Hypothesis
X	Independent Variable
Y	Dependent Variable
a	Intercept
b	Slope
e	Residual



اويور سيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA



LIST OF APPENDIX

اونيورسيتي تيكنيكل مليسيا ملاك

APPENDIX	TITLE
APPENDIX 1	GANTT CHART FOR FINAL YEAR PROJECT
APPENDIX 2	GANTT CHART FOR FINAL YEAR PROJECT
APPENDIX 3	RESEARCH PROJECT SURVEY

CHAPTER 1

INTRODUCTION

1.1 Introduction

This part of study conspectus the whole of the research. The primary aim of this research is been conducted to find out the determinants of social media usage that is affecting the employee's performance in the workplace in Penang. This section will begin with the background of the study, problem statement, research question, research objective, following by the significance of study and scope of study which will deliver an overall and comprehensive outlook of the research. Hence, the result of findings also can give the effect of social media to employee's performance in the workplace.

1.2 Background of study

The concept of social media is which a platform or application that provides internet users to share and exchange the information and aggressively involve in social networking. The first social network website was Six Degree in the year of 1997. The purpose of having this website is to upload profile information and connect other internet users.

The beginning of social media become popular is happened between the years 2000 until now. During that time, social media sites such as Myspace and LinkedIn

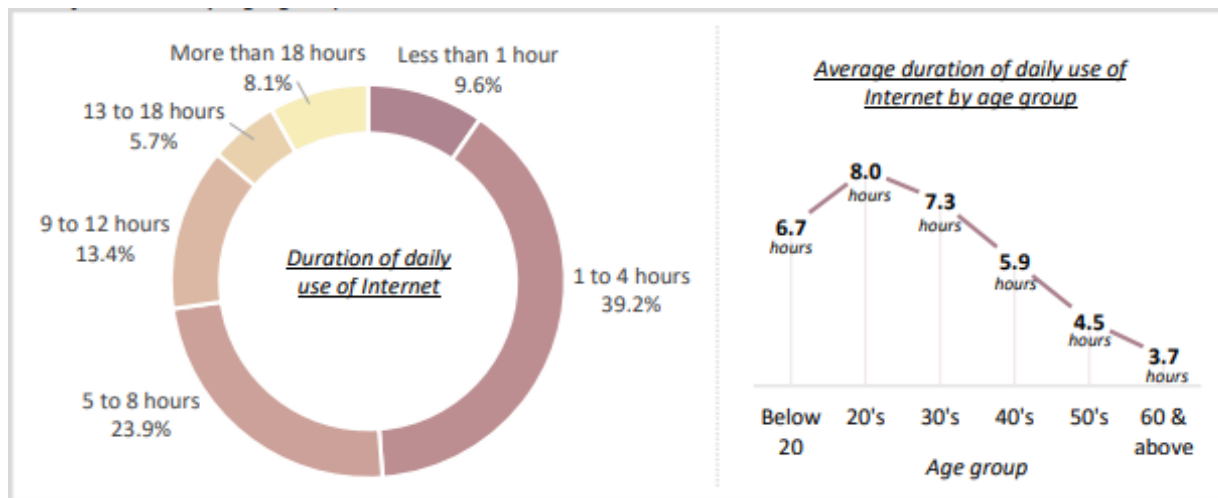
are used for photo sharing. People have no confidence in those social media website. In the year of 2006, Facebook and Twitter are formed to connect the people all around the world. In today, tremendous changes in social media platform have brought to the workplace.

Social media include of assortment of tools and technology such as collaborative projects (Wikipedia), blogs (WordPress), virtual communities (Youtube), social networking site (Facebook), microblog (Twitter) and others (Khan et al., 2014). The most well-known type of social media is social networking sites. Social media platform has remained committed to its sustainable growth and become more and more common and essential to everyone as people know the importance of communication and convenience. The social media has expanded and widened to all around the world. It spent and took years and decades for social media to be well-developed and accept by people all around the world.

In recent year, the usage of social media is increasing in the workplace. According to the Ministry of Communication and Multimedia, there is currently 80 per cent of Malaysians are using internet and most of them are using the mobile networks as of 23 February 2019 (New Straits Times, 2019). Social media are becoming the important tools that connect people all around the world anytime and anywhere. According to Khan et al. (2014), social networking site is being likely to be separate into 2 categories which is internet based and mobile based. Internet based social networking sites can be access by any of devices that can connect to the Internet whereas mobile based only can be accessed through mobile phone. Most of the people become so dependent on social media for day-to-day life. According to Internet World Statistics (2017), the online users had exceeded half of the population in the world and most of the online users were Asians. Therefore, social media has swiftly emerged into the workplace and improves employee's productivity.

A previous study by Statista (2015), the most popular social media tools that have been used by people was Facebook, Instagram, Twitter and Snapchat. Most of the organization use social media to increase brand awareness, raise brand image, enhance the traffic of the website and earn customer loyalty (Stelzner, 2015). Therefore, this research is trying to emphasizing the benefits of using social media in

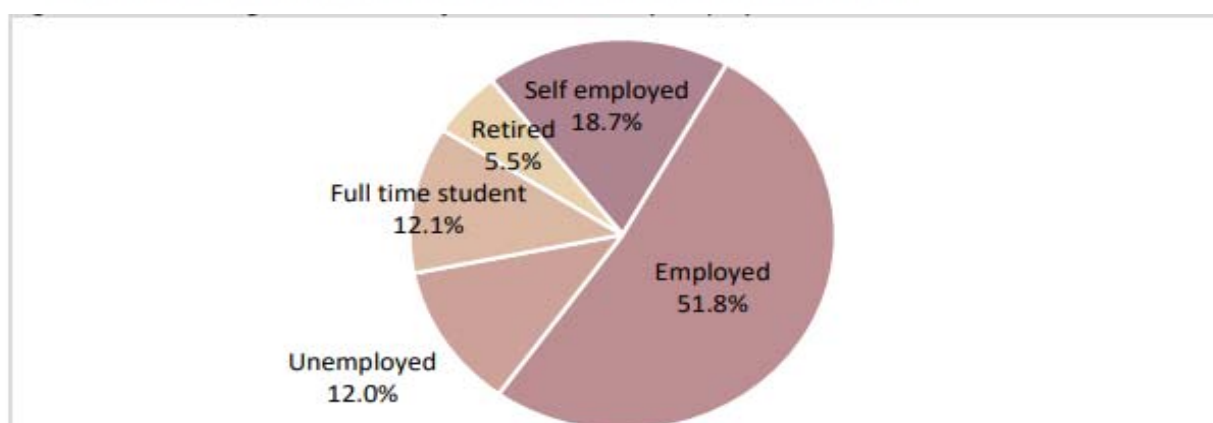
the workplace in Malaysia. Social media allows and provide employees to reach their customers and colleagues more easily.



Sources: Internet Users Survey 2018

Figure 1.1 Percentage distributions for duration of daily use of internet and average duration of daily use of internet by age group in Malaysia

Figure 1.1 shows the average duration of daily use of internet of different age group of Malaysia citizens in the year 2018. This survey discovers that most of the internet users have spent an average 6.6 hours online in a day. Younger respondents which they are in the age of 20 to 30 were more favourable in spending time at internet. Most of the younger respondents were probably employee in the company.



Source: Internet Users Survey 2018

Figure 1.2 Percentage distributions of Internet users by employment status in Malaysia

Figure 1.2 shows the employment status of internet users in Malaysia in the year 2018. This survey discovers that there are 70.5% (18.7% self-employed and 51.8% employed) of internet users are being employed. This shows that the usages of social media are important in the workplace. Besides, most of the employees are more preferable in using social media during their work time.

1.3 Problem Statement

Globally, the use of internet in workplace is estimated to keep on growing. This indicates more and more people prefer online networking in the workplace. In Malaysia, people are spending more time on internet in the year 2018. This also can indicate more and more Malaysian prefer using social media in workplace.

In Malaysia, the most popular social media tools are Facebook, Instagram, Twitter and Snapchat (Statista, 2015). These are popular social website and people always spent most of the time in browsing website. The rising of the social media usage have bringing a huge effect on employee's performance in workplace.

Currently, there are some studies had indicate that social media not only benefits to the workplace but also possess potential risks for business sector. Risk is defining traditionally uncertainty and unpredictable for a loss event to occur. Hence, there are several types of risks if employee cannot handle in the situation. As a result of time risk, some of the employees may be too addicted on social media and therefore caused them to be unproductive in the workplace. Employees will be spent a lot of time in joining meaningless activities such as watching video, connecting with their friends and families. (Kandiero et al, 2014). According to the research of Ipsos (2013), 3.6 hours would be spent by online users per day. If there are working hours per day, it may spent almost 50% of time to browsing social media. Unproductivity of works causing loss of time and it will negatively impact the employee's performance.

Besides, social risks is defined as online users having nonconformist and atypical behaviour which means that they prefer interact with others by online rather

than face-to-face communication (Go et al. 2012). Therefore, they are unable to interact with other effectively and efficiently. This kind of behaviour may lead and result to negative consequences on employee's performance.

Despite the strong research that has been done by the researcher about the risks of employing social media, the benefits of social media have overcome the risks of social media. Social media definitely has bringing more benefits to employees in the workplace. Moreover, although there are some potential risks in social media, social media still perceived as a collaborative tools in workplace. This study intends to investigate some benefits of social media usage that can overcome the risks. Therefore, employees will become more effective and efficient while using social media at workplace.

1.4 Research Questions

The subsequent question had been conducted to accomplish the research objective and to inspect the relationship between social media usage and employee's performance.

- What are the impacts and benefits of social media in order to influence employee's performance in the workplace?
- What is the relationship between social media usage determinants and employee's performance in the workplace?
- How does the social media usage determinant effect on employee's performance in the workplace?

1.5 Research Objectives

Employee's performance on social media might be influenced or affected by numerous variables. The purpose of conducting this research is to mitigate and alleviate the problems stated in the problem statement. The primary aim of this research is to review and verify the determinants affecting the employee's performance by using social media in Malaysia. This research purports to determine and verify the determinants of social media being social connectivity, social involvement, information attainment and social support on whether they have significant influence on employee's performance in Penang.

The particular objectives of this research are listed below:

- (i) To identify the benefits and impacts of using social media in order to influence employee's performance in the workplace.
- (ii) To investigate the relationship between social media usage determinants and employee's performance in the workplace.
- (iii) To analyse the social media usage determinant effect on employee's performance in the workplace.



1.6 Significant of Study

The objective of this research is aimed to examine how the social media usage determinants affect the employee's performance in Penang. This research are able to help future researcher to figure out and perceived what determinants an employee will consider while using social media in the workplace.

The result of this research will be a guidance and direction for the future researcher. This research could derive some benefit to the business sector and corporate sector in Malaysia. The parties mentioned above ought to be more conscious and cognizant of what is an employee's perception on social media usage and performance. The organization may take account and review for the significant and crucial determinants in their on-going plan, which will ultimately assist and

support their operational activities and allows them to enhance productivity and performance. Besides, Malaysia government may able to take advantage of the benefits on method and paths to promote social networking in order to enhance their job performance.

Besides, the result will make contribution by providing additional and further information for the business sector and the corporate sector. It can be adopted and undertaken as a reference sources whilst this study has assembled and compiled the informational study material from other researchers. In conclusion, this study will deliver some contemporary and useful information on the determinant of social media usage on employee's performance.

1.7 Scope of study

This study is designed to investigate the determinants of social media usage on employee's performance. Therefore, the objectives of this study are to define the reason why social media usage is able to enhance employee's performance. A questionnaire or survey will be conducted in the private sector industry in the area of Penang. In the report that was conducted by Mackintosh et al., (2016), the private sector was defined as the entirety of privately possessed institutions or organizations. The results of the research will be conducted, collected and analysed from the questionnaire. Yet, the research that has been conducted does not represent the positions and views of the organization.

1.8 Summary

The aim of the study is to investigate and determine the relationship between determinants of social media usage and employee's performance in Penang. This chapter include of background of study, problem statement, research question, research objective, significant of study and scope of study. The background of study briefly explained about the revolution of social media and some research data get from the MCMC (Malaysia Communications and Multimedia Commission). The method that will be used in this research was questionnaire. Therefore, this research will be continuing conducted to ensure getting the new information and data.



CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter critiques and review the literature to determine the disparities and contrast in the research that has been adopted by other researchers regarding to the title of determinants of social media usage affected on employee's performance. The reviews are conducted for enhanced understanding and get more insight and information based on the determinants that are affecting the employee's performance. A conceptual framework is developed and outlined in accordance with the hypothesis and relevant literature from previous researcher.

2.2 The Evolution of Social Media

Technologies nowadays have enhanced productivity and reduce the workload of the organization. The organizations have to use it as a communication tool (Farooque et al., 2012). According to Boyd & Ellison (2008), social networking site connects people online and it has become the most famous platform in social media. As mention by Boyd & Ellison (2008), the first social media was launched in 1997 and it was named as Six Degree.com. Six Degree was built up as to connect six people all around the world. This website was browsed by more than 1 million online users all around the world (Bedell, 1998, p.2). Six Degrees failed to sustain in the social media platform and it winding up after 3 years of operation and shut down the

social media platform in the year 2000. The failure of Six Degree is mainly because of failed to capture the era of marketing which are the specialized group the more preferred (McIntyre, 2014).

Then, the other social media was launched in the year of 2001 was named as Ryze.com (Ahmad, 2011). This network was established to connects all the business professionals, find careers, increase sales and connects with your pals (About Ryze, 2013). Nevertheless, LinkedIn was established as a competitor of Ryze.com. LinkedIn was built up in the year of 2013 which their target audience are clearer than Ryze.com. They specialise their target audience as more narrow compared to Ryze.com. LinkedIn has become “the largest professional networks with 200 million users in 200 countries and landgrave all around the world” after 10 years of launching.

After that, Friendster deliberate as the top social media in 2013 and it probably become as famous as Facebook (Erickson, 2012). One of the competitors, MySpace has claimed itself as the world largest social networks (Nelson, 2012) were established in the year 2003 and media mogul Rupert Murdoch acquires MySpace in the years of 2009. After the incident, Facebook has overtaken MySpace in the U.S market and MySpace has lost its target users (Chmielweski & Sarno, 2009). However, Facebook was founded by a Harvard student (Tabak, 2004), was successfully developed practically doubled its user of MySpace (Chmielweski & Sarno, 2009).

In the year 2012, MySpace was re-launched and change its direction to music integration. According to Holpuch, (2012) in About Us, MySpace, they intend to link people with music, celebrities, TV, movies and games. In these few years, there are mass of social media site interfluent the Web, but they have avoided themselves to compete among each other but they competes for the performance of each other toward social media users (McIntyre, 2014).

In the first 30 years after the revolution of social media, social media has emerged largely into the market. Social media nowadays would rather avoid themselves from competing among each other than they prefer to coexist to compete for online user advantage (McIntyre, 2014). Moreover, the multiple social media website collaborate together would be more likely to expand to the future.

In current trends, Facebook has become one of the most popular and successful website that is able to sustain in the form of the large population instead of targeting the smaller markets. Other than Facebook, WhatsApps currently owns 1.2 billion users which are located at the second-highest social media in the world (Mugaza, 2018). There was a controversy regarding that people have more social media friends than real friends (Herraiz, 2015).

On the whole, social media has become a daily diary in everyone's life. People nowadays are so depending and addicted to their social media in order to kill their time. Facebook has become the most popular social media all around the world. The reason Facebook become so famous was mainly because it can function as a communication tool, information sharing tool, and learning tool. People nowadays would rather spend their precious time to browse Facebook rather than walking around. Therefore, Facebook has become an indispensable thing in human living. In this research, Facebook will be used as a social media tools in order to examine is there any influences in employee's performance in the workplace.

2.3 Social Media in Workplace

Once upon a time, people were mostly connecting with others by using landline telephones which limits their action and features. Moreover, a person who does not afford to own a landline telephone would like to send the letter through postal services. Thus, time wasting and inconvenience was caused during the time of period (Herllr et al., (2014). Social Media not only used for personal purposes and social purpose but it also now used in business (Ireton, 2014).

Social Media was known as a tool that exchanges information and was built up in the foundation of Web 2.0 (Fusi et al., 2018). Social media not only allows people to interact individually with a person, yet they can choose to interact with any other person as you want (Herlle et al., 2014). Other than that, based on research that is conducted by Hantula et al. (2011), social media also allows us to communicate with others anywhere and anytime. Social networking site (SNS) was under the categories of social media (Khan et al., 2014) which is more usable by the employee

in the workplace (Bretschneider et al., 2016). According to Khan et al. (2014), social networking site is used to establish the relationship between peoples that are sharing the common savour, doings and antecedents and connection tools.

The critical reason for increasing social media usage in the workplace is mainly because of cost efficiencies and easily access (Dennis, 2011). Social media can be access anytime and anywhere without boundaries. Social media usage has been increased in the recent year caused organization to encourage their employee to use social media as a communication and socialize tools and information sharing tools among departments (Cao et al., 2012).

According to the studies that have been conducted by North (2010) regarding the relationship of social networking sites and employee performance in the workplace. He has concluded that despite there are some negative impacts of using social media in the workplace, but he believes that employees are more pleasing and amused while socializing online in the workplace. Hence, employees would be more productive and generative. Yet, if the employees are being chained by the organization, they might have the relief behaviours which may result in low sentiment and morale followed by low productivity among the employees (Aleardi, 2015).

Native's emotions, opinions, motive, characteristics and expression can be known or provide by using social media (Chun et al., 2012). Social networking site enables online users to two ways of communication. For example, SNS enables the online users to "like" and "follow" the brands that they are interested in, therefore they can get any newsfeeds and up-to-date information at once (Phua et al., 2016). In addition, SNSs user also able to click "like", "comment" and "share" the post of the following pages in order to disseminate the information and details to their friends, families members and colleagues. Furthermore, based on Qualman (2013), information and details would be widely spread to target audience in a short time at low cost. Therefore, employees are able to understand the specified niche market therefore able to enhance their performance in the workplace.

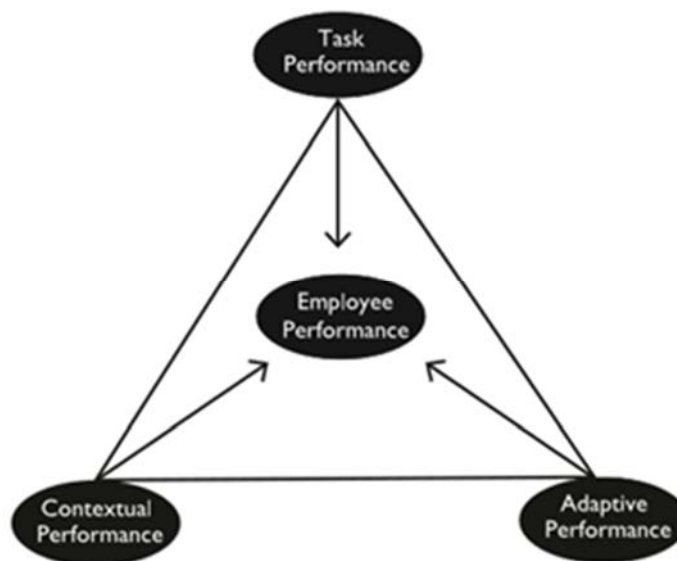
In the end, social media is significantly acting as a medium to nurture social connection that is able to retain or develop the presence social network. Recently, the organization had encouraged their employees to utilize these tools within the

organization. In nowadays, many B2B companies start to use social media in their marketing effort (Keinanen & Kuivalainen, 2015). Social media marketing was defined as the action of using social media for their marketing. Other than that, social media are also used by some organization to hire the potential employee. Most of the organizations utilize the social networking sites to collect and assemble the information regarding the potential employee (Roth et al., 2013). In addition, organization in nowadays are more prefer on hiring the potential employee who are able to use social networking sites to complete their duty or task with efficiency.

Based on the previous research done, social media are definitely brought lots of benefits to the organization communication, information sharing and a platform for employees to learn and gain knowledge. Social networking is not targeted for the young population only, it also appealing and hitting all ages of the population. Therefore, it enables all types of the age group in the workplace to use it in order to enhance the performance and productivity of the organization. It decreases the cost of operation of an organization effectively and efficiently. Therefore, many organizations encourage their employee to use social media during their works.

2.4 Concept and Dimensions of Employee's Performance

Employees are the main key in an organization. The employee performance has bringing a huge effect on the feasibility of an organization. Employee performance refers to financial and non-financial results of good performance in an organization that the employee has effectively and efficiently in doing their work and contributes to the organization (Anitha, 2014). The results of good performance in an organization could be earning the loyalty customers, public supporting for an organization and success of the business (Robertson-Smith and Markwick, 2009).



Sources: Somaiya Institute of Management Studies and Research 2017

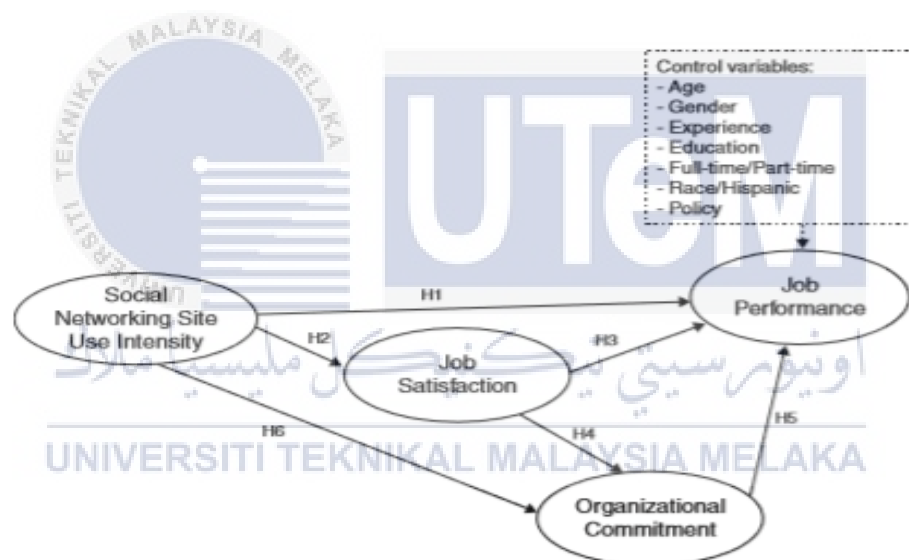
Figure 2.1 The Tiarchy Model of Employee Performance

According to Pradhan (2017), employee performance can be presented in the form of task performance as shown in Figure 2.1. Task performances involve the responsibility to complete the duty in the job description. Based on the previous research that is conducted by Conway (1999), task performance postulate related cognitive ability and is mainly regarding the task knowledge (requires special-purpose knowledge to enhance the performance and ability to solve multitasking), task skills (utilization of special-purpose understanding without much guardian) and task habits (fast responsive on allocate job to enhance the performance).

The contextual performance is categories under the types of employee performances in the Figure 2.1. Contextual performance was defined as a pro social and interpersonal interaction that is built up when the individual is performing his job (Pradhan, 2017). Although the contextual performances are not listed in the job description they are expected to exist in employee's behaviour (Pradhan, 2017). Based on Bergeron (2007), he suggests that contextual performance should be including a variety of 'sub-dimensions' which include collaboration among colleagues. Colleagues are able to express and convey the feeling and viewpoint which are denoted as esprit-de-corps (team spirit). Therefore, colleagues are more willing to share their problem in order to solve in the organization (Jaworski, & Kohli, 1993).

Hesketh, & Neal (2009) was defined adaptive performance means individual is able to provide technical support in variable and uncertain work situations. Huang et al., (2014) states that the employees would try to make some changes on their attitude and behaviours in order to cater the demands of job roles once they had achieved a certain amount of ideal level in their allocated job. An effective adaptive performance would occur if the employee is able to handle the uncertainty in the workplace (Baard et al., 2014). The uncertainty of workplace includes of the transformation of technology which is social media usage in the workplace.

2.5 Measurements of Employee's Performance in Workplace



Sources: Moqbel (2012)

Figure 2.2 Research model of social networking site use intensity toward employee's performances

In the Figure 2.2, a research of Moqbel (2012), a research model and hypothesis was conducted by him in order to determine the measurement of employee's performance while using social media in the workplace. The employee's performances that are conducted by the authors were measured in the form of job satisfaction and organizational commitment.

2.5.1 Job satisfaction in the term of employee's performance



Sources: Farooqui & Nagendra (2014)

Figure 2.3 Job satisfaction has a positive impact on Job Performance

In the previously conducted research was found that high sentiment and depression are able to increase the productivity in the organization (Strauss, 1968). There was research conducted by Iaffaldano and Muchinsky (1985), they strongly believed job satisfaction are able to have a positive effect relationship with job performance. Job satisfaction was definitely guided to job performance (Safia et al., 2014). Employee's perceived value and positive feeling towards its job are able to transfer to the customers (Safia et al., 2014). A figure was outlined below regarding the job satisfaction have a positive relationship with job performance.

Environment, individual and psychological factors are able to affect job satisfaction (Dugguh & Dennis, 2014). Schmidt (2007) states that job satisfaction was defined as the positive and delightful emotions or employees expressed in the employee as a result of their evaluation for their job involvement or job experience. Besides, job satisfaction that was defined by Peter (1962) is the diversity they wish from the job and what they get. Researchers think that job satisfaction is significantly important and crucial in the employee's attitude (Saari & Judge, 2004). "Members in the organization feels happiness in work" was identical with the words of job satisfaction, job attitudes (Organ & Near, 1985).

According to the research of Dugguh & Dennis (2014), they state that communication is the most crucial factors in order to influence job satisfaction which is shown in the Figure 2.3. Communication is important in the current organization. Dugguh & Dennis (2014) also proved those employees are now facing communication overload or under-load. Communication overloads mean that obtain excessive information at a short time whereas communication under-load means those messages are sent beneath the ability of an individual to process them. Both of those problems are able to contribute to resentful and depressed with their current job and therefore contribute to low job satisfaction.

To sum up, job satisfaction refers to the pleasant feeling and positive emotions that are available in the employees towards its post of job. They feel positive and energized towards their job and enjoy involving themselves in the process of doing the task. An employee who has the high job satisfaction is more intends to put more effort in completing their tasks and therefore increase the productivity and performance. High communications enables the employees to gain job satisfaction. Employees are able to communicate in short time enables them to feel happy and pleasant and therefore contribute to high satisfaction towards their job. In conversely, if an employee spend a long time in communicates with their customers and colleagues, he/ she may fell dull and not interesting in continuing their task. Therefore, this situation may lead to low productivity and bad performances towards their job.

2.5.2 Organizational commitment in the term of employee's performance

Atmojo (2012) have proven that the organizational commitment has positive and significant relationship toward employee's performance. Atmojo also stated that the higher the organizational commitment, the higher the employee's performance. Locke & Latham (1990) said that extremely high commitment and faithful workers are able to contribute to the success of the organization. Organizational commitment was defined as a worker who has strong allegiances and engagement to the organization without the minds of leaving the organization (Allen and Meyer, 1990).

An employee who has organizations commitments towards their organization are tends to have a positive work performance (Riketta, 2002). Shahzadi et al., (2014) stated that employee's performance is measured by what he does and what he does or not does.

Otherwise, the organizational commitment was also defined by Wadhwa & Verghese (2015) was feeling of belongingness of an employee towards its organization. In previous research, there are some researchers has found out organizational commitment can be effect by several factors such as teamwork. Teamwork is critical factors that are able to contribute to employee performance in order to success the organization (Rochon, 2014).

Based on the research of Meyer & Allen (1991), they have divided the organizational commitment into three aspects which is affective commitment, continuance commitment and normative commitment.

- (i) Affective commitment: Employee's emotional and feelings that are attach to the organization.
- (ii) Continuance commitment: Promise regard to the costs the workers associate by leaving the organization.
- (iii) Normative commitment: Compulsion or responsibility of an employee to stay in the organization.

Murad et al., (2013) also proved that organizational commitment is positively linked to employee performance due to able to cultivate the positive feeling and produce better and loyalty employees.

In closing, organization commitment was referring as a strong sense of belonging and contributing to the organization in an employee's role or mission. The affective commitment was explained above under the categories of organizational commitment was best fit with this research. An employee with high organization commitment doesn't have the minds of leaving the organizations. Teamwork is very important in an organization because the greatest power is cooperation and collaboration among the team members. Teamwork is a crucial factor that is able to contribute to the organizational commitment. This is mainly because if an employee

with high organizational commitment has high leadership skills, and therefore able to lead a team and teach the team member to be commitment to the organization. Therefore it is able to contribute to the success of the organizations.

2.6 Determinants of Social Media Usage to Employee Performance

2.6.1 Social connectivity

Social connectivity was defined as communication and motion of humans, goods, thought and culture that stimulates as the hydrology of rivers that are flowing in many directions (Kondolf et al., 2016). According to Haythornthwaite (2005), the development of Internet media has become crucial factors in retains and support work and social connection in daily life. It enables people to connect in works, home and other geographic locations. Social networking sites combine the emergence of new connections and maintain exist social connections (Ellison et al., 2007).

Based on Tsaoussi (2011), connections have remarkable growth while using social networking sites in the online space. Due to the existence of social networking sites, people are able to utilize and connect online with their old friends and new friends. This indicates that social networking sites act as a medium to express emotional distress to new friends and old friends. Therefore, it is able to maintain a good relationship and meets new friends online (Shu & Chuang, 2012).

Based on the research of Panahi et al., (2014), the participants of his research have concluded that social media platform has the ability to gather and collect the information through crowdsourcing. Therefore, the creative ideas and solutions regarding the particular problems are able to generate and solve from the knowledge and experience of friends and colleagues in the workplace (Panahi et al., 2014).

Social connectivity is an important determinant of social media usage that affects the employee's performance in the workplace. Employees must be social connected therefore he/she are able to get help while they are facing problem and difficulties. He/she also might be meeting and discussing issues with their client in social media and therefore contributes to the good relationship with their client or

colleagues. Lastly, more creative ideas tend to be produced by crowdsourcing in social media. As summary, social connectivity was refers as the ties between the individuals in the social form.

2.6.2 Social involvement

According to Khan et al., (2014), social involvement can be known as social engagement or social participation. Besides, Ariel et al., (2015), indicates that social media platform cannot be considered as ‘social’ attribute due to technological virtue. However, there are some undeniable facts that prove the new communication platforms are bringing ease to human life. The involvement and engagement in social media benefits in promoting interpersonal relationship, avoid other people being abandoned, makes life easier and helps in conquer depression of solitarily (Khan et al., 2014). The new communication platform allows people to interact and participate online easily and effectively compared to the old traditional communication platforms. Therefore, communication platforms are being considered as a potential technologies tool that causes different levels of social involvement and social participation.

Moreover, the interconnection, participation and activities performed on a social media platform are able to establish the status of ‘sociability’ (Ariel et al., 2015). There was an example was given by Ariel et al., (2015), if Facebook users do not “like”, “comment” or “share” and does not involves in posting any post in Facebook, it means that Facebook is only the social enabling platform rather than an actual “social” platform.

All in all, an employee should involve itself in social therefore able to get up-to-date details and information. If a peoples does not social able, it might be failed to maintain a relationship with their clients and colleagues. Therefore, employees should utilize social media as an important application as collaborative tools among colleagues therefore able to achieve the common goal in the workplace

2.6.3 Information attainment

Based on the research on Khan et. al., (2014), information attainment was interpreted as acquiring and discovering some education and distinctive information and details in social media. The information and details that had been acquired are able to spread and share to others easily with just a “click”. Shu & Chuang (2011) states that information attainments helps in establishing strong ties and enhance the interpersonal ties. This enables to reduce the social cost, enlarge the range of information search and developing the trust between each other.

According to Turcotte et al., (2015), social media are able to contribute itself as a news provider. One of the most potential social media tools to collect and gather news was Facebook (Pew Research, 2014). Based on the Pew Research (2014), 78% of the informational report was published as news on Facebook whereas the Facebook users are using the application for other objectives. In addition, sharing information or news on Facebook is able to reach the mass audience in a short time (Turcotte et al., 2015).

Social networking sites are able to help employees to find information and details that are related to work. One of the factors that are attracting people to use social media as an information searching tools was finding the subject information that they are interested (Kelly, 2008). Besides, Kelly (2008) also indicates that information sharing and knowledge sharing is a fundamental intention for people to browse social networking sites.

To sum up, social networking sites enable employees to find some proved and useful information or details that enable to help them to solve the problem related with their work. It also allowed people to share the information to their colleagues and top management in order to enhance organizational performance.

2.6.4 Social support

In previous times, the traditional social support group was demand at certain particular place and time (Myrick et al., 2015). Yet, social support was available in the online communities nowadays and people can meets together without the constraint of time and location. According to Tanis (2007), social support was defined as information exchange procedures that are able to handle uncertainty and enhancing well-being. Besides, there are also some researchers explained the social support in other definition. Cobb (1976) defined social support as the person are being concerned, loved, and respected and valued while the person is classified to a network of communication and common responsibility or obligation. In addition, House (1986) also defined social support as the continuous stream of sentimental concerned, aid of instrument, communication and assessment. In the research of Tang et al., (2016), he had acquired the definition of House as it can be applied in online and offline circumstances.

According to the research of House and Kaln (1985), social support can be categorized into various different types which are social companionship, informational and affectionate assistance and others (Sherbourne and Steward, 1991).

- (a) Social companionship support – called as positive social interaction, interact with others in the function of leisure.
- (b) Informational support – provides directions, recommendations and guidelines in order to solve a particular problem.
- (c) Affectionate support – usually provide concern, care, passion and love.

In the research of Tang (2016), it indicates that Facebook has provides the above social support. Social companionship support allows people to enjoy leisure time with the friends. Moreover, information support in Facebook allows the people to offer instruction, advice and suggestion to their friends. The way to distinguish the difference between information support and face-to-face support is that people can share information which consists of hyperlinks which can links to the outside source (Myrick et al., 2015). Affectionate support can be shown at the Facebook “like” and the function of messaging in order to express the countenance to friends.

In summary, the research of Tang (2016) are more suitable in this research, Facebook has definitely brought the social companionship support to the employees whom Facebook has made communication become easy and free to connect. People who are in pleasure are tends to be more helpful and easy-going. Besides, Facebook also provides information supports which enhance the employee's some extra knowledge in solving particular problem in order to enhance the employee's performances and productivity.

2.7 Employee's Performance

According to Hameed & Waheed (2011), employee's performance was defined as employee productivity and the result of output within the development of the employee. Besides, employee's performances definitely influence the effectiveness and efficiency of the organizational performance. Employee's performances usually determine the success of an organization. Quality and quantity of productivity are involving in the performance of employees in the work.

Besides, Jim Flynn (2011) stated that social networking is able to enhance employee's performance in workplace. For example, knowledge, abilities, motivational level and adjacent to the organization are able to develop while using social media in the workplace.

Purdy (2015) concluded that social networking had change people become more addicted to communicate within the organization. The organization can carry out organizational activities and information to their employees. Otherwise, the organization also can look after employee's doings which can highly affect their performance. The social networking also allowed the employee to share information in real time, enhance knowledge towards their job and provide a learning platform for them and therefore increase their work performance.

2.8 Research Gap

Some researches indicate that the risks of social media usage would affect the employee's performance in the workplace (Yang et al., 2014). However, there are not much of researches showed the social media usage determinants have a positive relationship with employee's performance. Thus, this study assumes that social media usage determinants are able to yield the greater employee's productivity and thus contribute to organizational productivity.

Therefore, this study is aims to close the gap by finding out the data of social media usage, in order to investigate the social media usage determinants will affect the employee's performance in the workplace. In the Internet Users Survey 2018, the report shows that the Internet users have risen to 87.4% in 2018 which have a sharp rise compared to 76.9% in the year 2006. A future study suggests by some researchers regards to social media usage in the private sector are believed to increase over time (Haythornthwaite, 2005). Therefore, this research will help those private sector organizations in Malaysia to understand and determine the benefits of using social media in the workplace which can increase the employee's performance and therefore contribute to the success of private sector organization.

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

2.9 Conceptual Framework

The Social Media Usage Determinants towards Employee's Performance in Workplace.

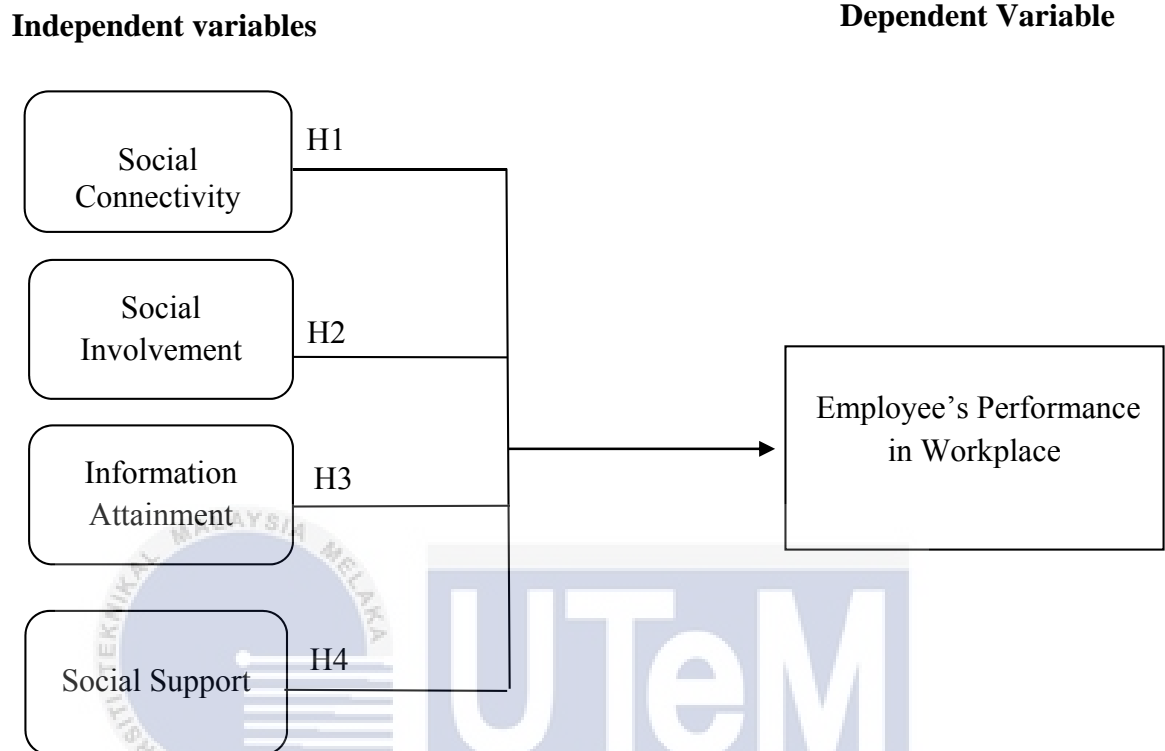


Figure 2.4 The Conceptual Framework of The Social Media Usage Determinants toward Employee's Performance in Workplace.

The conceptual framework in Figure 2.4 shows the independent variables which consist of social connectivity, social involvement, informational attainment and social support in relation to employee's performance in the workplace. The dependent variable in this research is employee performance and it is the elementary study area in this research. By conducting this study, it proposed that the 4 independent variables have significant impacts on employee's performance in the workplace and it helps the local private sector organization to compete with their competitors from the other local private sector organization with the data that gathered from this research

2.10 Hypothesis Development

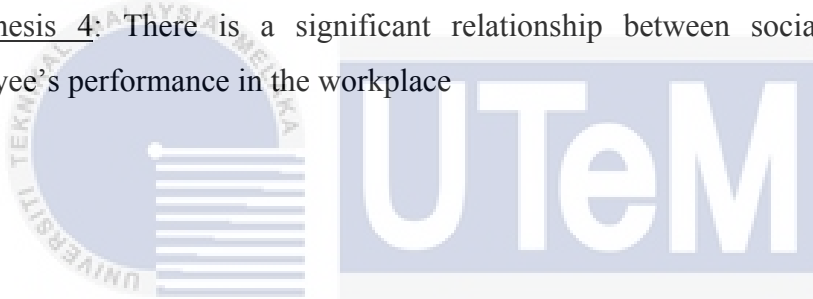
Based on the proposed conceptual framework, several hypotheses were made to identify the social media usage determinants and employee's performance in workplace.

Hypothesis 1: There is a significant relationship between social connectivity and employee's performance in the workplace

Hypothesis 2: There is a significant relationship between social involvement and employee's performance in the workplace

Hypothesis 3: There is a significant relationship between information attainment and employee's performance in the workplace

Hypothesis 4: There is a significant relationship between social support and employee's performance in the workplace



2.11 Summary

The literature reviews that are conducted by previous researchers' studies confer outlined and concise explanations and theories on the thought of this study. The result of research that are conducted by previous researchers delivers an understanding on how each social media usage determinant impacts influence employee's performances in the workplace. The social media usage determinants is also been figured out. In chapter 3, the hypothesis that are mentioned in chapter 2 will be evaluated and assessed by using appropriate and suitable research methods and techniques.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

The method, ways and approaches will be discussed and collected in this chapter. Data that collected will be analysed in Chapter 4. This chapter are briefly explained the methods that are being used in this research in order to test the hypothesis and solve the research questions mentioned in previous sections. This section includes research design, methodology, primary data and secondary data sources, research location, questionnaire design, sampling design, research strategy, data analysis method, validity and reliability. The purpose of this part is to make sure the readers are able to gain a better understanding by promising proper research procedures are being followed.

3.2 Research Design

The most crucial part of this chapter was how to conduct a research that is able to produce a research design with potential and effective. A potential and effective research design can be defines as a master plan that are includes of the techniques and procedures for collection and analysis of data. Besides, to achieved the objectives of the research that mentioned earlier, the researcher need to collect the appropriate information to be used in this research. The researchers are able to identify the data sources, sampling methodology and the research schedule within

this research design (Zikmund et al., 2015). The research flowchart was constructed in the Figure 3.1 as below.

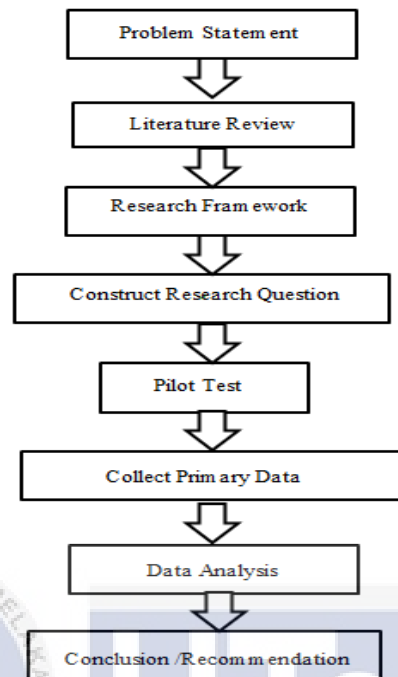


Figure 3.1 Research Flowchart

3.2.1 Causal Research

Causal research can be defined as explanatory research (Zikmund et al., 2013) in order to identify the relationship between the cause-and-effect (Brains et al., 2011). Causal research is important in determining whether the independent variable depends on the dependent variable. The degree of the causality of this research is absolute causality. Absolute causality is expressing on the cause that is necessary and sufficient to take along the effect (Volchok, 2015). Therefore, in this research, the independent variables are the social media usage determinants that bring effect to the employee's performance in the workplace. For example, employees use social media as a medium of social connectivity in order to enhance their performance in the workplace.

3.3 Methodology Choice

3.3.1 Quantitative Method

In this research, the quantitative method will be used in order to collect and analyse the data acquired from various types of sources based on the hypothesis. In this chapter, the methodologies that we used for testing would be discussed and clarify in details. The quantitative method is used to measure and inspect the hypothesis and comply with the objectives of the research. The quantitative method is usually used to determine the relationship between independent variables and dependent variable in a sample. The quantitative method consists of the use of statistical, computational and mathematical tools and applications to determine the research's result (Apuke, 2017). Quantitative research summarizes all the information collected from the selected sample of the targeted population in order to process quantifying data (Babbie, 2000). Therefore, quantitative method is the most suitable and appropriate to be used or employed in this research in order to reach the objectives.

3.4 Primary Data And Secondary Data Source

3.4.1 Primary Data

Primary data was defined by Hox & Boeije (2005) as the first-hand data that are collected from the researcher in order to solve some specific research problem. It is always specific to the researcher's needs; at the same time provide more accurate and more reliable information. The practices of using primary data are usually to increase the trustworthiness and reliability of the research as it is real-time data without any interruption from the second party. The common source of primary data is through surveys, observations, experiments, questionnaire and personal interview (Ajayi, 2017). It is more trustful than the secondary data as it is directly taken from the public. Yet there are many drawbacks of primary data such as spend more time to gather and collect the data. The primary data to be used in this research was questionnaire because it is easy to obtain and it is cost effectiveness.

3.4.2 Secondary Data

Secondary data is second-hand information. There are always new data added to the existing and original data. These data usually can be reused in the community of research. Therefore, these data are called as secondary data (Hox & Boeije, 2015). The secondary data are includes of journal articles, newspapers, books, magazines and textbook. The secondary data are usually being used in the literature review as a reference and additional information and data for the research. It is also time and cost saving when obtaining the required information. The secondary data to be used in this research was journal articles.

3.5 Research Location

This study focuses on private sectors organization employees in Penang, Malaysia. According to the Department of Statistics Malaysia as of 08 May 2019, the population of Penang is approximately in the amount of 1.77 million. The total amount of employee in private sector has occupied the 8.7 million in Malaysia as of 08 May 2019 (Department of Statistics Malaysia). During these few years, the private sector industries have highly emerged in the state of Penang in Malaysia. The private sectors in Penang are believed to growth the GDP (Gross Domestic Product) of Penang. The reason of choosing the private sector in Penang was mainly because there have a great quantity of private sector in the particular area therefore it is easy to obtain the data and information from the different private sector industry. The questionnaires will be completed and collected in order to complete the research.

3.6 Questionnaire Design

After research design and methodology choice were selected, questionnaires will be conducted for this research. The questions were self-structure and therefore to achieve and accomplish the research objectives. The questionnaire is designed in the English language. The questionnaire is formed by adopting of other researcher's written article questionnaire.

In this study, the questionnaire is distributed to the private sector organization employee in Melaka in order to gather the primary data. The questionnaire contains closed-ended question. Close-ended question was used to gather the target sample demographic details and information. Besides, a five-point Likert scale was also been used in this research for data collection with regarding four independent variables and one dependent variable. The Likert scale will be a 5-point Likert scale in which 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree and 5=strongly agree. Table was formed after this paragraph.

1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

Table 3.1 Likert Scale

3.7 Sampling Design

The fundamental processes in conducting business research were sampling design. The process of choosing and selecting a relatively small number of individuals from a larger population of interest to make an assumption about the aggregate population was called sampling (Zikmund, 2003). The population was defined as a cluster of people who have shared the related or similar characteristics that are defined by the sampling criteria (Saunders et al., 2009). The reason that we

choose for sampling is that it is impossible and difficult to conduct the survey to the whole populations as it might require lots of money and time, therefore, a sample of the population will represent the whole of the population.

In order to acquire and obtain the accurate potential audience to answer the questionnaires in a short time effectively and efficiency, convenience sampling technique will be adopted and acquired in this research. The reason for using convenience sampling technique is that it is the most common technique among other alternative and hence it is easy to conduct. This technique requires less cost and less time consuming (Zikmund, 2003). Data collected by respondents will be done in both online and offline with the use of Google Form.

Besides, probability sampling will be conducted and applied in this research. Probability sampling refers to unsystematic selections that are associated with survey-based research to answer the research question and meet the research objectives (Saunders et al., 2012). The reason for choosing probability sampling in this research was because respondents have the knowledge of this research. The small size of the sample is able to make this research less costly and less time-consuming.

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Table 3.2 Krejcie and Morgan sample size determination table

The table 3.2 will be applied in this research in order to determine the best suit sample size. Since the private sectors employees in Penang were unidentified

therefore we assumed the population size is 5000. Hence, the sample size would be 357 respondents in this research.

3.8 Research Strategy

Saunders et al., (2012) stated that research strategy was an ordinary plan on researcher answering the research questions. Therefore, a survey was conducted in this research for data collection. Survey was conducted in the form of a questionnaire and distribute to the sample of the population. Therefore, researchers strongly believe that the most suitable way to measure the results and findings through survey method.

3.8.1 Pilot Test

The pilot test was referred as a small-scale pre-test on the research in order to collect the data from the target audience which is almost identical and similar to the respondents in the whole study. The pilot test was important and it performed as a guideline for another large study and therefore to examine whether the selected instrument is viable or feasible (Zikmund et al., 2015). Besides, Zikmund et al., (2015) also stated that the aim and objectives of conducting the pilot test were to refine the questionnaire, therefore, the target audience easy understand and no trouble in answering the questions and without any problem to collect the data and interpret it. The opinions and feedback will be evaluated and assesses to the final survey questionnaire. The revised questionnaires are ready to be distributed to the target audience.

3.9 Data Analysis Method

Data analysis is often used statistical techniques to outline and assess data. All data will be collected from the questionnaires in last and the data will be transformed into useful information by using different types of the analysis method. In addition, several analysis methods such as descriptive analysis, reliability analysis, Pearson correlation analysis and multiple regression analysis will be used in this research. This quantitative method research will use Statistical Packages Social Science (SPSS) to deal with, summarize and evaluate data collected through questionnaire. The analysis of data had transformed the original and raw data into intelligence (Zikmund et al., 2015).

3.9.1 Descriptive Analysis

Descriptive analysis was used by some researcher to relate or differentiate the variables numerically that focused on two aspects such as central tendency and dispersion. The measure of central tendency involves in mode, mean, median. In the Leard Statistics (2018), it also involved in measure of spread such as range, variance and standard deviation. Descriptive analysis gives assistance in explaining, demonstrating and summarizing data collected in order to provide a way for better understanding and explanation.

Descriptive analysis is usually critical and crucial in the data analysis method as it allows researcher to extract a huge number of data in a more persuasive way. The analysed data will be presented in graphic form at the end. The graphic form such as chart and graph will be presented. The summarized data are used to measure individuals and items the researcher has already measured. To depict the demographic of the target respondent in the form of frequency and percentage, the descriptive analysis will be used in this research.

3.9.2 Reliability Analysis

Reliability analysis is crucial because it enables the researcher to test and examine the quality of the collection of data. The data can be analysed by determining the variables used in the questionnaire. Therefore, it is able to identify whether they are correlated or reliable. Variable's reliability will be measured by using Cronbach Alpha.

Cronbach Alpha described the related close of a set of items are called a group. Cronbach Alpha below 0.6 shows that the internal consistency reliability is unsatisfied while the value of 0.6 and above shows that the internal consistency reliability is in satisfactory (Stephanie, 2014). The greater the number of variables, therefore, it may lead to greater alpha. In turn, the lesser number of variables, the smaller the alpha.

Cronbach's alpha ranges in value from 0, means no consistency, to 1, meaning complete consistency. If Cronbach's alpha coefficient is greater than 0.7, it implies that it is at an acceptable level of reliability. The table 3.3 was constructed by Zikmund et al., (2015) indicate the interpretation of reliability test.

Table 3.3 Interpretation of Reliability Test

Cronbach's alpha	Internal consistency
$0.95 \leq \alpha \leq 1$	Excellent
$0.8 \leq \alpha < 0.95$	Very good
$0.7 \leq \alpha < 0.8$	Good
$0.6 \leq \alpha < 0.7$	Fair
$0 \leq \alpha < 0.6$	Poor

3.9.3 Validity Test

Validity is defined as the extent to the concept is accurately measured in quantitative research (Heala & Twycross, 2017). The extent of research examines what had the researcher initiate to examine is called as validity. However, Mohamad et al., (2015) had stated validity refers to the individual scores of the instrument are significant and important for the researcher to simplify the exceptional conclusion within the sample from the population that has been studied.

There are two types of validity which are internal validity and external validity. The conclusion was made from Kirk (2015) is shown below.

Internal validity: Internal validity refers as the validity which can conclude the observed relationship within the independent variable and dependent variable. This relationship also can be called as causal relationship which has been explained in the research design in this research.

External validity: External validity refers as summarization of result. The summarization of the result in this research is the findings or discussion of result.

3.9.4 Pearson Correlation Analysis

Pearson Correlation Analysis enables researchers to examine and verify is there any relationship exists between those variables. Pearson's Correlation Coefficients (r) is used as a statistical test to measure the strength of the linear relationship between two variables. A two-tailed significant level is used to examine the null hypothesis. The null and alternative hypothesis is formed.

H_0 : Pearson's r is equal to zero.

H_1 : Pearson's r is not equal to zero.

It is a simple method to access the linear association between two variables. The result of Pearson Correlation Analysis is from a range of -1.0 to +1.0 (Leard Statistics, 2018). It indicates the perfect relationship, no relationship, positive and

negative relationship. Result of -1 indicates that there is a perfect negative correlation whereas the result of +1 indicates the perfect positive correlation. However, if the result is 0, it means there is no relationship between those variables.

According to Chee (2015), there is also a drawback of Pearson Correlation Analysis is it unable to identify and determine the relationship which is not linear. It will show 0 when the correlation has other type of relationship and the forms of variables that are accessible are limited.

3.9.5 Multiple Regression Analysis

Multiple Regression Analysis enables the researcher to involve one dependent variable and four independent variables in this research. This method can be used to detect how strong the independent variables may affect a dependent variable (Statistics Solutions, 2018). The method also enables the researcher to forecast the effect of changes. This method also allows the researcher to identify the cause-and effect relationship between the dependent variable and the independent variable (Saunders et al., 2012). This method also helps in estimating future trends and values.

The ANOVA test is adopted in this research to examine the linear relationship between independent variables and dependent variable. According to Bryman & Cramer (2011), there is a significance level to accept or reject the null hypothesis. The significance level can be 0.05, 0.01 or 0.001, which are frequently used in the research report. Analysis of variance which also called as ANOVA is applied in this research to test the model adequacy. ANOVA test are tested at 5% level of significance.

Multiple Linear Regression: $Y = a + b_1X_1 + b_2X_2 + b_3X_3 + \dots + b_tX_t + e$

Where Y = Dependent Variable (DV)

X = Independent Variable (IV)

a = Intercept

b = Slope

e = Residual

3.10 SUMMARY

This chapter has summarized the methodology of research. The research methodology will be carried out in this research. This chapter has includes the research method, identifying the targeted population, data collections methods and data analysis. This part is meant and important to achieve the research objectives and solves the research question that had been discussed earlier.

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

CHAPTER 4

DATA ANALYSIS

4.1 Introduction

In this chapter, data had collected through the survey method from the private sector employees in Penang. This chapter mainly presents in details regarding to the result that have been done in analysis of data and interpretation of data which is descriptive analysis, central tendencies measurement, inferential analysis of multiple linear regression analysis and Pearson's correlation coefficient analysis and reliability test. In this study, Statistical Packages for Social Science (SPSS) are employed to analyse the data that are collected on 297 sets of questionnaire.

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

4.2 Pilot Test

Before the data collection process and the distribution of questionnaire to the target respondents, the pilot test is conducted. The pilot test is referred as a small-scale pre-test on the research in order to collect the data from the target audience which is almost identical and similar to the respondents in the whole study. Zikmund et al., (2015) clarified that the purpose of conducting and objectives of conducting the pilot test were to refine and identify the questionnaire. Besides, pilot test also allowed the target respondents able to answer and understand the question without

any problem or doubt. Therefore, in this research, 15 target respondents had been selected to conduct the pilot test in this study.

4.2.1 Validity Test

In this research, validity test had been conducted. 27 items was included in this questionnaire were valid. Therefore, the internal validity can be observed in this pilot test which is to determine the relationship between the independent variable and dependent variable.

4.2.2 Reliability Test

**Table 4.1 Reliability Test for Pilot Test
(Source: Data Analysis of SPSS)**

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0.863	0.859	27

Table 4.1 indicates the result of reliability test for pilot test in this research. In this research, 27 items are used to be measured. There are 15 target respondents are involved in this pilot test. Based on the Table 4.1 shown above, the Cronbach Alpha value for the pilot test in this research was 0.863 which is greater than 0.7. Hence, it indicates that the result of the reliability test on this research were in the strong level of reliability.

4.3 Descriptive Statistics Analysis

In this research, descriptive analysis was conducted in order to provide a more easy way to understand. Descriptive analysis also allow researcher to collect and extract the vast amount of data in a fluent way. The used of descriptive analysis enable the researcher to analyse the demographic profile such as gender, age, race, employment status, duration of employment and industry field. These descriptive data will be presented in the form of table in this research. The descriptive analysis can helps the researcher to summarize the data of individuals and items which researcher had measured.

4.3.1 Response Rate

A total number of 357 questionnaires were distributed through two methods which are by Google Form and physically distribute to the target respondents. After 6 weeks of data collection, there are 297 of respondents responded to the questionnaire for this research.

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

4.3.1.1 Gender

Table 4.2 Statistical Analysis of Respondents by Gender

Gender	Frequency	Percent
Female	108	36.4
Male	189	63.6
Total	297	100.0

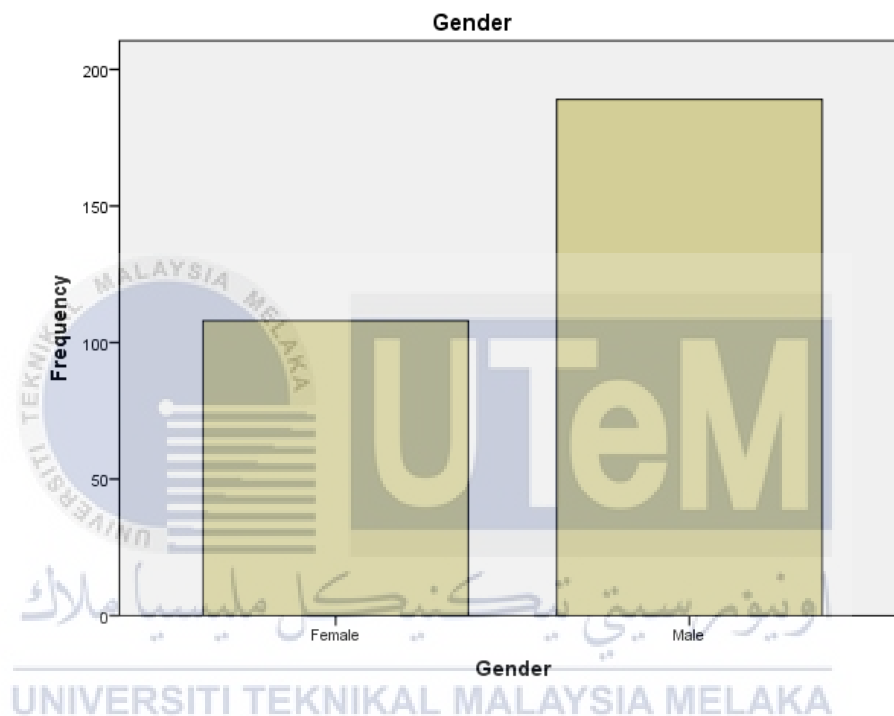


Figure 4.1 Gender of Respondents

Table 4.2 shows the statistical analysis of respondents by gender in this research. The Table 4.2 also shows female respondents has occupied 36.4% which is 108 female respondents of total respondent which is 297 respondents. The male's respondents are showed to be more than female respondents in this research. The male respondents have occupied 63.6% which is 189 male respondents. The differences between two genders are caused by convenient sampling. According to Department of Statistics Malaysia as of 21 November 2019, its shows that the population of male which is 0.89 million which is higher than 0.88 million of female in Penang (DOSM, 2019). Therefore, the male respondents are more chances to be chosen in this research.

4.3.1.2 Age

Table 4.3 Age of Respondents

Age	Frequency	Percent
18-23 years old	63	21.2
24-29 years old	63	21.2
30-35 years old	64	21.5
36-41 years old	75	25.3
42 years old and above	32	10.8
Total	297	100.0

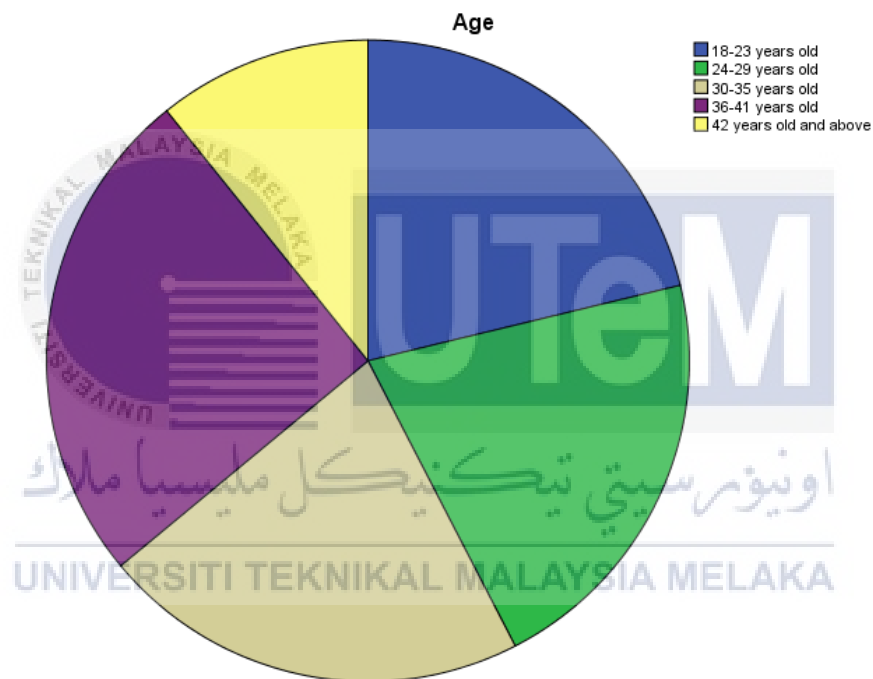


Figure 4.2 Age of Respondents

According to Table 4.3, in the sample of 297 respondents, there are 63 respondents or 21.2% in the age range of 18 to 23 years old and 24-29 years old. Respondents who aged between 30 to 35 years old constitute of 64 respondents or 21.5%. Majority of the respondents were in the age range of 36 to 41 years old is 75 respondents or 25.3% respondents. In the age range of 42 years old and above, there are 32 respondents or 10.8%. The median age range of the target respondent was located between 36 to 41 years old. The person who aged at 36-41 years old can be recognized as Gen X (Harber, 2011). Based on Chow and Hassan (2019), individuals

of Gen X are more representable candidates in the workforce and they tends to have more technical skills and experience of education compared to Gen Y. Besides, they also proven that Gen X individuals are the first generation who are expose to the first appearance of technology advancement and they are expert be in touch with the advancement technology such as computer, email, internet and others. Hence, the respondents who aged at 36-41 are most representable in this research.

4.3.1.3 Race

Table 4.4 Race of Respondents

Race	Frequency	Percent
Malay	98	33.0
Chinese	174	58.6
Indian	24	8.1
Others	1	.3
Total	297	100.0

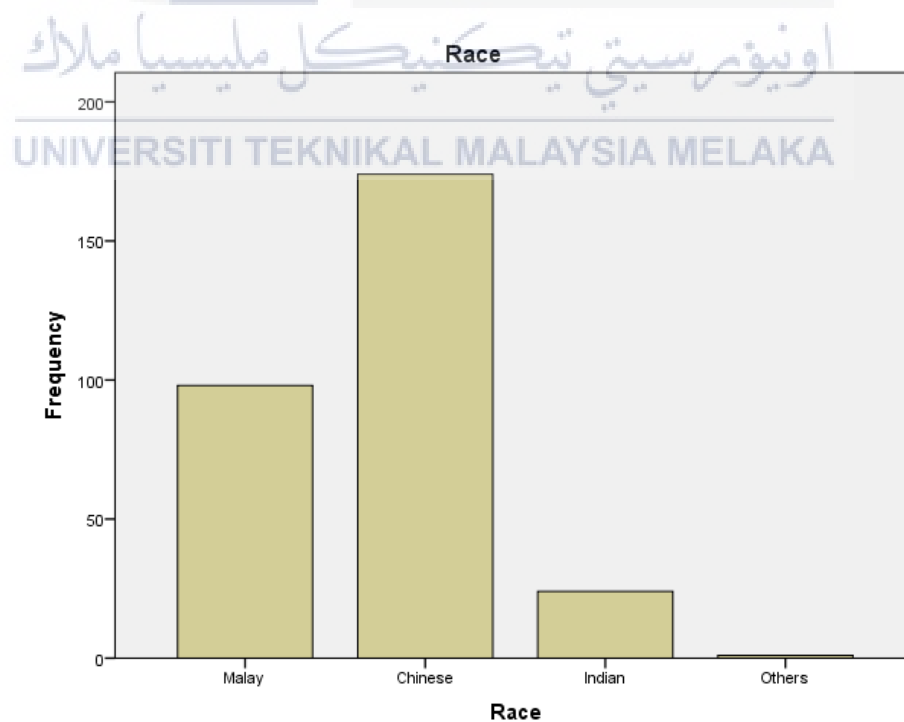


Figure 4.3 Race of Respondents

Table 4.4 shows the majority of respondents were Chinese which is 174 respondents or 58.6% in this research. Malay has occupied 98 respondents or 33% while Indian has occupied 24 respondents or 8.1%. Besides, others race also occupied 1 respondent or 3% in this research. According to the City Population as of 21 November 2019, the differences between Malay and other indigenous (Bumiputera) and Chinese were 26,251 in Penang (City Population, 2019). This affirmed that there are many Chinese populations who live and work in Penang compared to other states.

4.3.1.4 Employment Status

Table 4.5 Employment Status of Respondents

Employment status	Frequency	Percent
Part-time employment	74	24.9
Full-time employment	223	75.1
Total	297	100.0

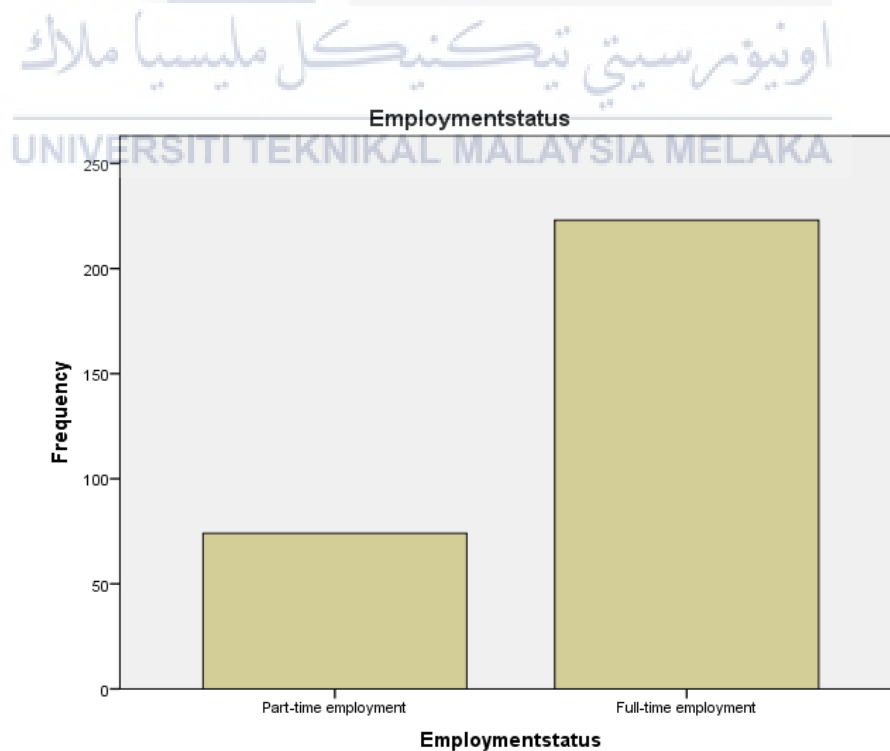


Figure 4.4 Employment Status of Respondents

Based on Table 4.5, there are 74 respondents or 24.9% are part-time employment whereas the full-time employment occupied 223 respondent or 75.1% in this research. According to the Department of Statistics Malaysia (2019), as of 21 November 2019, there are a total number of 80,222 paid full time employees and 5,065 part time employees who was under recorded and stated in the report (DOSM, 2019). Therefore, the full-time employment employees are most to be collected in this research.

4.3.1.5 Duration of Employment

Table 4.6 Duration of Employment of Respondents

Duration of employment	Frequency	Percent
Below 5 years	95	32.0
5 years to 10 years	62	20.9
11 years to 20 years	60	20.2
21 years to 30 years	60	20.2
31 years to 40 years	20	6.7
Total	297	100.0

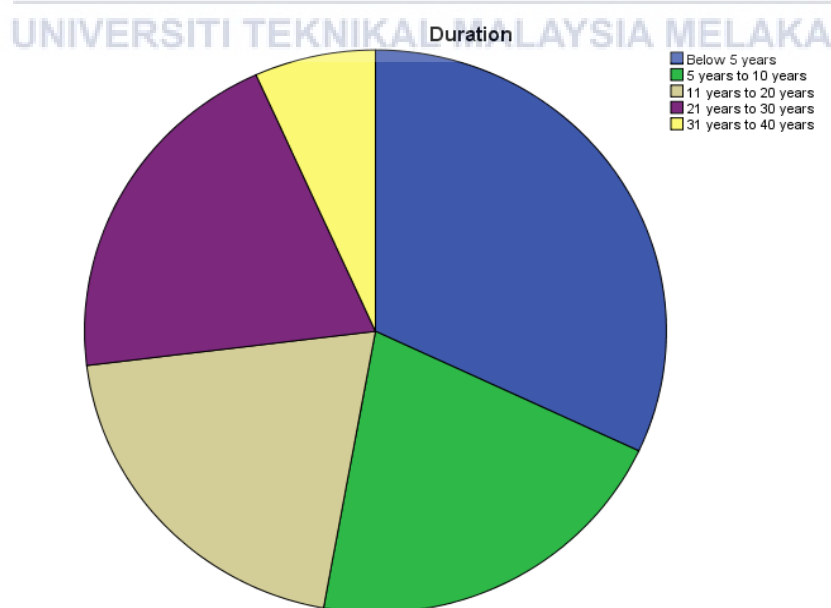


Figure 4.5 Duration of Employment of Respondents

From the Table 4.6, the majority of respondents' employment duration was below 5 years which is 95 respondents or 32%. The duration of employment between 5 to 10 years had occupied 62 respondents or 20.9%. Both of the duration of employment between 11 years to 20 years and 21 years to 30 years had occupied 60 respondent or 20.2%. The least number of respondent's employment duration was 31 years to 40 years which occupied only 20 respondent or 6.7% in this research. Since there are many respondents who aged at 18-23 and 24-29 involved in this research, therefore, the duration of employment in this research are tends to be less than 5 years.

4.3.1.6 Industry Field

Table 4.7 Industry Field of Respondents

Industry field	Frequency	Percent
Service industry	61	20.5
Manufacturing Industry	77	25.9
Accounting industry	73	24.6
Food and beverage industry	64	21.5
Others	22	7.4
Total	297	100.0

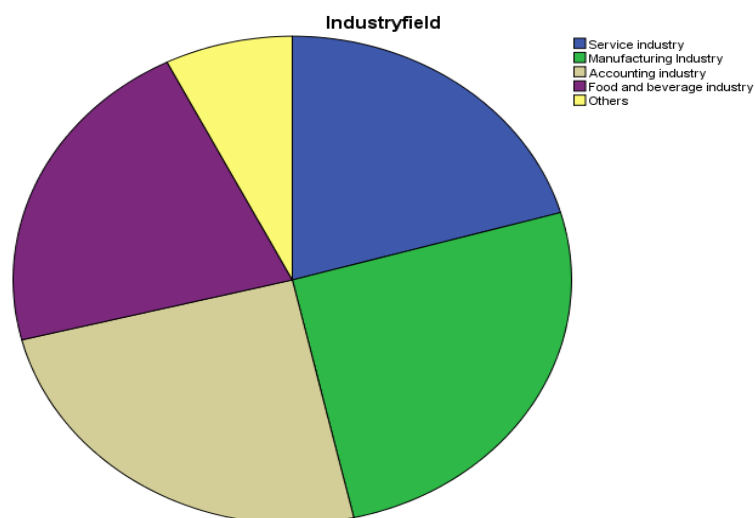


Figure 4.6 Industry Field of Respondents

From the Table 4.7 shows five categories of Industry field were included in this research. In this research, there are 61 respondents or 20.5 % are working in the service industry. The majority of industry field were fall on manufacturing industry which is 77 respondents or 25.9%. The accounting industry had occupied 64 respondent or 24.6% whereas the food and beverage industry had occupied with 64 respondents or 21.5%. However, there are 22 respondents or 7.4% claimed are from other industry. All of the five categories of Industry field are come from private sector in Penang. According to the Penang Investment Updates from MIDA (Malaysian Investment Development Authority) as of 21 November 2019, there are 299,200 workforces in 822,200 workforces who are under the manufacturing industry (MIDA, 2019).

4.3.2 Central Tendencies Measurement

The central tendency measurement was conducted in this research. This method is used to identify the mean, medium and mode of the variables. Central tendencies measurement is used to represent the summary of centre or middle value of dataset. Besides, it also used to measure the biggest value which falls in the distribution.

Table 4.8 Statistic Analysis of Independent Variable

(Source: SPSS Output)

	Social Connectivity	Social Involvement	Information Attainment	Social Support
Mean	4.43	4.33	4.36	2.49
Std. Error of Mean	.035	.043	.039	.030
Median	4.60	4.60	4.40	2.50
Mode	5.00	5.00	5.00	2.50
Std. Deviation	.59	.74	.67	.51
Minimum	1.60	1.00	1.00	1.00
Maximum	5.00	5.00	5.00	4.50

The Table 4.8 showed the result of central tendency of independent variable. Among the four variables, social connectivity have the highest mean which is 4.43 followed by information attainment which is 4.36, social involvement with 4.33. The lowest mean falls on social support which only 2.49. It indicates that there are few respondents who does not support to this variables compared to other variables. Besides, the standard deviation of social involvement was the highest which is 0.74, followed by information attainment which is 0.67, social connectivity with 0.59 and the social support with 0.051 which is the lowest standard deviation among the four variables. The lowest standard deviation indicates that the result collected are more comparatively and linear to the average whereas the highest standard deviation indicates that the responses from respondent are diverse from the average.

4.4 Inferential Statistic

According to Macdonald & Headlam (2009), inferential statistic enable to help the researcher to conduct judgement or inference regarding to the relationship inspected in a sample was more possibly to happen or influence the larger and wider population from the sample that was investigated. Therefore, in this research, there are several categories that were included in inferential statistic such as Pearson's Correlation, multiple regression analysis and ANOVA test to figure out and conclude the result and examine the hypothesis of this study in the research.

4.4.1 Pearson's Correlation Coefficient Analysis

Pearson's Correlation was used to verify and examine whether there is any relationship that exists between the dependent variable and independent variables. Pearson Correlation Coefficient (r) is a statistical tool to measure the strength of the four dependent variables toward the employee's performance in this research. Pearson Correlation Coefficient was appeared to determine and verify the correlation of independent variables and dependent variable. The detailed meanings of Pearson's Correlation Coefficient were clearly explained in details in Chapter 3. The Table 4.8 showed the result of Pearson's Correlation between the independent variables and dependent variable.

Table 4.9 Pearson's Correlation

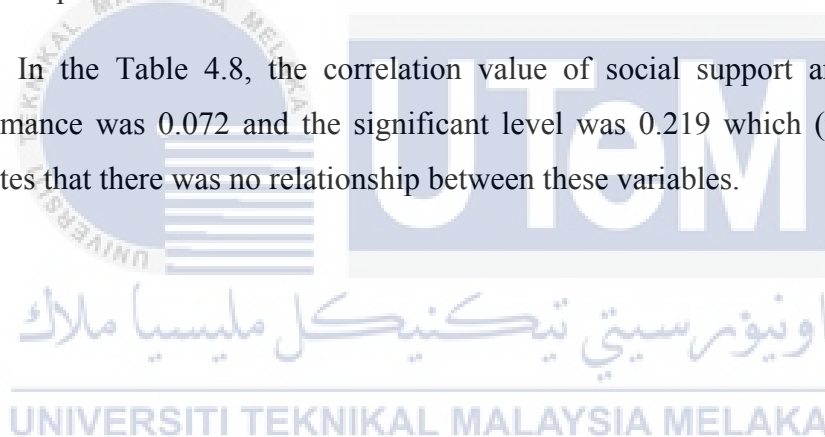
		Employee's Performance	Strength
Social Connectivity	Pearson Correlation	.686**	Moderately Strong
	Sig. (2-tailed)	.000	
Social Involvement	Pearson Correlation	.666**	Moderately Strong
	Sig. (2-tailed)	.000	
Information Attainment	Pearson Correlation	.661**	Moderately Strong
	Sig. (2-tailed)	.000	
Social Support	Pearson Correlation	.072	Weak
	Sig. (2-tailed)	.219	
**. Correlation is significant at the 0.01 level (2-tailed).			

Table 4.9 illustrate the correlation value for the 4 independent variables and their relationships toward the employee's performance. The result showed that three of the independent variable is positively and significantly related to the dependent variable which is employee's performance toward organization

Table 4.9 showed that the correlation value of social connectivity and employee's performance was 0.686 and the significant level was the significant level was 0.000 which ($p < 0.05$), indicate that there have a significant moderately strong relationship between those variables. Other than that, the relationship social connectivity toward employee's performance are the strongest compared to other variables.

According to Table 4.9, the correlation value social involvement and employee's performance was 0.666 and the significant level was 0.000 which ($p < 0.05$), which demonstrate that there have a significant moderately strong relationship between those variables. Next, the correlation value of social information attainment and employee's performance was 0.661 and the significant level was 0.000 which ($p < 0.05$), which demonstrate that there have a significant moderately strong relationship between those variables.

In the Table 4.8, the correlation value of social support and employee's performance was 0.072 and the significant level was 0.219 which ($p > 0.05$), this indicates that there was no relationship between these variables.



4.5 Multiple Linear Regression Analysis

Multiple Regression Analysis (MRA) is used in this research. Analysis of determination of Coefficient, analysis of variance (ANOVA) test and T-test are included in the MRA analysis in this research. According to Statistics Solution (2018), MRA is a tool to measure and detect how strong the independent variables influence the dependent variable. Therefore, the purpose of using multiple regression analysis in this research was to identify the cause-and effect relationship between the dependent variable and the independent variable (Saunders et al., 2012).

4.5.1 Model Summary

Table 4.10 Model Summary (Employee's Performance)

(Source: SPSS Output)

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.761 ^a	.580	.574	.40914

Le and Nguyen (2014) clarify that the higher the value of correlation coefficient (R) in the table of model summary, the better the independent variable influence and affect the dependent variable. Hence, the table 4.9 showed that the R value was $0.761 > 0.5$, therefore it indicates that there was a strong correlation coefficient between the variables. Besides, Table 4.10 showed that the coefficient of determinant, R square was 0.580. This indicates that there are 58.0% of the variance affected the employee's performance in private sector in Penang. The remaining of 42.0% was explained by other factors that are not taken into this study.

4.5.2 ANOVA Test

Table 4.11 ANOVA

(Source: SPSS Output)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	67.457	4	16.864	100.747	.000 ^b
	Residual	48.878	292	.167		
	Total	116.335	296			

Based on the ANOVA table, the result showed the F-test value was 100.747 with significant level $0.000 < 0.05$, therefore we can conclude that there is a significant relationship between social connectivity, social involvement, information attainment and social support towards employee's performance. In addition, the null hypothesis is rejected because the significant level of regression model did not exceed 0.05.

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

4.5.3 Regression Coefficients

Table 4.12 Regression Coefficients

(Source: SPSS Output)

Model		Coefficients ^a			t	Sig.
		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta		
1	(Constant)	.714	.215		3.324	.001
	Social Connectivity	.314	.063	.297	4.981	.000
	Social Involvement	.260	.045	.306	5.771	.000
	Information Attainment	.239	.053	.255	4.474	.000
	Social Support	.052	.046	.042	1.111	.268

a. Dependent Variable: MEANEP

The table 4.11 showed that the estimated coefficient was beta (constant) was 0.714 with a significant level of 0.001. The beta of social connectivity was 0.314, beta of social involvement was 0.260, beta of information attainment was 0.239 with 0.000 significant levels and beta of social support was 0.052 with 0.268 significant levels. Based on the table of regression coefficient, the equation of multiple regressions was generating as below:

$$\text{Employee's Performance in the workplace in Private sector} = 0.714 + 0.314SC + 0.260SI + 0.239IA + 0.052 SS$$

In table 4.12, all the beta value are in positive form, therefore, it indicates that all the independent variable had positive influence towards the dependent variables. In addition, every unit of social connectivity would lead to increase of 0.314 points. Table 4.12 indicates that the social connectivity was the major determinants that influence the employee's performance in private sector in Penang with 0.314 points.

The second highest determinant that influence employee's determinant was social involvement which the beta value is 0.260 points.

4.5.4 Hypothesis Testing

Table 4.13 Regression Coefficients

(Source: SPSS Output)

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.714	.215		3.324	.001
	Social Connectivity	.314	.063	.297	4.981	.000
	Social Involvement	.260	.045	.306	5.771	.000
	Information Attainment	.239	.053	.255	4.474	.000
	Social Support	.052	.046	.042	1.111	.268

a. Dependent Variable: Employee's performance

Social connectivity:

Ho: There is no significant relationship between the usage of social media as social connectivity and the employee's performance in private sector in Penang.

H1: There is significant relationship between the usage of social media as social connectivity and the employee's performance in private sector in Penang.

Table 4.13 indicate the result of regression analysis of the usage of social media as social connectivity and the employee's performance toward their organization in private sector in Penang. The p value of independent variables toward dependent variable are $0.000 < 0.05$. Hence, it can be conclude that there is significant relationship between the usage of social media as social connectivity and

the employee's performance toward their organization in private sector in Penang. Thus, the alternative hypotheses are accepted and the null hypotheses are rejected.

Social involvement

Ho: There is no significant relationship between the usage of social media as social involvement and the employee's performance in private sector in Penang.

H1: There is significant relationship between the usage of social media as social involvement and the employee's performance in private sector in Penang.

According to Table 4.13 showed the result of regression analysis on the usage of social media as social involvement and the employee's performance toward their organization in private sector in Penang. The p value of independent variable toward dependent variables are $0.000 < 0.05$. Hence, it can be conclude that there is significant relationship between the usage of social media as social involvement and the employee's performance toward their organization in private sector in Penang. Thus, the alternative hypotheses are accepted and the null hypotheses are rejected.

Information Attainment

Ho: There is no significant relationship between the usage of social media as information attainment and the employee's performance in private sector in Penang.

H1: There is significant relationship between the usage of social media as information attainment and the employee's performance in private sector in Penang.

The Table 4.13 showed the result of regression analysis on the usage of social media as information attainment and the employee's performance toward their organization in private sector in Penang. The p values of information attainment towards employee's performance are $0.000 < 0.05$. Thus, it can be conclude that there is significant relationship between the usage of social media as information attainment and the employee's performance toward their organization in private

sector in Penang. Thus, the alternative hypotheses are accepted and the null hypotheses are rejected.

Social Support

Ho: There is no significant relationship between the usage of social media as social support and the employee's performance in private sector in Penang.

H1: There is significant relationship between the usage of social media as social support and the employee's performance in private sector in Penang.

The Table 4.13 showed the result of regression analysis on the usage of social media as information attainment and the employee's performance toward their organization in private sector in Penang. Based on the table 4.13, the p-value of social support toward employee's performance toward their organization was 0.268 which is greater than alpha value of 0.05. Hence there is no significant relationship between the usage of social media as social support and the employee's performance toward their organization in private sector in Penang. Hence, researcher accepted the null hypothesis and rejected the alternative hypothesis for this variable.

CHAPTER 5

DISCUSSION, IMPLICATION AND CONCLUSION

5.1 Introduction

In this chapter, the researcher will review and analyse the result and finding into a summary of review in statistical analysis that are obtained from the previous chapter. Discussion of major finding in this research and the study implication would be including in this chapter. The research questions that have been stated in Chapter 1 will be answered and justifying is supported by the literature review of previous researcher in Chapter 2. The study limitation of this research is clearly defined and stated. In addition, there have some propose recommendation for future study and research. This research will help future researcher to understand what determinants an employee will consider while using social media in the workplace. Lastly, conclusion will be made for the whole research in this chapter.

5.2 Summary Of Statistical Analyses

Table 5.1 Statistical Analyses of Target Respondent's Demographic Information

Demographic Information	Frequency with highest value.	Percentages
Gender	Male	63.6%
Age of Respondents	36-41 years old	25.3%
Race	Chinese	58.6%
Employment status	Full-time employment	75.1%
Duration of Employment	Below 5 years	32.0%
Industry Field	Manufacturing Industry	25.9%

A total of 297 respondents are involve in this research. In Table 5.1, there are more male respondents compared to the female respondents. The major age group of respondents was fall in 30-35 years old and most of the respondents are Chinese. Most of the respondents are full-time employment employee in private sector. The duration of employment with the highest frequency is below 5 years. Lastly, most of the respondents are from manufacturing industry.

اونيورسيتي تيكنيكل مليسيا ملاك

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

5.3 Discussion Of Objectives

In this part, researcher would discuss about the research objectives and results that are obtained from chapter 1. In order to enhance the result of research objectives, the hypothesis was formed to measure and predict the relationship between social media usage determinants and employee performance in workplace. Therefore, result can be obtained in Chapter 4 and Chapter 5 is the explanations of results and finding that can be obtained from Chapter 4. In order to define the accomplishment of research objectives, the result of hypothesis testing are important in this research.

5.3.1 To investigate the relationship between social connectivity determinants and employee's performance in the workplace.

According to the findings and results of multiple regression analysis that stated in Chapter 4, it is found that the p-value of social connectivity is $0.000 < 0.005$ to both dependent variable which is employee's performance. Hence, researcher can conclude that there was a relationship between social connectivity and employee's performance in private sector in Penang.

Besides, the advancement and development of Internet media has helps humans retain and support work connectivity in every day (Kondolf et al., 2016). Moreover, Ellision at al., (2007) also proved that the emergence of social networking sites are able to support and connect to other person despite there is restriction and barriers of geographical location. Shu & Chuang, (2012) also stated that the social media enables people to connect with their friend online and established new relationship with new friends. In addition, Cao et al., (2012) also stated that the social media usage are growing tremendously in these few years lead the organizations promote and foster their employees to use social media as a tools of social connectivity among departments. Therefore, the significant value proved the null hypotheses are rejected and the alternative hypothesis is accepted for both of the dependents variable.

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

5.3.2 To investigate the relationship between social involvement determinants and employee's performance in the workplace.

Based on the findings that are collected from Chapter 4, social involvement has significant effect toward employee's performance in private sector in Penang. According to the multiple regression analysis in Chapter 4 which the significance level was at 5%, the p-value of social involvement is 0.00 which is less than 0.05. Therefore, alternative hypothesis is accepted and the null hypothesis is rejected. It shows a consistent result with the finding in literature review. Ariel et al., (2015) stated that if a social media users who like, share and comment mean he/she is

participating in the involvement. Based on the research conducted by Chun et al., (2012), users' emotions, characteristics and expression can be known while using the social media. Therefore, in nowadays, social networking users would like to establish the involvement they are interested in (Qualman, 2013). An employee should involve itself in social therefore able to get up-to-date details and information. If a peoples does not social able, it might be failed to maintain a relationship with their clients and colleagues (Ariel et al., 2015).

5.3.3 To investigate the relationship between information attainment determinants and employee's performance in the workplace.

Information attainment has been proven to have significant effects toward employee's performance in private sector in Penang. The information attainment and employee's performance are positively related. On basis of the multiple regression analysis result at 5% of significance level, the p-value was 0.000 towards employee's performance is less than 0.05. Therefore, alternative hypothesis is accepted and the null hypothesis is rejected. Its shows the consistent results with the literature review. Based on the research that conducted by Turcotte et al., (2015), social media act as a medium of news provider. Besides, social media enable information sharing in a short time with mass audience (Turcotte et al., 2015). Kelly (2008) also strongly agreed that people who are using the social media networking sites are more intends to share information and knowledge. Social networking sites enable employees to find some proved and useful information or details that enable to help them to solve the problem related with their work. It also allowed people to share the information to their colleagues and top management in order to enhance organizational performance.

5.3.4 To investigate the relationship between social support determinants and employee's performance in the workplace.

Social support was proven to be no significance effect towards employee's performance in private sector in Penang. The p-value of social support towards employee's performance is 0.268 which is greater than 0.05. Therefore, the alternative hypothesis is rejected and the null hypothesis is accepted. The respondents might think that the person who addicted the social support in social media might cause to Internet addiction and therefore delays the job and influence the employee's performances (Oktan, 2015). According to Bilgin and Tas (2018), the researchers had stated that addiction to social media definitely will bring the side effects towards individual behaviour. Therefore, the social support determinants are rejected since it does not enhance the employee's performance in the workplace.

5.4 Implication of the Study

Regarding to the result and findings of Chapter 4, researcher could figure out that the social connectivity has the strongest linear relationship with the employee's performance in private sector in Penang. It followed by social involvement, information attainment and social support. Social support has the weakest linear relationship that affecting the employee's performance.

Among the four variables, the social connectivity shows the strongest bond between employee's performances. Therefore, the employees in the private sector believed that social media are used as a communication tools among them within the departments. Employees are able to connect with social media without geographical boundaries. Therefore, he/she are able to get in help by using social media. Besides that, the employees are not only able to connect with their colleagues during work; they might also able to connect to their clients and customer at time and therefore able to establish the good relationship between them and clients. Hence, social media enables the employees to work effectively and efficiency between colleagues and clients. As conclude, social connectivity is a very important determinant of social

media usage that is able to affects the employee's performance in the private sector in Penang.

For social involvement perspective, the findings implied that the employee in private sector in Penang are agreed that social involvement are important determinants of social media usage that are able to influence the employee's performance. The results of social involvement are able to help the employees to get the latest, accurate and timely information in social media platform and contribute to the work. If a person who are not social able, it may difficult for an employees to connect and interacts with their clients and colleagues.

The findings show that information attainment has significant determinants towards the employee's performance. The social networking sites enable the employees to find the proven and interesting news and information in a short time. In addition, social networking sites also allow the employees to share the proven and interesting news to their client and colleagues in order to maintain the relationship ties between them. Thus, it may contribute to the better performance of an organization and avoid the risks that are related.

With respect to the social support, the findings and results show that it had the least significant determinants of social media usage in order to influence the employee's performance. Therefore, it implies that there has only a little effect on employee's performance. Most of the employees do not think that social support determinants are able to influence employee performance. As they need to keep their organization documents and information in confidential. Therefore, they might unable to share the information and details to the strangers in social networking sites. Risk of sharing information on social networking sites might cause to the unpredictable loss of organisation such as imitation of idea and design from competitors and infringement of intellectual property.

Regarding to this research, there are more respondents support to use social media during their work time. Hence, most of them think that they are able to enhance and increase their job performance while using social networking sites in the workplace. Other than that, social media platform enable the organization's employees to build brand awareness toward the public with just a 'click'. Besides, the social media also allows the organization's employees to engage your customer

with two way communication. The social media platform is the most cost effective way that enables the employees to maintain the relationship between clients and colleagues. The employees in the organization are able to share the interesting and positive news and stories in the social media platform. Besides, it also allows the organizations to accept all the comments and feedbacks from social media and enhance the organization's performance.

5.5 Contribution of Research

This research is aimed to contribute the knowledge and provide the adequate information and understanding regarding to the relationship between determinants of social media usage and employee's performance in the private sector in Penang. This research proves that the determinants of social media usage such as social connectivity, social involvement, and information attainment can improve employee's performance and therefore improve organizational performance.

This research is able to provide and benefit to the future researcher and employer as guidelines and hence expand and broaden the knowledge and view in this issue. Besides, this research can identify the preferential of the employees based on the social media usage toward their work environment.

In order to ease the process of communication, the employee would rather like to use social media as a communication tool to enhance their work performance, satisfaction and organizational commitment toward the organization. For the social involvement, the employee would like to use social media to maintain the interpersonal relationship with the colleagues and therefore contribute to the performance of organization. On the other hand, employee would prefer on getting information and interest (work related) on social media rather in other sources.

Therefore, this research is able to help the employer and future researcher to categories and determine the broad determinants that are able to lead to the employee performance and organization performance. This research can be important to the employer of marketing, sales, purchasing and other department as they are the main

character and play important roles in organization. Utilization of the social media usage enables to help them to solve the problem and communicate with others in short time and therefore contribute to the success of organization.

5.6 Limitation of study

In this research, there were some limitations during the process which is budget limitation, location limitation, cooperation of respondents and strength of the independent variable toward dependent variable.

Firstly was the limitation of budget throughout the whole process of collection data. The questionnaire is distributed to the private sector in the 3 different areas which is Butterworth, Perai and Bayan Lepas, which represent the industrial area of the mainland and island of Penang. These three areas are filled and assemble with a large amount of private sector industry. However, there are some industry areas such as Bukit Minyak and Batu Kawan possibly could be ignored due to greater distance to be travelled to the location mentioned. Hence, the selected area for the distribution of questionnaire might be too little to be representing the employee's intention to use social media in order to enhance the employee's performance for the whole Malaysia industry.

Next, regarding to the total amount of employee in private sector has occupied the 8.7 million in Malaysia as of 08 May 2019 (Department of Statistics Malaysia). Yet, there are only 297 respondents answered the questionnaire for this research. Therefore, the results that are collected might not be representing the whole employee in the private sector in Malaysia.

Lastly, this research have stated out and verifying the four independent variables which is social connectivity, social involvement, information attainment and social support. The finding shows that there is only 58.0% of the variation employee's performance toward organization could be illustrated and explained by the variation of the independent variable. Therefore, we can conclude that there are

another 42% could be influenced due to other factors that are not considered in this research.

5.7 Recommendation for Future Research

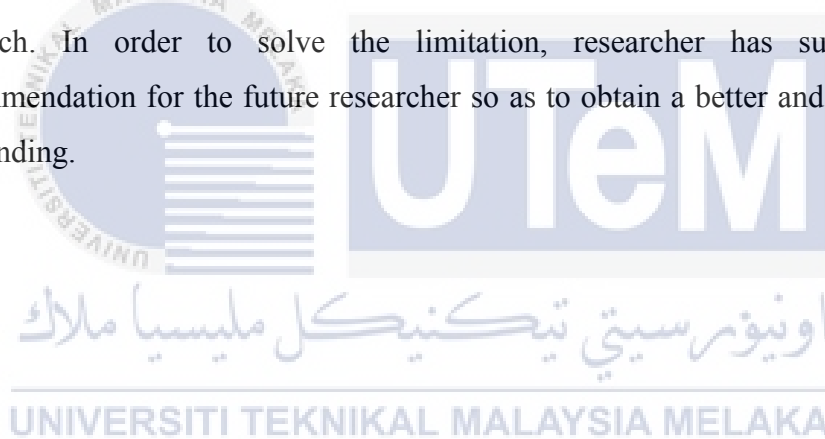
So as to solve the limitation mentioned above, researcher had suggested some recommendation to the future researcher who was carried out the similar research in future. The first recommendation that researcher need to concentrate and focus on the social media usage determinants that influence the employee's performance in all states of Malaysia, with both private and public sector to ensure the result and findings that are collected are accurate and precise.

Besides, there are few questionnaire was collected after the distribution of questionnaire to target respondents. Therefore, the future researcher can gather more target samples in their research for more accuracy and valuable result. Besides, interview session can be suggested to the future researcher as it can provide more in-depth question and have a better understanding regarding their experiences and opinions.

Lastly, there might have some other variables such as human resources management and learning tools (Quirdi et al., 2015) that may influence the employee's performance that can be made by future researcher. It can be found when there are uses of social media among teenagers, it creates the feeling of belongingness and therefore increase work performance. Besides, Quirdi et al., (2015) also stated that using of social media are able to create the learning value and allows the employee to learn through social media. Therefore, future researcher can inspect and investigate more variables that are regarding to this research. Besides, future researchers are more preferable on listing the advantages and benefits that are using social media in the workplace in order to influence employee's performance.

5.8 Conclusion

This research focuses on the study of the social media usage determinants that are affecting the employee performance in private sector in Penang. The results and findings show the three hypotheses which is social connectivity, social involvement and social support which stated in Chapter 2 is accepted. However, there are one independent variable which is social support hypothesis is not accepted in this research. Social connectivity, social involvement and social support are significant determinants and three of them have linear relationship towards employee's performance in private sector in Penang. Among the three independent variables, social connectivity has the strongest bond towards employee performance whereas the social support is the weakest determinants and less impact to the employee's performance in in this research. In addition, there are also some limitation in this research while in the data of collection and conduction of this research. In order to solve the limitation, researcher has suggested some recommendation for the future researcher so as to obtain a better and precise results and finding.



REFERENCES

- Ajayi. (2017). *Distinguish between primary sources of data and secondary sources of data.*
- Aleardi. (2015). Social Media and Hostility. *International Journal of Integrated Marketing Commu*, 5(6), 10-24.
- Ali. (2018). Impact of Job Stress on Employee Social Life: A Study to Test Worklife Balance. *Journal of Social Sciences and Media Studies (JOSSAMS)*, 2(1), 34-42.
- Allen and Meyer. (1996). Affective, continuance, and normative commitment to the organization: an examination of construct validity. *Journal of Vocational Behavior*, 49(3), 252-276.
- Allen and Meyer. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organization. *Journal of Occupational Psychology*, 63(1), 1-18.
- Anitha and Kumar. (2016). A Study on The Impact of Training on Employee Performance in Private Insurance Sector, Coimbatore District. *International Journal of Management Research & Review*, 6(8), 1079-1089.
- Anitha J.. (2014). Determinants of employee engagement and their impact on employee performance, *International Journal of Productivity and Performance Management*, 63(3), 308-323.
- Apuke. (2017). Quantitative Research Method, A Synopsis Approach. *Arabian Journal of Business and Management Review*, 6(10), 40-47.

- Ariel and Avidar. (2015). Information, Interactivity, and Social Media, *Atlantic Journal of Communication*, 23, 19–30.
- Ashraf and Javed. (2014). Impact of Social Networking on Employee Performance, *Business Management and Strategy*, 5(2), 139-150.
- Atmojo. (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance, *International Research Journal of Business Studies*, 5(2), 113-128.
- Baard, Rench, and Kozlowski. (2014). Performance adaptation: A theoretical integration and review. *Journal of Management*, 40(2), 48–99.
- Babbie. (2000). The basic of social research. *Belmont, CA:Brooks/Cole*.
- Bedarkar and Pandita. (2014). A Study on the Drivers of Employee Engagement Impacting Employee Performance. *Procedia - Social and Behavioral Sciences*, 133, 106-115.
- Beier and Wagner. (2016). Social Media Adoption: Barriers To The Strategic Use of Social Media In SMEs, *Research Papers*, 100.
- Bergeron. (2007). The potential paradox of organizational citizenship behavior: Good citizens at what cost? *Academy of Management Review*, 32(4), 1078-1096.
- B.Ellison et al.. (2014). Cultivating Social Resources on Social Network Sites: Facebook Relationship Maintenance Behaviors and Their Role in Social Capital Processes. *Journal of Computer-Mediated Communication*, 1-16.
- Bernama. (2019). Digital economy policy is being formulated - Gobind. *New Straits Times*. Retrieved from, <https://www.nst.com.my/news/government-public-policy/2019/02/462977/digital-economy-policy-being-formulated-gobind>
- Bryman, and Cramer. (2011). Quantitative data analysis with SPSS 17, 18 and 19. *London: Routledge*.

- Cao et al.. (2012). Understanding the Influence of Social Media in the Workplace: An Integration of Media Synchronicity and Social Capital Theories Paper presented at the 45th Hawaii International Conference on System Sciences. *45th Hawaii International Conference on System Sciences*.
- Cao, Guo, and Vogel. (2016). Exploring the Influence of Social Media on Employee Work Performance. *Internet Research*, 26(2), 529-545.
- Caro-Alvaro et al.. (2015). Evaluating the Usability of Mobile Instant Messaging Apps on iOS Devices. *ICSEA 2015: The Tenth International Conference on Software Engineering Advances*, 286-289.
- Chmielweski and Sarno. (2009, June 18). MySpace losing the battle to remain useful and relevant. *The Leader-Post*, p. 3 (Nexis-Lexis Academic).
- Chow and Hassan. (2019). The Millennials – Comparative Analysis of Factors Affecting Working Behavior of Generations Y and X in Malaysia, *Indonesian Journal of Contemporary Management Research*, 1(1), 35-46.
- Chun, Luna-Reyes, and Sandoval-Almaza'n. (2012). Collaborative e-government. *Transforming Government: People, Process and Policy*, 6, 5–12.
- Chung, Tyan, and Hee. (2017). Social Support and Commitment within Social Networking Site in Tourism Experience. *Sustainability*, 9, 2102.
- City Population. (2019). *Pulau Pinang: State in Malaysia*. Retrieved from https://www.citypopulation.de/en/malaysia/admin/07__pulau_pinang/
- Cobb. (1976). Social support as a moderator of life stress. *Psychosomatic Medicine*, 38(5), 300-314.
- Colbert, Yee, and George. (2016). From The Editors The Digital Workforce and The Workplace of The Future, *Academy of Management Journal*, 59(3), 731-739.
- Conway. (1999). Distinguishing contextual performance from task performance for managerial jobs. *Journal of Applied Psychology*, 84(3), 3–13.

- Department of Statistics Malaysia. (2019). *Employment Statistics Fourth Quarter 2018*. Retrieved from https://www.dosm.gov.my/v1/index.php?r=column/cthemByCat&cat=439bul_id=NDFQVGJBU2RhNjFiaUhmaEMzekx5dz09&menu_id=Tm8zcnRjdVRNWWlpWjRlbmtlaDk1UT09
- Department of Statistics Malaysia. (2019). *Pocket Stats Quarter 4 2018*.
- Dugguh and Dennis. (2014). Job satisfaction theories: Traceability to employee performance in organizations, *Journal of Business and Management*, 16(5), 11-18.
- El-Jarn. (2014). Computer Mediated Communication, Social Networking Sites & Maintaining Relationships. Manchester Business School
- Ellison, Steinfield, and Lampe. (2007). The benefits of Facebook “Friends:” Social capital and college students’ use of online social network sites. *Journal of Computer-Mediated Communication*, 12, 1143–1168.
- Erickson. (2012, May 17). *7 Companies That Could Have Been Facebook*. Mashable. Retrieved from <http://mashable.com/2012/05/17/companiesbefore-facebook/>
- Eunicares Lumumba. (2017). Social Media Use and Its Impact Among Employees of Electronic Companies In Kenya: A Case of Samsung Electronics Company, Nairobi County, University Of Nairobi.
- Farooqui and Nagendra. (2014). The Impact of Person organization Fit on Job Satisfaction and Performance of the Employees, *Procedia Economics and Finance*, 11, 122-129.
- Ferreira and Plessis. (2009). Effect of online social networking on employee productivity, *Peer Reviewed Article*, 11(1).
- Fusi and Zhang. (2018). Social Media Communication in the Workplace: Evidence from Public Employees’ Networks, *Review of Public Personnel Administration*, 1-27.
- Gerald C.Kane. (2015). Enterprise Social Media: Current Capabilities and Future Possibilities, *MIS Quarterly Executive*, 14(1), 1-16.

- Harber, J. G. (2011). *Generations in the Workplace: Similarities and Differences*. East Tennessee State University. Retrieved from <https://dc.etsu.edu/etd/1255/>
- Haddud, C. Dugger, and Gill. (2016). Exploring the Impact of Internal Social Media Usage on Employee Engagement. *Journal of Social Media for Organizations* 3(1), 1-22.
- Hameed and Waheed. (2011). Employee Development and Its Affect on Employee Performance A Conceptual Framework, *International Journal of Business and Social Science*, 2(13), 224-229.
- Hanna, F.Kee, and W.Robertson. (2017). Positive Impacts of Social Media at Work: Job Satisfaction, Job Calling, and Facebook Use among Co-Workers, *SHS Web of Conferences*, 33, 1-7.
- Hanna Keinänen Olli Kuivalainen. (2015). Antecedents of social media B2B use in industrial marketing context: customers' view, *Journal of Business & Industrial Marketing*, 30(6), 711 - 722.
- Hannah Murphy. (2013). Social Media Use Among Employees: Influences Of Organizational Climate, Job Involvement, And Organizational Commitment, *All Theses*, 1625.
- Haythornthwaite. (2005). Social networks and internet connectivity effects. *Information, Communication & Society*, 8(2), 125-47. doi: 10.1080/13691180500146185.
- Heale and Twycross. (2015). Validity and Reliability in Quantitative Studies. *Evid Based Nurs*, 18(4), 66-67.
- Herlle and Caneda. (2012). The Impact of Social Media in the Workplace, *Proceedings of the 11th Annual College of Education & GSN Research Conference*, 67-73.
- Hesketh and Neal. (1999). Technology and performance. In D.R. Ilgen & E.D. Pulakos (Eds), *The changing nature of performance: Implications for staffing, motivation, and development*, 21-55. San Francisco, CA: Jossey-Bass.

- Holpuch, A. (2012, September 25). MySpace re-enters the social media ring with yet another rebrand. *The Guardian US News Blog*. Retrieved from <http://www.guardian.co.uk/technology/us-news-blog/2012/sep/25/myspace-social-media-rebrand>
- House. (1981). *Job Stress and Social Support*. Addison-Wesley, Reading, MA.
- Huvila, I., Holmberg, K., Ek, S., & Widén-Wulff, W. (2010). Social capital in second life. *Online Information Review*, 34, 295–316.
- Hox and Boeije. (2005). Data collection, primary versus secondary. *Encyclopedia of social measurement*, 593 – 599.
- Huang et al.. (2014). Personality and adaptive performance at work: A metaanalytic investigation. *Journal of Applied Psychology*, 99(2), 162–179.
- Iaffaldano and Muchinsky. (1985). Job satisfaction and job performance: a metaanalysis. *Psychological Bulletin*, 97(2), 251-273.
- Idris, F.Dollard, and Yulita. (2014). Psychosocial Safety Climate, Emotional Demands, Burnout, and Depression: A Longitudinal Multilevel Study in the Malaysian Private Sector, *Journal of Occupational Health Psychology*, 19(3), 291-302.
- Internet World Stats. (2019, 31 March). World Internet Users and 2019 Population Stats. *Internet Usage Statistics: The Internet Big Picture, Miniwatt Marketing Group*. Retrieved from <https://www.internetworldstats.com/stats.htm>
- Ipsos. (2013). *Socialogue: The most common butterfly on earth is the social butterfly*. Retrieved from <http://ipsos-na.com/news-polls/pressrelease.aspx?id!/45954>
- Jacques Clarence Duvenhage. (2017). *Social media in the workplace: Legal challenges for employers and employees*, The University of Notre Dame Australia.
- Jalal Hanaysha. (2016). Examining the Effects of Employee Empowerment, Teamwork, and Employee Training on Organizational Commitment, *Procedia - Social and Behavioral Sciences*, 229, 298-306.

- Javed, Balouch, and Hassan. (2014). Determinants of Job Satisfaction and its Impact on Employee Performance and Turnover Intentions, *International Journal of Learning & Development*, 4(2), 120-140.
- Jaworski and Kohli. (1993). Market orientation: Antecedents and consequences. *Journal of Marketing*, 57(3), 53–70.
- Jin and Phua. (2014). Following celebrities' tweets about brands: The impact of twitter-based electronic word-of-mouth on consumers' source credibility perception, buying intention, and social identification with celebrities. *Journal of Advertising*, 43, 181-195. doi:10.1080/00913367.2013.827606
- John Jirah Mugaza. (2018). *The Impact of Social Media Use on the Productivity of Employees in Private Universities in Kenya: A Case Study of the United States International University Africa*, United States International University- Africa.
- Kandiero, Perpetua, and Jagero. (2014). Impact of access to social media on employee productivity and organizational performance at Eco net Wireless Zimbabwe. *International Journal of Knowledge and Research in Management & E-Commerce*, 4 (1), 25-32.
- Keinänen and Kuivalainen. (2015). Antecedents of social media B2B use in industrial marketing context: customers' view. *Journal of Business & Industrial Marketing*, 30(6), 711-722.
- Kelly. (2008). *A review of current and developing international practice in the use of social networking (Web 2.0) in higher education*. Retrieved November 21, 2013, from <http://franklinconsulting.co.uk/Reports.html#Topic5>
- Khan, Swar, and Sang. (2014). Social Media Risks and Benefits: A Public Sector Perspective, *Social Science Computer Review*, 32(5), 606-627.
- Kirk & Miller. (1986). Reliability and validity in qualitative research. *Beverly Hills: Sage Publications*.
- Kondolf and J.Pinto. (2016). The Social Connectivity of Urban Rivers, *Geomorphology*.

- Krejcie, R. V., & Morgan, D. W. (1970). Determining Sample Size for Research Activities. *Educational and Psychological Measurement*, 30(3), 607–610.
- Lee. (2018). Penang Investment Updates, *MIDA Invest Series*. Retrieved from [https://www.mida.gov.my/home/administrator/system_files/modules/photo/uploads/20190516112138_MIDA%20Invest%20Series%20-%20Invest-in-Penang%20Berhad%20\(15.5.2019\).pdf](https://www.mida.gov.my/home/administrator/system_files/modules/photo/uploads/20190516112138_MIDA%20Invest%20Series%20-%20Invest-in-Penang%20Berhad%20(15.5.2019).pdf)
- Leftheriotis and N. Giannakos. (2013). Using social media for work: Losing your time or improving your work?, *Computers in Human Behavior*, 31, 134-142.
- Locke. (1970). Job satisfaction and job performance: a theoretical analysis. *Organizational Behavior and Human Performance*, 5(5), 484-500.
- L.Roth et. al.. (2015). Social Media in Employee-Selection-Related Decisions: A Research Agenda for Uncharted Territory, *Journal of Management*, 1-30.
- Mackintosh et. al.. (2016). What is the private sector? Understanding private provision in the health systems of low-income and middle-income countries, *The Lancet*, 16, 1-10.
- Malaysian Communications and Multimedia Commission (MCMC). (2019). *Internet Users Survey 2018*.
- Marnis Atmojo. (2012). The Influence of Transformational Leadership on Job Satisfaction, Organizational Commitment, and Employee Performance, *International Research Journal of Business Studies*, 5(2), 113-128.
- M.Boyd and B.Ellison. (2008). Social Network Sites: Definition, History, and Scholarship. *Journal of Computer-Mediated Communication*, 13, 210-230.
- McIntyre. (2014). The Evolution of Social Media from 1969 to 2013: A Change in Competition and a Trend Toward Complementary, Niche Sites. *The Journal of Social Media in Society*, 3(2), 5-25.
- Mergel and Bretschneider. (2013). A three-stage adoption process for social media use in government. *Public Administration Review*, 73, 390–400.

- Mohamad et al.. (2015). Measuring the Validity and Reliability of Research Instruments. *Procedia - Social and Behavioral Sciences*, 204, 164–171. doi:10.1016/j.sbspro.2015.08.129
- Mohamed et al.. (2017). Social Media Impact on Employee Productivity at the Workplace: A Review, *Asian Journal of Information Technology*, 16(1), 32-37.
- Moqbel, Nevo, and Kock. (2013). Organizational members' use of social networking sites and job performance, *Information Technology & People*, 26(3), 240-264.
- Murad Moqbel. (2012). *The Effect Of The Use Of Social Networking Sites In The Workplace On Job Performance*. Texas A&M International University.
- Myrick et. al.. (2015). Stupidcancer: Exploring a Typology of Social Support and the Role of Emotional Expression in a Social Media Community, *HEALTH COMMUNICATION*.
- Nelson. (2012, November 17). Timberlake unveils revamped Myspace. *Los Angeles Times*, p.3 (Lexis-Nexis Academic).
- North. (2010). An evaluation of employees' attitudes toward social networking in the workplace. *Issues in Information Systems*, 11(1), 192-197.
- Oh and Sue. (2015). Motivations for Sharing Information and Social Support in Social Media: A Comparative Analysis of Facebook, Twitter, Delicious, YouTube, and Flickr, *Journal Of The Association For Information Science And Technology*, 66(10), 2045-2060.
- Organ and Near. (1985). Cognition vs affect in measures of job satisfaction. *International Journal of Psychology*, 20(2), 241-253.
- Oyza and Edwin. (2015). Effectiveness of Social Media Networks as a Strategic Tool for Organizational Marketing Management. *Journal of Internet Banking and Commerce*, 2: 006.
- Panahi, Watson, and Partridge. (2014). Social media and physicians: Exploring the benefits and challenges, *Health Informatics Journal*, 1-14.

- Phua and Ahn. (2014). Explicating the 'like' on Facebook brand pages: The effect of intensity of Facebook use, number of overall 'likes', and number of friends' 'likes' on consumers' brand outcomes. *Journal of Marketing Communications*, 1- 16. doi:10.1080/13527266.2014.941000
- Phua, Jin, and Kim. (2016). Gratifications of Using Facebook, Twitter, Instagram, or Snapchat to Follow Brands: The Moderating Effect of Social Comparison, Trust, Tie Strength, and Network Homophily on Brand Identification, Brand Engagement, Brand Commitment, and Membership Intention, *Telematics and Informatics*.
- P.J.Kromhout. (2011). *The effect of media usage, trust, and relations on the productivity, innovativeness and flexibility of teleworkers, and how knowledge sharing and telework frequency influences these relationships*, Business Information Management, RSM Erasmus University.
- Pradhan and Jena. (2017). Employee Performance at Workplace: Conceptual Model and Empirical Validation, *Business Perspectives and Research*, 5(1), 69-85.
- Qualman. (2013). *Socialnomics: How social media transforms the way we live and do business*. Hoboken, NJ: Wiley.
- Quirdi et. al. (2015). Employees' use of social media technologies: a methodological and thematic review, *Taylor & Francis: Behaviour & Information Technology*.
- Rajib Lochan Dhar. (2015). Service quality and the training of employees: The mediating role of organizational commitment, *Tourism Management*, 46, 419-430.
- Ramingwong and Ramingwong. (2016). A Content Analysis on Top Risks in Social Networking, *Information Science and Applications (ICISA)*, 65-74.
- Riketta. (2002). Attitudinal organizational commitment and job performance: a metaanalysis. *Journal of Organizational Behavior*, 23(3), 257-266.

- Rochon. (2014). Teamwork and Staffing in an Acute Care Hospital (Master dissertation, Laurentian University of Sudbury). Roehl, W. S., & Swerdlow, S. (1999). Training and its impact on organizational commitment among lodging employees. *Journal of Hospitality & Tourism Research*, 23(2), 176-194.
- Saafein and A.Shaykhian. (2014). Factors affecting virtual team performance in telecommunication support environment, *Telematics and Informatics*, 31, 459-462.
- Saari and Judge. (2004). Employee attitude and job satisfaction. *Human Resource Management*, 43(4), 395-407.
- Saunders, Lewis, and Thornhill. (2012). Research methods for business students. 6^{ted}. Harlow, England: Pearson Education.
- Shahzadi et. al. (2014). Impact of Employee Motivation on Employee Performance. *European Journal of Business and Management*, 6(23), 159-167.
- Shu and Chuang. (2011). The perceived benefits of six-degree-separation social networks. *Internet Research*, 21, 26–45.
- Stoney Brooks. (2015). Does personal social media usage affect efficiency and well-being?, *Computers in Human Behavior*, 46, 26-37.
- Strauss. (1968). Human relations – 1968 style. *Industrial Relations*, 7(3), 262-276.
- Tabak. (2004, February 9). Hundreds Register for New Facebook Website. *The Harvard Crimson*.
- Tang et al.. (2015). Personality traits, interpersonal relationships, online social 4 support, and Facebook addiction, *Telematics and Informatics*.
- Tanis and Postmes. (2005). Short communication a social identity approach to trust: interpersonal perception, group membership and trusting behaviour. *European Journal of Social Psychology*, 35(3), 413-424.
- Tanis. (2007). The Oxford handbook of Internet psychology. *Oxford University Press, New York*, 139-154.

- Turcotte et. al.. (2015). News Recommendations from Social Media Opinion Leaders: Effects on Media Trust and Information Seeking, *Journal of Computer-Mediated Communication*, 20, 520-535.
- Tsaoussi. (2011). *Facebook, privacy and the challenges of protecting minors on social networking sites*. Available at SSRN: <http://ssrn.com/abstract=1878035.1>
- Ventola. (2014, Jul). Social Media and Health Care Professionals: Benefits, Risks, and Best Practices. *Pharmacy and Therapeutics*, 39(7), 491-495.
- Volchok. (2015). *Three Levels of Causation*. Retrieved from <http://media.acc.qcc.cuny.edu/faculty/volchok/causalMR/CausalMR3.html>.
- Wadhwa and Verghese. (2015). Impact of employee empowerment on job satisfaction and organizational commitment: An empirical investigation with special reference to selected cement industry in Chhattisgarh. *Int. J. Manage. Soc. Sci.*, 3(3), 280-286.
- W.Schmidt. (2007). The Relationship Between Satisfaction with Workplace Training and Overall Job Satisfaction. *Human Resource Development Quarterly*, 18(4), 481-498.
- Yang et al.. (2014). Adaptive Sharing for Online Social Networks: A Trade-off between Privacy Risk and Social Benefit, *13th International Conference on Trust, Security and Privacy in Computing and Communications*, 45-52.
- Yuliya Massarsky. (2016). *Social Media in the Workplace: Exploring the Viability of Promoting an Organization via Its Employees' Social Networks*, Faculty of Extension, University of Alberta.
- Zhang and Tu. (n.d.). *Six Degrees of Separation in Online Society*.
- Zikmund et al.. (2015). Business research methods. *Hampshire: Cengage Learning EMEA*.

APPENDIX 1

GANTT CHART FOR FINAL YEAR PROJECT I

Activity \ Week	4	5	6	7	8	9	10	11	12	13	14	15	16
Identify research paper topic													
Identify problem statement													
Determine objective and research question													
Writing draft and proposal													
Prepare of presentation													
Presentation of research proposal													
Fix the mistakes and submit proposal													

APPENDIX 3

RESEARCH PROJECT SURVEY



THE DETERMINANTS OF SOCIAL MEDIA USAG THAT ARE AFFECTING THE EMPLOYEE'S PERFORMANCE IN THE PRIVATE SECTOR IN PENANG.

Dear Sir/Madam,

My name is SOON LI QING. I am a final year students that are currently undertaking Bachelor of Entrepreneurship with Honours at Universiti Teknikal Malaysia Melaka, UTeM. I am currently conducting my research study with the title of " The determinants of social media usage that are affecting the employee's performance in the private sector in Penang." The main purpose of this research is to identify the impacts of using social media toward employees and to analyze the social media usage determinant effects on employee's performance in the workplace in Penang.

This questionnaire contains three (3) sections to answer and it would take approximately 10-15 minutes to complete the questions required. Thank you in advance for the willingness to sacrifice your precious time to give assistance to me in my educational endeavor. The information that is collected is in the use of academic purpose and the private information are highly confidential. If there is any other inquiries or questions regarding the questionnaire of my research, please do not hesitate to contact me through email or WhatApps.

Your cooperation is highly appreciated. Thank you.

Faithfully,

SOON LI QING

Email address: liqing4796@hotmail.com

Contact No: +60175228525

Referred by:

Dr. Nusaibah Binti Mansor

Fakulti Pengurusan Teknologi Dan Teknousahawanan, Kampus Teknologi,
Universiti Teknikal Malaysia Melaka, Hang Tuah Jaya, 76100 Melaka, Malaysia.

UNIVERSITI TEKNIKAL MALAYSIA MELAKA

SECTION A: DEMOGRAPHIC PROFILE

This section is related to your personal background and the information provided will be managed in strictly confidential. Please select the most appropriate option.

1. Gender

- Male
 Female

2. Age

- 18 – 23 years old
 24 – 29 years old
 30 – 35 years old
 36 – 41 years old
 42 years old and above

3. Race

- Malay
 Chinese
 Indian
 Others

4. Employment status

- Part-time employment
 Full-time employment

5. Duration of employment

- Below 5 years
 5 years to 10 years
 11 years to 20 years
 21 years to 30 years
 31 years and above



6. Industry field

- Service industry
- Manufacturing industry
- Accounting industry
- Food and beverage industry
- Other:

SECTION B: THE DETERMINANTS OF SOCIAL MEDIA USAGE THAT ARE AFFECTING THE EMPLOYEE'S PERFORMANCE IN THE WORKPLACE.

This section aims to investigate the factors of social media usage that are able to affect employee performance in the workplace. Please click on the circle to which you agree or disagree with the statement using a 5-point Likert scale in which 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree and 5=strongly agree.

I. Social Connectivity

No	Question	1	2	3	4	5
1	I use social network service (SNS) to keep in touch with my colleagues.					
2	I use SNS to make new friends and colleagues.					
3	SNS can help me find colleagues sharing same interests as mine.					
4	SNS helps me maintain ties with colleagues.					
5	SNS can help me stay connected with colleagues whom I usually do not have time to connect.					

II. Social Involvement

No	Question	1	2	3	4	5
1	SNS can helps me improves my interpersonal and work relationships with my colleagues.					
2	SNS can help me get along with my colleagues more easily in real life.					
3	SNS can help me avoid being isolated in the workplace.					
4	SNS can help me increase my social involvement in the workplace.					
5	SNS can help me to know more new colleagues in real life.					

III. Information Attainment

No	Question	1	2	3	4	5
1	SNS can makes it easier for me to get work-related Information.					
2	SNS helps me find interested and work related information.					
3	SNS helps me share work-related information easily.					
4	SNS helps me share interesting and unique work-related information.					
5	SNS helps me to share information about things of interest (work-related).					

IV. Social Support

No	Question	1	2	3	4	5
1	I can count in the SNS friends for helping me to understand things.					
2	I do not feel alone because I have SNS friends and colleagues.					
3	I think I can count on the SNS friends for helping me doing something that are related to work.					
4	I think I can count on the SNS friends for helping me for settle my work problem.					

SECTION C: THE JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF EMPLOYEE WHILE USING SOCIAL MEDIA IN THE WORKPLACE.

This section aims to determine the satisfaction and organizational commitment of employee while using social media in the workplace. Please click on the circle to which you agree or disagree with the statement using a 5-point Likert scale in which 1=strongly disagree, 2=disagree, 3=neither agree nor disagree, 4=agree and 5=strongly agree.

Employee's Performance

No	Question	1	2	3	4	5
1	Overall, the information I get from SNS is very satisfying and able to enhance my work performance.					
2	Overall, my interaction with SNS is very satisfying and enables me to contribute to my work performance.					
3	I find using the SNS to be enjoyable and fun and it enables me to contribute to my job performance.					
4	The actual process of using the SNS is pleasant and allows me to enhance my job performance.					

5	SNS makes me engage to the organization without the mind of leaving.					
6	SNS allows me to have a positive work performance.					
7	SNS makes me feels belonging towards the organization.					
8	SNS allows me to become a better productivity workers.					

Thank You



