

INCOMAR 2023
The 9th International Conference on Marketing and Retailing

**DETERMINANTS OF JOB PERFORMANCE AMONG
ACADEMICIAN IN MALAYSIA**

Dayang Azzirah binti Ismail (a), Sri Fatiany Abdul Kader Jailani (b)*,
Noor'ain Mohamad Yunus (c), Syukrina Alini Mat Ali (d)

*Corresponding author

- (a) Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Puncak Alam Campus, Malaysia, dayangazzirah93@gmail.com
- (b) Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Puncak Alam Campus, Malaysia, fatiany@uitm.edu.my
- (c) Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Puncak Alam Campus, Malaysia, noorainyunus@uitm.edu.my
- (d) Faculty of Business and Management, Universiti Teknologi MARA, Selangor, Puncak Alam Campus, Malaysia, syukrina@uitm.edu.my

Abstract

Communication and technology have changed frequently throughout this era, either in terms of the meaning or reason for which it has been used. Nowadays, an organization uses social media as a communication tool among coworkers, which can lead to a variety of issues that impact job performance and organization. Therefore, this study has been conducted to examine the association between knowledge sharing, communication, and decision-making with employee job performance. The correlational study has been used as the research design for this study. A total of 121 data has been collected from this study. The findings imply that the sharing of information, clear communication, and well-reasoned decisions are the three factors that are believed to have a beneficial effect on increasing overall work performance. The perceptions of dependability among persons participating in information sharing have also favourably benefited both the individual knowledge sharing and the work performance of those individuals. Moreover, an individual's effectiveness at work may be contingent on their ability to efficiently information sharing, communication, and decision-making. Thus, many organizations will use knowledge exchange, communication, and decision-making to increase their chances of success and gain a competitive advantage.

2357-1330 © 2024 Published by European Publisher.

Keywords: Competencies, communication, employee involvement in decision making, job satisfaction, knowledge sharing

1. Introduction

Communication has changed over time in the era of technology, both in terms of means and the reason for which they are used. Social networking technologies through Web 2.0 sites have enabled two-way communication in cyberspace by merely using your fingers if humanity had only relied on conventional mass media for information in the past, such as newspapers, magazines, and television (Kapoor et al., 2018). According to a McKinsey survey, 65 percent of businesses utilize social media-based technology to encourage and improve performance (Bughin et al., 2010). There is research integrating employee job performance in the context of social media usage in Malaysia and other areas. Some of the studies are, look at the impact of knowledge sharing, communication, and decision-making on employee job performance in China (Cao et al., 2016), knowledge sharing through social media to improve job performance in Korea (Kwahk & Park, 2016), the link between social media and work, leadership, and work-life conflict among professionals (Jiang et al., 2017), and the relationship between social media usage and emoji usage (Shami et al., 2014). In Europe, a similar study was conducted to investigate the impact of social media usage on employee performance (Ouiridi et al., 2014). Omar et al. (2016) conducted one research project on the effectiveness of knowledge sharing, communication, and decision-making between employees and its impact on employees in the oil and gas business, while another study examined the improvement of knowledge sharing, communication, and decision-making on organizational performance (Parveen et al., 2015).

Compared to less efficient traditional media, social media represents a shift in the new communication paradigm for firms that enable two-way communication channels. Organizations use social media to communicate with their stakeholders. The company is currently becoming more interested in using social media to create relationships with employees and other stakeholders (Appel et al., 2020). Organizations are increasingly using social media tools such as Facebook, social networking sites, and LinkedIn to facilitate connections with customers and promote their products and services (Huang et al., 2019). With the introduction of social media, communication has been progressively simplified, allowing people to share their experiences and converse without regard to time or location. Employees typically exchange and collect information from friends and colleagues to preserve a sense of social connection, and this is how knowledge-sharing and decision-making in the workplace favourably influence work performance and learning ability (Eid & Al-Jabri, 2016).

Job performance, which includes determining whether people are working efficiently, is a key indicator of employee success. The usage of social media in the workplace has been disputed at the same time as new technologies emerge. According to a study by Tajvidi and Karami (2021), using social media in the workplace enhances employee work effectiveness. Meanwhile, Safko and Brake (2009) have found that using social media wastes time and diminishes employee productivity due to personal messaging. According to a German survey, however, 94 percent of the organizations studied have made information management through social media a major strategy in their operations. However, only 15% of those surveyed believe using this principle has resulted in effective work performance. The relationship's outcome demonstrates that exchanging ideas and expertise has a favourable impact on work performance. Although network links and trust have a little direct impact on job performance, they do play a role in knowledge transfer.

2. Literature Review

2.1. Employee Job Performance

Employee performance, according to Kumasey et al. (2014), refers to the quality of an employee's work. Employee performance improves when the stress system in the workplace is reduced, demonstrating that employee efficiency is closely tied to employee performance. Employee work performance refers to an employee's awareness of assigned targets, performance expectations, and achievement of the organization's defined targets or expectations. Employees' individual talents, expertise, and skills are internal elements that influence job performance success, whereas task descriptions, incentives, working environments, organizational structure, and people management methods are external factors. Organizations aware of these issues should concentrate on how they might affect their workers' job performance (Dinc, 2017).

Contextual, adaptable, task, creative, agility performance, and effectiveness are the aspects of employee job performance. Contextual performance refers to an employee's non-core actions, such as demonstrating a learning attitude, gathering information, sharing information, supporting and assisting colleagues, or completing work that is not accountable to anybody at work. Employees' creative ability to generate fresh unique ideas, products, and procedures viewed as potential output for the organization is referred to as creative performance. Employees are encouraged to create work-related fresh ideas on different task descriptions and procedures through knowledge sharing, communication, and decision-making as their creative performance contribution is evaluated. Agility performance, on the other hand, is defined as an employee's ability to embrace and adopt changes for personal and organizational gain only when individuals are open to new ideas, technologies, and changes as a result of their dedication to continuous development and learning. Far-sightedness, suppleness, and flexibility are characteristics of agility performance. Continuous learning and exploration of new experiences through knowledge sharing, communication, and decision-making can help to expand such characteristics (Cai et al., 2018). Adaptive performance refers to an employee's ability to comprehend and adapt to changes in the workplace (Pulakos et al., 2000). In a nutshell, adaptive performance assesses individuals' ability to handle issues creatively, deal with uncertain situations, and acquire new activities, technology, and procedures (Koopmans et al., 2012).

2.2. Knowledge Sharing

Knowledge is a source of power in today's information age (Hart & Kim, 1997), and knowledge sharing is described as an "activity to share knowledge among members of an organization" by Mohajan (2019). Knowledge sharing, according to Ghazali et al. (2016), is a method of communicating knowledge among a group of individuals formally or informally at work or among friends. Knowledge sharing, according to Kwahk and Park (2016), is when active interaction effort is required by and between participating individuals who have the required necessary knowledge.

According to previous research by Rosendaal (2009), knowledge sharing is a mechanism in which people and groups from various backgrounds share their experiences. Knowledge exchange is now

boosted even further with the usage of social media platforms, which are regarded as the most influential platforms due to their ease of connection and accessibility. As previously stated, the informative conversation can be conducted between individuals with varying expertise in exploring, discussing, explaining, and discovering new ideas, new ventures, historical events, knowledge, and current issues using social media's alternative communication platforms of blogs, forums, and social networking sites (Pulido et al., 2018). When the sharing and acquisition of knowledge in most industries can be hastened by the use of social media, it can have a good influence (Ellison et al., 2015).

2.3. Communication

Communication is defined by Rogers and Kincaid (1981) as a process in which two or more people form or communicate knowledge with one another, resulting in deep mutual understanding. According to Cangara (2016), communication is "a sort of engagement in which human beings influence one another, whether on purpose or unintentionally." Communication is a mechanism employed in this study to communicate with colleagues, as well as involved customers and stakeholders in the operation of an organization, via social media.

According to Safko and Brake (2009), social media sites encourage two-way communication from users, and interactive media are technology platform tools that allow users to create text, images, videos, and photos for usage as communication information during online social interactions. Following that, social media activities include publishing generated content digitally, disseminating it online, receiving real-time comments, and reviewing and editing digital information as needed. Organizations use communication to create a culture of consistent customer involvement and participatory contact with their clients. The open-mindedness and measurability of communication skills would be required for social media to be employed as an alternative means of communication among companies, cultures, and people.

2.4. Decision Making

The study and process of discovering and selecting alternatives while minimizing uncertainty in order to provide the best reasonable choice based on the decision maker's valued preferences are known as decision-making (Harris, 1998). A decision is an option chosen by an individual after the conclusion, whereas decision-making is the action taken by the individual in making decisions (Chand, 2016). Making decisions entails many procedures and steps that occur between thoughts and acts on expressed ideas (Uzonwanne, 2016). As noted in the literature, informational and normative conformity influence decision-making in social networks. When a decision-maker relies on his or her social network circle for accurate information, informational conformity occurs, whereas normative conformity occurs when a decision-maker makes a decision that will be liked and accepted by his or her social network circle, resulting in potentially biased decisions. There is evidence that approved that communication has a significant impact on personal and employee performance, including substituting and influencing ideas and choices (Power & Phillips-Wren, 2011).

Such evidence has sparked a new research topic focused on communication evolution and its impact on employee job performance, as well as ideas describing the characteristics of how real-time communications inside the social and professional circle can influence behavior. According to survey

results based on 105 participants from 97 businesses in 20 countries, 80 percent of executive decision-makers at corporations can make faster decisions in producing information and strategy by participating in online social networks (Bulmer & DiMauro, 2011). It has been proven that endorsements such as read, share, and retweet are regarded as the collaboration hub in social media networks, demonstrating that “The Crescendo Effect” found in social media environments has a rising influential impact on buying decisions, resulting in increased organizational profit and productivity.

According to the media richness theory, clear messages, social impressions, and the ability to appraise others are the influencing elements that determine choice quality. The mastery and deception levels of participants are important in creating quality decisions (Kahai & Cooper, 2003). When participants have a high level of task-relevant knowledge, richer media has a beneficial impact on decision quality and reduces deceit. In comparison to face-to-face contexts, online social media creates more instantaneous and broader peer pressure. Peer pressure, in this sense, refers to the influence of peer groups on a person's beliefs, values, and character. Figure 1 shows the conceptual framework for this study.

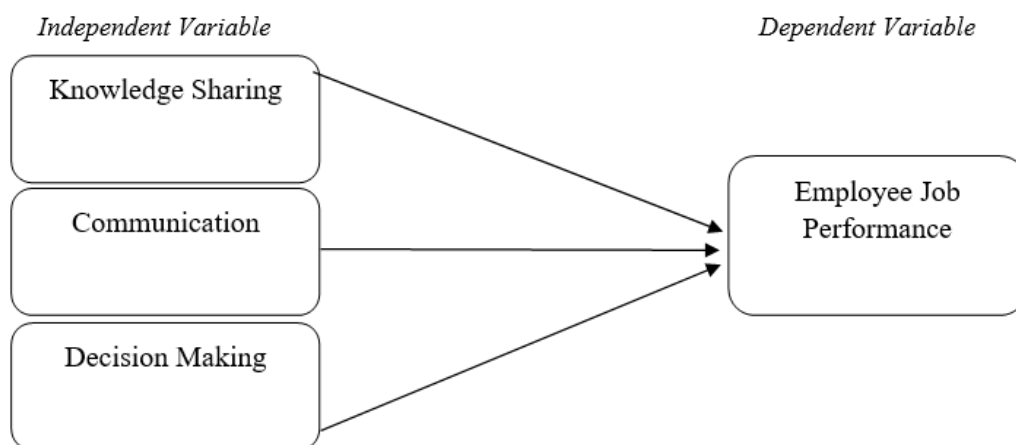


Figure 1. Conceptual Framework: Developed by Radhakrishnan et al. (2018).

3. Research Methodology

A quantitative research approach has been chosen for conducting this research. The research design for this study is a correlational study. For this study, the researcher tried to investigate the relationship between knowledge sharing, communication, and decision-making with job performance among employees in selected private organizations in Selangor. The population for this research were UNISEL employees at the University Shah Alam, Selangor main campus, which employs around 695 people, are the intended subject of this study. All respondents understand and comprehend the knowledge-sharing, communication, and decision-making that has been used in the organization's working environment. The survey will only be distributed to staff at the UNISEL main campus. Meanwhile, the sampling technique applied in this study was convenience sampling. Convenience sampling can be defined as a type of probability sampling, which involves the subjects being drawn from the part of the population which was close to hand. For this study, the sample size was determined by

using G*Power software. The researcher calculates the sample size by using the G*Power 3.1.9.4. Thus, the setting measured in this study was as follows: Effect size f^2 : 0.15, $\alpha=0.05$, and the number of predictors=3 (knowledge sharing, communication, and decision making). The power was set at 95%. Thus, the sample size required for this study was 119.

In collecting data for this study, the researcher needs to get ethical approval since that is the procedure from the DPPS (Department of Postgraduate and Professional Studies) under the Faculty of Business and Management. The researcher personally distributed the questionnaire by hand to employees at selected universities in Shah Alam, Selangor. The respondents are given a specific duration of time to submit back the questionnaires. The questionnaires were completed within two weeks. The respondents needed around 10 minutes to answer the questionnaire.

4. Data Analysis & Findings

Data were analyzed using SPSS version 26.0. A multiple regression analysis was conducted to examine the relationship between variables. The respondent was required to provide their demographic information, which revealed their background. The findings on demographics are reported in Table 1.

Table 1. Demographic Profile of the Respondents (n=121)

Demographic Variable	Category	Frequency (N)	Percent (%)
Gender	Male	40	33.1
	Female	81	66.9
Age	18-25 years old	44	36.4
	25-30 years old	52	43.0
	30-35 years old	15	12.4
	35-40 years old	5	4.1
	More than 50 years old	5	4.1
Occupation	Managerial Level	28	23.1
	Executive Level	11	9.1
	Administrative Level	48	39.7
	Others	34	28.1
Experience	3-5 Years	63	52.1
	6-10 Years	47	38.8
	10-15 Years	9	7.4
	More than 15 years	2	1.7

Mean, and standard deviation were used in this study's descriptive statistics. The arithmetic mean's central tendency was measured using the mean, while the most powerful dispersion measure, the standard deviation, was utilized to quantify the square root of variance variability (Sundram et al., 2016). Table 2 below presents the mean and standard deviation for the dependent variable (employee job performance) and independent variable (knowledge sharing, communication, decision-making) in this study. In this study, the data set was tested on all items of the research variables to determine the normal distribution of the sample. The normality test results indicated that the values are within the cut-offs of +3. Hence it

agrees with the suggestion provided by Kline (2011), which states that all items of the research variables should be normally distributed, as shown in Table 2.

Table 2. Mean and Standard Deviation for Variables

	Mean	Std. Deviation	Skewness	Kurtosis
Knowledge sharing	4.2777	.71198	-.572	-.987
Communication	3.7785	.86248	-.382	-.674
Decision Making	4.6248	.57363	-1.465	1.181
Employee Job performance	4.0601	.57371	-.096	-1.058

Reliability analysis was carried out using Cronbach coefficient alpha which assesses the internal consistency of items. As suggested by Nunnaly and Bernstein (1994), values above 0.7 were considered reliable (Table 3). The Cronbach’s alpha for all the variables was above 0.7, indicating a good internal consistency among the items.

Table 3. Reliability for each variable

Variable	No of items	Reliability	Internal consistency
Knowledge Sharing	5	0.853	Good
Communication	5	0.781	Acceptable
Decision Making	5	0.879	Good
Employee Job Performance	15	0.939	Excellent

Multiple regression was used to assess the relationship between knowledge sharing, communication, and job performance decisions. Preliminary analyses were conducted to ensure no violation of normality, linearity, multicollinearity, and homoscedasticity assumptions. The results in Table 4 from the analyses denote that knowledge sharing ($t=6.046$, $p<0.000$) and communication ($t=6.651$, $p<0.000$) influence job performance. It explains 47.6% of the total variance.

Table 4. Results of Multiple Regression Analysis

Independent Variables	Standardized Coefficients Beta	t	Sig.	Collinearity Statistics		Confidence Interval	
				Tolerance	VIF	Upper bound	Lower bound
Knowledge sharing	0.438**	6.046	0.000	0.852	1.174	0.196	0.387
Communication	0.474**	6.651	0.000	0.883	1.133	0.333	0.615
Decision Making	-0.105	-1.440	0.153	0.836	1.196	-0.202	0.032
R Square	0.476						
Adjusted R Square	0.462						
F	35.410						
Sig. of F Value	0.000						

5. Discussion and Conclusion

The survey was conducted among 121 employees in the private sector in Selangor. Findings indicate that most respondents were female, aged 18-25 years, with working experience of three to five

years. Multiple regression analyses were computed to test the relationship between knowledge sharing, communication, and decision-making with job performance.

The first finding of this study is to address issues related to the correlation between knowledge sharing and employee job performance in the private sector. Based on Table 4, findings revealed that the p-value is less than 0.05 ($p > 0.05$) as the conclusion that there is a positive relationship between knowledge sharing and job performance. When employees share their expertise with their co-workers, it may have a wide range of effects. Knowledge sharing and work performance have been shown to be positively correlated, although there are numerous other variables to consider (Li-Ying et al., 2016; Mura et al., 2013). Past research in inter-organizational settings has demonstrated that knowledge sharing enhances business performance (Henttonen et al., 2016). Sharing knowledge increases an organization's competitive advantage, which fosters the development of innovative approaches, processes, services, and technologies (Mohammed Fathi et al., 2009) and also improves an organization's long-term performance (Akram & Bokhari, 2011; Masa'deh & Gharaibeh, 2013; Obeidat et al., 2014). These findings are in line with previous research conducted by Fallman et al. (2019), and Rafique and Mahmood (2021), who found that employees at healthcare facilities shared knowledge and looked for the best methods to improve their performance. The current results appear to be consistent with earlier studies among librarians in Southwest Nigeria, where knowledge sharing had a significant impact on their performance at work (Ajegbomogun & Diyaolu, 2018).

Meanwhile, the second finding showed that there is a significant positive relationship between communication and job performance. In this study, the researcher found that implies that the higher the communication, the higher the employee performance. This finding is supported by Ince and Gül (2011), who argued that increasing communication among employees would positively affect employee job performance. Other researchers, such as Kibe (2014), Sgobbi and Cainarca (2015), also postulated that there is a positive relationship between communication and job performance.

Frequent communication can reduce unnecessary burdens and improve employee job performance in the organization. This study has been supported by Abdullah and Hui (2014), who found that communication inspires employees with the way the information is delivered and received. Junior staff usually receive information about their work from senior staff in the organization. Hence, communication enables junior staff to understand expectations from the senior leaders in performing their tasks (Verghese, 2017).

The third finding in this study sought to determine the relationship between decision-making and job performance. Contrary to expectations, this study did not find a significant relationship between decision-making and job performance. The finding agrees with Nuraini et al. (2022), who reported no significant association between decision-making and job performance. However, this result contradicts previous studies by Fakunle (2021), Kalla (2005), Shadur et al. (1999), and Preuss and Lautsch (2003). A possible explanation for this result is that most of the respondents were at the administrative level and were not involved directly with the decision-making process in their organization.

Acknowledgments

The authors would like to acknowledge the Faculty of Business and Management, Universiti Teknologi MARA, for supporting the research work.

References

- Abdullah, Z., & Hui, J. (2014). The relationship between communication satisfaction and teachers' job satisfaction in the Malaysian primary school. *Asian Journal of Humanities and Social Sciences (AJHSS)*, 2(2), 58-71.
- Ajebomogun, F. O., & Diyaolu, O. B. (2018). Availability of library facilities, knowledge sharing as determinants of job performance of library staff in Southwest Nigeria. *Library Philosophy and Practice*, 1.
- Akram, F., & Bokhari, R. (2011). The role of knowledge sharing on individual performance, considering the factor of motivation-the conceptual framework. *International Journal of Multidisciplinary Sciences and Engineering*, 2(9), 44-48.
- Appel, G., Grewal, L., Hadi, R., & Stephen, A. T. (2020). The future of social media in marketing. *Journal of the Academy of Marketing Science*, 48(1), 79-95. <https://doi.org/10.1007/s11747-019-00695-1>
- Bughin, J., Chui, M., & Manyika, J. (2010). Clouds, big data, and smart assets: Ten tech-enabled business trends to watch. *McKinsey Quarterly*, 56(1), 75-86.
- Bulmer, D., & DiMauro, V. (2011). *2nd Annual New Symbiosis of Professional Networks study*. <http://dssresources.com/news/3255.php>
- Cai, Z., Huang, Q., Liu, H., & Wang, X. (2018). Improving the agility of employees through enterprise social media: The mediating role of psychological conditions. *International Journal of Information Management*, 38(1), 52-63. <https://doi.org/10.1016/j.ijinfomgt.2017.09.001>
- Cangara, H. (2016). *Political Communication: Concepts, Theory, and Strategy*. Rajawali Press
- Cao, X., Guo, X., Vogel, D., & Zhang, X. (2016). Exploring the influence of social media on employee work performance. *Internet Research*, 26(2), 529-545. <https://doi.org/10.1108/intr-11-2014-0299>
- Chand, S. (2016). *Decision making in management: Definition and Features Explained!* <http://www.yourarticlelibrary.com/decision>
- Dinc, M. S. (2017). Organizational commitment components and job performance: Mediating role of job satisfaction. *Pakistan Journal of Commerce and Social Sciences (PJCSS)*, 11(3), 773-789.
- Eid, M. I. M., & Al-Jabri, I. M. (2016). Social networking, knowledge sharing, and student learning: The case of university students. *Computers & Education*, 99, 14-27. <https://doi.org/10.1016/j.compedu.2016.04.007>
- Ellison, N. B., Gibbs, J. L., & Weber, M. S. (2015). The Use of Enterprise Social Network Sites for Knowledge Sharing in Distributed Organizations: The Role of Organizational Affordances. *American Behavioral Scientist*, 59(1), 103-123. <https://doi.org/10.1177/0002764214540510>
- Fakunle, A. F. (2021). Communication flow and participation in decision making as determinants of job performance among academic staff in tertiary institutions in Ekiti State, Nigeria. *Glob Acad J Humanit Soc Sci*, 3.
- Fallman, S. L., Jutengren, G., & Dellve, L. (2019). The impact of restricted decision-making autonomy on health care managers' health and work performance. *Journal of Nursing Management*, 27(4), 706-714. <https://doi.org/10.1111/jonm.12741>
- Ghazali, S., Sulaiman, N. I. S., Zabidi, N. Z., Omar, M. F., & Alias, R. A. (2016, October). The impact of knowledge sharing through social media among academia. In *AIP Conference Proceedings* (Vol. 1782, No. 1). AIP Publishing.
- Harris, R. (1998). *Introduction to decision making*. Vanguard University of Southern.
- Hart, J. A., & Kim, S. (1997). *Power in the information age* (No. 127). Indiana Center for Global Business, Graduate School of Business, Indiana University.

- Henttonen, K., Kianto, A., & Ritala, P. (2016). Knowledge sharing and individual work performance: an empirical study of a public sector organisation. *Journal of Knowledge Management*, 20(4), 749-768. <https://doi.org/10.1108/jkm-10-2015-0414>
- Huang, L., Clarke, A., Heldsinger, N., & Tian, W. (2019). The communication role of social media in social marketing: a study of the community sustainability knowledge dissemination on LinkedIn and Twitter. *Journal of Marketing Analytics*, 7(2), 64-75. <https://doi.org/10.1057/s41270-019-00053-8>
- Ince, M., & Gül, H. (2011). The role of the organizational communication on employees' perception of justice: A sample of public institution from Turkey. *European Journal of Social Sciences*, 21(1).
- Jiang, H., Luo, Y., & Kulemeka, O. (2017). Strategic Social Media Use in Public Relations: Professionals' Perceived Social Media Impact, Leadership Behaviors, and Work-Life Conflict. *International Journal of Strategic Communication*, 11(1), 18-41. <https://doi.org/10.1080/1553118x.2016.1226842>
- Kahai, S. S., & Cooper, R. B. (2003). Exploring the core concepts of media richness theory: The impact of cue multiplicity and feedback immediacy on decision quality. *Journal of Management Information Systems*, 20(1), 263-299.
- Kalla, H. K. (2005). Integrated internal communications: a multidisciplinary perspective. *Corporate Communications: An International Journal*, 10(4), 302-314. <https://doi.org/10.1108/13563280510630106>
- Kapoor, K. K., Tamilmani, K., Rana, N. P., Patil, P., Dwivedi, Y. K., & Nerur, S. (2018). Advances in Social Media Research: Past, Present and Future. *Information Systems Frontiers*, 20(3), 531-558. <https://doi.org/10.1007/s10796-017-9810-y>
- Kibe, C. W. (2014). Effects of communication strategies on organizational performance: A case study of Kenya Ports Authority. *European journal of business and management*, 6(11), 6-10.
- Kline, R. B. (2011). *Principles and Practice of Structural Equation Modeling* (2nd Ed.). Guilford.
- Koopmans, L., Bernaards, C., Hildebrandt, V., van Buuren, S., van der Beek, A. J., & de Vet, H. C. W. (2012). Development of an individual work performance questionnaire. *International Journal of Productivity and Performance Management*, 62(1), 6-28. <https://doi.org/10.1108/17410401311285273>
- Kumasey, S. A., Delle, E., & Ofei, B. S. (2014). Occupational stress and organisational commitment: Does sex and managerial status matter. *International Journal of Business and Social Research (IJBSR)*, 4(5), 173-182.
- Kwahk, K.-Y., & Park, D.-H. (2016). The effects of network sharing on knowledge-sharing activities and job performance in enterprise social media environments. *Computers in Human Behavior*, 55, 826-839. <https://doi.org/10.1016/j.chb.2015.09.044>
- Li-Ying, J., Paunova, M., & Egerod, I. (2016). Knowledge Sharing among Employees in Organizations. *Journal of Economic Development, Environment and People*, 8(1), 52. <https://doi.org/10.26458/jedep.v8i1.612>
- Masa'deh, R., & Gharaibeh, A. (2013). Antecedents and outcomes of knowledge sharing: a proposed causal model on Jordanian telecommunication firms. *Proceedings of the 20th IBIMA Conference on Entrepreneurship Vision 2012: Innovation, Real Estate Investment, Development Sustainability, and Economic Growth*.
- Mohajan, H. K. (2019). Knowledge sharing among employees in organizations. *Journal of Economic Development, Environment and People*, 8(1), 52-61. <https://doi.org/10.26458/jedep.v8i1.612>
- Mohammed Fathi, N., Eze, U. C., & Goh, G. G. G. (2009). Knowledge sharing in an electronics manufacturing firm: Evidence from Malaysia. *2009 IEEE International Conference on Industrial Engineering and Engineering Management*. <https://doi.org/10.1109/ieem.2009.5373452>
- Mura, M., Lettieri, E., Radaelli, G., & Spiller, N. (2013). Promoting professionals' innovative behaviour through knowledge sharing: the moderating role of social capital. *Journal of Knowledge Management*, 17(4), 527-544. <https://doi.org/10.1108/jkm-03-2013-0105>
- Nunnally, J. C., & Bernstein, I. H. (1994). Construction of conventional tests. *Psychometric Theory*, 293-323.

- Nuraini, S., Siregar, Z. M. E., & Limbong, C. H. (2022). The Effect of Communication, Decision Making, on Performance by Mediation of Job Satisfaction at the Youth, Sports Office, Culture and Tourism Office Labuhanbatu Regency. *Quantitative Economics and Management Studies*, 3(1), 102-112. <https://doi.org/10.35877/454ri.qems885>
- Obeidat, B. Y., Masa'deh, R. e. M. d. T., & Abdallah, A. B. (2014). The Relationships among Human Resource Management Practices, Organizational Commitment, and Knowledge Management Processes: A Structural Equation Modeling Approach. *International Journal of Business and Management*, 9(3). <https://doi.org/10.5539/ijbm.v9n3p9>
- Omar, M. K., Dahalan, N. A., & Yusoff, Y. H. M. (2016). Social Media Usage, Perceived Team-Efficacy and Knowledge Sharing Behaviour among Employees of an Oil and Gas Organisation in Malaysia. *Procedia Economics and Finance*, 37, 309-316. [https://doi.org/10.1016/s2212-5671\(16\)30130-7](https://doi.org/10.1016/s2212-5671(16)30130-7)
- Ouiridi, M. E., El Ouiridi, A., Segers, J., & Henderickx, E. (2014). Social Media Conceptualization and Taxonomy: A Lasswellian Framework. *Journal of Creative Communications*, 9(2), 107-126. <https://doi.org/10.1177/0973258614528608>
- Parveen, F., Jaafar, N. I., & Ainin, S. (2015). Social media usage and organizational performance: Reflections of Malaysian social media managers. *Telematics and Informatics*, 32(1), 67-78. <https://doi.org/10.1016/j.tele.2014.03.001>
- Power, D. J., & Phillips-Wren, G. (2011). Impact of Social Media and Web 2.0 on Decision-Making. *Journal of Decision Systems*, 20(3), 249-261. <https://doi.org/10.3166/jds.20.249-261>
- Preuss, G. A., & Lautsch, B. A. (2003). The Effect of Formal Versus Informal Job Security on Employee Involvement Programs. *Articles*, 57(3), 517-541. <https://doi.org/10.7202/006888ar>
- Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, 85(4), 612-624. <https://doi.org/10.1037/0021-9010.85.4.612>
- Pulido, C. M., Redondo-Sama, G., Sordé-Martí, T., & Flecha, R. (2018). Social impact in social media: A new method to evaluate the social impact of research. *PLOS ONE*, 13(8), e0203117. <https://doi.org/10.1371/journal.pone.0203117>
- Radhakrishnan, G. S. A. P., Basit, A., & Hassan, Z. (2018). The Impact of Social Media Usage on Employee and Organization Performance: A Study on Social Media Tools Used by an IT Multinational in Malaysia. *Journal of Marketing and Consumer Behaviour in Emerging Markets*, 1/2018(7), 48-65. <https://doi.org/10.7172/2449-6634.jmcbem.2018.1.3>
- Rafique, G. M., & Mahmood, K. (2021). Impact of knowledge sharing at work place on individual work performance of nurses in Pakistan. *Information Discovery and Delivery*, 49(4), 335-345. <https://doi.org/10.1108/idd-07-2020-0078>
- Rogers, E. M., & Kincaid, D. L. (1981). *Communication networks: Toward a new paradigm for research*. Free Press.
- Rosendaal, B. (2009). Sharing knowledge, being different and working as a team. *Knowledge Management Research & Practice*, 7(1), 4-14. <https://doi.org/10.1057/kmrp.2008.32>
- Safko, L., & Brake, D. K. (2009). *The social media bible: Tactics, tools, and strategies for business success*. John Wiley & Sons.
- Sgobbi, F., & Cainarca, G. C. (2015). High-Performance Work Practices and Core Employee Wages: Evidence from Italian Manufacturing Plants. *ILR Review*, 68(2), 426-456. <https://doi.org/10.1177/0019793914564967>
- Shadur, M. A., Kienzle, R., & Rodwell, J. J. (1999). The Relationship between Organizational Climate and Employee Perceptions of Involvement: The Importance of Support. *Group & Organization Management*, 24(4), 479-503. <https://doi.org/10.1177/1059601199244005>
- Shami, N. S., Nichols, J., & Chen, J. (2014). Social media participation and performance at work. *Proceedings of the SIGCHI Conference on Human Factors in Computing Systems*. <https://doi.org/10.1145/2556288.2557417>
- Sundram, V. P. K., Chandran, V. G. R., Atikah, S. B., Rohani, M., Nazura, M. S., Akmal, A. O., & Krishnasamy, T. (2016). *Research methodology: Tools, methods and techniques*. MLSCA, Selangor.

- Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. *Computers in Human Behavior*, *115*, 105174. <https://doi.org/10.1016/j.chb.2017.09.026>
- Uzonwanne, F. C. (2016). Rational Model of Decision Making. *Global Encyclopedia of Public Administration, Public Policy, and Governance*, 1-6. https://doi.org/10.1007/978-3-319-31816-5_2474-1
- Verghese, A. K. (2017). Internal communication: Practices and implications. *SCMS Journal of Indian Management*, *14*(3).