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The Moderating Effect of Social Media Usage on the Relationship Between Personality Trait and Job Performance in Private Sector in Jordan

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Abstract: The prime objective of this study is to find the moderating role of social media usage on the relationship between personality traits and job performance. In addition to that we have also investigated the impact of personality traits on job performance. To meet the research objectives, we have used structural equation modeling technique on Smart PLS 2.0. The data was gathered from 391 employees of Al-MANSEER (Pvt) Ltd of Jordan. The findings of the study provide no evidence regarding the moderating effect of the social media usage. However, this study found a positive relation between five personality traits and job performance. This study will provide aid to human resource policy makers and trainers in assessing the impact of five personality traits on job performance and to access how social media usage moderate this relation.

Keywords: Personality Traits, Social Media, Job Performance, Jordan.

I. INTRODUCTION

Given the various challenges that surround organizations today, addressing the job performance of individuals should be placed at the top of every organization's agenda in order to be able to survive and succeed in the ever-changing business environment. According to the theory of job performance, job performance consists of multidimensional constructs which include task performance and contextual performance [1]. Task performance or in-role performance refers to worker behaviors that contribute to an organization's technical performance [2]. Task performance is considered the most basic component of job performance that

assesses the work effectiveness of individuals that contribute to the organization's technical core [3]. Contextual performance otherwise known as extra-role performance refers to the behaviors that contribute to the social and psychological core of the organization [2]. Notably, contextual performance is focused self-disciplined acts such as hard-working, initiative taking, and following of rules and procedures in order to ensure effective achievement of organizational objectives [4]. Researchers have suggested that it is important to examine work behaviors (contextual performance) other than core task performance due to the fact that they are key to psychological, social and personal contexts of the study and therefore cater to the psychological and social prospects and serve for task processes and functions. These personality concepts that induce organizational citizenship behavior, sportsman spirit, virtue and courtesy [3]. The results of past studies examine with work outcomes and personality factors provided inconsistent with findings [5]

Notably, social media has become a trending feature, particularly for young generation [6]. Social media is globally accessed by millions of people from all age cadres. People across the globe are using social media through wireless devices also in everyday life which is making these platforms more on a daily basis hence, making the virtual information and networking entity an increasingly important one. Notably, social media is used mainly to connect with peers and co-workers which has found to be negatively related too at times [7]. Accordingly, positive organizational scholars have strived to examine the impact of technology on the job [8]. Positive communication using social media can a form of engagement for members of an organization [8]. "By engaging in dialogue with other members, sharing information, building public goods, and becoming engaged, individuals involve themselves substantively and symbolically in the sense-making activities of the organization and move closer together in the sense of a more common understanding and a greater sense of belonging to the organizational community" [8]. Although several types of research found a positive and significant relationship with work outcomes. Alternatively, some of the studies found a negative relationship with social media using and work outcomes of employees [9]. These inconsistent of the result of studies required detailed inquiry of social media usage as moderating variable.

In Jordan, Employee characteristics have changed tremendously in the past 5-10 years. In addition, President of Civil Service noted new changes of working environments efficiency of work, consolidate work controls, effecting of job performance in Jordan. Relative to the work, personality traits and job performance have been examined in the different contextual settings [5]. in public sector, however, studies related to private sectors of Jordan has sparse literature. In the lieu, social media usage as an intervening variable between personality factors and job performance has sparse literature in Jordanian context, despite the significant use of social networking sites in official working hours. Nevertheless, no studies focused on these partial specifically in Jordan. Hence, this research is intended to discover the moderating effect of social media usage on the relationship between a personality traits and job performance in private sector of Jordan.

II. LITERATURE REVIEW

(A) Job performance

Human resources are the foundation of any organization that is, the stability and development of organization highly relied on employee performance. Employee's performance can be defined as what employees achieve and don't achieve. It helps to measure employees output in terms of the quality and

quantity of work achieved [10]. In addition, performance management for the employee should doing well with “define performance, facilitate performance and encourage performance”. In relation to this definition, high job performance can be achieved if the employees practicing well discipline [11]. Therefore, the objective is to build up the people resources so that they are capable of meeting and going beyond the desired expectations to their fullest for themselves and for organizations at large. Likewise, another aim is to explain how effectively, organizations can achieve broader goals through the achievement of long-term corporate aims [12].

According to Chu and Lai [13], job performance “is behavioral, incidental, measurable and multifaceted, and is also a sum of intermittent incidents which employees have done in a standard duration in the organization.” Job performance relates to the level of productivity of an individual’s work-related behaviors [14]. It measures an individual against his or her goals to determine whether outcomes match expected goals [3]. In job performance, achievement of business and social goals and responsibilities is measured from the perspective of the judging party. According to Tseng and Huang [15], job performance can be measured using several methods such as work quality, punctuality, performance, productivity, training effectiveness, judgment, job outcome, behaviors, and personal characteristics. Green and Heywood [16] stated that job performance is influenced by two aspects; the personal qualities of the individual which include knowledge, skill, capacity, and motives; and the working environment which reflects job expectations, performance feedback, workspace, equipment, and incentives. Furthermore, Amarneh, Abu Al-Rub, & Abu Al-Rub [17] suggested three elements are primarily concerned with job performance which is effort, skill, and work nature. These factors outline how much effort, competence, and work has been brought forward by an individual towards any required job. Such factors also outline the extent to which an individual has strived.

Therefore, in such a situation, there may be some factors talking about individual work performance; individual task management, and problem-solving while other factors may potentially be looking into individual responsive actions, resource utilization and so on [18]. Notably, there are a few scholarly works that outline job performance as eight-factor constructs such as work by Campbell [19]. According to the authors, job performance comprises of eight factors which cater to all types of occupations. Moreover, Viswesvaran and Ones [20] has denoted to job performance as how effectively an individual strives with available resources to contribute to proactive behaviors towards the achievement of organizational objectives. Since the present study aims to measure the job performance subjectively through undertaking supervisory views; the explanation therefore for job performance in the present study denotes to the attitudes and actions that individuals take in order to achieve the organizational goals to see as to whether or not, the objectives are achieved.

(B) Personality traits

Since the empirical work by [21] personality traits have been asserted as the vital prospects for enhancing and explaining job performance. Organizations have also started taking notice of this aspect and therefore have started deploying personality testing in their recruitment tests. These factors have helped towards significantly contributing in the area of personality psychology. Nonetheless, ever since the corporate world has got into the practice of using personality traits testing in their hiring processes, scholars have started raising questions over its vitality. Up till today, the majority of the studies have remained focused on

five-factor model and overall performance. Likewise, scholars also assert that personality traits can be of great value for businesses across all occupations in general [21]. In connection to personality traits, FFM has been termed as the most crucial and mature framework to examine individual personality (Liao & Lee, 2009). In the views of Costa and McCrae [22] the structure of FFM is principally established on five factors which are also known as the “Big Five” personality factors. Therein, each factor is designed carefully with detailed elements, referred as sub-dimensions.

These five dimensions of personality include Neuroticism, Extroversion, Openness to Experience, Agreeableness, and Conscientiousness [22]. Notably, cognitive ability is also referred as one of the highly important predictors of individual personality yet still; more studies and empirical evidence support outlines high importance of the personality traits explained in the five-factor model, when it comes to job performance. In the similar line, further evidence can also be tracked outlining the importance of personality examination for job performance [23]. In parallel, Dudley, Orvis, Lebiecki and Cortina [24] also underlined the critical significance of personality traits in relation to predicting employee behaviors and outcomes. Similar findings can also be tracked in studies conducted in the European economies.

a) Neuroticism: Contrary to emotional stability, Neuroticism denotes to individual personality elements of shyness, depression, anxiety, and vulnerability [22]. People who are emotionally strong are more thorough and are likely more mature to handle impulse situation and cope with stress. The trait includes further six sub-dimensions which are angry hostility, depression, impulsiveness, vulnerability, anxiety, and consciousness [22]. Barrick, Mount, & Judge [25] have also outlined emotional stability predicting job performance across different occupations and work professions. Also, findings of the same study found that emotional stability positively correlated with teamwork [26]. Pertaining to studies in the European economies, Salgado [28] underlined that apart from conscientiousness, individual performance can be effectively measured and predicted through examining emotional stability. Followed by the robust correlation of emotional stability with job performance as outlined by [21] the present study focuses on outlining supervisor ratings of individual job performance in the sales domain due to which, it is essential to see how neuroticism potentially contributes. Hence, from above discussion, we conclude that

H1: There is a positive relationship between Neuroticism and job performance.

b) Extroversion: The term denotes to the amount and extent of effort and energy directed towards the general prospects life [22]. This trait talks about what an individual does in order to help boost the work intensity and quantity of work for the purpose of activation, interpersonal interactions and moments of cheerfulness. In sum, individual with high extroversion are joyful, active, loving and affectionate whereby, people ranking low in this aspect are less confident and potentially shy in nature and therefore, spend less time in social circles and avoid frequent social interactions. Extroversion also comes with six sub-dimensions which include Warmth, Gregariousness, Assertiveness, Activity, Excitement-seeking, and Positive emotions [22].

Studies have outlined that extrovert people are generally in a better state to perform well at work. They are also very social and exert great influence on other people (individuals to socialize and be highly interactive with other individuals which are why, they are often found performing well on the job [21]. Likewise, extroversion can help individuals bring high performance in sales based jobs [29]. Not to forget that Barrick, Mount, & Judge [25] found an insignificant relationship between extroversion and overall job

performance. However, the finding also suggested that extroversion predicts teamwork and managerial performance. Interestingly, the study found no valuable significant impact of extroversion on individual's sales performance. Extroversion was reported to be a healthy generator of supervisory ratings in the arena of sales performance. In view of this, It can be asserted that extroversion could be a healthy prospect for businesses to help enhance employees' job performance despite the fact that some studies limit its importance to some specific professions only ([21],[28]). Hence, we can conclude that

H2: There is a positive relationship between Extraversion and job performance.

c) Openness to Experience: The trait denotes to individual expression of being imaginative, innovative, curious and creative about things ([22]). Individuals rating high in openness to experience trait are more likely to experience positive towards their ideas, imaginations, and experiences in life. On the contrary, people with low scoring in this trait are more in preference of simple routine life and work with less hassle and low in creativity ([26],[5]). In particular, this dimension talks about an individual's emotional process, suggesting that people who score high in openness to experience may possibly express deeper understanding to themselves; their emotional states and the meaning of important emotions like happiness and sorrow. The trait also comes with six sub-dimensions [22] including Fantasy, Aesthetics, Feelings, Actions, Ideas, and Values. Interestingly, there are arguments and debates pertaining to what length this trait can predict job performance. For instance, Barrick, Mount, & Judge [25] suggest that openness can predict success in specific occupations. Furthermore, Barrick and Mount [21] suggests that openness can be a healthy resource for proficiency in training. In connection with overall job performance, the correlation is rather found to be weakly related ($r=0.11$). Accordingly, a study by Salgado [28] has reported openness to experience to be positively associated with only a few professions like security, police and other blue-collar professions. Since the sales of the phones may be restricted to specific routines, there is a possibility that sales workers may end up being high on work performance particularly in comparison with the ones scoring low in openness (Chu *et al*, 2013). Hence, we can conclude that

H3: There is a positive relationship between openness to experience and job performance.

d) Agreeableness: This personality trait refers to trust and helpful nature with a compassionate heart and forgiving attitude [22]. Interestingly, people scoring low in agreeableness are high in egoistic attitudes; showcase pessimism and disrespect towards other. People with less agreeableness nature are also less cooperative towards other in the society. This trait also comes with six dimensions ([22]) which includes Trust, Straightforwardness, Altruism, Compliance, Modesty, and Tender-Mindedness. A critical review of the literature has found no significant association between agreeableness and overall job performance. Studies like Barrick and Mount [21] have also reported similar views pertaining to agreeableness and performance. However, Barrick *et al.* (2001) have found it in positive correlation with teamwork ($r=.34$) whereby, the study reported its significance in terms of all its dimensions. Though, there are also views, limiting its significance for specific occupations only yet still there is a possibility that agreeableness could result in high significance towards individual job performance ([26],[5]). In parallel, similar assertions can be forwarded pertaining to supervisory ratings on job performance in the sales context. In view of this, since people with agreeable nature will be more submissive hence such individuals will be less in sales performance compared to ones who are egocentric (less agreeable). Hence we can conclude that

H4: There is positive relationship between Agreeableness and job performance

e) *Conscientiousness*: Conscientiousness denotes to self-control traits that enable in organizing, planning, goal achievement and work strategizing for the achievement of specific tasks (Barrick & Mount, 1998). This trait is concerned with aspects of punctuality, diligence, self-discipline, and competence (McCrae & Costa, 2003). Such traits are primarily are concerned with achievement-oriented individuals. On the negative aspect of it, conscientiousness can also potentially result in workaholic behaviors. Importantly, this does not necessarily constitute those individuals ranking less in conscientiousness will be low in moral principles, but they will be less responsive in applying such behaviors. This trait also caters to six dimensions [22], which includes Competence, Order, Dutifulness, Achievement-striving, Self-discipline, and Deliberation. Dozens of studies, starting from 1952 till 1988 including the review of meta-analysis outlined that, across the give professions including police, sales, police, and professionals. The study found a strong relationship of personality dimension with their job performance hence all the hypothesized relationships were supported including conscientiousness [29]. Accordingly, Mount and Barrick (1998) reported that individuals who are goal oriented, persistent, dependable, and organized are generally higher in performing any aspect of the job. On the contrary, individuals with laid back and irresponsible attitude would be lower in job performance. Likewise, Barrick and Mount [21] suggests that conscientiousness is the most positive trait of all [20]. Hence we can conclude that

H5: There is positive relationship between Conscientious and job performance.

(C) Moderating effect Social Media Usage

A study conducted by Asnani [30] found that there is a relationship on the usage of social media and social networking sites towards employee job performance. In that study, social networking behavior, work ethic, personal attribute and emotional reward have been selected as the independent variables, while the employee job performance, as a dependent variable. However. By adding other relevant factors, there will be possibilities for the company to get larger result to measure on how the social media and social networking sites can influence and generate relationship towards employee job performance [30].

On the flipside, moderation generation till date that has spent their entire lives in the digital world whereby, the use of technology and access to information is part of everyone's life. This also has a great deal of influence on how people work and interact on social media. They are becoming actively engaged in social platforms and the ones who are high in social skills, enjoy connection and are mainly found on platforms like FaceBook and Twitter. Accordingly, Gangadharbatla [31] reported that high need of belongingness is associated with sociability [32] due to which Generation is more attracted towards using Social networks. This is why, sociability is heavily discussed in literatures and has become an important part of individual's virtual life [33]. Though, it can be expressed that individuals with more interest in socialization would be more focused towards using social networks, but the relationship is less studied and empirically validated. Therefore, the current study aims to address this potential gap whereby, it assumes that sociability will significantly enhance the use of SNS.

According to [34] in his article; The Relationship between online Social activities and Employees Performance in Al Manaseer Group-Jordan. The study suggests that Opportunities for future research exist in examine other elements affecting employee's performance in Al-Manaseer Group. So far, no study of the moderating effect of social media using on the relationship between personality trait and job performance in private sector in Jordan. Therefore, it is in need for the moderating effect of social media using on the relationship between personality trait and job performance in private sector of Jordan.

On that basis above mentioned arguments, following hypothesis has driven,

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

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

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

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

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

III. RESEARCH METHODOLOGY

(A) Population, Sample and Procedures

The target population in this research will be the employees Al manseer (Pvt) Ltd of Jordon which are 10,000 employees for the year beginning 2017(Amman Stock Exchange,2017). It is suggested that if the population is equal or more than 100,000 the sample size should be at a minimum of 370. Accordingly, the minimum required sample size for the given population in this study should be 370. However, the sample size was increased by 40 percent of the required size to minimize the potential low response rate, as suggested by Barlett, Kotrlik & Higgins [35]. Adding this percentage to the required sample of 370 gave 526. In addition, research indicates that actual sample size typically achieves only 50% of the minimum required, especially among management information systems. Hence, a sample size of 370 was suitable for this empirical research.

(B) Measurement

The instrument was selected, examination of current study were previously examine by several researcher and current applying same approach to design based on each variable. Therein, instruments for measurement and data collection were carefully selected by reviewing the literature in the area of job performance, personality traits, and social media. In the questionnaire, the first section will cater to demographic questions. Apart from this, the major demographic information that they would outline includes their gender, age and intention towards Job performance. Questions in this section will be adapter from the studies of Kuvaas [36]. Five-point likert scale is to be used for respondents to answer ranging from 5 as strongly agree and 1 and strongly disagree.

(C) Demographic Profile of the Respondents

This section describes the demographic profile of the respondents in the sample. The demographic characteristics examined in this study include gender, status, age, qualification, certificate; services The results indicate that the gender more dominant (54.4%) on male and female (45.6%). In terms of status, only (48.0%) of the participants single and married (52.0%). Age of respondents (61.1%) highest recorded in between 20 to 30 and 30 to 40, 40 to 50, 50 to 60 (26.8%, 10.7%, 1.3%) respect. In the term qualification of respondent's got diploma (65.4%) higher than other degrees and bachelor degree, master degree and others, 6.0% 3.4% and 25.2% respectively. Participates have got professional certificate (73.5%) than non-professional certificate (26.5%). In the term of experiences most of respondents under the 1-5years (35.6%) and 1-year, 5-10years, 10-15years, above -15 years, 31.5%, 24.2%, 6.0%, 2.7 respectively.

(D) Descriptive Analysis of the Latent Constructs

This section is primarily concerned with the descriptive statistics for the latent variables used in the present study. Descriptive statistics in the form of means and standard deviations for the latent variables were computed. All the latent variables used in the present study were measured using a five point scale anchored by 1 = strongly disagree to 5 = strongly agree. The results are presented in Tables 1. For easier interpretation, the five-point scale used in the present study while those between low and high scores are considered moderate [37].

Table 1 shows that the overall mean for the latent variables ranged between 3.245 and 3.274. In particular, the mean and standard deviation for the perceived behavior control were 2.610 and .377, respectively. This suggests that respondents tended to have a moderate level of perception of behavior control. Table 1 also indicates that the mean for the perceived outcomes control was .831, with a standard deviation of .785, suggesting that the respondents perceived the level of outcomes control as moderate. Further, the results show a moderate score for the perceived descriptive norms (Mean = 3.245, Standard deviation = .831). This indicates that the respondents tended to have a moderate level of perception of deviant acts.

Table 1
Descriptive Statistics for Latent Variables

<i>Latent constructs</i>	<i>Means</i>	<i>Standard deviation</i>
Job performance	3.245	.831
Social media usage	3.239	.783
Agreeableness	3.43	.768
Open to experience	3.27	.765
Neuroticism	3.59	.857
Conscientiousness	3.04	.713
Extroversion	3.274	.835

(E) Assessment of Measurement Model

An assessment of a measurement model involves determining individual item reliability, internal consistency reliability, content validity, convergent validity and discriminant validity [38]

- a) **Individual Item Reliability:** First requirement of measurement model individual item reliability was measured by factor loading of each construct's measure [38]. For individual item reliability following the rule of thumb for retained items with loadings between .50 and .70 [38], it was discovered that less than five loadings were deleted. Measurement model has 32 items to measure.

(F) Internal Consistent Reliability

In this study, composite reliability coefficient was chosen to ascertain the internal consistency reliability of measures adopted. Two main reasons justified the use of composite reliability coefficient. Firstly, composite reliability coefficient provides a much less biased estimate of reliability than Cronbach's alpha coefficient because the latter assumes all items contribute equally to its construct without considering the actual contribution of individual loadings. Secondly, Cronbach's alpha may over or under-estimate the scale reliability. The composite reliability takes into account that indicators have different loadings and can be interpreted

in the same way as Cronbach's α (that is, no matter which particular reliability coefficient is used, an internal consistency reliability value above .98 to .91 is regarded as satisfactory for an adequate model, was based on the rule of thumb provided by Hair, Ringle & Sarstedt [38] who recommended that competitive reliability must be .70 or above. In measurement model Table 4.4 showing that present study meet requirement of suggested by Hair, Ringle & Sarstedt [38].

(G) Validity

a) Convergent Validity: Convergent validity refers to the extent to which items truly represent the intended latent construct and indeed correlate with other measures of the same latent construct [38]. Convergent validity was assessed by examining the Average Variance Extracted (AVE) of each latent construct,. Table 4.4 showing the convergent variance extracted is more than .50 which indicating adequate convergent validity.

Table 2
Measurement of Model

<i>Latent Variable</i>	<i>Composite Reliability</i>	<i>Average</i>
Job performance	0.7540	0.7756
Agreeableness	0.7474	0.7251
Conscientious	0.7595	0.5453
Extroversion	0.7364	0.7800
Neuroticisms	0.7602	0.5221
Open to experience	0.7883	0.5267

b) Discriminant Validity: Discriminant validity refers to the extent to which a particular latent construct is different from other latent constructs . To achieve adequate discriminant validity to suggest that the square root of the AVE should be greater than the correlations among latent constructs. As indicated in Table 2, the values of the average variances extracted range between .63 and .92, suggesting acceptable values. In Table 4.5, the correlations among the latent constructs is compared with the square root of the average variances extracted. Table 3 also shows that the square root of the average variances extracted were all greater than the correlations among latent constructs. All indicator loadings were greater than the cross loadings, suggesting adequate discriminant validity for further analysis.

Table 3
Latent Variable Correlations and Square Roots of Average Variance Extracted

<i>Variable</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>
JP	0.758					
PA	0.479	0.758				
PC	0.083	0.131	0.758			
PE	-0.057	0.103	0.067	0.758		
PN	0.146	0.276	-0.034	-0.073	0.758	
PO	0.098	0.297	0.127	0.169	0.568	0.758

(H) Assessment of Significance of the Structural Model

Having ascertained the measurement model, next, the present study assessed the structural model. The present study also applied the standard bootstrapping procedure with a number of 5000 to 500 bootstrap samples and 298 cases to assess significance of the path coefficients.

Table 4
Direct hypothesis

<i>Relationship</i>	<i>Beta</i>	<i>Std-Error</i>	<i>T-value</i>
PE -> JP	0.2134	0.0891	2.3949**
PN -> JP	0.0448	0.0459	0.9766
PO -> JP	0.0219	0.0694	0.3157
PA -> JP	0.1999	0.1177	1.6975*
PC -> JP	0.2130	0.0910	2.3400**

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

(J) Moderation test

The examination of social media usage not provide any significant results. This result can extract and observed by the figure 2 (Appendix A)and table 4.8

Table 5
Moderation test

<i>Relationship</i>	<i>Original Sample (O)</i>	<i>Standard Error (STERR)</i>	<i>T Statistics (O/STERR)</i>
PA * SM -> JP	0.4460	0.5325	0.8376
PC * SM -> JP	-0.2618	0.4095	0.6393
PE * SM -> JP	-0.1174	0.2568	0.4571
PN * SM -> JP	0.1172	0.2120	0.5527
PO * SM -> JP	-0.0740	0.1460	0.5070

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

Neuroticism and job performance (beta= 0.1172 t-value 0.5527). Hypothesis 10 social media using does not moderates between Agreeableness and job performance with statically (beta=value 0.0740 and t-value 0.50706) hypothesis was not supported.

IV. DISCUSSION AND FINDINGS

The first objective of the study is to know the relationship between five personality traits and job performance. Following the pioneering work of Barrick and Mount [21] who studied the link between five personality traits different job performance measurements, we have also found a positive relationship between fiver personality traits and job performance.

The current study is developed and conceptualized hypothesize on the basis of previous findings which concluded that extrovert individuals can boost the work and job performance. The relationship between Extroversion and job performance is also positive which indicates that extroversion can help individual to bring high performance in job which ultimately lead to better performance. The results are consistent with the prior findings of Tesdimir [29], Klang [40]. This means the extroversion individual have positive and significant effect on job performance of Almansser group of Jordan.

Our second hypothesis is related to the relationship between neuroticisms and job performance. These findings indicate that in our sample the people with high level of neuroticisms is in positive relationship with job performance .According to him in certain circumstances Neuroticism is in positive relationship with job performance.

The third hypothesis of the study deals with the relationship between openness to experience and job performance. Openness to experience is in positive relationship with job performance. The results of the study show a positive insignificant relation indicate that openness to experience is a dispositional variable that is likely to be relevant for predicting individual differences in the pattern of performance growth over time. The findings of the study are consistent with the prior findings of Rusbadrol [26], Ongore [5], Tesdimir[29] .The positive relation also confirms the view that employees at new job new positions require new ideas and opinions different from their own to learn and excel in the organization.

The relationship between agreeableness and job performance is positive and signficnat. This positive signficnat relation indicates that, people scoring high in agreeableness are low in egoistic attitudes; showcase pessimism and disrespect towards other. People with less agreeableness nature are also less cooperative towards other in the society. So, people with high level of agreeableness perform better on their job than people with low level of agreeableness. The result of the study also indicates the view that high level of agreeableness increases employee affiliation with organization which ultimately improve his job performance. The findings of the study are consistent with the prior findings of Rusbadrol[26] Ongore [5] Tesdimir [29] and

The relationship between conscientiousness and job performance is positive and significant. The results of the study indicate that the respondents have shown a great deal of agreement with our hypothesized relation and the results of the hypothesized relations are positive and insignificant. The results of this hypothesis support the view that the people with strong emotions appear more mature in dealing with job related stress. The study carried out by [13] outlined a positive relationship between Conscientiousness and job performance and argued that emotional stability is a strong determent of job performance.

The second main objective of the current study is to investigate the moderating role of social media usage in the relationship between five personality trait and job performance. Hypothesis six to 10 of current study are about moderating role of social media usage in the relationship between Extroversion, open to experience, neuroticism, agreeableness, conscientious and job performance. The result of the study indicating that social media has no moderating impact on the relationship between personality traits and job performance. According to Asnani [30] social media has significant positive impact on job performance. Similarly, the previous findings of the study personality traits has positive relation with job performance. In current study we have tried to explore that is usage of social media networks has some effect on the job performance of persons with different personality traits.

A study conducted by Asnani [30] found that there is a relationship on the usage of social media and social networking sites towards employee job performance. In that study, social networking behaviour, work ethic, personal attribute and emotional reward have been selected as the independent variables, while the employee job performance, as a dependent variable. However. By adding other relevant factors, there will be possibilities for the company to get larger result to measure on how the social media and social networking sites can influence and generate relationship towards employee job performance (Asnani, 2013). So, this study does not found any significant effect of social media using on the relationship of personality trait and job performance. This claim plausible explanation that rather than productive work of social media using in the office hours; used as the entertainment and enjoyment tool.

V. CONCLUSION

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

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