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Sosyal Medyaya Göre Yönetim: Çevrimiçi Yorumların İşletme Yönetimine Etkisi

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Bu tezin proje safhasından sonuçlanmasına kadarki bütün süreçlerde bilimsel etiğe ve akademik kurallara özenle riayet edildiğini, tez içindeki bütün bilgilerin etik davranış ve akademik kurallar çerçevesinde elde edilerek sunulduğunu, ayrıca tez yazım kurallarına uygun olarak hazırlanan bu çalışmada başkalarının eserlerinden yararlanılması durumunda bilimsel kurallara uygun olarak atıf yapıldığını bildiririm.

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I, Muhammad RASHID, hereby declare that this doctoral thesis, title **"Management by Social Media: Impact of Online Comments on Business Management"** solely has been written by myself. I declare that work reported herein never been submitted for a degree in this or any other university. I also declare that contents and ideas acquired and presented in accordance with academic rules and ethical conduct by using sources listed in references section.

Muhammad RASHID



DEDICATION

This research work is dedicated to my beloved parent and my family for their everlasting love, support, guidance and encouragement me throughout the journey to complete this thesis.

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This PhD has not been a journey on my own and would never have been possible without receiving support from the people whom I mention here. First, I would like to express my profound gratitude to my supervisor Prof. Dr. Ali Şükrü ÇETİNKAYA, Department of Business Management, Selcuk University, Konya, for his constant guidance, encouragement, patience and providing me valuable and timely feedback throughout the process to successfully completion of this thesis. He has been a constant source of moral support since the very inception of the study.

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ABSTRACT

Social media usage is a growing phenomenon in organizations for business purposes. It has a greater impact on organizations' interaction beyond the geographical proximities. Social media tools allow businesses to interact with their customers and other interest groups. Similarly, online comments on social media about firms and their services and products have an immense effect on the success of business.

The aim of this research was to determine the moderating role of online comments on the relationship between social media usage and business management practices. For this purpose, a quantitative study was employed in the machinery manufacturing sector in Konya, Turkey. Survey technique was employed to collect data. Data was analysed with a total of 402 valid responses to test the proposed hypotheses and theoretical model by using Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) path analysis techniques.

Findings of this research indicate that social media usage has an impact on business management practices in terms of planning, empowerment, leading, human

resources, and decision making. Thus, the social media has become an important tool, and management by social media is a new paradigm for the business management. So, business practitioners should consider social media a new management tool and incorporate it into their management practices.

Keywords: Social Media, Online Comments, Business Management Practices, Machinery Manufacturing Sector

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ÖZET

Sosyal medya kullanımı, işletmelerde giderek önemini artıran bir olgudur. Sosyal medyanın coğrafi yakınlaştırmanın ötesinde etkileşim bağlamında işletmelerde önemli etkiye sahiptir. Sosyal medya araçları işletmelere, müşterileri ve diğer çıkar grupları ile karşılıklı etkileşimde bulunma ve geribildirim alma olanağı sağlamaktadır. Benzer şekilde, işletmenin kendisi ve hizmet ve ürünleri hakkındaki sosyal medyada yer alan çevrimiçi yorumlar işletme başarısı üzerinde büyük bir etkiye sahiptir.

Bu araştırmanın amacı, sosyal medya kullanımı ve iş yönetimi uygulamaları arasındaki ilişkide çevrimiçi yorumların düzenleyici rolünü belirlemektir. Bu amaçla Konya'da makine imalat sektöründe nicel bir araştırma yapılmıştır. Veri analizi 402 geçerli ankete göre Açıklayıcı Faktör Analizi (AFA), Doğrulayıcı Faktör Analizi (DFA) ve Yapısal Eşitlik Modelleme (YEM) yol analiz teknikleri kullanılarak yapılmış ve hipotezler test edilmiştir.

Araştırma bulguları sosyal medya kullanımının işletme yönetiminde planlama, güçlendirme, liderlik, insan kaynakları ve karar verme açısından etkili olduğunu ortaya

koymuştur. Araştırma sonucuna göre işletme yönetiminde sosyal medya etkisi giderek artan önemli bir araçtır ve sosyal medyaya göre yönetim işletme yönetimi için yeni bir paradigmadır. Bu nedenle, işletmeler sosyal medyayı yeni bir yönetim aracı olarak görmeli ve yöneticiler yönetim uygulamalarının bir parçası haline getirmelidirler.

Anahtar Kelimeler: Sosyal Medya, Çevrimiçi Yorumlar, İşletme Yönetimi Uygulamaları, Makine İmalat Sekörü

LIST OF ABBREVIATIONS

AVE	:Average Variance Extracted
AGFI	:Adjusted Foodness of Fit Index
AST	:Adaptive Structure Theory
CA	:Composite Reliability
CFA	:Confirmatory Factor Analysis
CFI	:Comparative Fit Index
DF	:Degree of Freedom
DOI	:Diffusion of innovation theory
EFA	:Exploratory Factor Analysis
GFI	:Goodness of Fit Index
GOF	:Goodness of Fit
IFI	:Incremental fit index
MP	:Management Practices
OC	:Online Comment
PEU	:Perceived Ease of Use
PU	:Perceived Usefulness
RMSEA	:Root Mean Square Error of Approximation
SEM	:Structural Equation Modelling
SIC	:Squared Inter-Correlation
SM	:Social Media
SRMR	:Standardized Root Mean Square Residual
TAM	:Technology Acceptance Model
TLI	:Tucker-Lewis Index
TOE	:Technology Organization Environment
U&G	:Uses and Gratifications Theory
UGC	: User-generated content

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CHAPTER 1: INTRODUCTION

1.1. Research Background

Online social media platforms have become the necessity of almost all types of organization to compete with the competitors. Organizations can develop contacts with their stakeholders by announcing their activities, updated news through these online social media platforms. Similarly, customers can more easily access any organization' website via social media platforms. Organizations can also profile their customers to identify their needs and their buying behaviours, for making the future strategies. Therefore, social media platforms are considered valuable sites for organizations to compete in the market (Sonmez, 2017, p. 1).

Organizations and individuals are moving parallel to adopt social media with rapid enhancement in Internet-based applications (Ogilvie, Agnihotri, & Rapp, 2018). Today "user-generated contents" or online commets have become one of the most important topics for businesses and individuals (Cao & Ali, 2018). Online comments become accessible to a wider audience, so the liking and disliking of the stakeholders about any products and services can be determined easily. In addition, social media users are playing a key role as an advertiser for organizations at social media platforms. It is also a good opportunity for other users to get knowledge about the products and services of any organization. Since users post their comments and share their views on social media sites, the decision has become more difficult with the increasing amount of information on social media sites (Kane, 2017). In fact, recent studies have shown that online comments have a great impact on business management (Erkan, 2016, p. 19).

Internet provides so many suitable platforms to their users for online conversation, such as blogs, social network sites, consumer online comment sites, discussion forums etc. In past, numerous studies have been conducted on consumer review sites, shopping websites by researchers (He, Wang, & Chen, 2017). However, this study is a relatively new approach, very less attention has been given to determine the impact of online comments on business management (Erkan, 2016, p. 20).

The emergence of social media platforms has given a new dimension to its users, allow the users to communicate with their existing networks. Unlike other platforms, users can share their opinions and experiences with trusted people such as friends and acquaintances (Tajvidi & Karami, 2017). Current studies show that social media has increased the number of online reviews posted by consumers. As a result, companies have begun to engage in online social media platforms by providing official platforms to their customers (Rahbi, 2017). Hence, organizations have accepted it as an opportunity to interact with their customers. Therefore, the online social environment is considered a valuable source to get the benefit for business management (Knoll & Proksch, 2015, p. 400).

1.2. Motivation and Research Gap

The development of social media has created a powerful information management infrastructure worldwide. In recent years, a new concept of peer-to-peer communication has emerged based on broadband Internet infrastructure (Khan, 2017). This latest communication concept combined with an "always-on" mode has led to a new form of dialogue within our society that places the inherent communication patterns on new online communication basis.

Our Communication patterns have changed with the remarkable developments in the online social media platforms. Therefore, the easy way seems to have emerged to attract the stakeholders, exchange and disseminate information, which opens the new gate to creativity and innovation for business management. As a result, data is available on a larger scale and of high quality, for management decisions, products and services development, to help companies in a more easy and effective way. In this context, it is expected that online social media platforms should affect business management process. It is very interesting that these online communication patterns are becoming more popular, many organizations face particular challenges when trying to leverage these patterns to achieve their business goals. More often organizations do not allow its employee to use

these means of communication in their organization. The fear of waste of time and peer to peer communication can be jeopardized within the organization (Leopold, 2017, p. 7).

This study addresses this research question; how online comments can impact business management. The research work answers the question which is helpful for managers to implement the results. In a business context, online social media platforms consider a phenomenon of mass networking and mass collaboration (Cao & Ali, 2018). In short, it is important to note that organizations, which have online social media platform system are often poorly understood in management and are not considered properly in the organizational process. In addition, often a misunderstanding undergoes between social media usage and its effect on business management.

1.3. Aim and Objectives

The purpose of this study is to contribute the research by determining the factors of social media usage which influence the business management practices. Another aim is to develop and test a relevant theoretical framework for business practitioners. This may lead to a better understanding of the potential of social media usage for management practitioners. So, in order to accomplish the objective of this study the main industrial zone was selected in Konya as a context of this study. Konya has one of the biggest industrial zones in Turkey. Secondly, developed technological infrastructure in the country.

The main objectives of this study are described as follows:

- To contribute to the theory in the research area by studying the effect of online comments on business management.
- To understand the level of social media adoption within the organizations in Turkey.
- To explore the perception of users about the use and challenges of social media to their businesses.

- To develop a theoretical framework that is helpful for business management in the adoption of social media.
- To empirically assess the hypothesised relationships in the theoretical model in order to answer the research question.
- To discuss the findings and results and position them in the existing social media literature.
- To draw implications for academic and business practitioners in regard to the influence of online comments on business management.

1.4. Research Question

The use of social media may affect an organization's efficiency (Richey, 2016). However many organizations are not aware of the effectiveness of social media in their businesses (Omolloh, 2019). Besides this, social media supports the organizations and to create values for their businesses. Social media enables organizations to collect a large amount of user-generated ideas (Dong & Wu, 2015, p. 114).

Less focus is put on, the extent to which the online comments actually contribute to the organization business management practices, which is largely unclear. So it is important to explore the existing problems and challenges that organizations are facing regarding the use of social media and its effects on business management practices. Similarly, it adhere need to identify whether or not online comments moderate social media usage and business management practices.

Thus, the following research question was addressed in this study:

Do online comments generated on social media moderates the relationships between social media and business management practices?

1.5. Research Design

This research was carried out with quantitative method. Survey technique was employed to collect the data. In the first phase of the research, literature was reviewed and research needs were identified. In the second phase, the theoretical model and hypotheses

were proposed. Then data were analysed by using data analysis techniques and proposed hypotheses were tested by using structural equation modelling path analysis. Finally, results are discussed and recommendation presented.

1.6. Research Methodology

To achieve the aforementioned aim and objectives and to identify the factors of social media and online comments that influence the business management practitioners, based on previous literature, a theoretical model and hypotheses were developed. In this research, quantitative method techniques were applied. Survey method techniques were used because it provides numerical data through a cost-effective, quick and easy way to collect data from a large number of participants (Bayman & Bell, 2011, p. 333). The collected data was analysed through Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Structural Equation Modelling (SEM) and Moderation effect analysis using SPSS.23 and AMOS.22 applications to test the hypothesized theoretical model.

1.7. Research Contribution

This study was considered potentially important for the business, as this study seeks to highlight the factors of social media usage and online comments that influence business management practices. Understanding these factors will help to foster new ways to add values in the field of business management. This research contributed to the literature, especially in social media usage and online comments and management practices. Moreover, the results of the study provided useful information to business practitioners so that they can improve their business management capabilities. In addition, recommendations of this research are helpful to the effective use social media usage especially participation in online conversation for business purpose organization. From the above all, having a clear idea about the factors of social media usage and online comments help to improve the understanding of social media and online comments in the context of business management.

1.8. Structure of Thesis

Chapter 1: This chapter provides an overview of the entire thesis in term of research background, motivation and research gap, aim and objectives, research question, research design, research methodology and the overall structure of the thesis.

Chapter 2: This chapter presents the analysis of related studies on social media in the organizational context, explore the impact of social media on business management, and advantages, and disadvantages of social media in an organizational context. This chapters also provides an overview of the current knowledge and theories used to investigate online social media platforms in the organizational context.

Chapter 3: This chapter provides a detailed theoretical review of related studies of online comments in an organizational. Characteristics and types of online comments were discussed. This chapter also provides the role of online comments in business management. In short, this chapter provides an overview of the current knowledge about online comments usage in an organizational context.

Chapter 4: This chapter provides detailed knowledge of business management to the researchers. It provides a detailed background of management, role and importance of management, management theories, functions of management, management skill and theoretical review of related to business management.

Chapter 5: This chapter presents the theoretical model and hypotheses proposed in this research.

Chapter 6: This chapter explains the research methodology and complete data analysis employed in this research. Data collection tools and techniques, population and sample, research limitations, and the methods of data analysis were presented in this chapter. Results and findings of this research were explained. Descriptive statistics, demographic information of the respondents, normality tests were outlined. Indeed, Exploratory Factor Analysis, Confirmatory Factor Analysis, correlation, Secure Equation Modelling, and Moderation were demonstrated and hypotheses testing were also demonstrated in this chapter.

Chapter 7: This chapter provides a detail discussion of the results and findings of this quantitative research. The results of the hypothesized model and each hypothesis were examined in the light of literature. In addition, the impact of the results on business management practices was also discussed. Moreover, this chapter provides the conclusion of the research including the achievement of the research objectives, results and findings of this research were also explained. Indeed, the implications of this research for researchers and business practitioners were presented. Finally, future research directions for the researchers were presented in this chapter.

Appendices: This chapter includes a list of appendices such as questionnaire used for this research and the lists of normality tests of all variables.

CHAPTER 2: SOCIAL MEDIA

2.1. Introduction

Social media has become very eminent in recent years and most frequently used platform for business communities to run their campaigns virtually, sharing ideas and information which has become the focus of corporate world and its stakeholders (Odoom, Anning-Dorson, & Acheampong, 2017). Scholars have highlighted that organizations are influenced by many communication channels. Though, these communication mediums are considered a platform for the firms to build social ties with their customers (William, Pauleen, & Zhang, 2016). During the last two decade, social media has surfaced with new communication mode of applications, for example, Twitter, WhatsApp, Skype, and LinkedIn. These mediums are accountable to build diverse types of relationship between organizations and their customers (Bria, 2013, p. 11).

Social media has transformed the old-style communication methods of business (Gibbs, 2013). Fully engaged organizations with social media have started to communicate directly with their stakeholders via social media networks such as Twitter and Facebook. Currently, many applications exist that enable organizations to directly communicate with a stakeholder in two-way format. Also, social media is used to know the market trend by getting competitive information. As a result, the success of management depends upon communication, and the ability to form and shape the online networks (Gibbs, 2013, p. 2).

Social media enable organizations to involve in digital society to take advantage of the new business model based on the ability of organizations to monetize data and content (Tajudeen, Jaafar, & Ainin, 2018). Social media enables organizations to establish a strong relationship with the stakeholders. For example, Amazon and eBay, which create a marketplace that allows users to actively participate in the ‘flow of communication' with their products. Activities of users and customers outside the organization's borders are valuable resource, which companies are trying to capture and manage their business

accordingly. Eventually, organizations focus on social media to seek opportunities to take advantage (Bria, 2013, p. 13).

Social media refers to web tools that are being utilized for information sharing, ideas, and opinions in a collaborative manner (Ibongia, 2018). Social media provides various features to the managers (Alonsot, 2018). For example, suggestions for the managers to use different tools with which to connect public and to access to broader. Nevertheless, it is very important to understand that adoption of social media creates many new challenges and obstacles for the organization like the risk of information security, privacy and accuracy, and post-control (Matar, 2017, p. 12)

2.2. Social Media Definition

Despite the lack of a traditional universal definition of "social media" in the literature, many attempts have been made to define this term. Social media has been defined and perceived from different perspectives, including technical, communication and marketing angle. Bowley (2009) defined social media as "collaborative online applications and technologies which enable and encourage participation, conversation, openness, creation and socialization amongst a community of users", and (Surowiecki, 2005) defined that social media is to make use of the "wisdom of crowd" (Gaal, Szabo, & Obermayer-Kovacs, 2015). However, the concept of social media cannot be understood without understanding the Web2.0 and User Generated Content (UGC), as these terms are the basis of social media (Paquette, 2013, p. 2). Therefore, it is necessary to view these two terms in relation to social media to clearly understand (Rahbi, 2017, p. 19).

The term web 2.0 is used to describe a change in the way users use the Internet (Andersen, 2007). Web 2.0 technologies have been described as a "second phase" of web technology evaluation because it led to a more connected Internet in which everyone can create and share contents (Hew & Cheung, 2013, p. 49). Furthermore, Web 2.0 is also associated with the term "UGC". Which refers to the capability provided by web 2.0 technology where users are enabled with different forms of media contents, like; audios,

videos, pictures, and online comments. In addition, user can share contents rather than passive use as with Web 1.0 technology (Hvass & Munar, 2012, p. 94).

Social media is an Internet-based application that enables users to generate and exchange the contents. Users can create contents using a variety of features provided by social media sites such as images and videos sharing features. Contents generated by users can be related to users' personal or about any things. These contents can also be about the product and service of the organization. In fact, this technologically enhanced environment is seen as an excellent opportunity to share information for the customers as well as for the organizations (Dessart, Veloutsou, & Morgan-Thomas, 2015, p. 30). The emergence and growth of social network sites like Facebook, have shifted around the middle of the 1990s (Kaplan & Haenlein, 2010, p. 59). Several attempts have been made to define social media based on a lot of technological tools and applications. Considering all these exploration terms social media has been defined as; social network, online community, virtual worlds, online games, user-generated content like videos, images, blogs, text messages, e-mails and mobile devices (Rahbi, 2017, p. 20).

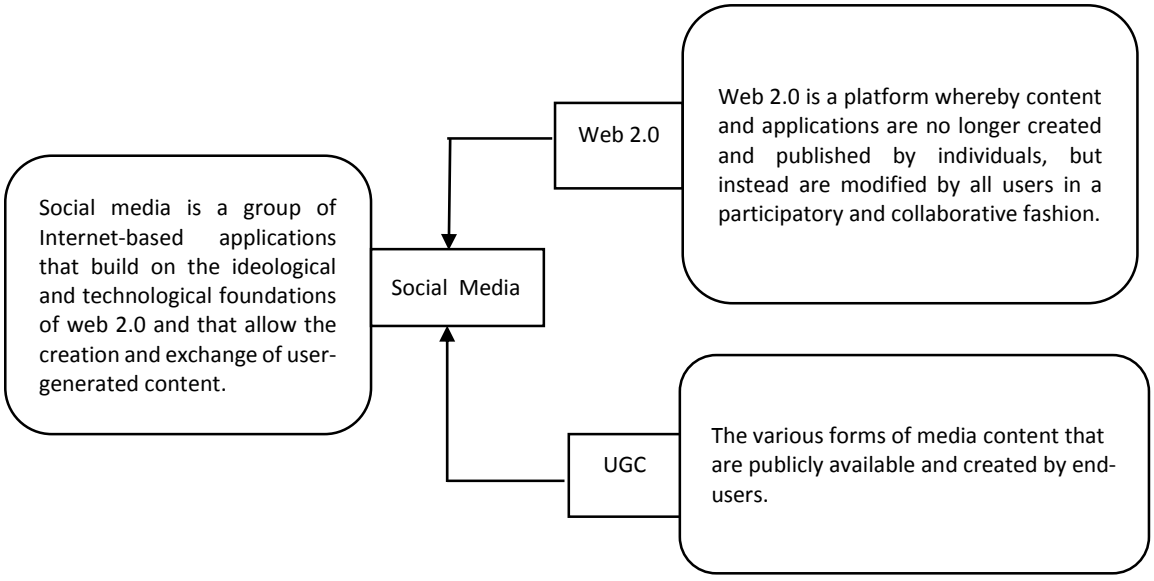


Figure 2. 1. Definition of Social Media

Source: Kaplan and Haenlein (2010)

Acknowledge the definitions of social media from other perspectives, Figure 2.1 shows the clear picture of social media associated with UGC and Web 2.0. (Kaplan & Haenlein, 2010, p. 61) defined the social media as "group of Internet-based applications based on the ideological foundation of Web 2.0 and exchange of user-generated content". The focus is on the definition of social media, which lies the illumination of social media as many labelled tools, services, software applications, platforms that allow people in social interaction and sharing (Wattam, 2013, p. 41).

2.3. Social Media and Social Networks

Social networks are online interaction tools in which people can establish relationships, exchange ideas, share knowledge, and bound the society in a sentimental stream (Young, 2017). People use social networking site for the catharsis of their emotions (Khan, 2017). Purpose of usage of social networking sites may differ from person to person. Managers can use LinkedIn for their professional purpose. Similarly, people can use Facebook for personal motive, Twitter for social networking, blogs for personal thought and opinion. In short, the purpose of the use of social networks may change but the ultimate logic is to build social contacts and sharing (Ashraf, 2014, p. 141).

The utilization of social networking sites affects employees' skill, efficiency, eligibility, knowledge and level of motivation (Odoom et al., 2017). Therefore, organizations adopt social networks to build relationships between employers and employees, increase employees' skills, productivity, motivation, and knowledge. Indeed, organizations evaluate their employees and manage their contributions to keep the image of the organization on social networks (Chauhan, 2017). Organizations also direct their employees for ethical behavior in using social networks, as they are representative of the organization. Thus organizations are formulating set of rules and procedures related to the use of social networking sites (Ashraf, 2014, p. 142).

2.3.1. The “Social” in Social Network

In general sense the word "social" related to basic facets of social activities, such as unity along with poor and reducing inequalities (Charoensukmongkol & Sasatanun, 2017). Human behavior in the organizations have already been considered in 1930s by the social network examination and ground studies "offline network science" (Chesher & Chris, 2015).

The incline toward the online social media is increasing in form of virtual networking i.e., Internet, broadband, mobile access, and increased computing power at the client's apparatus covering inexpensive communication substructure services and client equipment cost. Though, "social" is no more a buzzword for the community (William et al., 2016). The social ties work just like a network, hopeful to enable new types of non-conformity and allowing unique specialist structures between formalized expert structure inside formal institutions and sustain easy going networks (Lovink, 2012).

One of the prominent value add feature to the characteristics of social networks was made by Niklas Luhmann's social system theory (as cited in Görke & Scholl, 2006), with that focused on social network and stressed on the importance of communication networks, and institutions. In fact, Luhmann defined social organisms as clear ‘communication network'; or on the other hands: a collaboration of information is inherently connected to the association between human being. This implies that a communication process is always grounded on a continuous reciprocity of opinions and eventually categorized by human treatise (Varotto, MA, & Spagnolli, 2016).

A stimulating factor is the formation of a hierarchical ordering within groups of individual within social network (Palacios-Marqués, Popa, & Mari, 2016). A user can obtain feedback through his or her contribution or action. The activation of a group-dynamic preparation achieves certain positioning or plays a certain role within the group (Hudson, Huang, & Roth, 2016). Though social media networks and recent communication devices, the leader of conventional media for example television and radio

are substituted under the views of leaders or virtual networks or eternal groups as they form social systems.

The meaning of "social" in the context of the network media context was also explained by Manuel Castells in his thesis "The Network Society" in 1996. He stated that the new paradigm, the global network of people, is a total social phenomenon and will change society fundamentally in its culture coexistence (Leopold, 2017).

Baudrillard and Maclean (1985) are referring to the significant influence through social media "the silence of the masses has been cracked". Social media enable a new kind of communication to provide the mass of the people a likelihood to articulate their desires (Leopold, 2017, p. 73)

2.3.2. Relationships Among People and Social Networks

The relationships among people within the social context are different in nature and vary as per the levels of people such as leaders, subordinates (Varotto et al., 2016). The main characteristics of strong and weak ties are inspected by communication science (Meske & Stieglitz, 2013).

The strength of interpersonal ties between individuals depends on four main factors (Granovetter, 1973). The first factor concerns the time spent together, the second factor, mentioned by the network theory and analysis, reflect the emotional strength, the next factor refers the closeness, meaning mutual trust and understanding, and the last factor is interchange. Though these characteristics are contingent of one another, there is an association among them.

Strong ties can form in different networks, for example within a family, a friendship or a group of friends are categorized by a high degree of resemblance (common outlook on life, common standards, and cross-cultural similarity) (Quinton & Wilson, 2016). Communication in these connotations is acquired intuitively and is based on combined exploration among the employees. Strong ties have the benefits that the individuals connected with each other are accountable for each other and tend to have blind trust and

understanding for the state of their counterparts (Gilbert & Karahalios, 2009). Therefore, they have the drawbacks that the information made available in these direct systems does not have a high newness value due to the intensity of steady contact. Strong networks have a propensity toward isolation and individuals with strong bonds run the risk of becoming socially separated (Vriens & van Ingen, 2018).

The dissemination of information with a higher novelty value compared to strong ties is the real strength of relationship patterns characterized by lower intensity (McGee, Caverlee, & Cheng, 2013). To support this statement, Mark Granovetter claims that close networks usually belong to the same circle and hence they often receive information that tends to overlap (Hristova, Musolesi, & Mascolo, 2014). Alternatively, close peers or friends to whom we recognize only cursorily, probably know each other, who are completely outsider to us, and therefore receive more new information: "weak ties" connections with a whole world, even if only partly, as they spend small span time with us and have less in common (Jones, Borgman, & Ulusoy, 2015b).

Hill and Dunbar (2003) theorized that individuals have an intellectual limit, which limits the number of stable social associations they can have with other individuals about 150. Subsequently, social media networks direct the generation of societies that grow well outside this range, they donate to the formation of a great number of feeble association.

The flow of user's association explains the resources which reflect employees associations and how these resources are being utilized by the firms. It explains the intensity of relations at workplace. In this flow strong and lifelong relationships are continuous while the weak ties are infrequent and unfriendly (Hansen, 1999). The networking technology supports, as opposed to the disconnected world, the formation of manifold weak connections meanwhile they are permanently available. On a case-by-case basis, single weak ties can turn into strong relationships (Wang, Yang, & Chen, 2016).

The flow in weak ties can direct unique structures, having an encouraging influence on each other. Hence, it is difficult to determine what is essential (McGee et al., 2013). In practice, there is less number of givers, who produce a lot of content (regardless of whether

they are a private person or professional) and who are assessed, advanced, cited or even remarked upon through a large multitude of managers. As opposed to the old broadcasting economics, the group assurances the flow of assessed evidence, whose flow is eventually based on all connotations either they are strong or weak (Leopold, 2017, p. 76)

2.3.3. Peer-to-Peer as Communication Paradigm

In present times peer-to-peer production is contemporary which is connected with the development of open-source software system (Bauwens, 2005). Nevertheless, this self-generated type of partnership, where people join militaries in egalitarian societies to attain their desire motives, has now progressive a host of different structures. The Linux operating network, such as, explain how economically linked for example updated economic type can be meanwhile it is being utilized in current times almost in all application areas from the entertainment industry up to transport and even security industry (Tapscott & Williams, 2007). Bauwens (2005) defined peer-to-peer as:

"Peer-to-peer is a form of human network-based organization which rests upon the free participation of equipotent partners, engaged in the production of common resources, without recourse to monetary compensation as a key motivating factor, and not organized according to hierarchical methods of command and control".

The peer-to-peer network is developing in different formats (Bauwens, 2005), for example, as a format of technology: the point-to-point Internet, file sharing, grid computing, blogs. As the third mode of production: which is also called "commons-based peer production" (neither centrally planned nor profit-driven production of hardware and software). Intellectual and cultural resources that are of great value to humanity such as the Linux operating system, Wikipedia, etc. The general mode of knowledge exchange and collective learning, which is massively practiced on the Internet (Zijlstra, 2015). Peer-to-peer also emerges as new organizational formats as a new culture of work (Bauwens, 2005). Peer-to-peer is simply a premise of a new type of communication mechanism that is still largely not understood. Bauwens further expand the definition of peer-to-peer as, "It is a specific form of relational dynamic, is based on the assumed 'equipotency' of its

participants, organized through the free cooperation of equals in view of the performance of a common task, for the creation of common goods. ‘Equipotency' means that there is no prior formal filtering for participation, but rather it is the immediate practice of cooperation, which determines the expertise and level of participation. It does not deny ‘authority', but only fixed forced hierarchy and therefore accepts authority based on expertise."

Furthermore, file sharing systems were the first to be explicitly tagged with the peer-to-peer. In such Internet system, all computers on the Internet are mobilized to share files amongst all participating systems, whether that be documents, an audio file, or audio-visual materials (Leopold, 2017, p. 78).

2.4. Types of Social Media

In this decade, rapid progress has been made in the field of social media with a wide range of online applications (Wang, Susarla, & Sambamurthy, 2015). Which includes online comments forums like blogs, company-sponsored discussion chat rooms, consumer to consumer email, consumer product and service ratings websites and forms, Internet discussion boards and forms, mob-logs (sites containing digital audio, images, movies, or photographs), and social networking sites as shown in Table 2.1 (Mangold & Faulds, 2009, p. 358)

According to Grewal and Levy (2013) social media can be classified into three categories: social network sites (Facebook, LinkedIn), media-sharing sites (YouTube, Flickr) and thought sharing sites (Blogs)” (as cited in Jones, Borgman, & Ulusoy, 2015a, p. 613). In addition, social media classified by Kaplan and Haenlein (2010) as blogs (Open Diary, Technirati, and Live Journal,), social networking websites (Facebook, Myspace, Google plus), virtual social worlds (Second Life), collaborative projects (Wikipedia), content communities (YouTube, Flicker) and virtual worlds (World of Warcraft) (Rauniar, Rawski, & Yang, 2014, p. 7).

Table 2.1. Social Media Types

Type	Example / Remarks
Social media networking sites	My Space, Facebook, Faceparty, Google plus
User-Sponsored blogs	The unofficial apple weblog, Cnet.com
Company-sponsored websites/blogs	Apple.com, P&G's Vocalpoint
Company-sponsored cause/help sites	Dove's Campaign for Real Beauty, Click2quit.com
Invitation only social networks	ASmallworld.net
Business networking sites	LinkedIn
Collaborative websites	Wikipedia
Virtual world	Second Life, World of Warcraft
Commerce communities	eBay, Amazon.com, Craig's List, iStokphoto, Threadless.com
Podcasts	iTunes, VOA (Voice of America) Hasan and Hoon (2012, p. 161)
News delivery sites	Current TV
Educational material sharing	MIT OpenCourseWare, MERLOT
Open Source Software Communities	Mozilla's spreadfirefox.com, Linux.org
Social bookmarking sites	Allowing users to recommend new stories, music, videos, (Digg, del.icio.us, Newsvine, Mixx it, Reddit)
Creativity work sharing sites/ content communities	YouTube (video sharing sites), Flicker (Photo sharing sites), Jamendo.com (Music sharing site), Piczo.com (Content sharing combined with assistance), Creative commons (General intellectual property sharing sites)

Source: Adapted by Mangold and Faulds (2009)

2.4.1. Social Networking

Social media users create personal profiles, public search and review these profiles to make the network, send emails and messages to connect with their friends and peers (Fotis, 2015). These personal profiles portray detailed information of social media users' information including user pictures, city, education, and city and country details. Most frequently used social media networking sites are Facebook, and Myspace (Chen & Lin,

2014). Social networks are popular in adults and young Internet users. Further, mostly organizations have adopted social networking sites for the marketing of their product brand and to endorse their products. In addition, some organizations use social networking sites as a distribution channel (Bowley, 2009). In short, social networking sites provide helpful vivid development in an active environment. Purpose of social media differ from user to user because the overall intention of connection is forming social socialization (Ashraf, 2014, p. 141).

Social networking sites (SNSs) are the web-based platforms, where users can create their personal profiles. Users are able to relate with other operators and share different contents, places, and incidents (Ismail, 2018). The appearance of social networking sites has changed the ways of communication and social bonds to the users in a virtual community. SNSs facilitate users to generate contents, sharing, and comments and exchange the contents with other users (Trusov, Bucklin, & Pauwels, 2009). Therefore, organizations also adopt such sites to post information, interact with customers and to attain the information from other institutes from public (Chen, 2014)

Facebook has become one of the most famous social networking sites in the world. Facebook provides the facilities to its users to sell and purchase (F-Commerce) products using the Facebook platform. In other words, Facebook has also become the perfect shopping centre and an ideal platform to purchase and sale (Cabanillas & Santo, 2017). According to Shinkafi, Facebook is the most commonly used social networking platform on the Internet. As of the end of 2019, Facebook had nearly 2.5 billion monthly active users around the world (Kuchler, Russel, & Stroebel, 2020). In addition, Facebook allows its users to become online "friend" with other users who can send online comments, photos to each other and views profiles and other activities (Young, 2017). Furthermore, Facebook has an online facility whereby users can observe the preferences and behaviors of other users, which display publicly (Shinkafi, 2016, p. 90).

LinkedIn is one of the social media type platforms where the prominent users entail professionals, researcher, human resource department personal, and academicians. The

beginning of LinkedIn started in early 2000s, it has great popularity among the business personal and widely used for the search of new jobs (Quinton & Wilson, 2016). Furthermore, LinkedIn is extremely relevant in a business management context (Meske & Stieglitz, 2013). According to the updated statistics as on March, 2020, the current users of LinkedIn reach to 675 millions (Weiner, 2020). Practitioners adopt LinkedIn in order to follow the thought of leaders, like business leaders, political leaders, and administrative experts. It provides a high level of interaction because its operators can join groups focusing on concepts and ideas of different business management practices. Indeed, users participate in conversations and send messages to other users (Madsen & Slatten, 2015, p. 5).

2.4.2. Media Sharing

Media sharing sites are the web-based applications that allow the users to share content such as, videos, photographs, flyers, music, and web links. YouTube and Flickr are instances of the most popular media sharing sites (Khan, 2017). YouTube has 2 billion log-in monthly users (Cooper, 2019). However, Flicker is less popular, but still is impressive in term of size, it has over 90 million monthly users (Smith, 2020). Researchers consider that the act of uploading videos and photos on media sharing sites as an "implicit vote" in the favour or against the content shared (Gaal et al., 2015). Through the overall statistics of these "votes", the wisdom of social media crowd revealed to allow and forecast in the domains like economics, and marketing (Momeni, Tao, & Haslhofer, 2013). Additionally, marketing managers utilize a media sharing website to forecast the sale size of their products, based on their product-tagged and posted in Flickr. Furthermore, they showed that by reviewing the download, upload and view trend in Flickr, manager are able to screen the spread, acceptance, and approval of their services around the world (Fotis, 2015, p. 60).

YouTube is one of the largest web-based video platform and frequently used video site which contains professional and user-generated contents (Welbourne & Grant, 2016, p. 706). YouTube allows its users to watch, upload and share videos on the Internet. In

addition, YouTube also allows users to comments and post personal opinions about uploaded videos. Research has shown that YouTube videos go through a popularity lifecycle (Yu, Xie, & Sanner, 2015, p. 533). Every day, millions of users are logging on YouTube channels to watch videos for their personal and official advantages (Shinkafi, 2016, p. 103). Each visitor spends 11 minutes and 24 second per day on YouTube on average (Cooper, 2019). Currently, YouTube has become a comprehensive e-business platform for business practices, thereby communication has increased between customers and organizations (Tajudeen et al., 2018, p. 310). In the business management context, a large number of videos about management concepts and ideas exists on YouTube like balanced scorecard, total quality management, and budgeting. Similarly, marketing managers can set up YouTube channels and post videos about their products and services (Madsen & Slatten, 2015, p. 6).

2.4.3. Thought Sharing

Blogs are the web-based applications on which users can maintain it by their script a description of any event (Shinkafi, 2016, p. 103). Blogs enable its users to post information to the web site as journals and also provide the facilities to its users to mutual cooperation and mutual discussion among its users. In addition, organizations can use blogs as a centre (Hub) for social media operations. For instance, organizations use blogs for posting links to the other social media sites, spreading news, and providing a platform to its users for interaction (Matar, 2017, p. 17). Blogs are the web-based platforms where users can share their views and opinions on any subject. Blogs are not only an asynchronous domain where personal ideas are shared but also a platform where users have the prospect to issue their own outlines (Young, 2017). Blogs are the advance type of websites where entries (input data) are typically regular, frequent and in reverse chronological order. "Open Diary" is one of the earliest examples of the blog which is created by Bruce and Susan Abelson to bring together the online journalists. The word "weblog" is a combination of web and log words introduced the first time in 1997 (Cosenza, Solomon, & Kwon, 2015). After that, the word "blog" has been replaced in

literature and in daily conversation. There are more than 500 million blogs out of 1.7 billion websites in the world. Their authors account for over 2 million blog posts daily(Galov, 2020). Indeed, with the establishment of Live Journal and Blogger sites in 1999, the use of weblogs has become easier, more widespread, and more popular. Furthermore, a corporate blog that is constantly updated with the needs of both businesses and existing and potential customers (Baser, 2014, p. 17).

Microblogs are the websites that permit the operators to share materials, links, and pictorial data with a restricted number of character (Hennig-Thurau, Wiertz, & Feldhaus, 2015). Messages posted on the public platform can also be viewed on search engines and other users can respond to their own pages, but unlike social networking sites, it is not possible to interfere with the original message page (Boateng, 2016). TXTmob was the first microblogging site broadcasted in 2004. Since the messages in the microblogs can easily and quickly reach worldwide in a very short time. For instance, Twitter exists in microblogging category, which was officially launched in 2006, provides the facility to its users to send and share text messages with each other. In addition, users can send a message maximum length of 140 characters by using smart devices or personal computers. Furthermore, Twitter allows users to interact to follow other users. Indeed, Twitter also allows its users to share their ideas, news, and information according to their interest (Shinkafi, 2016, p. 102). Tweets by users can be seen by everyone. However, users can limit their tweets. Users can also subscribe to other users' tweets. Currently, Twitter is one of the most powerful mass communication tools (Jansen, Zhang, & Sobel, 2009). Therefore, organizations have considered that social media channels like Twitter or microblogs have become a successful way to compete in the market (Baser, 2014, p. 18).

2.4.4. Virtual Social Worlds

Virtual social world enables individuals to select their behaviours more easily. As in the virtual game world, users of the social world appear in the form of avatars and interact in three-dimensional virtual context (Haenlein & Kaplan, 2009). Though, in this territory, there are no rules restricting the series of possible connections, but for basic

physical rules for example gravity. This allows for a limitless amount of self-presented policies, and it has been explained that with growing practice intensity feeding experience, users of social network show actions that more and more carefully mirrors the individuals notice in actual-life background (Haenlein & Kaplan, 2009).

Second life application is also a prominent example of a virtual social world, shaped and attained by San Francisco-based Linden Research Inc. Second Life allows to its operators to generate their own content (designing virtual clothing, etc.), and to sell contents to other users in exchange for Linden Dollars, a virtual currency traded against the U.S. Dollar on the Second Life Exchange (Kim, 2012). Some users are so successful in this task that the virtual money earned that way complements their real-life income. The network offers a lot of prospects for an organization in terms of promotion, virtual product sales, advertising and investigation (Kaplan & Haenlein, 2010, p. 64).

2.4.5. Collaborative Projects

Collaborative projects permit numerous end-users to design the outline collaboratively and simultaneously, in this way, probably the most democratic demonstration of the UGC (Zeiller & Schauer, 2011). Within collaborative projects, wikis, that is the websites on which users can add, delete and edit textual content, and bookmarking requests, that allow group-based assortment and rating of net associations or media outline. An example of these applications in this category is the Wikipedia, online encyclopedia, Wiki now accessible in more than 230 different languages (Seki, Qin, & Uehara, 2010). Similarly, social bookmarking web service Delicious, which enable it, users, to store and share of web bookmarks (Zeiller & Schauer, 2011). The main idea behind collaborative projects in that the collective efforts of many actors lead to better results than any individual actor could achieve. From a business perspective, organizations need to be aware that cooperative schemes are trending toward becoming the main foundation of information for consumers. For example, everything written on Wikipedia is not authentic, it is supposed to true by more and more Internet users. This might be critical as regards to corporate crises. Such as, when Amazon online book retailer start to

test the idea of dynamic pricing, online comments declared, from example practice as unfair showed up immediately under the Wikipedia entry on "time-based pricing". (Kaplan & Haenlein, 2010, p. 62).

2.5. Core Functions of Social Media

Kietzmann, Hermkens, and McCarthy (2011) presented seven core functions of social media includes: identity function “the extent to which users reveal themselves”, conversation function “the extent to which users communicate with each other”, sharing function “the extent to which users exchange, distribute and receive content” presence function “ the extent to which users know if others are available”, relationship function “ the extent to which users relate to each other”, reputation function “the extent to which users know the social standing of others and content”, and group function “the extent to which users form communities” (Go & You, 2016).

2.5.1. Identity

The identity function of social media indicates the extent to which the individuals disclose their personal identity in a social media environment (Wu, Chen, & Chen, 2019). This may include the disclosure of personal information like age, name, gender, profession and location. Kaplan and Haenlein (2010), described the identity function as, identity can often be done by “conscious or unconscious self-disclosure” of subjective data for example thoughts, feelings, like or dislike preference.

There are diverse social media frameworks that deal with identity function such as Facebook requires users to set up their profiles for identity. Identity function has led the users to the formation of secondary services like Dandy ID, this allows social media users to save their online identities in one place (Brown, 2015). As far as businesses are concerned, business practitioners use online tools to create business cards, email signatures and social media profile cards for the advertisement of their identities and encourage other users to follow them (Kietzmann et al., 2011, p. 243). Since identity is a core of social media platforms, this has fundamental implications for companies that want

to develop their own sites or to develop strategies for interacting with other social media sites (Edosomwan, 2011).

Social media users willingly share their personal identities on social media platforms, but it does not mean that they do not concern what may happen to their information (Ogilvie et al., 2018). In fact, businesses are seriously concerned, how other organizations may use their information as a source of data mining and surveillance (Kietzmann & Angell, 2010). In fact, to protect their privacy, users tie different identities at different social media settings, for example, a picture on Facebook might be different from that on LinkedIn. Besides, such technologies also have been developed in which the user's identities remain anonymous or "giving access only to your staff members without sharing your identity at all (or its secret parts)" (Reader, 2012). Finding the right balance between sharing identities and protecting privacies are critical while choosing social media tools. The wrong selection may lead to a cyber-bullying and pave the way for off-colour comments (Kietzmann et al., 2011).

2.5.2. Conversations

Conversation defines the users communicate with others at social media platforms. Many social media stages are designed for conversations among groups and individuals. These discussions take place for different explanations, for example, public or users tweet, blogs, to meet like-minded individuals, to build their self-esteem. In addition, people use social media as a tool for conversation and generating comments which have an impact on humanitarian, environmental issues, an economic issue and political debates (Beirut, 2009). Social media provides an organization with the opportunity to engage in conversations and to tell and elaborate its story or key message to stakeholders or the general public in an interactive way (Macnamara & Zerfass, 2012), organizations need to use social media for the internal conversation as well as reach out to their customers and build customers relationships in an effective way (Brown, 2015).

The extensive number and variety of conversations can take place in the social media platform. It is important for the organization to follow these conversations for their

official benefits. Kaplan and Haenlein (2010) mentioned that, Twitter used to exchange short text messages, most of which are real-time status updates to create ‘ambient awareness’ of the problems.

Firms can monitor and make sense of conversation. Either this conversation is favourable or unfavourable toward an organization and its services. Though, to make a collective sense of short speedy and abundant conversations held by websites like Twitter, firm need gears and competences to connect with social media (McCarthy, Lawrence, Wixted, & Gordon, 2010).

Social media sites are the extension of the core business. So organizations should establish methods for responding to individuals who are in contact with the organization through the social media platform (Bergquist, Ljungberg, & Zaffar, 2013). This practice keeps the participants involves in conversation and motivate to be active on the organization’s social media page. In addition, setting up alerts, posting one to three times per day and to assist individuals in easy sign-ins, encourage the individual in engaging conversation and sharing information (Tehrani & Shirazi, 2014). By doing so, the organization can understand the conversation among individuals and help the groups’ bounds and trust (Brown, 2015, p. 10). The fundamental implication of conversations is the problem that businesses start or handle a conversation (Kietzmann et al., 2011).

2.5.3. Sharing

Sharing function of social media indicates the degree to which the individuals interchange, disseminate and receive contents at social media platforms (Kerr, Mortimer, Dickinson, & Waller, 2012). Social media is a tool for sharing and discussing information. Social Networking is the use of communities of interest to connect to others. social media can be used to facilitate social networking or to develop a network by leveraging social media (Nguyen, 2014, p. 2).

The culture of sharing has been developed in the last few years. Sharing practice is deeply embedded in human behaviour and sharing become fast with the rapid emergence of new technologies (Nguyen, 2014, p. 29). In addition, online services facilities leverage the

users' connectivity to share across the entire social network. Sharing alone is one way to interact on social media (Kietzmann et al., 2011).

A great number of new social media submissions and sites have been developed such as Facebook, Twitter, Myspace and LinkedIn, which have unique features and functionalities of sharing for individuals as well as for business practitioners (Nguyen, 2014, p. 3).

2.5.4. Presence

The term presence indicates the extent to which users can know if the other users are accessible (McCarthy, Rowley, Jane Ashworth, & Pioch, 2014). It involves knowing about the users' presence in the virtual world as well as in the real world. This can be determined through the status of users such as "available" or "hidden" (Kietzmann et al., 2011). Given the increasing number of connectivity of users on move, the presence bridges the real and virtual (Haenlein & Kaplan, 2009). Social media applications such as Facebook, Twitter, and LinkedIn knowing who else is online. It also allows users to share their status across the networks to show which friends are in close physical proximities (Kietzmann et al., 2011; William et al., 2016).

Organizations that have a presence on social media are highly interested in how they can increase the user's participation and trust. For example, by knowing the people who are increasingly motivated in online participation can be provided avenues through which they are encouraged to provide information via liking, commenting, sharing and uploading (Hudson et al., 2016, p. 29; Khan, 2017, p. 243).

Organizations should pay full attention to the user' availability and their location. If users prefer to engage synchronously, the social media platform should provide a presence indicator and a suitable mechanism through which users can contact and interact. Certainly, institutions should also investigate if users have a strong desire for selective presence. Kaplan and Haenlein (2010) pointed out that, a high level of presence likely to make conversation more influential.

2.5.5. Relationships

The association between human beings is a function of social communication (Alonsot, 2018). Several social media applications have been advanced to build association and social ties such as LinkedIn, Facebook. In addition, social media functionalities such as “like” and “emojis” are important features to keep relationships alive (Leopold, 2017, p. 87). This association among social media users leads them to engage in conversation, share, meet or list each other as s friend. Consequently, the relationships among social media users determine the what-and-how of information exchange. So that they can be closer to the people they would like to meet (Chang & Hsiao, 2013).

Some social media platforms are only focused on existing relationships maintenance. For instance, people use Skype only to talk to known people. On other social media application centred upon informal or less structured relationships such as Blogs, Twitter and YouTube. These applications can be used to develop contacts without any formal arrangement of what and how much information they should (Kietzmann et al., 2011; Leopold, 2017, p. 87).

In social media community relationships, structural and flow properties become important. From the social network theory Borgatti and Foster (2003), the structural property of the user’s relationship refers to how many connections they have and their position in their network of relationships. Whereas flow property refers to the types of resources involved in individual relationships and how these resources are used, exchanged (Ibongia, 2018). It explains the strength of relationship strong relationships are “long-lasting”, while weak once are “infrequent” (Hansen, 1999; Krackhardt, 1992). It also refers to the “multiplexity” of relationships; when users are connected by more than one type of relationship.

Building community tends to focus on relationships. To foster relationships, it is important to develop networks and communities on social media (Wu et al., 2019). So the social media sites and organizations must understand how they develop and maintain relationships. If the relationship needs to be formal, then there is a need to establish a

process to validate the authenticity of users. If users mostly expect to maintain existing relationships, then only the identification process is required. If the nature of engagement among users is to grow their networks, the more information required to develop meaningful relationships (Alonsot, 2018).

2.5.6. Groups

The group function refers to the possibility of creating communities and sub-communities of interest (Rösner & Krämer, 2016). As people come more 'social' their community (number of friends, followers and contacts) becomes bigger (Chen & Lin, 2014). Social media platforms contribute to grow the groups and provide tools that allow its users to manage their effectiveness. The well-structured group having a well-defined rule, norms and strong cohesiveness among group member, the grater is the groupthink. As the groups interact with other groups, they develop their own unique characteristics (Akanbi & Akanbi, 2014).

There are two types of social media groups (Papacharissi, 2004). First, users can manage by placing their friends, followers and fans into self-developed groups. Whereas the second type of groups are open to anyone, but approval required to join such groups. For instance, Facebook and Flickr have administrators who manage these groups by approving applicants and inviting other users to join (Leopold, 2017, p. 87).

Kietzmann et al. (2011) derived two implication of groups. First, the direct implication. If the group member needs to order their contacts to manage followers, friends, fans and like, then only simple users generated grouping will suffice. This resembles allowing users to label their contacts, without these contacts being aware of it. Contrary to the direct implication, the indirect implications are complicated. There is a focus on different permissions for different group membership activity. Permissions management is difficult for users. Therefore social media platforms offering a few categories of groups and few combinations of permissions. Of course, these choices are highly contextual, organizations would benefit from studying exactly what kinds of groups their community would support. Gaal et al. (2015) explained that groups are better and

new way to share knowledge, problem solving and decision making rather than individually, and forcing the organization to adopt knowledge sharing technologies and practices to expand their knowledge.

2.6. Benefits of Using Social Media

The constant growth of social media platforms raises many questions about how these social media applications can be useful in an organizational environment (Odoom et al., 2017). Many studies have discussed different benefits and provided empirical evidence on the relevance of social media as presented in Table 2.2. To a great extent, studies suggest that the use of social media bring many benefits for organizations (Hudson, Roth, & Madden, 2015). Social media provides a real-time information about products to the customers and improve customer relationship management. Furthermore, social media increases awareness as well as the advertising and promotion for the organizations (He et al., 2017).

In addition to all these potential benefits, researchers have explored the role of social media in business management. Especially, organizations use social media at the workplace to gain knowledge about their stakeholders and engage them in knowledge sharing (Smith, 2009). Using social media tools, organizations are able to develop brand-centric communities and engage their customers in rich dialogues about their products and services (Aspasia & Ourania, 2014). This rich involvement of the organization in social media usage argued to encourage a culture of information sharing and exchange ideas with their customers. This intensive involvement in social media can lead the organization to product development, especially to create a unique brand identity (McCarthy et al., 2014). As a result, social media tools empower businesses by making internal and external feedback, ultimately impact the businesses management practices (Aspasia & Ourania, 2014, p. 62).

Another important advantage of social media for the organizations is that social media is a means of more flexible form of communication with each other, which is sometimes perceived as the only a way to compete with large companies (Chauhan, 2017).

From literature, the potential of social media for collaboration among the organizations provided five areas of collaboration (Rahbi, 2017): internal operational efficiency, enhanced capability, external communications, enhanced service offering, and lifestyle benefits.

In addition to these benefits, several studies have attempted to highlight the financial returns on investment in these tools (Odoom et al., 2017). This is a continuous and unclear issue that has still produced unclear results as (i) it seems difficult to measure the financial impact of social media on adopters (Meske & Stieglitz, 2013); (ii) it is something that the overwhelming majority do not assess; (iii) many managers are still in doubt that social media usage leads to profit improvement (Broekemier, Chau, & Seshadri, 2015, p. 44). Whereas it was found that, use of Facebook has an impact on the financial performance of companies (Young, 2017). Facebook leads to enhance the sale transactions thus ultimately increase the sale and increase the number of customers (Jones et al., 2015a, p. 615).

Table 2.2. Benefits of Social Media Adoption

Benefits	Sources
1. Enabling eWOM branding	(Bulearca & Bulearca, 2010; Michaelidou, Siamagka, & Christodoulides, 2011)
2. Building relationship	(Aspasia & Ourania, 2014; Bulearca & Bulearca, 2010; Dahnil, Marzuki, Langgat, & Fabeil, 2014; Hudson et al., 2015; Parveen, 2012)
3. Provide information about products	Aspasia and Ourania (2014).
4. Increase the awareness about businesses	(Broekemier et al., 2015; Jones et al., 2015a; Michaelidou et al., 2011)
5. Increase the sales volume and revenues	(Ainin, Parveen, & Moghavvemi, 2015; Jones et al., 2015a)
6. Play an advertising and promotion role	(Broekemier et al., 2015; Parveen, 2012; Persaud, Spence, & Rahman, 2012)
7. Play a role in innovation activities	Dong and Wu (2015)
8. Affect the knowledge system	Kane (2017)
9. Enhancing team creative performance	Cao and Ali (2018)
10. Improve the agility of employees	Cai, Huang, and Liu (2018)

Source: Adapted by Hafedh Said Abdullah Rahbi (2017)

It was also identified from literature slow adoption of social media and hesitation are serious problems for the businesses (Hashim & Noor, 2014, p. 4). Furthermore, researchers argued that it is important to identify the factors that affect the organizations to adopt social media as these factors will help the organization to get benefits from social media. In this way, it clear that there is a need to understand the factors of social media that affect organization practices. There is only limited literature to understand social media usage and its effect on business management (Rahbi, 2017, p. 24).

Social media tools are useful communication methods for public relation professionals. They become aware of their effectiveness in supporting a specific goal,

reaching a target audience, and developing further communication strategies (Zeiller & Schauer, 2011, p. 4). The influence of social media within the organization was discussed by Edosomwan (2011), concluded that when individuals are encouraged to work as a team, which allows users to share their workload and share ideas that increase the overall effectiveness. Furthermore, social media has provided an easy way to increase productivity and interest in their assigned work (Edosomwan, 2011, p. 8).

Social media adoption has a positive effect on the environment as it replaces the use of documents by individuals and organizations to communicate with other stakeholders. This reduction may vary, depending on organization to organization (Lyon & Montgomery, 2013, p. 748). Another contribution of social media usage is to educate the customers and employees of any organization. For example, the use of social media in hospitals provides education to the patients and the staff. Furthermore, social media has the potential to mobilize information and to educate them about health and safety (Gualtieri, 2012, p. 237). In addition, people also use social media for self-development and to educate themselves in the Non-government organizations. In this context, primarily use of social media of NGOs is to streamline the management functions, educate the community about their latest programs and services. Social media provides an online source of information that customers create, disseminate and use to inform each other about products and services of the organization (Daowd, 2016, p. 39).

2.7. Theories About Social Media Use

There are various theories adopted in this research to determine the effect of social media on business management. Ngai, Tao, and Moon (2015, p. 34) presented a comprehensive set of theories that classified in three categories: personal behavior theories, social behavior theories, and mass communication theories. Although these theories discuss the impact of social media both on the organizational and individual level. Among others, Adaptive Structure Theory (AST) is widely used to support organizational change in organizations due to social media adoption (Wu & Ku, 2013, p. 430).

Resource Base View is another theory that supports to explain theoretically impact of social media usage on business management The main construct of this theory is the business performance, organizational resource, and capability (Daowd, 2016, p. 41). Given below is a comprehensive overview of the relevant theories in the literature (Wu & Ku, 2013, p. 430).

2.7.1. Adaptive Structuration Theory

Adaptive Structuration Theory (AST) was presented by Desanctis and Poole (1994). This theory presented the key factor in organizational change is the adoption of the technological structure. Adaptive Structure Theory provides a comprehensive model that describes the interaction among information technology, human interaction, and social structure (Etudo, Weistroffer, & Al-Abdullah, 2015). Therefore, Adaptive Structure Theory focus on social structure, and resource provided by technologies and organizations as the basis for human activities.

This theory has three assumptions (Desanctis & Poole, 1994): ontological assumption; epistemological assumption, and axiological assumption. According to ontological assumptions: groups follow guidelines, groups are willing to adapt through many structures. Epistemological assumptions assume that groups will be able to adjust with the constantly changing the policies and guidelines. Axiological assumptions assume that sometimes groups need to make changes to improve themselves or due to certain conditions. If the group take into account the values of their members, they will be able to adapt well to these changes (Etudo et al., 2015, p. 351).

2.7.2. The Technology Organization Environment Framework

Technology Organization Environment Framework (TOE) model was developed by Tornatzky and Fleischer (1990) as a theoretical model to determine the adoption of different forms of technological innovation. TOE is a best-described model as an organizational level theory that contains three main contexts: (1) Technology (T), (2) Organization (O), and (3) Environment (E) (Baker, 2012). Technological context includes

all the technologies that are already in use in the organization and those technologies that are available in the market but currently not in use. The organizational context includes the characteristics and resources of the organizations, which includes the internal communication process, size of the organization and linking structures among employees and the number of unused resources. The environment context refers to the overall structure of the industry (Saura, Reyes-Menendez, & Alvarez-Alonso, 2018).

. This Framework is a widely accepted model for studying technology adoption in organizations. This TOE framework has wide applicability and has exploratory power that is useful for studying a wide range of technologies. TOE framework has been considered as an ideal theoretical framework for determining the adoption of technology (Ndekwa & Katunzi, 2016). Since its inception, TOE has been used in developed and developing countries in a different context, to study the implementation and adoption of different technologies. For instance, TOE framework has been used to study for adoption of cloud computing, e-commerce, e-business, and enterprise application (Gangwar, R, & Ramaswamy, 2015; Ramdani, Chevers, & Williams, 2013). Similarlly, Kuan and Chau (2001) adopted TOE model to develop a model for EDI (electronic data interchange). The results suggested that TOE is a useful approach for studying the factors that influence the adoption decision. In addition, the theory was also used to explain the adoption of various technologies in the organization, like websites, e-commerce and business to business (B2B) (Daowd, 2016, p. 42). In short, TOE framework has a well-established and strong framework for analyzing different internal and external factors that influence the various types of social media technologies in organizations (Abeysinghe & Alsobhi, 2013).

2.7.3. Diffusion of Innovation Theory

Diffusion of innovation theory (DOI) presented by Rogers (1983) who explain the patterns of information technology innovation adoption in the organization context. This theory includes the characteristics of the organization that influences the decision to adopt a particular technology in the organization. Rogers (1983) identified five perceived characteristics of innovation of any new unit of adoption; relative advantage,

compatibility, complexity, trialability, and observability. DOI has been implemented to study the adoption of different technologies in an organization. Despite the widespread use of this theory, it has been criticized not to consider the technological characteristics of the innovation and other internal and external adoption factors. In addition, this theory does not take into consideration the impact of organizational and environmental factors (Abdullah, Wahab, & Shamsuddin, 2013; Tehrani & Shirazi, 2014, p. 2). From literature, it was identified that there are three factors that influence innovation in an organization. These are individuals (attitude of leadership toward change), the organizational internal structure (centralization, complexity, interconnectedness, the number of employees), and external characteristics (system openness) of the organization.

Given that the technical and organizational characteristics addressed by the DOI are same to the technological and organizational contexts of the TOE framework (Oliveira, Thomas, & Espadanal, 2014, p. 499) suggested that applicability and suitability of TOE framework have increased as compare to DOI framework with the inclusion of the environmental factor.

2.7.4. Technology Acceptance Model

Technology Acceptance Model (TAM) is also a well-established and highly cited model which is largely used and explain technology acceptance (Gangwar et al., 2015). This model was developed by Davis (1989) to assess the behavior intention to adopt the technologies. This model shows that the acceptance of technology mainly depends on two variables: perceived ease of use and perceived usefulness. Since its simple structure and few constructs, it easy to use and it has found that it is widely applied and accept in relation to technology adoption (Abdullah et al., 2013). The extensive use of TAM model has led the model being enhanced by adding other constructs. For instance, constructs of social influence, facilitating conditions, effort expectancy, and performance expectancy have a direct effect on the intentions of a user's acceptance of the technology. Shortly, TAM is used to study the individuals' acceptance of technology, however, there have been some

attempts to use TAM for analyzing the adoption of technology at the organizational level (Abdullah et al., 2013).

2.7.5. Usage and Gratifications Theory

Usage and gratifications (U&G) theory, which is connected to communication literature, can be an essential part of developing better scale and instrument for social media usage (Wang et al., 2016). The basic use of this theory is that users seek out social media that fulfill their needs that lead them to ultimate gratification (Whiting & Williams, 2013, p. 362). Traditional U&G studies have identified three main types of needs of social media: social needs, cognitive needs, and hedonic needs. Social needs refer the need to build new social relations and strengthen the contact with family, friends, and acquaintances. Cognitive needs refer to the use of social media for fun and entertainment. Whereas cognitive needs of use explain that users use social media to seek information and knowledge produced by other individuals such as photos, videos stories, and debates (Ali-Hassan, Nevo, & Wadec, 2015; Whiting & Williams, 2013).

Recent studies have found support for all three types of social media usage and embed different use of dimensions within the same media (Ali-Hassan et al., 2015). U&G theory emphasizes that in cognitive use users get information and knowledge, in affective use users search for emotional fulfilment and pleasant feelings. In social uses users are self-regulated learners to interact with the people (Wang et al., 2016, p. 168).

2.8. Social Media Usage in Practice

Social media provides new and unique functionality for the business practices especially developing and maintaining relationships with current and potential customers (Go & You, 2016). Furthermore, for marketers, social media facilities to the managers to engage their customers through information exchange, response and problem-solving (Ogilvie et al., 2018, p. 55). Furthermore, social media like Twitter, YouTube, Facebook, blogs and Google Plus, are the most adopted applications by different organizations (Parveen, 2012). Large organizations have quickly benefited from the use of social media

and social media marketing as a key part of their comprehensive marketing strategies (Paraskevas, Katsogridakis, & Law, 2011), because large organizations have sufficient financial resource to hire web cares that manage their social media related activities (He, Zha, & Li, 2013b). For instance, Dell, Starbucks and Domino's Pizza adopted social media before 2010 and have been using social media to increase customer loyalty and retention, to increase sale and revenues, to improve customer satisfaction, to create brand awareness, and to build reputation (Culnan, Mchugh, & Zubillaga, 2010; Kietzmann et al., 2011).

Generally, social media is about participation, exchange, interaction and collaboration using online technologies (Boyd & Ellison, 2007). Therefore, organizations adopt it to gain a competitive advantage over their competitors by engaging their customers in social media activities such as discussion, sharing on an ongoing basis (Kaplan & Haenlein, 2010). Indeed, Facebook and Twitter are the most widely used application by businesses. Many large companies such as Walmart and Papa Jone's have used Facebook and Twitter to assist their customers, to share specials, and to interact with customers. Weinberg and Pehlivan (2011) pointed out that some social media networks are suitable for marketing strategies. For instance, Twitter allows short but fast conversations and engagement. While Facebook supports in-depth conversations between customers with a variety of functions and is well-suited to build lasting relationships. Organizations can also use it to influence and track customer beliefs and attitudes. In all social networks, Facebook is dominant to attract and retain the customers (He et al., 2017).

2.9. Connections on Social Media

Most organizations use social networking sites for their official benefits like products promotion and to develop customer relationships (Ellison, Vitak, Gray, & Lampe, 2014). Therefore, social media becomes a need for every organization in the competitive and rapidly changing environment. Indeed, social media usage for the organizations may create risk, opportunity, threat, weakness, and strengths for the organization (Ashraf, 2014). Risk in such a way social networking sites are in the real-

time medium of communication, through social media network sites, information spread instantly in real-time which organizations may not wish to share outside the organization. Opportunity refers to shared information by competitors about their upcoming plan and strategy at social media platform, an organization may benefit using this information. Threat may a raise for the organization when its staff members share internal or confidential information at social media platform, their competitions may use their shared information. Social media may become a weakness for the organizations especially when social media usage affects its productivity negatively. Similarly, social media play a role to strengthen the organization especially when it uses to build relationships among employees, to gather information related to employee behaviors and to train them (Ashraf, 2014, p. 141). Many social media platforms support different connection types in combination. The most common types of connections are Interaction, proximities, and flows.

2.9.1. Interactions

The interaction is the most common type of connection, is the exchange of information on a social media platform such as email and direct messaging (Hudson et al., 2016). These familiar types of communication will not disappear with social media because private messages are mostly supported by social media platforms (Wolny & Mueller, 2013). Most of the users are well aware that excessive use can lead to any kind of information management problem. For instance, organizing documents by email can lead to version control issues that can be easily resolved by various types of social media tools (Kane, 2014, p. 5).

2.9.2. Proximities

Proximities are a form of connection that determines whether users are geographically or electronically close to each other. Existing platforms can also support geographic proximities with location-aware applications. For example, Uber Company provides the facilities to its travellers to bring together to a nearby driver. Generally, the

organizations are seeking to use digital proximities to help businesses know when customers are near business locations in order to send location-based messages or offers. These messages are a type of social connection.

2.9.3. Flows

Flow is the type of connection that captures the movement of information between users who may not share any other type of connection. For instance, Twitter hashtags allow users to share and view the content of a specific subject without being connected to others sharing it. Flows allow rapid organization around matters of shared interest. Flows can be used to engage consumers who are observing a live event, such as American Red Cross monitors information flows to know when and where disaster strike by monitoring keyword "earthquake" and also use flows to organize volunteers using social media (Kane, 2014, p. 2).

2.10. Attention on Social Media

From literature, it was identified that attention on social media has become a key factor of any organization (Daugherty & Hoffman, 2014). Organizations are giving attention to their customers using the social media platform (Wolny & Mueller, 2013). For example, organizations are focusing on what their customers saying and observing their purchase behaviors. Organizations adjust the style and content of the conversation in response to the understanding they developed during periods of focused attention (Boateng, 2016). Constantly attention of organization on social media as well as customers has increased the aspiration. No matters where the customers belong in the world, organizations provide services and advise them by online communicating (Richey, 2016, p. 123).

2.11. Conversations on Social Media

Interaction on social media has changed the way of communication (Macnamara & Zerfass, 2012). But some managers are frustrated to talk in groups (Steel, 2015). They feel that like-minded people communicate together in a group, whereas managers are

interested in decent communication. Everyday interaction with customers on social media shaped the aspiration of the user (Baker, Donthu, & Kumar, 2016). The interest of customers provides the foundation upon which conversation on social media could easily build. People link to each other via LinkedIn but they never communicate afterward. For many people it difficult to initiate a conversation on social media (Richey, 2016, p. 129).

2.12. Social Media in Business Process

Technology has become an important part of our daily lives, and it affects the lifestyle and mentality of the individual. Traditional technological tools have been replaced and a wide range of advanced technology provides digital communication to the users (Ng & Wang, 2013). Similarly, the latest technology is occupying more space next to the old fashion machines and technical devices. Currently, in businesses, few successful efforts have made to implement the various types of technologies to improve their business management efficiency (Daowd, 2016, p. 32). In fact, social media provides the opportunity to reduce cost and improve the coordination in different activities inside and outside the organization. In addition, advance social media technologies improve the efficiency of communication channels (Daowd, 2016, p. 33).

Social media is usually used as a concept for websites like Facebook, LinkedIn, etc. Conceptual change from previous concepts of social media is the shifting from groups, lists, forums, and communities to emphasis on loosely connected individuals in networks separated in space and time (Erkan & Evans, 2016). This new communication approach, in addition to relationship management, group formation and new communication method for customer communication, refers to a wide range of approaches to the organizational area.

This new paradigm of communication, in addition to relationship management, private group formation and a new communication mechanism for marketing and customer communication, refers to a wide range of approaches to many organizational areas. These include Social media as a mean of communication for marketing, customer service and to describe profiles, skills, and qualification. Furthermore, social media

function are the key part of e-government services for citizens and to support knowledge management and learning tools. Social media used as collaboration and team building. If the organization supports at least one of the processes described above it is called "enterprise 2.0" (Bughin, 2008). This term describes organizations that build and use social media or web 2.0 technologies in the workplace (Leopold, 2017, p. 72).

2.13. Social Media Usage in Different Sectors

Kaplan and Haenlein (2010, p. 62) have presented a classification of social media in the dimensions of social presence/media richness and self-presentation/self-disclosure (Table 2.3).

Table 2.3. Classification of Social Media

		Social Presence / Media Richness		
		Low	**Medium**	**High**
Self-presentation / Self-disclosure	**High**	Blogs	Social networking sites (e.g., Facebook)	Virtual social worlds (e.g. Second Life)
	Low	Collaborative projects (e.g., Wikipedia)	Content communities (e.g., YouTube)	Virtual game world (e.g. World of Warcraft)

Source: Kaplan and Haenlein (2010)

In recent years, methods of interaction and communication among people have rapidly changed (Chen, Wang, & Xie, 2011). Social media applications have a strong interest in letting individuals and organizations exchange information and ideas (Ngai Eric, 2015). Social media provides the opportunity to the organizations to connect with their customers, increase sales, and efficiency. In literature, the importance of social media in the workplace has widely discussed. Research conducted by Zeiller and Schauer (2011, p. 2) discussed the importance of social media and addressed that organizations can get benefit from easy to use easy to implement applications.

Zeiller and Schauer (2011, p. 7) concluded that social media implementations are strongly associated with improvement in the work process, and social media also contribute to their work to make more efficient in their routine activities. Furthermore, employees are strongly encouraged to use of social media because social media applications provide a significant amount of relevant and high-quality content. In fact, social media provides an open form of communication (Daowd, 2016, p. 37). In addition, Social media becomes a good platform to share information and communication. It provides facilities to communication between potential customers, feedback, product details and any other type of customer service. In addition, social media promotes inter-business communicate among management and which enable employees to share their knowledge and experiences (Edosomwan, 2011, p. 6).

Social media tools are useful communication methods for public relation professionals. They become aware of their effectiveness in supporting a specific goal, reaching a target audience, and developing further communication strategies (Zeiller & Schauer, 2011, p. 4). The influence of social media within the organization was discussed by Edosomwan (2011), concluded that when individuals are encouraged to work as a team, which allows users to share their workload and share ideas that increase the overall effectiveness. Furthermore, social media has provided an easy way to increase productivity and interest in their assigned work (Edosomwan, 2011, p. 8).

Social media adoption has a positive effect on the environment as it replaces the use of documents by individuals and organizations to communicate with other stakeholders. This reduction may vary, depending on organization to organization (Lyon & Montgomery, 2013, p. 748). Another contribution of social media usage is to educate the customers and employees of any organization. For example, the use of social media in hospitals provides education to the patients and the staff. Furthermore, social media has the potential to mobilize information and to educate them about health and safety (Gualtieri, 2012, p. 237). In addition, people also use social media for self-development and to educate themselves in the Non-government organizations. In this context, primarily use of social media of NGOs is to streamline the management functions, educate the

community about their latest programs and services. Social media provides an online source of information that customers create, disseminate and use to inform each other about products and services of the organization (Daowd, 2016, p. 39).

2.14. Social Media in the View of Innovation Management Perspective

Rapid growth of social media has attained popularity within the organization (Musa & Robinah, 2012). As social media is rapidly transforming data and employees are collaborate easily within the boundaries and with their stakeholders. Therefore new roles have been created such as social media managers and social media directors (Parveen, Jaafar, & Ainin, 2015). Social networking sites are reorganizing the organizations between consumers and businesses toward global. Social media users within organizations are producing and sharing valuable information (Yu, Roy, & Quazi, 2017). Currently, organizations started to use social media, but few managers know how to take strategic advantage of using these technologies (Musa & Robinah, 2012). Literature provides many practical recommendations for social media employing to the organization. These recommendations are the case studies of the organization such as Nokia, Microsoft. Strategies for stakeholders attraction, boost innovation and knowledge creation, customers engagement (Bria, 2013, p. 33).

The social media platform is a remarkable innovation that has changed the way of communication within organizations (Boateng, 2016). Social media provides new and simple ways for sharing information, communication which pave the way for creativity and moving forward. Currently, a large quantity of data is always available for managers' decision making and to help an organization in innovation in an effective manner (Palacios-Marqués et al., 2016). Source of new ideas for product and services development has changed with the development of social media (Leopold, 2017, p. 7).

It is very essential to highlight that social media contribute to disruptive innovation to the organization (Christensen, Raynor, & McDonald, 2015). Organizations trigger off the cutthroat competition with current competitors (Macnamara & Zerfass, 2012). Traditional examples of disruptive innovations are the invention of the printing press, the

steam engine, and electrical power (Utterback & Acee, 2005). Recent disruptive innovations within the global telecom and media industry are the new generations of mobile devices, and easy to use applications that changed the business methods dramatically (Leopold, 2017, p. 38).

CHAPTER 3: ONLINE COMMENTS

3.1. Introduction

Advancement in online social media platforms has changed the way of interaction, information share for both organizations and customers. Consumer's choices and demands for the products have increased due to the availability of large quantity of information on online social media platforms. In other words, the availability of online comments on social media platforms has changed the attitude and decision making behaviours of individuals and business practitioners (Stankovic, 2018, p. 86). In brief, "In a commercial situation, online comments involve consumers sharing attitudes, opinions, or reactions about businesses, products, or services with other people"(Jansen et al., 2009, p. 2169).

Virtual network has become an economical online communication platforms thereby customers gain information. Generally, online conversation at any social media platform among customers about product and services of any organization is informal exchange of information (Baker et al., 2016). Therefore, customers feel freedom to involve in conversation and to comment about products and services and organization. Customer perceives conversation with other customers more trustworthy as compared to other marketer's announcement (Paquette, 2013). Since the obtained information from social media influences the customers' opinions, attitudes and behaviours about products and services of the organization, and that ultimately affects the business management practices. Thus, online comments have a large impact on customers' behaviours contrary to the traditional tools to engage customers (Stankovic, 2018, p. 90).

The terms social media, online comments and business management practices have widely used in the literature (Bergquist et al., 2013). However, there is no conclusive evidence found from previous research which identifies the impact of online comments on business management practices. Therefore, the present study aims to shed light on online comments in a business management context.

3.2. Online Comments

A widely used definition of online comments is “any positive or negative statement made by potential, actual, or former customers about a product or company, which is made available to a multitude of people and institutions via Internet” (Hennig-Thurau & Gwinner, 2004, p. 39).

Social media has penetrated in every aspect of our daily lives. It is not only used for communication and comment experiences but also has become the tools for decision making for the customers and organizations (Meske & Stieglitz, 2013). For example, customers usually review online comments of other people at social media platforms before palace an order. It is identified from the past literature, many terms have been developed to explain this phenomenon like, online comments, electronic word of mouth, or e-word of mouth, e-comments, word of mouth, e-complaints, and user-generated contents and online review or comments (Ren, Zhang, & Ye, 2015, p. 46).

Since online comments reach to thousands of people within a very short time, therefore online comments considered more powerful tool than traditional word of mouth (Daugherty & Hoffman, 2014). Online comments provide dual functions (Doh & Hwang, 2009): customers use online comments as a reference to know about products, services and organization. Similarly, online comments contribute to increase business performance such as sale volume and decision making of business practitioners. Therefore, online comments have attracted the attention of business management practitioners. Currently, the trend of adoption of social media platform has increased, organizations are interested in providing more and more social media platforms to their customers so that they can comment, share their experiences with others (Ren et al., 2015, p. 46).

Online comments on social media platforms have been extended to a controversial subject among social media professional, research scholars and people. Whereas some researcher stayed positive about the self-governing prospective of online comments, while some increase worries about their considered worth (Kies, 2010; Sunstein, 2017). In recent years, controversies about online comments also have been heightened, the trend of

removing online comments from social media websites declaring it the end of Comments (Matute, 2016). Online comments have increased doubts about the credibility of virtual material (The false bulletin) on international public's programme. Likewise, proceedings, in 2011 fear attack in Oslo and in 2015 immigrant crisis have raised up the intensely harmful reaction beside online comments (Ahva & Hautakangas, 2017).

Past study on online comments in the domain of social media and communication have examined the excellence of argument, also challenges of incivility and harassment (Muddiman & Stroud, 2017, p. 587). Recent studies show that individuals are motivated by the desire to interact" to share with other customers. Nevertheless, the individuals "do not obtain cognitive gratifications to the desired extent (Springer, Engelmann, & Pfaffinger, 2015, p. 810). Some research has focused on the quality of online comments (Toepfl & Litvinenko, 2018). Many research on online views has examined the benefits and problems of unidentified involvement (Boyd, 2012).

3.3. Advantages and Disadvantages of Online Comments

The growing trend of use of the Internet and social media technologies have contributed to the research in the domain of social media usage, online comments and its effect on the business. Online communications have become easy and fast with the advancement in social media technologies and the Internet (Trusov et al., 2009, p. 90). Furthermore, the invention of gadgets has made online communication more convenient, individuals can access businesses social media sites via Internet anywhere and at any time (Chauhan, 2017). However, this new way of communication has some advantages and disadvantages for customers as well as business practitioners.

The first advantage is that the repository of information has increased on social media platforms for business practitioners and customers (Chan & Lacka, 2017). Business practitioners comment their opinions and share communication about their goods and facilities on online media. This online facility to comments is a great opportunity for business practitioners to introduce their products and services in a cost-effective way (Erkan & Evans, 2016). On the other hand, it is a great opportunity for customers to access

these online comments about products and services and use them to make a better decision (Charoensukmongkol, 2014). Social media has become a vital source that brings the customers and business at one platform to communicate in a convenient way. In short, online comments on social media are beneficial for both business practitioners and customers (Trusov et al., 2009). For example, customers comments their experiences, opinions and complaints, while business practitioners use online comments as a tool to make their business strategies accordingly.

Two important features of online comments were identified from literature which may be the advantages and disadvantageous for business practitioners. First, online comments can reach to a wide audience (Sohn, 2014, p. 145). Second, online comments can be spread out in a very short period of time (King, Racherla, & Bush, 2014, p. 170). These two features offer great opportunities for businesses. On the contrary, in case of spread out of negative online comments on social media about the organizations may tarnish the image of the organizations (Ferguson & Johnston, 2011, p. 118). Although online comments provide a chance for business practitioners to follow the customers' online comments and participate in their online conversations, spread out of negative effects of online comments are very difficult to control (Chu, 2009). The repute of the organization can be influenced negatively due to these two critical features of online comments (Doh & Hwang, 2009). In short, online comments have negative aspects in addition to its positive aspects. Nevertheless, online comments can be considered a powerful tool for business management practices (Erkan, 2016, p. 37).

3.4. Characteristics of Online Comments

Asynchronicity, anonymity, easy accessibility and traceability are the most important characteristics that make the online comments distinguish, powerful and influential as compared to traditional word of mouth (Huang, Cai, & Tsang, 2011, p. 1293).

Generally, communication can take place in a real-time conversation such as communication through any chat room or through instant messengers. Whereas, online

communication can be asynchronised (Strandberg & Berg, 2013). For instance, information is disseminated asynchronously by posting articles on blogs or comment on other social media platforms. Disseminators share their information and opinions, while the receivers search required information, read and respond to their own convenience and availability (Hsu, Chih, & Liou, 2016). In this era, people are actively searching online information, sometimes they found opinions that were commented more than ten years ago. This feature allows to reach a wider audience but can create a new problem. Receivers must have the ability to justify the validity of that particular information (Hu, a, & Sambamurthy, 2011, p. 615). Otherwise, the information may not be valid after a specific period of time and may mislead audience to make the wrong decision.

Anonymity is another characteristic of online comments, which makes customers more comfortable in expressing their comments without revealing their personal identities. Instead of face to face communication, individuals feel less pressure to communicate and to show their true perspectives (Phelps, Lewis, & Mobilio, 2004). The persuasive effect of online comment is enhanced with the online environment. The anonymity also produces a negative effect. Without revealing their identity, people feel less responsible for their comments and posts, which can result in fictitious comments (Stankovic, 2018). Similarly, rumours can also be spread out through social media. However, business practitioners are intended to post positive comments to attract their customers and increase the reputation of the organization (Hu et al., 2011).

Easier accessibility is a well-recognised characteristic of the online comments (Teng, Wei Khong, Wei Goh, & Yee Loong Chong, 2014). Customers can access online comments easily to obtain required information about products, services and organizations with any geographical and time constraints. Furthermore, from the customer's point of view, owing to easy accessibility, online comments obtained from websites may contain a large volume and wide variety of information may have positive and negative valence. Customers should pay more attention to ensure whether the obtained information is trustworthy and reliable (Yang, Mai, & Ben-Ur, 2012). Online comments are a cost-effective and easy way to post online and share with other customers (Liang, 2013, p. 30).

From the business perspective, online comments become an opportunity for the organizations, because of direct communication to the customers (Sung & Lee, 2015b). Through the businesses practitioners find it easy to manage and use as a tool to get feedback from their customers (Kozinets, Valck, & Wojnicki, 2010, p. 84). On the other hand, as online comments accessible publically, so competitors can use this information to evaluate their capabilities (Liang, 2013, p. 30).

Online communication occurs in a complex computer-mediated context, employees engage in communication with a network of people in online communities where conversation are more visible (Kozinets et al., 2010, p. 72). The people develop communities to come together for their common interest such as to gain required information about specific product or services. In most of the situation, people do not know each other even they communicate and maintain their relationships. Therefore, disseminators must have some understanding of their comments because live comments repeatedly and quickly reach out an infinite number of receivers (Stringam & Gerdes, 2010). In addition, the recipient may or may not know about the sender of comments, truly understand or the trust the motivation of the sender (Santana, 2011). Recipients may also establish similar or different communications from other disseminators. Resultantly, the online comments have an impact on the recipient. To rightly examine the subtleties of online comments, in this research six features that explain the single nature of online comments were presented.

3.4.1. Enhanced Volume

Given the multidirectional nature of the Internet, the volume and scope of the online comments are unprecedented (Dellar, 2003, p. 1409). The greater the volume of online comments, the likely a consumer will be able to hear about the product. Not surprisingly, greater awareness tends to generate greater sales (Liu, 2006, p. 77). In addition, online coordination is asynchronous and can extend to a large number of customers in a small span of time. In other words, both organizations and customers have options to spread out their opinions at social media, which leads to greater awareness. Though the consequences

of many researches reflect these findings, there are different instances of studies in which the volume itself is insufficient (Chintagunta, Gopinath, & Venkataraman, 2010, p. 944).

3.4.2. Dispersion

A related phenomenon affecting the outcome of online comments is platform dispersion. Godes and Mayzlin (2004, p. 546) defined dispersion as the extent to which product-related conversations are taking place across a broad range of communities. The Internet is a very large distributed online medium and has multiple platforms of conversation. Dispersion has two implication (Alves, Fernandes, & Raposo, 2016). First, the nature of platforms can have a significant impact on the evolution of online comment. For instance, which products are discussed and how often. Second, from the measurement point of view, it is very difficult to determine which platforms should be aligned and measure.

3.4.3. Persistence and observability

Online comments contain opinions transmitted through written words (Saura et al., 2018). This has some important implications (Doh & Hwang, 2009). First, online comments are permanent and remain in public repositories. This information is always available to those customers who are searching for opinions about products and services (Hennig-Thurau & Malthouse, 2010, p. 320). Thus, online comments enable influence between weak ties as oppose to traditional word of mouth, which typically occurs only between strong ties. Second, the effort required to transmit online comments is much greater when compared to the traditional word of mouth that occur via causal conversations. Customers have a busy lifestyle and therefore have limited attention to express their opinions online, which leads to significant under-reporting bias (Hu, Pavlou, & Zhang, 2009, p. 145). Third, the nature of online comments, the content of the comments become more important for customers in assessing the credibility and usefulness of comments. Thus the way an opinion is written, language used, and semantic properties become highly important (Shi, Messaris, & Cappella, 2014). Fourth, the

literature generally agrees that the past conversations and ratings impact future conversation. Persistence and observability mean that existing online comments significantly impact future conversation (Duan, Gu, & Whinston, 2008, p. 231).

3.4.4. Anonymity and Deception

The Internet is an anonymous medium for conversation (Ku, Wei, & Hsiao, 2012, p. 535). Self-interested behaviour on the part of marketer may reduce both the credibility and informativeness of online comments. For example, organizations can sponsor online discussions without identifying the commercial nature of the source. Such actions may decrease customers' trust in online comments. Given the anonymity and the potential for deception, an additional variable "quality" is introduced. As online comments become more pervasive, therefore there is a need to focus on quality rather than quantity (Mudambi & Schuff, 2010, p. 187). Recently the organizations have developed reputation mechanisms, the ways in which reputations are built (based on both previous behaviour and quality of opinions) have important implication for the consumption of online comments (Smith, 2009). With anonymity also comes the possibility of deception for the purpose of harming a competitor.

3.4.5. Salience of Valence

This term refers to the positive or negative rating given by customers after evaluation products or services of the organization (Saura et al., 2018). According to word-of-mouth, the source of valence in the message is based on the interaction among peoples, provided information may be misinterpreted, while in online communication there is less with interpreting the valence of disseminators' opinion (Yang, Kim, Amblee, & Jeong, 2012). Many studies have found a positive relationship between valence and sales volume and the external influence propensity of online reviews. On the other hand, studies also find evidence for a negativity bias, (Cui, Lui, & Guo, 2012, p. 48) suggested that when customers are neutral negative online review tend to be more salient than a positive review.

3.4.6. Community Engagement

Customer engagement is a key factor to sustainable competitive advantage, profitability and to achieve customer loyalty (Blazevic, Hammedi, & Garnefeld, 2013, p. 300). Online platforms support to bring customers at one platform and to develop specialized, non-geographically bound among customers' communities. These platforms provide the opportunity to discuss product and service and express their frustration. Indeed, customers learn from other customers how to better use of products and services. Past studies indicated social media is a useful platform for organizations to engage their customers (King et al., 2014, p. 169).

3.5. Incivility of Online Comments

The use of uncivil language is more common in online communication as compared to face to face situation. The definition of incivility has been discussed by different researchers. Incivility is defined as "communicative behaviour exhibited in computer-mediated interactions that violate workplace norms of mutual respect" (Lim & Teo, 2009, p. 419) Incivility on social media is public discourse, some of the earlier research worked about online conversation and found many uncivil and angry comments (Wilhelm, 2002) Online incivility can range from unrelated, rude critiques and name-calling to outrageous claims and incensed discussion, which is known as flaming (Anderson, Brossard, & Scheufele, 2013a, p. 375).

Flaming is a common issue to the online conversation, which is an aggressive and unfriendly behaviour (Duggan, 2014). A survey conducted by Moor, Heuvelman, and Verleur (2010) on YouTube users, found that flaming is common among commenters because they perceive flaming as normative. Also concluded that some people hesitate to upload videos to avoid flaming comments (Moor et al., 2010, p. 1536).

Incivility has been reported to be widely expanded in organizations (Hershcovis, 2011). The basic channel of incivility is the email (Anderson, Brossard, & Scheufele, 2013b). Since all official communication and interaction among employees occur via

email in many organizations, therefore incivility likely to occur via email (Park, Fritz, & Jex, 2015, p. 2538). Pew Research Center pointed out that 60% of employee use social media platforms or email at their workplace (Agarwal, Lim, & Wigand, 2014). In addition, these technologies are mixed blessing for employees as they add stress to their work lives in spite of increased efficiency in communication. Studies on incivility conducted in email communication have shown that employees who experience incivility in their workplace, deviate from work or quit from their jobs (Lim & Teo, 2009). Another study conducted by Giumetti, Hatfield, and Scisco (2013) examined the impact on incivility in a working environment, concluded that incivility was associated with lower energy levels, increase the negative effect and decrease positive affect. Furthermore, incivility was associated with poor performance and a lower level of engagement at the workplace. Similarly, study conducted by Park et al. (2015) argued that "when employees experienced incivility, they reported higher affective and physical distress at the end of the workday, that in turn associated with higher distress the next morning" (Krishnan, 2016, p. 537).

3.6. Civility and Politeness of Online Comments

In research on online discourse, there is often no clear distinction between civility and politeness. Zhou, Chan, and Peng (2008) defined civility as, "the absence of "hot button' language, words that are likely to outrage opponents, or the avoidance of inflammatory speech and personal attacks." Some scholars used politeness and civility interchangeably (Anderson et al., 2013a). Both terms conceptually and empirically separated by Papacharissi (2004), claimed that politeness refers to etiquette, formality, and adherence to norms that guide the smooth conversation. While the civility foster democratic or deliberative goals. She also found that online commentary discussions can be either, both, or neither. Although both terms (civility and politeness) are in common usage, one can be civil without being polite (Papacharissi, 2004). For instance, political debates show may civil but not necessarily polite. The term polite and impolite words emphasize language and not the broader social norms inferred by civility. One can be polite with proper manners and language and yet be uncivil Graf, Erba, and Harn (2017)

argued in their research civil comments promote more favourable perceptions of the commenters, online comments reader may associate with the language used in online comments. Indeed, people who write civil comments are considered more favourable as compared to those who post uncivil comments. Uncivil comments reflect badly on commenter but have no effect whether the comment is believable or convincing.

From all definitions of civility, one commonality runs through the literature, civility is a counterpart of hostility. Instead of offering a clear picture of what civility comprise, several discuss civility in terms of what it is not ad hominem attacks, name-calling, offensive language, profanity, obscenity, or stereotyping (Graf et al., 2017). Civility is an inherently contextual phenomenon concerns in popular media about online commenting (Ksiazek, Peer, & Zivic, 2015, p. 853). Uncivil language does not contribute to the quality of discussion, broadly applicable conceptual definition of civil comment is one that moves the discussion forward without name-calling, stereotyping, or being written solely to incite anger from another side of the argument (Tate, 2012).

3.7. Anonymity Behaviour

Anonymity is an important factor in online behaviour and considered it as a factor that promotes incivility (Borah, 2013, p. 457). Business practitioners generally dislike anonymity in customers' comments, although reported that comments are very useful to get feedback about products and services (Reader, 2012, p. 502). Online comments reviewers acknowledge the vitriolic nature of online commenters and are in favour of allowing anonymous comments and view them as empowering and liberating (Rosenberry, 2011, p. 16). People have accepted the anonymity as a guard against the loss of privacy, "anonymity allows people to speak truth to powerful institutions". Likewise, anonymity is also important for voting and other political activities that promote the participation of minority group (Reader, 2012, p. 505).

Researches conducted in all types of online forms suggest that anonymity encourages self-disclosure and participation (Scott, Rains, & Haseki, 2011, p. 321). Anonymity also promotes "toxic disinhibition" which may lead to bad language,

criticisms, anger, hatred and threats. Online anonymity also encourages group polarization or like-minded people to become more extreme after interacting online (Santana, 2014). Research on online comments supports this suggesting that anonymity encourages more uncivil comments. Anonymous commenters were more likely to use uncivil language in online comments (Santana, 2014, p. 21). For instance, the political comments on the Washington post website were more uncivil as compared to the Facebook page, which offers less anonymity (Rowe, 2015, p. 126). Aggressive and uncivilized language most likely used in online anonymous commenters (Moore, Nakano, & Enomoto, 2012, p. 861).

3.8. Type of Online Comments

Online comments on social media platforms may contain slang and emoticons, these terms are meaningless, most express some kind of positive, negative or two-sided opinion (Reader, 2012). Allen (1991) described One-sided message as a message that presents only those arguments in favour of a conclusion advocated by the communicator, and two-sided messages as a message that includes both the arguments in favour of and opposed to the conclusion advocated by the communicator. Several researchers have studied the effects of online comments and found the both one-sided and two-sided were effective in changing the peoples' opinions. For example, if the prior opinion of the people toward on problem was taken into account, then the two-sided messages were more effective to persuade, especially who were opposed to the initial opinion (Sung & Lee, 2015a, p. 328).

Many scholars have studied the effects of above mentioned both sided messages, found that both one-sided and two sided messages were effective in changing the individuals' behaviours (Allen, 1991). Especially, two-sided messages were more effective in persuading those individuals who were initially opposed to the original opinion (Sung & Lee, 2015b).

Social Judgment Theory provides a potential explanation (Stankovic, 2018). In most case, when individuals with a prior negative attitude exposed to others' negative comments, the person will be more likely to have greater latitude of acceptance toward the others' negative comments, exhibiting an assimilation effect. However, if the others'

comments are positive, the person will exhibit a lesser latitude of acceptance toward the others' positive comments, exhibiting a contrast effect (Graf et al., 2017). If the others' comments are negative and positive, the latitude of acceptance will increase in comparison with when exposed to one-sided messages (others' positive comments). This will then increase the probability that the message will be accepted or decrease the probability that the message will be actively rejected or counter-argued (the contrast effect) (Teng et al., 2014).

If Social Judgment Theory can accurately predict the amount of attitude change based on the person's prior attitudes toward a company, then under what conditions an individual's judgment of others' comments shifts from unacceptable to acceptable (Sung & Lee, 2015b), particularly among those who hold a strong attitude or opinion. Some researcher argued that proportion of negative information included in two-sided messages holds a key as to why two-sided messages resulted in a greater attitude change among those who hold a prior negative attitude than the other (Sung & Lee, 2015a). For instance, Crowley and Hoyer in their study argued that the optimal proportion of negative information for persuasion is less in two-sided messages. Accordingly, we suspect that a proportion of negative information or negativity either presented in online comments or implied by the absence of any comments might be directly correlated with individuals' attitude change (attitude shift toward a negative), particularly among those who hold a neutral prior attitude toward a company (Sung & Lee, 2015a, p. 329).

3.9. Typology of Online Comments

Online comments can be classified into two different types. Stauss (2000) grouped online communication according to two criteria: communication needs of the customers and the content control by the business practitioners. The communication need of customers are identified by their different expectation and concerns when they communicate with others (Hussain, Ahmed, & Jafar, 2017). There are different levels that were classified: for example, the first two-level focus on the general information about company and general information about product (Zhang, 2016). Then the second level

individual retrieval of information about product offering, individual retrieval of information about supply or customer status and individual offer of information refers to a database provided that people can search specific information based on their requirements via e-mail or online chat. The third level, forms of communication are required that the customer is mainly focused on other customers' responses. It should include a satisfaction survey, experience sharing, and complaining (Stauss, 2000).

Litvina, Goldsmithb, and Pan (2008) employ the level of interactivity to sort the typology of online communications channels. As shown in figure 3.1

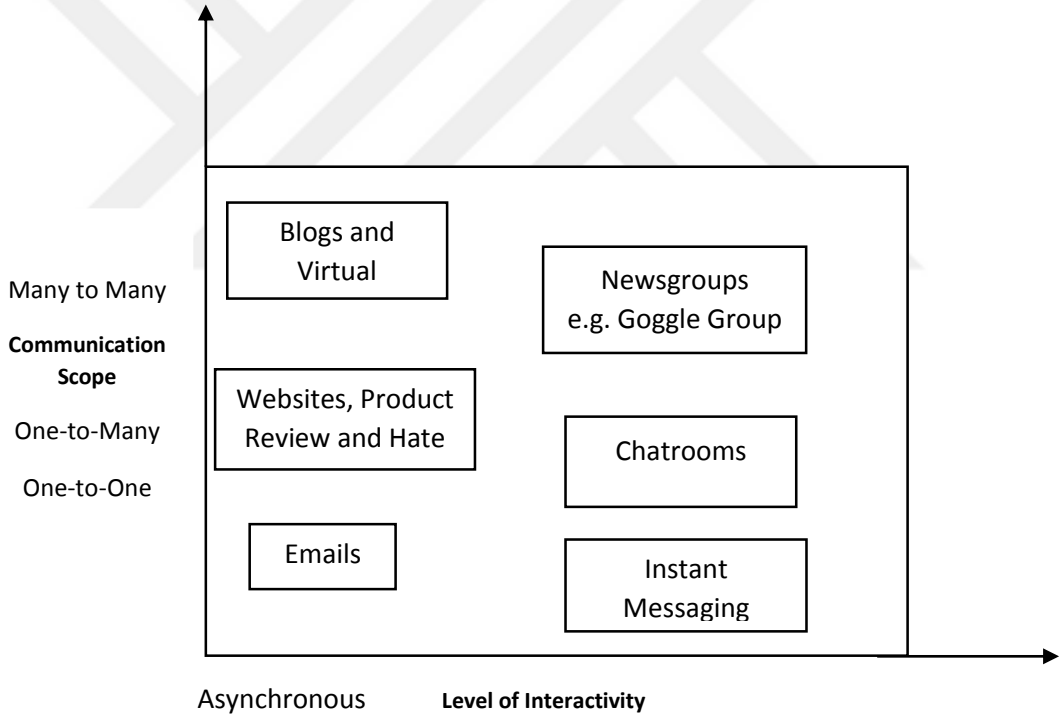


Figure 3.1. Interactivity to sort the typology of communications channels

Source: Litvina et al. (2008, p. 462)

E-mail is the most commonly used method for Internet and online communication activities (Litvina et al., 2008, p. 462). E-mail is not only used of personal communication but also for organizations who extensively use email to disseminate advertising by taking

advantage of convenience and low costs of the email system. E-mail considered an easy way to spread electronic information. Blogs (also called weblog) Thorson and Rodgers (2006) defined as “websites that contain online personal journals with reflections by the writers and the opportunity for visitors comments”. Bloggers post their views, experiences with their acquaintances and strangers. Since the increasing popularity of blogs and bloggers, business practitioners invite their customers to share comments about their products and services in order to attract market attention (Bergaentzlé, 2014). With the increasing blogging network, organizations can promote their new products successfully (Kerr et al., 2012).

The online forum and review websites provide a platform for customers to post their opinions (Litvina et al., 2008, p. 459). These online forms are managed by organizations. Customers can share their knowledge, experience and evaluation with others through the online forum. Furthermore, potential customers can also seek required information from a different point in time. In addition, it is a mechanism for organizations to provide feedback and foster the relationship between customers and organizations (Krishnamurthy & Kucuk, 2009, p. 1121).

The online chat room is the most interactive channel that provides a platform for sharing synchronized opinions and gain immediate responses (Litvina et al., 2008, p. 464). Individuals not only can initiate the conversation but also discuss with other participants. As compared to other platforms, the online chat room is more difficult to record and trace. The only individuals who are involved in the chat room can follow the conversation. Different platforms include different features of communication (Hennig-Thurau & Gwinner, 2004). Individuals can engage in one or many platforms according to their need. In other words, different features can affect the choice of a particular platform on which to publish online communication (Liang, 2013, p. 32).

3.10. Offline Versus Online Comments

Word of mouth is an established construct that has been widely explored in offline environment, recently research has begun to explore how technology facilitates its

implementation in the online context (Steffes & Burgee, 2009, p. 57). Increasingly advancement in technology has made it more important for marketers (Chen et al., 2011, p. 238). Online communication is in a more complex technologically mediated context, so there are a number of factors that influence the way in which online comments are consumed (King et al., 2014, p. 172). Based on this premise, it is believed that online communication creates different patterns as compared to traditional word of mouth (Shin, Song, & Biswas, 2014, p. 154).

The main characteristic of traditional word-of-mouth is the dissemination of information about experiences regarding product and services (Steffes & Burgee, 2009, p. 42). Since previous research has assumed that basic logic behind the traditional word-of-mouth and online communication is same, therefore different authors explain online comments for the development of e-business model (Wolny & Mueller, 2013, p. 565). However, some authors argue that online comments are not suitably explained by the mechanisms interventing in the traditional offline context (Cheung & Thadani, 2012, p. 462). Some researcher proposed that online comments should be considered as an extension of traditional word of mouth (Floyd, Freling, & Alhoqail, 2014, p. 218).

Based on this premise, though acknowledging the substantial similarities between the traditional word of mouth and online version, the research has identified some significant differences that have emerged in the digital context (Gupta & Harris, 2010, p. 1041). Word of mouth is an immediate intimate conversation, online comments much like e-mail communication, is most frequently an asynchronous process whereby the sender and receiver of information are separated by both space and time (Steffes & Burgee, 2009, p. 43).

The first and most obvious difference between the traditional and online communication, lies in the electronic attributes of speed with which information travels in the cyberspace, the extent of access to a large volume of information, the lack of geographical limitations, and the many to many nature of online communications (Wolny & Mueller, 2013, p. 565). Whereas the second difference, traditional word of mouth

usually occurred between a small group of consumers, online communication can reach a large number of people through under the form of bi-directional communication. As such, this type of conversation becomes more visible and observable (Martin & Lueg, 2013, p. 801). Third difference consists of the fact that while previously, source information was directly available to consumers, this kind of information does not exist in the electronic channel, making any appraisal of sender/message credibility is difficult (Kim & Gupta, 2012, p. 985).

Given the distinct characteristics of electronic communications, directed to multiple individuals, available to other consumers for an indefinite period of time and anonymous. however, electronic communication deserves the serious attention of business practitioners (Hennig-Thurau & Gwinner, 2004; Stankovic, 2018, p. 91).

3.10.1. Similarities

The terms online communication and traditional communication have some important similarities. These similarities relate to the origins, influence and content of the communication. The key common feature is the origin or the source of both types of communication. It is generally accepted that both forms of communication are initiated by individuals (Lin & Heng, 2015, p. 248). Another important feature is related to content valence. In this regard, research often distinguishes positive, negative and neutral online comments (Baker et al., 2016, p. 227). The valence is often linked to the impact of online and offline communications on customers and there is a conflicting view on the issue. Whereas several researchers argue for the strong effect of negative online and offline communication on individuals (Lim & Chung, 2011, p. 18).

Furthermore, online and traditional conversation have strong influence on customers perception about organizations (Garnefeld, Helm, & Eggert, 2011, p. 94) and ultimately have influence on the organizations. Both types of conversation (online and offline) preferred, and more trusted by customers as compare to company-initiated marketing initiatives. This is supported by industry findings which report that combined conversation (online and offline) present top influence on customers' decision making (Coffee, 2014).

Considering the conceptual proximity between two concepts, several researchers have argued for determining online consumer conversation through the lens of traditional communication. For instance Wolny and Mueller (2013) confirmed the similarity of the two concepts (Toder-Alon, Brunel, & Fournier, 2014). Many research on face-to-face word of mouth explain consumer motivations to engage in an online conversation. Berger (2014, p. 586) has explained that word-of-mouth involves face to face discussions, word of mouse, or online mention and reviews (Berger, 2014, p. 586), also proposed a list of potential behavioural drivers of online and offline conversation. Despite the similarities and closeness of both these terms there are also significant differences between these terms (Pasternak, 2017, p. 29).

3.10.2. Differences

The main differences between online and offline comments are temporality, visibility, scope, the strength of social ties, credibility and anonymity. In addition Table 3.1 shows the list of differences between the online and offline comments.

Offline refers to the direct (face to face) interaction, whereas online comments capture computerized interactions that appear on different social media platforms. These social media platforms include prevalent list, such as review websites (Khare, Labrecque, & Asare, 2011, p. 115), online communities (Jun Yang et al., 2012, p. 369), discussion forums (Chih, Wang, & Hsu, 2013, p. 660), bulletin board (Huang, 2010, p. 198), online blogs (Cosenza et al., 2015, p. 71; Koeck & Marshall, 2015, p. 374), social network sites like Facebook (Hsu et al., 2016, p. 979), Twitter (Canhoto & Clark, 2013, p. 522; Hennig-Thurau et al., 2015, p. 375), or LinkedIn (Barnes & Jacobsen, 2014, p. 147), and online chat rooms (Yeap, Ignatius, & Ramayah, 2014, p. 251). Furthermore, Kreis and Gottschalk (2015, p. 407) argued that the selection of online social media platform for online comments is the choice of customers, based on the motivation to engage in an online conversation. Indeed, the existence of different online context is important, since online comments have an influence on consumers decision making and depending on the

platform where online commentary conversation takes place (Erkan & Evans, 2016, p. 621).

Temporal differentiates offline and offline comments. In the offline environment production and consumption of information happen simultaneously, making it synchronous (Berger, 2014, p. 600). On the other hand, online comments can take on both synchronous and asynchronous characteristics (Chu & Kim, 2011, p. 48). For example, synchronous can take a form of a conversation in a chatroom or via mobile commenting apps where online comments send and receive at the same time. While the example of asynchronous, comments on a review website, or blog posts which are usually not consumed at the same time as they produced (Lovett, Peres, & Shachar, 2013, p. 11).

Table 0.1. Differnces Between Offline and Online Comments

Key Features	Offline comments	Online comments
Platform / Context	Face-to-Face	Online
Origin	Consumer initiated	Consumer initiated
Valence	Positive, negative, neutral	Positive, negative, neutral
Form	Oral	Written
Permanent evidence	No	Yes
Strength of ties	Often strong	Often weak
Anonymity	No	Yes/No
Timing	Synchronous	Synchronous, asynchronous
Audience	Often directed at one	Directed at one/ multiple individuals

Source: Adapted by Pasternak (2017)

Online comments leave permanent electronic evidence as compare to offline comments. Online comments persist long after being created and online comments have a long-lasting impact on customers (Cheung & Lee, 2012, p. 219). Online comments can be viewed long after they posted, this is a clear contrast to the offline comments. This arguably enables somewhat easier measurement of online comments as it becomes observable and leave a visible trace (King et al., 2014, p. 171).

Another key distinction between two terms is the potentially broader dissemination scope of online comments (Groeger & Buttle, 2014, p. 22), benefiting brands with positive feedback, creating a reason for concern for those receiving negative sentiments (Pfeffer, Zorbach, & Carley, 2014, p. 119). Depending on the dissemination channel, online comments can be direct at one or multiple consumers and can potentially encompass a considerably larger audience than offline communication. In the online environment, the sender of online comments may never have to personally meet the reader to the comment (Hennig-Thurau et al., 2015, p. 388). In this instance, online comments can be regarded as less personal communication (Lovett et al., 2013).

Online comments differ from offline comments in the strength of social ties, or the degree of closeness among commenters (Baker et al., 2016, p. 228). This difference is important, as the strength of social ties can moderate the impact of online comments on consumers. The closeness among the online commenters can affect persuasiveness (Teng et al., 2014, p. 747), also influence the customers' decisions, as well as motive the individual to spread the message further to one's social network (Chu & Kim, 2011, p. 52).

Additionally, as opposed to face to face communication, online comments can offer anonymity to the commentator (Kim & Gupta, 2012). This feature nonetheless may have different relevance depending on the choice of online comments setting. Incidentally, the anonymity aspect of online comments can create both opportunities and barriers for online comments dissemination and influence. Previous research highlight the matter of perceived credibility of online comments. For example, Cheung and Thadani (2012) noted that in a face to face communication the receiver of information is often aware of the communicator's credibility. Contrary Cheung and Lee (2012) argued that there may often be limited ways of evaluating the reliability of the online comments (Pasternak, 2017, p. 32).

3.11. Online comments in Social Media

In recent years, researchers have explored the online comment in the marketing domain (Chen, Tang, & Wu, 2014, p. 438; Cheung, Luo, & Sia, 2009, p. 15) and found that positive review leads to an increase in sales volume. Similarly, Hennig-Thurau and Gwinner (2004) determined the factors that motivate to engage in online comments through consumer opinion platforms. Motives of consumer online articulation include customers' concerns for other customers the potential for self-enhancement, desire for social interactions, desire for economic incentives and advice seeking. Indeed, Cheung et al. (2009) suggested that the informational (argument strength, source credibility, confirmation with prior belief) and normative (recommendation consistency and aggregate rating) determinants influence the consumers' evaluations of the credibility of online consumer recommendations.

A unique perspective of social media is that online conversation usually takes place between users who already have social relationships with each other, this increases the credibility and persuasiveness of online comments (Coulter & Roggeveen, 2012, p. 26). Coulter and Roggeveen (2012) determined the effect of online communication persuasion in social networking sites. Specifically, Coulter and Roggeveen (2012) tested what source, network, and comments/content factors affect consumers' responses, such as product awareness, knowledge, and links in social networking sites. Suggested that source is an important determinant of the effectiveness of online comments.

Trusov, Bodapati, and Bucklin (2010) identified influential users in social networking sites and their impact on others' activities (i.e., creating or consuming content). The results suggested that users' social contacts influence their online communication behaviours on the site, and thus the site's overall page views count and further advertising revenue. Their study provides the implications for marketing strategies, and retention efforts, as most content in social networking sites, is user-generated (Trusov et al., 2010). In another study, Katona, Zubcsek, and Sarvary (2011) determined the diffusion process in social networking sites, demonstrated that the number

of user's friends who are adopters has a positive impact on his adoption probability and signals the best prospects for encouraging online comments.

Overall, the emerging research on online comments in social media platforms, suggests that social media facilitates online commentary conversation among consumers (McCarthy et al., 2014), enable the marketers to interact with their customers in order to develop long-term relationships. Furthermore, online comments related to products or endorsed by peer friends is more likely to be considered as trustworthy and reliable (Chu & Sung, 2015, p. 252).

3.12. Online Comments in Business Management

3.12.1. Online Comments as Source of Information and News

With the advent of the Internet, one of the most important online sources of information is online comments which are in the form of opinions, user experiences and product and service reviews (Gu, Park, & Konana, 2012, p. 182). The Internet has provided the opportunity to the customers to share, exchange and express their opinions in a large number of different online spaces. Some of these are community-based sites "Social Networking Sites" where customers can develop networks of friends, with whom they can socially interact (Trusov et al., 2009, p. 92). These platforms are defined as the "group of Internet-based applications that build on the ideological and technological foundation of web 2.0 and that allow the creation and exchange of user-generated content (Kaplan & Haenlein, 2010, p. 60).

Particularly, these platforms foster the creation of relationships between users and facilitate repeated interaction (You, Vadakkepatt, & Joshi, 2015, p. 8). Furthermore, the development of social media "has loosened the constraints of information acquisition and distribution both psychologically and physically" (Zhang, Peng, Zhang, Wang, & Zhu, 2014, p. 2). As a result, the benefits of the Internet tend to encourage customers to use these platforms to search for information (Alves et al., 2016, p. 1029). Especially, the interactive nature of the channel allows customers to share their views on products and

services with other customers and as well as making available to them an unparalleled extent of information. Given the large number of product options that consumer face due to the rise of e-commerce, online comments about product information from other customers is increasingly important for a purchase decision. Accordingly, the customers are engaged in reviewing of online comments to find quality information to make purchase decisions (Zhu & Zhang, 2010, p. 133). Steffes and Burgee (2009) also argued that since the Internet has become a ubiquitous phenomenon, and a large number of customers relies on the information gathered from this source in order to aid their decision making. As such the availability of information help to overcome informational asymmetry phenomenon and reduces consumers search costs (Gu et al., 2012, p. 184).

Thus the technological development has spurred a power shift from producers to consumers (Steffes & Burgee, 2009, p. 43). The advent of this channel has allowed making deeper and entirely consumer-driven information search and also has allowed being empowered, which enable them to influence and be influenced by peers by means of information sharing (Zhang & Daugherty, 2010). For example, Furthermore, this medium has made the search for information even more accessible to consumers and further promoted information search behaviour. Based on these considerations, Kim and Gupta (2012, p. 985) define an online conversation as "crucial product information source", as customer largely relies on online comments prior to making a purchase. Gu et al. (2012) reported that more than 60% of consumers consult some kind of online comments while making their decisions. As such, consumers seek often information from both online and offline sources (Stankovic, 2018, p. 88; Zhu & Zhang, 2010, p. 133).

The Internet has changed several aspects of human lives, such as news readerships. The Internet has many benefits as compared to traditional media. For instance, online readers can participate in online debate and discussion by posting online comments. Such conversation has become the norm in Internet news participation and a common form of online citizenship expression (Weber, 2014, p. 942). Researchers discuss the possibility of encouraging public discussion among readers through online comments. Such type of discussions increase the level of debates, participants are willing to revise their own

opinion in the light of exposures to those of others who are equally well-informed but have different viewpoint, perspectives, and information (Chambers, 2003). Dutwin (2002) found that when individual online comments appeared unlikely to rise to the level of deliberation, in their totality, these online comments contained deliberative elements that were usually a product of the group discussion.

However, in examining readers' entries on a Finnish newspaper website Strandberg and Berg (2013) found that online comments can both promoted and hinder democratic expression. Low-quality online comments generate social problems such as comment trolling and malicious comments that may be serious enough to provoke self-injury and deepen social division (Golden, 2016). Readers' online comments are of concern for newspaper editors, who must develop policies aimed at moderating such comments. Most Internet news sites have adopted a moderation policy that censors comment as a way of picking out the "bad apples"(Golden, 2016).

Moderation in online forums serves three major functions: progress control for starting and ending a discussion, debate activation and enhancing the quality of a discussion and censorship used to filter and delete inappropriate online comments. Research in this area has focused on censorship like automatic filtering and policies to regulate malicious online comments. The Tapestry system was one of the first efforts to rate online comments. Users were asked to rate content on an intranet site and through collaborative filtering strategies, select news articles to recommend. Similarly, researchers explored how the tools currently in use to moderate and manage online comments might be applied to dealing with the large quantities of available information and to enhanc online discussion (Suh, Lee, & Suh, 2018, p. 184).

3.12.2. Online Comments and Attitude Formation

The existence of online comments has led to change in consumer behaviour and decision making (Chan & Ngai, 2011, p. 488). The Internet has provided a large amount of information to the consumers, which was not possible before (Broniarczyk & Griffin, 2014, p. 609; Weber, 2014). As such, the modality of information exchange and

transmission has undergone a significant transformation (Chan & Ngai, 2011), as the influence of online communication has become increasingly more important with the growth of online social media platforms (Doh & Hwang, 2009, p. 193). More specifically, platform refers to electronic word of mouth channel, which is the location of the electronic word of mouth (Chan & Ngai, 2011, p. 495). Electronic word of mouth communication refers to any positive or negative statement made by potential, actual, or former customer about a product or company, which is made available to a multitude of people and institution via Internet (Hennig-Thurau & Gwinner, 2004, p. 39). This form of communication has become, in some instances, the preferred modality of information exchange between consumers (King et al., 2014).

The retrieval of online information via online comments is available for consumers through a large range of different sources like online discussion forums, electronic bulletin board, newsgroups, blog review sites, and social networking sites. Online conversation has been steadily increased, especially on social networking sites. These platforms leverage the possibility for consumers to gather and share consumers' opinions and experiences spanning across a large area of consumption fields. The advent of social media platforms has enabled consumers to create a large number of online comments that help other users make product choices. In other word, consumers now have the opportunity to participate in creation and exchange of information through increased interaction in the marketplace (Broniarczyk & Griffin, 2014, p. 612).

In social media context, consumers not only express their opinions verbally, but also they can make easily apparent through other available means like photos, feeds etc (Blazevic et al., 2013, p. 307). As such, the definition of online conversation has been enriched with non-textual communications, which can be observed by peer such as "liking" a brand on Facebook or recommending ("retweeting") a story on Twitter, as well as the more commonly studied product reviews and online comments on social networks (Wolny & Mueller, 2013, p. 565). Jimenez and Mendoza (2013, p. 226) summarize that online conversation use both textual and graphical elements and evaluation can be expressed through ratings, "likes" and reviews etc.

Based on how online information has become a ubiquitous presence, it is important to examine how consumer use and evaluate the information it provided (Mudambi & Schuff, 2010, p. 187), Where especially non-verbal forms of online conversation are significantly under researched. The modality of how online information is consumed will determine the extent to is impact on receivers (King et al., 2014, p. 170).

3.12.3. Online Comments and Decision Making

One of the elements that can influence consumers' decision making is known as information-seeking behaviour. With this behaviour, consumers want to gather relevant product information from different sources of available information, which will consequently help them in decision making (Gu et al., 2012, p. 184). Several studies have explored the various forms of information retrieval because they provide an important mechanism for explaining consumer purchase decision making and product choice (Maity, Dass, & Malhotra, 2014, p. 233). Klein and Ford (2003) defined these behaviours as instances wherein consumers actively collect and integrate information from many internal and external sources before making a choice.

Internal sources are the knowledge consumers already have acquired through online comments and reside in memory, whereas external search is the external sources that are consulted (D'Rozario, 2016, p. 999). If information about the product is available to consumers, the consumer may consult it or otherwise not to do so. If they opt for the latter, they rely on their knowledge that they have previously acquired to inform the product attitude, thus only focuses on their internal experience. However, they decide to consult an external recommendation, it is usually because they do not possess a formed opinion about the product being evaluated. Based on this premise, a key element of consumer decision making that influences product attitude development is the typology and amount of information that comes from external sources.

As such, this phenomenon known as information seeking has been defined as consciously driven behaviour where individuals seek information from intentionally selected information sources (Guo, 2011, p. 137). The process culminates in what is called

information adoption, which is “a process in which people purposefully engage in using information” (Hennig-Thurau & Gwinner, 2004). Kostyra, Reiner, Natter, and Klapper (2016), concluded that the higher a consumer’s need for information, the more the consumer will look for online information and rely on it when making a purchase decision. As such, word of mouth in literature has been defined as “the dissemination of information (opinion and recommendation) through communication among people” (Chen et al., 2011, p. 239).

This mechanism mainly occurs because consumers are often influenced by their peer’s opinions and purchases when forming an attitude about a product (Chen et al., 2011, p. 294). Traditional word of mouth research has acknowledged that individuals’ preferences are influenced by others’ choices (Chen et al., 2011). This phenomenon has been defined as personal influence, and it is observed when individuals undergo a shift in their attitudes or behaviours due to the interaction with other consumers. As such, one of the most significant manifestations of this phenomenon is known as online comments (Kiecker & Cowles, 2002).

Specifically, with regard to the information-seeking process, it has always been found that online comments play a vital role. Its effect in influencing consumers’ choice has been extensively explored in marketing literature. Traditional word of mouth theory states that this communication plays a significant role in shaping different aspects, such as product evaluation (Koh, Hu, & Clemons, 2010). In other words, consumers have been found to make extensive use of online information in order to aid their decision making with regard to consumption choices (Stankovic, 2018, p. 86).

CHAPTER 4: BUSINESS MANAGEMENT

4.1. Introduction

An organization is a deliberate arrangement of people to accomplish some specific goal such as universities, colleges, government departments, having three common characteristics distinct purpose, people and deliberate structure (Robbins & Coulter, 1999). Some scholars have asserted that organizations are systems of interdependent human beings, and are supposed to do what an individual human being would not do or achieve alone. In addition, we can simply refer to an organization as, collection of individuals working together to achieve common goals, usually the organization's set objectives. As organizations are supposed to have a vision, mission, goals and objectives so they undertake various activities which emanate from those goals (Kamugısha, 2017).

Although the above mentioned three characteristics are important to demonstrate what an organization is, the concept of organizations is changing. It is no longer appropriate to assume that all organizations are going to be structured like IBM, and General Motors. Today organizations are becoming more open, flexible, and responsive to change. Because the world around them has changed. Societal, economic, global, and technological changes have created an environment in which successful organizations must embrace new ways of getting their work done. Example include the "information explosion" increasing globalization, and changing employee workplace expectation. Even though the concept of organizations may be changing, managers and management continue to be important to organizations. Table 4.1 shows the differences between a traditional and contemporary view of organizations.

Table 4.1. Changing Organization

Traditional Organization	Contemporary Organization
Stable	Dynamic
Inflexible	Flexible
Job-focused	Skill-focused
Work is defined by job positions	Work is defined in terms of tasks to be done
Individual-oriented	Team-oriented
Permanent Job	Temporary jobs
Command-Oriented	Involvement-oriented
Managers always make decisions	Employees participate in decision making
Rule-oriented	Customer- oriented
Relatively homogeneous workforce	Diverse workforce
Workdays defined as 9 to 5	Workdays have no time boundaries
Hierarchical relationships	Lateral and networked relationships
Work at organizational facility during specific hours	Work anywhere, anytime

Source: Robbins and Coulter (1999, p. 5)

4.2. Role and Importance of Management

The concept of management refers to the process of coordinating and integrating work activities so that they are completed efficiently and effectively with and through other people (Robbins & Coulter, 1999, p. 8). According to Koontz (2010), management is an art of getting things done through and with the people in a formally organized group. It is an art of creating an environment in which people can perform and individuals can co-operate towards attainment of group goals. According to Taylor (1934) management is an art of knowing what to do, when to do, and see that it is done in the best and cheapest way (Kaur & Khunteta, 2012, p. 12).

Management is getting work done through others. Pat Carrigan, a manager of General Motors says "I have never made a part in my life, I don't really have any plans to make one. That's not my job. My job is to create an environment where people who do make them can make them right, can make them right the first time, can make them at a competitive cost, and can do so with some sense of responsibility and pride in what they are doing. I don't have to know how to make a part to do any of those things" (Williams, 2009, p. 7).

To run any business there is needed some resources like men, machinery and materials. All these resources considered as input for a business which required some process that result in output in the form of product and service. However, the output may vary with business to business with the same inputs, process, men, material and machinery. Besides these inputs, various activities are also required so that inputs product good output. The process of using different resources to produce output is known as management (Robbins & Coulter, 2002).

Furthermore, Pat Carrigan suggested that managers need to be concerned with efficiency and effectiveness in workpalce. Efficiency is getting work done with a minimum of effort, expense, or waste. Pat Carrigan quoted the example United Parcel Servies (UPS), which save 14 million gallons of fuel annually by successfully implementing its new software, which provides the overall load planning system, to minimize the travel time, distance, and fuel costs. Pat Carrigan said that only efficiency is not enough to ensure success. Managers must also strive for effectiveness which is accomplishing tasks that help fulfil organizational objectives, such as customer services and satisfaction (Williams, 2009).

4.3. Manager and Managerial Roles

Individual who monitors the activities of others and accountable for achieving organizational goals are called managers. Managers get things done through other people and perform certain roles to achieve the organizational set goals such as decision making, resources allocation and direct the activities of others (Robbins, Judge, & Odendaal, 2009).

Mintzberg (1973) identified ten managerial roles that manager perform in the organizations, categorised into three major groups as shown in (Table 4.2), interpersonal roles, informational roles and decisional roles (Altamony, Masa'deh, & Gharaibeh, 2017, p. 920). These three groups further categorised like, interpersonal roles concerned with interpersonal relationships, which includes, figurehead role, Liaison role and leader role. Whereas informational roles contain monitor role, disseminator role and spokesperson

role. While decisional role includes four roles: entrepreneur role, disturbance handler role, resource allocator role and negotiator role (Kumar, 2015, p. 13).

4.3.1. Iterpersonal Roles

Interpersonal roles link all managerial work together, related to the manager's behaviours that specialized in interpersonal contact. Interpersonal roles contain human (subordinates and stakeholders of the organization) and different responsibilities that are ceremonial and symbolic in nature like, liaison role, leader role, and figurehead role (Kumar, 2015, p. 13). Mintzberg derived these roles from standing and the authority related to managers' post. **Liaison Role**: continuous networks of contacts with stakeholders outside the organization and the work unit to achieve data within the organization. Top-level managers perform this role to obtain information and favour, whereas subordinates use the information to perform their routine work (Laud, Arevalo, & Johnson, 2016). **Leader Role**: managers perform this role by developing relationships with their staff and connect with, to motivates, coach them, assigning responsibilities and motivating subordinates, controlling their development and inspiring their improvement and balancing effectiveness (Peaucelle & Guthrie, 2012). **Figurehead Role**: managers play symbolic or ceremonial duties. Since managers represent the organizations and managers are seen as an image of authority and reputation (Schwarz, 2015). Top level manages perform this role legally and socially by interacting the stakeholders outside the organization. Whereas middle level or supervisor represents the between workgroup and higher management (Kumar, 2015, p. 13).

4.3.2. Informational Roles

Informational roles include disseminating, gathering and receiving facts. Informational role further categorised into three roles: spokesperson role, disseminator role and a monitor role. These informational roles are all approximately transmitting and receiving facts so that managers can function the nerve centres in their agency (Mintzberg,

1973). In addition, Kumar (2015, p. 13) argued that these roles are primarily roles concerned with the informational aspects of managerial work.

Spokesperson Role: a manager performs a spokesperson role when he presents himself as a representative of the organization (Kumar, 2015). Spokesperson keeps up-to-date their stakeholders by transmitting information on behalf of the organization to the outside of the organization (Rudani, 2013, p. 27). ***Disseminator:*** manager receives information from internal and external resources to disseminate it to different elements of the business environment within the organization. Usually, top-level managers perform this role, receiving and disseminating information, as compared to the supervisor (Ghuman, 2010a, p. 112). ***Monitor:*** manager's role refers to the searching and gathering information which could affect the organization (de Oliveira, Escrivão, & Nagano, 2015). This role also entails deskwork like making and receiving phone calls, emails, attending meetings and reading reports. Managers perform this role by getting information and responding after necessary amendments that suit the climate for their organization (Saah, 2017, p. 28).

4.3.3. Decisional Roles

Mintzberg explained decision making as it revolves around making a selection among alternatives (April, Goebel, & Blass, 2012). It is one of the most important parts of the managerial activities because it contributes to the overall completion of work because it involves significant use of the information such as collected information makes a manager capable of performing decisional roles (Altamony et al., 2017). However, Mintzberg identified four roles of decision making such as negotiator, resource allocator, disturbance handler, and entrepreneur. **Negotiator**: managers represent their organization by performing a negotiator role on behalf of the organization. So it is a mandatory skill of the managers, as it affects the organization in achieving its success. Therefore, it necessary for managers to be good in negotiation skill (Shannak, 2013). **Disturbance:** disturbance role refers to the manager corrective action when unforeseen problems arise in the organization such as conflicts among subordinates, and environmental crises (Robbins et

al., 2009, p. 6). **Resource Allocator**: managers are responsible to decisions of allocation for all kind resources in the organization such as human resources, investment, equipment, material (Kumar, 2015, p. 13). **Entrepreneur role**: managers adapt themselves, their subordinates and their units to change (Williams, 2017, p. 13). This role encourages managers to work, to delegate and create development initiatives, identify new ideas, empower and supervise groups (Altamony et al., 2017, p. 921).

Table 0.2. Managerial Roles Summery

Sr.	Types of Role	Description
	Interpersonal Roles	
1	Figurehead	Manager perform symbolic or ceremonial duties
2	Leader	Develop and maintain relationships, communication and motivation.
3	Liaison	Develop and maintain contacts with outside the organization
	Informational Roles	
4	Monitor	Monitor the source of information which may affect the organization.
5	Disseminator	Pass information to the colleagues and subordinators
6	Spokesperson	Disseminate information outside the organization.
	Decisional Roles	
7	Entrepreneur	Encourage to change and innovation.
8	Disturbance Handler	Take the corrective action in the dispute
9	Resource Allocator	Distribution of resources
10	Negotiator	Negotiate on behalf of the organization

Source: Bagad (2009); (Mintzberg, 1971)

4.4. Evolution of Management Approaches

In this contemporary age, business practitioners should understand the importance of management history. It is a collection of past managerial events and phenomena by which business practitioners can go in past in order to learn about leaders and their work (Schwarz, 2015). History also provides the guidance, inspiration, and professional and personal life model of management leaders (Petrescu, 2016, p. 5).

The earliest example of management dates to ancient Sumer (modern Iraq), circa 8000-3000 BCE (Morden, 2016). Businessmen used small clay token to calculate quantities of goods and used to store data. They kept in small clay envelopes, and the token shapes made on the outside of the envelope to indicate what is inside. Eventually, someone figured out that it was easier to just write these symbols with a stylus on a table instead of using the tokens, which led to the more efficient management of the business of Sumerian temples (Williams, 2017, p. 23).

In addition, the practices of management are as old as human civilization (Hattangadi, 2016). For example, The Pyramids in Egypt and the Great Wall of China are proof that projects were completed in ancient times. It took more than 100,000 workers and 20 years to construct a single pyramid (Rudani, 2013). Someone had a plan what was to be done, organized people and material to do it, make sure those workers got the work done, and impose some control to ensure that everything was done as planned (Robbins & Coulter, 2012, p. 28).

In 1776, Adam Smith presented the concept of division of labour (or job specialization), that is breaking down jobs into narrow and repetitive tasks. Which increase productivity by increasing the skills, dexterity, time-saving, and creating labour-saving invention and machinery (Carpenter, Bauer, & Erdogan, 2012). In the late eighteen century machines were replaced for human power, a point in history known as the industrial revolution, it became more economical to manufacture goods in factories rather than at home (Bose, 2012). Large factories need someone who predict demand, enough material to produce the product, assign duties to the worker and direct activities. That "someone" was manager. These managers would need formal theories to guide them in running these large organization. It was not until the early 1900s, however, that the first steps toward developing such theories were taken (Robbins & Coulter, 2012, p. 28).

The origin of management as a discipline was developed in the late 19th century (Quinn, 2010). Over time, management thinkers have sought ways to organize and classify information about management. These attempts at classification have resulted in the

identification of management approaches (Kumar & Sharma, 2000, p. 16). Changes in management practices occur as managers, theorists, researchers, and consultant seek new ways to increase organizational efficiency and effectiveness. Similarly, advances in thought occur as managers find better ways to perform organizational functions: planning, organizing, leading and controlling (Jones & George, 2006, p. 40).

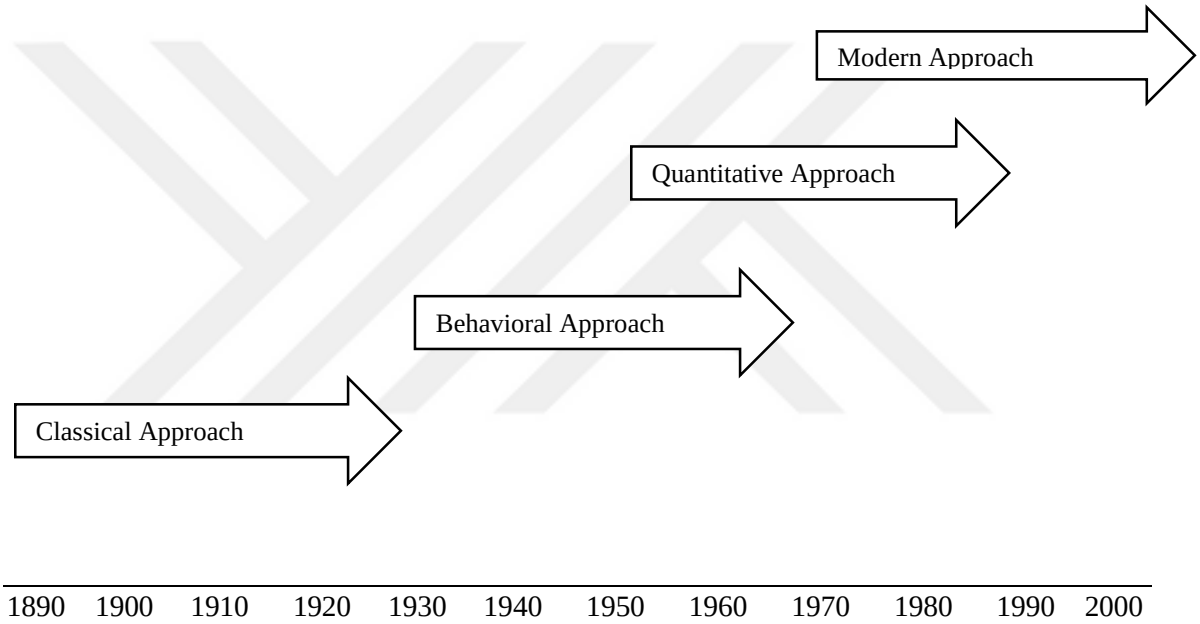


Figure 4.1. Evolution of Management Approaches

Source: Adapted by Jones and George (2006)

Figure 4.1 represents the four major management approaches: classical approach, behavioural approach, quantitative approach and contemporary approach (Jones & George, 2006). Every approach explains the management from the perspective of what was important at that time and interests of the researchers in history (Robbins & Coulter, 2012, p. 28).

4.4.1. The Classical Approach

Classical approach is foremost in the management thought. Its roots pre-date the twentieth century and it is concerns ways to manage work and organizations more efficiently (Weiss, Brevis, & Cant, 2008). Three areas of study that can be grouped under

the classical approach are scientific management, administrative management, and bureaucratic management (Rana, Ali, & Saha, 2016).

4.4.1.1. Scientific Management

Frederick Winslow Taylor (1856-1915) is known as the father of scientific management, defined scientific management as the systematic study of relationships between people and tasks for the purpose of redesigning the work process to increase efficiency (Khurana, 2009). Taylor argued that time and efforts that workers take to produce a unit can be reduced by increasing the specialization and division of labour (Akrani, 2011). Based on his experiment as manufacturing managers, Taylor developed four principles depicted in Table 4.3 to increase efficiency in the workplace (Jones & George, 2006, p. 45).

Table 0.3. Taylor's Principles of Management

1	Develop a science for each element of an individual's work, which replace the old rule-of-thumb method.
2	Scientifically select and then train, teach, and develop the worker (Previously workers chose their own work and trained themselves as best they could)
3	Heartily cooperate with the workers so as to ensure that all work is done in accordance with the principles of the science that has been developed.
4	Divide work and responsibility almost equally between management and workers. Management takes over all work for which it is better fitted than the workers. (Previously, almost all the work and the greater part of the responsibility were thrown on the workers)

Source: Robbins and Coulter (2002, p. 33)

Frank Gilbreth (1868-1924) and Lillian Gilbreth (1878-1972) were followers of Taylor, interested in the standardization of work and improve productivity. They refined Taylor's time studies, establish a "time and motion studies" by analysing the individual movements and eliminating inefficient hand and body motions (Gartenstein, 2018). Gilbreth experimented time and motion studies to bricklaying (Hattangadi, 2016). They reduced the number of motions in bricklaying, and the end of the day productivity of bricklaying increased with less fatigue (Carpenter et al., 2012; Jones & George, 2006; Robbins & Coulter, 2002, p. 30).

Henry Gantt (1861-1919), contributed to management with respect to pay-for-performance plan and training and development of workers, but the best known for the Gantt chart (Shafritz, Ott, & Jang, 2016; Sullivan, 2010). Which shows the activity and time relationship, what tasks must be completed at which time in order to complete a project. Gantt stated that graphical forms show at a glance where the delays occur and indicate what must have attention in order to keep up the proper output (Williams, 2017, p. 28).

4.4.1.2. Administrative Management

Henri Fayol (1841-1925) wrote at the same time when Taylor published his scientific management. Fayol presented new management theory' paradigm, known as administrative management theory (Olum, 2004). As Taylor was concerned with the lowest organizational level, using the scientific method (Bazrkar, Heravi, & Abedzadeh, 2014). While the Fayol focused on the activities of all managers and presented management principles as shown in table 4.4. Fayol made it clear that the administration meant "to govern or to manage a public or private enterprise" (Wren, Bedeian, & Breeze, 2002). Thus, this theory is based on how an organization be structured and it emphasizes on effective management (Khorasani & Almasifard, 2017, p. 135; Robbins & Coulter, 2002, p. 34). Despite an engineering background, Fayol understood the managerial skills and started to develop managerial ideas as he worked as a general manager (Wren, 1995). After that Fayol presented management theory, a collection of rules, methods and management's principles (Fayol, 2013).

Table 0.4. Fayol's Management Principles

1	*Division of work*. Specialization in worker' Job design increases output.
2	*Authority*. A manager must be able to give an order.
3	*Discipline*. Employee must obey the rules of the organization.
4	*Unity of command*. Employee should receive an order from only one boss.
5	*Unity of direction*. Organizations should have a single plan of action to guide managers and workers.
6	*Subordination of individual interest to the general interest.* The employee must sacrifice their interests for the good of an organization
7	*Remuneration of Personnel.* The employee should be paid fair.
8	*Centralization.* The degree to which the subordinates involves in decisions making.
9	*Scaler Chain.* This principle refers to the line of authority from top management to the lower rank.
10	*Order*. This principle refers that the organization resources should be the right place at the right time.
11	*Equity*. Managers should be kind to their subordinates.
12	*Stability of personnel tenure of personnel*. A high rate of employee turnover should be avoided.
13	*Initiative*. Managers should conceive and implement new ideas.
14	*Esprite de Corps.* promoting team spirit will build harmony and unity within the organization

Souce: Adopted by Rodrigues (2001, p. 881).

4.4.1.3. Bureaucratic Management

Max Weber (1864-1920) was an analytical sociologist who developed the bureaucratic management theory (Witt, 2004). Weber presented an ideal type of organization, called a bureaucracy (Jackson, 2018). Which refers to a specific set of structural arrangements (Shafritz et al., 2016, p. 30). Characterized by the division of labour, clearly defined hierarchy, detailed rules and regulation, impersonal relationships and the selection and promotion of employees based on their abilities, lead to more efficient management (Baykan & Uzunboylu, 2018). Based on observation, Weber concluded that many early organizations were inefficiently managed, with decisions based on personal relationships and loyalty (Rana et al., 2016). Weber also contended that managers' authority should not be based on tradition or charisma rather on the position

held by managers in the organizational hierarchy (Abah, 2017). Although many characteristics of weber's bureaucracy are still evident in a large organization, however, managers feel that bureaucracy emphasis on a strict division of labour, adherence to formal rules and regulations, and impersonal application of rules and controls takes away the individual employee's creativity and organization's ability to respond quickly to an increasingly dynamic environment (Gartenstein, 2018). However, even in highly flexible organizations of talented professionals bureaucratic mechanisms are necessary to ensure that resources are used efficiently and effectively (Robbins & Coulter, 2002, p. 34).

4.4.2. The Behavioral Approach

The behavioural science approach was a natural progression of the human relations movement (Baykan & Uzunboylu, 2018). It focused on applying conceptual and analytical tools to the problem of understanding and predicting behaviour in the workplace (Kumar & Sharma, 2000, p. 17). The behavioural approach of management thought developed, in part, because of perceived weaknesses in the assumptions of the classical approach (Bazrkar et al., 2014). The classical approach emphasized efficiency, process, and principles. Some felt that this emphasis disregarded important aspects of organizational life, particularly as it related to human behaviour (Kwok, 2014b). While the behavioural management is how managers should behave to motivate employees and encourage them to perform at high level be committed to the achievement of organizational goals (Jones & George, 2006, p. 57). Thus, the behavioural approach focused on trying to understand the factors that affect human behaviour at work.

4.4.2.1. Group Influence

Mary Parker Follette (1868-1933) was an American social worker, management consultant and author of books on democracy, human relations, and management (Caramela, 2018b). Follette defined management as the art of getting things done through the efforts of other people, and worked as management theorist, introduced such phrases

as “conflict resolution”, “authority and power” and “the task of leadership” (Carpenter et al., 2012, p. 11).

Mary Parker Follet developed a humanistic perspective of management, emphasized on interactions of management and workers (Rudani, 2013). Follett described that workers should be involved in job analysis, indeed, managers should also allow them in their job development process because they know about their job (Bazrkar et al., 2014). Follett said that “authority goes with knowledge, whether it is up the line or down” Follett argued that different department should directly communicate with each other to speed up the decision making process (Grissom, Loeb, & Mitani, 2015). Further, Follett took a horizontal view of power and authority and believed that power should be given to the person who can help the organization achieve its goals (Jones & George, 2006). Table 4.5 summarize the contribution of Follet. After Follet, behavioural theory progressed by Hawthorn, Maslow and McGregor between 1940 to 1970. The main courses of Humanistic perspective are Human relation movement, human resources perspectives, and behavioural sciences approach (Khorasani & Almasifard, 2017, p. 135).

Table 4.5. Follet's Contribution to Management

	Description
Constructive Conflict	"As conflict—difference—is here in this world, as we cannot avoid it, we should, I think, use it to work for us. Instead of condemning it, we should set it to work for us."
Power	"It seems to me that whereas power usually means power-over, the power of some person or group, it is possible to develop the conception of power-with, a jointly developed power, a co-active, not a coercive power".
Giving of Order	"An advantage of not exacting blind obedience, of discussing your instructions with your subordinates, is that if there is any resentment, any come-back, you get it out into the open, and when it is in the open, you can deal with it".
Authority	"Authority should go with knowledge and experience, that is where obedience is due, no matter, whether it is up the line or down"
Leadership	"Of the greatest importance is the ability to grasp a total situation…out of the welter of facts, experience, desires, aims, and the leader must find the unifying thread. He must see a whole, not a mere kaleidoscope of pieces….The higher up you go, the more ability you have to have of this kind"
Coordination	"The most important thing to remember about unity is – that there is no such thing. There is only unifying. You cannot get unity and expect it to last a day—or five minutes. Every man in a business should be taking part in a certain process and that process is unified."
Control	"Central control is coming more and more to mean the co-relation of many controls rather than a superimposed control"

Source: Williams (2017, p. 36)

According to Mary Parker Follett (1868-1933) Theory, It is important to direct contact between managers and workers in order to avoid conflicts that hinder the organizational efficiency. Follett emphasized on the regular meeting and coordination with subordinates in order to implement smooth operation and to avoid no waste of resources such as time, money and energy. Furthermore, it is also important to ensure that employees are doing equal to have a team effort, otherwise burden would shift on few employees, may lead to unstable organizational operation (Caramela, 2018a; Robbins & Coulter, 2002).

4.4.2.2. The Hawthorne Experiments

Elton Mayo (1880-1948) was famous for his Hawthorne studies at Western Electric Company, manufacturers of telephone apparatus, in Chicago between 1924 and 1932 (Robbins & Coulter, 2012). Mayo conducted research to investigate how characteristics

of the work setting affect worker fatigue and performance (Kaur & Khunteta, 2012). Mayo measured workers' productivity, found that productivity and job satisfaction of workers increased regardless of the change of illumination, paid worker either on individual production or group production or increase or decrease the length of rest (break time) (Dubrain, 2012). After that, Mayo explored the impacts of social as well as environmental factors on workplace performance, as her work examined the human relationships (Muldoon, 2017, p. 75), Mayo concluded that the quality of human relations of worker with peers and management was more critical to performance improvement than the quality of physical variables (Jung & Lee, 2015, p. 508).

Findings at the Hawthorne study lead to a new emphasis on the human behaviour factors in the management of organizations (Smith, 2011). However, this particular effect is known as the Hawthorne effect, the fond that a manager's behaviour or leadership approach can affect workers' level performance (Jung & Lee, 2015). From this point of view emerged the human relations movement, management approach that advocates the idea that supervisor should receive behavioural training to manage subordinates in ways that elicit their cooperation and increase their productivity (Jones & George, 2006, p. 59). Scholars generally agree that the Hawthorne studies have a dramatic impact on the direction of management beliefs about the role of human behaviour in organizations.

4.4.2.3. Maslow's Hierarchy of Needs

Abraham Harold Maslow (1908-1970) presented the "hierarchy of needs" theory (Maslow, 1943; Stoyanov, 2017, p. 9). Maslow's theory provides both, the theory of human motives by classifying basic human need in a hierarchy and a theory of human motivation that relates these needs to general behaviour (Bouzenita & Boulanouar, 2016, p. 62). Maslow distinguishes five different levels of needs as shown in figure 4.2.

Maslow argued that people can be motivated by physiological needs (food and drink, shelter, sex), safety needs (security, protection, from physical and emotional harm), social needs (belongingness, affection, friendship, acceptance, love, social interaction), self-esteem needs (self-respect, autonomy, achievement, status, recognition and attention)

and self-actualization needs (growth, achieving one's potential, self-fulfilment) (Rahnama & Lotfi, 2016, p. 1658). The level of needs are portrayed in the shape of a pyramid, most basic levels of needs at the bottom and the need of self-actualization at the top (Osemeke & Adegboyega, 2017; Williams, 2017, p. 269).

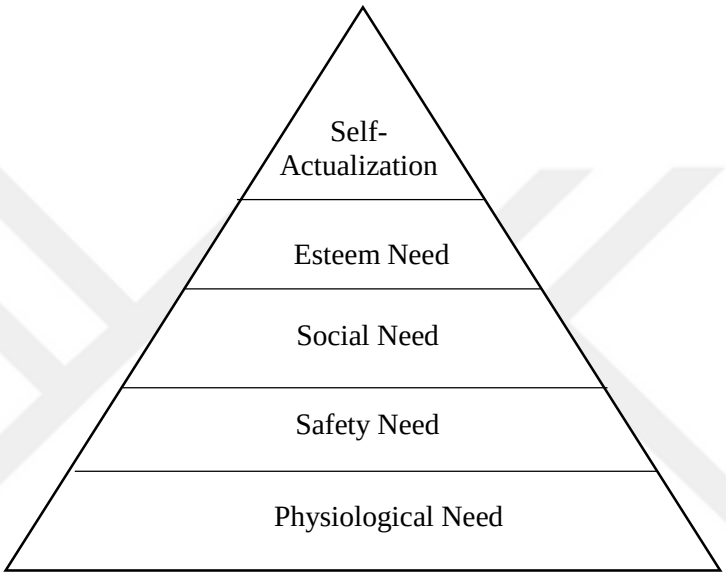


Figure 4.2. Maslow Hierarchy of Needs Pyramid
Source: Robbins and Coulter (2012, p. 432)

Maslow argued that every level in the hierarchy must be substantially satisfied before the next need becomes dominant (Tripathi & Moakumla, 2018). An individual moves up the need hierarchy from one level to the next. Managers should follow the Maslow's needs hierarchy to motivate the employee by satisfying their needs. Indeed, once a need is substantially satisfied, the employee is no longer motivated to satisfy that need. Furthermore, managers should understand what need a level that employee is on in the hierarchy and focus on satisfying (Robbins & Coulter, 2012, p. 432).

Despite its popularity, Maslow's Theory was criticized. Alderfer (1969) criticized and stated that multiple needs can work together rather than one need at a time (Robbins & Coulter, 2012). For example, physiological and security needs can both work at a time on individuals. In addition, Maslow also ignored the environmental factors by considering the needs occurring in a static manner, whereas in actual, environmental factors tend to

vary due to constant change in the dynamics. Similarly, contemporary researcher criticized that, instead of points to three psychological needs, focus should be on autonomy, relatedness and competence rather than focusing on a pyramid of needs (Osemeke & Adegboyega, 2017).

4.4.2.4. Herzberg Two Factors Approach

Herzberg presented two factors theory to determine the working attitude and performance of employees, motivators and hygiene factors. Motivators are intrinsic factors that increase employee' job satisfaction, whereas hygiene factors are extrinsic factors to prevent employee' job dissatisfaction. Herzberg posits that hygiene factors not necessary result in employee' job satisfaction. To increase the performance motivators must be addressed (Osemeke & Adegboyega, 2017, p. 167). Therefore, this theory is incorporated in the organizations, using it in job designing. It helps in job enrichment to ensure that workers have both factors when working in the organizational setting (Robbins & Coulter, 2012).

Herzberg's research was opposed by many scholars, because different researchers have used different motivation variables have affected the contraposition about Herzberg's theory. Thus, Herzberg' proposal about motivation is not applicable to all kind to organizations, so Herzberg's theory needs to re-examined to understand which motivation factors are more significant in different organization (Osemeke & Adegboyega, 2017).

4.4.2.5. David McClelland Theory

David McClelland (1917-1998) opposed the Maslow' hierarchy of needs theory, and presented the three motivational paradigms: achievement, affiliation and power. This model attempt to explain how the needs for achievement, power, and affiliation affects people actions in management context.

McClelland's theory was criticized by Robbins et al. (2009). As theory stated that it has less practical effect than other theories, because McClelland argued that the three needs

are subconscious, meaning that we may be high on these needs without knowing, measuring them is not very easy (Osemeke & Adegboyega, 2017).

4.4.2.6. Theory X and Theory Y

Douglas McGregor (1906-1964) proposed two assumptions regarding human nature: Theory X and Theory Y (Robbins & Coulter, 2012, p. 432). Simply, Theory X, assumes that workers are lazy, need to be closely controlled to work effectively. Further assumes are that (Mohamed & Nor, 2013): (1) Workers dislike to work and avoid to do work whenever possible. (2) Supervisors need to threaten punishment and exercise careful supervision. (3) Managers should adopt authoritarian-type control over workers (Mohamed & Nor, 2013). Whereas Theory Y is a positive gesture that workers enjoy work, accept responsibilities and willing to get the job done without constant supervision (Kwok, 2014b). Furthermore, (1) workers want to be active and find the physical and mental effort on the job satisfying. (2) Satisfactory output comes from willing participation. (3) Workers seek opportunities for self-development and self-respect (Butts & Rich, 2018, p. 370; Kerzner, 2017, p. 194). In the first few decades of the 20th century, Theory X was strongly implemented in business (Novramadani, 2014). Theory X is an authoritarian style and emphasise is on productivity, has been considered as a negative way of dealing with workers (Mohamed & Nor, 2013, p. 716).

On the contrary, Theory Y is a participative management style which assumes that people will exercise self-direction and self-control in the achievement of organizational objectives to the degree that they are committed to those objectives (Shafritz et al., 2016). McGregor suggested organizations to adopt Theory Y, assign responsibilities to their employees and allow them to have the freedom to do their jobs (Carson, 2005, p. 432; Mohamed & Nor, 2013, p. 716).

4.4.2.7. Model I versus Model II

Chris Argyris (1923-2013) presented the concept of organizational learning and its impact on organizational growth, effectiveness and adaptability as shown in figure 4.3

(Dininni, 2017). Chris' theories focused on single-loop and double-loop learning, immaturity/maturity continuum, organizational communication and the effects of each of these on employee motivation, accountability and empowerment (Dininni, 2017, p. 2017). Indeed, the concept of organizational learning focused on how individuals design their actions to achieve their intended results in a challenging environment (Edwards, 2017, p. 148). Organizational learning has been defined in many ways, but the more specific is the process of detecting and correcting the errors in organizations (Tomasini, 2016). Organizational learning is an important process to gain a competitive advantage. There are two organizational learning: single-loop learning and double-loop learning (Kantamara & Ractham, 2014, p. 56).

Single-loop learning is a problem-solving process, errors or problems are detected and corrected (Abah, 2017). Individual examine the environment and compare the data with the organizational norm, then take appropriate action. Individuals look at the options they have and fix the problem. Indeed, they respond to changes by identifying mistakes to maintain the features of the organizational norm. The activities of correcting and solving problems add to the knowledge-based or firm-specific competences or routines without altering the basic nature of the organization's activities (Petrescu, 2016). Whereas double-loop learning is the process of comparing the situation with the norm, questioning whether the norm is appropriate and justifying whether this is the best means of doing things (Novramadani, 2014). The organization involved in questioning and modification of an organization's underlying norms, procedures, policies and objectives (Argyris, 1977; Stewart, 2015, p. 40).

The main purpose of Model-I is to protect and self-defend against fundamental and disruptive changes. As human beings become skilful in using Mode-I, develop defensive reasoning and mind-set that they use to explain their actions and to design and implement future actions. Model-I reasoning represents our theory-in-use when we face threatening or embarrassing situations.

Whereas Model-II is a theory-in-use that can be used to begin to prevent the counterproductive consequence of Model-I. Model-II theories are, the outset, espoused

theories. In order to develop a productive mind-set, it is necessary to become skilful at producing Model-II governing values. Which lead to openness, transparency, and trust (Argyris, 2010, p. 63).

Chris Argyris concluded that former leads to poor, shallow and mistrustful relationships and is to breeding ground for mistrust, inter-group conflict, rigidity and so on which in turn lead to a decrease in organizational success in problem-solving. Whereas democratic values result in increases in organizational effectiveness (Kwok, 2014b, p. 37).

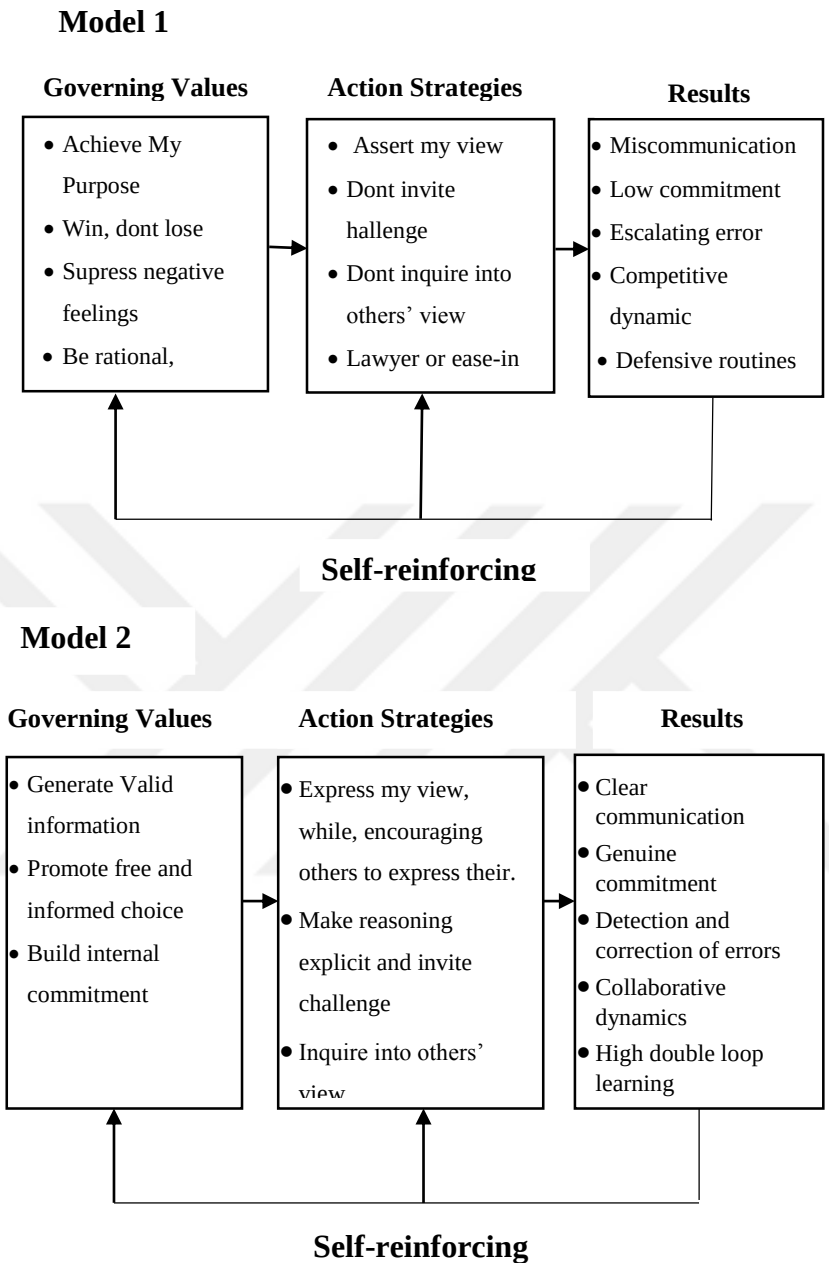


Figure 4.3. Argyris and Schon Model 1 / Model 2

Source: Argyris and Schon (1974)

4.4.3. The Quantitative Approach

The quantitative approach evolved from mathematical and statistical solutions developed for military problems during World War II. The quantitative approach involves statistics, optimization models, information models, computer simulations, and other quantitative techniques to management activities (Robbins & Coulter, 2012, p. 34). For example, linear programming, critical-path scheduling analysis and economic order quantity model help the managers to improve decision making. The branches of the quantitative approach are Management science, operation management, and information system management (Younus, Hanif, & Atif, 2015).

4.4.3.1. Management Science

Management science theory was developed after the Second World War. Using mathematics, statistic and quantitative techniques are the main characters of this theory to help managers in quality management, to make maximum use of organizational resources to produce goods and services. Edward Deming, who introduced the most remarkable philosophy of management science, is a pioneer of quality management who used statistical tools for quality control in management (Khorasani & Almasifard, 2017, p. 136) In essence, management science theory is a contemporary extension of scientific management, which, as developed by Taylor, also took a quantitative approach to measure the worker-task mix raise efficiency. There are many branches of management science, which are having a significant impact on all kinds of management practices (Jones & George, 2006, p. 62).

4.4.3.2. Operations Management

This approach focuses on the operation and control of the production process that transforms resources into finished goods and services. It has its roots in scientific management but became an identifiable area of management study after World War II. It uses many of the tools of management science. Operation management involves the daily production of goods and services and finds the mathematical ways of improving productivity and quality and reduce the cost. Major areas of study within operations management include capacity planning, facility location, and layout, materials requirement planning, scheduling, purchasing and inventory control, quality

control, computer integrated manufacturing, just-in-time inventory systems, and flexible manufacturing systems (Williams, 2017, p. 38).

Tanunja in his research argued that operation management is the function or field of expertise that is primarily responsible for managing the production and delivery of products and services. In operations management, people use quantitative techniques of forecasting, inventory analysis, statistical quality control methods, networking models etc. In areas such as inventory management, production planning, designing the production process, purchasing raw materials, storing and selling the final products and similar areas in manufacturing units (Tanuja, 2015).

4.4.3.3. Management Information System

Management Information System is a field of management that focuses on designing and implementing computer-based information systems used by management. Large amount of information is quickly processed (conversion of raw data into useful information) to make useful business decisions (Tanuja, 2015).

In history, information management has been expensive, very difficult to obtain and very slow to spread, because of effort and time consumption to handwritten information. Therefore, organizations always have pushed to the quick adoption of new information technologies that not only reduce the cost but also increase the speed of storing, retrieving and sharing data. Thus, this intensive need for information management led the organizations to quickly adopt internet technologies in the past four decades (Williams, 2017, p. 40).

4.4.4. Modern Approach

Modern theory or system theory takes a general look at the organization, its every element and part of its component. Chester Barnard defines an organization as a system of consciously coordinated personal activities of two or more person, emphasised on two words “system” and “persons”. Modern theorists argued that organizations must adapt to changes in their environment if it is to survive.

1.1.1.1. Systems Approach

System Theory is a fundamental theory in physical science and had not been implemented into organized human efforts. The most affected views of system approach were developed by Daniel Katz, Robert Kahn and James Thompson in the 1960s. A system approach is commonly used to evaluate market elements. These theories viewed the organization as an open system (Jones & George, 2006, p. 63; Rana et al., 2016, p. 15; Robbins & Coulter, 2012, p. 36).

A system is a group of interrelated but separate elements working toward a common purpose. The arrangement of elements should be ordered so that the element leads the organization to achieve its organizational goals. A system is integrated into four forms (Figure 4.4): inputs, transformation, output and feedback (Rana et al., 2016). A major contribution of the system approach results from its strong emphasis on interrelatedness or mutuality of the parts of an organization. Another important benefit of system theory lies in its treatment of the organization as an open system (Kaur & Khunteta, 2012, p. 45).

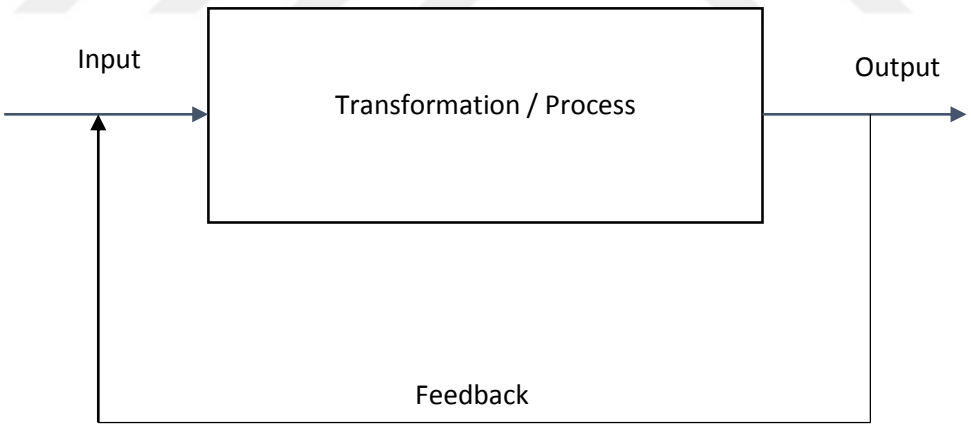


Figure 4.4. Process of System Theory

Souce: Kaur and Khunteta (2012, p. 46)

There are two fundamental systems: open system and closed system. Open systems are influenced by and do interact with their environment. While the closed systems are not influenced by and do not interact with their environment (Robbins & Coulter, 2012, p. 37). Similarly, Baykan and Uzunboylu (2018, p. 24), argued that system which interacts with its surrounding is called an open system while the system

which does not interact with its surrounding is called closed system. Formal organizations are seen as open systems because of their interaction with the external environment. Thus the success of any organization depends on their successful interactions with the external environment (Abah, 2017, p. 77).

1.1.1.2. Contingency Approach

Contingency approach was presented in 1960 by Tom Burns and G. M. Stalker in Britain, while Paul Lawrence and Jay Lorsch in United State (Jones & George, 2006, p. 65). The core message of the contingency approach is that there is no one best way to organize and to design the organization structure. It depends on the various situational factors like external environment, technology, organizational characteristics, characteristics of mangers and characteristics of subordinates. In addition, contingent theorists stated that organizational structure and the control system depend on the characteristics of the external environment in which an organization operates (Carnall, 2007, p. 137). Furthermore, the contingency approach is a management theory that suggests the most appropriate style of management, dependent on the context of the situation. The organization that focuses only single and rigid management style, leads the organization into failure in the long term. Therefore, in contingency theory, managers concentrate on both the situation and their own management styles to make ensure both interact efficiently (Rana et al., 2016, p. 15).

1.1.1.3. Theory Z

William Ouchi (1970) presented the Theory Z, compared the work ethics in the USA and Japan industries. According to Theory Z, increasing the employee loyalty and trust with the organization by providing a job for life with a focus on the well-being of the employee, both on and off the job, which lead to improvements in organizational performance (Butts & Rich, 2018, p. 372).

There are some assumptions regarding employees under Theory Z: (1) Workers intend to develop friendly and close relationships with their co-workers. (2) Workers expect that they are supported by the organization. (3) The value a working environment in which such things as family culture, tradition, and social institutions

are regarded as equally important as work itself. (4) Management must have a high degree of confidence in the workers and their capacity for decision making (Aithal & Kumar, 2016, p. 5).

William Ouchi found significant differences between Japanese and American organizational culture and how they treat their workers. The Japanese focus on lifetime employment, collective decision making, informal administrative control, place workers on non-specialized career paths with slow evaluation and promotion. Whereas American focus on short-term employment, individual decision making, formal control, and prefer specialized career path opportunities with rapid evaluation and promotion. Finally, Japanese managers interested more in the personal lives of their workers as compared to American managers (Kerzner, 2017, p. 195).

William Ouchi suggested thirteen steps given below for the organization to become a theory Z organization (Butts & Rich, 2018): (1) Clearly understand the philosophy of theory z. (2) Audit the organization philosophy. (3) Involvement of organizations' leader in the design of desired management philosophy. (4) Implementation of the designed philosophy by constructing incentives and structures. (5) Empower employees' skills, problem-solving and decision making. (6) Measure the system of the organization. (7) Involvement of employee unions. (8) Focus on stable employment by evaluation and promotion of the employees. (9) Development of evaluation and promotion system based on performance over time. (10) Expand career path development. (11) Implementation of the plan from top-level to downward level. (12) Seek areas for implementation. Utilize areas that have shown commitment and productivity. (13) Allow for development of holistic relationship.

1.1.1.4. Total Quality Management

Quality revolution flourished the businesses in 1980s which was initiated by W. Edwards Deming and Joseph M. Juran. Initially, their ideas and techniques had few supporters in America but the Japanese organizations had enthusiastically adopted these ideas and techniques at those times. As a result, Japanese manufactures started beating American competitors in quality. Thereafter, American managers took a serious look at W. Edwards Deming's and Joseph M. Juran's techniques and ideas.

After that, these ideas have become the basis for quality management programs (Robbins & Coulter, 2012, p. 35), Total quality management defined as a management approach that centred on quality, based on the participation of all members and aimed at long-term success through customer satisfaction (Obeidat, Hashem, & Alansari, 2016, p. 21).

According to Edwards Deming, by adopting appropriate principles of management, organizations can increase quality and simultaneously reduce costs (by reducing waste, rework, staff attrition and litigation while increasing customer loyalty). The key is to practice continual improvement and think of manufacturing as a system, not as bits and pieces (Novramadani, 2014). Continual improvement is not possible without the exact measurement, required statistical techniques that measure the critical variable in the organization's work process. Deming developed a system of statistical quality control. Deming viewed statistics as a management tool and relied on statistical process control as a means of managing variations in a process. His overall approach focuses on the improvement of the process, in that system rather than the worker (Ross & Perry, 1999, p. 5). Finally, if there was a mutual consensus among experts, total quality management would include the following component: (Psomas & Jaca, 2016, p. 382), leadership and management commitment, training, communication, teamwork, customer satisfaction, measurement of data, continuous improvement, process improvement, focus on employee empowerment, and supplier involvement.

4.5. Assesment of Management Approaches

The Egyptian pyramids, Great Wall of China and trade centre in Venice, are the examples of early management. These examples show that management had been practised for thousands of years. However, two pre-twentieth-century events played a significant role in promoting the study of management (Robbins & Coulter, 2002, p. 29). First, in 1776, Adam Smith presented the concepts of division of labour. Second, the industrial revolution (the advent of machine power, mass production and efficient transportation). Thus the formal management practices (planning, organizing, leading and controlling) became necessary for every organization. So the need for theories to

guide manages had arrived. It was the early 1900s that the first major step toward theories was taken (Robbins & Coulter, 2002, p. 30).

Management theories have been characterized into four categories: classical approach, behavioural approach, quantitative approach and modern approach (Naranjo-Gil, Sánchez-Expósito, & Gómez-Ruiz, 2016).

The Scientific Management theory was developed by Fredrick Winslow Taylor, analyses the workflows, improving labour productivity and labour efficiency. Fayol's approached it from the viewpoint of upper-level administrative management. Whereas Taylor approached the study of management from the technical level, which involves the best most efficient way to complete a job. Furthermore, Taylor used the time study to determine the time taken by employee to complete each part of his job. At the same era, Frank Gilbreath (1868-1924) and his wife Lilian Gilbreth (1878-1972) who were the followers of Taylor, presented "applied motion study" in order to improve efficiency by reducing the unnecessary motions (Caramela, 2018a; Khurana, 2009). Meanwhile, Henry Gantt (1861-1919) also associate of Frederick Taylor, developed a Gantt chart, which shows the graphical presentation to measure the productivity and working efficiency along with the task of any project (Sheldrake, 2003; Williams, 2017). Even, in this modern age, these tools and techniques are used by organizations to get most efficient results (Caramela, 2018a).

According to scientific management theory, workers were placed under pressure to perform work faster and efficiently. Similarly, priority was given to productivity and profitability whereas the wellbeing of workers was undermined. This practice forced the employees to join unions which caused a rift between management and employees. This theory is treated as a mechanical approach, employees treated like machines, and focused only on efficiency and provide little room for autonomy. Furthermore, Taylor' theory placed much importance on individual performance, not on group performance (Akrani, 2011; Ghuman, 2010b). Finally, Taylor' scientific management theory has been criticised for its limited applicable use to management outside the context of measurable and quantitative variables. It can only be applied to organizations that are labour-intensive organizations, where the performance of workers can be measured quantitatively (Jackson, 2018).

According to Fayol, organization's performance depends more on its leader's managerial abilities than technical abilities. Fayol presented the concept of "foresight", the act of forecasting, planning, and budgeting. Furthermore, stressed the value of organizational charts, meetings, reporting and accounting system. In short, Fayol defined theory as "a collection of principles, rules, methods, and procedures tried and checked by general experience" (Wren & Bedeian, 2009, p. 211). Unfortunately, Fayol' principles of "unity of command" and "unity of direction" are consistently violated in "matrix management", the structure of choice for many of today's companies (Olum, 2004). Fayol provided a good start to the managers the organization to learn about approaches, structures and managerial functions (Brown, 2014).

Max Weber's Bureaucracy theory, that is, running organizations on the basis of knowledge fairness, logical rules and procedures, would accomplish organizational goals more efficiently (Gartenstein, 2018; Hattangadi, 2016; Khorasani & Almasifard, 2017, p. 135). The bureaucratic approach is a most effective when organization required to handle large quantities of standard information, the needs of customer are known and not likely to change, the technology is routine and stable, and the organization has to coordinate the activities of numerous employees in order to deliver a standardized service or product to the customer (Kwok, 2014b, p. 31). This approach presented the clear direction to the business practitioners, ensure higher precision in tasks, it excluded the conflicts and overlapping the duties, avoid waste of resources, so that organizational operation gain efficient production (Sridhar, 2017).

The Neoclassical Theory, stressed the group dynamics, human motivations, leadership's style, communication, teamwork, employee's social and economic needs, and the influence of the organization's social setting on the quality and quantity of work (Kwok, 2014a, p. 33).

The Neo-Classical Theory keenly focuses on human variables as the most important critical attribute while ignoring all other attributes (Sridhar, 2017). This approach focuses on individuals and small groups instead of large organization, interpersonal relationship is effective for lower level of organization rather than other level of management (Robbins & Coulter, 2012).

The modern school of management considered logic and viewed management applicability to distinctive situations (Sridhar, 2017). Classical and neo-classical theories have focused on efficiency, task, and people. Considering the limitations of both theories, modern theory intakes the balanced root to investigate the management practices. System theory that offers a holistic view of the organization as a whole (Sridhar, 2017). According to this theory emphasis of the manager should not be limited to one specific single cause but consider the holistic view as different factors combine cause of a problem. Modern theorists view the organization as an open system. It reflects that modern-day organisations are consistently interacting with its environment on regular basis (Sridhar, 2017). In this modern age, organizations are becoming more complex, so there is no one only one best way to manage, managerial strategy could not be applied to all types of situations. The emphasis of contingency approach that managing an organization depends on the current situation in the organization (Islam & Hu, 2012).

Quantitative approach evolved from scientific management techniques' application. With the increasing organizational complexities managers requires calculative approach and information to make effective decisions. Different quantitative tools and computers are used to compute data so that information is analysed for decision making. Under this approach several mathematical models were developed to with the real life problem such as quality control tools, inventory-control, and program and review technique (PERT), simulation models, linear programming tools (Sridhar, 2017).Widely applications of quantitative approach are evident in the managerial practices especially in planning and controlling activities.

In the modernity era, there is a shift to post-modern management approaches. Modernity is the era of knowledge of human and depends on various principles of the best practices (Bazrkar et al., 2014). Within social sciences, postmodernism often emphasizes on the desires and instincts along with factors such as reason and counter reasoning and motivation.

4.6. Management Process (Functions)

Dubrain (2012, p. 9) defined a process as series of actions that achieve something. Many researchers regarded the management process as getting things done through people. While some consider it as the process of achieving the organization goals by and with and through people (Kumar & Sharma, 2000, p. 16). Management process can also be defined as "the process composed of interrelated social and technical functions and activities (including roles), occurring in a formal organizational setting for the purpose of accomplishing predetermined objectives through the utilization of human and other resources" (Mohanta, 2015).

Management experts over years have verified differently management functions as shown in Table 4.6. According to D. E. McFarland, management process is the distinct process by which the managers create, direct, maintain and operate purposive organization through systematic, co-coordinated and cooperative human efforts. Similarly, Gemp R. Terry argued that "management process is a distinct process consisting of planning, organizing, actuating and controlling, performed to determine and accomplish objectives by the use of people and other resources" (Mohanta, 2015).

Henri Fayol said that to become successful, managers need to perform five managerial functions: planning, organizing, coordinating, commanding and controlling. The widely accepted management functions are planning organizing, staffing, directing and controlling, which were presented by Koontz and O'Donel (Martin, 2018). However, today, most management textbooks have dropped the coordination function and refer to Fayol's commanding functioning, organizing, leading and controlling (Williams, 2009, p. 8). So, management functions have been condensed to four: planning, organizing, leading and controlling (Robbins & Coulter, 2012, p. 9).

Table 0.6. Classification of Management Functions

Sr.	Contributor	Functions or Steps in Management Process
1	Henri Foyal	Planning, Organizing, Commanding, and Controlling
2	Luther Gulick	POSDCORB-Planning, Organizing, Staffing, Directing, Coordinating, Reporting, Budgeting
3	R. C. Davis	Planning, Organizing, and Controlling
4	E. F. L. Brech	Planning, Organizing, Motivating, Coordinating, Controlling.
5	Koontz & O'Donnell	Planning, Organizing, Staffing, Leading, and Controlling
6	George R. Terry	Planning, Organizing, Actuating, and Controlling
7	Lyndall Urwick	Planning, Organizing, Commanding, Coordinating, Communicating, Forecasting, Investigating
8	Peter F. Drucker	Objective Setting, Decision Making, Organizing and Motivating
9	Modern Views	Planning, Organizing, Staffing, Directing, and Controlling

Source: Adopted by *Rudani (2013)*

4.6.1. Planning

Planning is the first function of management, and provides the basis for all the other activities that managers perform such as they organize, lead, and control. Furthermore, it also involves two important aspects goals and plans (Robbins & Coulter, 2012, p. 205). Goals are desired outcome and plans are documents outline how these goals to be met. Planning also involves the decisions making in advance for the future course of actions to achieve the organizational predefined goals. According to (Koontz, 2010), planning is deciding in advance what to do, when to do and how to do. It is an activity that helps to identify the gap from where we are currently and where we should be (Martin, 2018). Thus, this activity requires the active participation of all practitioners to set goals, establish strategies and coordinates activities, with respect to time and its implementation. In addition, practitioners must take into consideration all availability of resources and flexibility to ensure its continuity (Vliet, 2011).

Furthermore, Planning is an exercise in problem-solving and decision making. Indeed, it is the determination of courses of actions to attain desired objectives. Hence, it is systematic thinking about how to achieve predefined goals and objectives. Planning is required to ensure the efficient and effective use of resources. In short,

Planning is an intellectual activity which helps to eliminate all confusions, avoid uncertainties, risks, redundancy and minimize the waste (Martin, 2018).

4.6.2. Organizing

Once planning is accomplished, the people in the organization have to be organized. Therefore, it is an important activity by which management brings together their manpower and other material resources to achieve predefined organizational goals (Bose, 2012). In addition Lamond (1998, p. 3) organizing is a matter of procuring the basic preconditions for the work in term of materials, knowledge, financial and human resources. The purpose of the organizing activity is to develop a flow of activities of the organization. Fayol (1949) ensure that the plan is prepared with good judgement and strictly carried out; (2) make sure that the human and material organization is consistent with the objective, resources and requirements of the concern; (3) setting up a single guiding authority; (4) harmony should be developed among organizational activities; (5) decisions must be clear, distinct and precise; (6) every department should be headed by a single competent authority and every employee must be placed where he can provide best services; (7) job description should be clear; (8) must be focused on unity of command, ensure that individual interests are subordinated to the general interest; (9) supervising both material and human order; and (10) even everything should be under control (Voxted, 2017, p. 259).

Louis A. Allen argued that organisation is the process of identifying and grouping the work to be performed and dividing it among the individuals and creating authority and responsibility relationships among them for the accomplishment of objective (Bose, 2012).

The process of organizing involves the following activities: (1) identification of activities involved in achieving the objectives; (2) grouping the activities, (3) assigning the activities to the employees; (4) delegation of authority and fixing responsibilities; and (5) coordinating the authority and responsibility relationships of the activities.

4.6.3. Leading

Leading is a third function of management, which provides the direction and motivation to the management in achieving their organizational goals (Skripak, 2016, p. 169). It also involves influencing employees to engage in their work activities to achieve organizational goals (Bagad, 2009, p. 10). To do so, leading managers must supervise, lead, motivate, hire, train, and assess their employees. There are many ways found to perform these activities in the literature (Quinn, 2010, p. 13). However, behavioural sciences have made many contributions to understand this function. In addition, personality and job attitude based studies also provide the ideas how managers can effectively lead their subordinates (Carpenter et al., 2012, p. 30).

Leading function includes communicating, motivating, directing and encouraging the others. In the leading process, a leading manager struggles to match the needs of the employees with the objective of the organization. A leader must also recognize the need for cooperation and combined efforts for survival and growth of the organization. A leader should maintain a balance between individual motivation and cooperative efficiency. Because, if managers are effective leaders then subordinates will be energetic about exerting efforts to attain organizational objectives. Indeed, to perform an efficient leading, a manager must understand their subordinates' personalities, values, attitudes and emotions (Bagad, 2009, p. 30; Carpenter et al., 2012).

4.6.4. Controlling

Controlling refers to measuring of performance against the standards, correcting deviations to ensure the achievement of organizational goals. The aim of controlling is to make sure that everything occurs in conformities with the standards. An efficient control system helps to predict deviations before they actually occur (Martin, 2018).

Controlling embodies the measuring of performance against predetermined objectives, including the gathering and analysis of relevant facts and adjustment of plans and required Louis A. Allen.

Foyal explained controlling as verifying whether everything occurs in conformity with the plan adopted and principles established. It has for an object to

point out weaknesses and errors in order to rectify them and prevent recurrence. Koontz and O'Donnell (1972) defined controlling as the measuring and correcting of activities of subordinates to assure that events conform to plans, while Theo Haimann defined controlling as the process of checking to determine whether or not proper progress is being made towards the objectives and goals and acting, if necessary to correct any deviation (Maheshwari, 2004).

Planning and controlling go together. Planning is looking ahead and controlling is looking backwards. Controlling reconcile expected performance to actual performance. Therefore, controlling much required to check and mend the weaknesses of the business. This alone can ensure satisfactory performance and adequate progress of the business. Control does not merely mean giving orders. But aims at carrying the business in that direction where it is intended to be taken. It helps in avoiding mistakes in the future by taking actions in the light of past experience. The process of control refers to the activation, direction and regulation of the structured resources, activities and relationships so that the objectives and goals of the organization attained with utmost efficiency and with the least unintended consequences (Maheshwari, 2004).

The process of control involves to following steps: (1) establishing standards as per planned objectives; (2) measuring actual performance; (3) comparing actual results with the standards laid down or planned performance; (4) interpreting results to find variances and analysing causes of deviations and variations; and (5) take corrective action to regain the desired course.

4.7. Management Skills

To be successful in professional life managers must have a number of skills. For example at entry level position, managers have to be technical competent at the tasks that employees asked to perform. Similarly, at advance level, managers should develop strong in conceptual and interpersonal skills. However importance of different skills differs from nature of job to job and organization to organization. Indeed, managers are expected to communicate ideas clearly, time usage efficiently and sound decision making because manager’s skills are the factors that contribute to achieve the organizational goals (Skripak, 2016, p. 175).

4.7.1. Technical Skills

Technical skills involve the knowledge and capabilities to perform a specific task (Arasinah, Ab. R., & Ramlah, 2014; Davis, 2015). Robbins and Coulter (2012) defined technical skills as the job-specific knowledge and techniques needed to proficiently perform work task. More specifically, technical skills are associated with the usage of tools, equipment to work properly and efficiently (Nasir, Ali, & Noordin, 2011). Foyal argued that "the success of an organization generally depends much more on the administrative ability of its leaders than on their technical ability (Williams, 2009, p. 8), because the technical skill decreases as a manager rise to higher levels of management. However technical skills are important for the first-line managers because they are managing subordinates who use tools and techniques to produce products and services for the organization. Furthermore, First-line managers perform different important functions like communicate with their subordinate effectively, sound decision making based on subordinates' suggestions. Therefore, technical skill is considered to be a very important managerial characteristic, especially in high performing teams and during the early stages of a project (Hysong, 2008; Robbins & Coulter, 2012).

4.7.2. Interpersonal Skills

Interpersonal skills are related to the ability of managers to interact with others (Mezghani & Mezghani, 2014, p. 16). Interpersonal skill is one of a number of broadly similar terms that are sometimes used interchangeably like, interactive skills, people skills, face-to-face skills, social skills and social competence (Hayes, 2002, p. 3). Interpersonal skills are very important at every level of management in any organization (Siddiqi, Hussain, & Basit, 2015, p. 15). From literature nine signs identified that may create trouble for the managers: lack of communication, engagement, personal issues, outside stressors, manager's poor self-control, lack of self-awareness, low or underdeveloped emotional intelligence, lack of follow-through, and maturity issues. Indeed, when the manager no longer stays in touch with team members, ultimately decrease the commitment, work engagement and passion (Subrahmanyam, 2018, p. 2056).

4.7.3. Conceptual Skills

Conceptual skills are the mental abilities that allow managers to understand (1) the interaction between different work units within the organization, (2) the effect of changes on any one part of a system, and (3) how the organization fits into the suprasystem. Katz (1955) argued that conceptual skills have been referred to as the creative abilities of the managers, and are similar to Barnard's idea of sensing the organization as a whole, and the total situation around it (Peterson & Fleet, 2004, p. 1300).

The success of decision depends on the conceptual skill of the person who makes the decision. For instance, change in marketing policy can effect on production, control, and finance and research department. So to be successful, managers must know the overall relationships and significance of the changes. Not only does the effective coordination of the various parts of the business depend on the conceptual skills of the administrators involved, but also does the whole future direction and tone of the organization (Katz, 1955, p. 35).

4.7.4. Time Management Skills

Time management is the ability to organize, plan, and use of time for certain tasks in an optimal way (Dimitrova & Ali, 2018, p. 283). Effective time management reduces job stress, which can be an important impediment to job performance to job performance. Managers face multiple demands on their time, and their days are usually filled with prioritizing tasks, focusing on the most important things first (Skripak, 2016).

Many techniques were identified from the literature that was associated with effective time management. For example, managers can use their time efficiently and productively by setting their short term and long term goals, keeping time logs, setting prioritizing tasks, making to-do lists and scheduling and organizing one's workspace. Time management techniques and behaviours tend to share some underlying traits in common and can be classified into several groups like short-range planning, long-range planning and time attitudes. Short-range planning is the ability to set out and organize tasks in the short-run (within a day or a week). Long-range planning is the

capacity to manage tasks over a longer time horizon (in a quarter or a year) by setting goals, keeping track of important dates. Positive time attitude indicates that a person is oriented toward using their time constructively and maintaining agency over how their time is spent (Grissom et al., 2015, p. 775).

4.7.5. Decision Making Skills

Decision making is a process in which an individual performs mental activities to achieve targeted goals. It can be applied to all aspects of administrative organization. The decision-making process consists of principles, methods and steps which ultimately lead to choose of the best alternate solutions and placing of an order for implementation (Lassoued, Awad, & Guirat, 2020). A study conducted by Memar and Darwish (2003), defined decision-making skills as the ability of the individual to reach a solution to the problem they face, in light of both the available possibilities and personal outlook, so that this solution is applicable and implementation without causing any other problems, psychological, social or economic.

Decision making skill is an important factor and expected to present to be a successful leader, because the decision making is a process defining the problem, analysing possible alternate solution and selecting the best from the alternates. Every manager is expected to make right decisions based on available information, whether these decisions are about selection of an employee, a supplier or a strategy to adopt (Carpenter et al., 2012, p. 470; Skripak, 2016).

The ability of decisions making depends on the individual's personal growth. Decision making takes courage because the wrong outcome provokes the fear of failure. Decision-making skills can be improved by applying training tools to better analyse the alternatives, ultimately reduce the fear of making the wrong choice (April et al., 2012, p. 2). The relevant studies presented the principles of decision making, for example (Kumar & Sharma, 2000, p. 259) explained the principles such as the principle of alternative, the principle of limiting factors and principle of participation.

CHAPTER 5: THEORETICAL MODEL AND HYPOTHESES

In this digital era, social media has become a prevailing mean of communication for business organizations as well as individuals. As more and more business practitioners attempt to use social media in their businesses, the investigation of its consequences on business management and determinants that lead to customers' engagement in online conversation is becoming critical (Chu, 2009).

The aim of this study is to provide a theoretical understanding of social media usage as a vehicle for online comments and its effects on business management practices. In order to fill the research gap in the existing literature and to achieve the research objectives of this study. A theoretical model was developed. In this chapter 5, study focuses on explaining the hypothesized relationships in the model.

Nowadays, the most popular social media platforms are: (Facebook, Instagram, Twitter, LinkedIn, Pinterest and Tumblr), Blogging (Blogger, WordPress and Microblogging) and media sharing sites (Flickr, Zoom and YouTube). The availability of the diverse types of social networks illustrate the many ways that businesses can share information with their stakeholder and other social media users (Bergquist et al., 2013). However, businesses practitioners have yet to take advantage by adjusting to changing means of accessing the Internet for their businesses management (Izogo & Jayawardhena, 2018), because businesses have great opportunities to reach out their wide audience across a range of platforms by text, audio and visual platforms. Ultimately, businesses practitioners can get advantages by adopting social media, especially strengthen their business management practices (Omolloh, 2019, p. 22). In addition, increasing level of information on social media platforms help the organizations and individuals to keep up-to-date with the trend in the current market. Indeed, communication among virtual community' members at social media platforms may create positive feelings toward organizations in the community (Omolloh, 2019).

In this technological era, social media is widely used and getting increasing attention of business organizations across the world. Social media originally focuses on providing social networking to its users, but now social media has become a top venue for organizations to contacting their stakeholders and conducting online business (Tajudeen et al., 2018). This shift has triggered the need to investigate the

fundamental best practices in a social media strategy and understand how organizations can optimally utilize social media in order to realize the potential benefits for their business management (Ng & Wang, 2013, p. 3).

The study of business management involves the ways in which organization can be managed effectively and efficiently. It examines how businesses utilize their available limited resources in a productive way (Robbins & Coulter, 2012). According to Taylor (1934) "Management is an art of knowing what to do when to do and see that it is done in the best way and cheapest way". Similarly, according to Koontz (2010) "Management is an art of getting things done through and with people in a formally organized group. It is an art of creating an environment in which people can perform and individuals can cooperate towards the attainment of group goals" (Kaur & Khunteta, 2012, p. 7).

Social media provides a great opportunity for businesses to create two dialogue in a fast (Zawacki, 2018, p. 120). In recent years, business management has been facilitated with development in social media technologies, computer techniques, software support and introduction of the internet and digital media. Currently, business management is not of the same type as it has been a couple of decades earlier. Implementation of social media in the business organization has totally modernized the business management practices, the most of which are now completed online with the help of the Internet and others digital devices (Nuseir & Ghandour, 2019).

It has been observed from the preceding discussion on social media and business management practices that, there is a lack of research investigating the relationship between social media and business management practices, which led to the following hypothesis:

H_1: Social media has positive effect on business management practices.

Online comments are distributed through the Internet on different social media platforms. Individuals review these social media platforms, to communicate with other users, to review consumers' opinions, to see the recommendation, and customer's complaints. Online comments have a dual function. First, used as a review and evaluations of the products. The second power of online comments contributes to enhancing business performance (Ren et al., 2015, p. 46). Inspired by the power and

engagement of users in virtual relationships, organizations began to seek ways to involve into “people’s internet” and learn to leverage the “likes”, “share” and “comments” for profit-making (Boateng, 2016, p. 442). From the above discussion, given below hypothesis was proposed.

H_2: There is a relationships between online comments and social media.

Due to the anonymous feature of social media and wide range of content available on social media platforms, the importance of online comments among organizations and individuals have increased (Sung & Lee, 2015b), and online comments have become an important factor to influence individuals' behaviours (Ren et al., 2015). Therefore, people visit the organizations’ web sites to read online comments posted by others people, to learn about products and services of the organization. Furthermore, online comments with higher consensus may more persuasive and powerful than lower consensus (Doh & Hwang, 2009).

Online comments have important influence on customers’ behaviour (Chu & Sung, 2015). Customers visit company’s websites and read online comments of other customers to learn about product and services of the organization (Erkan & Evans, 2016). Due to the anonymous and wide range of contents on social media platforms, power of online comments is expanding with the development of social media. Furthermore, online comments with higher consensus may be more persuasive and powerful than lower consensus (Doh & Hwang, 2009).

Barnes and Jacobsen (2014, p. 155) in their research demonstrated that aspects of social media that correlate with the review of online comments in businesses. In addition, analysis of comments has long been used to correct errors in the products and services by utilizing the organizational resources more effectively. Furthermore, comments review enable the business practitioners in decision making, ultimately contribute to improve organizational operations and increase profitability (Stringam & Gerdes, 2010, p. 776). In support of the significant effect of online comments on business management practices, industrial statistics have provided evidence. For example, e-marketer revealed that 61% of consumers consulted online review to know about the products and services of the organization. That is why online comments have received significant managerial and researchers attention (Cheung & Lee, 2012).

Moreover, online comments have a degree of performance, however, many examples in the literature show that when organization handle poorly online conversation organization may face financial consequences (Canhoto & Clark, 2013, p. 522). Online comments may have an effect on business practices which can be empirically tested by setting the following hypothesis:

H_3: Online comments have effect on business management practices

In this highly competitive environment, modern business organization adopt social media to improve their business practices such as market position, supply chain management, financial activities and communication capabilities, which have dramatically affected the business management functionalities by reducing the cost of doing business. Thus, social media in business management has become one of the most important elements of the functioning of any organization (Siguencia, 2018).

Modern organizations use social media tools to optimize their efficiency and increase their profitability (Daowd, 2016). Social media provides opportunities for organizations to achieve their goals. Virtually every major organization has its own website, through which an organization shares its business profile and other important activities to its customers (Siguencia, 2018).

The websites of business organizations are always serving as one-stop-shop for their customers (Lu, Ba, & Zha, 2012). Online payments, purchase and sales are now dominating. Periodic financial reports are currently generated automatically. Similarly, all employees records along with their performance, progress and awards are online accessible by owners and managers of the organization (Nuseir & Ghandour, 2019). Besides these all facilitates, conveniences and speedy work, there are still many issues, which are related to business management by social media.

Variety of previous studies have demonstrated that the use of social media has enabled dynamic business management practices (Cao & Ali, 2018, p. 71). Some organizations find that social media has positive impacts on their business operations, while some found no relationship or found a negative impact (Tajudeen et al., 2018, p. 308). This is likely because of different management styles and expectations from social media. For example, the same type of advertisements on Facebook, some

organizations perceive them as effective while some consider it as having no impact on business outcomes and performance (Ng & Wang, 2013, p. 2). Along these lines, it is predicted that online comments have moderating effect on the relationship between social media usage and business management practices. Thus, the following hypothesis proposed:

H_4: Online comments have moderating effect on the relationship between the social media usage and business management practices

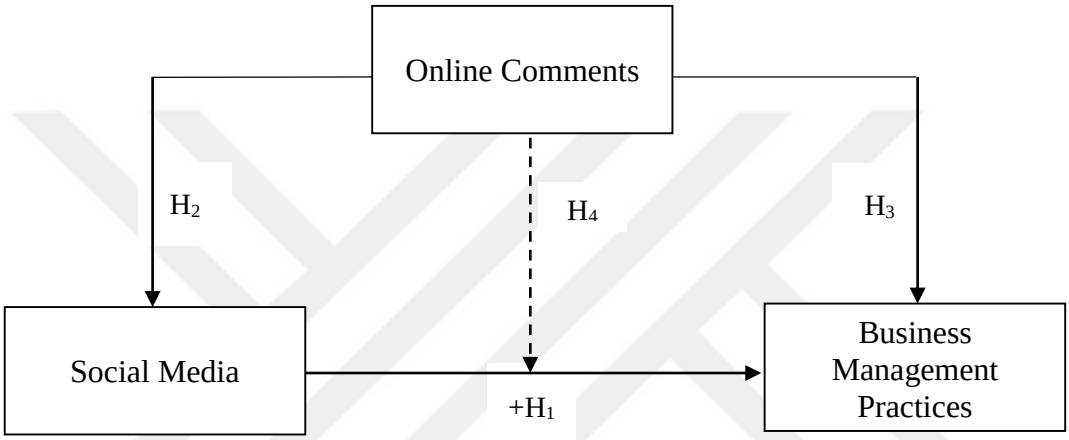


Figure 5.1. Proposed Theoretical Model

A research question was addressed in this study. Which is to determine the moderating role of online comments on the relationship between social media usage and business management practices.

In order to achieve the objective of this study, a proposed theoretical model was developed as shown in (Figure 5.1) that incorporates the several bodies of literature, social media, online comments and business management practices. The literature in the area of social media indicated that organization are adopted social media to make their business more efficient and effective. The most important factor that is likely to influence business management practices is online comments generated by stakeholders at social media platforms. The result of the literature review provided the justification for the theoretical model that shows the factors that are likely to influence business management practices. The literature also indicated that the moderating role of online comments should be examined on the relationship between social media and business management practices.

CHAPTER 6: A RESEARCH ON MANAGEMENT BY SOCIAL MEDIA: IMPACT OF ONLINE COMMENTS ON BUSINESS MANAGEMENT

This study is a quantitatively designed research. As the nature of a typical quantitative research, in this research data was collected by using survey techniques. Data was analysed and proposed hypotheses were tested. All the steps of the research explained in this chapter, regarding the impact of social media usage on business management practices and to determine the moderating role of online comments on the relationship between social media usage and business management practices. The direction for this study was inspired by the previous studies. As social media penetrated in business organizations, the previous studies confirm that management practitioners need to improve their business management practices across the industry by adopting social media. By examining the current adoption of social media trend and utilization of online comments by business professionals for their business purposes, it is expected that this new study sheds some light on these important issues.

6.1. Aim, Importance and Scope of the Research

Social media has become an important platform for organizations with the increasing number of customers and the large expansion of Internet (Alonsot, 2018). It has created an effective medium of communication across the world at a low cost. People share their opinions and experiences by commenting on social media platforms and shared information can reach a large number of people who are geographically dispersed (Kane, 2017).

Social media is a channel where people comment on others post and share their opinions. Individuals' comments and posts on social media may affect the organization’ image and position in the competitive marketplace (Torres, Arroyo-Canada, & Sole-Moro, 2018, p. 2).

Social media provides different mechanisms of interactions and connectivity to the people such as user groups, personal and corporate blogs, microblogging sites, social networking sites like Facebook, Twitter or Instagram are the most popular and

efficient channels to share online comments, allowing people to interact with each other in a convenient and instantaneous manner (Torres et al., 2018).

Similarly, social media is a significant consideration for organizations. Because it plays an important role to makes a significant contribution to the business practices such as marketing, advertising, product distribution as well as communicate and develop a relationship with customers, suppliers and others stakeholders (Shang, 2014). Indeed, organizations' involvement in social media activities creates values for their business including enhancing brand value, sale growth, e-commerce, customers trust, new product development, and knowledge sharing (Gaal et al., 2015).

With the rapid development of social media and the availability of online comments on social media, organizations are remodelling their business strategies. This study was conducted by considering the rapidly growing importance of social media and the utilization of online comments in business management.

The objective of this study is to determine the impact of social media usage within the business organizations and its impact on business management practices. Furthermore, it is the aim to moderating role of online comments on the relationship between social media usage and business management practices. This research also aimed to provide suggestions for practical implications for the management in organizations.

6.2. Data Collection Tool and Measurement

6.2.1. Data Collection Tool

Survey technique was adopted for data collection in this research. A structured questionnaire (see Appendix B and Appendix C) was developed which consisted of four parts. The first part of the questionnaire consisted of questions about demographic characteristics of the respondents. The second part consisted of the measure of social media use in business environment. The third part is for the scale of online comments on business. Similarly, the fourth part is for the scale of the business management practices. All items for measuring the constructs in the theoretical model were adapted from previous studies (see Appendix B and C). All variables included in the model have been assessed from a general perspective of social media usage in the business,

no questions were asked regarding any particular social media usage for specific product or services. The measure for the social media usage consisted of 6 dimensions including 56 items Table 6.1.

Table 6.1. Social Media Usage Measurement

Measure	Dimensions	Statements	Sources
Social Media Usage	Communication Impact	8	Smith (2009), Cao, Vogel, Guo, Liu, and Gu (2012), Cai et al. (2018), Karatum (2018), Daowd (2016)
	Financial Impact	9	Karatum (2018) Daowd (2016) (Gül, 2012)
	Financial Impact (soft)	12	(Gül, 2012)
	Marketing Impact	8	(Daowd, 2016); Karatum (2018)
	Operational Impact	8	Smith (2009), Cao et al. (2012), Cai et al. (2018), Daowd (2016)
	Professional Impact	11	Smith (2009), Chauhan (2017)

The third part of the questionnaire is the measure of online comments. Which determined the effect of online comments on business management. This measure was adapted from the previous literature. The measured for the online comments consisted of 8 dimensions including 53 items. The detail of each dimension is presented in Table 6.2.

Table 6.2. Online Comments Measurement

Measure	Dimensions	Statements	Sources
Online Comments	Online Comments Characteristics	16	Zhao, Wang, and Guo (2015), Teng et al. (2014)
	Attitude	6	He, Zha, and Li (2013a)
	Financial Outcome	9	Mohamed (2010)
	Impact on Customers	3	Mohamed (2010)
	Impact on Operations	6	Mohamed (2010)
	Impact on Communication	3	He et al. (2013a)
	Impact on Learning	5	Liang (2013) Mohamed (2010)
	Personal Impact	5	He et al. (2013a)

The fourth and the last part of the questionnaire was the management practices.

The measure for the business management practices consisted of 5 dimensions including 130 items. The detail of each dimension and adapted sources are provided in Table 6.3.

Table 6.3. Management Practices Measurement

Measure	Dimensions	items	Sources
Management Practices	Human Resource	21	Güleçoğlu (2018), Daft (1997), Al-Asmi (2008), İmamoğlu (2017) (Karakoyunlu, 2014); Öke (2016)
	Planning	11	Çiftçi (2006), Glick (2011), Al-Asmi (2008)
	Empowerment	23	Al-Amri (2001) Al-Asmi (2008)
	Decision Making	12	Scott and Bruce (1995), Glick (2011) Al-Asmi (2008)
	Leading	63	Daft (2000), Kelly (2008), Glick (2011) Karakoyunlu (2014), Al-Asmi (2008) Milliron (2008), Yiğitel (2014), Önal (2016).

6.3. Population and Sample

The determination of appropriate sampling size and strategy is considered the basic part of the quantitative research (Collis & Hussey, 2009). Sampling strategies are refer to select a segment of the population, carrying out the research on selected portion, and the generalization of the results to the large population (Burns, 2000). A sample is defined as any segment of the population selected for the study (Bryman & Bell, 2011), whereas the population is described as the full set of cases (Saunders, Lewis, & Thornhill, 2012).

In light of the research context as mentioned above, the population of this research is the employees working in the machinery manufacturing organizations in Konya. It is impracticable to collect and analyse data from the entire population due to time, budget and access limitations (Bryman & Bell, 2011); therefore a representative sample was selected for this study through simple probability sampling. In the probability sampling, each case has equal opportunity to be selected in the whole population, probability sampling includes different methods of sampling such as simple, stratified, systematic and cluster sampling (Saunders et al., 2012). Sampling frame of the research was the employees working in machines manufacturing industry.

Machinery manufacturing industry is considered as one of the priority sectors by the Ministry of Development in Turkey. In the machinery production industry, the total number of entrepreneurs are 11.700 and the total number of employment is 187.00 in Turkey (Altay, Gungor, & Dogan, 2018). Turkey ranks 28th in the world total machinery trade with 0.6% share, and 61 firms from the machinery sector took place in the top 1.000 exporter's firm list published by the Turkey Exports Centre. It is observed that these firms performed 32.6% of the total machinery export of Turkey (Gungor, Yunus, & Koyuncu, 2017).

Konya is one of the best example cities of Turkey that has become a world renowned production and trade centre in the last decades (Ozturk, 2020). Konya makes its presence felt in world's market by offering low-cost and better quality machinery. The machinery industry and equipment sector, in which over 446 firms are active, is a third sector with the highest employment in Konya in Turkey (Gungor et al., 2017). According to the annual statistics issued by the Turkey's Institute Authority of Employement, 7789 employees were working in machinery manufacturing sector in Konya in 2019 (İşKur, 2019).

Determining the appropriate sample size is an essential issue for the researchers. A study carried out by Collis and Hussey (2009) revealed that the sample size should be sufficient to represent the targeted population. A large sample size better reflects the population. It is important for researchers to generalize the findings and address the research aim and objectives. Hence, in this study, the minimum sample size was calculated 380, based on the calculation formula used by (Ahmed, Mahfouz, & Fdul, 2011). A total of 402 valid responses were collected from the employees working in machinery manufacturing sector in Konya. This sample size was considered large enough to generalize results to the population.

$$n = \frac{N}{1 + Nd^2}$$

Where….

n= Sample size
N= Population size
d= is the level of precision

6.4. Limitations of the Research

This research has some limitations. First of all, this study was conducted within the scope of the machinery manufacturing industry. Therefore this research is limited to the machinery manufacturing industry. Second, this research was conducted in Konya, so the selection of region was another limitation of this study. Third, this research is designed quantitatively. The techniques employed to collect data and all the data analysis techniques used in this research were also other limitations of the research. In addition, the time limit and participants' access constraints were also considered as other limitations of this research.

6.5. Reliability and Validity

Reliability deals with the measure of consistency (how similar measures produce similar results) (Davidshofer & Murphy, 2005). Joppe (2000) defined reliability as the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (Daowd, 2016, p. 90). There are different methods used to test the reliability such as Kuder-Richardson formula, Cronbach' alpha or Spearman-Brown (Louangrath & Sutanapong, 2018, p. 104). Reliability consists of two dimensions: internal consistency and repeatability or test retest-reliability (Louangrath & Sutanapong, 2018). Internal consistency refers to the ability of a scale item to correlate with other items of the same scale that are intended to measure the same construct (Gursoy, 2001, p. 112). Whereas, repeatability reliability coefficient is obtained by repetition of the same measure on a second time, which assess the external consistency of a test. For example, employees of a company may ask to complete the same questionnaire about job satisfaction two times with an interval of three months, so that test results can be compared to assess the stability of scores. The correlation coefficient calculated between two sets of data, and if it found to be high, the test-retest reliability is better (Mohajan, 2017, p. 11).

The adequacy of the individual items and composites are assessed by measures of reliability and validity. Cronbach's alpha is the most popular test of reliability. The

reliability of the measurement instrument is assessed by Cronbach's Alpha reliability and composite reliability. Reliability is considered to be good when the alpha value is greater than 0.8 and acceptable when less than 0.8 and over than 0.6, and considered poor for less than 0.6. (Daowd, 2016, p. 90; Gursoy, 2001, p. 112).

Validity determines the accuracy of measurements and determines how truthful the results are (Daowd, 2016; Rosenthal & Rosnow, 1991). There are several different types of validity tests are used to test the goodness of measures, categorized into three groups as face validity/content validity, criterion-related validity, and construct validity (Gursoy, 2001, p. 112). In this study face validity, convergent validity, discriminant validity, content validity and construct validity were applied.

Face/content validity refers to the subjective agreement among the professionals that the scales accurately reflect what it is supposed to measure (Cooper & Schindler, 2001). For the purpose of this research three ways, first, content validity was checked first when all items were taken from literature, second, scales instrument was assessed by allowing many professional to examine and provide feedback for revision, and third, by conducting a pilot test, thereafter minor comments were taken and the questionnaire was adjusted accordingly.

Construct validity determines how well the results obtained from the use of measure fit the theories around which the test is designed. Construct validity is assessed by convergent and discriminant validity (Mohajan, 2017). Convergent validity is established when the scores obtained with two different instruments measuring the same concept are highly correlated. Whereas discriminant validity is established when based on theory, two variable are predicated to be uncorrelated (Daowd, 2016, p. 90; Gursoy, 2001, p. 112).

Additionally, convergent validity examined by using the composite reliability (CR), average variance extracted (AVE), and factor loadings demonstrate how the measures are related to each other (Stone-Romero, Alvarez, & Thompson, 2009). While the discriminant validity allows the researcher to examine whether a measurement is a reflection of any other measurement (Erkan, 2016, p. 99). Table 6.4 displays the assessment of validity and reliability criterion used for this study.

Table 6.4. Validity and Reliability Coefficients Assessed in This Study

Reliability/ Validity	Coefficient	Recommended Values	Source
	Statistics/Procedure	**Types of Reliability**	
Internal Consistency	Cronbach' Alpha (α)	≥ 0.70	Pallant (2005)
	Inter-items correlations	0.30-0.70, not > .80	Pallant (2005)
	Item-to-total correlation	≥0.30, not > (α)	Pallant (2005)
	Composit Reliabiliy/Construct reliability	≥ 0.70	Hair, Tatham, and Black (1992)
	Average Variance Extracted (AVE)	≥ 0.50	Hair et al. (1992)
		Types of Validity	
Convergent Validity	AverageVariance Extracted (AVE)	≥ 0.50	Hair et al. (1992)
	Composit Reliabiliy (CR)	≥ 0.70	Hair, Black, and Babin (1998)
Discriminant Validity	Comparison of AVE and Squared Inter- Correlation between constructs	AVE> SIC	Fornell and Larcke (1981)
Content Validity	Developed scale evaluated by academic experts		Webb (2002)
Face Validity	Expert recommendations		Webb (2002)

Source: Adapted by (Pasternak, 2017)

This research is limited to the relationships between social media usage, business management practices and moderating impact of online comments. The limitations of the current study are primarily related to the methodological choices that were adopted. In order to determine the social media usage and its impact, only specific factors were focused in this study. In the same vein, only certain factors were included for the variables online comments and business management practices. In a broader context, there may be other factors. So the selection of specific factors in this study considered as a limitation.

Geographically boundaries is another limitation, this study is employed in Konya, other cities or countries may show different results. Moreover, this research is limited only to machinery manufacturing sector. Therefore, this specific sector is also a limitation. The others sectors may show different results.

6.5.1. Expert Recommendations and Pilot Study

The content-based validity of the questionnaire was initially established by sending to 10 experts, including three academicians (8 professors and 2 assistant professors) of Selcuk University and seven employeed and managers actively working in management sector. All participants were asked to fill in the questionnaire and provide feedback with respect to the clarity and readability of questions. Consequently, critical feedbacks were obtained from participants during the expert assessment study. Thereafter, the questionnaire was revised based on their feedback. Many questions were clarified and some of them were repositioned in order to ensure that participants would face no problem of reading and answering the questionnaire.

In this research, a survey questionnaire was developed from several studies as mentioned in the section of data collection. Therefore, in order to test the employed questionnaire for data collection, a pilot test is an important step in the research field. A pilot test can be employed to a small group of respondents who resemble the sample of the full study. Therefore before going to the full survey, a pilot study was employed, which is recommended by research scholars to save time, costs and identify the weaknesses of full-scale study (Hair, Black, Babin, & Anderson, 2010). Similarly, according to Bryman and Bell (2011); (Cooper & Schindler, 2001) the purpose of the pilot test is to identify the readability problems, confusing instructions and to identify such questions which can make the respondents uncomfortable. Although the pilot study not only improves the flow of contents and make clarity in the statements of the questionnaire but also increases the reliability and validity of the questions (Erkan, 2016; Saunders et al., 2012). To ensure clarity, a pilot study was conducted, questionnaires were distributed to 50 individuals who were working in the machinery manufacture industry, Based on their feedback, minor changes were made in order to tailor the questionnaire to the target audience.

Content validity ensures that the scale has an adequate set of items and ensure that the scale accurately reflects what is supposed to measure (Cooper & Schindler, 2001). So, in this study, content validity was checked at three stages. First, during adapting the items from different valid scales of previous studies. Secondly, by taking comments and feedback from the academic and industrialist professionals about scale

items. Thirdly, by employing a pilot test of the relevant field as the study's main population.

After getting feedback and recommendations from the experts, minors changes were made and revised the questionnaire according to their recommendations. Such as, some confusing items were rephrased for a clear understanding of the respondents. Similarly, in some case, the position of items was changed to ensure the continuity in the layout of the questionnaire.

Cronbach' Alpha reliability test was employed after receiving the responses from 50 respondents. At this initial level, all measure found statistically significant results. All measure indicated the Cronbach' alpha reliability results in Table 6.5.

Table 6.5. Results of Pilot Study

Measures	Cronbach'α Reliability	No. of items
Social Media Usage	0.927	56
Online Comments Characteristics	0.954	22
Online Comments Impact	0.938	31
Planning	0.919	11
HR practices	0.949	21
Decision Making	0.919	12
Empowerment	0.957	23
Leading	0.979	63

After getting the satisfactory results from pilot study. Thereafter, a full study and empirical data analysis was conducted based on 402 valid responses received from respondents that were working in machinery manufacture sector. Firstly, the demographic characteristics of respondents and the characteristics of surveyed organizations were analysed. After that following tests were executed to test the proposed hypotheses: normality test, reliability test, Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), Pearson's correlations, Structuring Equation Modelling (SEM), and moderation test by using process techniques. All analyses were employed by using Statistical Package for Social Sciences (SPSS 23.0), AMOS 22.0 and PROCESS software.

6.6. Reliability of The Measures

Before moving to test the hypotheses it is necessary to determine the reliability and validity of the instrument used for research, otherwise, results would mislead for generalization. The most widely and powerful test used to measure internal consistency reliability is Cronbach' coefficient alpha (Churchill, 1979) According to (Joppe, 2000) reliability is the extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and it the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable (cited in Daowd, 2016, p. 90). Similarly, Hair et al. (2010) explained the reliability as the extent to which a set of measured variables actually represents the theoretical latent construct they are designed to measure. In other words, it provides an indication of consistency in the measure. Cronbach' coefficient alpha greater than 0.8 considered to be good, less than 0.8 and greater than 0.6 are acceptable, and less than 0.6 is considered to be poor (Sekaran, 2000). In addition, some researched considered Cronbach' alpha value reliable, as Mehta (2019) indicated in his study, if it is greater than 0.7 (Murphy & Balzer, 1989), and above 0.5 (Nunnally, 1978), and considered acceptable above 0.35 (Van de Ven & Ferry, 1980). However, in this study, as shown in Table 6.6 Cronbach alpha values are good and acceptable for all measures.

Table 6.6. Reliability of Measures

No	Measures	Items	Cronbach's (α)
1	Social Media Usage	56	0.973
2	Online Comments' Characteristics	22	0.930
3	Online Comments' Impact	31	0.945
4	Human Resources	21	0.912
5	Planning	11	0.916
6	Empowerment	23	0.949
7	Decision Making	12	0.708
8	Leading	63	0.974

6.6.1. Normality Test

Normality is an important assumption in a multivariate analysis, it provides the shape to data distribution for the individual variable and its correspondence to the

normal distribution (Hair et al., 2010). Large variation from the normal distribution cause invalid results of all statistical tests. Therefore, in this study, normality of data was determined through skewness and kurtosis statistics of the scales items.

Normality of data refers to a symmetrical, bell-shaped curve, which has the greatest frequency of scores in the middle, with smaller frequencies towards the extremes (Pallant, 2005). Skewness reflects "symmetry of the data distribution, whereas kurtosis reflects the "peakedness of the data distribution (Tabachnick & Fidell, 2013). In addition, negative skewness shows that the distribution shifted to the right, while the positive skewness shows a shift to the left. Similarly, the negative value of kurtosis indicates a flatter distribution and a positive value indicates a peaked distribution. The accepted range of skewness-Kurtosis values is between +2.58 and -2.58 (Pasternak, 2017; Tabachnick & Fidell, 2007).

It is visible from Table 6.7 and Figure 6.1 that the values of all variables are negatively skewed, which indicated the strong violation of normality. Similarly, skewness-kurtosis values are also beyond the acceptable range (Hair et al., 2010). However, Tabachnick and Fidell (2013) mentioned that the effect of skewness and kurtosis diminish with large sample size. Hair, Anderson, Babin, and Black (2008) suggest that issues with normality may be ignored if the sample size exceeds 200. Which is the case of in this study, the sample size is n=402. This is also driven by the fact that the data does not have to be normally distributed to allow for certain analysis (Pasternak, 2017, p. 159). Therefore, in this study, the researcher proceeded the data analysis without any transformation in the data.

Table 6.7. Skewness and Kurtosis Scores

Variables	N	Means	Std. Deviation	Skewness	Kurtosis
Social Media Usage	402	4.484	0.362	-3.121	14.010
Online Comments'characteristics	402	4.270	0.371	-3.147	16.176
Online Comments' Impact	402	4.270	0.371	-3.147	16.176
Management Practices	402	4.378	0.343	-3.009	12.362

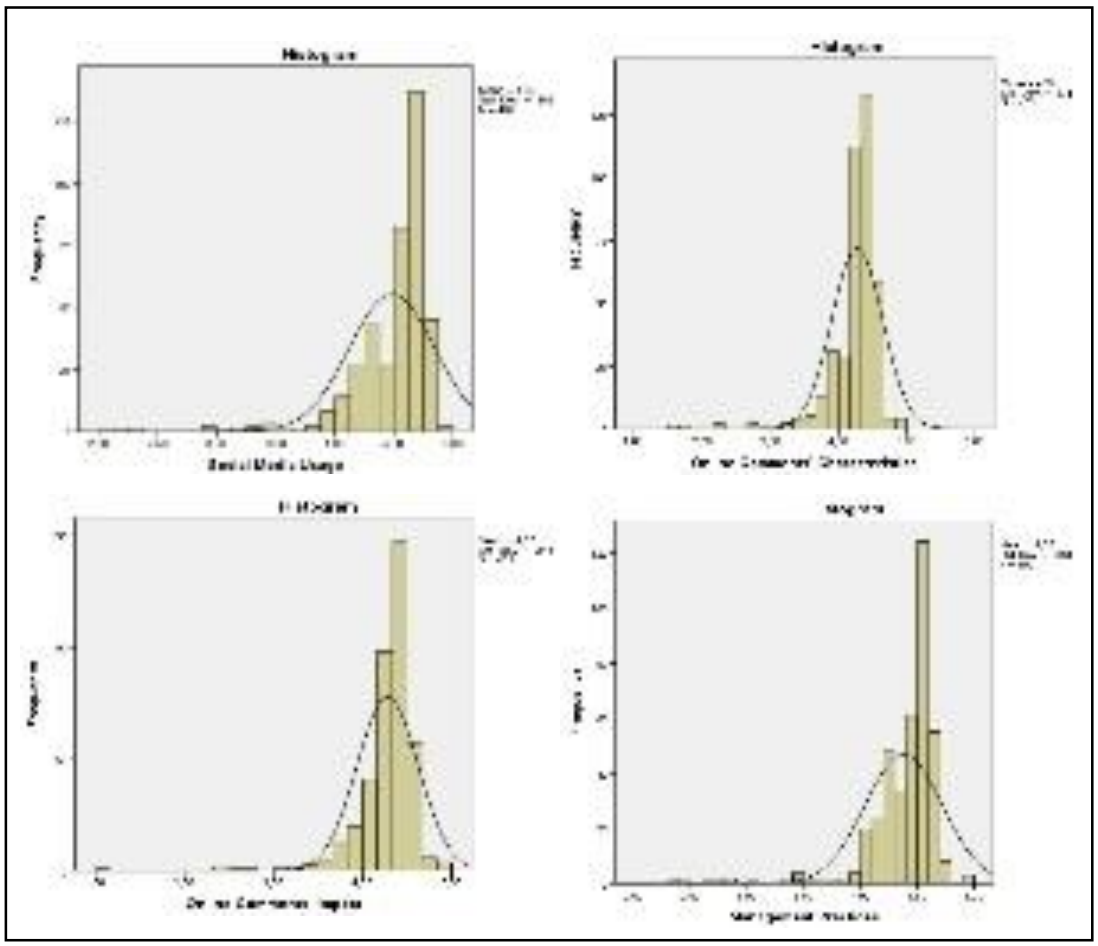


Figure 6.1. Histogram Diagrams

Descriptive Statistics

A five point Likert scale was used for all measurements used in this study, ranging from (1) strongly disagree to (5) strongly agree. Mean values mostly used to measure the central tendency and statistical relationships (Saunders et al., 2012). List of descriptive statistics of variables are in the Appendix A. The mean scores for all independent and dependent variables are as follows; the mean values of social media usage are between 2.15 and 4.68, online comments' characteristics are between 2.30 and 4.68, online comments impact are between 4.63 and 4.67, and the mean values of variable management practices exist between 2.11 and 4.70. Since the sample size (n=402) is large in this study, the means scores were found appropriate for data analysis.

6.7. Demographics

Demographic data (Table 6.8) shows the general insight over the demographic characteristics of the respondents that participated in this study. Most of the respondents were male, married and existed in the age group between 25-49 year. In term of education, most of the respondents have a bachelor degree. Most of the respondents have total work experiences in the range of between10-15 years. Similarly, most of the employees working in their existing job fall in the range between 4-9 years. As data revelled, a large percentage of employees were working in the production department, and working at the “worker level” position.

Table 6.8. Respondants' Demographics

		Frequency	(%)			Frequency	(%)
Gender	Male	367	91.3	**Experience in current Job**	Less than 1 year	14	3.5
	Female	35	8.7		1-3 year	79	19.7
	Missing	0	0		4-6 year	97	24.1
	Total	402	100		7-9 year	86	21.4
Material Status	Married	280	69.7		10-15 year	71	17.7
	Single	115	28.6		16-20 year	29	7.2
	Missing	7	1.7		20 and above	25	6.2
	Total	402	100		Missing	1	0.2
Age	18-24	70	17.4		Total	402	100
	25-34	154	38.3	**Depatment**	Production	101	25.1
	35-49	129	32.1		Marketing	99	24.6
	50-65	47	11.7		Finance	75	18.7
	65 and above	0	0		HR Department	27	6.7
	Missing	2	0.5		Design	12	3
	Total	402	100		Quality Control	15	3.7
Education	Primary School	0	0		Accountant	27	6.7
	Secondary School	6	1.5		Purchase	7	1.7
	High School	46	11.4		Research and Development	7	1.7
	Vocational High School	33	8.2		Drawing	6	1.5
	Associate Degree	103	25.6		Admin	13	3.2
	Bachelor Degree	163	40.5		Export	5	1.2
	Master Degree	48	11.9		Others	3	0.7
	PhD	1	0.2		Missing	5	1.25
	Missing	2	0.5		Total	402	100
	Total	402	100				
Total Work Experience	Less than 1 year	2	0.5	**Position at Work**	Owner	7	1.7
	1-3 year	37	9.2		General Manager	15	3.7
	4-6 year	66	16.4		Supervisor	79	19.7
	7-9 year	78	19.4		Assistant Manger	97	24.1
	10-15 year	80	19.9		Worker	202	50.2
	16-20 year	48	11.9		Others	0	0
	20 and above	90	22.4		Missing	2	0.5
	Missing	1	0.2				
	Total	402	100		Total	402	100

Table 6.9. Surveyed Organization' Demographic Characteristics

		Frequency	(%)
Establishment Time of the Firm	Under 1 year	1	0.2
	1- 3 year	4	1
	4 - 6 year	3	0.7
	7 - 9 year	43	10.7
	10- 15 year	29	7.2
	16 -20 year	32	8
	More than 20 year	287	71.4
	Missing	3	0.7
	Total	402	100
Total Workforce	Less than 10	37	9.2
	10-49	209	52
	50-99	101	25.1
	100-249	52	12.9
	250-499	0	0
	500 – 999	0	0
	1000 – 1999	0	0
	2000 and above	2	0.5
	Missing	1	0.2
	Total	402	100
Legal Status	Unlimited Company	1	0.2
	Corporation	88	21.9
	Limited Company	309	76.9
	Public Institution	2	0.5
	Missing	2	0.5
	Total	402	100
Sector	Education	3	0.7
	Machine Manufacturing	393	97.7
	Finance	1	0.2
	Others	5	1.24
	Total	402	100

Demographic characteristics of the surveyed firms for this study includes: established time of the firm, total workforce, legal status and sector (Table 6.9). With respect to the establishment time of the firms data showed that most of the firms have been working for more than 20 years. Survey data also indicate that most of the firms have their total workforce range from 10-49 employees. With regards to the legal status of the firms, the majority of the firms are limited liability companies in the machine manufacturing sector.

6.8. Exploratory Factor Analysis for the Measure of Social Media Usage

Exploratory Factor Analysis (EFA) belongs to a family of multivariate statistical techniques that help the researchers to uncover the least number of hypothetical constructs (Sakaluk & Short, 2017; Watkins, 2018). That explain the covariation

observed among measured variables and to identify the common factors that explain the order and structure among measured variables (Watkins, 2018). The relationships between constructs and their variables are important because that knowledge allows unambiguous "mapping of theoretical constructs onto empirical phenomena" (Watkins, 2018). EFA is based on philosophical and statistical principals (Mulaik, 1987), was first applied by Spearman (1904) and soon become a fundamental tool for meaningful testing of theories and validation of measurement instruments. In addition, EFA has been preferably suggested prior to using CFA. Especially, when the new instrument was developed, revised the existing instruments and the structure of variable is less clear (Dombrowski, McGill, & Canivez, 2019).

EFA is different from other types of latent variable analysis. It requires researchers to make analytical decisions. For example, which analytic options constitute best practices for EFA (such as sample size, selection of competing extraction methods), because failing to use them can negatively impact theory development and empirical outcomes (Sakaluk & Short, 2017). In addition, Bartlett's Test of Sphericity (Bartlett, 1950) and Kaiser-Meyer-Olkin, (KMO) Measure of Sampling Adequacy (Kaiser, 1974) both are the most popular data inspection techniques for EFA. These methods determine whether the relationships exist within the data set to perform EFA (Howard, 2016). Researchers suggested to ensure the KMO value above 0.60 before employing EFA (Kaiser, 1974). In case of lower KMO value small intercorrelations can be removed to improve suitability for the EFA (Howard, 2016).

The instruments used to scale variables were adapted from the literature for this study. Therefore, to detect the scale dimensionality, EFA with the principal component method was performed for each variable of the theoretical model.

6.8.1. Exploratory Factor Analysis for the Measure of Social Media Usage

Table 6.10. Exploratory Factor Analysis: Social Media Usage

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.933
Bartlett's Test of Sphericity	Approx. Chi-Square	8651.405
	df	780
	Sig.	0.000

Rotated Components Matrix a	**Components**							
	C1	**C2**	**C3**	**C4**	**C5**	**C6**	**C7**	**C8**
In business, social media;								
44 …reduces administration workload.	.786							
27 ... strengthens the relationship between workers.	.760							
45 …improves internal operations.	.743							
26 ... strengthens the relationship between the management and workers.	.706							
28 .. increases the continuity of work.	.671							
25 .. increases the employee' job satisfaction.	.655							
17 …increases staff productivity.	.624							
46 …makes work visible.	.565							
16 ...improves employee effectiveness.	.561							
51 …helps to demonstrate competence in profession.	.553							
56 …helps to develop professionally.	.552							
37 …increases control of the direct marketing objectives.	.517							
52 …helps to boost work productivity and effectiveness at work.	.505							
39 … helps to get feedback.		.728						
40 … helps to reach good or innovative solutions.		.668						
38 … gives perspective on what's going on around the company.		.587						
12 … decreases operational costs.		.583						
11.... increases profitability.		.525						
22 ... increases the image and reputation of the business.			.792					
21 … attains the number of new customers.			.777					
23 ... decreases the number of customers' complaints.			.695					
24 ... increases the competitive position in the market.			.607					
43 … increases staff motivation and satisfaction.				.836				
47 … helps to enjoy work more.				.833				
20 ... increases the customer loyalty.				.749				
13 … decreases inventory costs.				.690				
41 … helps to obtain work related information.					.749			
42 … improves decision making process.					.635			
18 ... increases the customers' satisfaction level.					.516			
34 … increases outreach.						.810		
33 … increases business recognition on the Internet.						.770		
35 … widens outreach area.						.732		
7 … Facilitates communication with customers.							.743	
8 … Improves communication performance.							.580	
6 … Facilitates communication among employees.							.563	
30 …makes marketing activities easier.							.541	
31 …makes easier to reach the target audience.							.532	
2 … increases business contacts outside my firm.								.825
1 … strengthens relationships in my work group.								.780
3 … strengthens communication with other team members.								.574

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

a Rotation converged in 8 iterations.

Components	Eigen value	Explained Variance	α value	İtems	Components	Eigen value	Explained Variance	α value	items
C1. Professional Impact	16.725	41.812	0.945	13	C5. Information Impact	1.437	3.592	0.821	3
C2. Operational Impact	2.978	7.444	0.832	5	C6. Marketing Impact	1.324	3.310	0.819	3
C3. Financial Impact	1.915	4.787	0.857	4	C7. Communication Impact	1.160	2.901	0.781	5
C4. Self-motivation Impact	1.529	3.822	0.812	4	C8. Coordination Impact	1.116	2.791	0.867	3
Total Variance Explained					**70.459%**				

To examine the uni-dimensionality of the measure social media usage, principal components factor analysis was employed. Results of the kaiser-Meyer-Olkin measure of sampling adequacy test (0.933) and Bartlett's Test of Sphericity (χ^2 = 8651.405, df = 780, p <0.000) indicated that data were acceptable for factor analysis (Table 6.10). Twelve of 56 items were removed (Q4, Q14, Q15, Q19, Q29, Q36, Q48, Q49, Q50, Q53, Q54, Q55) due to lower cross-loadings in multiple components simultaneously. Results indicated that EFA generated eight dimensions, having eigenvalue greater than one, for the measure of social media usage: (1) professional impact with eigenvalue 16.725 and explained variance is 41.612%; (2) operation impact with eigenvalue 2.978 and explained variance is 7.444%; (3) financial impact with eigenvalue 1.915 and explained variance is 4.787%; (4) self-motivation impact with eigenvalue 1.529 and explained variance of 3.822%; (5) information impact with eigenvalue 1.437 and explained variance 3.592%; (6) marketing impact with eigenvalue 1.324 and explained variance is 3.310; (7) communication impact with eigenvalue 1.160 and explained variance is 2.901%; and (8) coordination impact with eigenvalue 1.116 and explained variance is 2.791%. All eight components represent a total of 70.459% of the total explained variance. The Cronbach's reliability test yielded a coefficient (α) value between 0.78 and 0.94 which exceeded the threshold value and reliability is good within component items. Finally, above mentioned eight dimensions considered statistically suitable for proceeding data analysis.

6.8.2. Exploratory Factor Analysis for the Measure of Online Comments Charateresistics

An exploratory factor analysis (EFA) was performed on the 22 items for the measure of Online Comments using principal components analysis with varimax rotation. The output values of the tests Bartlett's Test of Sphericity (χ^2 =3169.517, df=95, p<0.000) and Kaiser-Myer-Olkin (0.888), above the recommended value of 0.40, indicated that the data set is suitable for EFA. On the basis of these results, only items loading greater than 0.40 on a single construct were retained for further analysis (Hair et al., 2010). To refine the scale items that did not meaningfully load on the underlying construct and did not strongly correlated with other items were deleted. Table 6.11 indicated the results of EFA. Two factors with eigenvalues greater than 1 eigenvalue were obtained. Eight of 22 items were discarded (Q2, Q3, Q4, Q5, Q6, Q7, Q10, Q17) due to lower cross-loadings in multiple components simultaneously. After discarding these items clear picture of factor structure is emerged. The remaining items loaded onto two factors which were labelled as "Characteristics of online comments" and " Attitude towards online comments".

The values of factor loadings on their constructs are above 0.5, with no cross-loading higher than 0.5. The results indicated that the component of "Characteristics of online comments" have eigenvalue 7.005 and the value of explained variance is 50.033%. The component of "Attitude towards online comments" have eigenvalue 1.416 and the value of explained variance is 10.113%. Collectively both these components represent the total of 60.146% explained variance. Similarly, it was observed from the output, the Cronbach's reliability test generated a coefficient (α) value greater than 0.80, which is greater than the benchmark. Thus both components "online comments characteristics" and "attitude towards online comments" were considered reliable to include for the further data analysis.

Table 6.11. Exploratory Factor Analysis: Online Comments Characteristics

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.888
Bartlett's Test of Sphericity	Approx. Chi-Square	3169.517
	df	91
	Sig.	0.000

Rotated Components Matrix a	**Components**	
	C1	**C2**
Online Comments;		
14 … are convincing.	.843	
15 … are persuasive.	.841	
16 … are consistent with real life comments.	.749	
13 … are applicable.	.748	
1 … are genuine.	.628	
9 … are current.	.622	
8 … are reliable.	.608	
12 … are relevant.	.584	
11 … are up-to-date.	.584	
19 … are pleasant.		.815
20 … are useful		.809
21 … are effective.		.742
22 … are profitable.		.626
18 … are desirable.		.614

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 3 iterations.

Components	**Eigenvalue**	**Explained Variance**	**α-value**	**Items**
C1. Characteristics of online comments	7.005	50.033	0.907	9
C2. Attitude toward online omments	1.416	10.113	0.835	5
Total Variance Explained	**60.146%**			

6.8.3. Exploratory Factor Analysis for the Measure of Online Comments Impact

Table 6.12. Indicates the summary of exploratory factor analysis results for the measure "online comments Impact". The values of Bartlett's Test of Sphericity (χ^2 = 3738.638, df = 171, p <0.000) and Kaiser-Myer-Olkin (KMO) (0.886) indicated the suitability of data set for EFA. Initially the measure "online comments impact" consisted of 31 items. From a total of 31 items, 12 of the items (Q3, Q4, Q5, Q6, Q7,

Q19, Q20, Q27, Q28, Q29, Q30, Q31) were dropped because the items were not loading on primary factors due to lower cross loadings. Finally, the exploratory factor analysis of 19 items was retained which yielded six components. Which were named: financial impact, communication impact, learning impact, market share impact, personal development impact, and operational impact. According to literature, the minimum cutoff value of factor loading is considered more than 0.40 (Bhuian, Menguc, & Bell, 2005; Nunnally, 1978; Joonhyuk Yang et al., 2012). The factor loading values of all items ranged from 0.586 to 0.854.

It was observed that the component financial impact produced the eigenvalue 7.957 and explained variance 41.877%; components communication impact produced the eigenvalue 1.414 and the value of explained variance is 7.444, component learning impact produced the eigenvalue 1.252 and the value of explained variance is 6.590%; components market Share Impact produced the eigenvalue 1.145 and the value of explained variance 6.026%; component personal development impact produced the eigenvalue 1.077 and explained variance of 5.663%; and components operational impact" produced the eigenvalue 1.014 and explained variance of 5.339%. All six factors were accounted for 72.943% of total variance explained. Thus, based on the output of EFA, it was concluded that factors were valid for subsequent statistical analyses.

Table 6.12. Exploratory Factor Analysis for the Online Comments Impact

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.886
Bartlett's Test of Sphericity	Approx. Chi-Square	3738.638
	df	171
	Sig.	0.000

Rotated Components Matrix a	**Components**					
	C1	**C2**	**C3**	**C4**	**C5**	**C6**
In business online comments;						
2 … contribute to the revenue.	.746					
1 … increase the Return on Investment.	.699					
11 …reduce the number of customer complaints.	.617					
12 …generate new customers.	.609					
16 … mprove knowledge sharing.		.854				
17 …improve communications.		.847				
18 … enhance customer service.		.653				
22 … have a positive impact on learning and growth.			.841			
23 … enable to obtain new knowledge.			.793			
21 … provide an opportunity to get feedback from others			.586			
8 … help to increase market share.				.770		
9 … help to increase staff productivity.				.729		
10 … lead customers to repeat their web purchases.				.688		
25 … enable to better understand perspectives on the world.					.807	
26 … enable to clarify thinking.					.758	
24 … enable to have new perspectives on my knowledge.					.664	
14 … reduce the number of issues reported in audit reports.						.782
15 … improve coordination with suppliers.						.734
13 … increase on-time delivery of products and services						.603

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.

Dimensions	**Eigen value**	**Explained Variance**	**α value**	**Items**	**Dimensions**	**Eigen value**	**Explained Variance**	**α value**	**Items**
C1.Financial Impact	7.957	41.877	0.768	4	C4. Market Share Impact	1.145	6.026	0.767	3
C2. Communication Impact	1.414	7.444	0.860	3	C5.Personal Development Impact	1.077	5.668	0.815	3
C3. Learning Impact	1.252	6.590	0.821	3	C6. Operational Impact	1.014	5.339	0.788	3
Total Variance Explained			**72.943%**						

6.8.4. Exploratory Factor Analysis for the Measure of Human Resource Practices

Exploratory factor analysis (EFA) was executed by using principal components analysis and direct oblimin rotation method to assess the underlying construct valid for scale (Table 6.13). The measure "human resource management Practices" consisted of 21 items. From a total of 21 items, 2 of the items (Q5, Q9) were dropped because these items were not fit well to their construct and the model in general. So only 19 items were retained which generated 3 components labelled as (1) hiring and training, (2) performance evaluation, (3) remuneration. The values of Bartlett's Test of Sphericity were (χ^2 = 3016.284, df = 171, p <0.000) and Kaiser-Myer-Olkin (KMO) value was (0.914), which specify that the sample size is adequate and variables are highly correlated to provide a reasonable basis for EFA, KMO value should be equal to or above 0.60 (Ndekwa & Katunzi, 2016).

It was observed from the results that the majority of the items loaded strongly on their respective factor, values of all retained items varied between 0.500 to 0.838, indicating the unidimensional structure of the measure (Hair et al., 1998). Further, component "hiring and training" accounted for the eigenvalue 7.989 and explained variance 42.046%; component "performance evaluation" accounted for eigenvalue 2.075 and explained variance of 10.922; Similarly, component "remuneration" accounted for eigenvalue 1.198 and explained variance of 6.306%. In sum, these three components all together accounted for 59.272% of total variance explained. The reliability (Cronbach α Value) of all three component ranged from 0.683 and 0.923. Heretofore it was observed that three components "hiring and training", "performance evaluation" and "remuneration" exceeding from threshold values. These three components considered reliable and valid for the subsequent statistical data analysis.

Table 6.13. Exploratory Factor Analysis for the Measure of Human Resource Practices

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.914
Bartlett's Test of Sphericity	Approx. Chi-Square	3016.284
	df	171
	Sig.	0.000

Pattern Matrix a	**Components**		
	C1	**C2**	**C3**
Management;			
HR_16 … selects new employees realistically according to need.	.814		
HR_11 … makes promotions on the bases of success.	.792		
HR_17 … implements a systematic selection process in recruitment.	.770		
HR_18 … treats all employees fairly and impartially during promotions.	.753		
HR_07 … has clear procedures for performing tasks.	.750		
HR_15 … implements fair and impartial process of selection and placement of labor force.	.732		
HR_08 … has clear procedures of correcting errors.	.718		
HR_21 … provides rewards for outstanding performance..	.709		
HR_04 … makes human resource planning for the future.	.709		
HR_14 … regularly reviews progress toward goals.	.693		
HR_03 …gives the importance to the employee' development.	.637		
HR_01 …gives orientation training to beginners.	.620		
HR_10 … determine performance evaluation criteria.		.828	
HR_12 … established a fair performance evaluation system.		.818	
HR_13 … evaluates the employees' performance periodically		.727	
HR_02 … regularly organizes trainings for employees.		.677	
HR_19 … provides the compensation against efforts made.			.838
HR_20 … determines wages according to personal skills and competencies			750
HR_06 … informs employees about future positions.			.500

Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser Normalization.
a. Rotation converged in 4 iterations

Compontents	**Eigenvalue**	**Explained Variance**	**α value**	**Items**
C1. Hiring and Training	7.989	42.046	0.923	12
C2. Performance Evaluation	2.075	10.922	0.731	4
C3. Remuneration	1.198	6.306	0.683	3
Total Variance Explained	**59.274%**			

6.8.5. Exploratory Factor Analysis for the Measure of Planning

Exploratory factor analysis EFA was conducted on 11 items of measure "Planning" with varimax rotation method to identifying the inappropriate items that can be removed. So, from 11 items, 2 of the 11 items (Q1, Q5) were removed due to lower cross-loadings of the items. Thus the 9 items retained in final to execute the

EFA. The measure "planning" that was validated through EFA, revealed two-component structure of the measure, labelled as (1) "operational Planning" (2) "strategic planning".

Table 6.14 indicated the results of EFA. Bartlett (1950) test of Sphericity was significant ((χ^2 = 2105.002, df = 36, p <0.000), and the value KMO measure of sampling adequacy was also significant (0.870). The (KMO ≥ 0.06) used as a criterion for good factorability (Tabachnick & Fidell, 2007; Woods, 2016, p. 39). Similarly, Cronbach (α) values of both components "operational planning" and "strategic planning" were 0.895 and 0.835 respectively. It is also noteworthy that, component "operational planning" accounted for the eigenvalue 5.237 with the explained variance of 58.193%. The component "Strategic Planning" accounted for the eigenvalue 1.049 with the explained variance of 11.551%. These two components collectively accounted for 69.854% of total variance explained. All in all, both components "operational planning" and "strategic planning" were valid and considered these components to include in subsequent data analysis.

Table 6.14. Exploratory Factor Analysis for the Planning

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.870
Bartlett's Test of Sphericity	Approx. Chi-Square	2105
	df	36
	Sig.	0.000

Rotated Components Matrix a	**Components**	
	C1	**C2**
Management;		
P_09 … crafts the organization's strategy.	.864	
P_10 … transforms the organization as markets and the external environment change.	.813	
P_08… creates a sense of identity and mission for the organization.	.796	
P_07… makes long-term planning.	.695	
P_06… makes short-term planning.	.618	
P_11… makes sure all efforts are coordinated towards the goals and strategic plan of the organization.	.601	
P_03 … sets strategic goals.		.892
P_04 … priorities goals and objectives.		.792
P_02 … sets clear and precise plans for the organization.		.750

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

Components	Eigenvalue	Explained Variance	α value	Items
C1. Operational Planning	5.237	58.193	0.895	6
C2. Strategic Planning	1.049	11.661	0.835	3
Total Variance Explained	**69.854%**			

6.8.6. Exploratory Factor Analysis for the Measue of Empowerment

The output of Exploratory Factor Analysis of the measure "empowerment" is shown in Table 6.15. Initially, the measure "empowerment" consisted of 23 items. 5 items (Q2, Q3, Q4, Q5, Q19) from the 23 items were removed since these items had low intercorrelation and cross-loading issues. Finally, the EFA was computed on 18 items which were loaded onto their respective components. EFA generated 3 components which were named as: (1) ability empowerment, (2) ideas generation empowerment, and (3) teamwork empowerment. Factor loading values of all three factors varied ranged from 0.539 to 0.829.

The results indicated that the output values of the KMO test (0.921) and Bartlett' test of Sphericity ((χ^2 = 4317.184, df = 153, p <0.000) were statistically significant. As far as eigenvalue is concerned, the components "ability empowerment" accounted for the eigenvalue 9.515 and explained variance 52.861%. Whereas components "ideas generation empowerment" accounted for the eigenvalue 1.196 and explained variance 6.644%, and the component "teamwork empowerment" accounted for eigenvalue 1.171 and explained variance 6.508%. All three components accounted for 66.013% of total variance explained. The Cronbach's Alpha values of all three components were obtained 0.934, 0.794 and 0.734 respectively. In sum, all three components "ability empowerment", "ideas generation empowerment", and "teamwork empowerment" were considered statistically significant, so it was decided to include these three components in further data analysis.

Given the fact that the data set considered to be suitable for succeeding statistical analysis.

Table 6.15. Exploratory Factor Analysis for the Measure Epowerment

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.921
Bartlett's Test of Sphericity	Approx. Chi-Square	4317.184
	df	153.000
	Sig.	0.000

Rotated Components Matrix a	**Components**		
	C1	**C2**	**C3**
Management;			
E_21 … fosters positive employee work relationship.	.829		
E_20 … promotes employee capability to handling work plans.	.784		
E_11 … ensures that employees perform their assignments.	.712		
E_12 … recognizes employee work efforts.	.711		
E_22 … supports employees to apply their knowledge/skills.	.672		
E_10 … conducts fair employee performance appraisals.	.671		
E_18 … enhances employee ability to recognize work problems.	.643		
E_13 … mentors employees to overcome performance deficiencies.	.591		
E_23 … enhances employee visions to recognize changes related to work.	.588		
E_14 … follows up the delegated tasks.	.584		
E_16 … identifies employee development/training needs.		.820	
E_15 … encourages employees to come up with innovative ideas.		.799	
E_17 … encourages employees to perform work independently.		.637	
E_01 … clarifies employee roles.		.560	
E_06 … delegates subordinates the authority to perform tasks		.539	
E_08 … treats employees equally.			.819
E_07 … supports employees to carry out assignments as a team.			.778
E_09 … counsels employees when changes must be made in their work.			.685

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 5 iterations.

Components	**Eigen value**	**Explained Variance**	**α value**	**Items**
C1. Ability Empowerment	9.515	52.861	0.934	10
C2. Ideas Generation Empowerment	1.196	6.644	0.794	5
C3. Teamwork Empowerment	1.171	6.508	0.734	3
Total Variance Explained	**66.013**			

6.8.7. Exploratory Factor Analysis for the Measure of Decision Making

Table 6.16 revealed the results of Exploratory factor analysis for the measure of decision making. The measure "decision making" consisted of 12 items. EFA was run by using principal component analysis extraction method and varimax rotation method. All twelve items were entirely loaded on their relevant components and yielded three components which were labelled as (1) decision making process (2) avoidant decision making (3) dependant Decision making. Factor loading values of all

the items were existed in the range from 0.39 to 0.829. Furthermore, the output values of KMO (0.803) and Bartlett' tests of Sphericity (χ^2 = 1771.593, df = 66, p <0.000) were found statistically significant. Component decision-making process accounted for the eigenvalue 3.768, explained variance of 31.398% and Cronbach' (α) coefficient 0.849. Component avoidant decision making accounted for the eigenvalue 2.827, explained variance 23.562% and Cronbach' (α) coefficient 0.884. Component dependant decision making accounted for the eigenvalue 1.188 explained variance of 9.902% and Cronbach' (α) coefficient 0.539. Three components altogether accounted for 64.862% of total variance explained. Since all three components "decision making process", "avoidant decision making" and "dependent decision making" were statistically significant, so these components considered suitable for further data analysis.

Table 6.16. Exploratory Factor Analysis for the Measure Decision Making

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.803
Bartlett's Test of Sphericity	Approx. Chi-Square	1771.593
	df	66
	Sig.	0.000

Rotated Components Matrix a	**Components**		
	C1	**C2**	**C3**
Management;			
D_06 … solves the organization's problems	.809		
D_05 … takes charge when the organization is threatened.	.790		
D_07 … makes me feel valued.	.768		
D_03 … follows up the consequences of decisions that he/she makes.	.756		
D_04 … initiates changes within the organization	.749		
D_11…often procrastinates when it comes to making important decision.		.878	
D_12 … makes important decisions at the last minute.		.875	
D_09 … avoids making important decisions until the pressure is on.		.850	
D_10 … postpones decision making whenever possible		.813	
D_01 … has a strong focus on results or getting the job done.			.837
D_02 … makes sure the right people are hired for the right positions.			.686
D_08 … uses the advice of other people in making important decisions.			.514

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization
a. Rotation converged in 4 iterations.

Components	Eigenvalue	Explained Variance	α value	Items
C1 Decision Making Process	3.768	31.398	0.849	5
C2 Avoidant Decisions Making	2.827	23.562	0.884	4
C3 Dependent Decision Making	1.188	9.902	0.539	3
Total Variance Explained	**64.862 %**			

6.8.8. Exploratory Factor Analysis for the Measure of Leading

Exploratory Factor Analysis (EFA) was executed on the measure "Leading". The measure "Leading" consisted of 63 items. A total of 28 items were excluded because of low loading or not loading properly onto their respective components, eventually, 35 items were retained. EFA with varimax rotation yielded 5 components with an eigenvalue greater than 1 (Table 6.17). These components were termed as professional development, employee's participation, vision oriented, employee appreciation, and influencing employees.

The results of EFA shown that the factor loading values of all items ranged between 0.532 and 0.808, fixed the cutoff factor loading value greater than minimum value 04 or 0.45. (Bhuian et al., 2005); Nunnally (1978); (Joonhyuk Yang et al., 2012). The output values of KMO (0.950) and Bartlett's Test of Sphericity (χ^2 = 7102.130, df = 595, p <0.000) specified that the data set is suitable for EFA. In addition, results indicated that the component "professional development" accounted for the eigenvalue 15.926, explained variance 45.503% and Cronbach' (α) coefficient 0.960. Component "employee's participation" accounted for the eigenvalue 2.461, variance explained 7.032% and Cronbach' (α) coefficient 0.770. Component "vision oriented" accounted for the eigenvalue 1.412, variance explained 4.035%, and Cronbach' (α) coefficient 0.880. Component "employee' appreciation" accounted for the eigenvalue 1.266, variance explained 3.616%, and Cronbach' (α) coefficient (0.865). Component "Influencing the employees" accounted for the eigenvalue 1.140, variance explained 3.258%, and Cronbach' (α) coefficient (0.618). Total variance explained for all five components was 63.442%. Thus, all five components "professional development", employe participation", "vision oriented" "employee appreciation" and "influencing employees" were found statistically significant. Therefore these components were considered suitable to include in the succeeding data analysis.

Table 6.17. Exploratory Factor Analysis for the Measure Leading

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.950
Bartlett's Test of Sphericity	Approx. Chi-Square	7102.130
	df	595
	Sig.	0.000

Rotated Components Matrix a	**Components**				
	C1	**C2**	**C3**	**C4**	**C5**
Management;					
L_42 … shows appreciation on work.	.805				
L_39 … is concerned with solving the work problems.	.798				
L_09 … treats employee with respect.	.768				
L_38 … demands to completely comply with the organisation procedures.	.747				
L_55 …provides opportunities for professional growth in this department.	.704				
L_57 …makes sure that day-to-day operations are being completed in a satisfactory manner	.699				
L_25 …reveals different viewpoints in facing the problems	.694				
L_06 …evaluates the quality of subordinate' job performance.	.689				
L_30 …resolves conflicts between subordinates.	.689				
L_54 …Makes subordinates' feeling valuable..	.687				
L_43 …allows employees to make decisions.	.675				
L_37 …motivates to create and use new methods in performing tasks	.653				
L_29 …helps subordinates' personal problems.	.645				
L_63 …decides what should be done and how it should be done.	.642				
L_24 …approach each employee as individuals with different needs and abilities.	.629				
L_62 …encourages to use of standard procedures.	.613				
L_18 …gives confidence to employees.	.609				
L_13 …implemet the opinions and ideas of employees.	.599				
L_20 …affects employees by developing mutual respect.	.577				
L_05 … encourages teamwork in this department.	.532				
L_48 … treats subordinates fairly.		.782			
L_40 … gives chance to subordinates to suggest appropriate solutions.		.725			
L_49 … is fair in appraising his/her subordinates' performance.		.716			
L_32 … uses authority to ensure that subordinates accomplish tasks.		.638			
L_14 … allows employees to set their own priorities.		.612			
L_08 … is friendly and open to opinions.		.595			
L_01 … emphasizes on a high standard performance.			.808		
L_41 … explains goals clearly			.798		
L_02 … has a clear vision of the organization for the future.			.672		
L_46 … encourages and appreciates employees.				.735	
L_50 … makes sacrifices to achieve the organization' objectives.				.716	
L_51 … sets an example to the employees with their behaviors.				.604	

L_11 … is not open to criticism.	.747
L_12 … is supporative for new ideas.	.639
L_17 … shows strength to employees	.603

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations.

Components	Eigenvalue	Explained Variance	α value	Items
C1 Professional Development	15.926	45.503	0.960	20
C2 Employee's participation	2.461	7.032	0.770	6
C3 Vision Oriented	1.412	4.035	0.880	3
C4 Employee Appreciation	1.266	3.616	0.865	3
C5 Influencing Employees	1.140	3.258	0.618	3
Total Variance Explained	**63.44%**			

6.9. Confirmatory Factor Analysis for the Scale of Social Media Usage

Confirmatory Factor Analysis (CFA) enables to check the factorial validity of constructs (Kenny, Kaniskan, & McCoach, 2015), and determines whether the collected data fit the hypothesized measurement model (Kline, 2015). Therefore, in this study, CFA was executed individually for all measures before developing and testing measurement models as a whole. (So while performing the CFA some items were discarded because of following reasons: (1) factor loading value < 0.35, (2) to fit the model statistical (3) reliability increased after removal some items. Thus, only valid and reliable items were kept for further data analysis).

There are several fit indices exists in the literature to determine the model fitness. Hair et al. (2010), suggested that while performing the CFA, the validity of constructs should be tested at two stages: First through the goodness of fit indices assessment, Second construct validity assessment. Therefore, this study has adopted these two mentioned stages to conduct CFA. So it is necessary to explain the criteria of model fitness and its acceptance. Generally, a model is considered acceptable if the χ^2 (CMIN/Df) < 3 (Kline, 1998), Normed Fit Index (NFI), and Goodness of Fit Index (GFI) ≥ .90 (Byrne, 1994).

In addition, a study carried out by (Wongpakaran, Wongpakaran, & Sirirak, 2018), performed CFA to examine the nature of and relations between latent constructs, and used the following fit indexes: a Comparative Fit Index of ≥ .95, a Non-Normed Fit Index (NFI), or Tucker-Lewis Index (TLI) of ≥ 0.90, a Root-Mean-Square Error of Approximation (RMSEA) of ≤ 0.6. values as high as 0.08 indicated

an acceptable fit (Hu & Bentler, 1995, 1998; Hu & Bentler, 1999), and χ^2/df result of < 3 (Kline, 1998), or < .5 (Hair et al., 2010). Modification indices were added to the model after the initial analysis and error term correlation within the same factor was allowed when indicated (Byrne, 2010).

It is noteworthy that, Hair et al. (2010) suggested that a minimum of four different tests should be considered to test the model fit for CFA and structural model. However, this study employed more than four goodness of fit indices to fit the measurement models such as chai-square, degree of freedom (df), goodness of fit index, (GFI), adjusted goodness of fit index (AGFI), Incremental fit index (IFI), Tucker-Lewis index (TLI), comparative fit index (CFI), and root mean square error of approximation (RMSEA). Moreover, factor loading, modification indices and standardized residual covariance were also examined.

The measure social media usage come up with eight factors after the execution of the exploratory factor analysis. So initially CFA was performed on 8 factors: Professional Impact (13 items), Operational Impact (5 items), Financial Impact (4 items), Self-motivation (4 items), Information Impact (3 items), Marketing Impact (3 items), Communication Impact (5 items) and Coordination Impact (3 items). Initial output results indicated that some goodness of fit indices values were below the recommended thresholds. Therefore fits were respecified by discarding some measures or converting to different variables, that were not fulfilling the uni-dimensionality criteria of the construct (Figure. 6.2) (Anderson & Gerbing, 1988), Similarly, (Hair et al., 2010) suggested that fit indices can be improved by controlling the modification indices and standardised residuals. Finally, the model fitness was achieved by deleting three (Self-motivation, Information Impact and Coordination Impact) factors, and 2 items from professional impact, 2 items (12 from operational impact, 1 item from financial Impact, and 1 item (31) from communication impact.

After performing all suggested modifications, all goodness of fit indices were obtained as shown in Figure 6.2 which includes: χ^2 (505.865), df (233), (χ^2/df) (2.171), GFI (0.909), AGFI (0.882) RMSEA (0.054), SRMR (0.0442), CFI (0.95), TLI (0.941), PCFI (0.802) and PNFI (0.769).

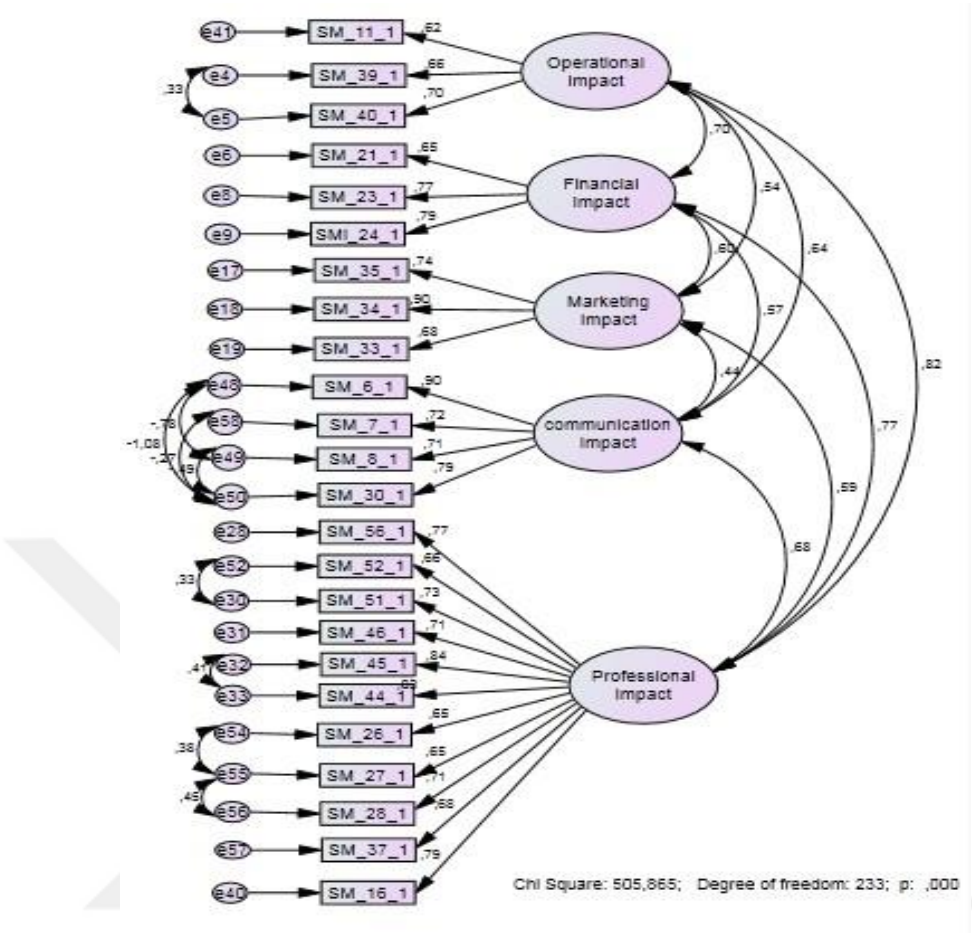


Figure 6.2. CFA for Social Media Usage

6.9.1. Confirmatory Factor Analysis for the Measure of Online Comments Characteristics

Confirmatory factor analysis was run for the measure online comments characteristics based on two factors as shown in figure 6.3. Basically the measure "online comments characteristics" consisted of 22 items. Since 8 items were removed, remaining 14 items were loaded onto their respective factors which were labelled as: "online comments characteristics" and "attitude toward online comments items". From a total of 14 items, 9 items were loaded on the factor characteristics and 5 items were loaded on attitude towards online comments.

Figure 6.3. indicates the output of CFA of Online comments' characteristics. To obtain the uni-dimensionality of the constructs item number (16) was removed from the factor "online comment' characteristics". After making some modifications, model

indices indicated the model fit results as per recommended criteria: χ^2 (163.350), df (58), (χ^2/df) (2.816), GFI (0.940), AGFI (0.906) RMSEA (0.067), SRMR (0.0475), CFI (0.962), TLI (0.949), PCFI (0.715) and PNFI (0.701).

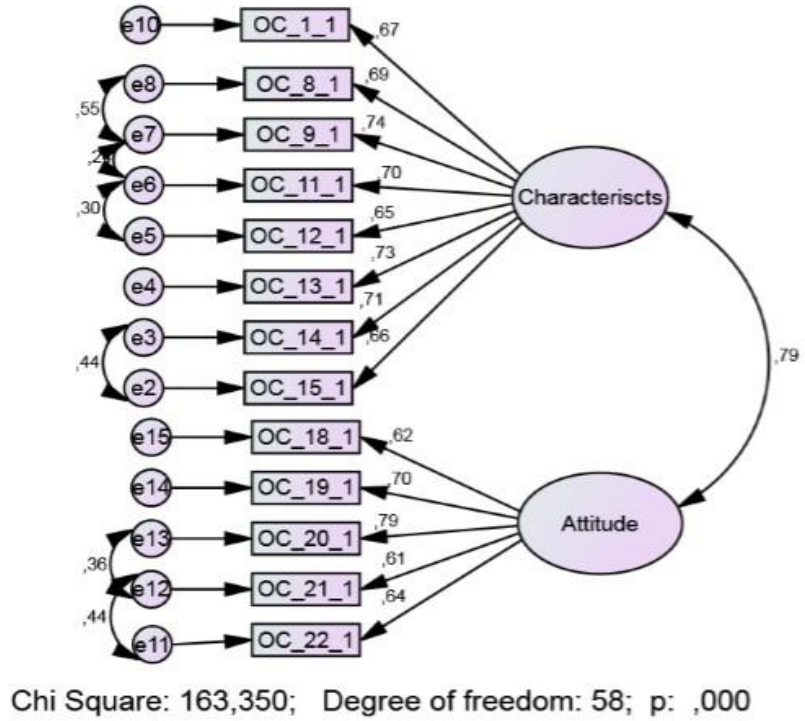


Figure 6.3. CFA Online Comments Charateristics

6.9.2. Confirmatory Factor Analysis for the Measure of Online Comments Impact

The measurement model of online comments' Impact tested with six components: Financial outcome, Communication Impact, Learning Impact, Market Share Impact, Personal Impact and Operation Impact. The measure "online comments Impact" had 4 items were loaded onto the components Financial impact, 3 items were loaded on the components communication impact, 3 items were loaded onto the learning impact, 3 items were loaded onto the components market share impact, 3 items were loaded onto the components personal impact, 3 items were loaded onto the operation impact. There was no need to eliminated items, after employing some minor modifications. The output indices: χ^2 (416.908), df (132), (χ^2/df) (3.158), GFI (0.903), AGFI (0.860) RMSEA (0.073), SRMR (0 0.050), CFI (0.928), TLI (0.902), PCFI (0.717) and PNFI (0.694).indicated that the model is best fit and acceptable.

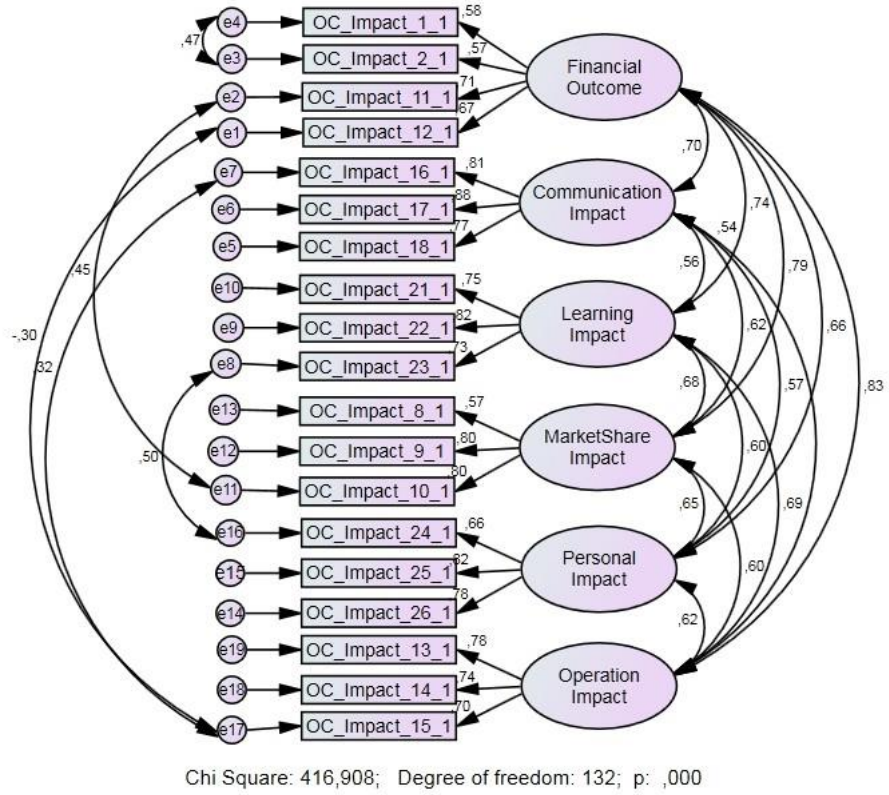


Figure 6.3. CFA of Online comments' Impact

6.9.3. Confirmatory Factor Analysis for the Measure of Human Resource Practices

The measurement model Human Resource Practices was tested with three factors (Figure 6.4), Hiring and development, Performance Evaluation, and Remuneration, which were consistent with the exploratory factor analysis of Human Resource Practices. Factor Hiring and Training consisted of 12 items, factor Performance Evaluation consisted of 4 items, while the factor remuneration composed of 3 items. After modification, it was observed that the outputs indicated the measurement model is statistical fit and acceptable, as the goodness of values: χ^2 (340.992), df (146), (χ^2/df) (2.336), GFI (0.920), AGFI (0.896) RMSEA (0.058), SRMR (0.0491), CFI (0.941), TLI (0.931), PCFI (0.803) and PNFI (0.770). indicated that the model is best fit and acceptable.

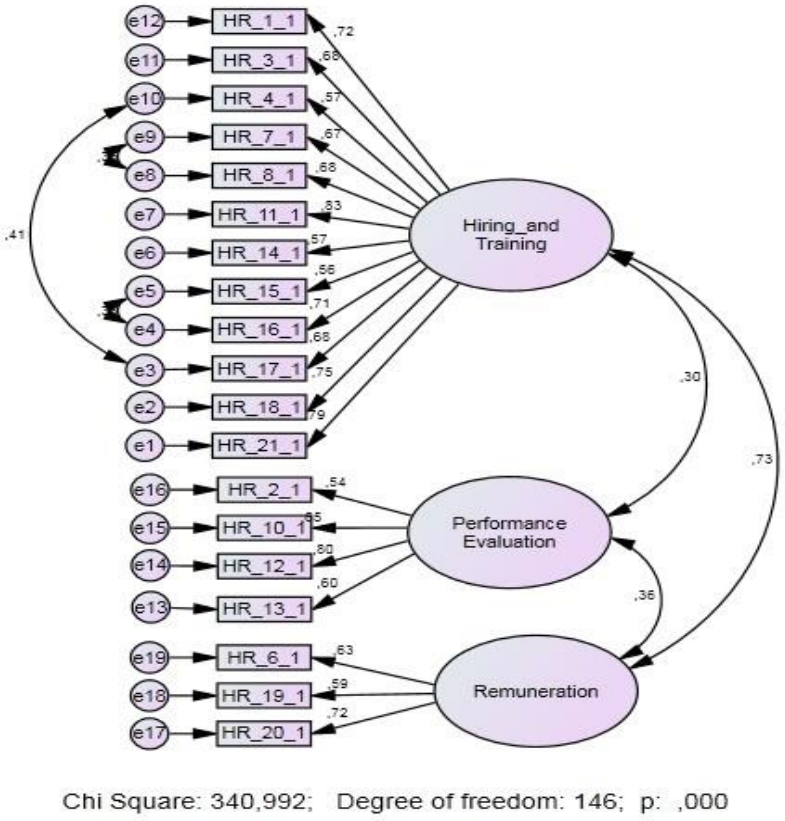


Figure 6.4. CFA Human Resource Practices

6.9.4. Confirmatory Factor Analysis for the Measure of Planning

Confirmatory factor analysis was run on two factors obtained from exploratory factor analysis as shown in (figure 6.5). Factor "operational planning" contained 6 items and factor "strategic planning" contained 3 items. All items were related to their respective factors, so there was no need to eliminate any item however some minor modifications were made. By doing so, all goodness of fit indices met the model fit criteria as: χ^2 (64.505), df (22), (χ^2/df) (2.932), GFI (0.966), AGFI (0.930) RMSEA (0.069), SRMR (0.0336), CFI (0.981), TLI (0.981), PCFI (0.599) and PNFI (0.593). The output values indicated that the measurement model is fit and acceptable.

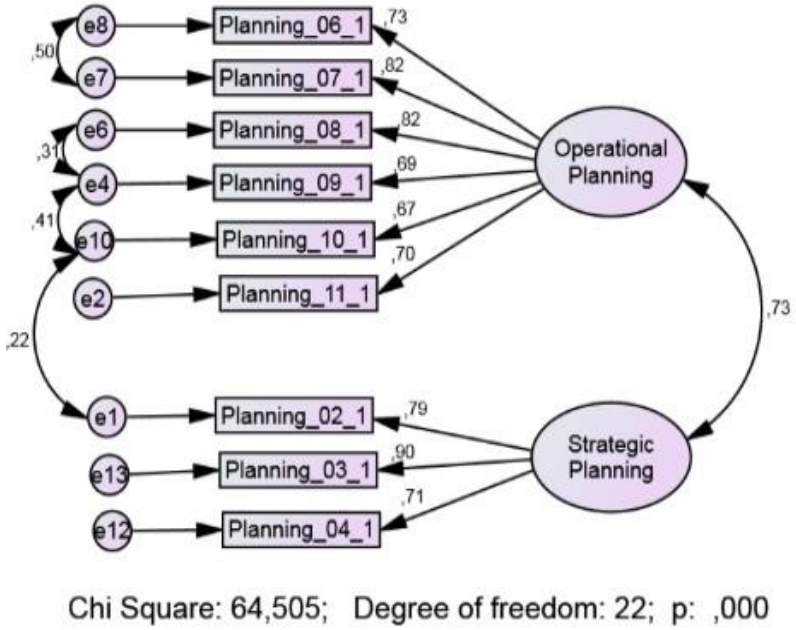


Figure 6.5. CFA for Planning

6.9.5. Confirmatory Factor Analysis for the Measure of Empowerment

Figure 6.6. shown the measurement model for the measure "Empowerment", CFA was run for the empowerment, as exploratory factor analysis extracted the three factors: "Ability Empowerment" (10 items), "Ideas Generation Empowerment" (5 items) and "Teamwork Empowerment" (3 items). The measurement model wast not required any item elimination, except some modification, all items were loaded unidimensionality with latent their variables, The output values of CFA' fitness of good indices χ^2 (337.555), df (126), (χ^2/df) (2.679), GFI (0.917), AGFI (0.888) RMSEA (0.065), SRMR (0.0347), CFI (0.955), TLI (0.945), PCFI (0.786) and PNFI (0.766) indicated that measurement model is acceptable and statistically fit.

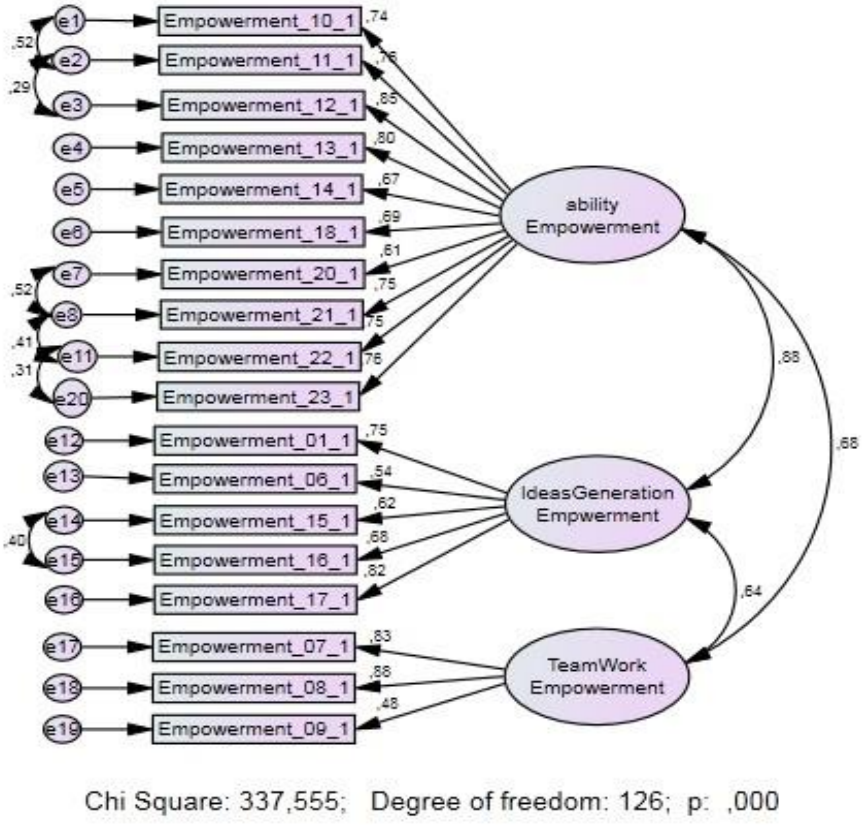


Figure 6.6. CFA for the Measure Empowerment

6.9.6. Confirmatory Factor Analysis for the Measure of Decision Making

Figure 6.7. indicated the results of CFA the measurement model decision making. This model consisted of three factors obtained from exploratory factor analysis : (1) "decision process" consisted of 5 items (2) "Avoidant decision style" consisted of 4 items, (3) "Dependant decision style" composed of 3 items. The outcome of CFA indicated that all items loaded significantly onto their relevant construct, no items were cross-loaded. Therefore no item was dropped from any construct. All items were shown a unidimensional relationship with their respective construct in this model. The output of model fit indices fulfils the recommended criteria: χ^2 (156.828), Df (50), (χ^2/df) (3.137), GFI (0.941), AGFI (0.908) RMSEA (0.073), SRMR (0.0575), CFI (0.945), TLI (0.927), PCFI (0.716) and PNFI (0.698), which indicated that model is statistically fit and acceptable for structural equation modelling and hypothesis testing.

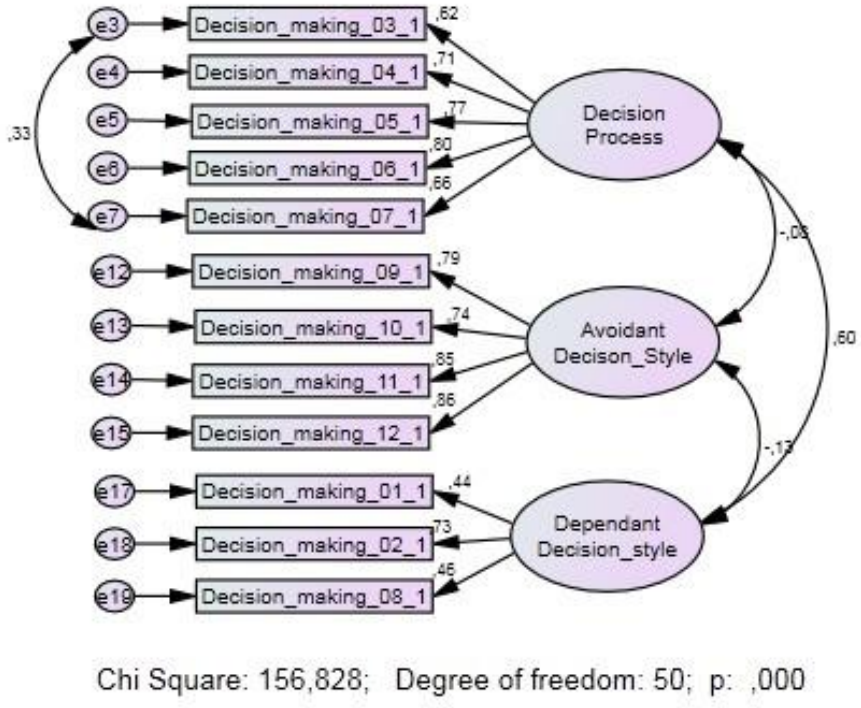


Figure 6.7. CFA for the Measure Decision Making

6.9.7. Confirmatory Factor Analysis for the Measure of Leading

Figure 6.8 indicated the output results of the CFA of the measurement model leading. The measurement model consisted of four constructs obtained from exploratory factor analysis: (1) employee participation consisted of 6 items (2), professional development consisted of 20 items (3) vision-oriented consisted of 3 items (4) employee appreciation consisted of 3 items. As shown in given below figure 3 items were deleted from the construct employee participation, and 5 items were removed from the construct professional development due to cross-loading issues. After that, some necessary modifications were made to fit the model according to recommended criteria: χ^2 (532.771), Df (241), (χ^2/df) (2.211), GFI (0.901), AGFI (0.871) RMSEA (0.055), SRMR (0.0425), CFI (0.948), TLI (0.941), PCFI (0.828) and PNFI (0.795). All goodness of fit indices indicated that the measurement model is statistically significant and model is considered fit for further use for this research.

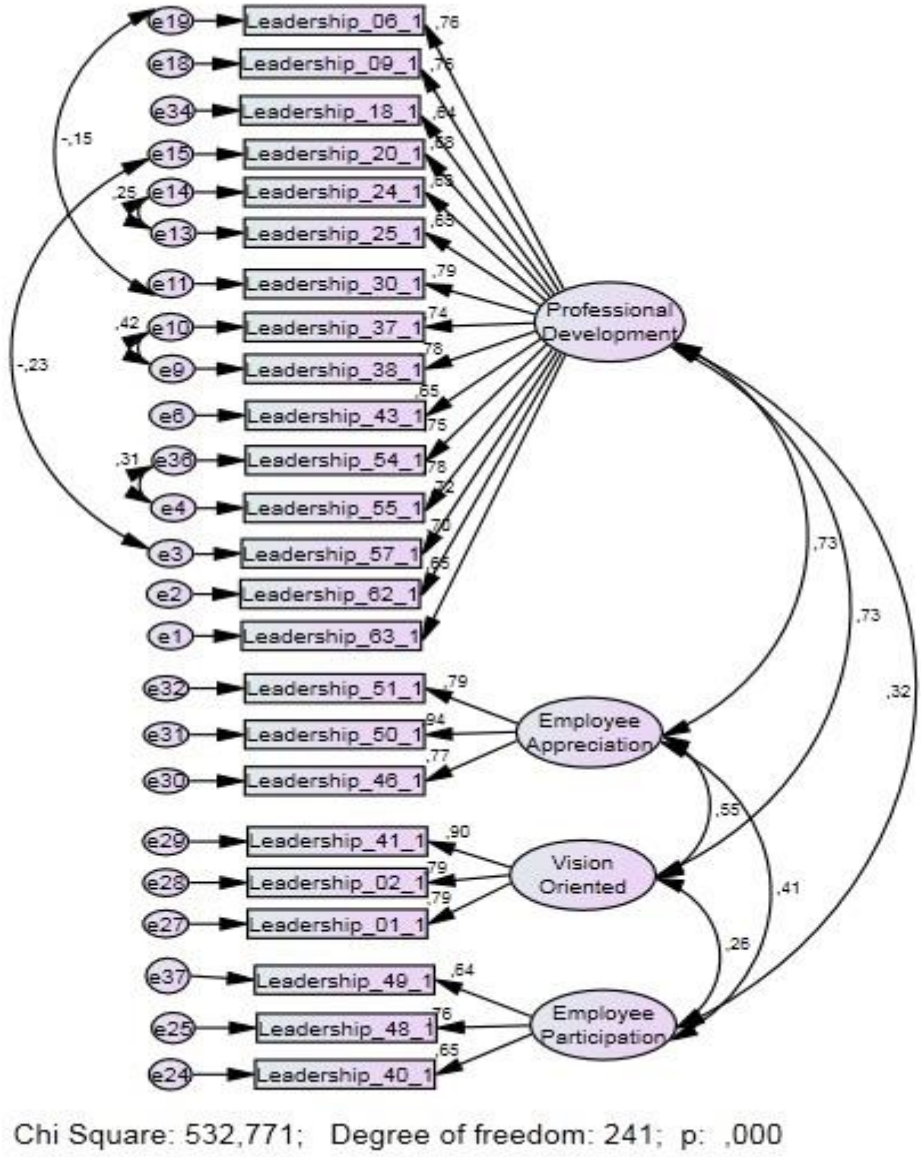


Figure 6.8. CFA for the Measure Leading

Table 6.18. Summary of Models Fit

Model	χ^2	Df	P	χ^2/df	GFI	AGFI	CFI	TLI	RMSEA	SRMR
Social Media Usage	505.865	233	0.000	2.171	0.909	0.882	0.95	0.941	0.054	0.0442
Characterisctics	163.350	58	0.000	2.816	0.940	0.906	0.962	0.949	0.067	0.0475
Comments' Impact	416.908	132	0.000	3.158	0.903	0.860	0.928	0.902	0.073	0.050
HR Practices	340.992	146	0.000	2.336	0.920	0.896	0.941	0.931	0.058	0.0491
Planning	64.505	22	0.000	2.932	0.966	0.930	0.981	0.981	0.069	0.0336
Empowerment	337.555	126	0.000	2.679	0.917	0.888	0.955	0.945	0.065	0.0347
Decision Making	156.828	50	0.000	3.137	0.941	0.908	0.945	0.927	0.073	0.0575
Leading	532.771	241	0.000	2.211	0.901	0.871	0.948	0.941	0.055	0.0425

CFA. Comparative fit index (close to 1, excellent fit; ≥ 0.90. acceptable fit; < 0.90, poor fit); RMSEA, root mean square error of approximation (< 0.05-0.08, adequate fit; 0.08-0.10, mediocre fit; > 0.10, poor fit); TLI, Tucker-Lewis index (≥ 0.95, good fit; 0.90- 0.95, acceptable fit; < 0.90 poor fit); χ^2/df= normed χ^2 (< 1. Poor model fit; 1-2 excellent fit; 2-5, acceptable fit).

Source: Adapted from Chen and Lin (2014)

6.9.8. Convergent and Discriminant Validity

The validity of the scale is a degree to which it measures what it is supposed to measure (Pallant, 2005). The validity of measurement models was determined by in the process of assessing the measurement models. It determines the accuracy of the measurement; whether the results of the research are truthful. Validity can be assessed by convergent validity and discriminant validity(Hair et al., 2010). Which are sub-categories of construct validity, so the researcher needs to ensure these two criteria to establish construct validity (Trochim, Donellly, & Arora, 2015).

Convergent validity is assessed by factor loadings, Average Variance Extracted (AVE) and composite reliability (CR) were determined by given below formulae, and discriminant validity is assessed by comparing the squared correlation between construct' maximum shared value (MSV) with (AVE) (Fornell & Larcke, 1981). In this study, content validity, convergent validity and discriminant validity were used we assess the measurement models.

$$Construct\ Reliability = \frac{(\sum_{i=0}^{n} \lambda)^2}{(\sum_{i=0}^{n} \lambda)^2 + (\sum_{i=0}^{n} \delta)}$$

$$Average\ Variance\ Extracted = \frac{\sum_{i=0}^{n} \lambda^2}{n}$$

Where….

λ = Standardized factor loadings.
ί = Number of items.
n = Total number of itmes.
δ = Refers to the error variance terms.

6.9.9. Convergent Validity

Convergent validity can be assessed through three ways: average variance extracted, composite reliability and factor loadings. The average variance extracted (AVE) "reflects the overall amount of variance in the indicators accounted for by the latent construct" (Hair et al., 1992). In other words, AVE indicates that the degree to which potential variables can explain the variance in measurement variables. The value of AVE and factor loading should be greater than 0.5 and 0.7 respectively (Chang & Hsiao, 2013; Fornell & Larcke, 1981). Importantly, sample size matters the validity, for example, sample size greater than 350 requires significant factor loading 0.30, the factor loading 0.4 is acceptable with a sample size greater than 150, and sample size greater than 300 with less factor loading is interpretable with caution (Guadagnoli & Velicer, 1988). Table 6.19 indicated the convergent validity of all measures used in this study.

Composite reliability indicates whether each measurement variable can measure potential variables and should have a value greater than 0.7 (Chang & Hsiao, 2013). The output values of CR indicated the statistically significant results of all constructs, the values of composite reliability and factor loading were greater than the benchmark (all > 0.60) (Bagozzi & Yi, 1988). Similarly, The output values of AVE were statistically significant, greater than 0.5, except the values to five measures, the values slightly less than 0.5, but close to suggested criteria. So based on the other reliability and validity tests, these measures included for further study.

Table 6.19. Covergent Validity Results

Variables	Convergent Validity	
	AVE	CR
Professional Impact	0.54	0.92
Operation Impact	0.50	0.70
Financial Impact	0.54	0.77
Marketing Impact	0.60	0.82
Communication Impact	0.61	0.86
Online Comments' Characteristics	0.50	0.88
Attitude toward Online comments	0.58	0.80
Financial Impact	0.45	0.73
Communication Impact	0.67	0.86
Learning Impact	0.59	0.81
Market Share Impact	0.53	0.77
Personal Impact	0.57	0.80
Operational Impact	0.54	0.78
Hiring and Training	0.56	0.91
Performance Evaluation	0.43	0.74
Remuneration	0.47	0.68
Operational Planning	0.55	0.88
Strategic Planning	0.65	0.84
Ability Empowerment	0.54	0.92
Ideas Generation Empowerment	0.47	0.81
Teamwork Empowerment	0.56	0.78
Decision Making Process	0.51	0.84
Avoidant Decision Making	0.66	0.88
Professional Development	0.51	0.94
Employee Participation	0.47	0.72
Vision Oriented	0.68	0.86
Employee Appreciation	0.70	0.87

6.10.10. Discriminant Validity

Discriminant validity is a sub-category of construct validity, differentiate the one construct from another construct (Harrington, 2009), constructs are distinct and uncorrelated based on empirical standard. Hair et al. (2010) pointed out that the degree to which two conceptually similar concepts are distinct. Discriminant validity is achieved by comparing the average variance extracted (AVE) for two constructs with the square correlation estimate (SIC) between the constructs. The output value of discriminant validity for this research was calculated statistically significant (AVE > SIC) (Table 6.20). This indicated that all models have adequate validity and models were acceptable. Three values of the discriminant validity were slightly differed (AVE < SIC), however, based on the others significant values constructs were included for further analysis.

Table 6.20. Results of Discriminat validity Test

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1.PI	.54																											
2.OI	.67	.44																										
3.FI	.59	.49	.54																									
4.MI	.34	.29	.36	.60																								
5.CI	.48	.40	.32	.19	.61																							
6.OCC						.48																						
7.OCA						.62	46																					
8.FO								.41																				
9.CI								.49	.67																			
10.LI								.54	.31	.59																		
11.MSI								.62	.38	.46	.53																	
12.PI								.43	.32	.36	.42	.57																
13.OI								.68	.29	.47	.36	.38	.54															
14.H&T														.56														
15.PE														.09	.43													
16.R														.53	.13	.42												
17.OP																	.55											
18.SP																	.53	.65										
19.AE																			.55									
20.IGE																			.77	47								
21.TW																			.46	.40	.57							
22.DMP																						.51						
23.ADM																						.06	.66					
24.DDM																						.36	.07	.31				
25.PD																									.51			
26.EP																									.10	.47		
27.VO																									.53	.06	.68	
28.EA																									0.53	.16	.30	,70

PI	:Professional Impact	OCC	:Online Comments Characteristics	MSI	:Market Share Impact	R	:Remuneration	TW	:Team Work	
OI	:Operation Impact	OCA	:Online Comments Attitude	EP	:Employee Participation	OP	:Operation Planning	VO	:Vision Oriented	
FI	:Financial Impact	FO	:Financial Outcome	OI	:Operation Impact	SP	:Strategic Planning	PI	:Personal Impact	
MI	:Marketing Impact	CI	:Communication Impact	H & T	:Hiring and Training	AE	:Ability Empowerment	IG	:Ideas generation	
CI	:Communication Impact	LI	:Learning Impact	PE	:Performance Evaluation	PD	:Professional Development			
DMP	:Decision making Process	ADM	:Avoidant Decision Making	DDM	Dependent Decision Making	EA	Employee Appreciation			

6.10. Correlation Analysis

Person' correlation is a statistical method developed by Person (1896), which is commonly used to identify kinds of relationships exist between two or more variables, or how well they are significantly related to each other (Asuero, Sayago, & Gonzalez, 2006; Meyers, Gamst, & Guarino, 2013). The value of correlation coefficient (r) lies between -1 to +1. Correlation coefficient (r) value 1 indicates the "perfect strong relationship", while -1 value shows the "negative strong relationship" between variables, and zero value indicates that there is "no" relationships exists between variable (Gogtay & Thatte, 2017). In addition, a study carried out by (Burns & Bush, 1995) (as cited in Gursoy (2001), also mentioned that the correlation coefficient (r) lies between +1 and -1. Indeed, many researcher consider correlation coefficient (r) between +1 and 0.8 to be "highly correlated", between +0.8 and +0.6 or between -0.8 and -0.6 to be "moderately correlated", between +0.4 and +0.2 or between -0.4 and -0.2 to possess "very weak" or "low" correlation, and between +0.2 and -0.2 to indicate "little" or "no" correlation.

Person' correlation coefficients were calculated (r) to determine how strong relationships exist among variables used for this study (Table. 6.21). The examination of the correlation table shows that most of the correlation coefficient values have positive significant relationship ranged between -0.027 to +0.878. It is also visible from the table that most of the values are statistically significant at 0.05 level, marked with a single asterisk (*), and marked with a double asterisk (**) at 0.01 level of significance. Nevertheless, these indiction of correlation are good sign implies that model's constructs have relationships with each other and models variable are correlated.

Given below correlation (Table. 6.21) embeds different dimensions of variables used in this study. The dimensions used for independent variable social media usage: operational impact, financial impact, marketing impact, communication impact and professional impact have a positive relationship with all dimensions of online comments and management practices at $P < 0.01$ and $P < 0.05$, except the dimensions, performan

ce evaluation, avoidant decision making, and employee' participation. Similarly, The dimension of moderating variable online comments: online comments' characteristics, attitude towards online comments, financial impact, communication impact, learning impact, market share impact, personal impact, and operation impact also positively correlated at $P < 0.01$ with others dimensions, while the negative relationship with avoidant decision making. Finally, the dimensions of dependent variable management practices: hiring and training, performance evaluation, remuneration, operation planning, strategic planning, ability empowerment, ideas generation empowerment, teamwork empowerment, decision-making process, avoidant decision making, dependant decision making, professional development, employee participation, vision-oriented, and employee' participation have positively correlated at $P < 0.01$ and $P < 0.05$. Only three dimensions of the variable management practices: performance evaluation, avoidant decision making, and employee' participation have negative and weak relationships with the dimensions of social media usage: marketing impact, financial impact and profession impact.

Table 6.21. Correlation Matrix

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28
1	**OI**	1																											
2	**FI**	.499**	1																										
3	**MI**	.395**	.483**	1																									
4	**CI**	.521**	.506**	.449**	1																								
5	**PI**	.636**	.620**	.501**	.643**	1																							
6	**OCC**	.555**	.529**	.463**	.484**	.680**	1																						
7	**OCA**	.487**	.492**	.475**	.449**	.628**	.659**	1																					
8	**FO**	.552**	.455**	.335**	.402**	.666**	.686**	.536**	1																				
9	**CI**	.497**	.402**	.379**	.401**	.601**	.547**	.484**	.559**	1																			
10	**LI**	.504**	.487**	.413**	.481**	.629**	.586**	.468**	.569**	.487**	1																		
11	**MSI**	.425**	.480**	.424**	.428**	.578**	.612**	.483**	.554**	.498**	.525**	1																	
12	**PI**	.449**	.416**	.510**	.523**	.594**	.494**	.452**	.505**	.503**	.529**	.518**	1																
13	**OI**	.449**	.477**	.383**	.428**	.599**	.878**	.537**	.598**	.470**	.482**	.549**	.424**	1															
14	**HT**	.538**	.579**	.451**	.568**	.712**	.694**	.600**	.579**	.552**	.557**	.506**	.488**	.608**	1														
15	**PE**	.117*	.113*	.043	.017	.177**	.234**	.158**	.219**	.162**	.152**	.210**	.112*	.235**	.262**	1													
16	**R**	.376**	.354**	.325**	.321**	.507**	.514**	.386**	.458**	.441**	.368**	.387**	.397**	.469**	.561**	.277**	1												
17	**OP**	.571**	.585**	.490**	.522**	.697**	.651**	.580**	.595**	.553**	.571**	.559**	.541**	.574**	.796**	.163**	.522**	1											
18	**SP**	.583**	.482**	.417**	.477**	.645**	.558**	.531**	.564**	.547**	.526**	.446**	.483**	.499**	.654**	.194**	.458**	.640**	1										
19	**AE**	.516**	.579**	.404**	.545**	.721**	.656**	.564**	.573**	.558**	.560**	.494**	.497**	.561**	.877**	.230**	.555**	.772**	.609**	1									
20	**IG**	.528**	.513**	.435**	.513**	.664**	.638**	.531**	.563**	.501**	.494**	.483**	.475**	.549**	.746**	.170**	.483**	.710**	.610**	.734**	1								
21	**TWE**	.429**	.359**	.265**	.273**	.481**	.536**	.412**	.533**	.473**	.447**	.369**	.356**	.507**	.580**	.365**	.641**	.462**	.481**	.576**	.495**	1							
22	**DMP**	.466**	.542**	.407**	.520**	.657**	.617**	.533**	.537**	.528**	.527**	.467**	.466**	.542**	.837**	.215**	.524**	.729**	.601**	.827**	.730**	.517**	1						
23	**ADM**	-.141*	-.090	-.043	-.133*	-.237*	-.162*	-.132*	-.153*	-.084	-.045	-.070	-.084	-.185*	-.161*	-.027	-.172*	-.140*	-.103*	-.179*	-170**	-.191*	-.097	1					
24	**DDM**	.221**	.206**	.211**	.101*	.329**	.392**	.332**	.327**	.284**	.308**	.327**	.222**	.348**	.408**	.429**	.277**	.338**	.372**	.363**	.369**	.284**	.430**	-.027	1				
25	**PD**	.565**	.610**	.465**	.622**	.762**	.709**	.596**	.610**	.546**	.573**	.521**	.517**	.633**	.895**	.231**	.588**	.805**	.662**	.875**	.791**	.576**	.849**	-.185*	.404**	1			
26	**EP**	.155**	.133**	.059	.035	.196**	.315**	.196**	.250**	.180**	.189**	.234**	.108*	.305**	.311**	.654**	.290**	.212**	.219**	.278**	.212**	.348**	.274**	-.070	.500**	.273**	1		
27	**VO**	.510**	.478**	.375**	.525**	.633**	.577**	.567**	.567**	.571**	.511**	.448**	.539**	.534**	.685**	.148**	.464**	.657**	.658**	.647**	.602**	.440**	.657**	-.073	.305**	.672**	.188**	1	
28	**EA**	.450**	.497**	.366**	.436**	.537**	.557**	.441**	.446**	.451**	.441**	.396**	.385**	.471**	.692**	.285**	.498**	.587**	.514**	.647**	.517**	.479**	.587**	-.055	.390**	.683**	.332**	.498**	1
	**. Correlation is significant at the 0.01 level (2-tailed). *. Correlation is significant at the 0.05 level (2-tailed).																												

PI	:Professional Impact	OCC	:Online Comments Characteristics	MSI	:Market Share Impact	R	:Remuneration	TW	:Team Work
OI	:Operation Impact	OCA	:Online Comments Attitude	EP	:Employee Participation	OP	:Operation Planning	VO	:Vision Oriented
FI	:Financial Impact	FO	:Financial Outcome	OI	:Operation Impact	SP	:Strategic Planning	PI	:Personal Impact
MI	:Marketing Impact	CI	:Communication Impact	H & T	:Hiring and Training	AE	:Ability Empowerment	IG	:Ideas generation
CI	:Communication Impact	LI	:Learning Impact	PE	:Performance Evaluation	PD	:Professional Development		
DMP	:Decision making Process	ADM	:Avoidant Decision Making	DDM	Dependent Decision Making	EA	Employee Appreciation		

6.11. Stractural Equation Modelling and Hypotheses Testing

Structural equation modelling (SEM) is a multivariate statistical analysis that is used to explain the relationships among multiple variables (Barrett, 2007). It examines the structure of interrelationships expressed in a series of equations, similar to multiple regression analysis (Vinodh & Joy, 2012). This technique is the combination of multiple regression analysis and exploratory factor analysis, and it is used to analyze the structural relationship between measured variables and latent constructs (Anderson & Gerbing, 1988). A research conducted by Chang and Hsiao (2013), mentioned the main indicators that are used to determine the model fit includes: chi-square/degree of freedom (Chi/df), goodness-of-fit index (GFI), root mean square error of approximation (RMSEA), normed fit index (NFI), adjusted goodness-of-fit index (AGFI), and comparative fit index (CFI), and the recommended model fit criteria as the GFI, NFI, and CFI values should be greater than 0.90, the AGFI values should be greater than 0.80; the RMSEA value should be less than 0.08; and the value of chi-s/df should be less than five (Hair et al., 1998).

SEM has become widely popular in social sciences in recent years and emerged as an integral tool in both managerial and academic research (Austin & Calderón, 1996; Bentler, 1980), because it is an extensive statistical approach that provides a comprehensive means for assessing theoretical model to test hypotheses about relationships among observed and latent variables. This statistical technique provides some parameters values (i.e., regression coefficients and variances and covariances of variable) for each hypothesis and specify their respective significance (Anderson & Gerbing, 1988). As the structural equation modelling is interdependent multiple regression equations, specifies the relationships based on the hypothesized structural model. Therefore, in this study, hypothesised structural models were developed separately for each hypothesis, to determine the hypothesized relationships between exogenous latent constructs and endogenous latent constructs. First, SEM was developed to determine the hypothesised relationship (H1) between the variables social media usage and management practices (Figure 6.9). Whereas second SEM was developed for (H2), between the exogenous variable online comments and endogenous social media usage as shown in (Figure 6.10). Third SEM was developed to determine

the hypothesized relationship between exogenous variable online comments and management practics for (H3) as shown in figure (6.11). Finally, the fourth hypothesis (H4), moderation, was run by using the PROCESS software with Andrew F. Hayes Model 1. It was observed that the results of all structural models are consistent with the recommended criteria, and the models have sufficient acceptability to draw implications.

6.11.1. Structural Equation Modelling Path Analysis for the Relationship Between Social Media Usage and Management Practices

After testing the validity of (CFA) measurement models, structural equation model (SEM) was run to test the hypothesised relationship (H1) between independent (exogenous) variable "social media usage" and the dependent (endogenous) variable management practices. The measurement models (CFA) was transformed into a structural equation model (Model 1) by drawing the causal path from the independent variable to the dependent variable (Figure 6.9). Hair et al. (2010) suggested that at least four model fit indices should be checked.

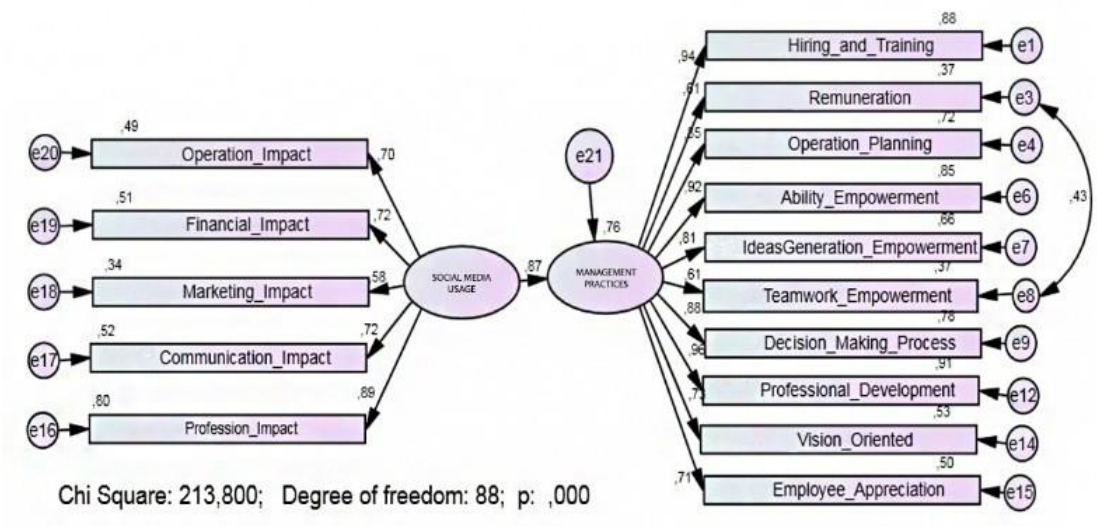


Figure 6.9. SEM: Social media usage and Management Practices

Table 6.22 presented the summary of model estimates, the value of Normed Chi-square found < 3 and P < 0.00. In addition, the estimate values of GFI, AGFI, CFI, TLI and RMSEA, existed in the criteria suggested by (Hu & Bentler, 1999). The output values indicated the social media usage has a positive relationship with the

management practices (R^2 =0.78; $p < 0.001$). This results proved that the proposed hypothesis H_1 was supported. so the model is considerable for further implications.

Table 6.22. Findings of SEM (Model 1)

Indices	Suggested Criteria (Hu & Bentler, 1999)	Findings
χ^2 *(Normed Chi-square)*	$\chi^2/df \leq 3$ or 1:5 and $P > 0.05$	2.43
GFI	>0.09	0.93
AGFI	>0.09	0.91
CFI	>0.09	0.97
TLI	>0.09	0.97
RMSEA	< 0.08	0.06

Source : Adapted from (Daowd, 2016)

6.11.2. Structural Equation Modelling Path Analysis for the Relationshion Between Online Comments and Social Media Usage

Hoyle (1995) argued that SEM represents a comprehensive statistical approach to testing hypotheses about relations among observed and latent variable. Therefore SEM was executed to determine (H2) the relationship between online comments (exogenous) variable and social media usage (endogenous) variable. The Structural equation modelling is shown in figure 6.10.

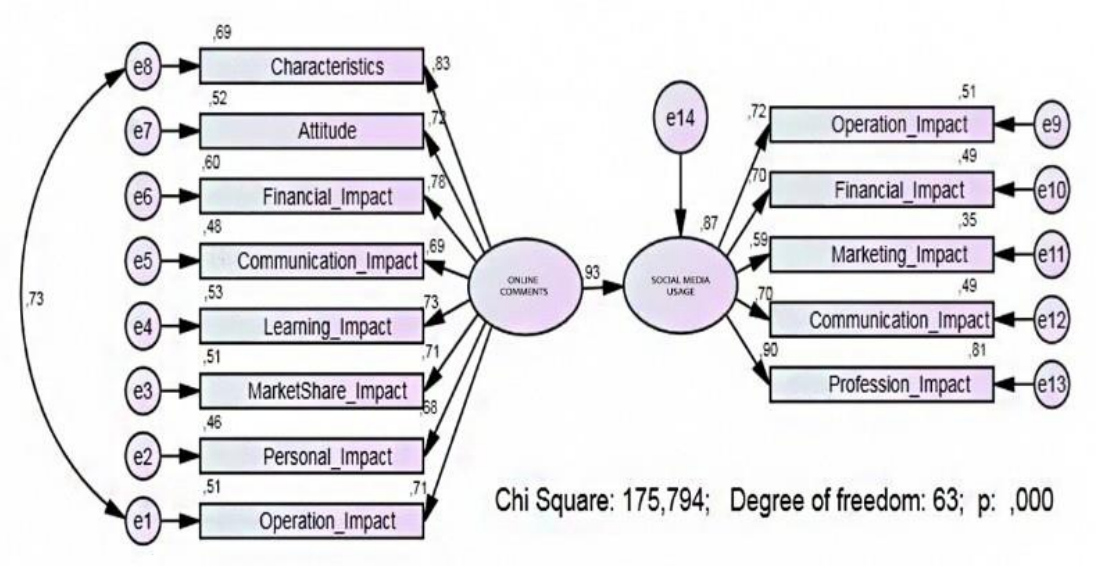


Figure 6.10. SEM: Online comments and Social Media Usage

Given below Table 6.23 indicted the output values of SEM (Model 2) and model fit criteria recommended by (Hu & Bentler, 1999). (Hu & Bentler, 1999). The

output value of normed Chai-square $\chi^2 = 2.79$, which existed in the acceptable range as per recommended criteria < 3. And p-value < 0.00. Furthermore, all values of GFI, CFI, TLI and RMSEA existed in the recommended criteria. Thus, the overall results of this SEM are satisfied with the ideal criterion ($R^2 = 0.87$; $p < 0.001$). This results proved that the proposed hypothesis H_2 was supported. Therefore we considered that this proposed model having a good level of explanatory power.

Table 6.23. Findings of SEM (Model 2)

Indices	**Suggested Criteria** (Hu & Bentler, 1999)	**Findings**
χ^2 *(Normed Chi-square)*	$\chi^2/df \leq 3$ or < 5 and $P > 0.05$	2.79
GFI	>0.90	0.936
AGFI	>0.90	0.908
CFI	>0.90	0.965
TLI	>0.90	0.957
RMSEA	< 0.08	0.067

Source: Adapted by (Daowd, 2016)

6.11.3. Structural Equation Modelling Path Analysis for the Relationships Between Online Comments and Management Practices

SEM was run between the measurement models online comments and management practices (Figure 6.11). Measurement model online comments contained eight different independent variables, whereas measurement model management practices consisted of nine multiple dependent variables. Purpose of drawing this SEM (Model 3) was to determine the hypothesized relationship (H_3) between independent (exogenous) variable online comments and dependent (endogenous) variable management practices.

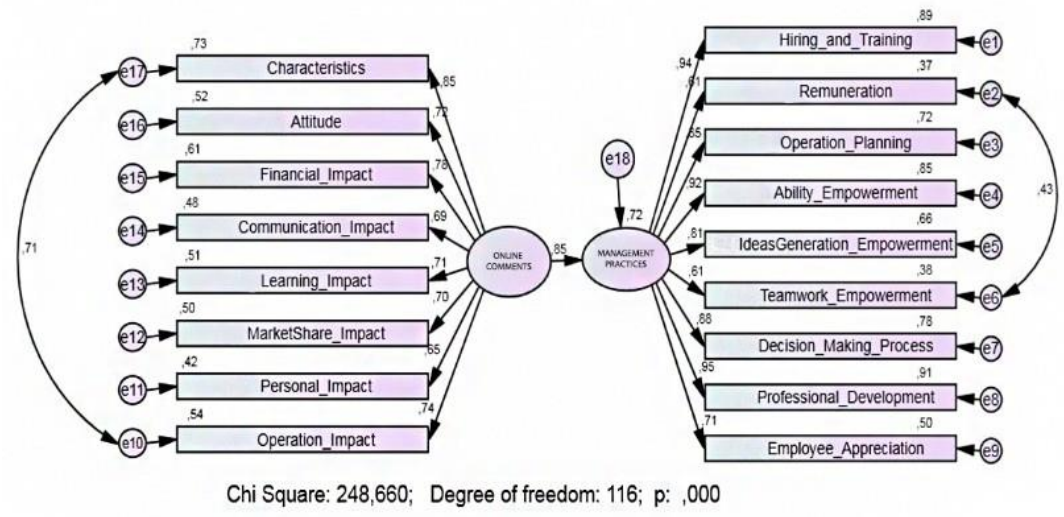


Figure 6.11. SEM: Online comments and Management Practices

Given below table 6.24 shown the output summary of SEM, The estimated value of root mean square error of approximation (RMSEA) was obtained 0.053, which fulfil the recommended criteria < 0.08. Similarly, the value to normed chi-square found < 3 and P=0.000. Furthermore, all estimate values of fit indices GFI, AGFI, CFI, TLI greater than the minimum recommended criterion, and (R^2 = 0.72; p < 0.001). Thus, based on all estimates values, it was concluded hypothesis H_3 supported and SEM is considered statistically fit and acceptable for further conclusion.

Table 6.24. Findings of SEM (Model 3)

Indices	**Suggested Criteria** (Hu & Bentler, 1999)	**Findings**
χ^2 *(Normed Chi-square)*	$\chi^2/df \leq 3$ or < 5 and $P > 0.05$	2.144
GFI	>0.09	0.932
AGFI	>0.09	0.911
CFI	>0.09	0.977
TLI	>0.09	0.974
RMSEA	< 0.08	0.053

Source: Adapted from (Daowd, 2016)

6.11.4. Online Comments as a Moderator Variable on the Relationship Between Social Media Usage and Business Management Practices.

Moderation is the widely used data analysis techniques in social sciences, it is used to determine whether the relationship between two variables depends on (is

moderated by) the value of the third variable, and also used to examine questions or condition of effect, called "interaction" (Hayes & Montoya, 2017). For example "Variable 'M' is said to moderate X's effect on Y if the effect of X on Y depends on M", where X = independent variable, Y = dependent variable and M= moderating variable. In other words, moderation happens when one moderator variable influences the relationship between two other variables and produces an interaction effect (Bergh, Li, & Sharp, 2020, p. 4).

To determine the hypothesized relationship of hypothesis (H_4) moderation was assessed by using PROCESS software developed by Andrew F. Hayes. Table 6.25 indicated output summary of moderation analysis which was obtained by employing the PROCESS Andrew F. Hayes Model 1. The output values of F statistics ($R^2 = 0.702$, F = 313.239, p = 0.000) were statistically significant. The second part of the table showing the coefficient beta (β) values and t-statistics of independent variable "social media usage" and moderating variable "online comments".

Table 6.25. Moderation Effect Analysis Results

	R	**R^2**	**St. Error**	**R^2 Change**	***F***	***p***	**df1**	**df2**
Model (Management Practices)	0.838	0.702	0.054	---	313.239	0.000	3	398
Moderation Effect (X * W)	---	---	---	0.019	25.195	0.000	1	398
		B			*t*		LICI	ULCI
constant	---	3.155	0.577	---	5.465	0.000	2.02	4.29
Social Media (Focal Predict - X)	---	-0.404	0.161	---	-2.507	0.013	-0.721	-0.087
Online Comments (Moderating Variable - W)	---	-0.083	0.137	---	-0.606	0.545	-0.353	0.187
Interaction	---	0.174	0.035	---	5.019	0.000	0.106	0.242

The output values of independent variable "Social Media Usage" were (β1 = -0.404, t = -2.507, and p = 0.013). It was observed that ($p < 0.05$), indicated that the independent variable social media usage has a significant effect on management practices. Whereas the output values of moderating variable "online comments" were

noted as (β2 = -0.083, t = -0.606, and p = 0.545), the output values of online comments were not statistically significant. (β2 = -0.083 , t = -0.606, and p = 0.545). It was observed that the output of interaction (X*W) (β3 = 0,174, t = 5.019, and p = 0.000), the values were statistically significant and interaction variable fulfiled the assumption of moderation effect. Thus from the all above estimates values concluded that moderating variable had a moderating impact on the relationship between social media usage and management practices.

Table 6.26. Conditional Effects

Online Comments	Effect	SE	t	P	LLCI	ULCI
4.310	0.346	0.050	6.876	0.000	0.247	0.444
4.683	0.410	0.051	8.057	0.000	0.310	0.510
4.864	0.442	0.052	8.430	0.000	0.339	0.545

Table 6.26 presented the conditional effect of independent variable social media usage on dependent variable management practices at the values of moderator variable online comments. The output values in the table (β1= 0.346, t = 6.876, p = 0.000), (β2 = 0.410, t = 8.057, p = 0.000), and (β3 = 4.864, t = 8.430, and p =0.000) indicated the statistically significant results at all three values of moderating variable online comments. Thus, the effect on social media usage on management practices increases as the organizations focus on online comments. Pictorial view of relationships among all three variable is shown in Figure 6.12.

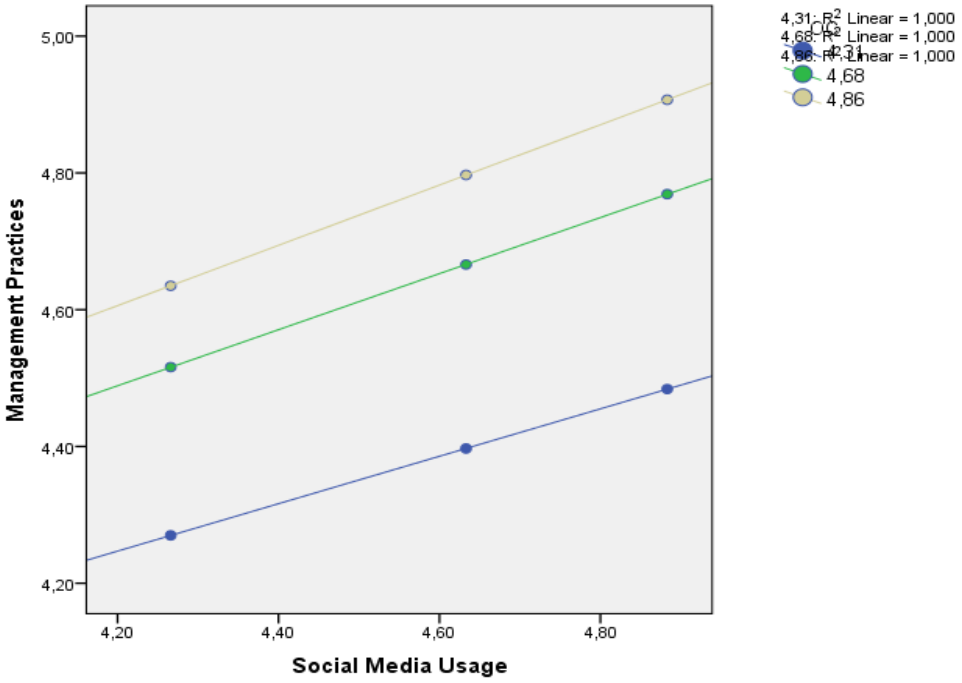


Figure 6.12. Moderating Effect of Online Comments

6.11.5. Hypotheses Testing Results

This study consisted of four hypotheses as already mentioned in chapter 5. Structural equation modelling techniques were employed to test the first three hypotheses, whereas for the fourth hypothesis, Andrew F. Hayes PROCESS model 1 was used to determine the moderating effect. After analyzing the results, it was concluded that all proposed hypotheses were supported as shown in Table 6.27. Finally, based on the above all these findings, it can be said that the overall proposed theoretical model is statistically fit.

Table 6.27. Summary of Results Hypotheses Testing

Hypotheses	Variables	St. Regression weight	R^2 Change	SE	CR	P	Outcome
H_1	SM ---> MP	0.871	-	0.071	15.968	0.000	Supported
H_2	OC ---> SM	0.931	-	0.062	15.997	0.000	Supported
H_3	OC ---> MP	0.846	-	0.053	15.975	0.000	Supported
H_4	-	-	0.019	-	-	0.000	Supported

CHAPTER 7: DISCUSSION AND CONCLUSION

7.1. Discusion

This study was designed to determine the impact of social media usage on business management practices and the moderating impact of online comments on the relationship between social media usage and management practices. It was observed from the previous literature that many researchers have conducted researches on the impact of online comments in different contexts, such as environmental management, consumer purchase intention, trust, firm performance, team creative performance, product development, and supply chain management (Cao & Ali, 2018; Liu & Tang, 2018; Saura et al., 2018; Wu & Ku, 2013).

Moreover, previous literature addressed the issues of social media usage within organizations in term of SWOT analysis (Ashraf, 2014), however, the adoption of social media was limited due to such as the lack of awareness about its benefits (Kane, 2017). This study argues that business management practitioners are able to get benefits from the advantages of social media usages and online comments in order to achieve the set goals and targets by enhancing business management performance. The proposed hypotheses for this study suggested that there is a positive impact of social media usage on business management practices.

First hypothesis of our study was supported, this result is not surprising, which is in the line of the previous several types of research conducted to determine the impact of social media usage on organizations in a different context such as professional development, organizational performance, employee job performance, and consumers' behaviour (Çetinkaya & Rashid, 2018a; Fotis, 2015; Zijlstra, 2015). For example, previous research conducted by Cao and Ali (2018) on enhancing team creative performance through social media usage at workplace, which indicated a positive relationship. Similarly, research conducted by Çetinkaya and Rashid (2018b) to determine the effect of social media usage on employee job performance, derived a positive and significant result. Findings of these researches indicated that team creative performance is a component of business management practice leading and employee job performance is a component of human resource management practices. Thus the

result of our first hypothesis social media usage has a positive effect on business management practices is consistent with the previous literature.

The second hypothesis of this study "there is a relationship between online comments and social media" was supported. The results of this hypothesis are also consistent with the previous studies (Daugherty & Hoffman, 2014; Yan, Wu, & Wang, 2016). For example, a research conducted by Doh and Hwang (2009) on how consumers evaluate electronic word-of-mouth messages (online comments). Findings of this research indicated that online comments are helpful to promote a positive attitude toward adoption of social media sites. Similarly, research conducted by Zhang, Peng, and Zhang (2014) determined the content or context which matters more in information processing on microblogging sites. This study found that social media users are involved in information processing when they comment. In addition, a research conducted by Chih et al. (2013) on investigating electronic word-of-mouth effects on online discussion forums: the role of perceived positive electronic word-of-mouth review credibility, found a positive relationship between online comments and online discussion forums (social media). In short, as the availability of online comments increase social media usage will increase in the community as well in the organizations. Thus, online comments and social media usage has a relationship.

The third proposed hypothesis of this study was also supported. The results of this hypothesis were consistent with the previous literature. Steffes and Burgee (2009) conducted a research on social ties and online word of mouth and found that online source of information (online comments) play an important role in decision making process. Another research conducted by Dellar (2003) mentioned that online communication capabilities of Internet develop a large scale of word of mouth network. The growing popularity of online networks has potentially important implications for a wide range of management activities such as customer acquisition and retention. Similarly, a research conducted by Phillips, Barnes, and Zigan (2017) on understanding the impact of online review on hotel performance, and found that online comments dramatically alter the relationship between organizations and customers. This shift has allowed new forms of intermediaries that are able to create revenue streams. In addition, online comments at social media platforms are a cost

effective way to monitor customer attitudes and it can be a competitive edge for business management.

7.2. Conclusion

This study proposed that social media usage has a positive effect on business management practices. So this empirical study confirms that adoption of social media will help to better perform the management practices in business. According to the findings of this research, if organizations incorporate social media platforms for their business purpose and use it professionally; characteristics of shared content satisfy the needs of individuals and they perceived it useful, this practice will effect the organizational activities like operational processes, communication, financial processes, marketing, and professional attitude of employees. Ultimately social media usage will affect the business management practices in terms of human resources, employee empowerment, planning, organizing, decision making, leading and controlling.

Indeed, this research purposed that there is a relationship between online comments and social media usage, has found statistically significant results. As the online comments in a source of information, with the increasing availability of online comments on social media platforms, increase the repository of information for both individuals and as well as business organizations. If more information will be available the more and more individuals will join to use social media. Similarly, this will be the opportunity for the organizations to know about their customer's needs and wants and to know the overall trend and attitude of individuals.

This study also purposed that online comments have an effect on business management practices. The empirical results supported the proposed hypothesis. This result refers that management considers online comments on social media platforms as an important factor to know about the current trend in the existing market. Especially customers' behaviours and views about the organizations' products and services. According to the results of this research, obtained information from online comments leads the business practitioners to best perform their business practices such

as human resource management, planning, employee empowerment, decision making, and leading. Thus, online comments have an effect on business management.

The fourth and the main proposed hypothesis of the research was to determine the moderating effect of online comments on the relationships between social media usage and business management practices. The results indicated that online comments paly a critical role in the contribution to the organizational overall performance. In this research, it has been already proved that social media usage has an impact on business management practices, online comments have a relationship with social media usage, and online comments also affect the business management practices. As the volume of online comments increases on social media platforms, more the businesses will involve in reviewing online comments, then the number of social media users will increase, ultimately improve the business management practices. Conversely, less involvement in given feedback to online comments, weaken the relationship between social media usage and business management practices.

Finally, this research proposed that management by social media is a new phenomenon in the business management science. The results of this research proved that management by social media is a new paradigm in business management. Social media enables two-sided communication in its nature. Social media enables to spread information within the social networks quickly and with less or no additional cost. At the same time, feedbacks generated by the users as comments or other user-generated content provide valuable information about the businesses, how well they are running their businesses. Direct interaction with customers over social media also helps organizations to correct any inefficiencies that customers experiencing, immediately. That, in return, helps to increase the spread of positive electronic word of mouth about the firm over the social networks of customers, and that will help to retain customers loyal to the firm and firm's products and services. Thus, it can be said that management by social media is now a reality in business

7.3. Suggestions

There are various researches in different contexts and with different names relevant to social media and online comments, such as trust-building, innovativeness,

social capital, acknowledgment, product management, e-complaints, competitive advantage, cost-effectiveness, and customers relations. However, this research brings a new point of view on the research subject for the literature and practitioner. The findings of this research not only provide practical recommendations to the business practitioners to perform their business practices in a useful way but also opened the new avenue of research directions for researchers. As business management is a broader term which includes many subjects, so it is suggested that researcher may extent this research by selecting a specific management practice and a specific social media network. Thus, instead of having a holistic view, as this research stands for, by conducting similar research for a specific social network and a particular management practice may enable researchers to make an in-depth assessment.

This research was conducted within the scope of the machinery manufacturing industry. Researchers can conduct similar researches in other industries to make a comparison and determine the sector differences. This research was conducted in Konya, in Turkey. Researchers can perform similar research in other regions of Turkey, or in other countries, to determine the effect of cultural differences.

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APPENDICES

8.1. Appendix A: Descriptive Statistics and Normality Test (Skewness & Kurtosis) Results

Social Media Usage

Items	n	Mean	Std. Deviation	Skewness	Kurtosis
In business, social media usage;					
1 … strengthens relationships in my work group.	402	4.57	0.62	-1.65	4.14
2 … increases business contacts outside my firm.	401	4.62	0.57	-1.61	4.22
3 … strengthens communication with other team members.	399	4.66	0.54	-1.80	5.46
4 … helps to contact other people for my work.	400	4.63	0.53	-1.24	1.75
5 … helps to respond misunderstandings quickly.	402	4.57	0.52	-.708	-0.10
6 … Facilitates communication among employees.	396	4.49	0.64	-1.69	5.70
7 … Facilitates communication with customers.	399	4.55	0.56	-1.12	2.12
8 … Improves communication performance.	391	4.59	0.55	-1.29	3.34
9 … reduces marketing costs.	318	4.33	0.93	-1.64	2.50
10 … increases sales.	400	2.15	1.04	1.38	1.59
11.... increases profitability.	394	4.47	.650	-1.34	3.01
12 … decreases operational costs.	395	4.59	0.68	-2.04	5.27
13 … decreases inventory costs.	401	4.38	0.71	-1.28	2.57
14 ... increases the business income.	399	4.60	0.69	-2.11	5.35
15 ... increases the market share.	402	4.65	0.59	-1.91	5.086
16 ... improves employee effectiveness.	397	4.63	0.62	-2.01	5.32
17 … increases staff productivity.	399	4.60	0.65	-2.08	6.09
18 ... increases the customers' satisfaction level.	398	4.66	0.54	-1.78	5.37
19 ... increases the quality of customers services.	394	4.65	0.58	-1.91	5.31
20 ... increases the customer loyalty.	401	4.52	0.63	-1.34	2.61
21 … attains the number of new customers.	397	4.57	0.53	-.82	0.153
22 ... increases the image and reputation of business.	397	4.54	0.60	-1.62	5.56
23 ... decreases the number of customers' complaints.	401	4.51	0.67	-1.52	3.17

24 ... increases the competitive position in the market.	400	4.58	0.59	-1.56	4.36
25 ... increases the employee' job satisfaction.	400	4.60	0.65	-1.95	5.04
26 ... strengthens the relationship between management and workers.	400	4.60	0.65	-2.01	5.76
27 ... strengthens the relationship between workers.	402	4.61	0.64	-2.19	6.83
28 ... increases the continuity of work.	398	4.58	0.69	-2.11	5.84
29 ...increases the commitment of worker with organization.	400	4.62	0.62	-2.14	7.07
30 … makes marketing activities easier.	399	4.58	0.60	-1.74	5.75
31 …makes easier to reach the target audience.	354	4.49	0.73	-2.14	6.74
32 … helps target audience to reach the brand.	399	2.16	0.99	1.27	1.51
33 … increases business recognition on the Internet.	399	4.31	0.65	-1.17	3.67
34 … increases outreach.	397	4.43	0.63	-1.24	3.35
35 … widens outreach area.	400	4.58	0.56	-1.13	1.24
36 … increases convenience or service level to the clients.	401	4.66	0.56	-2.02	6.68
37 … increases control of the direct marketing objectives.	401	4.67	0.55	-1.95	6.33
38 … gives perspective on what's going on around the company.	401	4.66	0.58	-1.78	3.66
39 … helps to get feedback.	401	4.67	0.56	-1.81	4.01
40 … helps to reach good or innovative solutions.	401	4.68	0.59	-2.47	9.18
41 … helps to obtain work related information and knowledge.	401	4.66	0.55	-1.84	5.48
42 … improves decision making process.	389	4.64	0.59	-2.11	7.20
43 … increases staff motivation and satisfaction.	400	4.43	0.67	-1.44	3.94
44 … reduces administration workload.	401	4.57	0.67	-2.14	6.63
45 … improves internal operations.	402	4.60	0.65	-2.34	7.99
46 … makes work visible.	400	4.59	0.63	-1.83	4.69
47 … helps to enjoy work more.	400	4.40	0.70	-1.38	3.23
48 … helps to advance in job.	397	4.51	0.63	-1.46	3.52
49 … helps to feel closer attachment to other employees in company.	401	4.48	0.67	-1.61	4.39
50 … helps to enhance image at work.	401	4.59	0.59	-1.62	4.45
51 … helps to demonstrate competence in profession.	401	4.56	0.66	-1.96	5.66
52 … helps to boost work productivity and effectiveness at work.	399	4.58	0.65	-2.00	5.79

53 … helps to establish team work.	401	4.64	0.64	-2.35	7.57
54 … helps to build professional peer recognition.	401	4.60	.697	-2.36	7.51
55 … helps to boost my industry knowledge.	401	4.66	.525	-1.60	4.88
56 … helps to develop professionally.	401	4.66	.573	-2.22	8.28

Note: 1= strongly disagree, 2= disagree, 3= Neither agree nor disagree , 4= agree, 5= strongly agree

Online Comments Characteristics

Items	n	Mean	Std. Deviation	Skewness	Kurtosis
Online comments;					
1 … are genuine.	402	4.68	0.63	-2.73	10.56
2 … are neutral.	401	2.30	1.06	1.07	0.56
3 … are informative.	398	4.61	0.61	-1.80	4.46
4 … have sufficient breadth and depth.	396	3.93	0.90	-1.08	.866
5 … satisfy needs.	394	4.47	0.80	-1.88	3.80
6 … are accurate.	397	2.35	1.02	1.13	0.754
7 … are correct.	399	3.49	0.85	-.086	-0.17
8 … are reliable.	398	4.45	0.75	-1.83	4.61
9 … are current.	400	4.52	0.67	-1.80	4.86
10 … are timely.	399	4.53	0.69	-1.88	4.88
11 … are up-to-date.	399	4.59	0.61	-1.79	5.41
12 … are relevant.	396	4.61	0.65	-2.13	6.30
13 … are applicable.	391	4.63	0.64	-2.251	7.02
14 … are convincing.	401	4.56	0.71	-2.10	5.74
15 … are persuasive.	396	4.59	0.68	-2.38	7.86
16 … are consistent with real life comments.	401	4.56	0.65	-1.80	4.41
17 … are valuable.	398	4.56	0.60	-1.25	1.56
18 … are desirable.	399	4.53	0.59	-1.08	1.27
19 … are pleasant.	401	4.54	0.58	-0.99	0.81
20 … are useful.	399	4.56	0.63	-1.64	3.74
21 … are effective.	396	4.52	0.60	-1.21	2.09
22 … are profitable.	401	4.41	0.688	-1.35	2.89

Note: 1= strongly disagree, 2= disagree, 3= Neither agree nor disagree , 4= agree, 5= strongly agree

Online Comments Impact

	n	Mean	Std. Deviation	Skewness	Kurtosis
Online commensts;					
1 … increase the Return on Investment.	402	4.63	0.62	-1.98	5.02
2 … contribute to the revenue.	401	4.64	0.61	-2.10	5.91
3 … help to reduce the operational cost.	396	2.28	0.92	1.33	1.65
4 … help to reduce the cost of acquiring a new customer.	401	2.26	0.96	1.67	2.45
5 … help to reduce the cost for customer relationship management.	396	4.51	0.71	-1.78	3.84
6 … help to reduce the procurement costs.	398	2.21	0.99	1.52	2.09
7 … help to reduce the inventory costs.	402	2.28	0.99	1.55	1.98
8 … help to increase market share.	401	4.44	0.75	-1.63	3.31
9 … help to increase staff productivity.	398	4.60	0.66	-2.06	5.71
10 …lead customers to repeat their web purchases.	400	4.67	0.62	-2.45	8.16
11 …reduce the number of customer complaints.	402	4.62	0.65	-2.07	5.66
12 … generate new customers.	400	4.61	0.63	-2.14	7.34
13…increase on-time delivery of products and services.	397	4.55	0.67	-1.90	5.05
14 …reduce the number of issues reported in audit reports.	398	4.51	0.64	-1.52	4.18
15 … improve coordination with suppliers.	401	4.51	0.61	-1.30	3.11
16 … improve knowledge sharing.	402	4.61	0.57	-1.81	6.40
17 … improve communications.	394	4.61	0.59	-1.91	6.42
18 … enhance customer service.	401	4.63	0.59	-2.09	7.34
19 … enable to stay connected with others.	400	4.57	0.59	-1.69	5.83
20 … are a way to build up social network.	400	4.59	0.61	-2.07	7.76
21 …provide an opportunity to get feedback from others.	400	4.60	0.61	-1.96	6.51
22 …have a positive impact on learning and growth.	401	4.59	0.59	-1.63	4.36
23 … enable to obtain new knowledge.	401	4.60	0.58	-1.62	4.26
24 … enable to have new perspectives on my knowledge.	401	4.56	0.58	-1.38	3.79
25 …enable to better understand perspectives on the world.	397	4.55	0.61	-1.67	5.45
26 … enable to clarify thinking.	398	4.55	0.61	-1.75	5.82
27 … enable to build-up personal image to others.	399	4.55	0.62	-1.75	5.57

28 … make feel important.	398	4.55	0.60	-1.39	3.32
29 … enhance self-esteem.	400	4.58	0.60	-1.55	3.73
30 … make feel needed	399	4.62	0.57	-1.62	4.30
31 … make feel better about oneself.	401	4.62	0.58	-1.94	6.88

Note: 1= strongly disagree, 2= disagree, 3= Neither agree nor disagree , 4= agree, 5= strongly agree

Management Practics

	n	Mean	Std. Deviation	Skewness	Kurtosis
Management;					
HR_01 … gives orientation training to beginners.	394	4.61	0.66	-2.15	6.05
HR_02 … regularly organizes trainings for employees.	399	4.19	0.84	-1.18	1.27
HR_03 … gives the importance to the employee' development.	381	4.61	0.63	-2.00	5.78
HR_04 … makes human resource planning for the future.	376	4.57	0.66	-1.94	5.31
HR_05 … determines the competence level of employees through oral or written exams.	401	2.94	1.38	0.246	-1.31
HR_06 … informs employees about future positions.	398	4.51	0.68	-1.83	5.10
HR_07 … has clear procedures for performing tasks.	400	4.59	0.60	-1.79	5.66
HR_08 … has clear procedures of correcting errors.	398	4.62	0.55	-1.24	1.06
HR_09 … shares the results of performance appraisal to the employees.	401	4.07	0.92	-1.11	0.86
HR_10 … determine performance evaluation criteria.	401	4.29	0.72	-1.04	1.62
HR_11 … makes promotions on the bases of success.	398	4.61	0.64	-2.10	6.14
HR_12 … established a fair performance evaluation system.	400	4.37	0.73	-1.30	2.43
HR_13 … evaluates the employees' performance periodically.	399	4.31	0.84	-1.42	1.96
HR_14 … regularly reviews progress toward goals.	401	4.70	0.52	-1.597	2.29
HR_15 … implements fair and impartial process of selection and placement of labor force.	401	4.47	0.73	-1.58	3.03
HR_16 … selects new employees realistically according to need.	393	4.63	0.60	-2.12	7.01
HR_17 … implements a systematic selection process in recruitment.	399	4.58	0.67	-2.02	5.50
HR_18 … treats all employees fairly and impartially during promotions.	393	4.60	0.64	-1.80	3.66
HR_19 … provides the compensation against efforts made.	402	4.50	0.83	-1.95	3.69
HR_20 … determines wages according to personal skills and competencies.	398	4.49	0.77	-1.81	3.61
HR_21 … provides rewards for outstanding performance..	385	4.61	0.67	-2.11	5.75

P_01 … does both short-term and long-term planning for the organization.	402	4.52	0.61	-1.29	2.89
P_02 … sets clear and precise plans for the organization.	401	4.63	0.62	-1.89	4.53
P_03 … sets strategic goals.	400	4.64	0.59	-1.77	4.24
P_04 … priorities goals and objectives.	392	4.64	0.56	-1.70	4.72
P_05 … sets action plans..	401	4.46	0.62	-1.14	2.63
P_06 … makes short-term planning.	397	4.60	0.59	-1.65	4.15
P_07 … makes long-term planning.	396	4.59	0.63	-1.82	4.68
P_08 … creates a sense of identity and mission for the organization.	402	4.56	0.63	-1.60	3.71
P_09 … crafts the organization's strategy.	401	4.63	0.62	-2.14	6.88
P_10 … transforms the organization as markets and the external environment change.	398	4.61	0.63	-1.98	5.27
P_11 … makes sure all efforts are towards the goals and strategic plan of the organization.	396	4.60	0.60	-1.45	2.02
E_01 … clarifies employee roles.	391	4.60	0.661	-1.91	4.51
E_02 … makes time at work more pleasant for employees.	401	4.27	0.75	-1.23	2.15
E_03 … updates employee roles..	400	4.36	0.71	-1.23	1.93
E_04 … prepares employees for new assignments.	397	4.56	0.64	-1.58	2.93
E_05 … enriches employee jobs.	394	4.62	0.60	-1.68	3.26
E_06 … delegates subordinates the authority to perform tasks..	398	4.55	0.62	-1.55	3.73
E_07 … supports employees to carry out assignments as a team.	397	4.68	0.58	-1.86	3.41
E_08 … treats employees equally..	399	4.67	0.67	-2.57	8.03
E_09 … counsels employees when changes must be made in their work.	397	4.50	0.85	-1.92	3.31
E_10 … conducts fair employee performance appraisals.	401	4.58	0.62	-1.89	6.08
E_11 … ensures that employees perform their assignments.	401	4.62	0.59	-1.82	4.97
E_12 … recognizes employee work efforts.	399	4.64	0.61	-2.17	6.98
E_13 … mentors employees to overcome performance deficiencies.	388	4.61	0.64	-02.03	5.99
E_14 … follows up the delegated tasks.	396	4.66	0.55	-1.51	2.38
E_15 … encourages employees to come up with innovative ideas.	399	4.57	0.59	-1.27	1.71
E_16 … identifies employee development/training needs.	401	4.58	0.63	-1.65	3.28
E_17 … encourages employees to perform work independently..	401	4.60	0.58	-1.26	1.42
E_18 … encourages employees to perform work independently..	386	4.60	0.64	-1.90	4.29

E_19 … concerns for employee personal needs.	398	3.75	1.13	-0.534	-1.06
E_20 … promotes employee capability to handling work plans.	398	4.55	0.61	-1.28	1.80
E_21 … fosters positive employee work relationship.	402	4.62	0.65	-2.12	6.03
E_22 … supports employees to apply their knowledge/skills.	400	4.66	0.63	-2.37	7.52
E_23 … enhances employee visions to recognize changes related to work.	397	4.62	0.66	-2.15	5.60
D_01 … has a strong focus on results or getting the job done.	401	4.51	0.58	-1.13	2.69
D_02 … makes sure the right people are hired for the right positions.	397	4.60	0.65	-2.01	5.57
D_03 … follows up the consequences of decisions that he/she makes.	401	4.62	0.58	-1.50	2.32
D_04 … initiates changes within the organization.	401	4.63	0.62	-2.00	5.27
D_05 … takes charge when the organization is threatened.	399	4.58	0.57	-1.25	1.80
D_06 … solves the organization's problems.	400	4.54	0.62	-1.46	2.85
D_07 … makes me feel valued.	395	4.66	0.59	-2.15	6.37
D_08 … uses the advice of other people in making important decisions.	380	4.36	0.83	-1.66	3.03
D_09 … avoids making important decisions until the pressure is on.	402	2.27	0.83	1.35	2.72
D_10 … postpones decision making whenever possible.	402	2.24	0.77	1.33	3.05
D_11 … often procrastinates when it comes to making important decisions.	401	2.16	0.79	1.72	4.44
D_12 … makes important decisions at the last minute..	402	2.18	0.88	1.28	2.31
L_01 … emphasizes on a high standard performance.	402	4.57	0.57	-1.30	2.86
L_02 … has a clear vision of the organization for the future..	400	4.60	0.63	-1.91	5.60
L_03 … creates a suitable working environment for employees.	399	4.58	0.61	-1.71	4.47
L_04 … provides the systematic work.	399	4.60	0.58	-1.36	2.06
L_05 … encourages teamwork in this department.	400	4.69	0.58	-2.20	6.19
L_06 … evaluates the quality of subordinate' job performance.	399	4.64	0.56	-1.47	2.08
L_07 … is very careful about following the procedure while performing the job.	401	4.70	0.51	-1.58	2.27
L_08 … is friendly and open to opinions.	402	4.57	0.62	-1.53	3.14
L_09 … treats employee with respect.	396	4.63	0.60	-1.67	3.00
L_10 … do not consider the employees' recommendations.	401	2.11	0.91	1.45	2.57
L_11 … is not open to criticism.	395	4.33	0.86	-1.69	3.31
L_12 … is supporative for new ideas.	399	4.59	0.69	-2.22	6.36

L_13 … implemet the opinions and ideas of employees.	395	4.68	0.59	-2.13	5.83
L_14 … allows employees to set their own priorities.	400	4.48	0.71	-1.68	3.87
L_15 … handles complaints carefully.	369	4.52	0.79	-2.30	6.47
L_16 … does not intervene until problems become serious, stay away.	401	2.21	1.03	1.24	1.21
L_17 … shows strength to employees.	394	4.39	0.60	-0.91	2.60
L_18 … gives confidence to employees.	401	4.54	0.63	-1.45	3.13
L_19 … gives inspiration to the concerned employee' future.	398	4.63	0.59	-1.64	3.05
L_20 … affects employees by developing mutual respect.	401	4.63	0.64	-2.21	6.27
L_21 … immediately recognizes employee morale and motivation.	400	4.64	0.64	-2.11	5.50
L_22 … helps the employee without waiting for a response.	398	4.56	0.62	-1.61	4.01
L_23 … gives up their own priorities for the good of the employees.	400	3.70	1.07	-0.61	-0.76
L_24 … approach each employee as individuals with different needs and abilities.	399	4.45	0.720	-1.67	4.22
L_25 … reveals different viewpoints in facing the problems.	400	4.56	0.67	-2.05	6.27
L_26 … always appreciate the good work.	394	4.59	0.74	-2.35	6.39
L_27 … avoids to take decision.	402	2.24	1.09	1.07	.668
L_28 … leads subordinates.	401	4.65	0.57	-1.73	3.52
L_29 … helps subordinates' personal problems.	402	4.59	0.65	-1.96	5.26
L_30 … resolves conflicts between subordinates.	399	4.59	0.66	-1.96	4.94
L_31 … keeps track of subordinates' special skills to facilitate personal growth.	397	4.55	0.66	-1.80	4.49
L_32 … uses authority to ensure that subordinates accomplish tasks.	398	4.39	0.74	-1.36	2.03
L_33 … provides guidance to subordinates on institutional issues.	380	4.57	0.64	-1.75	4.29
L_34 … gives negative feedback to subordinates when appropriate.	402	3.56	1.00	-0.470	-0.90
L_35 … directs the work of subordinates.	390	4.52	0.694	-1.77	4.07
L_36 … forwards important information to subordinates.	401	4.00	1.068	-.89	-0.392
L_37 … motivates to create and use new methods in performing tasks.	402	4.66	0.588	-2.03	5.87
L_38 … demands to completely comply with the organisation procedures.	400	4.64	0.654	-2.26	6.66
L_39 … is concerned with solving work problems.	394	4.66	0.646	-2.49	7.99
L_40 … gives space to subordinates to suggest appropriate solutions.	402	4.37	0.699	-1.27	2.61
L_41 … explains goals clearly.	401	4.56	0.642	-1.73	4.70

L_42 … shows appreciation on work.	393	4.62	0.611	-1.73	3.34
L_43 … allows employees to make decisions.	360	4.55	0.70	-1.86	4.18
L_44 … gives the necessary authority and responsibility.	399	4.69	0.54	-1.88	4.12
L_45 … appreciates the communication among employees and mutual decision making.	399	4.55	0.67	-1.81	4.63
L_46 … encourages and appreciates employees.	400	4.45	0.67	-1.55	4.32
L_47 … creates a suitable working environment for employees.	399	4.63	0.60	-2.00	6.55
L_48 … treats subordinates fairly..	400	4.39	0.71	-1.31	2.50
L_49 … is fair in appraising his/her subordinates' performance.	398	4.45	0.65	-1.15	1.78
L_50 … makes sacrifices to achieve the organization' objectives.	400	4.53	0.65	-1.80	5.45
L_51 … sets an example to the employees with their behaviors.	401	4.59	0.65	-2.12	6.55
L_52 … connects the individual interests of employees to the organization' interests.	400	4.62	0.62	-1.87	4.13
L_53 … motivates subordinates.	401	4.61	0.60	-1.84	5.08
L_54 … Makes subordinates' feeling valuable.	399	4.61	0.63	-2.00	5.24
L_55 … provides opportunities for professional growth in this department.	401	4.63	0.61	-2.08	6.13
L_56 … makes sure deadlines are met.	399	4.51	0.58	-1.08	2.70
L_57 … makes sure that day-to-day operations are being completed in a satisfactory manner.	398	4.61	0.63	-2.07	6.36
L_58 … tolerates postponement and uncertainty.	398	4.67	0.56	-1.99	5.94
L_59 … considers employee's seniority in the salary decision.	399	4.53	0.69	-2.05	6.47
L_60 … designs incentives to motivate the employees.	401	4.53	0.64	-1.62	4.10
L_61 … determines salary increase by the employee's performance.	399	4.25	0.88	-1.37	1.68
L_62 … encourages to use of standard procedures.	398	4.66	0.58	-1.81	3.69
L_63 … decides what should be done and how it should be done.	384	4.60	0.59	-1.66	3.78

Note: 1= strongly disagree, 2= disagree, 3= Neither agree nor disagree , 4= agree, 5= strongly agree

8.2. Appendix B: Questionnaire (English)

Dear Participant;

This questionnaire is designed to determine the role of online comments in the relationship between social media and management practices. Your answers will only be used for general evaluation and scientific purposes and will be kept confidential. Thank you for sharing your opinions and thoughts.

Muhammad RASHID (rashid_iub@yahoo.com)
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Gender	☐ Male ☐ Female	**Marital status?**	☐ Married ☐ Single
Age	☐ Under 18 ☐18-24 ☐25-34 ☐35-49 ☐50-65 ☐Over 65		

Education	□ Primary school □ Middle Sconnhool□ High school □ Vocational High School □ Associate degree □ Undergraduate □ Master Degree □ Doctorate
Tenure	□ less than 1 year □1 – 3□4 – 6□7 – 9 □10 – 15 □16 – 20 □more than 20 year
Job experience	□ less than 1 year □ 1 – 3 □ 4 – □ 7 – 9 □ 10 – 15 □ 16 – 2□ more than 20 year
Department	□ Production □ Marketing- Sale □ Finance □ Human Resourc □ Other (Please specify): …….
Position	□ Company Owner / Partner □General Manager/Asst. General Manager. □ Chief / Foreman / Supervisor □Department Manager / Asst. Department Manager. □ Worker/ Officer □Other (Please specify.):……..
Establishment time of the firm	□ less than 1 year □ 1 – 3□ 4 – □ 7 – 9 □ 10 – 1 □ 16 – 20 □ more than 20 year
Total number of employees working in your organization?	□ less than 1 □ 10-49 □ 50-99 □ 100-249 □ 250-499 □ 500 – 999 □ 1000 – 1999 □ more than 2000
Legal status of the organization	□ Unlimited Company □ Commandite Company □ Corporation □ Civil Society Organization □ Limited company □ Cooperative □ Public Institution □ Other (Please specify):……
Sector	□ Packaging - Plastic □ Education □ Finance □ Printing □ Toursim - Hotel □ Machine Manufacturing □ Food □ Textile □ Automotive □ Furniture. □ Paint □ Health □ Building □ Information Tech. □ Other (Please specify:……

Does your organization have its own corporate social networking (facebook, twitter, etc.) platforms?
( ) Yes ( ) No

Have you ever read online reviews/comments in social networking sites? ( ) Yes ( ) No

Have you ever posted reviews/comments on social networking sites? ( ) Yes ( ) No

What is your frequency of weekly reading comments on social media?
( ) None ( ) 1-3 times ( ) 4-6 times ( ) 7-9 times ( ) +10

What is your frequency of weekly writing comments on social media?
( ) None ( ) 1-3 times ( ) 4-6 times ( )7-9 times ( ) +10

How often the following social media tools used in your organization for business purposes? Please tick.

1- Never used 2- Rarely used 3- Occasionally used 4- Frequently used 5- Always used

1	Blog, Blogger, MySpace, etc.	①	②	③	④	⑤
2	Microblog (Twitter,Tumblr, etc.)	①	②	③	④	⑤
3	Social Network (Facebook, Google Plus, LinkedIn, Instagram, Xing, ,Viadeo, etc.)	①	②	③	④	⑤
4	Live typing, voice or video communication (WhatsApp, Skype, IMO, etc.)	①	②	③	④	⑤
5	Media Sharing Sites (Youtube, Flickr, Slideshare, vb.)	①	②	③	④	⑤
6	Catalog information sharing (Pinterset, Foursquare, Wiki,Wikipedia, etc.)	①	②	③	④	⑤
7	Social marking and labeling (Stumbleupon, Reddit, etc.)	①	②	③	④	⑤
8	Live broadcast (Podcast, Periscope,Digg, etc.)	①	②	③	④	⑤
9	Virtual World (Knight online, WOW, Second life, etc.)	①	②	③	④	⑤

How often do you come across comments on the following social media tools and how often comments answered for your business?

1- Never used 2- Rarely used 3- Occasionally used 4- Frequently used 5- Always used

		Come across Comments for Business Purpose					Answering Comments for Busienss Purpose				
1	Facebook	①	②	③	④	⑤	①	②	③	④	⑤
2	Instagram	①	②	③	④	⑤	①	②	③	④	⑤

3	Twitter	①	②	③	④	⑤		①	②	③	④	⑤
4	LinkedIn	①	②	③	④	⑤		①	②	③	④	⑤
5	YouTube	①	②	③	④	⑤		①	②	③	④	⑤
6	WhatsApp	①	②	③	④	⑤		①	②	③	④	⑤
7	Facebook messenger	①	②	③	④	⑤		①	②	③	④	⑤
8	Skype	①	②	③	④	⑤		①	②	③	④	⑤
9	Snapchat	①	②	③	④	⑤		①	②	③	④	⑤
10	Pinterest	①	②	③	④	⑤		①	②	③	④	⑤
11	Tumblr	①	②	③	④	⑤		①	②	③	④	⑤
12	WeChat	①	②	③	④	⑤		①	②	③	④	⑤
13	Others (please mention:……	①	②	③	④	⑤		①	②	③	④	⑤

To what extent do you agree with the below statments about **Social meida usage**? Please tick the appropriate box. ① Strongly disagree ② Disagree ③Neither agree nor disagree ④ Agree ⑤ Strongly agree					
in business, social media;					
1 … strengthens relationships in my work group.	①	②	③	④	⑤
2… increases business contacts outside my firm.	①	②	③	④	⑤
3 … strengthens communication with other team members.	①	②	③	④	⑤
4 … helps to contact other people for my work.	①	②	③	④	⑤
5 … helps to respond misunderstandings quickly.	①	②	③	④	⑤
6 … Facilitates communication among employees.	①	②	③	④	⑤
7 … Facilitates communication with customers.	①	②	③	④	⑤
8 … Improves communication performance.	①	②	③	④	⑤
9 … reduces marketing costs.	①	②	③	④	⑤
10 … increases sales.	①	②	③	④	⑤
11 … increases profitability.	①	②	③	④	⑤
12 … decreases operational costs.	①	②	③	④	⑤
13 … decreases inventory costs.	①	②	③	④	⑤
14 ... increases the business income.	①	②	③	④	⑤
15 ... increases the market share.	①	②	③	④	⑤
16 … improves employee effectiveness.	①	②	③	④	⑤
17 … increases staff productivity.	①	②	③	④	⑤
18 ... increases the customers' satisfaction level.	①	②	③	④	⑤
19 ... increases the quality of customers services.	①	②	③	④	⑤
20 ... increases the customer loyalty.	①	②	③	④	⑤
21 … attains the number of new customers.	①	②	③	④	⑤
22 ... increases the image and reputation of the business.	①	②	③	④	⑤
23 ... decreases the number of customers' complaints.	①	②	③	④	⑤
24 ... increases the competitive position in the market.	①	②	③	④	⑤
25 ... increases the employee' job satisfaction.	①	②	③	④	⑤
26 ... strengthens the relationship between the management and workers.	①	②	③	④	⑤
27 ... strengthens the relationship between workers.	①	②	③	④	⑤
28 ... increases the continuity of work.	①	②	③	④	⑤
29 ... increases the commitment of worker with the organization.	①	②	③	④	⑤
30 … makes marketing activities easier.	①	②	③	④	⑤
31 … makes easier to reach the target audience.	①	②	③	④	⑤
32 … helps target audience to reach the brand.	①	②	③	④	⑤
33 … increases business recognition on the Internet.	①	②	③	④	⑤
34 … increases outreach.	①	②	③	④	⑤
35… widens outreach area.	①	②	③	④	⑤
36 … increases convenience or service level to the clients.	①	②	③	④	⑤
37 … increases control of the direct marketing objectives.	①	②	③	④	⑤
38 … gives perspective on what's going on around the company.	①	②	③	④	⑤

39 … helps to get feedback.	①	②	③	④	⑤
40 … helps to reach good or innovative solutions.	①	②	③	④	⑤
41 … helps to obtain work related information and knowledge.	①	②	③	④	⑤
42 … improves decision making process.	①	②	③	④	⑤
43 … increases staff motivation and satisfaction.	①	②	③	④	⑤
44 … reduces administration workload.	①	②	③	④	⑤
45 … improves internal operations.	①	②	③	④	⑤
46 … makes work visible.	①	②	③	④	⑤
47 … helps to enjoy work more.	①	②	③	④	⑤
48 … helps to advance in job.	①	②	③	④	⑤
49 … helps to feel closer attachment to other employees in company.	①	②	③	④	⑤
50 … helps to enhance image at work.	①	②	③	④	⑤
51 … helps to demonstrate competence in profession.	①	②	③	④	⑤
52 … helps to boost work productivity and effectiveness at work.	①	②	③	④	⑤
53 … helps to establish team work.	①	②	③	④	⑤
54 … helps to build professional peer recognition.	①	②	③	④	⑤
55 … helps to boost my industry knowledge.	①	②	③	④	⑤
56 … helps to develop professionally.	①	②	③	④	⑤

To what extent do you agree with the below statments about **online comments**? Please tick the appropriate box.

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

Online comments;

1 … are genuine	①	②	③	④	⑤
2 … are neutral	①	②	③	④	⑤
3 … are informative	①	②	③	④	⑤
4 … have sufficient breadth and depth	①	②	③	④	⑤
5 … satisfy needs	①	②	③	④	⑤
6 … are accurate	①	②	③	④	⑤
7 … are correct	①	②	③	④	⑤
8 … are reliable	①	②	③	④	⑤
9 … are current	①	②	③	④	⑤
10 … are timely	①	②	③	④	⑤
11 … are up-to-date	①	②	③	④	⑤
12 … are relevant	①	②	③	④	⑤
13 … are applicable	①	②	③	④	⑤
14 … are convincing	①	②	③	④	⑤
15 … are persuasive	①	②	③	④	⑤
16 … are consistent with real life comments	①	②	③	④	⑤
17 … are valuable	①	②	③	④	⑤
18 … are desirable	①	②	③	④	⑤
19 … are pleasant	①	②	③	④	⑤
20 … are useful	①	②	③	④	⑤
21 … are effective	①	②	③	④	⑤
22 … are profitable	①	②	③	④	⑤

To what extent do you agree with the statments about **impacts of online comments on business**? Please tick the appropriate box.

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

Online comments;

1 … increase the Return on Investment.	①	②	③	④	⑤

2 … contribute to the revenue	①	②	③	④	⑤
3 … help to reduce the operational cost	①	②	③	④	⑤
4 … help to reduce the cost of acquiring a new customer	①	②	③	④	⑤
5 … help to reduce the cost for customer relationship management	①	②	③	④	⑤
6 … help to reduce the procurement costs	①	②	③	④	⑤
7 … help to reduce the inventory costs	①	②	③	④	⑤
8 … help to increase market share.	①	②	③	④	⑤
9 … help to increase staff productivity.	①	②	③	④	⑤
10 … lead customers to repeat their web purchases.	①	②	③	④	⑤
11 … reduce the number of customer complaints.	①	②	③	④	⑤
12 … generate new customers.	①	②	③	④	⑤
13 … increase on-time delivery of products and services.	①	②	③	④	⑤
14 … reduce the number of issues reported in audit reports.	①	②	③	④	⑤
15 … improve coordination with suppliers.	①	②	③	④	⑤
16 … improve knowledge sharing.	①	②	③	④	⑤
17 … improve communications.	①	②	③	④	⑤
18 … enhance customer service.	①	②	③	④	⑤
19 … enable to stay connected with others.	①	②	③	④	⑤
20 … are a way to build up social network.	①	②	③	④	⑤
21 … provide an opportunity to get feedback from others.	①	②	③	④	⑤
22 … have a positive impact on learning and growth.	①	②	③	④	⑤
23 … enable to obtain new knowledge	①	②	③	④	⑤
24 … enable to have new perspectives on my knowledge	①	②	③	④	⑤
25 … enable to better understand perspectives on the world	①	②	③	④	⑤
26 … enable to clarify thinking	①	②	③	④	⑤
27 … enable to build-up personal image to others	①	②	③	④	⑤
28 … make feel important	①	②	③	④	⑤
29 … enhance self-esteem	①	②	③	④	⑤
30 … make feel needed	①	②	③	④	⑤
31 … make feel better about oneself	①	②	③	④	⑤

To what extent do you agree with the give below statments about **management's practices**? Please tick the appropriate box. ① Strongly disagree ② Disagree ③Neither agree nor disagree ④ Agree ⑤ Strongly agree					
Management;					
1 … gives orientation training to beginners.	①	②	③	④	⑤
2 … regularly organizes trainings for employees.	①	②	③	④	⑤
3 … gives the importance to the employee' development.	①	②	③	④	⑤
4 … makes human resource planning for the future.	①	②	③	④	⑤
5 … determines the competence level of employees through oral or written exams.	①	②	③	④	⑤
6 … informs employees about future positions.	①	②	③	④	⑤
7 ... has clear procedures for performing tasks.	①	②	③	④	⑤
8 ... has clear procedures of correcting errors.	①	②	③	④	⑤
9 … shares the results of performance appraisal to the employees.	①	②	③	④	⑤
10 … determine performance evaluation criteria.	①	②	③	④	⑤
11 … makes promotions on the bases of success.	①	②	③	④	⑤
12 … established a fair performance evaluation system.	①	②	③	④	⑤
13 … evaluates the employees' performance periodically.	①	②	③	④	⑤
14 ... regularly reviews progress toward goals.	①	②	③	④	⑤
15 … implements fair and impartial process of selection and placement of labor force.	①	②	③	④	⑤

16 … selects new employees realistically according to need.	①	②	③	④	⑤
17 … implements a systematic selection process in recruitment.	①	②	③	④	⑤
18 … treats all employees fairly and impartially during promotions.	①	②	③	④	⑤
19 … provides the compensation against efforts made.	①	②	③	④	⑤
20 ... determines wages according to personal skills and competencies.	①	②	③	④	⑤
21 … provides rewards for outstanding performance.	①	②	③	④	⑤
To what extent do you agree with the give below statments about **management's practices**? Please tick the appropriate box. ① Strongly disagree ② Disagree ③Neither agree nor disagree ④ Agree ⑤ Strongly agree					
Management;					
1 … does both short-term and long-term planning for the organization.	①	②	③	④	⑤
2 ... sets clear and precise plans for the organization.	①	②	③	④	⑤
3 ... sets strategic goals.	①	②	③	④	⑤
4 ... priorities goals and objectives.	①	②	③	④	⑤
5 ... sets action plans.	①	②	③	④	⑤
6 ... makes short-term planning.	①	②	③	④	⑤
7 ... makes long-term planning.	①	②	③	④	⑤
8 … creates a sense of identity and mission for the organization.	①	②	③	④	⑤
9 … crafts the organization's strategy.	①	②	③	④	⑤
10… transforms the organization as markets and the external environment change.	①	②	③	④	⑤
11 … makes sure all efforts are towards the goals and strategic plan of the organization	①	②	③	④	⑤
To what extent do you agree with the give below statments about **management's practices**? Please tick the appropriate box. ① Strongly disagree ② Disagree ③Neither agree nor disagree ④ Agree ⑤ Strongly agree					
Management;					
1 … clarifies employee roles.	①	②	③	④	⑤
2 … makes time at work more pleasant for employees.	①	②	③	④	⑤
3 … updates employee roles.	①	②	③	④	⑤
4 … prepares employees for new assignments.	①	②	③	④	⑤
5 … enriches employee jobs.	①	②	③	④	⑤
6 ... delegates subordinates the authority to perform tasks.	①	②	③	④	⑤
7 … supports employees to carry out assignments as a team.	①	②	③	④	⑤
8 … treats employees equally.	①	②	③	④	⑤
9 … counsels employees when changes must be made in their work.	①	②	③	④	⑤
10 … conducts fair employee performance appraisals.	①	②	③	④	⑤
11 … ensures that employees perform their assignments.	①	②	③	④	⑤
12 … recognizes employee work efforts.	①	②	③	④	⑤
13 … mentors employees to overcome performance deficiencies.	①	②	③	④	⑤
14... follows up the delegated tasks.	①	②	③	④	⑤
15 … encourages employees to come up with innovative ideas.	①	②	③	④	⑤
16 … identifies employee development/training needs.	①	②	③	④	⑤
17 … encourages employees to perform work independently.	①	②	③	④	⑤
18… enhances employee ability to recognize work problems.	①	②	③	④	⑤
19 … concerns for employee personal needs.	①	②	③	④	⑤
20 … promotes employee capability to handling work plans.	①	②	③	④	⑤
21 … fosters positive employee work relationship.	①	②	③	④	⑤
22 … supports employees to apply their knowledge/skills.	①	②	③	④	⑤

23… enhances employee visions to recognize changes related to work.	①	②	③	④	⑤
To what extent do you agree with the give below statments about **management's practices**? Please tick the appropriate box. ① Strongly disagree ② Disagree ③Neither agree nor disagree ④ Agree ⑤ Strongly agree					
Management;					
1 … has a strong focus on results or getting the job done.	①	②	③	④	⑤
2 … makes sure the right people are hired for the right positions	①	②	③	④	⑤
3 ... follows up the consequences of decisions that he/she makes.	①	②	③	④	⑤
4 … initiates changes within the organization.	①	②	③	④	⑤
5 … takes charge when the organization is threatened.	①	②	③	④	⑤
6 … solves the organization's problems.	①	②	③	④	⑤
7 ... makes me feel valued.	①	②	③	④	⑤
8 ... uses the advice of other people in making important decisions.	①	②	③	④	⑤
9 ... avoids making important decisions until the pressure is on.	①	②	③	④	⑤
10 ..postpones decision making whenever possible.	①	②	③	④	⑤
11 ... often procrastinates when it comes to making important decisions.	①	②	③	④	⑤
12... makes important decisions at the last minute.	①	②	③	④	⑤

To what extent do you agree with the give below statments about **management's practices**? Please tick the appropriate box. ① Strongly disagree ② Disagree ③Neither agree nor disagree ④ Agree ⑤ Strongly agree					
Management;					
1 … emphasizes on a high standard performance.	①	②	③	④	⑤
2 … has a clear vision of the organization for the future.	①	②	③	④	⑤
3….creates a suitable working environment for employees.	①	②	③	④	⑤
4 … provides the systematic work.	①	②	③	④	⑤
5 ...encourages teamwork in this department.	①	②	③	④	⑤
6 ... evaluates the quality of subordinate' job performance	①	②	③	④	⑤
7 … is very careful about following the procedure while performing the job.	①	②	③	④	⑤
8 … is friendly and open to opinions.	①	②	③	④	⑤
9 … treats employee with respect.	①	②	③	④	⑤
10 … do not consider the employees' recommendations.	①	②	③	④	⑤
11 … is not open to criticism.	①	②	③	④	⑤
12…. is supporative for new ideas.	①	②	③	④	⑤
13 … implemet the opinions and ideas of employees.	①	②	③	④	⑤
14 … allows employees to set their own priorities.	①	②	③	④	⑤
15 … handles complaints carefully.	①	②	③	④	⑤
16 … does not intervene until problems become serious, stay away.	①	②	③	④	⑤
17 … shows strength to employees.	①	②	③	④	⑤
18 … gives confidence to employees.	①	②	③	④	⑤
19 … gives inspiration to the concerned employee' future.	①	②	③	④	⑤
20 … affects employees by developing mutual respect.	①	②	③	④	⑤
21 … immediately recognizes employee morale and motivation.	①	②	③	④	⑤
22 … helps the employee without waiting for a response.	①	②	③	④	⑤
23 … gives up their own priorities for the good of the employees.	①	②	③	④	⑤
24 … approach each employee as individuals with different needs and abilities.	①	②	③	④	⑤
25 … reveals different viewpoints in facing the problems.	①	②	③	④	⑤
26 … always appreciate the good work.	①	②	③	④	⑤
27 … avoids to take decision.	①	②	③	④	⑤
28 … leads subordinates.	①	②	③	④	⑤

29 ... helps subordinates' personal problems.	①	②	③	④	⑤
30 ... resolves conflicts between subordinates.	①	②	③	④	⑤
31 ... keeps track of subordinates' special skills to facilitate personal growth.	①	②	③	④	⑤
32 … uses authority to ensure that subordinates accomplish tasks.	①	②	③	④	⑤
33 ... provides guidance to subordinates on institutional issues.	①	②	③	④	⑤
34 ... gives negative feedback to subordinates when appropriate.	①	②	③	④	⑤
35 ... directs the work of subordinates	①	②	③	④	⑤
-36 ... forwards important information to subordinates	①	②	③	④	⑤
37 ... motivates to create and use new methods in performing tasks.	①	②	③	④	⑤
38 … demands to completely comply with the organisation procedures.	①	②	③	④	⑤
39 ... is concerned with solving work problems.	①	②	③	④	⑤
40 ... gives space to subordinates to suggest appropriate solutions.	①	②	③	④	⑤
41… explains goals clearly.	①	②	③	④	⑤
42 … shows appreciation on work.	①	②	③	④	⑤
43 … allows employees to make decisions.	①	②	③	④	⑤
44 …gives the necessary authority and responsibility.	①	②	③	④	⑤
45 … appreciates the communication among employees and mutual decision making.	①	②	③	④	⑤
46 … encourages and appreciates employees.	①	②	③	④	⑤
47 … creates a suitable working environment for employees.	①	②	③	④	⑤
48 ... treats subordinates fairly.	①	②	③	④	⑤
49 ... is fair in appraising his/her subordinates' performance.	①	②	③	④	⑤
50 … makes sacrifices to achieve the organization' objectives.	①	②	③	④	⑤
51… sets an example to the employees with their behaviors.	①	②	③	④	⑤
52 … connects the individual interests of employees to the organization' interests.	①	②	③	④	⑤
53 … motivates subordinates.	①	②	③	④	⑤
54 ….Makes subordinates' feeling valuable.	①	②	③	④	⑤
55 ... provides opportunities for professional growth in this department.	①	②	③	④	⑤
56 … makes sure deadlines are met.	①	②	③	④	⑤
57 … makes sure that day-to-day operations are being completed in a satisfactory manner.	①	②	③	④	⑤
58 ... tolerates postponement and uncertainty.	①	②	③	④	⑤
59 … considers employee's seniority in the salary decision.	①	②	③	④	⑤
60 … designs incentives to motivate the employees.	①	②	③	④	⑤
61 … determines salary increase by the employee's performance.	①	②	③	④	⑤
62… encourages to use of standard procedures.	①	②	③	④	⑤
63 ... decides what should be done and how it should be done.	①	②	③	④	⑤

8.3. Appendix C: Questionnaire (Turkish)

Değerli Katılımcı;

Bu anket, sosyal medya ile yönetim uygulamaları arasındaki ilişkide çevrimiçi (online) yorumların düzenleyici rolünü belirlemek amacıyla hazırlanmıştır. Vereceğiniz cevaplar sadece genel değerlendirmelerde ve bilimsel amaçlı kullanılacak olup kesinlikle gizli tutulacaktır. Görüş ve düşüncelerinizi içtenlikle paylaşarak katkı sağladığınız için teşekkür ederim.

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Cinsiyetiniz?	☐ Erkek ☐ Kadın	**Medeni Durumunuz?**	☐ Evli ☐ Bekar

Yaşınız?	□ 18 yaş altı □18-24 □25-34 □35-49 □50-65 □65 üstü
Eğitim Durumunuz?	□ İlkokul □ Ortaokul □ Lise □ Meslek Lisesi □ Ön lisans □ Lisans □ Yüksek Lisans □ Doktora
Mevcut işletmedeki çalışma süreniz?	□ 1 Yıldan az □1 – 3 □4 – 6 □7 – 9 □10 – 15 □16 – 20 □20 yıl üzeri
Toplam çalışma hayatınız kaç yıldır?	□ 1 Yıldan az □ 1 – 3 □ 4 – 6 □ 7 – 9 □ 10 – 15 □ 16 – 20 □ 20 yıl üzeri
Çalıştığınız bölüm?	□ Üretim □ Pazarlama - Satış □ Muhasebe □ İnsan Kaynakları □ Diğer (belirtiniz): ……
İşletmedeki konumunuz?	□ Firma Sahibi/Ortağı □ Genel Müdür/Genel Müdür Yrd. □ Şef/Süpervizör/Formen/Ustabaşı □ Bölüm veya Birim Müdürü / Müdür Yrd. □ İşgören/Çalışan/Memur □ Diğer (belirtiniz): ……..
Mevcut çalıştığınız işletme kaç yıldır faaliyet göstermektedir?	□ 1 Yıldan az □ 1 – 3 □ 4 – 6 □ 7 – 9 □ 10 – 15 □ 16 – 20 □ 20 yıl üzeri
İşletmenizde çalışan toplam personel sayısı (şubeler dahil)?	□ 10'dan az □ 10-49 □ 50-99 □ 100-249 □ 250-499 □ 500 – 999 □ 1000 – 1999 □ 2000 ve üstü
İşletmenizin yasal statüsü?	□ Kolektif Şirket □ Komandit Şirket □ Anonim Şirket □ Sivil Toplum Kuruluşu (STK) □ Limited Şirket □ Kooperatif □ Kamu Kurumu □ Diğer (Belirtiniz):……
İşletmenizin faaliyette bulunduğu sektör?	□ Ambalaj- Plastik □ Eğitim □ Finans □ Matbaa-Kitap □ Turizm - Otel □ Makine İmalatı □ Gıda □ Tekstil □ Otomotiv □ Orman Ürünleri-Mobilya □ Kimya - Boya □ Sağlık □ İnşaat □ Bilişim (IT) □ Diğer (belirtiniz):……

İşletmenizin kendine ait kurumsal sosyal medya (facebook, twitter, instagram vb.) hesabı var mıdır?

( ) Evet, vardır. ( ) Hayır, yoktur.

Sosyal medyada işletmeniz hakkında hiç yorum okudunuz mu?

( ) Evet ( ) Hayır

Sosyal medyada işletmeniz hakkında yapılan yorumlara cevap amaçlı hiç yorum yazdınız mı?

( ) Evet ( ) Hayır

Sosyal medyada haftalık yorum okuma sıklığınız nedir?

( ) Hiç ( )1-3 ke ( ) 4-6 kez ( )7-9 kez ( )+10

Sosyal medyada haftalık yorum yazma sıklığınız nedir?

( ) Hiç( )1-3 kez( ) 4-6 kez( ) 7-9 kez( )+10

İşletmenizde, aşağıdaki sosyal medya araçları gün içerisinde iş amaçlı olarak **hangi sıklıkta kullanılmaktadır**? Lütfen işaretleyiniz.

1- Hiç kullanılmaz 2- Nadiren kullanılır 3- Ara sıra kullanılır 4- Sık kullanılır 5- Her zaman kullanılır

1	Blog, Blogger, MySpace, vb.	①	②	③	④	⑤
2	Twitter,Tumblr, vb Mikrobloglar.	①	②	③	④	⑤
3	Facebook, Instagram, LinkedIn vb sosyal ağlar.	①	②	③	④	⑤
4	WhatsApp, Skype vb canlı yazışma, sesli-görüntülü haberleşmeler.	①	②	③	④	⑤
5	YouTube, Flickr, Slideshare, vb Medya paylaşım Siteleri	①	②	③	④	⑤
6	Pinterest, Foursquare, Wiki,Vikipedia, vb katalog bilgi paylaşımları.	①	②	③	④	⑤
7	Stumbleupon ve Reddit gibi sosyal etiketleme ve işaretleme araçları.	①	②	③	④	⑤
8	Podcast, Periscope, Digg, vb canlı yayın veya anlatımlar.	①	②	③	④	⑤
9	Knight online, WOW, Second life, vb sanal dünya uygulamaları.	①	②	③	④	⑤

İşletmenizle ilgili aşağıdaki sosyal medya araçlarında ne sıklıkla bir yorumla karşılaşırsınız ve bu yoruma hangi sıklıkla cevap verilir? ① - Hiç ② - Nadiren ③ - Ara sıra ④ - Sıklıkla ⑤ - Her zaman		İşletme Hakkında Yorumla Karşılaşma					İşletmenin Yoruma Cevap Verme				
1	Facebook	①	②	③	④	⑤	①	②	③	④	⑤
2	Instagram	①	②	③	④	⑤	①	②	③	④	⑤
3	Twitter	①	②	③	④	⑤	①	②	③	④	⑤
4	LinkedIn	①	②	③	④	⑤	①	②	③	④	⑤
5	YouTube	①	②	③	④	⑤	①	②	③	④	⑤
6	WhatsApp	①	②	③	④	⑤	①	②	③	④	⑤
7	Facebook messenger	①	②	③	④	⑤	①	②	③	④	⑤
8	Skype	①	②	③	④	⑤	①	②	③	④	⑤
9	Snapchat	①	②	③	④	⑤	①	②	③	④	⑤
10	Pinterest	①	②	③	④	⑤	①	②	③	④	⑤
11	Tumblr	①	②	③	④	⑤	①	②	③	④	⑤
12	WeChat	①	②	③	④	⑤	①	②	③	④	⑤
13	Diğer (lütfen belirtiniz: .....)	①	②	③	④	⑤	①	②	③	④	⑤

Aşağıda yer alan **sosyal medyanın iş amaçlı kullanımı** ile ilgili ifadelere ne düzeyde katılmaktasınız? Uygun kutucuğu işaretleyiniz ① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum					
Sosyal medyayı iş amaçlı kullanmak;					
1 … çalışma grubumdaki ilişkileri güçlendirir.	①	②	③	④	⑤
2… firmamın dışındaki iş bağlantılarını artırır.	①	②	③	④	⑤
3 … diğer çalışma arkadaşları ile iletişimi güçlendirir.	①	②	③	④	⑤
4 … işim için diğer insanlarla iletişim kurma konusunda yardım eder.	①	②	③	④	⑤
5 … yanlış anlamalara hızlı cevap vermeye yardım eder.	①	②	③	④	⑤
6 … çalışanlar arasında iletişimi kolaylaştırır.	①	②	③	④	⑤
7 … müşterilerle iletişimi kolaylaştırır.	①	②	③	④	⑤
8 … iletişim performansını iyileştirir.	①	②	③	④	⑤
9 … pazarlama maliyetlerini azaltır.	①	②	③	④	⑤
10 … satışları azaltır.	①	②	③	④	⑤
11 … karlılığı artırır.	①	②	③	④	⑤
12 … operasyonel maliyetleri azaltır.	①	②	③	④	⑤
13 … stok maliyetlerini düşürür.	①	②	③	④	⑤
14 ... işletme gelirlerini artırır.	①	②	③	④	⑤
15 ... pazar payını artırır.	①	②	③	④	⑤
16 ... iş gören etkililiğini artırır.	①	②	③	④	⑤
17 … çalışan verimliliğini artırır.	①	②	③	④	⑤
18 ... müşteri memnuniyetini artırır.	①	②	③	④	⑤
19 ... müşteriye verilen hizmet kalitesini yükseltir.	①	②	③	④	⑤
20 ... müşteri sadakatini artırır.	①	②	③	④	⑤
21 … yeni müşteri sayısını artırır.	①	②	③	④	⑤
22 ... işletmenin itibarını yükseltir.	①	②	③	④	⑤
23 ... müşteri şikayetlerini azaltır.	①	②	③	④	⑤
24 ... pazardaki rekabet konumunu artırır.	①	②	③	④	⑤
25 ... çalışanın iş tatminini yükseltir.	①	②	③	④	⑤
26 ... yönetim ile iş görenler arasındaki ilişkiyi güçlendirir.	①	②	③	④	⑤

27 ... iş görenlerin kendi aralarındaki ilişkileri güçlendirir.	①	②	③	④	⑤
28 ... iş görenlerin işe devamlılığını artırır.	①	②	③	④	⑤
29 ... iş görenlerin işletmeye bağlılığını artırır.	①	②	③	④	⑤
30 … pazarlama faaliyetlerini kolaylaştırır.	①	②	③	④	⑤
31 … hedef kitleye ulaşmayı kolaylaştırır.	①	②	③	④	⑤
32 … marka bilinirliğini azaltır.	①	②	③	④	⑤
33 … işletme farkındalığını artırır.	①	②	③	④	⑤
34 … iş hacmini arttır.	①	②	③	④	⑤
35 … kapsama alanını genişletir.	①	②	③	④	⑤
36 … müşterilere verilen hizmet seviyesini artırır.	①	②	③	④	⑤
37 … doğrudan pazarlama hedeflerinin kontrolünü artırır.	①	②	③	④	⑤
38 … şirket çevresinde neler olup bittiğine dair bakış açısı sunar.	①	②	③	④	⑤
39 … geri bildirim alınmasını sağlar.	①	②	③	④	⑤
40 … iyi veya yenilikçi çözümlere ulaşmaya yardım eder.	①	②	③	④	⑤
41 … işle ilgili bilgiler edinilmesini sağlar.	①	②	③	④	⑤
42 … karar verme sürecini iyileştirir.	①	②	③	④	⑤
43 … personel motivasyonunu ve memnuniyetini artırır.	①	②	③	④	⑤
44 … yönetimin iş yükünü azaltır.	①	②	③	④	⑤
45 … işletme içi operasyonları iyileştirir.	①	②	③	④	⑤
46 … işi şeffaf hale getirir.	①	②	③	④	⑤
47 … işi zevkli hale getirir.	①	②	③	④	⑤
48 … işte ilerlemeye yardım eder.	①	②	③	④	⑤
49 … şirketteki diğer çalışanlara daha yakın hissetmeye yardım eder.	①	②	③	④	⑤
50 … iş yerindeki imajı geliştirmeye yardım eder.	①	②	③	④	⑤
51 … mesleki yetkinliği göstermeye yardım eder.	①	②	③	④	⑤
52 … iş yerinde verimliliği ve etkinliği artırmaya yardım eder.	①	②	③	④	⑤
53 … ekip çalışması kurmaya yardım eder.	①	②	③	④	⑤
54 … profesyonel akran tanımaya için yardım eder.	①	②	③	④	⑤
55 … sektör bilgimi artırır.	①	②	③	④	⑤
56 … profesyonel olarak gelişmeye yardım eder.	①	②	③	④	⑤

İşletmeniz hakkında yapılan çevrimiçi (online) yorumlar ile ilgili aşağıdaki ifadelere ne düzeyde katılmaktasınız? ① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum.					
işletme hakkındaki çevrimiçi (online) yorumlar;					
1 … orijinaldir.	①	②	③	④	⑤
2 … tarafsızdır.	①	②	③	④	⑤
3 … bilgilendiricidir.	①	②	③	④	⑤
4 … tamdır.	①	②	③	④	⑤
5 … ihtiyaçları karşılar.	①	②	③	④	⑤
6 … hatasızdır.	①	②	③	④	⑤
7 … doğrudur.	①	②	③	④	⑤
8 … güvenilirdir.	①	②	③	④	⑤
9 … geçerlidir	①	②	③	④	⑤
10 … zamanındadır.	①	②	③	④	⑤

11 … günceldir.	①	②	③	④	⑤
12 … ilgilidir.	①	②	③	④	⑤
13 … uygulanabilirdir.	①	②	③	④	⑤
14 … inandırıcıdır.	①	②	③	④	⑤
15 … ikna edicidir.	①	②	③	④	⑤
16 … gerçeği yansıtır.	①	②	③	④	⑤
17 … değerlidir.	①	②	③	④	⑤
18 … istenendir.	①	②	③	④	⑤
19 … keyiflidir	①	②	③	④	⑤
20 … faydalıdır	①	②	③	④	⑤
21 … etkilidir.	①	②	③	④	⑤
22 … karlıdır.	①	②	③	④	⑤

İşletme hakkında yapılan çevrimiçi (online) yorumların işletmenize etkisi ile ilgili aşağıdaki ifadelere ne düzeyde katılmaktasınız?

① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum.

işletme hakkındaki çevrimiçi (online) yorumlar işletmemizde;					
1 … yatırımın geri ödemesini hızlandırır.	①	②	③	④	⑤
2 … işletmenin gelirine katkı sağlar.	①	②	③	④	⑤
3 … operasyonel maliyetler artırır.	①	②	③	④	⑤
4 … yeni müşteri edinme maliyetini artırır.	①	②	③	④	⑤
5 … müşteri ilişkileri yönetimi maliyetlerini düşürmeye yardım eder.	①	②	③	④	⑤
6 … tedarik maliyetlerini artırır.	①	②	③	④	⑤
7 … stok maliyetlerini artırır.	①	②	③	④	⑤
8 … pazar payını artırır.	①	②	③	④	⑤
9 … personel verimliliğini artırır.	①	②	③	④	⑤
10 … müşterileri tekrar satın almaya teşvik eder.	①	②	③	④	⑤
11 … müşteri şikayetlerini azaltır.	①	②	③	④	⑤
12 … yeni müşteriler kazandırır.	①	②	③	④	⑤
13 … ürün ve hizmetlerin zamanında teslimi sağlar.	①	②	③	④	⑤
14 … denetim raporlarında bildirilen sorunların sayısını azaltır.	①	②	③	④	⑤
15 … tedarikçilerle koordinasyonu geliştirir.	①	②	③	④	⑤
16 … bilgi paylaşımını geliştirir.	①	②	③	④	⑤
17 … iletişimi geliştirir.	①	②	③	④	⑤
18 … müşteri hizmetlerini geliştirir.	①	②	③	④	⑤
19 … başkalarıyla bağlantıda olmayı sağlar.	①	②	③	④	⑤
20 … sosyal ağ kurmanın bir yoldur.	①	②	③	④	⑤
21 … geri bildirim almayı sağlar.	①	②	③	④	⑤
22 … öğrenme ve gelişmeye olumlu etki eder.	①	②	③	④	⑤
23 … yeni bilgi elde etmeyi sağlar.	①	②	③	④	⑤
24 … yeni bakış açıları kazandırır.	①	②	③	④	⑤
25 … diğer bakış açılarını daha iyi anlamayı sağlar.	①	②	③	④	⑤
26 … açık düşünmeyi sağlar.	①	②	③	④	⑤
27 … başkalarına karşı kişisel imaj oluşturmayı sağlar.	①	②	③	④	⑤
28 … önemli hissettirir.	①	②	③	④	⑤
29 … özgüveni artırır.	①	②	③	④	⑤
30 … ihtiyaç duyulduğunu hissettirir.	①	②	③	④	⑤

31 … kendini daha iyi hissettir.	①	②	③	④	⑤

İşletmenizdeki **yönetim uygulamaları** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz ① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum					
İşletmemizde Yönetim;					
1 … yeni başlayanlara işe alıştırma (oryantasyon) eğitimleri verir.	①	②	③	④	⑤
2 … çalışanlara düzenli olarak eğitimler düzenler.	①	②	③	④	⑤
3 … çalışanların gelişimine önem verir.	①	②	③	④	⑤
4 … geleceğe yönelik insan kaynakları planlaması yapar.	①	②	③	④	⑤
5 … çalışanların yetkinlik düzeylerini sözlü veya yazılı sınavlarla belirler.	①	②	③	④	⑤
6 … çalışanları ileride gelebilecekleri pozisyonlar hakkında bilgilendirir.	①	②	③	④	⑤
7 ... görevleri gerçekleştirmek için net yöntemlere sahiptir.	①	②	③	④	⑤
8 ... hataları düzeltmek için prosedürleri uygular.	①	②	③	④	⑤
9 … performans değerleme sonuçlarını çalışanlarla paylaşır.	①	②	③	④	⑤
10 … performans değerleme kriterlerini belirler.	①	②	③	④	⑤
11 … görevde yükseltmelerde başarıyı esas alır.	①	②	③	④	⑤
12 … adil bir performans değerlendirme sistemi oluşmuştur.	①	②	③	④	⑤
13 … çalışanların performansını düzenli aralıklarla değerlendirir.	①	②	③	④	⑤
14 ... hedeflere yönelik ilerlemeleri düzenli olarak gözden geçirir.	①	②	③	④	⑤
15… işgücü seçme ve yerleştirme sürecini adil ve tarafsız gerçekleştirir.	①	②	③	④	⑤
16 … yeni çalışanı ihtiyaca göre gerçekçi olarak seçer.	①	②	③	④	⑤
17 … işe alımlarda sistemli bir yol izler.	①	②	③	④	⑤
18 … görevde yükseltmelerde tüm çalışanlara adil ve tarafsız davranır.	①	②	③	④	⑤
19 … harcanan çabanın tam karşılığı olan bir ücretlendirme yapar.	①	②	③	④	⑤
20 ... ücretleri kişisel beceri ve yetkinliklere dayalı olarak belirler.	①	②	③	④	⑤
21 … üstün başarı gösterenleri ödüllendirir.	①	②	③	④	⑤
İşletmenizdeki **yönetim uygulamaları** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz ① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum					
İşletmemizde Yönetim;					
1 … işletme için hem kısa vadeli ve hem de uzun vadeli planlamayı yapar.	①	②	③	④	⑤
2 ... işletme için net ve kesin planlar belirler.	①	②	③	④	⑤
3 ... stratejik amaçları belirler.	①	②	③	④	⑤
4 ... amaç ve hedefleri öncelik sırasına koyar.	①	②	③	④	⑤
5 ... eylem planlarını belirler.	①	②	③	④	⑤

6 ... kısa vadeli planlama yapar.	①	②	③	④	⑤
7 ... uzun vadeli planlanma yapar.	①	②	③	④	⑤
8 … işletme için kimlik şuuru ve misyon duygusu yaratır.	①	②	③	④	⑤
9 … işletme stratejisini uygular.	①	②	③	④	⑤
10… piyasa ve dış çevreye göre işletmeyi dönüştürür.	①	②	③	④	⑤
11 … tüm çabaları, işletme hedef ve planlarına göre koordine eder	①	②	③	④	⑤
İşletmenizdeki **yönetim uygulamaları** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz ① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum					
İşletmemizde Yönetim;					
1 … çalışan rollerini açıklığa kavuşturur.	①	②	③	④	⑤
2 … işyerinde geçirilen zamanı keyifli hale getirir.	①	②	③	④	⑤
3 … çalışanların iş tanımlarını günceller.	①	②	③	④	⑤
4 … çalışanları yeni görevlere hazırlar.	①	②	③	④	⑤
5 … çalışanların işlerini zenginleştirir.	①	②	③	④	⑤
6 ... astlara yetki devri yapar.	①	②	③	④	⑤
7 … çalışanların ekip olarak görevlerini yerine getirmesine destek olur.	①	②	③	④	⑤
8 … çalışanlara eşit davranır.	①	②	③	④	⑤
9 … değişiklik yapılması gerektiğinde çalışanlara danışmanlık yapar.	①	②	③	④	⑤
10 … performans değerlendirmelerini adil yapar.	①	②	③	④	⑤
11 … çalışanların görevlerini yerine getirmelerini sağlar.	①	②	③	④	⑤
12 … çalışanların çalışma çabalarını takdir eder.	①	②	③	④	⑤
13 … çalışanlara performans eksikliklerinin üstesinden gelmeleri için rehberlik eder.	①	②	③	④	⑤
14 ... devredilen görevleri takip eder.	①	②	③	④	⑤
15 … çalışanları yenilikçi fikirler üretmeye teşvik eder.	①	②	③	④	⑤
16 … çalışanların gelişim / eğitim ihtiyaçlarını belirler.	①	②	③	④	⑤
17 … çalışanların inisiyatif almalarını teşvik eder.	①	②	③	④	⑤
18 … çalışanın iş sorunlarını tanıma yeteneğini artırır.	①	②	③	④	⑤
19 … çalışanın özel ihtiyaçlarını dikkate alır.	①	②	③	④	⑤
20 … çalışanların iş planlarını gerçekleştirme kabiliyetlerini artırır.	①	②	③	④	⑤
21 … çalışanın olumlu iş ilişkisini teşvik eder.	①	②	③	④	⑤
22… çalışanların bilgi / becerilerini uygulamalarına destek olur.	①	②	③	④	⑤
23 … işle ilgili değişiklikleri tanımak için çalışan vizyonlarını geliştirir.	①	②	③	④	⑤
İşletmenizdeki **yönetim uygulamaları** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz ① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum					
İşletmemizde Yönetim;					
1 … sonuçlara veya işin bitirilmesine güçlü bir şekilde odaklanır.	①	②	③	④	⑤

2 … doğru kişilerin doğru pozisyonlarda işe alındığına emin olur.	①	②	③	④	⑤
3 ... çalışanların aldığı kararların sonuçlarını takip eder.	①	②	③	④	⑤
4 … işletme içinde değişimi başlatır.	①	②	③	④	⑤
5 … işletme sıkıntıdayken görev başına geçer.	①	②	③	④	⑤
6 … işletmenin sorunlarını çözer.	①	②	③	④	⑤
7 ... herhangi bir karar vermeden önce bilgileri derler.	①	②	③	④	⑤
8 ... önemli kararlar verirken diğer kişilerin tavsiyelerini kullanır.	①	②	③	④	⑤
9 ... baskı yapılana kadar önemli kararlar vermekten kaçınır.	①	②	③	④	⑤
10 ... mümkün oldukça karar vermeyi erteler.	①	②	③	④	⑤
11 ... önemli kararlar verme konusunda genellikle erteleyicidir.	①	②	③	④	⑤
12 ... önemli kararları son dakikaya bırakır.	①	②	③	④	⑤

İşletmenizdeki **yönetim uygulamaları** ile ilgili ifadelere ne düzeyde katılmaktasınız? Lütfen uygun kutucuğu işaretleyiniz

① Kesinlikle katılmıyorum ② Katılmıyorum ③ Ne katılıyorum ne katılmıyorum ④ Katılıyorum ⑤ Kesinlikle katılıyorum

İşletmemizde Yönetim;

1 … yüksek performansa önem verir.	①	②	③	④	⑤
2 … işletmenin geleceğine ilişkin net bir vizyona sahiptir.	①	②	③	④	⑤
3 … çalışanlar için uygun çalışma ortamı oluşturur.	①	②	③	④	⑤
4 … işlerin sistemli yapılmasını sağlar.	①	②	③	④	⑤
5 ... bu bölümde ekip çalışmasını teşvik eder.	①	②	③	④	⑤
6 ... astların iş performansının kalitesini değerlendirir.	①	②	③	④	⑤
7… işleri yaparken prosedürlere uyulması konusunda çok dikkatlidir.	①	②	③	④	⑤
8 … samimidir.	①	②	③	④	⑤
9 … çalışanlarına saygılı davranır.	①	②	③	④	⑤
10 … çalışanların önerilerini dikkate almaz.	①	②	③	④	⑤
11 … eleştirilere açık değildir.	①	②	③	④	⑤
12 … yeni fikirlere açıktır.	①	②	③	④	⑤
13 … çalışanların görüş ve fikirlerine başvurur.	①	②	③	④	⑤
14 … çalışanların kendi önceliklerini oluşturmalarına izin verir.	①	②	③	④	⑤
15 … şikayetleri dikkatle değerlendirir.	①	②	③	④	⑤
16 … problemler ciddi hale gelene kadar müdahale etmez.	①	②	③	④	⑤
17 … çalışanlara gücünü gösterir.	①	②	③	④	⑤
18 … çalışanlara güven verir.	①	②	③	④	⑤
19 … gelecekle ilgili çalışanlara ilham verir.	①	②	③	④	⑤
20 … karşılıklı saygı duygularını geliştirerek çalışanları etkiler.	①	②	③	④	⑤

21 … çalışanın moral ve motivasyon durumunu hemen fark eder.	①	②	③	④	⑤
22 … karşılık beklemeden çalışana yardım eder.	①	②	③	④	⑤
23 … çalışanların iyiliği için kendi önceliklerinden vazgeçer.	①	②	③	④	⑤
24 … çalışanların her birine farklı ihtiyaç ve yetenekleri olan bireyler olarak yaklaşır.	①	②	③	④	⑤
25 … problemler karşısında farklı bakış açıları ortaya koyar.	①	②	③	④	⑤
26 … yapılan iyi işi daima takdir eder.	①	②	③	④	⑤
27 … karar vermekten kaçınır.	①	②	③	④	⑤
28 … astları yönlendirir.	①	②	③	④	⑤
29 … astların kişisel sorunlarına yardım eder.	①	②	③	④	⑤
30 … astlar arasındaki çatışmaları çözer.	①	②	③	④	⑤
31 … kişisel gelişimlerini kolaylaştırmak için astların özel becerilerini takip eder.	①	②	③	④	⑤
32 … astların görevlerini yerine getirmelerini sağlamak için yetki kullanır.	①	②	③	④	⑤
33 … kurumsal konularda astlara rehberlik sağlar.	①	②	③	④	⑤
34 … gerekli görüldüğünde astlarına negatif geri bildirim verir.	①	②	③	④	⑤
35 … astların çalışmalarını yönlendirir.	①	②	③	④	⑤
36 … önemli bilgileri astlara iletir.	①	②	③	④	⑤
37 ... yeni yöntemler kullanmayı teşvik eder.	①	②	③	④	⑤
38 … prosedürlere eksiksiz uyulmasını ister.	①	②	③	④	⑤
39 ... problemleri çözer.	①	②	③	④	⑤
40 ... uygun çözümler önermeleri için astlara fırsat verir.	①	②	③	④	⑤
41 … amaçları net bir şekilde açıklar.	①	②	③	④	⑤
42 … çalışmaları takdir eder.	①	②	③	④	⑤
43 … çalışanların karar vermesini sağlar.	①	②	③	④	⑤
44 … ihtiyaç duyulan yetki ve sorumluluğu verir.	①	②	③	④	⑤
45 … çalışanlar arasında iletişime ve ortak karar vermeye önem verir.	①	②	③	④	⑤
46 … çalışanlara cesaret verir ve onları takdir eder.	①	②	③	④	⑤
47 ... planlar yapar ve uygular.	①	②	③	④	⑤
48 … astlarına adil davranır.	①	②	③	④	⑤
49 … astların performansını değerlendirmede adaletlidir.	①	②	③	④	⑤
50 … işletme amaçlarına ulaşmak için fedakarlıkta bulunur.	①	②	③	④	⑤
51 … çalışanlara sözlerinden çok davranışlarıyla örnek olur.	①	②	③	④	⑤
52 … çalışanların kişisel çıkarlarını işletme çıkarlarıyla bağlantılı hale getirir.	①	②	③	④	⑤
53 … astları motive eder.	①	②	③	④	⑤
54 … astlarına kendilerini değerli hissettirir.	①	②	③	④	⑤
55 … bu bölümde profesyonel gelişim için fırsatlar sunar.	①	②	③	④	⑤
56 … teslim zamanlarına uyulduğundan emin olur.	①	②	③	④	⑤

57 … günlük işlemlerin yapılmasını sağlar.	①	②	③	④	⑤
58 … ertelemeye ve belirsizliği tahammül eder.	①	②	③	④	⑤
59 … maaşa karar verilmesinde çalışanın kıdemini dikkate alır.	①	②	③	④	⑤
60 … çalışanları motive etmek için teşvikler tasarlar.	①	②	③	④	⑤
61 … çalışanın performansına göre maaş artışını belirler.	①	②	③	④	⑤
62 … standart prosedürlerin kullanımını teşvik eder.	①	②	③	④	⑤
63 … ne yapılması ve nasıl yapılması gerektiğine karar verir.	①	②	③	④	⑤

8.4. Appendix D: Curriculum Vitae (CV)

T. C.

SELÇUK ÜNİVERSİTESİ

Sosyal Bilimler Enstitüsü Müdürlüğü

CV

Name & Surname:	Muhammad RASHID
Place of Birth:	Pakistan
Date of Birth:	08-01-1980
Marital Status:	Married
Educational Status	
Bachelor's degree	Islamia University, Bahawalpur, Pakistan
Master	Islamia University, Bahawalpur, Pakistan
Work Experience	Eight years worked at National Commission for Human Development, Pakistan, as a Assistant Finace & Admin Manager
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