The Relationship between Social Media Usage and Job Performance among Administrative Employees in Malaysia

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Abstract
Purpose: This study investigates how the use of social media in workplace can affect towards employee job performance among employees at workplace.
Design/methodology/approach: The authors decided to use the correlational method as a research design for this study and collected 148 social media users in three workplaces.
Findings: This study finds out that the Internet adoption was the highest level of social media usage that influence the employees' job performance. Meanwhile, the lowest was Internet accessibility factor.
Research limitations/implications: The limitations of the study are those characteristics of design or methodology that impacted or influenced the interpretation of the findings. such as population, geographical or any other concepts pertinent. These limitations of the study will evaluate on gender and level of education from Baby Boomers generation employees was born on 1946 until 1964 (55 until 73 years old). Finally, the limitations of the study to the old generations which is baby boomers that are not very familiar in this questions that related to social media.
Practical implications: The organization need to provide the accessibility for the employees to do their job. Therefore, they can improve their job performance by using the social media usage.
Originality/value: First, this study contributes to the literature on the business value of IT by providing theoretical arguments on how companies can capitalize efforts to consider Internet adoption use in combination with social-related use to create business value. Second, this research considers the interdependent effects of Internet accessibility and social-related use on employee performance. Third, the authors find that the links from knowledge-sharing and social-related use of social media to job performance vary in different contexts.

Introduction

According to Pivec and Macek (2018), social media is playing an important role in project work. Social media is generally defined as being "a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allowed the creation and exchange of user generated content" (Yunis, et al., 2018). There are a lot of social media consist in this world today such as Twitter, Facebook, Instagram, LinkedIn, WhatsApp and other applications that can be used to communicate with other people and sharing knowledge. Majority of the users are mostly children, teenagers, and adult. Enable the older people is the least that used social media. social media enable people to communicate and shared information easily and fast but there is also negative effect. Social media also influenced people and their daily life. The existence of Internet today also makes it easy for the people to use all the applications. Through Internet development, social media is rapidly developing and evolving with the current environment.

As mentioned by Hossam, Nevo and Wade (2015) organization are increasingly adopting new technologies, such as social media, that afford employees a repertoire of uses not simply focused on work, but also on socialization and entertainment. Social media platforms are increasingly implemented in work organizations as tools for communication among employees.

The study by Kwahk and Park (2016) mentioned that social media in work environments "enterprise social media," which define as "web-based platforms that allow worker to communicate messages with specific coworkers or broadcast messages to everyone in the organization. Through social media, employees can easily share not only their explicit knowledge through written communication, but also their tacit knowledge, which may be difficult to express in written form. People who actively use social media gain knowledge and information that they can use to resolve problems they may encounter with coworkers or others. By sharing knowledge, a member of an organization can learns from the experience of his or her coworkers, which in turn serves to improve individual and organizational job performance (Kwahk and Park, 2016).

Job performance generally refers to whether a person performs their job well or not (Masooma Javed, Rifat Balouch & Fatima Hassan, 2014). Job performance can be described as the work-related activities expected of an employee and how well those activities were executed. Job performance is to help the organization identify suggested areas for improvement. Based on the Hossam et al., (2015) have state in their studies however, it is equally important to note that hedonic use of social media may have a positive side. As the findings demonstrated, hedonic used is positively associated with the number of expressive ties an employee has at work, which in turn enhances his/her innovative job performance.

Literature Review

Social Media

For the past few years, Social Networking Sites (SNS) such as Facebook has become viral among the Internet users and was used to maintain the social relationship (Richter & Riemer, 2009). Social media can be defined as an application that augment group interaction, shared spaces for collaboration and was used for information exchanges in a web-based environment (Barlett-Brag, 2006). Karlan (2007) stated that social connections as a medium that link a group for social interactions. Research has shown that many people connect to SNS at least once a day either to check their profiles or to participate in the online activities (Lenhart, 2007).

According to McCann and Barlow (2014) social media has brought revolutionary, in which the new ways to interact and connecting with other user though many-to-many, rather than "one-to-many", communication approach. It is basically free and simple to utilize and thusly can furnish organizations with a moderately quick and minimal effort system for joining with clients (Fischer and Reuber, 2011).

Previous study by McCann and Barlow, (2014) expressed that online networking is turning into an indispensable piece of ordinary life for imparting and sharing data and other media. The method for correspondence utilizing SNS interpersonal organization can give clients email, document sharing, blogging, texting, discourse amasses, and talking (Moqbel, 2012). (McCann et al, 2014) expressed that the advancement of online networking, they likewise accentuated its intuitive and social qualities for the groups of clients included in sharing, imparting and cooperating.

Usage of Social Media

There are many usages of social media. The study is focused on Internet/Web accessibility, knowledge sharing, and Internet adoption.

Internet/Web Accessibility

Internet/Web accessibility is the ability of individuals and organizations to connect to the Internet using computer terminals, computers, and other devices; and to access services such as email and the World Wide Web. Various technologies, at a wide range of speeds have been offered by Internet Service Providers (ISPs) to provide this service. The increased accessibility through social media enhances employees' feelings of virtual proximity and being in touch with colleagues (Treem and Leonardi, 2013).

Accessibility refers to how easily an employee can be reached by co-workers (Ten Brummelhuis et al., 2012). Moreover, social media may increase employees' visibility in organizations (Treem and Leonardi, 2013) and improve accessibility, making them more likely to be better informed (Utz, 2015). Being accessible is experienced as essential to helping others and being a competent, flexible and accountable worker (Mazmanian et al., 2013). Hence, accessibility can be viewed as a resource, as it can be functional in achieving work goals, stimulate personal growth and increase professional competence and control and escalating expansion of work-related accessibility as a matter of personal preference and free choice (Chesley, 2010; Jarvenpaa & Lang, 2005; Ter Hoevenet al., 2016; Cavazotteet al., 2014). Indeed, Mazmanian et al. (2013), found that professionals rationalized the constant connectivity associated with technology use as reflecting their own choices and preferences rather than organizational or social expectations. Accessibility in this account is explained as essential to employees' capacity to perform with discretion, authority and competence (Cavazotteet al., 2014). Conversely, accessibility has been found to have liberating rather than intrusive qualities, as communication technologies were seen as "a means of controlling the

work environment to better fit personal needs, offering liberation, freedom and peace of mind" (Middleton, 2007).

Knowledge Sharing

Knowledge sharing is referred to the communication of knowledge from a source in such a way that it is learned and applied by the recipient. In other word, knowledge sharing also known as the act of diffusing individually obtained knowledge to other members of an organization. According to Yunis et al., (2018) the increasing growth in the use of social media for facilitating knowledge sharing, and ensuring its broad diffusion among individual, communities that use of social media that creates a virtual space that support knowledge sharing activities.

Furthermore, knowledge sharing can occur when individuals convey knowledge, or acquire it from others. Besides that, by sharing knowledge the employee in organization can learn from the experiences of his or her co-workers in order to improve individual and organizational job performance. Kwahk and Park (2016) indicated that knowledge sharing improves the job performance of an organization members.

Study by Yunis et al, (2018) revealed that many organizations encourage employees to share their knowledge via social media tools. This can help employee facilitates efficient information within and between teams. And it is also help employee know how to find the useful knowledge about the organizations. Furthermore, according to this study we can conclude that job performance can be improve when knowledge sharing activities are carried out through social media. Hence, knowledge sharing also positively influence team performance which helps to foster decision making.

Internet Adoption

Internet Adoption is defined as an innovation for a firm, based on Damanpour's argument that an innovation is something that is new to the adopting organization. (Mehrtens, Cragg and Mills, 2001). In addition, an organization's decision to adopt an innovation in influences by several factors including the relative advantages the innovation has over the current situation, the compatibility of the innovation's trial ability, and the observability of the innovation. Pressure from within the organization and externally are also factors that encourage adoption of technology.

As mentioned by Shu-Chu, (2012) technology adoption is often used by users to communicate their social differentiation to others. If the adoption of a given technology allows user which is employee, employer, manager, supervisor, Chief Executive Officer (CEO) and so on to express their lifestyles, then this technology must at least meet two prerequisites:

(1)   First of all, this technology has not been adopted by most people in a society
(2)   The adoption allows consumers to show their social differentiation.

As indicated by Khalid, Ali and Masaud, (2009) said Internet adoption enables public relations professionals to handle multiple tasks more quickly and easily, enhancing efficiency. The Internet has extended these professionals' reach to various publics, increased information distribution, and reinforced awareness of organizational image. The web is a tool for conducting research that allows professionals to access various documents, such as annual reports, and conduct extension research on the activities of competitors.

Musakali and Mutula, (2007) said Internet adoption is made possible by the collaborative support of several agencies working together including the government, academic community, the private sector, telecommunication providers, and the international community. Besides that, this article asserts that individual countries should undertake IT adoption studies individually

taking cognizance of the unique ICT environment in operation to enhance a clear and more accurate understanding of the issues surrounding its acceptance and use.

Job Performance
Job performance can be defined as the overall expected value from employees' behaviors carried out over the course of a set period of time and the work-related activities expected of an employee and how well those activities were executed. According to Brooks, (2017) have long recognized that job performance depends heavily on how employees perceive their jobs. According to Moqbel, (2013), found that using social computing at the workplace increase employee job performance by enhancing first their social capital. Furthermore, Nevo, (2013) reported that the benefits of social networking site use in the workplace can include enhanced collective knowledge, improved knowledge, increased productivity, and improved morale. Wade, (2015) mentioned, the link between uses of social media in the various ways can be used to enhance job performance. Besides that, the use of social media by organizational members could lead to benefits to both the employees and organization.

Theoretical Framework and Hypothesis Development
The conceptual framework is a conceptual based on the review of literature. The framework was clearly explained the relationship between independent variable and dependent variable which is the relationship between social media usage and employees' job performance. The conceptual is created by several articles by combining several articles which are (Zoonen, Verhoeven and Vliegenthart, 2017), (Khalid, Ali & Masaud, 2009), (Kwahk & Park, 2016) and (Moqble, Nevo & Kock, 2013). The independent variables are Internet/Web accessibility, Knowledge Sharing and Internet Adoption. The dependent variable is employees' job performance by (Moqble, Nevo & Kock, 2013).
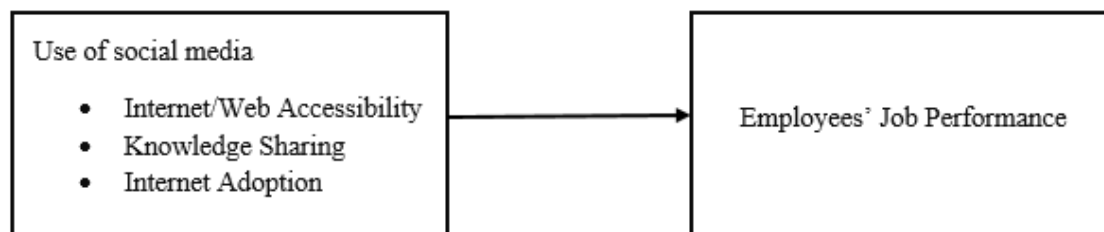

Figure 1: Theoretical Framework

H1   There is relationship between social media usage and employees' job performance.

H1a   There is relationship between internet/web accessibility and employees' job performance.

H1b   There is relationship between knowledge sharing and employees' job performance.

H1c   There is relationship between internet adoption and employees' job performance.

Method

This study utilizes correlational research to recognize how two or more things are identified with each other. This study is to investigate the relationship between social media usage and employees' job performance of the employees at these three organizations which are Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan, and Koperasi Pembangunan Daerah Langkawi Berhad.

Sampling Frame

Sampling frames are formal or informal lists of units or cases from which the sample is drawn (Charles Teddlie & Fen Yu, 2007). The sampling frame for this study will be obtained from the social media users within this organizations which are Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan, and Koperasi Pembangunan Daerah Langkawi Berhad. The employees from this organizations will be requested to fill out the questionnaire that have been distributed.

Population

According to Salkind (2014), population is a gathering of potential participants to whom that need to generalize the result of the study. The population for this study was the total number of employees at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan, Koperasi Pembangunan Daerah Langkawi Berhad. The total number of employees for selected organization are 250 employees. This population has been chosen based on the employees' same background which is human resources department. A study refers by Sekaran (2003) has pointed that population refers to the entire group of people, event or things of interest that the researcher wishes to investigate. Population is also defined as population sciences, whether focused on people or the plenitude of other species with which inhabit this world, rely on a remarkable, almost alchemical, feat that nevertheless now passes as commonplace: creating causal and actionable knowledge via the transmutation of data from unique individuals into population distributions, dynamics, and rates.

Findings

Table 1: Demographic profile

Criteria	Category	Number	Percentage
Gender	Male	60	40.5%
	Female	88	59.5%
Age Group	<25	24	16.2%
	25-35	61	41.2%
	36-45	28	18.9%
	>45	35	23.6%
Education Level	Tertiary	59	39.8%
	Diploma	48	32.4%
	Degree	36	24.3%
Marital Status	Single	45	30.4%
	Married	100	67.6%
	Others	3	2.0%
Employment Sector	Government	100	67.6%
	Private	48	32.4%
Working Experience (years)	<5	57	38.5%
	6-10	30	20.3%
	11-15	20	13.5%
	>15	41	27.7%

Correlation Analysis is to find the relationship between Independent Variable which are Internet/Web Accessibility, Knowledge Sharing and Internet Adoption with Dependent Variable as Job Performance at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad and Section B of questionnaire was aimed to answer the research questions. This study used Pearson Correlation by researcher to examine the result of relationship between two variables.

The objective of this study was to determine the relationship between social media usage and employees' job performance and to identify the level of social media usage among employees at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad.

Research Objective 1
To determine the relationship between social media usage and employees' job performance at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad.

H1) There is relationship between social media usage and employees' job performance.

Table 2: Correlation between Social Media Usage and Employees' Job Performance

Correlations

		SOCIAL MEDIA	PERFORMANCE
SOCIAL MEDIA	Pearson Correlation	1	.704**
	Sig. (1-tailed)		.000
	N	148	148
PERFORMANCE	Pearson Correlation	.704**	1
	Sig. (1-tailed)	.000	
	N	148	148

**. Correlation is significant at the 0.01 level (1-tailed).

In addition, based on the table 4.18 this finding indicates that there is significant and strong relationship between Social Media Usage and Employees' Job Performance with the value (r = 0.709, p<0.01). This means, research hypothesis was accepted. Form this finding, the social media usage strongly impacts the employees' job performance at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad.

As mentioned by Joneset et al., (2015), social media is an important tool for all businesses because it allows business to communicate with, listen to, and learn from their customer in a way they have been able to do before. In addition, as indicated by Lingling Yu, Xiongfei Cao, Zyiying Liu and Junkai Wang (2018), these tools can be used for socializing, entertainment, self-promotion, communication and information seeking. According to Landers and Schmidt (2016), employees use various social media applications for knowledge sharing, problem solving, collaboration and communication in organizations.

H1a) There is relationship between internet accessibility and employees' job performance.

Table 3: Correlation between Internet/Web Accessibility and Employees' Job Performance

Correlations

		ACCESS	PERFORMANCE
ACCESS	Pearson Correlation	1	.594**
	Sig. (1-tailed)		.000
	N	148	148
PERFORMANCE	Pearson Correlation	.594**	1
	Sig. (1-tailed)	.000	
	N	148	148

**. Correlation is significant at the 0.01 level (1-tailed).

Moreover, based on the table 4.19, the table was interpreted that the result of finding of Internet/Web Accessibility and Employees' Job Performance is significant and moderate relationship with the altruism (r = 0.594, p <0.01). Therefore, the research hypothesis was

accepted. From this finding, it is showed that the Internet accessibility can affected the employees' Job Performance.

According to Cavazotteet et al., (2014) accessibility in this account is explained as essential to employees' capacity to perform with discretion, authority and competence. As mentioned by Mazmanian et al., (2013) being accessible is experienced as essential to helping others and being a competent, flexible and accountable worker. Hence, accessibility can be viewed as a resource, as it can be functional in achieving work goals, stimulate personal growth and increase professional competence and control as mentioned by (Chesley, 2010; Jarvenpaa & Lang, 2005; Ter Hoevenet al., 2016).

H1b) There is relationship between knowledge sharing and employees' job performance.

Table 4: Correlation between Knowledge Sharing and Employees' Job Performance

Correlations

		KNOWLEDGE	PERFORMANCE
KNOWLEDGE	Pearson Correlation	1	.620**
	Sig. (1-tailed)		.000
	N	148	148
PERFORMANCE	Pearson Correlation	.620**	1
	Sig. (1-tailed)	.000	
	N	148	148

**. Correlation is significant at the 0.01 level (1-tailed).

Based on the table 4.20, the result indicates there is significant and strong relationship between Knowledge Sharing and Employees' Job Performance with the value (r = 0.620, p<0.01). This can be concluded that the research hypothesis was accepted. This finding showed that knowledge sharing tends to influence employees' Job Performance at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad.

As studies by Razmerita, Kirchner and Nielsen (2016) said organizations have an interest in making knowledge available to all employees to improve their work performance; but from an employee's point of view, it is a rational choice to hoard knowledge to save time, conserve power and thereby remain valuable for the organization and reduce the risk of getting fired. Furthermore, knowledge sharing through social media offers the opportunity of communal presentation of individual knowledge and a strategic self-presentation. (Treem & Leonardi, 2012).

As indicates by Muhammad, et al. (2018), the use of knowledge exchange and deployment of social media as a potential mechanism has been linked to myriad of organizational outcomes. Results by Louati, H., and Hadoussa, S. (2021) reveal that social media use in the workplace positively influence social capital, which impact knowledge sharing among employees that leads to better work performance.

H1c)   There is relationship between Internet Adoption and Employees' Job Performance

Table 5: Correlation between Internet Adoption and Employees' Job Performance.

Correlations

		ADOPT	PERFORMANCE
INTERNET ADOPT	Pearson Correlation	1	.682**
	Sig. (1-tailed)		.000
	N	148	148
PERFORMANCE	Pearson Correlation	.682**	1
	Sig. (1-tailed)	.000	
	N	148	148

**. Correlation is significant at the 0.01 level (1-tailed).

Furthermore, based on the table 4.21, this study was indicated there is significant and strong relationship between Internet Adoption and Employees' Job Performance with altruism (r = 0.682, p<0.01). This result points out the research hypothesis was accepted. Therefore, there is positive effect of Internet Adoption toward Employees' Job Performance at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad..

As indicated by Khalid et al., (2009) said Internet adoption enables public relations professionals to handle multiple tasks more quickly and easily, enhancing efficiency. As stated by Wendy and Terry (2010) that the use of flextime and teleworking can increase employee commitment to the organization, aid in retaining quality employees, help employees balance work and family issues, and improve workplace performance. As stated, Nikolaos A. Panayiotou and Petros K. Katimertzoglou, (2015) indicated that business to business and e-Commerce adoption decisions are influenced by organizational, industrial, governmental and cultural factors.

So this study can be concluded that social media usage toward employees' job performance has moderate and strong relationship that can affect the employees at the workplace. So that social media gave advantage when using the social media appropriately.

Table 6: Level of social media usage and employees' job performance.

Correlations

		ACCESS	KNOWLEDGE	ADOPT	PERFORMANCE
ACCESS	Pearson Correlation	1	.756**	.637**	.594**
	Sig. (1-tailed)		.000	.000	.000
	N	148	148	148	148
KNOWLEDGE	Pearson Correlation	.756**	1	.722**	.620**
	Sig. (1-tailed)	.000		.000	.000
	N	148	148	148	148
ADOPT	Pearson Correlation	.637**	.722**	1	.682**
	Sig. (1-tailed)	.000	.000		.000
	N	148	148	148	148
PERFORMANCE	Pearson Correlation	.594**	.620**	.682**	1
	Sig. (1-tailed)	.000	.000	.000	
	N	148	148	148	148

**. Correlation is significant at the 0.01 level (1-tailed).

Besides, based on the table 4.22 and 4.23, this study indicates that the level of social media usage toward employees' job performance. The result indicates that the Internet Adoption was the highest level because the mean and standard deviation of Internet Adoption revealed the highest level with the altruism (M = 4.2804, SD = .57284). Moreover, the correlation between Internet Adoption and employees' job performance had significant and strong relationship rather than others with values (r = 0.682, p<0.01). In addition, this means that Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad was believed that Internet Adoption influence more to Employees Job Performance. According to Wendy and Terry (2010) IT may pay a role in enhancing the human resource function, resulting in increased employee commitment and satisfaction, and ultimately in improved workplace performance. And then, the lowest is Internet Accessibility with the values (r = 0.594, p<0.01). In addition, Knowledge Sharing was the second level of the social media usage with the altruism (r = 0.620, p<0.01).

Discussion and Conclusion
The result of the study indicates that there is significant and strong relationship between Social Media Usage and Employees Job Performance among staff at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad. This result showed that staff believed social media usage tend to increase their job performance because they able to do works more effectively and efficiently with their coworkers. Besides that, the employees believe that social media had positive effects in order to successfully complete the task in given time because social media promotes fast feedback.
This finding was stated by Moqbel et al., (2013) that the use of social networking sites by organizational members may provide employees with a sense of social interaction. Besides, social interaction serves as a resource to employees in the organization in which may enhance the employee's affective attachment to the organization. In addition, as mentioned by Moqbel et al., (2013) this study found that 65 percent of employees believed that the use of social networking helped them be more productivity. And then, Kishokumar R., (2016) indicated by

that strong association between the intensity of use of Facebook and social capital and using social networking site can help certain employees to deal with low self-esteem and low life satisfaction.

This study can be concluded that social media usage which are Internet/Web Accessibility, Knowledge Sharing and Internet Adoption had a significant and strong relationship toward employees' job performance. Kock and Moqbel, (2021) suggest that the use of social networking sites may significantly increase job performance, primarily via intermediate effects on two positive emotions–job satisfaction and organizational commitment.

This finding indicates that Internet Adoption was the highest level of social media usage toward employees' job performance because the result revealed that there is significant and strong relationship. This could happen because employees are able to accept the Internet in daily work routine because employees trust that social media are very useful and Internet can keep the employees up-to-date with the latest news.

As indicated by Khalid et al, (2009) said Internet adoption enables public relations professionals to handle multiple tasks more quickly and easily, enhancing efficiency. As studied by Musakali and Mutula (2007) that Internet adoption is made possible by the collaborative support of several agencies working together including the government, academic community, the private sector, telecommunication providers, and the international community. And then, the second level of media social usage is knowledge sharing. The employee believed that with the social media they are able to share the knowledge or information among their coworkers.

In addition, the third or lowest level of social media usage was Internet Accessibility. The employees need more resources in order to access Internet. So that the employees can use the internet to work and they can improve their job performance because they are able to work efficiently and effectively.

It could be concluded that Internet Adoption was the highest level of social usage that had significant and strong relationship toward employees' Job Performance at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad.

Recommendation for the organization

The study was resulting that social media usage which are Internet/Web Accessibility, Knowledge Sharing and Internet Adoption influences employees' job performance with the significant and strong relationship at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad. From this finding, Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad is recommended to provide more convenient of Internet Accessibility such as Internet Wireless to employees because this companies could not access the Internet properly. Sometimes employees had limitless in order to access the Internet and they face the barrier in order to interact with their coworkers. Thus, accessibility of Internet can improve job performance and productivity of employees during work because they can operate their business without limitless. For instance, they can cut cost to meet the customer by using the social media, reduce time consuming and give feedback quickly. In addition, at Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad had Baby Boomers generations where they are not able to adapt with the Internet and they need to learn on how to use the Internet this could occur time consuming when works. Therefore, they need to attend the training that could give more information regarding on the Internet and create awareness in

using the Internet. Hence, to achieve an outstanding performance at work, the manager need to give the support to the employees to enhancing their skill and knowledge toward Internet.

Recommendation for Future Study
It this study, there are several limitations that can affects the result of study. Thus, the improvement needs to be made for the future research in measuring the social media usage and employees job performances in Ibu Pejabat Jabatan Kerja Raya (JKR) Negeri Kedah, Majlis Perbandaran Langkawi Bandaraya Pelancongan and Koperasi Pembangunan Daerah Langkawi Berhad. Therefore, the authors suggests the recommendation according to the limitations of study:

1. Emphasize the sample size
   In addition, the researcher wants to use the large amount sample size in the organization with the researcher distribute all the questionnaire without limit the department and organization.

2. Use another research strategy
   Usually, the researcher printed out the questionnaire to distribute to respondent. So researcher could use the questionnaire using the Google Forms application. So we can get more respondent through technology application such as using mobile phone. Furthermore, the research able reduce cost to print the questionnaire and paperless.

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