THE USE OF SOCIAL MEDIA IN LEADERSHIP COMMUNICATION: BENEFITS, CHALLENGES AND LEADERS' PERSPECTIVES

Cheng Ean (Catherine) Lee

Sunway University, Malaysia

With the advancement of communication technology, social media has changed the way people communicate with each other. According to Edosomwan et al. (2011), social media is not a new concept as it has evolved since the dawn of human interaction yet it played a vital role in transforming business and communication and now a major player in most people' business lives. Besides, social media has also burgeoned into one of the most used channels of communication in the society. Extensive research supports the use of social media in business practices in which many companies have use tools such as Facebook, Twitter, blogs and YouTube for communication and engagement with their customers as well as employees. The research results show the benefits of using social media for internal communication in terms of cost effectiveness (Greenwald, 2010), improvement of job satisfaction, productivity and sharing of information among organisational members (Burrus, 2010) as well as producing better communication, stronger relationships and engagement between the management, leaders and employees (Khan & Khan, 2011). Leadership communication is an important element of study in organisations as this form of communication affects organisational members – employees – which in turn will affect the organisation's performance. Employee or internal communication – an area which is neglected in the past – is gaining importance lately because studies conducted show that effective internal communication has positive impact for the employees, workplace environment, productivity and the company bottom-line. Communication is the key to being a good leader, thus, leaders' effective communication with the employees will motivate a workforce to contribute to the company's financial success. Meredith (2012) in his research claimed that leaders should maximise the potential of social media in reaching internal and external audiences that includes employees, shareholders, customers and media. In addition, a recent survey from a marketing solutions provider claimed that approximately 46% of business leaders plan to increase their social media budgets in 2014 (Smith, 2014). Through the perspective of Technology Acceptance Model (TAM), this study aims to examine the use of and attitude toward social media as an internal communication tool amongst leaders in Malaysian business organisations. The main objectives are (1) to investigate the use of social media by leaders in the workplace; (2) to appraise the benefits and challenges of using social media as an internal communication tool; and (3) to explore leaders' perspective on the predominant use of social media as effective communication culture. The collected data will be quantitative based on survey questionnaires on the use of social media by leaders in communicating with their subordinates. This study provides useful insights for managers or leaders interested in using social media for internal communication as well as for academics interested in pursuing social media and leadership communication research.

Keywords: Social media, Employee/internal communication, Leadership communication, Technology Acceptance Model (TAM), Leader.

Introduction

According to Edosomwan et al. (2011), social media is not a new concept as it has evolved since the dawn of human interaction, but it has become a phenomenon that transformed the interaction and communication of individuals throughout the world. With the evolution of social media, including major social networking sites that came into existence during the 21st century, social media has burgeoned into one of the most used channels of communication in the society.

The result of a survey by BRANDfog (2013) proved very instructive for companies looking to establish leadership branding through social media. The survey results demonstrate that 80.6% of respondents believe that social media is an important communication channel for leaders especially CEOs to engage with customers and investors, and 83.9% of them believe that CEO social media engagement is an effective tool to increase brand loyalty and serve as a gateway to facilitate deeper connections with the customers, employees and shareholders (BRANDfog, 2013). In addition, in 2014, two-thirds of United Kingdom (UK) respondents and nearly three-quarters of United States of America (USA) respondents believe that a company whose CEOs and leadership team use social media to communicate about core mission, brand values and purpose is more trustworthy (BRANDfog, 2014).

As social media becomes well recognised for its potential as a social communication channel, extensive researches support the use of social media in business practices in which many companies have use tools such as Facebook, Twitter, blogs and google doc for communication and engagement with their customers as well as employees (Burrus, 2010; Greenwald, 2010; Wahlroos, 2010; Khan & Khan, 2011; Charles, 2012; Meredith, 2012; Oakes, 2012 to name a few). Social media, a web-based technology medium mainly used for social interaction had recently exploded in terms of its popularity not only among common users, but also in leadership communication.

Scholars and researchers claimed that it is a need for top business executives, CEOs, or managerial leaders to personally get into the social media game as a news article published by the *Wall Street Journal*, argued that social media tools are not only beneficial to business, but can also make day-to-day communication at the office more effective (Oakes, 2012). Besides, some scholars have recognised the benefits of social media for organisations. The social aspects of social media which allows collecting and sharing of information (Wahlroos, 2010) among the social media platforms can be used by organisations to internally collect, share and retain information. The benefits of embracing social media in the work environment have surfaced with improved level of employee engagement and improved knowledge management and collaboration. Charles (2012) further claimed that social media has become an instrument for effective leadership as leaders who engage in social media are better capable of leading a company.

Leadership communication has become an important element for organisational communication studies because this form of communication affects the members of organisations, which in turn affects the organisation's performance. Novick, Morrow and Mays (2008) asserted that the most important skills needed by a leader in today's 21st century are communication skills – communication which will influences and organises employees towards a common purpose and to fulfil organisational objectives. In addition, communication is the key to being a good leader, thus, leaders' effective communication with the employees will motivate a workforce to contribute to the company's financial success. Today, leaders especially in the corporate sector have use different means of communication with their subordinates, and one of the more recent means of communication is through social media.

With the increase of social media popularity, corporate leaders need to adapt his or her thinking and embrace the opportunity to connect online. Successfully managing a social presence does take time and a concerted effort, yet by investing that time to connect with customers, employees, and other stakeholders in a transparent, relevant, and timely way, this can shape the perceptions of the brand and company in powerful ways (Edelman, 2012).

With this in mind, this study aims to examine the use of social media by corporate leaders in Malaysian companies as well as to determine their attitude towards adopting social media as an effective internal communication channel.

Literature Review

Leadership communication and effective internal communication

Leadership communication is defined as "the controlled, purposeful transfer of meaning by which leaders influence a single person, a group, an organisation, or a community…and uses the full range of communication skills and resources to overcome interferences and to create and deliver messages that guide, direct, motivate, or inspire others to action" (Barrett, 2006, p. 390). Roebuck (2012) in her book asserted that leadership communication focuses on how to lead change and inspire a vision for internal communication as well as interacting with external audiences for projecting the image and reputation of the organisation.

Scholars have acknowledged the value of building long-term relationships with employees based on mutual satisfaction and effective internal communication because it will strengthen employees' identification with their organisations, facilitate engagement and building trust among the employees as well as enhance business performance to influence customer behaviour which will directly affects revenue growth and profitability (Shockley-Zalabak, 2009; Towers, 2003; Grunig, Grunig & Dozier, 2002; Smidts, Pruyn & van Riel, 2001). Looking at the benefits of effective internal communication, Lee (2010; 2011; 2012) claimed that it is essential for organisations especially leaders, to recognise the importance of internal communication and the appropriate use of channels for communication with the employees. The various channels of communication used by leaders for internal communication include face-to-face meetings, videoconferencing or webcam conferencing, phone calls and conference calls, voice mail, e-mail, instant messaging as well as social media (Roebuck, 2012).

The emergence of social media platforms that are widely received and supported by the general public creates a new method and channel for communication between an organisation's stakeholders (Meredith, 2012). Burrus's (2010) study found out that leaders who utilise social media as communication channel improved employees' satisfaction, increase productivity and encourage sharing of information. Furthermore, these social platforms act as a connective space for communication and information sharing (van Dijck, 2012). Corporate organisations also discover that social media has numerous applications that allow communication with their own employees more cost effective (Greenwald, 2010). A report from McKinsey Quarterly in February 2013 claimed that leaders need to develop social media and content creation skills to promote collaboration, knowledge sharing as well as to tap employee capabilities to stay competitive advantage (Waddington, 2013). A recent survey result from BRANDfog (2014) revealed that in 2013, 75% of the respondents perceived CEOs' and leaders' participation in social media leads to better leadership compared to only 45% of them who perceived that in 2012.

Social media use in the workplace

Definitions of social media vary according to different scholars. Berger (2008, as cited in Moyer 2011) defined social media as the "new electronic and web-based communication channels such as blogs, podcasts, wikis, chat rooms, discussion forums, websites, social networks and other dialogue-creating media" (p. 22). Another definition by Kaplan and Haenlein (2010) is "a group of Internet-based applications that builds on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of user generated content" (pg. 61). Huang (2010, as cited in Westover Jr., 2010) further defined social media as "web-based services that allow individuals and organisation to share and exchange information and connect with others" (p.27). Lastly, Safko and Brake's (2009, as cited in

Wahlroos, 2010) definition of social media is the "activities, practices, and behaviours among communities of people who gather online to share information, knowledge, and opinion using conversational media" (p. 11).

The use of social media brings various advantages for organisations (Leader-Chivee, Hamilton & Cowan, 2008; Smith, 2009; Harris, 2011; Brady, 2012; Kelleher & Sweetser, 2012; Meredith, 2012). Leader-Chivee, Hamilton and Cowan (2008) in their article claimed that social networks are an important workplace consideration for keeping up with employee demands and communication preferences, as well as for maintaining innovation and competitive advantage. The potential benefits for the use social media as internal communication channel enable the increase of trust between leaders and subordinates; the increase in knowledge and sharing information and lastly it also increases productivity (Smith, 2009). Wright (2008, as cited in Harris, 2011) revealed the benefits of using social media in organisations as part of internal communication efforts because (1) many people are already using social media sites and tools in their personal lives, so they know how to use them; (2) the coding is already written with little to no cost, (3) the information is always up-to-date; (4) any individual can create an online forum for their company's user groups for getting feedback from the user groups without having to arrange for a conference.

Besides, Brady (2012) affirmed the importance of social media in the workplace because it allows employees to share ideas and together they participate in running the business and achieve the organisational goal. Leaders should maximise the potential of social media in reaching internal and external audiences including employees, shareholders and customers because social media is a platform which provides a means of relationship building through communication (Meredith, 2012). Finally, the use of social media could improve the exchange of knowledge and greater dialogic communication in organisational communication (Kelleher & Sweetser, 2012). Thus, a recent survey from a marketing solutions provider claimed that approximately 46% of business leaders plan to increase their social media budgets in 2014 (Smith, 2014). Another online source mentioned that social media use in companies as internal communication tool will be increasingly important in 2014 and beyond because employees are active on internal social media platforms, making it far easier for employees to collaborate with peers and to learn both from and with colleagues (Meister, 2014).

**Theoretical Framework – Technology Acceptance Model (TAM)**

The Technology Acceptance Model (TAM) was proposed by Davis (1989) for identifying the factors that influence the intention to use a new technology in an organisation. It is an adaptation of the Theory of Reasoned Action (TRA) developed by Ajzen and Fishbein (1980). TAM researches have consistently focused on individuals in use and adoption behaviour in the areas of emails and graphics, voice-mails and word-processors, spreadsheets, DBMS, GSS, and adaptive technology for the physically-challenged (Gefen & Straub, 1997), as well as in personal computer application telemedicine, email, broker workstation, word-wide-web (WWW), e-commerce, m-commerce and mobile service (Wong, 2009).

When individual users are presented with a new technology, the perceived ease of use and perceived usefulness will influence their intention to use it, with the intention to use serving as a mediator of actual usage. Thus, it is important to consider both perceived usefulness and perceived ease of use in predicting individual behaviour of use. According to Khalifa and Shen (2008), each individual's actual system usage is determined by the behavioural intention, which is predicted by perceived usefulness and perceived ease of use. Davis (1985, as cited in Davis, 1989) defined perceived usefulness as the degree in which an individual believes that using a particular technology would enhance his or her job performance while perceived ease of use is the degree in which an individual believes that using a particular technology would be free of physical and mental effort.

TAM has emerged as one of the most influential models in the stream of research of Information System (Malhotra & Galletta, 1999). The TAM model has demonstrated that it is a valid, robust and powerful model as a predictive or explanatory model of the usage of different technologies, however, it

does not help understand and explain the acceptance of a technology in a way that promotes the development of a strategy having a real impact on the usability and acceptance of the technology (Bertrand & Bouchard, 2008). Looking at the strength of TAM model in predicting the attitude and behaviour of individuals on their intention of using a new technology in an organisation, TAM is used in this study as a theoretical framework for investigating the adoption of social media by corporate leaders as an internal communication tool.

Figure 1: The Technology Acceptance Model (TAM) by Davis, 1989
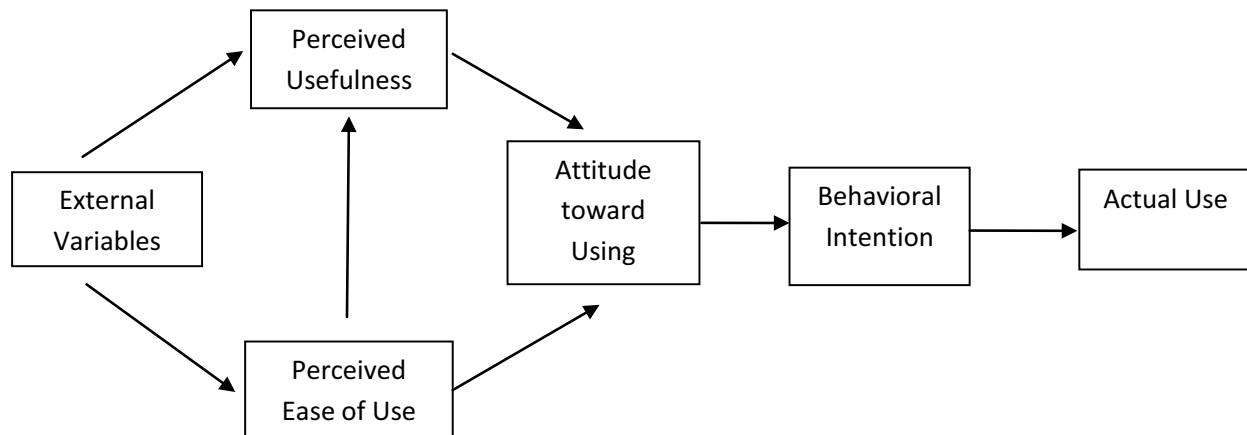
Research Questions

The three research questions (RQs) guiding this study are:
    RQ1: What are the types of social media tools use by leaders in the workplace?
    RQ2: What are the advantages and disadvantages of using social media in the workplace?
    RQ3: What is the perspective of corporate leaders on adopting social media as an effective internal communication channel?

Methodology

A quantitative survey was used to gather the data. A descriptive survey attempts to describe the current conditions or attitudes of the respondents which has several advantages. A quantitative survey is use to collect a large amount of data with relative ease from variety of people at a reasonable cost despite the disadvantages of using inappropriate wording or placement of questions within a questionnaire which might mislead people due to the ambiguity of the words used (Wimmer & Dominick, 2013). A self-administered questionnaire was distributed online and in hard copy to corporate leaders (managers) and employees of five Malaysian companies in September and October 2012. An email with the survey link was sent to the employees of the companies but after two weeks of no response, a reminder email was sent. Yet the response rate was still low despite reminder email was sent. After six weeks, a printed questionnaire was distributed to managers and employees of the companies.

The questionnaire consists of ten close-ended and one open-ended questions of three sections. The respondents needed to provide demographic information (gender, age, job position and years of working experience) in Section A; as well as answer questions on leaders' use of social media in the workplace (types of social media use, frequency of usage and content of communication in social media) in Section

B; and respondents' perception on the effectiveness of using social media in leadership communication and leaders' adoption of social media for internal communication (advantages and disadvantages of using social media, and acceptance of social media in leadership communication) in Section C. The questions in the questionnaire consist of multiple choices and statements that required respondents to indicate their level of agreement using Likert-scale ranging from strongly disagree to strongly agree.

Data Analysis

After six weeks of data collection, only 40 responses were received from the online survey despite a reminder email was sent to motivate more participation. However, only 38 responses were usable. Looking at a low response from the online survey, a printed questionnaire was then distributed to the managers and employees using snowball sampling. At the end of October 2012, 62 print questionnaires were received with 53 of them usable. A total of 91 responses collected from both online (38) and in print (53) was manually analysed using descriptive statistics. The survey sample comprised 51 male (56%) and 40 female respondents (44%); 41 respondents hold managerial position (45%) and 50 others are subordinates (55%); 32 respondents aged between 20 to 25 (35.2%), followed by 19 respondents aged 26 to 30 (20.9%), 16 respondents fall in the age group of 36 to 40 (17.6%), ten respondents aged 41 to 45 (10.9%), six respondents aged less than 19 (6.6%) and four respondents fall in the age group of 31 to 35 and 46 to 50 respectively (4.4%); and lastly majority of the respondents (61 respondents) have 1 to 5 years of working experience (67%), 27 respondents have 6 to 10 years of experience (29.7%) and three respondents have 11 to 15 years of experience (3.3%). The average age of the respondents is 29.98 years and the average years of working experience is 4.81 years. The demographic information of the respondents is shown in Table 1.

Table 1: Respondents' Demographic Information

	Number of People (n=91)	Percentage (%)
Gender:		
Male	51	56
Female	40	44
Age:		
less than 19	6	6.6
20-25	32	35.2
26-30	19	20.9
31-35	4	4.4
36-40	16	17.6
41-45	10	10.9
46-50	4	4.4
Job Position:		
Manager	41	45
Staff	50	55
Working Experience:		
1-5	61	67
6-10	27	29.7
11-15	3	3.3

Results and Discussion

Types of social media tools use in the workplace

For answering the first research question on the types of social media use by leaders in the workplace, respondents were given a list of social media tools. From a list of six main categories of social media tools, Figure 2 shows that leaders use four types of social media tools in the workplace. Majority of them use social networking sites such as Facebook and Google+ for communicating with their subordinates (58%), followed by microblogging, Twitter (35%), document management such as Google Doc and Wiki (6%) and lastly blogs (1%). The result shows that Facebook is the top social networking site use by Malaysian leaders for internal communication. This could be explained with the statistics that indicate 87.9% of Malaysians on the Internet access Facebook and in July 2013, there are 13.3 million Facebook users in Malaysia (Malaysia Social Media Statistics, 2013).

Figure 2: Types of Social Media Tools Use by Leaders at the Workplace
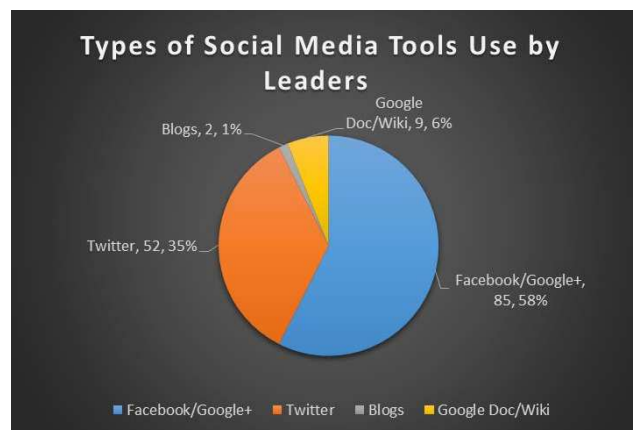
The next question required the respondents to indicate the frequency of usage of social media tools by the leaders per day in the workplace. Figure 3 shows the highest percentage of usage is between 6 to 10 times a day with 25 respondents (27.5%) followed by less than 5 times (24 respondents, 26.4%), above 21 times (22 respondents, 24.2%); and between 11 to 20 times a day (20 respondents, 21.9%). This results shows that leaders' usage of social media per day is very frequent.

Figure 3: Frequency of Usage of Social Media by Leaders per Day
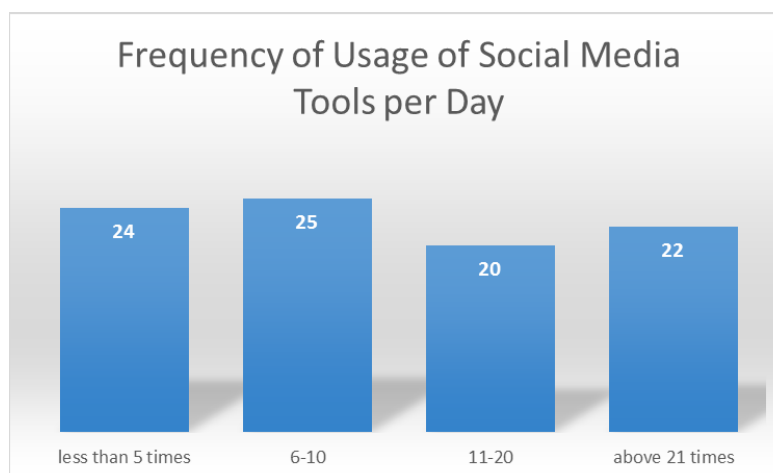
When asked about the types of content communicated by the leaders with the employees via social media, the result in Figure 4 shows that majority of the content is work-related matters (38%). However, leaders also use social media for sharing knowledge and experience (34%) as well as to engage in casual and personal conversation (28%).

Figure 4: Content of Communication Using Social Media by Leaders
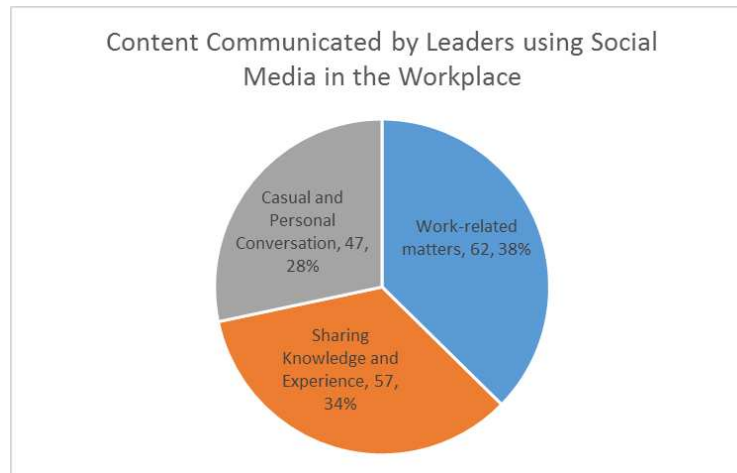
Advantages and disadvantages of using social media in the workplace

For answering research question two on the advantages and disadvantages of using social media in the workplace, a list of advantages and disadvantages were given to the respondents. The respondents need to tick the top three choices. From Figure 5, the top three benefits of leaders using social media in the workplace are: (1) quick and instant feedback (59 respondents), (2) flexible and convenient (52 respondents), and (3) easy contact with leaders or employees (26 respondents). Other advantages include eliminate time and space constraints (24 respondents), closer relationship with leaders/employees (19 respondents), personalised communication and frequent communication (15 respondents), better engagement/common interest (14 respondents), cost effective and easy to use/comprehensive (12 respondents), real time/instantaneous/interactive (9 respondents), productive/effective work done (7 respondents), comfortable and entertaining (5 respondents), and able to break down cultural barriers (4 respondents).

Figure 5: Advantages of Using Social Media by Leaders
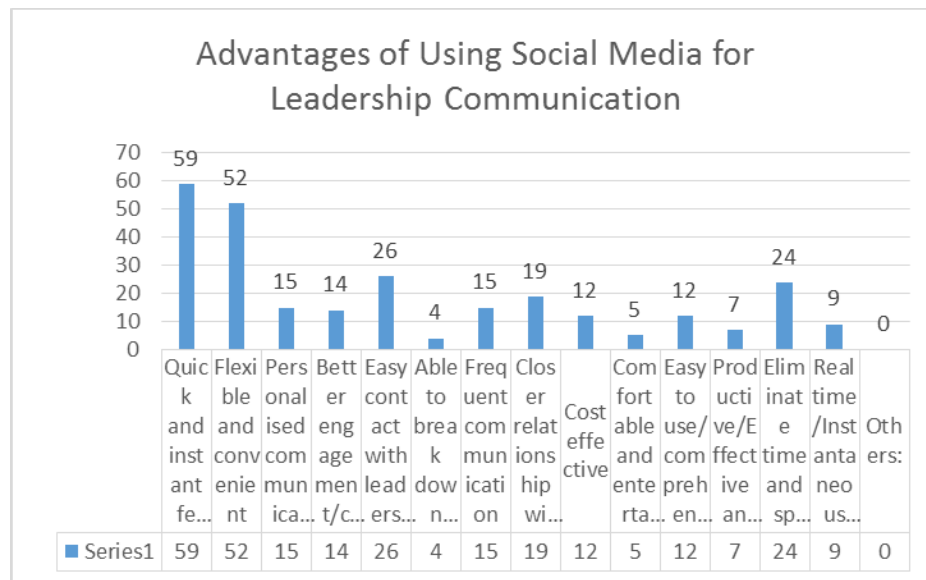
On the other hand, Figure 6 shows the various disadvantages of leaders using social media in the workplace. The top three challenges identified by the respondents are: (1) misunderstanding or misinterpretation of information communicated (56 respondents), (2) lack of privacy (39 respondents) and (3) absence of social cues (35 respondents). Other disadvantages include informal communication (31 respondents), unable to communicate sensitive or taboo issues (20 respondents), issues of accessibility (17 respondents), blur lines of leader/subordinate relationship (16 respondents), jargon use (15 respondents), lack of respect (14 respondents), a stalking act (11 respondents), technology illiterate (6 respondents), and others which is not specified (1 respondent).

Figure 6: Disadvantages of Using Social Media by Leaders
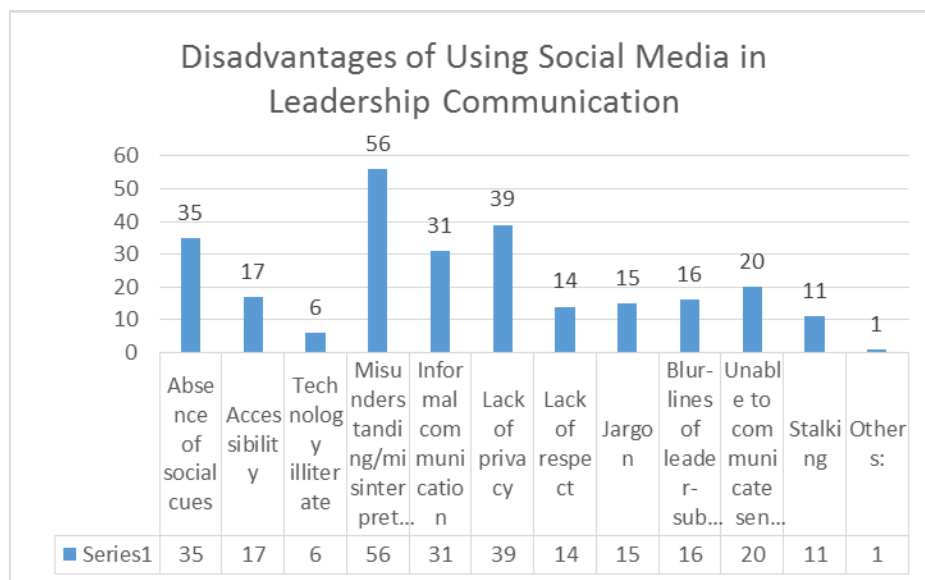
Leaders' perspective on the adoption of social media as effective internal communication channel

Lastly, in order to understand leaders' perspective on the adoption of social media as effective internal communication channel, eleven-item scales developed from the final measurement scales for TAM questionnaire by Davis (1989) were used. The TAM consists two variables such as Perceived Ease of Use (PEOU) and Perceived Usefulness (PU) which predict how people accept and adopt information technology system. From the ten-item scales which emphasise on five-items each for PU and PEOU such as work more quickly, increase productivity, job performance, effectiveness, makes job easier; as well as easy to use, ease of learning, effort to be skilful, flexibility, and understandable; majority of the respondents agreed and strongly agreed that social media is effective. The last item is on the overall view of PEOU and PU for social media adoption in leadership communication. Table 2 shows the respondents' level of agreement with the statements concerning the effects of leaders' usage of social media as a communication tool with employees in the workplace

For item 1, 80.2% of the respondents agreed and strongly agreed that using social media enables leaders to accomplish the tasks of communicating with employees more quickly. 75.8% of them agreed and strongly agreed that using social media increases leaders' productive communication as shown in item 2. For item 3, 62 out of 91 respondents agreed and strongly agreed that using social media improve leaders' communication performance and for item 4, 70 respondents agreed and strongly agreed that social media enhances leader's effectiveness on the job. Majority of the respondents (91.2%, 83 respondents) agreed and strongly agreed that using social media makes it easier for leaders to do their job.

For the item-scales of PEOU, 84.5% of them agreed and strongly agreed that learning to operate social media is easy and 58 respondents agreed and strongly agreed that it is easy to get social media to do what the leader wants it to do. However for item 8, only 45 respondents (49.5%) agreed that using social media would be easy for leaders to become skilful, whereas 33 respondents stay neutral and 13 respondents disagreed and strongly disagreed (14.3%). For item 9, two respondents ticked not applicable while 66 respondents agreed and strongly agreed that social media is flexible to interact with, 14 respondents stay neutral and only 9 respondents disagreed and strongly disagreed. For the final item of PEOU, 58.2% of the respondents agreed and strongly agreed that leader's interaction with the employees is clear and understandable.

Finally, the overall perception of leaders and their employees on the Perceived Usefulness (PU) and Perceived Ease of Use (PEOU) for item 11 is positive as 74 respondents with 33 of them strongly agreed that using social media is easy and useful for leadership communication with an average of 4.11. From this result, the performance benefits of usage (PU) outweighed the efforts of using the technology (PEOU), the two determinants of user acceptance contributes to a positive attitude of leaders using social media in the workplace. This in turn drives the user behavioural intention and further adopts social media as effective internal communication channel.

Table 2: Leaders' Adoption of Social Media as Effective Internal Communication Channel (Using TAM item-scales)

Item Scales (n=91)	1	2	3	4	5	N/A	Average
1. Using social media enables me (leader) to accomplish the tasks of communicating with the employees more quickly.	0	5	13	42	31	-	4.09
2. Using social media increases my (leader) productive communication.	0	9	13	44	25	-	3.93
3. Using social media would improve my (leader) communication performance.	2	8	19	40	22	-	3.79
4. Using social media enhances my (leader) effectiveness on the job.	1	7	13	42	28	-	3.98

5.	Using social media makes it easier for me (leader) to do my job.	0	1	7	52	31	-	4.24
6.	Learning to operate social media is easy for me (leader).	0	7	7	45	32	-	4.12
7.	I find it easy to get social media to do what I (leader) want it to do.	1	7	25	42	16	-	3.71
8.	It would be easy for me (leader) to become skilful leaders.	4	9	33	33	12	-	3.44
9.	I (leader) would find social media flexible to interact with.	1	8	14	50	16	2	3.81
10.	My (leader) interaction with the employees using social media is clear and understandable.	1	12	25	34	19	-	3.64
11.	Overall, I (leader) find the social media system useful in my communication practices and I find it easy to use.	1	4	12	41	33	-	4.11

Conclusion

To conclude, the respondents agreed that social media has both the benefits and challenges in leadership communication. Yet, majority of them agreed and strongly agreed with the ten item-scales of PU and PEOU which indicates that social media is perceived to be useful and easy to use. In accordance with what TAM postulates, the PU and PEOU were found to have a significant influence on the leaders' intention to use the technology (Davis, 1989). Thus, by using TAM as a valid measurement for acceptance and adoption of a new technology in an organisation, together with leader's frequent use of social media tools in the workplace as shown in Figure 3, this study concludes that corporate leaders in Malaysian companies are keen to accept and adopt social media as an effective internal communication channel.

For the final open-ended question, only 49 respondents provided their comment on their perception whether leaders' use of social media serve its purpose in communicating effectively with employees in the workplace. Out of 49 respondents, 27 respondents indicated that social media is effective for leader's communication with employees, whereas 14 respondents did not think that social media is an effective internal communication channel. The remaining eight respondents did not agree nor disagree as they claimed that it depends on the individual leaders and purpose of leadership communication.

Kelleher and Sweetser (2012) identified two groups – believer and non-believer of social media adoption. The believers will adopt social media as effective internal communication because of its perceived usefulness and ease of use, whereas the non-believers were remain sceptical of the benefits of adopting social media as internal communication channel as they focus more on the risk associated with social media technology (Lee, 2012). Regardless of the non-believers, social media has changed the way of communication in the workplace as well as communication with employees. Corporate leaders are increasingly understanding the need to use social media but they are not sure how social media tools fit into their organisations…social media is so new that companies are seeking leadership to drive the strategy for adoption (Meredith, 2012). Quoted by Charles (2012), social media for the companies is rapidly evolving, and it's still unclear precisely how individuals and organisations will use it in the years ahead.

As the debate continues to evolve whether leaders or top business executives should embrace and adopt social media for communication with the employees, more empirical work is necessary to assess the extent to which social media is indeed capable of facilitating the internal communication between leaders and subordinates. This study however, provides useful insights for managers or leaders interested in using social media for internal communication as well as for academics interested in pursuing social media and leadership communication research.

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Appendix 1: Questionnaire

Section A: Demographic Profile	
1. What is your age?	
19 and below	
20-25	
26-30	
31-35	
36-40	
41-45	
46-50	
51-55	
56-60	
61-65	
66 and older	
2. Gender:	
Male	
Female	
3. Position Held: (tick and indicate your position)	
Leader/Managerial: _____(position)	
Staff: _____(position)	

4. Years of working experience in the position above:

5.

1-5 years	
6-10 years	
11-15 years	
16-20 years	
21-25 years	
26-30 years	

Section B: Social Media Use

6. What types of social media that you (your leader) use for communication with employees in the workplace? (Tick all that apply and underline/specify the types of social media tools)

Social networking (Facebook, Google+, LinkedIn, MySpace, others : _____)
Microblogging (Twitter, Posterous, Tumblr, others : _____)
Document management (Google Docs, Dropbox, Syncplicity, others: _____)
Blogs (Drupal, Blogger, WordPress, LiveJournal, others : _____)
Social bookmarking (Delicious, Google Reader, StumbleUpon, others : _____)
Social news (Digg, Reddit, Newsvine, others : _____)
Others: _____)

7. In a day, how often do you (your leader) use the social media tools for communication with employees in the workplace?

< 5 times a day
6 to 10 times a day
11 to 20 times a day
> 21 times a day

8. What kind of content is communicated through social media between leader and employees in the workplace?

Work/job scope and functions (Work-related matters)
Sharing of knowledge and experience
Engage in casual and personal conversations
Others: _____)

Section C: Effectiveness and Adoption of Social Media in Leadership Communication

9. What are the advantages of you (your leader) using social media in the workplace? (Tick top THREE options)

Quick and instant feedback
Flexible and convenient
Personalised communication
Better engagement/common interest
Easy contact with leaders/employees
Able to break down cultural barriers
Frequent communication
Closer relationship with leaders/employees

Cost effective									
Comfortable and entertaining									
Easy to use/comprehensive									
Productive/Effective and efficient work done									
Eliminate time and space constraints									
Real time/Instantaneous/Interactive									
Others: _____									

10. What are the challenges and barriers of you (your leader) using social media in the workplace?

(Tick top THREE options)									
Absence of social cues									
Accessibility									
Technology illiterate									
Misunderstanding/misinterpretation of information									
Informal communication									
Lack of privacy									
Lack of respect									
Jargon									
Blur-lines of leader-subordinate relationship									
Unable to communicate sensitive or taboo issues									
Stalking									
Others: _____									

11. Using the 5-point Likert Scale, 1=Strongly Disagree, 3=Neutral and 5=Strongly Agree, indicate your level of agreement with the following statements concerning the effects of you (your leader) using

social media as a communication tool with employees in the workplace.

Items	1	2	3	4	5	N/A			
Using social media enables me (leader) to accomplish the tasks of communicating with the employees more quickly.									
Using social media increases my (leader) productive communication.									
Using social media would improve my (leader) communication performance.									
Using social media enhances my (leader) effectiveness on the job.									
Using social media makes it easier for me (leader) to do my job.									
Learning to operate social media is easy for me (leader).									

I find it easy to get social media to do what I (leader) want it to do.								
It would be easy for me (leader) to become skillful leaders.								
I (leader) would find social media flexible to interact with.								
My (leader) interaction with the employees using social media is clear and understandable.								
Overall, I (leader) find the social media system useful in my communication practices and I find it easy to use.								

12. In your opinion, does leaders' use of social media serve its purpose in communicating effectively with employees in the workplace? Please provide your comment.

_____

_____

_____