



**The Impact of Social Media Usage on Organizational  
Performance: A Field Study on Dead Sea Products  
Companies in Jordan**

أثر استخدام وسائل التواصل الاجتماعي على الأداء المنظمي: دراسة ميدانية  
على شركات منتجات البحر الميت في الاردن

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**Thesis Submitted in Partial Fulfillment of the Requirements for the  
Degree of Master of Business Administration**

**Department of Management**

**Faculty of Business**

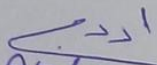
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**May – 2017**

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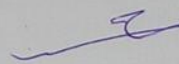
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## Discussion Committee Decision

This thesis of the student Ardam Mohammad Islam Dodokh, which studied “**The impact of social media usage on organizational performance: A field study on Dead Sea products companies in Jordan**”, has been defined, accepted, and approved on **24/05/2017**

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## **Dedication**

To my beloved mother, the greatest woman in my life, whose unconditional love and support at each time of my life, No word can describe what you have done for me. Thank you for believing in me.

To my lovely wife, I am really honored to have you in my life, thank you for your love, help, patience, and support during this journey.

To my beloved father and sisters, thank you for your encouragement and support.

I dedicate this modest work.

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# **The Impact of Social Media Usage on Organizational Performance: A Field Study on Dead Sea Products Companies in Jordan**

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## **Abstract**

The aimed of this study is to investigate the impact of social media usage (SMU) in Dead Sea products companies in Jordan on organizational performance (OP). The current study surveyed the managers and supervisors working at 20 Dead Sea products companies. Practical data were collected from 169 managers and supervisors, by means of a questionnaire which developed and refined through experts' interviews and the panel of judges committee. The results of the study indicated a positive significant impact of social media usage on organizational performance in Dead Sea products companies in Jordan in term of rapid adaptation, time to market, cost reduction, satisfaction, and innovation. The results also clears that the most Dead Sea products companies in Jordan are limited liability companies, while the least are public shareholding and most of them are considered as medium size companies. Also, the study results showed that there is a high social media usage among limited liability companies especially small and relatively new companies. Furthermore, results indicated that there is a lack of social media usage in public shareholding companies especially large and old companies. Accordingly, the implementation of social media usage is not limited to marketing department staff, but it also includes all the departments and elements of the company, staff and administrators.

**Key Words:** Social Media Usage (SMU), Organizational Performance (OP), Jordanian Dead Sea Products Companies.

## أثر استخدام وسائل التواصل الاجتماعي على الأداء المنظمي : دراسة ميدانية على شركات منتجات البحر الميت في الاردن

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### الملخص

هدفت هذه الدراسة الى التحقق من أثر استخدام وسائل التواصل الاجتماعي على الأداء المنظمي في شركات منتجات البحر الميت في الاردن, تم جمع استبانات من المدراء والمشرفين العاملين في عشرين شركة لمنتجات البحر الميت في الاردن للحصول على البيانات اللازمة للتحليل، حيث تم جمع 169 استبانة صالحة للتحليل التي تم جمعها من المدراء والمشرفين العاملين بالشركات اعلاه, تم تطوير الاستبانة وتحكيمها من خلال عرضها على مجموعة من المحكمين الاكاديميين. حيث أظهرت نتائج الدراسة على وجود أثر ايجابي ذو دلالة احصائية في استخدام وسائل التواصل الاجتماعي على الأداء المنظمي في شركات منتجات البحر الميت في الاردن من حيث التكيف السريع والوقت الى السوق وخفض التكاليف والرضا والابتكار, كما تبين أن معظم شركات منتجات البحر الميت في الأردن هي شركات ذات مسؤولية محدودة، في حين أن أقلها شركات مساهمة عامة، ومعظمها تعتبر شركات متوسطة الحجم, كما أظهرت نتائج الدراسة أن هناك استخدام عالي لوسائل التواصل الاجتماعي بين الشركات ذات المسؤولية المحدودة وخاصة الشركات الصغيرة والجديدة نسبياً. وعلاوة على ذلك، أشارت النتائج إلى قلة استخدام وسائل التواصل الاجتماعي في الشركات المساهمة العامة وخاصة الشركات الكبيرة والقديمة, وبناء على ذلك، فإن تنفيذ استخدام وسائل التواصل الاجتماعي لا يقتصر على موظفي قسم التسويق، وإنما يشمل أيضا جميع أقسام وعناصر الشركة والموظفين والإداريين.

**الكلمات المفتاحية:** استخدام وسائل التواصل الاجتماعي, الأداء المنظمي, شركات منتجات البحر الميت في الأردن.



## Chapter One

### 1.1 Introduction:

Once people hear the phrase social media they most likely will think of insignificant activities such as sharing personal videos on Youtube or posting family photos on Facebook, but Social media has grown-up to be one of the major marketing strategies for every business starting from small firms to large international business corporations as a means for reaching new market territories and achieving improved customer service levels, with business accounts at websites such as Facebook, Twitter and Youtube, companies can represent its mission, vision and its products and services in a specialized way to create a position where they can interact with customers on a regular basis and endorse loyalty incentives.

Hsu (2012) stated that social media is the gathering place for a big pool of clients that is the warehouse of consumer information and considers as a means of distribution of information to build market existence. Vasquez and Velez (2011) said that “Social media is conceived today in the corporate world as a strategic communication partner, driving new and unique possibilities for organizations to engage stakeholders in conversations” (P.1). Tapscott and Williams (2006) also showed that there is a vital characteristic of social media is that innovation can be affected by an examination of customer communications, feedback, and opinions. This will also show the way to converting existing potential consumers into buyers, social media provoke buyers to advertise and share their purchases

experience along with their family and friends by providing their positive or negative opinions towards a purchased product or service. Furthermore, Perdue (2010) said that companies who base their social media marketing in their strategies can achieve stability and success in an increasingly complex and constantly changing global business environment. Also Parveen et.al (2016) stated that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility. Accordingly, Kimani (2015) showed that social media marketing has a lot of value to people because it allows employees to connect to the clients, especially the ones in different geographic zones, also it allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools. Robinson (2007) stated that "Social media are the tools used for communication that have Web 2.0 attributes - that is, they are participatory, collaborative, have knowledge sharing and user-empowering tools available on the Web" (P.13).

Belleghem et.al (2011) stated that on the year 2011, more than 50% of social media users pursue brands on social media that leads to smooth the progress of customers to talk about what they want, need, like, and do not like in real time, also facilitate organizations to attain and connect to customers in a personal level. Therefore, organizations must observe and measure the organization's brand via diverse types of social media which will help the organization to follow up the customers opinions about the organization and its products, it also provides information about customer's comparisons among the organization and its competitors, also provides the necessary information to make

decisions about their pricing policy and customer priority. Jackson, (2011) stated that “According to eMarketer, at least half of Twitter and Facebook users said they had become more likely to talk about, recommend or purchase a company's products after they began following the company on social media” (P.1).

Social networks at this moment are very well established; the most trendy social media sites vary a lot by level of usage in different countries and different demographics. So companies should be aware of these differences in popularity of different social media sites for it to aim at precise audiences. Although when comparing different social networks its likely to review them by active account usage, not by the number of user accounts. Sashi, (2012) stated that "The interactive nature of social media with its ability to establish conversations among individuals and firms in communities of sellers and customers and involves customers and involves customers in content generation and value creation has excited practitioners with its potential to better serve customers and satisfy their needs” (P.7).

Based on the significance of social media now days it seems that its importance to study the subject social media usage, so this study investigates the impact of social media usage on organizational performance at Dead Sea products companies in Jordan.

## **1.2 Problem of the Study:**

With increasing market competition and changing environment there is a need for organizations to quickly adapt and adjust in proficient way to gain a competitive advantage upon other competitors and to enhance organizational performance. From the researcher experience with working in Dead Sea products industry and through unstructured interviews with managers from different Dead Sea companies, it was shown that there is a lack of interest in social media usage in this industry and considered by some companies as a secondary strategy in their company's marketing strategy. Marketing in this industry is generally focuses on distribution agreements throw finding local and international distributors to market their own products with little to no marketing support from the supplier side. Therefore, the company's social media usage such as websites, Facebook, Twitter, and Instagram accounts are not well structured and does not frequently updated to attract new customers and distributors, which it's a huge loss of opportunities for the Dead Sea products industry in Jordan. Therefore, the researcher aims to find out the impact of social media usage on organizational performance in Dead Sea products companies in Jordan.

More recent studies also demonstrated the importance of social media usage, (Altamimi, 2012) recommended companies to use social media in a more professional way and to build up their marketing channels to meet customers various needs but did not study the impact of the company characteristics on the level of social media usage. Previous studies have stated the positive impact of internet usage on organizations in various

dimensions such as enhance CRM practices and improve export marketing performance (Lu and Julian, 2007). But the impact of social media usage on organizational performance from various variables in the Middle East region and especially in Jordan or on Dead Sea products industry has not been empirically investigated.

Therefore with the aim to fill up the above gaps, the current study investigates the factors that influence the organizational usage of social media and its subsequent impact on organizational performance. By using mixed method, this research aims to answer the following questions of the study:

1. What is the importance of having a strong social media marketing in Dead Sea products companies in Jordan?
2. Is there a difference between the company characteristics (Ownership of the company, company size, and company age) on social media usage in Dead Sea products companies in Jordan?
3. Is there an impact of social media usage on organizational performance in Dead Sea products in Jordan?

Based on organizational performance variables, the third question can be divided into the following sub-questions:

- 3.1 Is there an impact of social media usage on rapid adaptation in Dead Sea products in Jordan?
- 3.2 Is there an impact of social media usage on time to market in Dead Sea products in Jordan?

3.3 Is there an impact of social media usage on cost reduction in Dead Sea products in Jordan?

3.4 Is there an impact of social media usage on satisfaction in Dead Sea products in Jordan?

3.5 Is there an impact of social media usage on innovation in Dead Sea products in Jordan?

### **1.3 Study Objectives:**

The main objective of this study is to investigate the impact of social media usage on organizational performance. Therefore, the following points will touch on the research objectives:

- Investigating the level of social media usage in Dead Sea products companies in Jordan.
- Detecting the most widely used social media tool among Dead Sea products companies in Jordan.
- Investigating the level of organizational performance in Dead Sea products companies in Jordan.
- Describing how social media usage impact organizational performance in various variables.
- Detecting if there are a difference between companies characteristics in the level of social media usage.

- Providing sound recommendations to Jordanian Dead Sea products companies, and might be for other industries and decision makers.
- Providing a contribution to the scientific field.

#### **1.4 Importance of the Study:**

This study aims to clear a better understanding of the role of social media usage on organizational performance that lead to improve the Dead Sea products industry's performance. Results of this study are not only important for Dead Sea products industry, but also for other industries, decision makers and the academician. In addition, this study provides the necessary information for the surveyed companies and others for enhancing the strengths and improve the weaknesses that are shown in this study results and recommendations, and promoting the use of social media in every aspect of their marketing strategy to gain a competitive advantage. Social media is a strong and durable way that wise organizations can use to increase their probability of success and gain more competitive advantage over others.

#### **1.5 Study Hypotheses:**

Based on the problem statement and its elements, the following hypotheses can be derived:

**H0.1:** Social media usage does not have direct impact on organizational performance at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

The main hypothesis can be divided into five hypotheses according to the organizational performance (variables) as follows:

**H0.1.1:** Social media usage does not have direct impact on rapid adaptation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

**H0.1.2:** Social media usage does not have direct impact on time to market at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

**H0.1.3:** Social media usage does not have direct impact on cost reduction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

**H0.1.4:** Social media usage does not have direct impact on satisfaction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

**H0.1.5:** Social media usage does not have direct impact on innovation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

**H0.2:** There is no difference in respondents members based on the company characteristics on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

The second hypothesis can be divided into three hypotheses according to the company characteristics as follows:

**H0.2.1** There is no difference in respondents members based on the ownership of the company on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

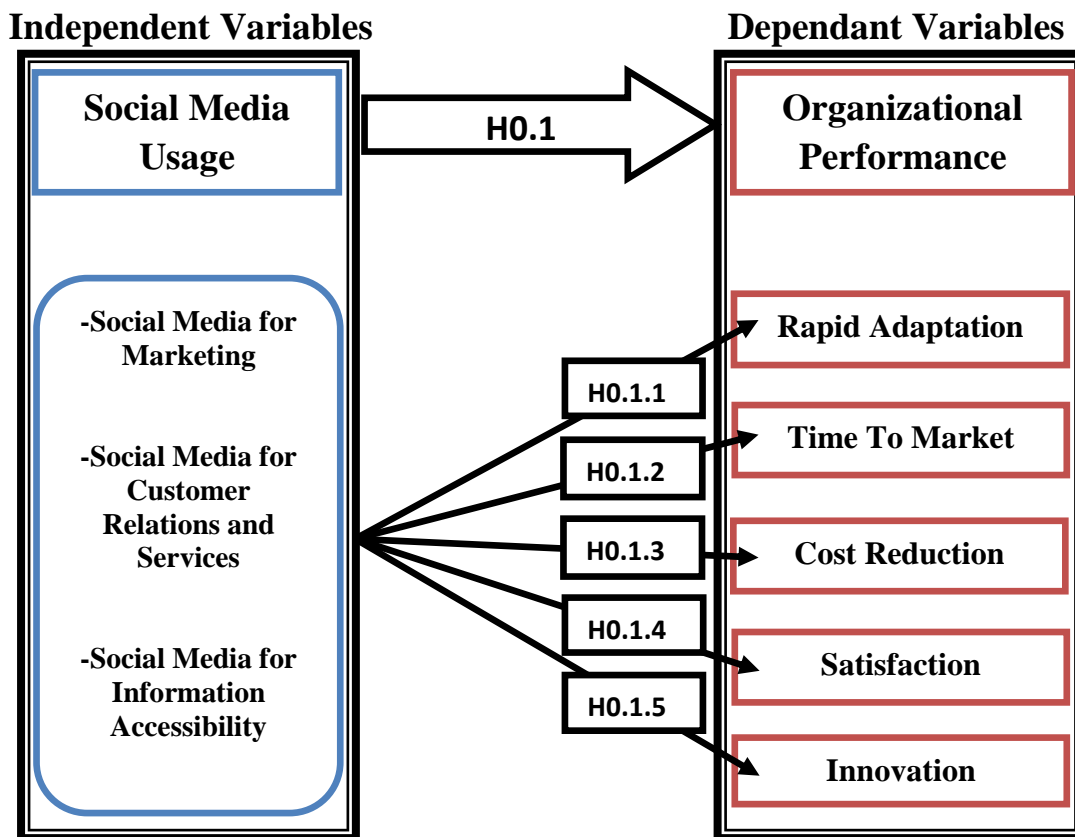


**H0.2.2** There is no difference in respondents members based on the company size on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

**H0.2.3** There is no difference in respondents members based on the company age on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

## 1.6 Study Model:

**Model (1.1): Study Model**



**Source:** Study model developed by researcher based on: **Independent variables:**

(Papastathopoulou and Avlonitis, 2009), (Elliot and Boshoff, 2005), (Moen et.al, 2008),

and (Parveen et.al, 2016). **Dependent variable:** (Parveen et.al, 2016), (Teo and Choo, 2001), and (Elliot and Boshoff, 2005).

### **1.7 Study Limitations:**

**Human limitation:** The study is considered only managers and supervisors working at Dead Sea products companies in Jordan. Thus researcher faces some difficulties in collecting data and getting the approval from those managers to give data through questionnaire.

**Place limitation:** The study carried out on Dead Sea products companies located in Amman-Jordan.

**Time limitation:** The study is carried out during the period of first semester and second semester of academic year 2016/2017, which involved field visits to Jordanian Dead Sea products companies and a distribution of questionnaire by hand, and in-depth meeting with general managers, marketing managers and distribution managers to gather the necessary information and the industry local and global limitations.

### **1.8 Study Delimitations:**

This study is carried out on Dead Sea products companies in Jordan, therefore generalizing the results of these companies on other industry or other countries could be debatable. Also some variables may have room for further appliance improvement.

McLeod, (2008) stated that "a case/field study deals with only one person/event/group; we can never be sure whether conclusions drawn from this particular case apply elsewhere".

## **1.9 Operational Definitions:**

In this study, the following definitions are reliable and used during the study:

**Social media usage:** Activities, practices, and behaviors among people who get together online to share information, knowledge, and opinions by means of conversational media.

**Organizational performance:** The analysis of company's progress processes and services compared to goals and objectives in order to accomplish sustainability by continuous development.

**Rapid adaptation:** The ability of an organization to adjust to changes in the external and internal environment to continue being competitive in the market.

**Time to market:** The duration of time it takes from a product or service from being only an idea to being available for sale in shelves.

**Cost reduction:** The strategies and process adopted by organizations to trim down their cost by removing unnecessary and unwanted expenses to boost their profits without having a negative impact on product/service quality.

**Satisfaction:** The extent to which the products/services provided by organizations and the organization whole general performance to meet up or exceed employees expectations.

**Innovation:** The procedure of translating an idea or invention into a product or service that creates value to realize better organizational performance.

## **Chapter Two**

### **Conceptual and Theoretical Framework and Previous Studies**

#### **2.1 Conceptual and Theoretical Framework:**

##### **Introduction:**

Social media are considered nowadays an exceptionally popular tool which are commonly used internationally in many organizations for a competitive advantage edge. Many organizations used and developed the usage of social media which there are certain employees whose work is to make sure that their pages are always up to date and that their customers are pleased with all their demands. A Universal McCann report (2008) showed that many millions of social media users were reading blogs, sharing online video clips, custom their profiles on social networks, and engaging in various forms of social media. Diverse of authors defined social media usage and operational performance in different ways, each definition was designed according to the nature and purpose of the study, industry, and research purpose. Safko and Brake (2009) stated that social media “refers to activities, practices, and behaviors among communities of people who gather online to share information, knowledge, and opinions using conversational media” (p.6). Furthermore, Weinberg (2009) said that social media “relates to the sharing of information, experiences, and perspectives throughout community-oriented websites” (p.1). Also Comm (2009) stated that “social media is content that has been created by its audience” (p.3). Social media are online applications, which aim to facilitate communication, collaboration,

and the distribution of content (The Universal McCann report, 2008). For the study purposes social media usage will be measured from different variables, the following section will tap on the concepts of social media usage, social media characteristics, social media types, and organizational performance, as well as, the relationship between them.

## **2.2 Social Media Usage:**

Hsu, (2012) stated that social media usage is the warehouse for a big pool of customers; it is the store of customer information which acts as a means of giving out information to put together a market presence. The concept of Social media usage has been developed and changed over time, (Kaplan and Haenlein, 2010) stated that social media usage consisted of a group of internet-based tools work on web technology and ideological basis which help users to generate content and share it with other users. Based on the system-to-value sequence and downstream research perception, this study investigates social media usage impact on organizational performance. Thus, this study extends previous researches on social media usage comprising three variables: (SM for marketing, SM for customer's relations and services, and SM for information accessibility).

### **2.2.1 Social Media for Marketing:**

Social media have numerous forms and types such as; blogs, microblogs, social networks, media-sharing sites, social bookmarking and voting sites, evaluation sites, forums, and virtual worlds (Zarella, 2010). Social media marketing is a procedure that let users to endorse their websites, products, or services throughout online social channels and to be in touch with and to reach into a large extent community that may not have been

obtainable through traditional advertising channels (Weinberg, 2009). Moreover, Stileman, (2009) and Mangold and Foulds, (2009) said that social media facilitate consumers to distribute information with their relatives and associates about the product and service brands. Social media marketing are more honest in its communication with the customers, demanding to give you an idea about what the brand is by not controlling its image. In adding up, Gordhamer, (2009) said that in these days consumers are extra inelegant, knowledgeable and more difficult; for that reason, organizations must be reachable and available at any time in each social media communication channel such as Facebook, Twitter, and Blogs. Weinberg, (2009) said that organizations must know how to make use of social media sites to force traffic to their business sites. Also social media marketing can be categorized into two points: constant strategy and campaigns (Zarrella, 2010). Additionally, Zarrella, (2010) stated that “users of one kind of social media are likely to be users of other types; it makes sense to invite those who interact with you on Twitter to join your page on Facebook” (p.199).

In view of that, current study defined social media for marketing as one of the most influential marketing tools, it enhance and promote product and service image and help organizations to get in touch with the mass in diverse countries with different customer cultures and backgrounds. The influence of social media marketing is strong and if used effectively, organizations will be capable of harvest genuine benefits and enhance their return on investment.

### **2.2.2 Social Media for Customers Relations and Services:**

Customers often seek from checking social media sites to keep up with a brand's products and promotional campaigns (Mangold and Foulds, 2009). As well, customers believe that social media sites are a service channel, where they can be capable of interrelate on real-time bases with the businesses. Scott, (2009) stated that “The power of the Internet makes it easier for people to fall in love with you faster. But beware—it also makes it easier for them to fall out of love with you faster, it’s a double-edged sword” (p.11).

Accordingly, this study defines social media for customers relations and services as, a means to generate, develop, and gather an advanced amount of information on customer brand interactions, which can be significant for improved insights and additional targeted marketing and support, social media users will be expecting organizations to respond to their complaints and demands in social media in a few hours, or a same day answer to their inquiries, for that reason, organizations must build up a strong customer relationship management (CRM) to meet up with their customer needs.

### **2.2.3 Social Media for Information Accessibility:**

The researcher clears the benefits of social media for information accessibility as it lead to an open way communication which will helps organizations to attain and recognize customers needs and as well as to facilitate and motivate proactively respond to customer requirements in an efficient and proficient manner. Daniel, (1999) said that organizations



that use social media must grant their customers with the chance to gain access to their accounts and perform transactions or purchase products online.

This is where a lot of social media juniors go wrong, to use CRM on social media in a productive technique; organizations should have the accurate tools to get to the bottom of customer's problems. In addition, customers look up to the organizations to create excellence content in their social media sites and they are more concerned in looking at news and information than they are in promotions. Thus, organizations must build a strategy that offers a sense of balance between the two.

### **2.3 Social Media Characteristics:**

Social media have significantly changed the relationships among customers and organization by creating and allowing a two-way communication (Hoyer, and MacInnis, 2010). Social media websites provides organizations the potential to interrelate with prospect and present customers, to boost the sense of intimacy of the customer relationship (Mersey et.al, 2010). Social media developed the one-to-many communicating tools into the many-to-many interacting style. There are assured characteristics that all social media applications primarily share. Khatib, (2008) identified five specific characteristics that highlight the operations of all social media as the following:

#### **2.3.1 Ease of Use:**

Acknowledged ease of use by users is much associated and connected with present usage and future usage of social media. Convenience and ease of use for the most part is

one of the mainly vital reasons to prefer online shopping site as well as information quality (Kim and Lim, 2011). Ease of use is confirmed as one of the largest part of quality criteria of an Internet shopping site that sway the shopper attitudes and behaviors (Yoo and Donthu, 2000).

### **2.3.2 Interaction and Broad Participation:**

Interaction refers to straight communication and contribution among users and system interface (Palmer, 2002). Kietzmann et.al, (2011) stated that the openness and measurability anyplace of communication skills allow social media to alter the way of communication among organizations, communities and people. Yang and Lim, (2009) said that users will belief and trust organizations as soon as they obtain great level of interactivity in social media; trustworthiness of social media is vital in developing interactivity among users and organizations. Dykeman, (2008) stated that social media have the subsequent activities: publishing inventive contents digitally, distribute and receive real-time feedbacks throughout online conversation and review, editing digital information. Social media sites nowadays are not only considered as a set of chat rooms and forums anymore. Jones and Rafaeli, (1999) said that interactivity is not a characteristic of the medium however; it is the level to which messages in a sequential transmit to each other. Furthermore, Kaplan and Haenlein, (2010) stated that social media has numerous advantages such as a near to the ground cost and helps connect businesses to customers, build up relationships and cultivate those relationships.

Social media sites promote the contribution and feedback from everyone. Interactive media are internet tools which help users to simply generate communicate information in the structure of words, pictures, and videos, making people to be engaged into social media ecology circles (Safko and Brake, 2009). O'Reilly and Milstein, (2009) stated that "the biggest opportunity Twitter gives you is the chance to show the personality and humanness behind your organization" (p.197). By promoting the contributions and feedback from interested users, social media blurs the line that is linking the media and the audience (Mayfield, 2008). Organizations used social media in order to smooth the progress of customer relationship and to facilitate a participative culture (Rosso et.al, 2008). In social media participation could be measured through the engagement of users and the regularity of visits and the duration of visit in the site (Koh and Kim, 2004).

### **2.3.3 Fun and Entertainment during Use:**

Web 2.0 applications help to establish the informal users' network, promoting the stream of thoughts and data by generating, captivating, distribution, compiling and the refinement of the information content effectively and proficiently (Constantinides and Fountain, 2008). Social media has for all time been an amusement and enjoyable place to users; users can develop a personal account to distribute photos, videos, and posts, in addition to hook up with associates and relatives in an effortless and pleasurable way. Furthermore, Laroche, (2012) said that users love the thought of contributing, creating, and joining communities to accomplish their wishes of acknowledgment, enjoying communications with new users with common interests. It was found that users in the youth community are the majority users in creating and distribute content in latest media

(Pew Research Center, 2005). It can as well be used as a business account to promote products and services to broadly variety of consumers from diverse cultures around the world in a fresh and innovative way.

Social media websites such as Facebook are full of games applications which users are able to play and face up to friends. Wright (2000) stated that online communication have significant part for aging folks given that social support that helps the users to experience a sense of community and to distribute their life events. The majority of people are going towards social media sites over television for the reason that it's more than just entertainment, social media sites are up-to-the-minute approach to hook up and have pleasurable time with friends, which are built and intended for users themselves. Pew Research Center (2007) reported that boys make use of social media for the intention of making new friends, and for girls is to keep existing friendships. Mainly social media services welcome feedback and participation as well it allows communities to form fast and communicate efficiently.

#### **2.3.4 Ease of Communicating Information to the Public:**

Users will be able to come across information, thoughts, and make friends with common interests and communities easily to a great extent and quicker than previous times (Safko and Brake, 2009). Loads of groups use Facebook or a different social media sites as their key source of communication. For the reason that anyone can be capable of logging into social media site such as Facebook or Twitter or any other social media site and ask a question or present a announcement to a precise user or a general audience, and to obtain

feedback or to market an event. In addition, it encourages buyers to write and share their experience along with their friends by providing their positive or negative opinions towards a purchased product or service (Parson, 2013). Social media has as well affect customer actions in a lot of ways such as beginning from being an information acquisition to post-purchase behavior like frustration statements or behaviors (Mangold and Faulds, 2009) Data could be effortlessly move among sources and among users for the reason that social media contains unrestricted flow barriers, both in applications and technological transferability (Meadows-Klue, 2007).

Furthermore, social media sites offer an straightforward communication tool that is accessible at all time. In addition, organizations know how to use social media to report problems or inform consumers when an issue has been resolved (O'Reilly and Milstein, 2009). However, by using social media to a large extent to communicate have disadvantages, since it trim down a lot of the vital characteristics of quality communication, like body language and tone of voice.

### **2.3.5 High Credibility:**

It has been recommended that the credibility of the medium of communication influences the discerning participation of the audience with the medium (Metzger et al, 2003). Accordingly, individual users are showing extra curiosity to the media that they pick out to be credible. When users rate the medium more extra credible than other media, they aim to rely additionally on this assured credible communication medium for information search (Kioussis, 2001). Credibility can be pointed in three perspectives of

communication: medium credibility, message/content credibility, and source credibility, Medium credibility is the grasped level of credibility that users have of a precise medium, like magazines, TV, the Internet, or blogs (Sundar and Nass, 2001). Message credibility is the grasped credibility of the communicated message itself, such as informational quality, precision, or currency. Source credibility is the know-how or honesty of the source as the probability to supply credible information (Metzger et al, 2003).

## 2.4 Social Media Types:

Social media includes web and mobile-based technology that induce users to interrelate with each other by creating and sharing user-generated content. Further than that a number of the major trendy social media platforms have turned into a mixture of a number of these categories, however the main social media types as shown in figure (2):



**Figure (2.1): Social Media Types**

Source: <https://www.cite.co.uk/the-different-types-of-social-media/>

### **2.4.1 Social Networks:**

One of the most popular social media categories, a social network is an online site, service, or platform which helps users to connect and share content with other users who hold a parallel interest, in addition it provides users the necessary tools to develop their own profile and build up relationships with other users. Social network “are generic terms for sites that are used to connect users with similar backgrounds and interests” (Weinberg, 2009, p.149). It allows users to generate their personal Web pages to distribute contents and exchange a few words with other online users (Mayfield, 2008). Sharing is the common transmission and gaining of information, thoughts, principles, experiences, opinions regarding something that is mutually in common like products or services between users when using social media (Constantinides and Fountain, 2008, Kaplan, and Haenlein, 2010). Also the process of sharing information leads for a boost in the optimistic mind-set between the customers such as perception of novelty or playfulness (Rodi and Kleine, 2000). Facebook, MySpace, and LinkedIn are the majority popular example of a social network website.

### **2.4.2 Blogs:**

Blogs have turned out to be extremely trendy in modern culture and many people read blogs daily to perceive information and news. A blog is “a type of content management system (CMS) that makes it easy for anyone to publish short articles called posts” (Zarrella, 2010, p.9). Blogs do operates as an online journal; it has a distinctive date entries concerning a subject as it shows primary the mainly fresh and new comments in reverse chronological arrange (Mayfield, 2008). Banning and Sweetser, (2007) stated that blogs

are considered extra credible than any other online news and traditional news sources. Blogs are sites which provide users the necessary tools to write articles and post it for people to read and share. Organization may well also use blogs to help it in a lot of ways. Scott, (2009) said that bloggers are expected to be previously chatting about your organization and your products or services, too. And that's a great reason for starting to build a relationship with them.

Andrews, (2003) stated that internet users have an elevated credibility to blogs since it is independent from mainstream and corporate-controlled media which will help and allows users to write their opinions in a crystal clear manner. Furthermore, Safko and Brake, (2009) stated that the rising fame of blogging is important now that any user with Internet entrance can effortlessly create a blog with any of the multi free tools presented (Safko and Brake, 2009). More often than not blogs are created by users who are concerned in sharing their opinion on a precise topic or their life in general. Well-known blogging sites such as WordPress and Blogger.

### **2.4.3 Microblogs:**

Microblogs are a short edition of a blog; it helps users to distribute quick pieces of information rather than extended articles. Mixing the characteristics of social networks and blogs, it let users to write short updates up to 140 characters by Mobile or computer (Mayfield, 2008). Sites like Twitter, and Tumblr which only considered a maximum value or short posts. Users can share pictures, videos, and texts. And to follow other users to keep you updated when they post anything new. Such as pinterests, Hunt, (2009) stated



that, “If your experience with a social catalyst, be it either a brand or a website, is something that enhances your life or deepens your bonds with friends and associates, you will also become bonded with that social catalyst” (p.285). Users consider microblogging helpful and more easily to distribute links to exciting sites, compose announcements, share thoughts, and give updates on interested events (O’Reilly and Milstein, 2009). Also it equips users simple and effortless tools of communication, which will leave users with proficient tools of sharing information regarding to their actions and opinions (Java et.al, 2007). The mainly frequently used microblogging website is Twitter.

#### **2.4.4 Online rating sites:**

Online rating sites provide users the necessary tools to exchange opinions regarding a precise place, hotel, eating place, product or service for other users who are willing to visit the site to have a full perception of the level of service to expect. Social media has empowered its users to communicate with media generators and creators, as well as to generate their individual media while they have an Internet access (Szabo and Barefoot, 2010). A study by Info-graphics stated that half of Twitter and Facebook users have turn out to be more likely to chat about, advocate or purchase a company's products and services subsequent to them being engaged with the company on social media (Jackson, 2011).

Gordhamer, (2009) stated that social media marketing is associated to relationship marketing, Organizations must move from the concept of “trying to sell’ to “making connections” with the customers, for that reason, organizations must be constantly

available and accessible for customers in all the social media sites such as Facebook, Twitter, Blogs, and Forums at any time. Li and Bernoff, (2008) explain the event groundswell as, a “social trend in which people use technologies to get the things they need from each other, rather than from traditional institutions like corporations”. This is as well likely to happen inside e-commerce sites, like Amazon and eBay since users be likely to evaluate and check the comments regarding a product or service previous to making a purchase, sites such as TripAdvisor, Zagat or Google Places.

#### **2.4.5 Social bookmarking:**

These are web sites like StumbleUpon, Digg, Pinterest, and Flipboard, which users are able to insert, observe, correct, and distribute bookmarks of web papers and gather content from somewhere else on the Internet, then to save it on the user account on the site. A social bookmarking is a site with “the value presented to users is focused on allowing them to collect and store interesting links they’ve found and may wish to revisit” (Zarrella, 2010, p.103). Users perceive social media as helping channels to connect in real-time database of businesses. Consumers choose using social media to visit updated content (Leggat, 2010). This content can be confidential or open, and common with other users. In addition users can rate these sites, tag them and put down a note, after that sites are suggested to other users, which will escort a growing visibility of the websites and serving users discover content they would be interested in.

### **2.4.6 Podcasts:**

The name of Podcasts is from mixing “broadcast” and “pod”. Sites like Itunes, a kind of video or audio file which is shared online within users for them to download or play throughout a mobile or computer. A number of companies like Pepsi and Coca-Cola have developed their online customer loyalty programs to connect with consumers by presenting particular promotions such as free mp3 music downloads, CD’s and more (Mangold and Foulds, 2009).

### **2.4.7 Forums/ Message boards:**

One of the oldest types of social media, sites let users to have a conversation regarding a precise subject. It is frequently developed with planned, detailed topics and interests, such as movies, cars, and fashion (Mayfield, 2008). Despite the fact that these sites are not highly developed in functionality and design, but it still well-liked among users who needs a specific information about a question or get concerned with a precise conversation online. The dissimilarity among forums and blogs are the one who is managing the sites; blogs are managed by a known clear owner but forums are usually created by its users (Mayfield, 2008). Forums such as Quora and Digg need the user real name to register and post, and if preferred it allows for complete anonymity.

### **2.4.8 Social knowledge/Wikis:**

Sites such as Wikipedia, Answers.com, and Quora, Wiki are a cluster of collaboration communication tool to generate Web-based contents (Mayfield, 2008). A number of these

sites are big and can be accessed by the public; these sites depend on user-generated content to generate a inner hub of data for other users to submit to, whereas other sites can be limited to a specific group of users who belong to the same organization. Nowadays it is normal that one user communicates with other users via editing, developing or updating his page (Dalsgaard, 2008).

By providing the necessary tools for users to simply create, edit, and share information, anybody can contribute in spreading the information as an author or editor (Pfeil et.al, 2006). On the other hand there is no controlling for content quality, wikis every now and then hold mistaken information which can be speedily deleted and reversed to earlier version (Viégas et.al, 2004).

#### **2.4.9 Geo-location:**

Sites run on creating a user's location/position and are typically connected with mobile phones. linking users with common interests is vital; as Barefoot & Szabo, (2010) mentioned that "Social media tools enable likeminded people—be they bird watchers, Québécois undertakers, or Vietnam veterans—to find each other, this is a key benefit of social media marketing" (p.7). Geo-location sites and applications permit users to check-in when they are at specific locations, locate associates close by, and get a hold on vouchers for local businesses. Sites like Google who rank its updated contents and altered its search system algorithm (Freidman, 2011). Four Square and Google Map are popular examples; at the same time as other social networks like Facebook and Google+ put together this functionality inside their bigger sites.

#### **2.4.10 Multimedia:**

Multimedia are sites run mainly on the distribution and spreading the multimedia such as videos, pictures, info graphics, and PDFs not as normally as sharing text. Multimedia site permit users to upload multimedia materials such as videos, pictures, podcasts, and additional formats of media (Zarrella, 2010). A familiar characteristic in multimedia sites is the capability to generate a tag linked with a specific content; a tag is basically a illustrative word which facilitate the users to come across a precise content (Zarrella, 2010). Users will be able to generally put down comments and share contents with their friends and family. An example of the power of multimedia sites; are the videos nowadays that have millions of hits, started on a marketing budget of only \$ (Weinberg, 2009). In addition, a common and simple tool for promoting a specific content are videos and pictures, for that reason each organization must have several aspect in its process which provides and induce new ideas for generating new videos or developing an exciting video (Scott, 2009). Well known example such as YouTube, Instagram, Last.fm, and SlideShare.

#### **2.5 Organizational Performance:**

Organizational performance defined as how well an organization meets its financial goals and market criteria (Li et.al, 2006).Also Haworth, (2007) stated that organizational performance is the outcome of several business factors such as, job processes, team work communication and relations, leadership, and job climate that induce innovation, creativeness, company culture and its image, policies, and loyalty.

Chen (2002) stated that organizational performance is the “transformation of inputs into outputs for achieving certain outcomes. With regard to its content, performance informs about the relation between minimal and effective cost (economy), between effective cost and realized output (efficiency) and between output and achieved outcome (effectiveness)”. According to Richard et.al, (2009) organizational performance formulates of three precise domains of the organization outcomes: (1) financial performance (income, return on assets, and return on investment) (2) product market performance (sales, market share) and (3) shareholder return (total shareholder return, economic value added).

Additionally, Andrews, (1996) said that there are two ways to measure the organizational performance: financial (net earnings and returns on investment), nonfinancial (product quality, work processes, and customer satisfaction). Furthermore, Niknia, (2007) stated that organizational performance can be measured from financial and non-financial criteria.

For this study organizational performance will be measured by the following variables (Rapid adaptation, time to market, cost reduction, satisfaction, and innovation).

### **2.5.1 Rapid Adaptation:**

Organizations must act in response to changes and be obliged to have individuals able to regularly deal with the associated facing challenges. Consumer’s requirements are shifting rapidly and they look forward to and tend to believe in rapid responses. Rapid adaptation used to expose the modifications which have been made by the organization or

its components to facilitate adjust to changes in the external and internal environment (Cameron, 1984). Nowadays organizations are obligated to turn out to be leaner with quick and rapid response to consumer' requirements, it is progressively more essential to have employees working within the organization having the right skills and tools to be effective (Dubois et.al, 2004). According to Byham and Moyer (2005) organizations should have employees that are capable of dealing and interacting with the external and internal challenge in the environments for that reason organization should predict and act in response to these changes regularly.

### **2.5.2 Time to Market:**

Organizations are continually working to lessen their time to market of new products as a base of competitive advantage. Venture Lines, (2015) stated that time to market defined as the span of time it takes to design a new and fresh product from an early initial idea for a new product to initial market sales. Also Afonso et.al, (2008) stated that time to market of new and fresh products and services is as a source of competitive advantage.

### **2.5.3 Cost Reduction:**

Cost reduction is the accomplishment of actual and lasting reduction in the unit cost of goods manufacture or services introduced with no damaging to their suitability for the use intentional. Cost reduction must not be bemused with cost saving or cost control since cost saving may possibly be a short-term and temporarily procedure and could be at the expense

of quality, whilst cost reduction is the preservation of important characteristics and quality of the product or service (Barbole, 2013).

#### **2.5.4 Satisfaction:**

In this study the researcher aims to measure the employee satisfaction. Rachel et.al, (2008) said that employee satisfaction is directly related to service quality and customer satisfaction which will be reflected on the organization profitability. (Slack et.al, 2010) stated that it is extremely important having a clear vision statement which must be transformed and translated to the employees, which will aid to improve employee satisfaction. Many researchers have stated that fulfilled and satisfied employees are eager to use and spread their knowledge and improve their job performance (Janz, 2003). On the other hand dissatisfied and unhappy employees cling to their knowledge and will not share it with others (Eskidsen and Nuzzler, 2000).

#### **2.5.5 Innovation:**

First innovation definition was given by Myers and Marquis, (1969) As a human phenomenon is not created by an individual effort or a single action, but rather by a sum of outstanding effort and perseverance in interacting with others, which does consist of all the brand new idea and new advise and developing of a new market working together in an integrated fashion. Furthermore, innovation is sturdily connected with the organizational learning which is the organization capability to create, acknowledge and apply fresh ideas, processes, products or services (Calantonea et.al, 2002). Kuratko and Hodgetts, (2004)



defined innovation as the design of original assets or the developing and enhancing the obtainable resources to generate original wealth.

Innovation is also defined as a means of making of an idea or improvement of an invention and introduction of a new product, process or service to the market (Thornhill, 2006). Vacek, (2009) said that innovation depends on a lot of research, technological, organizational, financial and commercial actions. Furthermore, Beaver, (2002) stated that innovation is a vital component for economic expansion and prospers of a country. Also innovation is one of the mainly important competitive weapons and tools which usually treated as a core value capability (Sandvik, 2003). Thus, Innovation might come into sight in product, process, market, factor and organization (Kao, 1989).

An organization must have vibrant capabilities to fine-tune in order to act in response to the external and internal environment. Significant mark of using social media in organizations is that innovation can be encouraged and pushed by the observation of customer interactions, feedback, and opinions (Matuszak, 2007, Tapscott and Williams, 2006). Chaston and Mangles, (1997) stated that innovation has a direct part on the rising of new products/services and in developing the projects of the industry. Although the implementation of innovative solutions be able to boost a company's capability to get used to and grow with changes in its environment and the changing required by its customers.

From the researcher's point of view, innovation extends to enhance the organization strategy, research, connections, operations, and analysis, Also innovation need

organizations to constantly seek out for the improvement of its products and services in order to attain new gains for its customers and accomplish their requests and requirements.

## **Innovation Dimensions:**

### **1) Product innovation:**

Product innovation is the creation of new and fresh products or services to discover and generate new markets or customers, or assure present markets or customers (Wang and Ahmed, 2004; Wan et.al, 2005). Furthermore, Myers and Marquis (1969) stated that product innovation usually can be made by developing and finding new ideas. What's more product innovation allows many choices for products and services (Craig and Hart, 1992). Thus, product innovation is one of the mainly vital sources of competitive advantage to the organization (Camison and Lopez, 2010). According to Hult et.al, (2004) the organization can make use of product innovation as a defense from market threats and competitors. Also Bayus et.al, (2003) said that product innovation had a strong and significant impact on organizational performance.

### **2) Market innovation**

Organization must bring into play market innovation in order to meet the consumer's buying preference, components such as market mix and market selection (Johne, 1999). Cano et.al, (2004) stated that market innovation have a critical part in satisfying market requirements and responding to market opportunities. Several researches examine market innovation impact on loads of

arias on organization such as Otero-Neira et.al, (2009) stated that there is a powerful proof that market innovation impact and influenced business performance in a positive way. In addition Varis and Littunen (2010) found that via using an estimated model it showed that there is a strong important relationship among market-related innovative activity and organizational performance.

### **3) Process innovation**

Process innovation is the practice of reengineering and improvement of inner operation of business procedure (Cumming, 1998). This process together with technical design, R&D, manufacturing, management and commercial activities in include a lot of aspects of organization's functions (Freeman, 1982). As well as process innovation consisted of the establishment and enhancement of techniques and process development or system (Oke et.al, 2007). Furthermore, a study by Ar and Baki, (2011) resulted that there is a positive and important power of product and process innovation on organizational performance. At the organizational level, process innovation is powerfully linked with organizational learning which is the ability of organization to create, acknowledge and execute new ideas, processes, products or services (Calantonea et.al, 2002).Product functionality does not changed by process innovation, however it does make the cost of production lower through a steady percentage (Adner and Levinthal, 2001). According to Huergo and Jaumandreu, (2004) process innovation visibly induces additional productivity growth in every tip of the process. According to Fuglsang, (2008) process

innovation can be considered by three steps (The idea stage, the development stage, and the implementation stage).

## **2.6 Relationship between Social Media Usage and Organizational**

### **Performance:**

Many researchers study the impact and the benefits of social media through various variables on organizational performance, brand loyalty, competitive advantage, consumer buying behavior, entrepreneurial orientation and CRM, such as: Parveen et.al, (2016) stated in their study results that social media usage has a very strong positive impact on organizations' performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility. Also Moen et.al, (2008) studied the use of ICT and its impact on organizations which indeed it was found that it has a positive impact on firm's satisfaction. Kimani, (2015) stated in his study results that social media marketing has a lot of value to people because it allows employees to connect to the clients, especially the ones in different geographic zones, social media allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools. Furthermore, Apigian et.al, (2005) in a research to study the relationship between business internet use and internet performance which he found an increase of revenue expansion, relationship enhancement, cost reduction, and time reduction. Durga, (2015) stated that social media is not just about leaving trivial comments or liking pictures on Facebook, it has huge implications for organizations for their internal use such as knowledge management as well as for external uses such as sales and marketing. Also Ferrer et.al, (2013) investigated the impact of social

media technologies and found it positively impacts the social capital of an organization and subsequently its performance. Furthermore, the use of social media helps organizations to promote and increase customer relations and customer services (Parveen et.al, 2014).

The current study was considered (Social media for marketing, social media for customers relations and services, and social media for information accessibility) as independent variables, while organizational performance (Rapid adaptation, time to market, cost reduction, satisfaction, and innovation) as dependent variables. More specifically, the purpose of the current study is to investigate the impact of social media usage on organizational performance at Dead Sea products companies in Jordan.

## **2.7 Dead Sea Products Industry in Jordan:**

The Hashemite Kingdom of Jordan is hardly benefiting from its Dead Sea shore which is rich of extraordinary minerals, salts, and mud, which is the lowest point on Earth with its surface and shores about 429 meters below sea level. The total area of the Dead Sea is 605 SQ. kilometers and it is 377 meters deep, which considered as the world's largest hyper saline lake. The 50 kilometer stretch is bordered by Jordan to the east and Israel and the Palestinian territories to the west. The Dead Sea, the world's largest Natural Spa, with its unique features drawing in visitors from around the world searching for relaxation, relief and healing within its magical waters contains 26 essential minerals, 12 of which do not exist in any other sea or ocean in the world. These minerals are well known for their rejuvenating qualities: skin nourishment, activation of the blood system and distinctive

healing abilities for many diseases and disorders. The Dead Sea's mineral-rich waters consist of: Calcium, Zinc, Magnesium, Potassium, Sulfur, Phosphorus, Sodium, Lithium, Boron, Bromine, Strontium, Manganese and many others.

The beneficial effects of Dead Sea products on the skin and their unique therapeutic and beautifying powers have been recognized since ancient times, which is a component of cosmetics such as facial masks, Hand creams, Foot creams, Exfoliating soaps, Bath scented salts, massaging creams, and skin peeling and treatment products. Despite years of research on the unique minerals in the Dead Sea's water and mud, scientists still do not have the answer as to why this special Dead Sea mud, from the lowest place on earth, is so beneficial for the skin and body. Yet even without a definitive scientifically based answer, hundreds of clinical trials conducted in hospitals worldwide on a range of medical problems including skin diseases, arthritis, and even cancer in patients undergoing chemotherapy, have shown that the high concentration of Dead Sea minerals is almost instantly effective in improving the skin's natural processes, easing rheumatic pains, relaxing muscles and providing inner calmness and tranquility.

The black mud harvested from the banks of the Dead Sea is in fact alluvial silt washed down from the surrounding mountains and deposited on the shores of this inland salt sea. Layer upon layer of fine silt deposits have evolved over thousands of years to form a rich Dead Sea mud containing particularly high levels of magnesium, calcium, potassium, strontium, boron and iron. The resulting mineral-rich Dead Sea mud is a natural raw material that can be used by the body as a source of essential minerals for all its basic needs.

As annual exports of such products for cosmetics and skin treatment products are 20 times less than its Israeli neighbor, 30 million US dollar estimated annually exports from 15 factories manufacturing Dead Sea products in Jordan, compared with 600 million US Dollar export annually from 50 Israeli companies according to Qutaishat (The Arab Weekly, 2015). Which lead us to the government negligence and lack of interest and support of this important industry in Jordan, Dead Sea products industry in Jordan which employ more than 1,000 people, face aggressive marketing campaigns by the Israeli Dead Sea products companies in international exhibitions, also he stated that Jordanian government do little to promote the industry, unlike the Israelis who assist their firms by marketing their products internationally and invite sightseers to visit the area, known for its warm weather throughout the year (The Arab Weekly, 2015).

## **2.8 Previous Studies:**

The following section, due to limited space will tackle only selected previous researches:

Teo and Choo, (2001) study entitled: “**Assessing the impact of using the internet for competitive intelligence**”. This study is purposed to investigate the impact of internet usage on both CI and organization. A questionnaire survey is used to gather data for the study. The study results showed that research and external use of the internet is significantly related to quality of CI information. However, the relationship between internal use and quality of CI information is not significant. The study also provides

empirical evidence that quality of CI information is positively related to organizational impact.

Elliot and Boshoff, (2005) study entitled: “**The influence of organisational factors in small tourism businesses on the success of internet marketing, Management Dynamics**”. The focus of this study is the identification of those organisational factors that are present in a small tourism business irrespective of whether or not the Internet is utilized, but which will influence the success with which the Internet can be used to market the business. These are distinct from the factors implicit in the implementation of the Internet or the technology per se. If these factors can be identified and their relative influence on Internet marketing success is determined, it will allow small tourism businesses to access markets more readily. The results indicate that having an entrepreneurial orientation and understanding the needs of customers are important to the successful use of the Internet for the marketing of small tourism businesses in South Africa.

Moen and Aspelund, (2008) study entitled: “**The importance of the internet in international business-to-business markets**”. The purpose of this study is to provide empirical evidence on the actual use and market performance effects of information and communication technologies (ICT) with regard to international business-to-business marketing activities of small and medium-sized enterprises (SMEs). The analysis is based on survey data from 635 Danish and Norwegian SMEs with international marketing activities. Findings suggest that, contrary to expectation, Norwegian and Danish



international SMEs are not heavy users of ICT. Rather, ICT is predominantly used for market information search and to develop long-term customer relationships. In both those areas the use of ICT is positively associated with the firm's satisfaction with its development of new market knowledge. The use of ICT for sales purposes is limited and apparently negatively associated with the firm's satisfaction with its development of new market knowledge. There is no significant association between the use of ICT and the firm's satisfaction with its international performance.

Papastathopoulou and Avlonitis, (2009) study entitled: **“Classifying enterprises on the basis of WWW use: a behavioral approach”** this study designed to seeks to take a behavioral approach for classifying enterprises on the basis of WWW use. The sampling frame of this study consisted of the largest 1,250 firms in Greece in terms of sales turnover that had already adopted information and communication technologies. By the follow-up by telephone, e-mail and fax the cooperation of 500 companies was secured. The study results showed that five distinct WWW usage profiles of enterprises were identified, namely “E-merchants”, “Information seekers”, “E-purchasers”, “E-transaction adopters” and “WWW experimentalists”. These profiles are found to be associated with different market, organizational and demographic characteristics.

Perdue, (2010) study entitled: **“Social media marketing: Gaining a competitive advantage by reaching the masses”** designed to presents the principles of social media marketing by explaining the social media phenomenon, detailing how to create and capture value with social media, and discussing the process of formulating a social media

marketing strategy. The results were a recommendation from the researcher to follow the best way to connect with online consumers in social media is to focus on the four core principles: community, content, conversation, and transparency. Companies who base their social media marketing strategies on these four principles can achieve stability and success in an increasingly complex and constantly changing global business environment.

Parveen, (2012) study entitled: **“Impact of social media usage on organizations”** This study used mixed method techniques such as website analysis, interviews and survey aims to investigate the various factors that influence the social media usage and its subsequent impact on organizations. The study uses purposive sampling, where the researcher selects certain units or cases, website analysis was conducted on Malaysian public listed companies; the list of companies was received from Kuala Lumpur stock exchange. There were 860 companies that are listed in the Main Market. Among 817 companies, 347 companies have a face book page. These companies are from various industries such as consumer products, construction, finance, plantation, trading/service, property, technology, industrial products, REITS and infrastructure projects. From the website analysis, the study was found that Facebook is the most widely used social media tool among Malaysian public organizations. Also there is a strong impact of social usage on organizations.

Altamimi, (2012) study entitled: **“The impact of innovation in the marketing mix elements of Jordan Dead Sea products on enhancing its competitiveness position in the international markets”** The aim of this study is to analyze the innovation in

marketing mix and its impact on promoting the competitive position of the Jordanian companies that are exporting the Dead Sea products internationally. The sample for the research was selected of Fifteen Jordanian companies engaged in the manufacturing and exporting Dead Sea products. (60) Questionnaires were distributed to these companies, (49) questionnaire returned back that were valid for analysis. The researcher found that there is a high lack of using the social media by the Jordanian companies. And the researcher recommended that these companies should start using these media to promote their products and communicate with the recent and new customers.

Erdogmus and Cicek, (2012) study entitled: **“The impact of social media marketing on brand loyalty”** This study designed to identify the effect of social media marketing on brand loyalty of the consumers. The scope of this study consists of customers who follow at least one brand on the social media in Turkey and the data were collected through the administration of a structured questionnaire with a sample of 338 people and tested via stepwise multiple regression analysis. The results of the study showed that brand loyalty of the customers is positively affected when the brand that: offers advantageous campaigns, offers relevant content, offers popular contents, and appears on various platforms and offers applications on social media.

Daimer and et.al, (2012) study entitled: **“Organizational and Marketing Innovation – Promises and Pitfalls”** the findings presented in this study shows that organizational and marketing innovation can also contribute to firms’ direct economic performance in terms of sales growth and increases in productivity. The academic concepts of marketing

and organizational innovation are subject to two-fold translation problems: these terms are scarcely used by enterprises or by policy-makers included in the expert interviews. Instead policy-makers as well as enterprises in particular are more in favor of a problem-oriented approach to innovation.

Charles, (2014) study entitled: **“The impact of technological innovation on organizational performance”** Designed to investigate the impact of technological innovation on organizational performance. The subjects were 137 employees of Nestle Foods Nigeria Plc. The findings from the study revealed that strategic planning and marketing capability independently and jointly influence organizational performance. Also, there is positive interaction between performance variables (resources availability, staff quality, productivity, sales revenue, financial strength, public image and good will).

Mehrabi, (2014) study entitled: **“The effect of social media marketing on customers’ brand loyalty”** purposed to investigate the effect of social media marketing on customers’ brand loyalty by preparing a conceptual framework which considered advertising campaign, providing relevant content, updating content, providing popular content among friends, and providing applicable programs as marketing indexes. The study results show a positive significant relationship between social media marketing and customers’ brand loyalty. Also it was showed that there was a positive significant relationship between the dimensions of social media marketing and brand loyalty.

Al mukhaini and et.al, (2014) study entitled: **“The impact of social media on consumer buying behavior”** Aims to understand the reasons that tempt consumer to purchase online, types of products that are mostly purchased using social media and types of social media that are mostly used by consumers in Oman. The findings of this study that Omani consumers are mostly affected by informational and design factors which lead them to take the best decision in choosing the most suitable social media site is Instagram to buy their preferred product online. Although the study shows that there is a positive sign toward relying on social media to buy certain products.

Kimani, (2015) study entitled: **“Role of social media marketing on organizational performance in Kenya”** The purpose of this research is to identify and analyze the role and impact of social media marketing and to analyze to what extent it has an impact on business performance. The results of the study shows that social media marketing has a lot of value to people because it allows employees to connect to the clients, especially the ones in different geographic zones. Social media allows firms to engage in timely and direct end-consumer contact at fairly low cost and higher levels of efficiency than can be achieved with more traditional communication tools.

Durga, (2015) study entitled: **“How Social Media Gives You Competitive Advantage”** Designed to explore how to systematically analyze social media in the context of competitive advantage as proposed by Porter in his 1985 work. The results of the study shows that social media is not just about leaving trivial comments or liking pictures on Facebook. It has huge implications for organizations for their internal use such

as knowledge management as well as for external uses such as sales and marketing.

Khatib, (2016) study entitled: **“The impact of social media characteristics on purchase decision empirical study of Saudi customers in Aseer region”** The study aims to explain how the influence of social media is reflected on consumers’ purchasing decision making process and if this influence differs at the various stages of the process. The primary data was gathered by sending out questionnaire to a convenient sample of 310 individuals in Aseer Region in Saudi Arabia. The study finds that the influence of social media differs according to the various stages of the consumers’ purchasing decision making-process

Maecker and et.al, (2016) study entitled: **“The effect of social media interactions on customer relationship management”** designed to examines the role of interactions through corporate social media channels, such as Facebook brand pages, in customer relationship management. The results indicate that social media interactions indeed ease the up selling efforts and reduce the risk of churn.

Lam, (2016) study entitled: **“Using social media to develop and commercialize new ict products”** An integration framework generated from theory review helps companies to better understand their development process as well as practices that need to be carried out in certain phases of the process and to accelerate the innovation in entering a new market. The social media canvas was created and aimed to be a practical tool for company in conducting a workshop within the team and planning how to utilize social media in

developing or commercializing a product.

Parveen et.al, (2016) study entitled: **“Social media’s impact on organizational performance and entrepreneurial orientation in organizations”** The study categorized social media usage into three sub-constructs such as social media usage for marketing, social media usage for building customer relations, and social media usage for information search. This study investigated the usage of social media and its impact as a whole, considering all social media tools together. Using a cross-sectional sample to collect data a total of 174 organizations responded to the survey. The result of the study showed that social media usage has a very strong positive impact on organizations’ performance, in terms of cost reduction, improved customer relations, and enhanced information accessibility.

## **Chapter Three**

### **Study Methodology (Methods and Procedure)**

#### **3.1 Methodology of the Study:**

The current study is considered as a causality study, because it aims at investigating the impact of social media usage on organizational performance at Dead Sea products companies in Jordan. Also this study used the descriptive analytic approach; it starts with literature review and a staff of arbitrators was conducted to finalize the items to be included in the questionnaire, and then a confirmation for reliability and validity of the questionnaire was carried out. Finally, the survey was conducted, and the results were compared with previous researches work.

#### **3.2 Study Population and Sample:**

Dead Sea products companies in Jordan that are registered in Jordanian companies control department are 35 companies, 20 Dead Sea products companies was only chosen to be surveyed because the remaining 15 companies do not use social media and do not have an official website, which represent 57% of total Dead Sea products companies in Jordan by using questionnaire to collect the primary data and examine the topic of social media usage and its impact on organizational performance.



### 3.3 Study Unit of Analysis:

The survey unit of analysis was composed of all managers at three levels (upper level, middle level and supervisors) who are working at Dead Sea products companies in Jordan. The study sample is consisted of (223) manager/supervisor which is considered as comprehensive surveys (Appendix 7).

### 3.4 Data Collection Method (Tools):

Two sources of data collection were used:

**Secondary Data:** The secondary data was collected from books, journals, researches, dissertations, articles, working papers, and the worldwide web. This way facilitated building strong theoretical background to clarify the problem definition, testing, and comparing study results with literature results.

**Primary Data:** The primary data was collected through questionnaires which were divided into two sections representing company and employee personal characteristics and study variables (Appendix 4).

**Section One:** included the following:

- 1) **Company characteristics** was collected with closed-ended questions, through (3) characteristics (Ownership of the company, company size, and company age).  
Personal and occupational characteristics.

- 2) **Employee personal characteristics** was collected with closed-ended questions, through (6) characteristics (Gender, age, educational qualification, managerial level, department, and work experience).

**Section Two:** The second section presented social media usage variables through (3) dimensions (Social media for marketing, social media for customers relations and services, and social media for information accessibility), which is measured on a 5 point Likert-type scale. Also this section presented organizational performance variables, which were measured through (5) dimensions (Rapid adaptation, time to market, cost reduction, satisfaction, and innovation), which is measured on a 5 point Likert-type scale as shown in table (3.1) below:

**Table (3.1): Study Questionnaire Variables**

	<b>Variable</b>	<b>Source</b>
<b>Social Media Usage</b>	Social media for marketing	Moen et al. (2008), Teo and Choo (2001), Cornin et al. (1994)
	social media for customers relations and services	Graef (1997), Teo and Choo (2001)
	social media for information accessibility	Teo and Choo (2001), Kassler (1997), Moen et al. (2008)
<b>Organizational Performance</b>	Rapid adaptation	Teo and Choo (2001)
	Time to market	Boxall & Purcell, (2003)
	Cost reduction	Teo and Choo (2001), DeLone et al. (1992), Feher and Towell (1997)
	Satisfaction	Boxall & Purcell, (2003), Teo and Choo (2001)
	Innovation	Teo and Choo (2001), DeLone et al. (1992), Feher and Towell (1997)

### **3.5 Validity Test:**

To validate the data collection tools that used in this study in terms of its readability, format, and ability to measure the study's constructs; the researcher distributed the questionnaire to academic reviewers from Middle East University and other universities specialized in faculty and practitioners in business administration and marketing who have specializations and expertise in the field of this study. The questionnaire instrument was updated to reflect the comments and suggestions that received by the domain experts (Appendix 1).

### **3.6 Reliability Test:**

In this study Cronbach's Alpha was used, reliability scores are expressed numerically as a coefficient. A coefficient score will be 1.00 if a test is perfectly reliable. Coefficient of at least 0.60 is required to indicate an acceptable degree of reliability (Sekaran, 2004).

**Table (3.2) Reliability Test**

<b>Variable</b>	<b>No. of Items</b>	<b>Cronbach's Alpha</b>
Social Media Usage	15	0.711
Social Media for Marketing	5	0.781
Social Media for Customer Relations and Services	5	0.743
Social Media for Information Accessibility	5	0.725
Organizational Performance	25	0.758
Rapid Adaptation	5	0.711
Time To Market	4	0.742
Cost Reduction	5	0.769
Satisfaction	6	0.731
Innovation	5	0.752

The above mentioned table (3.2) shows that Cronbach's Alpha coefficient value for independent variables were ranging from 0.711 and 0.781 and for dependent variables were ranging between 0.711 and 0.769 which means that Cronbach's Alpha coefficient value is accepted and highly reliable.

The Importance of each item will be measured at three levels of importance according to the following intervals as shown in table (3.3):

**Table (3.3): Importance Rating**

<b>less than 2.33</b>	Low
<b>2.33 to 3.66</b>	Medium
<b>More than 3.67</b>	High

## **Chapter Four**

### **Statistical Analysis Results and Hypotheses Testing**

#### **4.1 Introduction:**

The major goal of this research is to investigate the impact of social media usage on organizational performance at Dead Sea products companies in Jordan. This chapter deals with statistical analysis results for the subjects of study as it includes the statistical analysis indicators for the response by showing means, standard deviation, order and rating for each domain. Also, this study deals with hypothesis testing and statistical significant related to each hypothesis.

#### **4.2 Respondents' Demographic Description:**

In Table (4.1) below shows the characteristics of the company in terms of the ownership of the company, company size, and company age.

**Table (4.1) Company Characteristics:**

<b>Dimension</b>		<b>Frequency</b>	<b>Percent</b>
<b>Ownership of The Company</b>	Limited liability	15	75.0
	Public shareholding	2	10.0
	Private shareholding	3	15.0
	Total	20	100
<b>Company Size</b>	Less than 5 employees	2	10.0
	5 – 20 employees	11	55.0
	More than 20 employees	7	35.0
	Total	20	100
<b>Company Age</b>	Less than 5 years	3	15.0
	5 – 10 years	5	25.0
	More than 10 years	12	60.0
	Total	20	100

1. Ownership of the company: It seems that most Dead Sea products companies are a limited liability companies with 15 (75%), while the least are public shareholding with 2 (10%) which shows that this industry is still small with little to no support from the Jordanian government.

2. Company size: It is clear that most Dead Sea products companies are considered as medium (from 5 to 20 employee) with 11 (55%), while the least are small (less than 5 employee) with 2 (10%).
3. Company age: It seems that most Dead Sea products companies age are more than (10) years with 12 (60%), while the least are less than (5) years 3 (15%) which elucidate that the Dead Sea industry in Jordan is an old industry with a lot of opportunities if find the write support.

In Table (4.2) below shows the demographic characteristics of the respondents in terms of gender, age, academic qualification, managerial level, department, and years of experience.

**Table (4.2) Respondents Demographic Characteristics:**

<b>Dimension</b>		<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>	Male	100	59.2
	Female	69	40.8
	Total	169	100
<b>Age</b>	Less than 25 years	29	17.1
	25 – 35 years	82	48.5
	36 – 45 years	46	27.2
	More than 45 years	12	07.1
	Total	169	100

<b>Academic Qualification</b>	Diploma	39	23.0
	Bachelor Degree	101	59.8
	Master Degree	23	13.6
	Doctorate	6	03.5
	Total	169	100
<b>Managerial Level</b>	Upper Management	37	21.9
	Middle Management	78	46.1
	Supervisor	54	32.0
	Total	169	100
<b>Department</b>	Manufacturing	25	14.8
	R&D	19	11.2
	Marketing	45	26.6
	Management	39	23.0
	Logistics	25	14.8
	Other	16	09.5
	Total	169	100
<b>Years of Experience</b>	1 – 3	49	29.0
	4 – 6	75	44.4
	More than 6	45	26.6
	Total	169	100

1. Gender: It seems that most respondents are male with 100 (59.2%) while the female is 69 respondents which represent (40.8%) which shows that this



industry requires male workers more than females because the nature of work in the manufacturing factories in Jordan.

2. Age: It is clear that the most respondent ages are from (25 to 35) years old with 82 (48.5%), while the least respondent ages are above (45) years old with 12 (7.1%). This indicates that the Dead Sea products companies' community is youth in nature.
3. Academic qualification: It seems that the most respondents hold Bachelor degree with 101 (59.8%) respondents, while the least academic qualification degree is doctorate with 6 respondents (3.8%). This entails the need for higher degree in academic qualification especially in higher level positions.
4. Managerial level: Its obviously clear that the most respondent are from the middle management level with 78 respondents (46.1%), while the least respondents are from the upper management level with 37 (21.9%).
5. Department: It seems that the most respondent are working in marketing department with 45 respondents (26.6 %), while the least respondent are from other department with 16 respondents (9.5%).
6. Years of experience: It's clear that most respondent years of experience are from (4 to 6) years with 75 respondents (44.4%), while the least years of experience are more than six years with 45 respondents (26.6%).

### 1.3 Statistical Analysis Results

#### 1.3.1 Social Media Usage:

**Table (4.3): Social Media Usage**

No.	Social Media Usage	Mean	Standard Deviation	Importance	Rating
1	Social Media for Marketing	3.81	0.51	3	High
2	Social Media for Customer's Relations and Services	3.82	0.48	2	High
3	Social Media for Information Accessibility	3.85	0.42	1	High
<b>Domain Mean and Standard Deviation</b>		<b>3.83</b>	<b>0.36</b>	<b>-</b>	<b>High</b>

The above mentioned table (4.3) shows the responses of subjects on the social media usage (independent variable), the means range from 3.81 - 3.85, the mean for the domain is 3.83 which considered high. The highest mean is for social media for information accessibility (3.85), then social media for customer's relations and services (3.82), and the lowest mean is for social media for marketing (3.81). The variance or dispersion range is 0.42 - 0.51, domain standard deviation is 0.36 which considered good and indicates that variance is low and the responses are closed to each others.

### 1.3.2 Social Media for Marketing:

**Table (4.4): Social Media for Marketing**

No.	Social Media for Marketing	Mean	Standard Deviation	Importance	Rating
1	The company uses social media to advertise their products.	3.72	0.76	4	High
2	The company is seeking through the means of social media to promote its brand.	3.91	0.88	2	High
3	The company operates through the means of social media in the evaluation of its performance marketing by getting feedback from (Likes, shares and follow-up of Instagram, Facebook, and Twitter).	3.36	0.87	5	Medium
4	The company uses different languages in marketing through social media.	3.83	0.76	3	High
5	The company kept pace with trends and new social media sites to get a competitive advantage.	3.98	0.86	1	High
<b>Domain Mean and Standard Deviation</b>		<b>3.81</b>	<b>0.51</b>	<b>-</b>	<b>High</b>

The above mentioned table (4.4) shows the responses of subjects on the social media for marketing, the means range from 3.63 - 3.98, the mean for the domain is 3.81 which considered high. The highest mean is for the statement 5 (3.98) which states "The company kept pace with trends and new social media sites to get a competitive advantage", which confirmed that social media is considered a very important tool to get a competitive advantage, and the lowest mean is for statement 3 (3.63) which states "The company

operates through the means of social media in the evaluation of its performance marketing by getting feedback from (Likes, shares and follow-up of Instagram, Facebook, and Twitter)". The variance or dispersion range is 0.76 - 0.88, domain standard deviation is 0.51 which considered good and indicates that variance is low and the responses are closed to each others.

### 1.3.3 Social Media for Customer's Relations and Services

**Table (4.5): Social Media for Customer's Relations and Services**

No.	Social Media for Customer's Relations and Services	Mean	Standard Deviation	Importance	Rating
6	The company systematically collected customer feedback on social media sites.	3.95	0.79	1	High
7	The company develops its relationship with customers through constant communication with them through the means of social media.	3.83	0.83	2	High
8	The company operates through the means of social media in doing customer service activities.	3.78	0.82	4	High
9	The company improved the quality of their products through the study of customer feedback through social media	3.79	0.76	3	High
10	The company is seeking to reach out to new customers through social media.	3.75	0.77	5	High
<b>Domain Mean and Standard Deviation</b>		<b>3.82</b>	<b>0.48</b>	<b>2</b>	<b>High</b>

The above mentioned table (4.5) shows the responses of subjects on the social media for customer's relations and services, the means range from 3.75 - 3.95, the mean for the domain is 3.82 which considered high. The highest mean is for the statement 6 (3.95) which states "The company systematically collected customer feedback on social media sites", which shows that companies nowadays give much interest to collect the customers feedback and comments to better its products and services, and the lowest mean is for statement 10 (3.75) which states "The company is seeking to reach out to new customers through social media". The variance or dispersion range is 0.76 - 0.83, domain standard deviation is 0.48 which considered good and indicates that variance is low and the responses are close to each others.

### 1.3.4 Social Media for Information Accessibility

**Table (4.6): Social Media for Information Accessibility**

No.	Social Media for Information Accessibility	Mean	Standard Deviation	Importance	Rating
11	The company operates through the means of social media in the search for general information about the target market.	3.84	0.83	3	High
12	The company uses social media to search for competitors' information.	3.93	0.79	1	High
13	The company provides through the means of social media full information about the cost and the expected date of delivery.	3.79	0.78	5	High

14	The company uses social media to provide full details of their products.	3.88	0.73	2	High
15	The company is working to create and update a database to its customers through the means of social media.	3.83	0.81	4	High
<b>Domain Mean and Standard Deviation</b>		<b>3.85</b>	<b>0.42</b>	<b>1</b>	<b>High</b>

The above mentioned table (4.6) shows the responses of subjects on the social media for information accessibility, the means range from 3.79 - 3.93, the mean for the domain is 3.85 which considered high. The highest mean is for the statement 12 (3.93) which states "The company uses social media to search for competitors' information". And the lowest mean is for statement 13 (3.79) which states: "The company provides through the means of social media full information about the cost and the expected date of delivery". The variance or dispersion range is 0.73 - 0.83, domain standard deviation is 0.42 which considered good and indicates that variance is low and the responses are close to each others.

### 4.3.5 Organizational Performance

**Table (4.7): Organizational Performance**

No.	Organizational Performance	Mean	Standard Deviation	Importance	Rating
1	Rapid Adaptation	3.86	0.37	3	High
2	Time to Market	3.87	0.46	2	High
3	Cost Reduction	3.85	0.37	4	High
4	Satisfaction	3.89	0.43	1	High
5	Innovation	3.82	0.44	5	High
<b>Domain Mean and Standard Deviation</b>		<b>3.86</b>	<b>0.26</b>	-	<b>High</b>

The above mentioned table (4.7) shows the responses of subjects on the organizational performance, the means range from 3.82 - 3.89, the mean for the domain is 3.86 which considered high. The highest mean is for satisfaction (3.89), then respectively, for time to market (3.87), for rapid adaptation (3.86), for cost reduction (3.85), and the lowest mean is for innovation (3.82). The variance or dispersion range is 0.37 - 0.46, domain standard deviation is 0.26 which considered good and indicates that variance is low and the responses are closed to each others.

### 4.3.6 Rapid Adaptation

**Table (4.8): Rapid Adaptation**

No.	Rapid Adaptation	Mean	Standard Deviation	Importance	Rating
16	The company possesses the ability to respond rapidly to changes in the work environment (internal or external variables).	3.89	0.78	1	High
17	The company chooses suppliers are characterized by flexibility in responding to requests by the company when needed.	3.83	0.74	5	High
18	The company has expertise and capabilities in R&D department able to keep pace with the rapid changes in the work environment.	3.85	0.75	3	High
19	The company urgently needed changes in the conduct by the agent in the product characteristics.	3.84	0.83	4	High
20	The company has the ability to develop existing products within a short period of time (less than six months).	3.86	0.72	2	High
<b>Domain Mean and Standard Deviation</b>		<b>3.86</b>	<b>0.37</b>	<b>3</b>	<b>High</b>

The above mentioned table (4.8) shows the responses of subjects on rapid adaptation, the means range from 3.83 - 3.89, the mean for the domain is 3.86 which considered high. The highest mean is for the statement 16 (3.89) which states: "The company possesses the ability to respond rapidly to changes in the work environment (internal or external



variables)", and the lowest mean is for statement 17 (3.83) which states: "The company chooses suppliers are characterized by flexibility in responding to requests by the company when needed". The variance or dispersion range 0.72 - 0.83, domain standard deviation is 0.37 which considered good and indicates that variance is low and the responses are closed to each others.

### 4.3.7 Time to Market

**Table (4.9): Time to Market**

No.	Time to Market	Mean	Standard Deviation	Importance	Rating
21	The company continues to invest in advanced technology to improve their products and services.	3.85	0.81	3	High
22	The company relies on feedback from customers to help determine the most appropriate time to launch new products on the market.	3.93	0.78	1	High
23	The company works to enter into new markets and regions to help spread globally.	3.83	0.82	4	High
24	The company used a variety of marketing techniques to help increase the awareness and knowledge of customers for new products on the market.	3.86	0.77	2	High
<b>Domain Mean and Standard Deviation</b>		<b>3.87</b>	<b>0.46</b>	-	<b>High</b>

The above mentioned table (4.9) shows the responses of subject time to market, the means range from 3.83 - 3.93, the mean for the domain is 3.87 which considered high. The highest mean is for statement 22 (3.93) which states: "The company relies on feedback from customers to help determine the most appropriate time to launch new products on the market", and the lowest mean is for statement 23 (3.83) which states: "The company works to enter into new markets and regions to help spread globally". The variance or dispersion range is 0.77 - 0.81, domain standard deviation is 0.46 which considered good and indicates that variance is low and the responses are close to each others.

#### 4.3.8 Cost Reduction

**Table (4.10): Cost Reduction**

No.	Cost Reduction	Mean	Standard Deviation	Importance	Rating
25	The company pursues a policy of reducing costs while maintaining product quality.	3.89	0.81	2	High
26	The company plans to reduce the maintenance costs of machinery and equipment.	3.82	0.74	4	High
27	The company plans to reduce transportation costs.	3.83	0.79	3	High
28	The company is seeking to reduce the wasteful use of resources (electricity, water, raw materials).	3.90	0.68	1	High
29	The company is working on economies of scale (production in large quantities to reduce the cost per piece).	3.79	0.79	5	High
<b>Domain Mean and Standard Deviation</b>		<b>3.85</b>	<b>0.37</b>	<b>4</b>	<b>High</b>

The above mentioned table (4.10) shows the responses of subjects on cost reduction, the means range from 3.79 - 3.90, the mean for the domain is 3.85 which considered high. The highest mean is for statement 28 (3.90) which states: "The company is seeking to reduce the wasteful use of resources (electricity, water, raw materials)", and the lowest mean is for statement 29 (3.79) which states: "The company is working on economies of scale (production in large quantities to reduce the cost per piece)". The variance or dispersion range is 0.68 - 0.81, domain standard deviation is 0.37 which considered good and indicates that variance is low and the responses are closed to each others.

#### 4.3.9 Satisfaction

**Table (4.11): Satisfaction**

No.	Satisfaction	Mean	Standard Deviation	Importance	Rating
30	The importance of any task, no matter how small, is appreciated by higher management.	3.86	0.79	4	High
31	Management empowers its employees to get better results.	3.82	0.80	5	High
32	Employees allowed expressing their views and problems.	3.81	0.75	6	High
33	Staff incentives are awarded for outstanding performance regardless of the functional level.	3.99	0.78	1	High
34	Managers seek solutions that satisfy conflict parties.	3.96	0.79	2	High

35	Management makes sure that responsibilities are clear to all employees.	3.91	0.75	3	High
<b>Domain Mean and Standard Deviation</b>		<b>3.89</b>	<b>0.43</b>	-	<b>High</b>

The above mentioned table (4.11) shows the responses of subjects on satisfaction, the means range from 3.82 - 3.99, the mean for the domain is 3.89 which considered high. The highest mean is for the statement 33 (3.99) which states: "Staff incentives are awarded for outstanding performance regardless of the functional level", and the lowest mean is for statement 32 (3.81) which states: "Employees allowed expressing their views and problems". The variance or dispersion range is 0.75 - 0.80, domain standard deviation is 0.43 which considered good and indicates that variance is low and the responses are closed to each others.

#### 4.3.10 Innovation

**Table (4.12): Innovation**

No.	Innovation	Mean	Standard Deviation	Importance	Rating
36	The company characterized by innovation in production methods.	3.92	0.79	1	High
37	The company applied new innovative methods in advertising their products and services.	3.76	0.79	5	High
38	The company is always looking for new innovative ways to deliver their products ways.	3.83	0.79	2	High
39	The company decided to change the properties of the shape of the product and its quality on the basis	3.82	0.80	3	High

	of a new innovative idea.				
40	The company encourages new innovative ideas.	3.77	0.76	4	High
<b>Domain Mean and Standard Deviation</b>		<b>3.82</b>	<b>0.44</b>	-	<b>High</b>

The above mentioned table (4.12) shows the responses of subjects on innovation, the means range from 3.76 -3.92, the mean for the domain is 3.82 which considered high. The highest mean is for statement 36 (3.92) which states: "The company characterized by innovation in production methods", and the lowest mean is for statement 37 (3.76) which states: "The company applied new innovative methods in advertising their products and services". The variance or dispersion range is 0.76 - 0.80, domain standard deviation is 0.44 which considered good and indicates that variance is low and the responses are closed to each others.

#### **4.4 Data Fitness Analysis for Regression Analysis**

Before conducting regression, data fitness for that test must be conducted to make sure that no high linear correlation (Multi co-linearity) between sub-independent variables. Therefore, variance inflation factor (VIF) and tolerance were calculated for each variable, taking into consideration that allowable VIF must not exceed 10 and tolerance must be more than 0.05. Normal distribution is existed for data and that confirmed by using Skewness. The data have normal distribution if Skewness value is between -1 and 1.

**Table (4.13): VIF, Tolerance and Skewness**

No.	Independent Variable	VIF	Tolerance	Skewness
1	Social Media for Marketing	1.31	0.76	-0.54
2	Social Media for Customer's Relations and Services	1.17	0.84	-0.082
3	Social Media for Information Accessibility	1.20	0.84	-0.44

The above table (4.13) shows no multi co-linearity between the following sub-independent variables: social media for marketing, social media for customer's relations and services, and social media for information accessibility where the values of VIF are: 1.31, 1.17, and 1.20 which are less than 10. Tolerance values are: 0.76 and 0.84 and they are more than 0.05, and that indicated that no high correlation (multi co-linearity) between the sub-independent variables. Also, data have normal distribution as Skewness values are between -1 and 1.

Accordingly, as data have normal distribution and no multi co-linearity between the sub-independent variables. Accordingly, the hypothesis has been tested as the following:

#### **4.5 Hypothesis Testing**

**H0.1:** Social media usage does not have direct impact on organizational performance at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, simple regression were used as follows:

**Table (4.14): H0.1 Hypothesis Testing (Organizational Performance)**

<b>Dependent Variable</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F Value</b>	<b>Sig.</b>
Organizational Performance	0.580	0.337	0.333	84.839	0.000

The above table (4.14) shows the impact of social media usage on organizational performance at Dead Sea products companies in Jordan, the results indicated that there is a statistically significant impact of social media usage on organizational performance at Dead Sea products companies in Jordan, where Pearson correlation (R) is 0.580 at significant  $\alpha \leq 0.05$ , R square is 0.337 so 0.337 of change in organizational performance at Dead Sea products companies in Jordan is resulted from change in social media usage. Also, adjusted R square is 0.333 which reflects the level of care of social media usage. So, the study rejects the hypothesis H0.1 and accepts the alternative hypothesis which states: "Social media usage has direct impact on organizational performance at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.1.1:** Social media usage does not have direct impact on rapid adaptation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, simple regression were used as follows:

**Table (4.15): H0.1.1 Hypothesis Testing (Rapid Adaptation)**

<b>Dependent Variable</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F Value</b>	<b>Sig.</b>
Rapid Adaptation	0.430	0.185	0.180	37.809	0.000

The above table (4.15) shows the impact of social media usage on rapid adaptation at Dead Sea products companies in Jordan, the results indicated that there is a statistically significant impact of social media usage on rapid adaptation at Dead Sea products companies in Jordan, where Pearson correlation (R) is 0.430 at significant  $\alpha \leq 0.05$ , R square is 0.185 so value 0.185 of change in rapid adaptation at Dead Sea products companies in Jordan is resulted from change in social media usage. Also, adjusted R square is 0.180 which reflects the level of care of social media usage. So, the study rejects the hypothesis H0.1.1 and accepts the alternative hypothesis which states: "Social media usage has direct impact on rapid adaptation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.1.2:** Social media usage does not have direct impact on time to market at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, simple regression were used as follows:



**Table (4.16) H0.1.2 Hypothesis Testing (Time To Market)**

<b>Dependent Variable</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F Value</b>	<b>Sig.</b>
Time to Market	0.389	0.151	0.146	29.724	0.000

The above table (4.16) shows the impact of social media usage on time to market at Dead Sea products companies in Jordan, the results indicated that there is a statistically significant impact of social media usage on time to market at Dead Sea products companies in Jordan, where Pearson correlation (R) is 0.389 at significant  $\alpha \leq 0.05$ , R square is 0.151 so 0.151 of change in time to market at Dead Sea products companies in Jordan is resulted from change in social media usage. Also, adjusted R square is 0.146 which reflects the level of care of social media usage. So, the study rejects the hypothesis H0.1.2 and accepts the alternative hypothesis which states: "Social media usage has direct impact on time to market at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.1.3:** Social media usage does not have direct impact on cost reduction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, simple regression were used as follows:

**Table (4.17): H0.1.3 Hypothesis Testing (Cost Reduction)**

<b>Dependent Variable</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F Value</b>	<b>Sig.</b>
Cost Reduction	0.146	0.163	0.158	32.435	0.000

The above table (4.17) shows the impact of social media usage on cost reduction at Dead Sea products companies in Jordan, the results indicated that there is a statistically significant impact of social media usage on cost reduction at Dead Sea products companies in Jordan, where Pearson correlation (R) is 0.146 at significant  $\alpha \leq 0.05$ , R square is 0.163 so 0.163 of change in cost reduction at Dead Sea products companies in Jordan is resulted from change in social media usage. Also, adjusted R square is 0.158 which reflects the level of care of social media usage. So, the study rejects the hypothesis H0.1.3 and accepts the alternative hypothesis which states: "Social media usage has direct impact on cost reduction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.1.4:** Social media usage does not have direct impact on satisfaction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, simple regression were used as follows:

**Table (4.18): H0.1.4 Hypothesis Testing (Satisfaction)**

<b>Dependent Variable</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F Value</b>	<b>Sig.</b>
Satisfaction	0.285	0.081	0.076	14.767	0.000

The above table (4.18) shows the impact of social media usage on satisfaction at Dead Sea products companies in Jordan, the results indicated that there is a statistically significant impact of social media usage on satisfaction at Dead Sea products companies in Jordan, where Pearson correlation (R) is 0.285 at significant  $\alpha \leq 0.05$ , R square is 0.081 so 0.081 of change in satisfaction at Dead Sea products companies in Jordan is resulted from change in social media usage. Also, adjusted R square is 0.076 which reflects the level of care of social media usage. So, the study rejects the hypothesis H0.1.4 and accepts the alternative hypothesis which states: "Social media usage has direct impact on satisfaction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.1.5:** Social media usage does not have direct impact on innovation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

To test this hypothesis, simple regression were used as follows:

**Table (4.19): H0.1.5 Hypothesis Testing (Innovation)**

<b>Dependent Variable</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>F Value</b>	<b>Sig.</b>
Innovation	0.333	0.111	0.105	20.791	0.000

The above table (4.19) shows the impact of social media usage on innovation at Dead Sea products companies in Jordan, the results indicated that there is a statistically significant impact of social media usage on innovation at Dead Sea products companies in Jordan, where Pearson correlation (R) is 0.333 at significant  $\alpha \leq 0.05$ , R square is 0.111 so 0.111 of change in innovation at Dead Sea products companies in Jordan is resulted from change in social media usage. Also, adjusted R square is 0.105 which reflects the level of care of social media usage. So, the study rejects the hypothesis H0.1.5 and accepts the alternative hypothesis which states: "Social media usage has direct impact on innovation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.2:** There is no difference in respondents members based on the company characteristics on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

Using One Way ANOVA, the table (4.20) below shows the difference in respondents members based on company characteristics on social media usage at Dead Sea products companies in Jordan.

**Table (4.20): H0.2 One Way ANOVA Testing**

Independent Variable: social media usage

Source	Type III Sum of Squares	DF	Mean Square	F	Sig.
Corrected Model	14.009 <sup>a</sup>	6	2.335	51.146	0.000
Intercept	485.406	1	485.406	10633.071	0.000
Ownership Of The Company	11.421	2	5.710	125.090	0.000
Company Size	0.071	2	0.036	0.780	0.460
Company Age	0.057	2	0.029	0.625	0.536
Error	7.395	162	0.046		
Total	2501.444	169			
Corrected Total	21.404	168			

a. R Squared = .654 (Adjusted R Squared = .642)

Considering to the company characteristics with each other and in the same time to know if there is a difference in social media usage at Dead Sea products companies in Jordan, The study found that the ownership of the company is only different on social media usage where Sig = 0 which is less than 5%, so there are statistically significant differences in social media usage according to the ownership of the company but there is no difference of company size and company age where Sig = 0.460 and 0.536 respectively and they are more than 5%.

Taking into consideration that the above result is for the three variables in the same time, but it does not mean that any variable alone has no difference on the level of social media usage. However, the above result shows that there is a difference of the ownership of the company on social media usage. Therefore, the study reject the H0.2 and accept the alternative hypothesis: "The company age and size has no difference in respondents members on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ) but the ownership of the company has difference in respondents members on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

**H0.2.1** There is no difference in respondents members based on the ownership of the company on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

Using one way ANOVA, the following table has obtained:

**Table (4.21): H0.2.1 One Way ANOVA Testing (Ownership of the Company)**

Social Media Usage	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	13.920	2	6.960	154.380	0.000
Within Groups	7.484	166	0.045		
Total	21.404	168			

The above table (4.21) shows that Sig= 0 which is less than 5%, so there are statistically significant differences for the ownership of the company in social media usage. Therefore, The study reject the hypothesis H0.2.1 and accept alternative hypothesis: "There is a difference in respondents members based on the ownership of the company on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

Now, after determining that there is a difference of the ownership of the company on social media usage at Dead Sea products companies in Jordan, Therefore, determining which has the strongest difference for the following variables: limited liability, public shareholding, and private shareholding. Using Scheffe testing, the following table has obtained:

**Table (4.22): H0.2.1 Ownership of the Company Scheffe Testing**

Independent Variable: Social media usage

	(I) Type	(J) Type	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffe	Limited	Public	0.75944*	0.04334	0.000	0.6739	0.8450
		Private	0.08377	0.05243	0.112	-0.0197	0.1873
	Public	Limited	-0.75944*	0.04334	0.000	-0.8450	-0.6739
		Private	-0.67567*	0.06226	0.000	-0.7986	-0.5528
	Private	Limited	-0.08377	0.05243	0.112	-0.1873	0.0197
		Public	0.67567*	0.06226	0.000	0.5528	0.7986

\*. The mean difference is significant at the 0.05 level.

The above table (4.22) shows that there is a difference in social media usage between limited liability and public, where limited liability companies has the highest value for the use of social media, also it shows that there is a difference in social media usage between public and limited, public and private, Furthermore, it shows that there is a difference in social media usage between private and public. Also comes in second private shareholding companies as the mean difference between it and private shareholding companies is 0.08377 and the lowest value is public shareholding companies in using social media

where mean difference between it and limited liability companies is 0.75944 which indicated a big difference comparing to limited liability companies with private shareholding companies.

**H0.2.2** There is no difference in respondents members based on the company size on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

Using one way ANOVA, the following table has obtained:

**Table (4.23): H0.2.2 One Way ANOVA Testing (Company Size)**

Social media usage	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	2.206	2	1.103	9.538	0.000
Within Groups	19.198	166	0.116		
Total	21.404	168			

The above table (4.23) shows that Sig= 0 which is less than 5%, so there are statistically significant differences for company size in social media usage. Therefore, the study rejects the hypothesis H0.2.2 and accept alternative hypothesis: "There are difference in respondents members based on the company size on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )".

Now, after determining that there is a difference of company size on social media usage at Dead Sea products companies in Jordan, Therefore, determining which has the strongest difference for the following variables: less than 5 employees, from 5 - 20 employees, and more than 20 employees. Using Scheffe testing, the following table obtained:



**Table (4.24): H0.2.2 Company Size Scheffe Testing**

<b>Multiple Comparisons</b>							
Independent Variable: Social media usage							
	<b>(I) Size</b>	<b>(J) Size</b>	<b>Mean Difference (I-J)</b>	<b>Std. Error</b>	<b>Sig.</b>	<b>95% Confidence Interval</b>	
						<b>Lower Bound</b>	<b>Upper Bound</b>
Scheffe	Less than 5 employees	5-20 employees	0.01303	0.14584	0.996	-0.3472	0.3733
		More than 20 employees	0.24730	0.14275	0.226	-0.1053	0.5999
	5-20 employees	Less than 5 employees	-0.01303	0.14584	0.996	-0.3733	0.3472
		More than 20 employees	0.23427*	0.05564	0.000	0.0969	0.3717
	More than 20 employees	Less than 5 employees	-0.24730	0.14275	0.225	-0.5999	0.1053
		5-20 employees	-0.23427*	0.05564	0.000	-0.3717	-0.0969
*. The mean difference is significant at the 0.05 level.							

The above table (4.24) shows that small companies (less than 5 employees) has the highest value for the use of social media, then medium companies (5-20 employees) as the mean difference between it and small companies (less than 5 employees) is 0.01303 and the lowest value is for large companies (more than 20) in using social media where mean difference between it and less than 5 employees is 0.23427 which is a big difference comparing small companies (less than 5 employees) with large companies (more than 20).

**H0.2.3** There is no difference in respondents members based on the company age on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ).

Using one way ANOVA, the following table obtained:

**Table (4.25): H0.2.3 One Way ANOVA Testing (Company Age)**

Social media usage	Sum of Squares	DF	Mean Square	F	Sig.
Between Groups	1.101	2	0.550	4.500	0.012
Within Groups	20.304	166	0.122		
Total	21.404	168			

The above table (4.25) shows that Sig = 0.012 which is less than 5%, so there are statistically significant differences for company age in social media. Therefore, the study rejects the hypothesis H0.2.3 and accept alternative hypothesis: "There are difference in respondents members based on the company age on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ )."

Now, after determining that there is a difference of company age on social media usage at Dead Sea products companies in Jordan, Therefore, determining which has the strongest difference for the following variables: less than 5 years, from 5-10 years, and more than 10 years. Using Scheffe testing, the following table obtained:

**Table (4.26): H0.2.3 Company Age Scheffe Testing**

	(I) Company Age	(J) Company Age	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Scheffe	Less than 5 years	From 5-10 years	-0.07111	0.10427	0.793	-0.3287	0.1864
		More than 10 years	0.12984	0.08835	0.342	-0.0884	0.3481
	From 5-10 years	Less than 5 years	0.07111	0.10427	0.793	-0.1864	0.3287
		More than 10 years	0.20096*	0.07133	0.021	0.0248	0.3771
	More than 10 years	Less than 5 years	-0.12984	0.08835	0.342	-0.3481	0.0884
		From 5-10 years	-0.20096*	0.07133	0.021	-0.3771	-0.0248

\*. The mean difference is significant at the 0.05 level.

The above table (4.26) shows that relatively new companies (from 5 - 10 years) has the highest value for the use of social media, then fresh companies (less than 5 years) the mean difference between it and relatively new companies (from 5 - 10 years) is 0.07111 and the lowest value is old companies (more than 10 years) in using social media where mean difference between it and relatively new companies (from 5 - 10 years) is 0.20096 which is a big difference comparing to relatively new companies (from 5-10 years) with old companies (more than 10 years).

## **Chapter Five**

### **Results Discussion, Conclusions, and recommendations**

#### **5.1 Results Discussion**

In this section, the study results will be presented and discussed in the light of previous studies as follows:

Result of the current study shows that there is a strong, direct and positive impact of the social media usage on organizational performance among Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). All independent variables have high degree of integration (social media for marketing, social media for customer relations and services, and social media for information accessibility). Also, it was shown that the companies kept updated and followed with trends and new social media sites to get a competitive advantage, systematically collecting customers feedback on social media sites, and the companies uses social media to search for competitors' information. In addition, the results shows that social media usage has a positive impact in terms of rapid adaptation, shorten the time to market of new products, cost reduction, enhance satisfaction, and improve the innovation process. Accordingly, the results shows that the company possesses the ability to respond rapidly to changes in the work environment (internal or external variables), companies relies on feedback from customers to help determine the most appropriate time to launch

new products on the market, companies is seeking to reduce the wasteful use of resources (electricity, water, raw materials), staff incentives are awarded for outstanding performance regardless of the functional level, and the companies characterized by innovation in production methods. This is constant with prior study of Parveen et al., (2012) results of findings a strong positive impact of social media usage on organizational performances and entrepreneurial orientation in organizations. This resulted enhancement of the customer relations and customer service and lowered the cost of marketing and customer service with easier access to information regarding customers and competitors. Accordingly, this is constant with Kimani, (2015) study that showed that social media marketing add a lot of value to people by allowing employees to connect to the clients, particularly the ones in diverse geographic zones.

Furthermore, the study results is constant with prior study results of findings a strong positive relationships between technology usage and organizational performances (Shuai and Wu, 2011; Apigianet al., 2005). This indicates improving customer's relationships with the organization. Also previous studies result of finding a strong relation among social media and brand loyalty (Erdogmus and Cicek, 2012; Mehrabi, 2014) studies that resulted that brand loyalty of the customers is positively affected when the brand that appears on various platforms and offers applications on social media. In addition, it was clear that most Dead Sea products companies in Jordan are a limited liability companies (75%), while the least are public shareholding (10%) and most of them are considered as medium companies (from 5 to 20 employees) (55%), which indicates that this industry is still small with the ability to be developed more along side with the support from the Jordanian

government. While the majority of the research respondents are male (59.2%) while the female respondents represent (40.8%); have mature age (25 to 35) years old (48.5%); hold Bachelor degree (59.8%), most of them have (4 – 6) years of experience (44.4%), This indicates that the Dead Sea products industry' community is youth in nature and requires male workers more than females because the nature of work in the manufacturing factories in Jordan with lower education qualifications. Furthermore, the results show no multi co-linearity between the sub-independent variables: (social media for marketing, social media for customer's relations and services, and social media for information accessibility), which indicates that there is high correlation (multi co-linearity) between the sub-independent variables.

The results indicated that there is a statistically significant direct impact of social media usage on rapid adaptation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). This result in accordance with the results of (Parveen, 2012; Dubois et al., 2004; Lucia & Lepsinger, 1999) which indicated that there is a strong impact of social usage on organizations. Also the results indicated that there is a statistically significant direct impact of social media usage on time to market at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). This result in accordance with the results of (Lam, 2016; Afonso et al., 2008) who recommend utilizing social media in developing or commercializing a product or service. Also the study results indicated that there is a statistically significant direct impact of social media usage on cost reduction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). This result in accordance with the results of Parveen et al., (2012) that shows that

social media usage lowered the cost of marketing and customer service. Furthermore, the results indicated that there is a statistically significant direct impact of social media usage on satisfaction at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). This result in accordance with the results of Jagero, (2014) that shows that social networking lead to improved levels of employee productivity with the advantage of escalating cooperation that will encourage knowledge sharing among individuals, with the potential of improved productivity. Also the results indicated that there is a statistically significant direct impact of social media usage on innovation at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). This result in harmony with the results of (Wright, Dunford, and Snell, (2001); Kenly and Poston, 2011) that shows a clear movement happening to power social media to facilitate drive higher levels of product innovation and profitability. Also that innovation is not only a new idea but moreover the execution of innovative idea leads to success.

The study found that there are statistically significant direct impact of company type on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ) according to company type but there is no impact of the company age and size on social media usage at Dead Sea products companies in Jordan, at ( $\alpha \leq 0.05$ ). This shows that limited liability companies have the highest value for the use of social media, and the lowest value is public shareholding companies in using social media. In addition, the study shows that small companies (less than 5 employees) has the highest value for the use of social media, and the lowest value is for large companies (more than 20) in using social media. Furthermore, the study found that relatively new companies (from 5 - 10 years) has the highest value for the use of social media, and the lowest value is old companies (more

than 10 years) in using social media.

## **5.2 Conclusions**

Based on the research results, the following conclusions can be drawn as follows:

1. There is a significant importance of social media usage among the Dead Sea products companies in Jordan in terms of rapid adaptation, time to market, cost reduction, satisfaction, and innovation.
2. Through this study, it is showed that social media usage has a positive effect on improving the efficiency of companies, and this gives social media a great importance.
3. The implementation of social media usage is not limited to marketing department staff, but it also includes all the departments and elements of the company, staff and administrators.
4. There is a high social media usage among limited liability companies especially small and relatively new companies which could be owing to hiring new and fresh graduate employees who are very interested in using social media and has a lot of experience in using multiple network platforms. Also it could be for the focusing of these companies on training their employees on using and implement social media usage within their required tasks.
5. There is also a lack of social media usage in public shareholding companies especially large and old companies usually because there is no young and fresh employees within the company who is social media enthusiasts and concerned of implementing there social media expert on their work and reflecting the new university education which includes a lot of education materials regarding E-business, E-marketing, E-commerce.



Also old companies focus on their marketing strategies on only distribution contracts with other agencies for them to market their own products with no or small marketing support. This draws attention for these specific companies to hire more employees who has social media usage and E-Marketing expertise within their marketing department.

6. Dead Sea companies in Jordan employees community majority education holds bachelor degree with (4-6) years of experience, which draws attention for the need of higher education employees within Dead Sea products industry in Jordan, also for new and fresh talents to enrich the industry with various talents and knowledge to help gaining a competitive advantage.
7. Organizational performance depends heavily on social media usage such as social media for marketing, social media for customer relations and services, and social media for information accessibility. Thus, the emphasis of the development of marketing and business strategies in the light should be directed in improving social media usage.
8. The usage of social media in companies, grant the company the competitive advantage edge upon competitors, throughout rapidly adapt to internal and external changes in the environment, and achieve the changing requirements of consumers in a short period.

### **5.3 Recommendations**

In the light of all the study results, the following recommendations can be proposed:

#### **5.3.1 Recommendations for Dead Sea Products industry and Other Industries:**

1. It is recommended to further engage the customers through social media platforms in designing the company's products which will positively affect the integration with customers.
2. It is advised to focus on enhancing the flexibility of Dead Sea products companies through the openness in social media platforms to new ideas and thoughts.
3. Dead Sea products companies must empower social media usage, because of its importance to increase organizational performance.
4. Companies must use social media platforms to develop and enhance the performance of the organization by creating new ways of innovation in products or processes which leads to more effectiveness and efficiency within the company.
5. Companies must use social media to improve organizational performance in the course of faster time to market for the products or services for them to be available and on hand to customers at the correct time.
6. It is recommended for public shareholding Dead Sea companies in Jordan to implement the usage of social media in their companies' strategies in an effective way which will positively impact the organizational performance.
7. Dead Sea products companies should hire more employees who have social media usage and E-Marketing experience within their marketing department. Also to hire

higher education employees to enrich the company with various talents and knowledge in different fields and areas.

### **5.3.2 Recommendations for Academicians and Future Research:**

1. This study is dedicated to the Dead Sea products industry, so it is advisable to study the social media usage on other manufacturing organizations and industries.
2. The study recommends that to carry out similar research on Dead Sea products industry in other countries in order to compare the results and stand on the differences, if available, and provide the suitable interpretations.
3. Despite only taking few variables of social media usage variables, it is worth to mention that there may be other scope to add other variables as well as the adding up of a variable to an mediator like the impact and effect of the external/internal environment such as employees characteristics (gender, age, education qualification), in addition it is recommended to include additional paragraphs that can provide clearer results.
4. It is recommended that to restudying the same topic on the same companies over a period of time to evaluate the development resulting from the application of social media usage.
5. It is advised to perform similar studies from the customer's viewpoint. Also this study depended primarily on questionnaire to gather related data, which is not free of bias. Therefore, future research is suggested by using other approaches like interviews or focus group for a better understanding of the study phenomenon.

6. As mentioned earlier generalizing this research results is limited to research sample and the results must be taken with concern. In order to generalize the research results, future research can apply the same model but to wider number of organizations.

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## Appendixes:

### Appendix (1): Panel of Referees Committee:

<b>No.</b>	<b>Name</b>	<b>Qualification</b>	<b>Organization</b>
1	SoudAlmahameed	Prof/Head of the Department of Business Administration	Middle East University
2	Ahmad Ali Salih Al-limey	Associate Prof/Faculty of Business	Middle East University
3	Emad Yusuf QassemMasoud	Associate Prof/Faculty of Business	Middle East University
4	FerasAlshalabi	Associate Prof/Faculty of Business	Alzaytona University
5	Mazen Kamal Qteishat	Associate Prof/Faculty of Business	Al-Balqa Applied University
6	Sameer Aljabali	Assistant Prof/Assistant Dean of the Faculty of Business	Middle East University
7	Hamzah AL-Shaar	Assistance Prof/Faculty of Business	Al-Balqa Applied University

## **Appendix (2):**

### **Panel of Judges (Referees) Committee Letter**

“Social Media Usage Questionnaire Evaluation Letter”

**Dear Professor:**

In this study social media usage comprising three variables: (SM for marketing, SM for customer's relations and services, and SM for information accessibility). Social media usage is considered as one of the most powerful marketing channels. It increase and elevate product and service image and allows organizations to reach the mass in different countries with different customer cultures and backgrounds. The social media usage impact on organizational performance will be measured by the following variables (rapid adaptation, time to market, cost reduction, satisfaction, and innovation), the main purpose of this study is to investigate the impact of social media usage on organizational performance at Dead Sea products companies in Jordan.

You have been chosen and invited to participate as one of the panel judge for this master thesis questionnaire. Your guidance and participation in this research is highly appreciated. Please put down your suggestions and recommendations onto the questionnaire, adding any comments you wish about any particular issues that you consider of importance.

Again, thank you for your participation and guidance, and if you have any questions or concerns please do not hesitate to contact 00962799393684.

Regards,

Researcher: Ardam Mohammad Islam Dodokh

Supervisor: Dr. Mohammad AL – Ma'aitah

### **Appendix (3):**

#### **Participants Letter**

“Social Media Usage Questionnaire Evaluation Letter”

**Dear participant:**

Social media usage is considered one of the vital topics in the business and marketing field in general and Dead Sea products field in particular. In this study social media usage comprising three variables: (SM for marketing, SM for customer’s relations and services, and SM for information accessibility). Social media usage is considered as one of the most powerful marketing channels. It increase and elevate product and service image and allows organizations to reach the mass in different countries with different customer cultures and backgrounds. Social media usage impact on organizational performance will be measured by the following variables (rapid adaptation, time to market, cost reduction, satisfaction, and innovation).

The main purpose of this study is to investigate the impact of social media usage on organizational performance at Dead Sea products companies in Jordan.

I am honored to invite you to participate in filling the (40) questionnaire items according to the current situations at your organization which I expect only to take (10) minutes to be filled. I strongly appreciate your participation in this study, also you can add any note you think its valuable for the research purposes and for your organization in particular and to Dead Sea products industry in general, with the knowledge that the answers are secret and only will be used for research purposes.

I remind you about the importance of your answer to all questionnaire items to serve the research design. And if you need to pursue the research results it will be available to you

upon request. Thank you for your guidance and support, and if you have any questions or note please call me at mobile 00962799393684.

Regards,

Researcher: Ardam Mohammad Islam Dodokh

Supervisor: Dr. Mohammad AL – Ma'aitah

## Appendix (4):

### Thesis Questionnaire

استبانته حول اثر استخدام وسائل التواصل الاجتماعي على الأداء التنظيمي في  
شركات منتجات البحر الميت في الاردن

الجزء الأول:

الخصائص الديموغرافية:

البيانات التي تتعلق بالشركة:

اسم الشركة:

نوع الشركة:  محدودة المسؤولية  مساهمة عامة  مساهمة خاصة

حجم الشركة:  أقل من 5 موظفين  من (5-20) موظف  أكثر من 20

موظف

عمر الشركة:  أقل من 5 سنوات  من (5-10) سنوات  أكثر من 10

سنوات

البيانات التي تتعلق بالموظف:

النوع الاجتماعي:  ذكر  انثى

العمر:  اقل من 25  من 25-35  من 36-45  أكبر من 45

المؤهل العلمي:  دبلوم  بكالوريوس  ماجستير  دكتوراه

المستوى الاداري:  ادارة عليا  ادارة وسطى  مشرف



القسم:  الإنتاج  البحث والتطوير  التسويق  الإدارة

الدعم اللوجستي  اخرى

الخبرة:  1 - 3 سنوات  4 - 6 سنوات  اكثر من 6 سنوات

الجزء الثاني:

متغيرات الدراسة: (استخدام وسائل التواصل الاجتماعي - الأداء التنظيمي)

الرجاء التأكد من إجابة كل سؤال ووضع دائرة ( O ) حول الجواب الصحيح استنادا الى ملاحظتك حول الواقع الموجود وليس بناء على الاعتقاد أو الوضع المثالي لكل فقرة كالتالي: ( 1 = لا أوافق بشدة, 2 = لا أوافق, 3 = محايد, 4 = أوافق, 5 = أوافق بشدة )

رقم #	العبارات Item	Strongly Disagree لا أوافق بشدة	Disagree لا أوافق	Neutral محايد	Agree أوافق	Strongly Agree أوافق بشدة
		1	2	3	4	5
<p>المتغير الأول:</p> <p>استخدام وسائل التواصل الاجتماعي: هي الأنشطة والممارسات والسلوكيات التي تتبعها الشركة عبر وسائل التواصل الاجتماعي لتبادل المعلومات والمعرفة والآراء مع الزبائن.</p> <p><b>First Variable:</b>  <b>Social Media Usage:</b> Activities, behaviors and practices followed by the company through the means of social media for the exchange of information, knowledge and ideas with customers.</p>						

أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	<p><b>(1) وسائل التواصل الاجتماعي للتسويق:</b> هي العملية التي تمكن الأفراد والشركات للترويج عن المنتجات والأسعار ونقاط البيع من خلال قنوات التواصل الاجتماعي على الانترنت والتواصل مع والاستفادة من مجتمع أكبر مقارنة مع القنوات الإعلانية والتسويقية التقليدية.</p> <p>1) <b>Social Media for Marketing:</b> It is a process that enables individuals and businesses to promote the products and prices and points of sale through social networking and online channels to communicate with and take advantage of the larger society, compared with traditional advertising and marketing channels.</p>
5	4	3	2	1	<p>تستخدم الشركة وسائل التواصل الاجتماعي للإعلان عن منتجاتها.</p> <p>The company uses social media to advertise their products.</p>
5	4	3	2	1	<p>تسعى الشركة عبر وسائل التواصل الاجتماعي للتعريف عن علامتها التجارية.</p> <p>The company is seeking through the means of social media to promote its brand.</p>
5	4	3	2	1	<p>تعمل الشركة عبر وسائل التواصل الاجتماعي في تقييم أدائها التسويقي عن طريق الحصول على التغذية الراجعة من (الاعجابات والنشر والمتابعة من الفيسبوك والانستجرام وتويتتر).</p> <p>The company operates through the means of social media in the evaluation of its performance marketing by getting feedback from (Likes, shares and follow-up of Instagram, Facebook, and Twitter).</p>
5	4	3	2	1	<p>تستخدم الشركة لغات مختلفة في التسويق عن طريق وسائل التواصل الاجتماعي.</p> <p>The company uses different languages in marketing through social media.</p>
5	4	3	2	1	<p>تواكب الشركة اتجاهات وسائل التواصل الاجتماعي</p>

					الجديدة للحصول على ميزة تنافسية. The company kept pace with trends and new social media sites to get a competitive advantage.
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	2) وسائل التواصل الاجتماعي لعلاقات الزبائن والخدمات: هي وسيلة لخلق وتطوير قاعدة بيانات للزبائن حيث أن الزبون يتوقع من الشركة التفاعل والرد السريع على طلباته واستفساراته وتزويده بأخر العروض والمنتجات والخدمات الجديدة عبر وسائل التواصل الاجتماعي. 2) <b>Social Media for Customer's Relations and Services:</b> It is a way to create and develop a database of customers, where the customer expects from the company interaction and rapid response to requests and inquiries and provide their last offers and new products and services through the means of social communication.
5	4	3	2	1	تجمع الشركة بانتظام ردود فعل العملاء على مواقع وسائل التواصل الاجتماعي. The company systematically collected customer feedback on social media sites.
5	4	3	2	1	تطور الشركة علاقتها بالعملاء من خلال التواصل المستمر معهم عبر وسائل التواصل الاجتماعي. The company develops its relationship with customers through constant communication with them through the means of social media.
5	4	3	2	1	تعمل الشركة عبر وسائل التواصل الاجتماعي في القيام بأنشطة خدمة العملاء. The company operates through the means of social media in doing customer service activities.
5	4	3	2	1	تحسن الشركة جودة منتجاتها من خلال دراسة ملاحظات العملاء عبر وسائل التواصل الاجتماعي. The company improved the quality of their products through the study of customer

					feedback through social media.	
5	4	3	2	1	تسعى الشركة في الوصول إلى عملاء جدد عبر وسائل التواصل الاجتماعي. The company is seeking to reach out to new customers through social media.	10
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	<p>(3) وسائل التواصل الاجتماعي في إمكانية الحصول على المعلومات: هي وسيلة لخلق وتطوير وجمع أكبر عدد من البيانات والمعلومات عن تفاعلات المستخدمين للعلامة التجارية، والتي يمكن أن تكون هامة لرؤى أفضل وتسويق أكثر استهدافاً.</p> <p><b>3) Social Media for Information Accessibility:</b> The way to create, develop and collect the largest number of data and information on user interactions for the brand, which can be important for better insights and more targeted marketing.</p>	
5	4	3	2	1	تعمل الشركة عبر وسائل التواصل الاجتماعي في البحث عن المعلومات العامة عن السوق المستهدف. The company operates through the means of social media in the search for general information about the target market.	11
5	4	3	2	1	تستخدم الشركة وسائل التواصل الاجتماعي للبحث عن معلومات المنافسين. The company uses social media to search for competitors' information.	12
5	4	3	2	1	توفر الشركة عبر وسائل التواصل الاجتماعي على معلومات كاملة عن كلفة وموعد التسليم المتوقع. The company provides through the means of social media full information about the cost and the expected date of delivery.	13
5	4	3	2	1	تستخدم الشركة وسائل التواصل الاجتماعي لتوفير تفاصيل كاملة عن منتجاتها. The company uses social media to provide full details of their products.	14

5	4	3	2	1	تعمل الشركة في إنشاء وتحديث قاعدة بيانات لعملائها عبر وسائل التواصل الاجتماعي. The company is working to create and update a database to its customers through the means of social media.	15
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المتغير الثاني:						
الأداء التنظيمي: هو تحليل الأنشطة التي تتبعها الشركة بالمقارنة مع الأهداف والغايات الموضوعية من أجل تحقيق الاستدامة من خلال التطوير المستمر لعمليات الشركة.						
Second Variable:						
Organizational Performance: Is the analysis of the activities pursued by the company compared with the goals and objectives set in order to achieve sustainability through continuous development of the company's operations.						
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree		
					<p>(1) التكيف السريع: هو قدرة المنظمة على التكيف مع التغيرات في البيئة الخارجية والداخلية لكي تبقى قادرة على المنافسة في الأسواق.</p> <p>1) <b>Rapid Adaptation:</b> Is the organization's ability to adapt to changes in the external and internal environment in order to remain competitive in the markets</p>	
5	4	3	2	1	تمتلك الشركة القدرة على الاستجابة السريعة للمتغيرات في بيئة العمل (متغيرات داخلية أو خارجية).	16
					<p>The company possesses the ability to respond rapidly to changes in the work environment (internal or external variables).</p>	
5	4	3	2	1	تختار الشركة موردين يتصفون بالمرونة في الاستجابة لطلبات الشركة عند الحاجة.	17
					<p>The company chooses suppliers are characterized by flexibility in responding to requests by the company when needed.</p>	
5	4	3	2	1	الشركة لديها خبرات وكفاءات في قسم البحث والتطوير داخل الشركة قادر على مواكبة التغيرات السريعة في بيئة العمل.	18
					<p>The company has experience and expertise in the research and development department within the company capable of keeping up with rapid changes in the work environment.</p>	

					The company has expertise and capabilities in R&D department able to keep pace with the rapid changes in the work environment.	
5	4	3	2	1	تقوم الشركة بشكل عاجل في اجراء التغييرات المطلوبة من قبل الوكيل في خصائص المنتجات. The company urgently needed changes in the conduct by the agent in the product characteristics.	19
5	4	3	2	1	لدى الشركة القدرة على تطوير المنتجات الحالية في غضون فترة قصيرة من الزمن (أقل من ستة أشهر). The company has the ability to develop existing products within a short period of time (less than six months).	20
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	<b>(2 الوقت الى السوق:</b> هي المدة الزمنية التي يستغرقها المنتج من كونه مجرد فكرة إلى كونه متاحة للبيع في الأسواق. <b>2) Time to Market:</b> It is the length of time it takes the product from being just an idea to being available for sale in the markets.	
5	4	3	2	1	تواصل الشركة في الاستثمار في التكنولوجيا المتقدمة من أجل تحسين منتجاتها وخدماتها. The company continues to invest in advanced technology to improve their products and services.	21
5	4	3	2	1	تعتمد الشركة على التغذية الراجعة من الزبائن للمساعدة في تحديد الوقت الأنسب لطرح منتجاتها الجديدة في الاسواق. The company relies on feedback from customers to help determine the most appropriate time to launch new products on the market.	22
5	4	3	2	1	تعمل الشركة على الدخول في أسواق ومناطق جديدة للمساعدة في انتشارها عالميا. The company works to enter into new markets and regions to help spread globally.	23

5	4	3	2	1	تستخدم الشركة أساليب تسويق متنوعة للمساهمة في زيادة وعي ومعرفة الزبائن للمنتجات الجديدة المطروحة في الأسواق. The company used a variety of marketing techniques to help increase the awareness and knowledge of customers for new products on the market.	24
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	(3) <b>تقليل التكاليف:</b> هي الاستراتيجيات والعمليات التي تتبناها وتتبعها الشركات لتقليل التكلفة من خلال التقليل والتخلص من النفقات غير المرغوب فيها لزيادة الأرباح دون المساس في جودة المنتج. 3) <b>Cost Reduction:</b> strategies and processes adopted and pursued by companies to reduce the cost by reducing and getting rid of unwanted charges to increase profits without compromising the quality of the product.	
5	4	3	2	1	تنتهج الشركة سياسة تخفيض التكاليف مع المحافظة على جودة المنتج. The company pursues a policy of reducing costs while maintaining product quality.	25
5	4	3	2	1	تخطط الشركة للحد من تكاليف صيانة الآلات والمعدات. The company plans to reduce the maintenance costs of machinery and equipment.	26
5	4	3	2	1	تخطط الشركة للحد من تكاليف النقل. The company plans to reduce transportation costs.	27
5	4	3	2	1	تسعى الشركة لتقليل الهدر في استخدام الموارد (الكهرباء، الماء، المواد الأولية). The company is seeking to reduce the wasteful use of resources (electricity, water, raw materials).	28
5	4	3	2	1	تقوم الشركة بالعمل على اسلوب اقتصاديات الحجم (الانتاج بكميات كبيرة لتقليل كلفة القطعة الواحدة). The company is working on economies of	29

					scale (production in large quantities to reduce the cost per piece).	
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	4) <b>الرضا:</b> هو إلى أي مدى يلبي الأداء العام للشركة والحوافز وبيئة العمل مع توقعات الموظفين داخل الشركة. 4) <b>Satisfaction:</b> It is the extent to which meets the overall performance of the company, incentives and working environment with staff expectations within the company.	
5	4	3	2	1	يتم تقدير أهمية اي عمل مهما كان صغيرا من قبل الادارة العليا. The importance of any task, no matter how small, is appreciated by higher management.	30
5	4	3	2	1	تمكن الادارة موظفيها للحصول على نتائج أفضل. Management empowers its employees to get better results.	31
5	4	3	2	1	يسمح للموظفين في التعبير عن آرائهم ومشاكلهم. Employees allowed expressing their views and problems.	32
5	4	3	2	1	يتم منح الموظفين الحوافز للأداء المتميز بغض النظر عن المستوى الوظيفي. Staff incentives are awarded for outstanding performance regardless of the functional level.	33
5	4	3	2	1	يبحث المديرون عن حلول ترضي اطراف النزاع. Managers seek solutions that satisfy conflict parties.	34
5	4	3	2	1	تتأكد الادارة من وضوح المسؤوليات المناطة بالموظفين. Management makes sure that responsibilities are clear to all employees.	35
أوافق بشدة Strongly Agree	أوافق Agree	محايد Neutral	لا أوافق Disagree	لا أوافق بشدة Strongly Disagree	5) <b>الإبتكار:</b> هي عملية ترجمة وتحويل فكرة جديدة الى منتج أو خدمة جديدة ذو قيمة عالية للوصول الى أداء تنظيمي أفضل. 5) <b>Innovation:</b> It is the process of translating and transforming a new idea into a new product or service with a high value to get to a better organizational performance.	
5	4	3	2	1	تتسم الشركة في الابتكار في أساليب الانتاج.	36



					The company characterized by innovation in production methods.	
5	4	3	2	1	تطبق الشركة أساليب جديدة مبتكرة في الدعاية لمنتجاتها وخدماتها. The company applied new innovative methods in advertising their products and services.	37
5	4	3	2	1	تتطلع الشركة دوما الى طرق جديدة مبتكرة في طرق تسليم منتجاتها. The company is always looking for new innovative ways to deliver their products ways.	38
5	4	3	2	1	تقرر الشركة الى تغيير خصائص وشكل المنتج ونوعيته على أساس فكرة جديدة مبتكرة. The company decided to change the properties of the shape of the product and its quality on the basis of a new innovative idea.	39
5	4	3	2	1	تشجع الشركة الأفكار الجديدة المبتكرة. The company encourages new innovative ideas.	40

**Appendix (5):**  
**Dead Sea Products Companies**  
**(Participant of the survey)**

No.	Company Name	No. of Distributed Questionnaires	No. of returned Questionnaires
1	Jordanian Egyptian Company	11	11
2	BLOM	15	6
3	Black Iris Handicrafts	15	8
4	Dead Sea Treasures Company	10	6
5	Bayt Dead Sea Products	8	6
6	Numeira Mixed Salts and Mud	16	12
7	Al-Mawared Natural Beauty Products	20	19
8	Al-Batros Dead Sea Products	5	5
9	Nibo Pearl Handicrafts	13	8
10	Ramz Alhayat Cosmetics	3	3
11	Jordan Company For Dead Sea Products	18	18
12	Al-Mohtasib for Dead Sea Products	15	13
13	Trinity Cosmetics Co.	16	11
14	Abdoun Dead Sea Products	7	3
15	United Company for Dead Sea Products	7	5
16	Sawsan Lab for Natural Products	7	5
17	Gardenia Dead Sea Products	10	7
18	Petra Dead Sea Products	9	6
19	Beauty Secrets Dead Sea Products	8	6
20	International Arab for Dead Sea Salts	10	8
<b>Total</b>		<b>223</b>	<b>169</b>