

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

Social Media & its Effect on Decision Making of Senior Management

(Case Study: Islamic University of Gaza IUG)

أقر بأن ما اشتملت عليه هذه الرسالة إنما هي نتاج جهدي الخاص، باستثناء ماتمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل، أو جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أية مؤسسة تعليمية أو بحثية أخرى.

DECLARATION

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Student's Name: Nada Izzu Alkahlout

اسم الطالبة: ندى عزو عبد الفتاح الكحلوت

Signature:



التوقيع:



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Islamic University of Gaza- IUG
Higher Education Dean
Commerce Faculty
Master of Business Administration



Social Media & its Effects
On
Decision Making of Senior Management
(Case Study: Islamic University of Gaza)

وسائل الإعلام الاجتماعي وتأثيرها على اتخاذ القرار لدى الإدارة العليا

(دراسة حالة: الجامعة الإسلامية)

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By:

Nada Izzu Al-Kahlout

Supervisor:

Dr. Wasim Al-Habil

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نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة عمادة الدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحثة/ ندى عزو عبدالفتاح الكحلوت لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال وموضوعها:

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.....	مشرفاً ورئيساً	د. وسيم إسماعيل الهابيل
.....	مناقشاً داخلياً	د. سامي علي أبو الروس
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وبعد المداولة أوصت اللجنة بمنح الباحثة درجة الماجستير في كلية التجارة/قسم إدارة الأعمال.

واللجنة إذ تمنحها هذه الدرجة فإنها توصيها بتقوى الله ولزوم طاعته وأن تسخر علمها في خدمة دينها ووطنها.

والله ولي التوفيق ،،،

عميد الدراسات العليا

.....
أ.د. فؤاد علي العاجز

يقول الله تعالى:

" قالوا سبحانك لا علم لنا إلا ما علمتنا إنك أنت العليم

الحكيم"

صدق الله العظيم

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"YOU MUST BE THE CHANGE YOU WANT TO SEE IN THE WORLD" (MAHATMA GANDHI)

DEDICATION

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Table of Content

Abstract	x
Arabic Abstract	xi
Chapter 1 : Introduction.....	2
1.1 Introduction	2
1.2 Problem Statement.....	4
1.3 Hypothesis	5
1.4 Variables.....	6
1.5 Variable and Term Definitions.....	6
1.6 Research Objectives	10
Chapter 2 : Social Media and Decision Making	12
2.1 Introduction	12
2.2 Social Media Reality.....	13
2.2.1 What is Social Media?.....	13
2.2.2 Social Media Characteristics	15
2.2.3 Social Media Categories.....	16
2.2.4 How Social Media Work	19
2.2.5 Importance of Social Media in Current Businesses	20
2.3 Social Media in IUG	22
2.3.1 IUG	22
2.3.1.1 Introduction about IUG	22
2.3.1.2 Facts and Structures.....	23
2.3.1.3 IUG Internationally	24
2.3.1.4 IUG Awards Records	24
2.3.2 Social Media Usage in IUG	24
2.3.3 Social Media Forms in IUG	25

2.3.3.1 IUG Website.....	26
2.3.3.2 IUGTube.....	26
2.3.3.3 IUG Facebook Page.....	28
2.3.3.4 Flickr Page	29
2.3.3.5 Al Qura'n Educational Radio.....	30
2.3.3.6 Al-Kitab Channel.....	31
2.3.3.7 Magazines and Newspaper	33
2.4 Decision Making of Senior Management.....	34
2.4.1 Introduction	34
2.4.2 Decision Making	34
2.4.3 IUG Senior Management.....	35
2.4.3.1 The President and Presidency of IUG	36
2.4.3.2 Administrative Affairs:	36
2.4.3.3 Academic Affairs	37
2.4.3.4 Scientific Research Affairs	39
2.4.3.5 External Affairs	39
2.5 Social Media and Decision Making.....	40
2.5.1 Introduction	40
2.5.2 Effects of Social Media.....	40
Chapter 3 : Previous Studies	44
3.1 Introduction	44
3.2 Previous Studies.....	44
3.2.1 Foreign Studies	44
3.2.2 Arabic Studies.....	56
3.3 Comments and Conclusion	59
Chapter 4 : Research Methodology	61

4.1 Introduction	61
4.2 Research Methodology	61
4.2.1 Study Duration	61
4.2.2 Study Place	61
4.2.3 Data Collection	61
4.2.3.1 Secondary Data	61
4.2.3.2 Primary Data	62
4.3 Research Population and Sample.....	62
4.4 Questionnaire Design and Content	63
4.5 Questionnaire Distribution	64
4.6 Response Rate	65
4.7 Test of Data Validity and Reliability	65
4.7.1 Data Measurement	66
4.7.2 Test of Normality for each field.....	66
4.7.3 Validity of Questionnaire.....	67
4.7.4 Reliability of the Research.....	75
4.8 Statistical Analysis Tools	77
Chapter 5 : Data Analysis and Discussion	80
5.1 Introduction	80
5.2 Personal Data	80
5.2.1 Gender	80
5.2.2 Age	81
5.2.3 Qualification.....	82
5.2.4 Years of Experience in Decision Making.....	82
5.2.5 Job Title in IUG	83
5.2.6 Department	84

5.3 Statistical Analysis for Each Dimensions of Questionnaire.....	85
5.3.1 Analyzing the First Dimension: Level of variety of IUG Social Media Tools.	86
5.3.2 Analyzing the Second Dimension: Level of Senior Management Support.....	87
5.3.3 Analyzing the Third Dimension: Level of Flexibility of Using Social Media Tools..	90
5.3.4 Analyzing the Fourth Dimension: Analysis of Obtained Information from Social Media	92
5.3.5 Analyzing the Fifth Dimension: Level of Training & Development to Use SM Tools	94
5.3.6 Analyzing the Sixth Dimension: Rate of Public Interactions & Responses with IUG SM.....	96
5.3.7 Analyzing the Seventh Dimension: Decision Making.....	98
5.4 Analyzing Hypothesis.....	101
5.4.1 Main Hypothesis	101
5.4.2 Second Hypothesis.....	102
5.5 Study Limitations	111
Chapter 6: Conclusions and Recommendations.....	113
6.1 Introduction	113
6.2 Conclusions	113
6.3 Recommendations	116
6.4 Future Research	118
References	119
References	120
Appendices	128

List of Tables

Table No.	Table Name	Page No.
(4.1)	Table (4.1): The Population of this study	60
(4.2)	Kolmogorov-Smirnov test	67
(4.3)	Correlation coefficient of each paragraph of "Level of variety of IUG Social Media Tools" and the total of this field	68
(4.4)	Correlation coefficient of each paragraph of "Level of Senior Management Support" and the total of this field	69
(4.5)	Correlation coefficient of each paragraph of "Level of Flexibility of Using Social Media Tools" and the total of this field	70
(4.6)	Correlation coefficient of each paragraph of "Analysis of Obtained Information from Social Media" and the total of this field	71
(4.7)	Correlation coefficient of each paragraph of "Level of Training & Development to Use SM Tools" and the total of this field	72
(4.8)	Correlation coefficient of each paragraph of "Rate of Public Interactions & Responses with IUG SM" and the total of this field	73
(4.9)	Correlation coefficient of each paragraph of "Decision Making" and the total of this field	74
(4.10)	Correlation coefficient of each field and the whole of questionnaire	75
(4.11)	Cronbach's Alpha for each field of the questionnaire	76
(4.12)	Result of Split-Half Method	77
(5.1)	Illustrates sample distribution according to gender	80
(5.2)	Illustrate sample distribution according to age	81
(5.3)	Illustrates sample distribution according to qualification	82
(5.4)	Illustrate sample distribution according Years of Experience in Decision Making	82
(5.5)	Illustrates sample distribution according to Job Title in IUG	83
(5.6)	Illustrates sample distribution according to Department	84
(5.7)	Means and Test values for "Level of variety of IUG Social Media Tools"	86

(5.8)	Means and Test values for “Level of Senior Management Support”	88
(5.9)	Means and Test values for “Level of Flexibility of Using Social Media Tools”	91
(5.10)	Means and Test values for “Analysis of Obtained Information from Social Media”	92
(5.11)	Means and Test values for “Level of Training & Development to Use SM Tools”	95
(5.12)	Means and Test values for “Rate of Public Interactions & Responses with IUG SM	97
(5.13)	Means and Test values for “Decision Making”	99
(5.14)	ANOVA for Regression	101
(5.15)	The Regression Coefficients	102
(5.16)	Independent Samples T-Test of the fields and their p-values for Gender	103
(5.17)	ANOVA test of the fields and their p-values for Age	105
(5.18)	ANOVA test of the fields and their p-values for Qualifications	106
(5.19)	ANOVA test of the fields and their p-values for Years of Experience in Decision Making	108
(5.20)	ANOVA test of the fields and their p-values for Job Title in IUG	109
(5.21)	ANOVA test of the fields and their p-values for Department	111

List of Figures

Figure (1.1): The Study Variables.....	5
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Abstract

This study aimed at showing the effects of social media on the decision making of senior management in the Islamic university of Gaza (IUG). Using the descriptive analytical method to study the effects of the main six dimensions (variety of social media tools, management support, flexibility, training to use and development, public interactions and responses, and analysis of the obtained information from these tools) on the decision making. This research focused on IUG as a case study of the academic institutions of Palestine which used several types of social media tools for example IUG website, Facebook, Al Quraa'n educational radio, and Alkitab channel ...etc.

The researcher used the questionnaire as a data collection tool. The study population was (182) of the IUG employees who are the senior management or decision makers in the university. (93) Questionnaires were recollected out of (143) questionnaires were distributed and were analyzed by SPSS program for statistical analysis.

The results showed that there was a significant relationship between decision making and the two independent variables; the public interactions and responses with social media and the analysis of the obtained information of these social media tools.

The study recommended that using social media tools as aid tools in management and in decision making and the institutions should not neglect it. Also, considering more about the posts and comments on the social media tools to enhance the institutions' services, and developing social media tools for helping management.

ملخص الدراسة

هذه الدراسة هدفت إلى توضيح مدى تأثير وسائل الإعلام الاجتماعي على اتخاذ القرار في الجامعة الإسلامية وذلك باستخدام أسلوب التحليل الوصفي لتوضيح مدى تأثير ستة من المتغيرات وهي (تنوع الوسائل المستخدمة، دعم الإدارة، مرونة هذه الأدوات، تدريب الموظفين وتطوير استخدام هذه الأدوات، مدى تفاعل المجتمع مع هذه الأدوات وتحليل المعلومات المستنبطة من هذه الأدوات) على اتخاذ القرار. هذه الدراسة ركزت على الجامعة الإسلامية كحالة دراسية لأنها المؤسسة الأكاديمية الفلسطينية التي تستخدم هذه الوسائل وبتنوع فهي تستخدم عدة وسائل منها: صفحة الجامعة وصفحة الفيس بوك وإذاعة القرآن التعليمية وفضائية الكتاب وغيرها من الأدوات.

الباحثة استخدمت الاستبانة كأداة لجمع البيانات وكان مجتمع الدراسة يتكون من (182) موظف من موظفي الجامعة الإسلامية وهم عبارة عن الإدارة العليا ومتخذي القرار في الجامعة. تم استرداد (93) استبانة من أصل (143) تم توزيعها وتم تحليلها باستخدام برنامج التحليل الإحصائي (SPSS).

وتوضح نتائج التحليل أن هناك علاقة ذات دلالة إحصائية بين عملية اتخاذ القرار وبين اثنين من متغيرات الدراسة وهما: تفاعل المجتمع مع وسائل الإعلام الاجتماعي المستخدمة في الجامعة و تحليل المعلومات المحصلة من هذه الأدوات.

أما عن توصيات الدراسة، فتوصي الباحثة بضرورة اهتمام المؤسسات بوسائل الإعلام الاجتماعي كأدوات مساعدة في الإدارة وفي عملية اتخاذ القرار وعلى المؤسسات عدم إهمال دورها . كما وتوصي الباحثة بالاهتمام بتفاعل المجتمع مع هذه الأدوات من خلال تحليل المشاركات والتعليقات التي يرسلها عبر صفحات وسائل الإعلام الاجتماعي . وإضافة لذلك الاهتمام بتطوير هذه الوسائل لتساعد في المهام الإدارية.

Chapter 1

Introduction

Chapter 1 : Introduction

1.1 Introduction

The Internet network now is the main communication tool in the world. People can use it to know the latest news and connect with others or transfer data, information, pictures, videos, etc (Xiang, 2009). With a few clicks of mouse, messages with recipes, memos, and fishing pictures were instantly sent around the globe to friends, coworkers, and family alike. Sending an email became the equivalent of calling a long lost friend once a week (Gruber, 2009).

As stated that the internet has reshaped the method of communications by launching electronic media which is increasingly used to obtain or publish information about individuals, organizations and communities. Electronic media refers to the use of web-based and mobile technologies. After the Web 2.0 revolution had led to the birth of social networking and blogging, two trends that truly hit home with people all across the Internet (Gruber, 2009).

In the last few years, social networks have officially surpassed email in global usage and these networks are growing in popularity twice as fast as search engines and web portals (Gruber, 2009). However, the tools for communicating with society have changed significantly with emergence of phenomenon known as social media. Social Media is an umbrella term that defines the various activities that integrate technology, social interaction, and the construction of words and pictures.

This term commonly refers to blogs and social network sites online, which have been heralded as ushering in change allowing worldwide, networked communications instantaneous (Lariscy et al., 2009).

Based on this information, social media represents a new revolutionary trend that should be of interest to companies operating in online space for that matter (Kaplan and Haenlein, 2010). According to Kaplan and Haenlein (2010), the concept of social media is on the top of the agenda for many business executives today. Decision makers, as well as consultants, try to identify ways in which firms can make profitable use of applications

such as Wikipedia, YouTube, Facebook, Second Life, and Twitter. Yet despite this interest, there seems to be very limited understanding of what the term “Social Media” exactly means; this thesis intends to provide some clarification.

Furthermore, Gordon's (2009) study shows that companies have been using social media primarily as a general communications tool, decision making, and mostly for public relations and marketing.

Through an interview with Public Relations Unit (2011), the researcher knew that social media have been implemented in IUG in the following four categories (Abu Mizid, 2011):

1. IUG website, YouTube, blogs, issues, Flickr page, and Facebook page which Public Relations Unit is responsible for.
2. Al-Kitab Channel
3. Al-Quran Educational Radio.
4. University Voice Newspaper and Public Relations Magazine which are monitored by Journalism department of Arts Faculty

According to the interviews with Public Relations Unit (2011), these social media forms create relationships between IUG and the internal and external society. More significantly, it allows the top management to engage with the students, employees, and public. In addition, it provides the IUG with effective engagement and collaboration with their peer institutions and the international community (Abu Mizid, 2011).

Depending on the previous information, the researcher found that social media topic is a new trend among businesses and institutions and particularly in university communities. Therefore, it should be studied and examined further. The IUG is one of the most important educational institutions in Gaza Strip. IUG has also used social media tools in different shapes and types. So the researcher has chosen it to be the case study of this thesis. Then, the main findings of this study will be withdrawn to other institutions.

1.2 Problem Statement

Social media become a hit and present a new opportunity for businesses. Increasingly, diverse social media have begun to emerge. Firstly, there are blogs, Facebook and YouTube, which provide a space where internet users can produce and share images, and Twitter, which leverages mobile devices. Such forms of media have gained popularity, innovating communication methods which were previously centered on the mass media (LEE, 2010). The increasing popularity of social media between the people and institutions makes it very important tools for the most institutions around the world, despite the variety of their activities and missions. The traditional methods have not achieved great successes in communicating and creating strong relationships with their target groups or customers. These social media offers tools and applications for institutions to create strategic relationships with public. The social media allows public to be connected with their institutions.

According to Public Relation Unit of IUG, social media is important tool to generate awareness about its mission toward Gaza society and to show its unique educational services by communicating and representing these services via it to public. The senior management concerns on using these social media and sometimes uses it in decision making because it has an impact the managerial decision making.

The above reasons motivate the researcher to study and assess the effects of social media on IUG decision making. So this study attempts to answer the following question:

"To what extent do social media affect decision making of Senior Management₁ of IUG?"

1) Senior Management is the decision makers in IUG who are responsible for the decision in several issues in the university.

1.3 Hypothesis

To evaluate the impact of social media usage on decision making of senior management of IUG, the following hypotheses were constructed:

1. There is a significance effect between independent variables and decision making in IUG (at level of significance $\alpha= 0.05$).

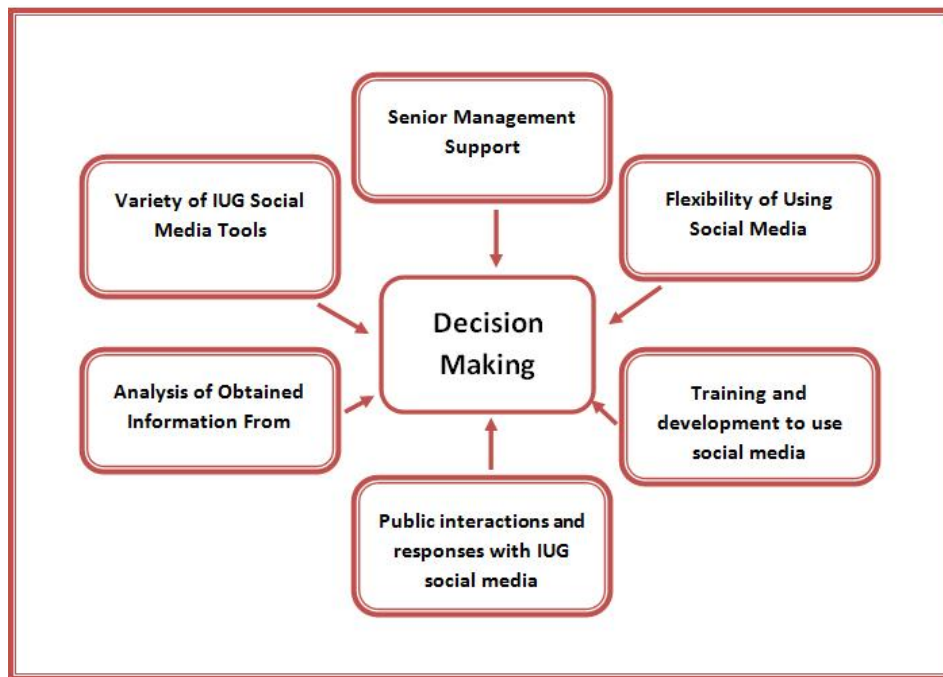
The following hypotheses stem from the first hypothesis:

- i. Senior management support to use social media has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)*
 - ii. Variety of social media tools used in IUG has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)*
 - iii. Training to use social media tools has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)*
 - iv. Flexibility to use social media tools has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)*
 - v. Public interactions and responses with social media tools have significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)*
 - vi. Analysis of obtained information of social media tools used in IUG has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)*
2. There are significant differences among respondents at ($\alpha= 0.05$) towards the social media & its effects on decision making of senior management of IUG due to personal traits (Gender, Age, Qualifications, Years of Experience in Decision making, Job Title and Department).

1.4 Variables

Figure 1.1 shows the variable of this study and shows the relationships between them. There is one dependent variable which is “Decision making” and six independent variables which are illustrated on the next figure.

Figure (1.1): The study variables



1.5 Variable and Term Definitions

Defining the study dependent and independent variables and other stated terms:

- **Social Media:**

Mayfield (2008) defined social media that users can easily participate in, share and create content for, including blogs, social networks, wikis, forums and virtual worlds. In another term, social media platforms offered valuable high quality content

that was embedded in socially constructed repositories and the structure of these content collections was different from the web 1.0 structure (Smith et al., 2008).

Kaplan and Haenlein (2010) defined social media as "a group of Internet-based applications that build on the ideological and technological foundations of web 2.0, and that allowed the creation and exchange of user-generated content".

- **Social Networks:**

Social networks as one type of social media were the channels through which individuals can interact socially. Successful online examples include Facebook, MySpace and Bebo (Mayfield, 2008).

- **Web 2.0:**

Web 2.0 technologies can be used to develop different web 2.0 services and platforms. These web 2.0 services include: Blogs, Wikis, Podcasts, Social Networks and Social Bookmarking. Technologies like AJAX, API's and RSS have made these new web 2.0 services possible and feasible (Hoegg et al., 2006).

- **Senior Management:**

The study focused on the senior management of IUG which are represented by Presidency of IUG, and the vices President for Administrative, Academic, Scientific Research, and External Affairs, and other decision makers.

Presidency of IUG: It is the top managers of the university who have the authority to delegate functions to other officers of the university. The presidency is bound by the actuation and decisions of delegate with the rules and regulations of the university (IUG website, 2012). As well as, the decision makers of the Administrative Affairs who are responsible for the administration and financial affairs of the university. This unit is responsible for the developmental process for the systems, techniques and human resources of IUG (IUG Administrative Affairs, 2012). The decision makers of Academic Affairs are responsible for the educational services and increasing the efficiency and quality of this service (IUG Academic Affairs, 2012). Add to that, the decision makers of

the external affairs and the scientific research affairs. Also, Trustee Council members are from the main decision makers in IUG.

Senior management also included any decision makers in IUG, they are considered from the senior management who has the permissions to decide and manage any issue such as managers, managers' deputies, assistants for each departments and units in IUG, Deans, deans' assistants and deans' deputies for each faculty and deanship in IUG.

- Decision Making:

As Diga and Kelleher (2009) mentioned that decision making is a structural power encompassing a manager's formal position within organization.

- Senior Management Support:

According to the researcher definition the senior management support is the encouragements of IUG managers to use social media for interacting with the students, parents, employees, and public either from Gaza or abroad. As well as using of these media in decision making and management issues.

- Variety of Social Media Tools:

The researcher defined the variety as the different tools of social media which IUG uses to gain the advantages of each tool. A variety of social media tools were used to reinforce and personalize messages, reach new audiences, and build a communication infrastructure based on open information exchange.

For example, IUG uses Facebook page to share the events and announcement with audience as doing via its website, but Facebook adds the advantage of interacting with public through comments, likes, shares, logins ...etc.

- Training and Development to Use Social Media:

The researcher defined the concept of training and development as whether the university or the institutions have the culture of training their employees on using social media or not. And whether it adopted development criteria and updates its employees' knowledge about every new application in this topic.

- **Flexibility in Using:**

Regarding to the researcher definition the flexibility here is the stiffness of using social media tools and the ease of employment it in the decision making process. This means that the information of social media tools can be updated, altered, supplemented and discussed. Then, used in decision making process.

- **Public Interactions and Responses:**

Public interactions and responses, as the researcher considered in this study, meant the awareness of public toward social media tools of IUG and acting with it. For example, adding comments, sharing images or videos, asking about some programs, and any acting from the public via the social media tools of IUG.

- **Analysis of Obtained Information:**

According to the researcher's knowledge the information was analyzed and the results were delivered to the top management of IUG to take the suitable decision depending on these obtained information. As mentioned in the introduction, the researcher knew that the analysis process was the responsibility of Public Relations Unit, the management of Al-Kitab Channel and the Al-Quraan Educational Radio, and Journalism Department.

1.6 Research Objectives

The main objective of this research aimed at evaluating the effects of social media on IUG senior management decision making. To what extent it affect the decision making process.

This main objective can be sub-divided into the following aims:

- Determining the types of social media tools, which are used by IUG,
- Showing the importance of using different forms of social media.
- Measuring the effectiveness in communicating with audiences and their interactions with these tools.
- Assessing IUG senior management agreement and supporting to implement social media and in which standards.
- Publicizing IUG as a case study for other universities in social media implantation.

Chapter 2

Theoretical Framework

Chapter 2 : Social Media and Decision Making

2.1 Introduction

Organizations continue to realize the significant impact that information and communication technologies (ICTs) have on their day-to-day business processes. In educational institutions, access to learning resources, real-time communication, and access to research sources can be simplified by using these technologies (Kruger, 2010).

Also, these institutions can enhance using the technology by integrating social methods into traditional approaches in several fields in the institutions. In practice, ICT-supported learning systems by improving interaction, better access to resources, reduced operating costs and reliable communication among students and public with the educational institutions' management. One of these ICT techniques is the collaborative web which is rich in applications that can facilitate knowledge sharing, interaction, collaboration and communication (Munguatosha et al., 2011).

Collaborative web is supported by tools known as social software tools, which support social learning including: wikis, weblogs, social networking sites (Facebook, Twitter, MySpace...), podcasts, e-portfolios, video sharing, online office and tagging. The use of these tools can enable higher education institutions to achieve social aspects in the learning, managing the institution, and communicating with targets audience whether they are the students, employees, publics, peers or other interested groups. All of these are to create good and strong social relationships (Munguatosha et al., 2011).

In this chapter the researcher planned to discuss social media from different sides:

- Social Media Definition: definition, types, characteristics and importance.
- Social Media of IUG: forms and tools.
- Social Media and Decision Making.

2.2 Social Media Reality

In this section, the social media term will be discussed in more details; the definition, how it works, the main characteristics, the common categories and the importance of social media.

2.2.1 What is Social Media?

In the past, IT developments and infrastructures have enabled and facilitated growth and globalization of organizations. Now there are new development in IT and business in the form of social software and social media applications. Many organizations and researchers have begun experimenting with the internal use of social software in workplace. The use of these technologies is quickly maturing and moving to enterprise-level projects and platforms and social software marketplace that is now starting to attract large vendors such Google, IBM, and Microsoft (van der Weel, 2009).

Social media is increasing its penetration into our lives. These online technology tools help us use the internet to communicate with friends and share information and resources with our networks of contacts. The impact of social media on personal and managerial decision making can be extensive. The impact may be on individual decisions by consumers or business decisions made by managers. Using social media tools have increased connectedness exponentially. Social media is a group of internet-based applications that build on the ideological and technological foundations of Web 2.0. Also it creates new forms of peer pressure that are more immediate and broader in scope than anything experienced in face-to-face situations (Power, 2011).

As mentioned in the introduction, Mayfield (2008) defined social media that users can easily participate in, share and create content for, including blogs, social networks, wikis, forums and virtual worlds. As well as, Curtis et al, (2009) explained that these media offer numerous opportunities for public relations practitioners to interact with the public while adopting new forms of technology and integrating them into their everyday

lives. These advances in technology have experienced widespread use among public relations practitioners and journalists.

When these technologies are leveraged to facilitate and enhance social interactions, a great deal of value can be created. This technology commonly refers to blogs and social network sites, which have been heralded as ushering in change allowing worldwide, networked communications instantaneous and others (Lariscy et al., 2009).

Social media consists of a variety of digital technologies that foster interaction among individuals and organizations or institutions. Social media enables them to post their own content to Web sites accessible to others; comment on, rate and/or tag content that others have posted; download distributed media files; dynamically develop software applications; interact in simulated learning, gaming and trading environments; engage in online conversations; and observe the interactions of others.

For more details about social media, it is very important to know that social media offers number of applications relevant to many types of institutions and organizations. For example, much public relations and marketing efforts are now spent on developing content for Facebook, Twitter and blogs. Hall (2011) claimed that social media provides useful additional platforms such as:

- Information discovery and access is facilitated through the use of social book-marking and blogging.
- Teaching and related activities can benefit greatly through the inclusion of YouTube videos and podcasts in classes and training sessions.
- News and current awareness services have a greater immediacy and reach when relayed by Twitter accounts and blogs.
- Making relationships and sharing contents by Facebook and MySpace.
- Sharing photos by Flickr.
- Adding and modifying information by Wikis.

Moreover, Power (2011) added that informational conformity can have an impact on decision making because the decision maker turns to the members of his/her social

network to obtain accurate information. The members' opinions affect other member on the same network. That means media may bias decisions because the decision maker accepted in an effort to liked or accepted one or more social networks.

In this section, the researcher found that it is necessarily to refer to the social network term. Social network is a type of social media tools. As the definition of the Educause Center for Applied Research (ECAR) Study of Undergraduate Students and Information Technology (2008), it is web-based services that allow individuals to construct a public or semi-public profile within a bounded system. Also it allows articulate a list of other users with whom they share a connection. In addition to that it permits to view and transfer their list of connections and those made by others within the system (Salaway & Caruso, 2008, p.22).

Social network is an online service for communities of people who have an interest with one another to collaborate (Yuen, 2008). While most social network services are web based, providing a variety of ways for users to interact, most services focus on building online communities of people who share similar interests and activities (Yuen, 2008). Popular Social Networks are Facebook, Friendster, LinkedIn, MySpace and Ning. According to Brown, et al (2009), students are spending almost as much time using social networking services and Web sites as they spend watching TV (Kruger, 2010).

2.2.2 Social Media Characteristics

Social media types share the following characteristics (Mayfield, 2008):

- **Participation:** social media encourages contributions and feedback from everyone who is interested. It blurs the line between media and audience.
- **Openness:** most social media services are open to feedback and participation. They encourage voting, comments and the sharing of information. There are rarely any barriers to accessing and making use of content – password-protected content is frowned on.

- **Conversation:** whereas traditional media is about “broadcast” (content transmitted or distributed to an audience) social media is better seen as a two-way conversation.
- **Community:** social media allows communities to form quickly and communicate effectively. Communities share common interests, such as a love of photography, political issue or a favorite TV show.
- **Connectedness:** Most kinds of social media thrive on their connectedness, making use of links to other sites, resources and people.

2.2.3 Social Media Categories

In recent years, social media has popularity among people and for different purposes. Social media takes on many different forms including magazines, Internet forums, weblogs, social blogs, microblogging, wikis, podcasts, photographs or pictures, video, rating and social bookmarking (Wikipedia, Types of Social Media, 2012).

Kaplan and Haenlein created a classification scheme for different social media types in their Business Horizons article published in 2010. According to them, the main types of social media are: collaborative projects, blogs and microblog, content communities, social networking sites, virtual game worlds, and virtual social worlds. In the following sections there are more details about the social media characteristics and types.

In more details about these different categories, the following list defines the most popular categories and examples about it (On Blogging Well, 2012).

1. **Blogs:** perhaps the best known form of social media, blogs is online journals.
2. **Social Networking Sites:** focus on building relationships among people with similar interests and activities. Examples: Facebook, MySpace, Friendster and Bebo.
3. **Social News:** users submit and vote on news stories. Examples: Digg, PopURLs.

4. **Social Measuring:** measures the quality of submitted content. Examples: Technorati, BlogPluse.
5. **Microblogging:** differs from traditional blogging because the content is delivered in short bursts of information. Example: Twitter.
6. **Social Bookmarking:** allows users to share, organize, and search bookmarks of web resources. Example: Diigo, Del.ici.ous
7. **Social Q&A:** Users can submit or answer questions. Examples: Answers.com, Yahoo! Answers.
8. **Video Sharing:** Users can upload and comment on videos. Example: YouTube, Vimeo.
9. **Photo Sharing:** Users can upload and comment on photos. Examples: Flickr, PhotoBucket.
10. **Social Search:** Some search engines have evolved beyond providing search results into social media communities where users can create profiles and interact through email groups. Examples: Goolge, Yahoo!
11. **Professional Networks:** This type of social media site is a virtual, enabling business professional to recommend one another, share information, post resumes, and other features. Examples: LinkedIn, Plaxo.
12. **Niche communities:** Niche networking has grown beyond the message boards into full-fledged communities.
13. **Social Email:** Newly released Google Buzz has transformed Gmail into a stream of consciousness for email contacts.

14. **Comment Communities:** even blog comments have hopped aboard the social media bandwagon through sites such as Disqus.
15. **Regional Social Media Sites:** this type is growing in popularity as the World Wide Web seeks to become more personal such as Examiner.com.
16. **Podcasting Communities:** Podcasting communities are social networks that help connect podcasters, advertisers and listeners such as Blubrry.com.
17. **Blog Networks:** Similar to niche communities, are usually a large collection of blogs including Gawker, b5Media, 9Rules.
18. **Blogging Communities:** Broader than niche communities and exclusive like blog networks, blogging communities encourage bloggers to share and interact with one another as well as create regular blog posts such as BlogHer, LiveJournal.
19. **Presentation- Sharing Sites:** Sharing presentation online is becoming a very popular way to set yourself apart from the crowd in your field such as SlideShare.
20. **Content-driven Communities:** This type of social media is popping up everywhere including Wiki.
21. **Product-based Communities:** Many sites that started as a means of buying and selling products online have incorporated the community aspect into their sites such as Amazon.com.
22. **Review and Recommendation Sites:** you can review almost anything in an online community-based setting now such as TripAdvisor, Lonely Planet.
23. **Social Media Sites that Defy Definition:** There are several social media sites that march to the beat of their own drum such as Squidoo.

2.2.4 How Social Media Work

To take a look at each of the main types of social media, and how they work, these explanations are calculatedly very general, because with social media every rule seems to have an exception. In fact, among the defining characteristics of social media are the blurring of definitions, rapid innovation, reinvention and mash-ups.

Mash-ups: The combination of two or more pieces of content (or software, or websites) is one of the phenomena in social media that make it at once so exciting, fast-moving and sometimes bewildering or puzzling. Mash-ups are possible because of the openness of social media. Many websites and software developers encourage people to play with their services and reinvent them (Mayfield, 2008).

Thus, communities retain the interest of their members by being useful to them and providing services that entertain or help them to expand their networks. MySpace, for instance, allows members to create vivid, chaotic home pages by which they can upload images, videos and music. In Facebook, social network that originated in US colleges, become available for public use in the UK. Its popularity is quickly rocketed. Part of Facebook's success is its creators' decision to 'open up' and allow anyone to develop applications and run them on Facebook without changing them. Social networks on the web are like contained versions of the sprawling blog network. People joining a social network usually create a profile and then build a network by connecting to friends and contacts in the network, or by inviting real-world contacts and friends to join the social network (Mayfield, 2008).

A popular type of mash-up cannibalizes different pieces of content, typically videos and music. Popular videos on YouTube can generate hundreds of imitations, homage and frequently comic reinterpretations. In communities like this, the number of mash-ups a piece of content spawns is often an indicator of its popularity. Some marketers have cottoned on the power of this and it makes it a point to encourage people to reinterpret their content (Mirza, 2008).

Depending on the above mentioned information, the reader can know how social media and network work in general. The researcher intends to explain each social media tool, which are used in IUG, in the following few sections.

2.2.5 Importance of Social Media in Current Businesses

Just a few short years ago, social media did not even exist and yet today we could not see ourselves without it. Everybody from large business to small business owners is using one or more form of social media in their day to day tasks and lives. So the importance of social media should be discussed here.

Social media has gained a significant importance in business and proved to be effective for marketing strategy, business development, customer services and connecting with targets. Businesses of all size gain visibility and brand credibility. Social media platforms provide up-to-date information on their products or services, increase the website traffic, and build brand awareness. Also, business owners are able to build relationships, gain return customers and receive referrals by marketing the skills as well as services they offer via social networking. Businesses will benefit tremendously from creating a profile on these social networking sites which contains all pertinent information that the users need to evaluate the business' qualifications. These profiles include pictures, their products or services, or completed work as well as appropriate logos and contact information (Cortez, 2011). Moreover, they profiles target large audiences with a single click. Messages and updates can be sent to all of the followers. On talking above about the benefits of social media for businesses or institutions, it is noticeable that the social media creates the most completed and targeted online identity. Also it creates an impact and improves search engine rankings. It updates regarding products and services, as well as promoting to businesses and institutions (Cortez, 2011).

In another aspect, social media links between individuals and businesses or interacts with other businesses, institutions, potential partners or potential clients. For business owners, social media offers a parallel experiences in professional world or a

searching for new investments or partners. Social media also allows business owners to share information and to publicize new opportunities. It helps to find business resources. Businesses or institutions can use social media for several objectives. Some of them are establishing business contacts, finding prospective customers, getting instant customer feedback, suggestions, doing market research and so on. Business also can communicate with customers through videos and presentations (OutsourcingDes.com, 2011).

Lodge (2011) summarized the importance of social media in the following list:

- Using these different platforms you can start to brand yourself as somebody different.
- Sharing valuable content in many different formats.
- Connecting easily with many people from around the world. Sharing ideas and forging relationships.
- Marketing to yourself, your product or your company.

It is obvious that, social media is not just a toy but a tool used to build business. However, it must be used with respect, one false move; one's account could be closed down. To fully understanding the importance of social media, personal branding is very considerable for the internet marketer that is because social websites are the sites where most people are pushing a product or business to offer their value. By offering value, the customer will have people who want to get to know them. Adding valuable content and helping people solve their problems is a great way to start building a relationship. This could be done with everyone no matter where in the world he/she is. The social media content that anyone puts out will determine the success or failure of the page. Finally, one can setup pages where information is exchanged by different people such as informing others about one's company or products in a much better way.

To conclude, the importance of social media has really made the world a smaller place; where business is done with people from all over the world easier and quicker than ever before. As Social media offers full potential applications and facilities to help in making business and managing it.

2.3 Social Media in IUG

The researcher in this section divides the topic into two parts; the first is about IUG and details about the university. The second section will be about social media forms in IUG which are used in the university.

2.3.1 IUG

2.3.1.1 Introduction about IUG:

In 1967, it was deemed necessary to a group of academics to establish a higher education institution in Gaza Strip to serve thousands of students and help them save their time, money and efforts. On that account, the establishment of Islamic University (IUG) was in 1978. Starting with three faculties only, IUG developed its facilities and academic departments to have ten faculties at the moment to offer BA, B.Sc., MA, M.Sc., Diploma and higher Diploma in different disciplines. Through sincere and continuous efforts and because of its highly qualified graduates, IUG has won both national respect and international fame.

Nowadays IUG is an independent academic institution located in Gaza. IUG is a home to the well-planned programs, a way to the different community levels and a place for researchers and good teachers. IUG is a member of four associations: International Association of Universities, Community of Mediterranean Universities, Association of Arab Universities and Association of Islamic Universities.

IUG strives to be the leading Palestinian University working to develop educational and cultural standards in the Palestinian society according to professional values and principles. That is considered the vision of IUG. For its mission, IUG tries

very hard to provide high quality education to students, particularly those living in Gaza Strip. Also, it encourages academic and scientific research to meet the challenges. In addition, IUG tries to participate effectively in developing the Palestinian community as well as, to promote knowledge and professional skills and science advancement (IUG website, 2012).

IUG management puts number of strategic goals to achieve the university vision and mission. IUG endeavors to advance learning, foster the expansion of knowledge through teaching and research and encourage community service. In fulfillment of this purpose, the management holds the following strategic plans at the heart of our endeavor. The first strategy is encouraging scientific research. Second is promoting academic cooperation in different fields with the local and foreign institutions. Then, the strategy is developing the use of IT in teaching and designing distance learning courses. In addition, the IUG is enhancing the quality of education in terms of upgrading instructors, updating curricula and improving teaching-learning facilities. Finally, one of the IUG strategies is reinforcing fieldwork and the practical skills of learning and searching through graduation projects, training and practice (IUG Website, 2012).

2.3.1.2 Facts and Structures

IUG is supervised and run by several bodies: Board of Trustees, University Council, Representatives Council, Academic Council, Faculty Councils, and Department Councils. In addition to taking decision, these bodies are responsible for planning and administering the entire activities in the university.

According to Quality Unit 2012, there are almost (20,909) students at IUG; including (18,799) undergraduates, (1,656) postgraduates and the rest is diploma. IUG graduates are among the most employable in Gaza Strip. In the academic year 2010-2011, (6,807) of undergraduates are studying at the Faculty of Education, (2,399) at the Faculty of Engineering, (2,265) at the faculty of Commerce and (1,945) at the Faculty of Shara'a & Law. The rest number is studying at the rest of the ten faculties. IUG offers

students a unique learning experience. Undergraduates attend lectures, make projects and prepare a research paper in the final year. The number of graduates at IUG has more than doubled in 30 years, from (3) in 1982 to (3,329) in 2007. Using one of the most recent admissions systems, staff at IUG works very hard guiding students and serving the whole community as possible as they can (see Appendix A).

2.3.1.3 IUG Internationally

According to External Relations Unit of IUG, the University has many regional and international relations with different institutions and universities all over the world. Most importantly, IUG is a member of International Association of Universities and of Community of Mediterranean Universities. Through the External Relations Office, IUG has developed several academic links and signed several agreements of academic cooperation with American, European and Arab Universities.

2.3.1.4 IUG Awards Records

Regarding to External Relations Unit, IUG has got many awards including Galileo International Prize for optics, a patent by the U.S. Office for the registration of patents, Karim Rida Said Foundation prize, the Islamic Development Bank in Science and Technology Prize, Al-Najah National University for Scientific Research, Yusuf Bin Ahmed Kanoo Institution Prize, Hisham Adeeb Hijjawi Institution Prize, which was obtained more than once, Zuhair Al Hijjawi Award, and Emerald Award Foundation International Award, Abdel Hamid Shoman Award in addition to the Islamic University Award for Scientific Research.

2.3.2 Social Media Usage in IUG

The researcher has concluded from the data gathering process for this study that IUG has realized the importance of the social media tools in management and businesses. So, IUG management supports the decision of using social media in the university for

different purposes. At the beginning, the IUG management developed the website to publish the university news and new achievements. Then, the Public Relations Unit of the university created Facebook page for the university to connect with the students, publics, an others. Also the management decided to take advantage of YouTube facilities to publish videos about IUG achievements and receive the comments and opinions of public. After that, the management realized that establishing educational radio is necessary for the university and students. However, The Qura'n Center created the Qura'n Educational Radio to broadcast educational and Qura'n and its sciences programs. Then, Al-Kitab Satellite Channel is driven from Qura'n Radio. The idea from this channel has come to publish the university culture and mission around the whole world. This channel is considered one form of the social media which is used in IUG. In additional to these tools, Media Faculty has its tools such as university newspapers and magazines whereas Media Faculty is responsible for University Voice Magazine (Abu Mizid, 2011).

2.3.3 Social Media Forms in IUG

As mentioned in the previous section, IUG uses social media in different forms. According to Abu Mizid (2011), these forms are as follows:

1. IUG Website
2. IUG Tube
3. Facebook Page
4. Flickr Page
5. Al-Qura'n Educational Radio
6. Al-Kitab Satellite Channel
7. Magazines and Electronic Issues

In the following few sections, the researcher gathered some information about each tool to make a clear background for the reader about each tool.

2.3.3.1 IUG Website

Nowadays website becomes an essential part of every profession. The modern and advanced universities, institutions, and businesses have its gateway through the Internet to connect with others from target groups or beneficiaries. Website makes strong impact on the image of your company. Any institution, either private or institutional, one of the first easiest things you should to do is to put your institution available to others and easy to navigate your website by any search engine. Website reflects an image about the institution. It is the visual online external representation of the institutions.

IUG website is coming from the university's beliefs that the Internet is the new way of communication through the world. It was established in 2000 to be the first tool to reflect the university image for the external audience, and to publish the main news and achievements. It was updated the main frame and its design three times. The content of IUG website is updated every day to be up to date (Rohmi, 2012).

Having webpage in IUG serves several purposes for both the university itself and the audiences; either they are from students or public inside or outside Gaza. IUG website provides them with the latest news and the main achievements for each center, unit and department in the university. It supports students with information and material they need in their courses. As well as, it offers them the main services; such as registrations services and connection with their teachers, and with several centers and units in the university. Moreover, the webpage reflects IUG image for others from outside Gaza such as foreign universities, donors and institutions. Form this webpage information IUG conducted several agreements with foreign partners in some programs.

2.3.3.2 IUGTube

As motioned at the beginning of this chapter that YouTube is an example about the video sharing social media tools. YouTube offers free statistical data, time of access, access regions, age, or gender. YouTube also maximizes the effects of communications

(LEE, 2010). YouTube was created in 2007, and now it has over 30,000 partners from 27 countries around the world. There are 60 hours of video uploaded every minute. Also, over 4 billion videos are viewed a day. Over 800 million unique users visit YouTube each month. Over 3 billion hours of video are watched each month. YouTube is localized in 39 countries and across 54 languages. In 2011, YouTube had more than 1 trillion views or almost 140 views for every person on earth. Some videos of YouTube are available in High Definition (HD) technique (YouTube, 2012).

About the relationship between social media tools and YouTube, 500 links of YouTube video are watched every day on Facebook, and over 700 YouTube videos are shared on Twitter each minute. Also, 100 million people take a social action on YouTube such as; likes, shares, comments, etc every week. An auto-shared tweet results in 6 new youtube.com sessions on average, and more than 500 tweets per minute containing a YouTube link. As well as, millions of subscriptions happen each day. Subscriptions allow audience to connect with someone who is interested in — whether it's a friend, or not— and keep up on their activity on the site. Finally, more than 50% of videos on YouTube have been rated or included comments from the community. In addition, millions of videos are saved as favorite every day (YouTube, 2012).

IUG used YouTube website to benefit from its facilities on internationalizing or publishing the university news and achievements around the world. The establishing of IUGTube Page was in 2007. The administration duties for this page were from Public Relations Unit. IUG uses this page to publish videos and photos about its achievements, its news, its events, its conferences and scientific discussions. In 2008-2009, there were 100 videos. Then, the videos increased to be around 100 videos in 2009-2010 and it is increasing continuously. According to interview with Public Relations Unit, the interactions with IUGTube were increasing after the Israeli War on Gaza in 2008-2009 (Rohmi, 2012). The materials of IUGTube page were arranged according to some categories such as Faculties, Public Relations, Units and Centers, and general. Also there are some materials for academic departments and administrative departments. The admin of the page are Mr. Bilal Alnabris, the system administrator, and Mr. Mohammed Alhelo,

the system moderator, in addition to the general monitoring of Public Relations Unit (IUGTube Website, 2012).

The advantage of using the facilities of YouTube for the Islamic University, in addition to the publishing the university material, is the interactions with the public wherever from inside Gaza Strip or from outside. The YouTube facilities allow public to show the video and interact with it through writing comments, sharing with others via social networks websites, downloading, adding to playlist, or adding to favorite. In addition, there are extra facilities for searching and uploading (IUGTube Website, 2012).

IUG and its Public Relations Unit can use these facilities in some statistics which are used as indicators in the management processes in general levels of the university and in particular in the senior management activities. YouTube facilities allow the admin to know the showing times which is a good indicator for the publishing. Regarding to that, the IUGTube page provides the management with the ranks of viewing videos, the ranks of evaluating videos, the higher numbers of comments, and the distinctive videos. All of these are considered good indicators to measure the public interactions with the IUG and its achievements, news and events (Rohmi, 2012).

2.3.3.3 IUG Facebook Page

Facebook has become the most widely recognized name in social networks. Social networks allow people to join and friend members or invite others to join and then share and exchange information (Jantsch, 2009).

Facebook continues to grow in popularity with businesses and institutions to the point where it is no longer a matter of "if" you should be utilizing this platform as "how". Facebook is generally deemed more useful for the small business than other social media tools, such as Twitter. The Facebook platform and applications are such that a business could feasibly build its entire web presence there (Jantsch, 2009).

Facebook, specifically, has been found to be used to reinforce current off line relationships. As previous communication technologies have been integrated into the way we teach and administer in our institutions. Facebook has quickly become the social network site of choice by students and management. Since its 2004 inception, virtually all colleges in the United States have designed networks within the site. In addition to the incredible usage rate among students, there are a number of unique featured such as bulletin boards, instant messaging, email, and the ability to post videos and pictures. Most notably, anyone can post information and collaborate within the system (Munoz & Towner, 2009).

Interviewing with Rohmi (2012), the admin of IUG Facebook page, Facebook is used in IUG as a tool to connect with public and to publish IUG news and achievements. IUG's Public Relations Unit created a personal profile in 2007 because they realized what a great tool Facebook is for keeping up with students and public or sharing details about new achievements and news or the new advertisements. In addition, the updates and posts are published on the university Facebook page.

In the first year of using Facebook, the number of subscribers reaches 600 subscribers. The number is increasing by time and now it reaches to 13,000 subscribers. They include students, public and organizations from inside or outside Gaza (Public Relations Unit, 2012).

2.3.3.4 Flickr Page

Flickr is a website that allows people store, sort, search, and share their photos online. The free version of Flickr allows uploading up to 20MB of photos each month. In addition to being a place to host your images, Flickr is also a community site. All images uploaded to Flickr that have not been marked as private can be searched using the tags associated with them. User can also search for and join groups to view photos from other users that match the interests. Flickr has a section for photos that have been shared with a

Creative Commons license. This type of license that allows teachers to use images found on Flickr in classroom projects (LAPTOP Initiative, 2012).

Flickr is a photo sharing site with social networking features, where users can create friend relationships with one another and share photos. Users can create networks of friends, join groups, send messages to other users, comment on photos, tag photos, and choose their favorite photos. To use most of these features, users must create a Flickr account and they must be logged-in to Flickr. Flickr provides users with privacy control over photos they upload, allowing photos to be classified as either private, visible only to their friends, or, the default, public. Flickr allows users to create two types of links: links to favorite photos (called favorites in Flickr) and links to other users (called contacts in Flickr). Like bookmarks, users may “favorite-mark” a photo to archive and share interesting photos with others. The list of a user’s favorite photos and the list of a user’s contacts are both available from a user’s profile page (Cha et.al, 2009).

2.3.3.5 Al Qura'n Educational Radio

In July 2009, IUG has realized that the university needs radio for establishing educational and cultural over Gaza Strip. This idea has originated from Holy Qura'n Center. IUG presidency and management have approved this idea and supported it (Qura'n Educational Radio Website, 2012).

This radio is considered the first university radio and the first educational radio for Qura'n in Gaza Strip. It aims at spreading the culture of Qura'n and variety educational programs to serve the Palestinian society and particularly IUG students. In March 2010, the radio has become official broadcast at frequency of 91.5 FM in Gaza and reaching to some far points in West Bank (Qura'n Educational Radio Website, 2012).

The objectives of Qura'n Educational Radio are divided into several aspects. The main of them is training and rehabilitating the students and graduates. Second is publishing the university news about its achievements, scientific conference, workshop, discussions...etc. Also, one of its objectives is publishing the important news about other

Palestinian and Arabic universities. Radio broadcasts Qura'n readings, educational programs, and programs about the university curriculum (Qura'n Educational Radio Website, 2012).

The structure of the radio consists of full-time eleven employees. They are experienced and qualified employees in preparing, producing, montage and presenting programs. Also there are about eleven trainers of IUG students. Dr. Abd Al-kareem Al-dahshan is the president for the board of directors (Albaik, 2011).

The main target audiences are IUG students, other universities students, and the Qura'n listeners. Therefore, the Qura'n Educational Radio administration has realized the importance of creating website to support the work in particular the connection with the public. The website is developed to publish the radio news and the appointment of programs and the live broadcast service within 24 hours. The website administer is also managing the website content and format to be applicable for all. However, there are no real statistics about number of listeners and followers via internet, the radio management confirms that Qura'n Radio has listeners and followers from all around the world (Samara, 2011).

The future plans are to increase the reaching places to be broadcast in the occupied Palestine areas. Beside that the radio management plans to communicate with audience from outside Palestine (Qura'n Educational Radio Website, 2012).

2.3.3.6 Al-Kitab Channel

Al-Kitab Satellite Channel is a cultural, educational and social Palestinian channel. It started its work in 2010. The main target group is the Palestinian society in all places in addition to the Arabic and Islamic nations. The channel administration seeks to expand the broadcast domain to increase the audience overall the world. This channel has started from the thought of being near to the Palestinian society issues. The channel works according to the vision of being the first satellite channel within the local society and competitive channel at the Arabic level (Al-Kitab website, 2012).

The main objective of the channel is serving the Palestinian society and Arab and Islamic societies. The channel also cares with deepen the love of homeland, freedom, and the Islamic culture. One of its objectives is the improvement of individual productivity, team works, voluntary work, and achievements concepts. Al-Kitab Channel encourages the scientific researches to find creative solutions for Palestinian society problems. Through its programs the channel spreads the conversation and the practical training cultures. Overall, Al-Kitab channel cares with concerns of each one in the society; students, women, babies, families, adults and others. All these objectives are included in the channel mission to show the bright image of IUG (Al-Kitab website, 2012).

Al-Kitab channel programs are arranged to include several aspects and issues such as Arabic language importance, scientific research concerns, educational issues, families' concerns, women concerns, technical and scientific achievements, communicating with public programs, and other concerns and aspects of programs (Al-Kitab website, 2012).

The increases of audience number are the main indicator that Al-Kitab Channel has its importance for IUG to connect with society. According to El-Mahallawi (2012), the number of contribution with the channel's programs, number of international calls and feedback are the main indicators for the publicity of the channel and the main statistics for the management until now. El- Mahallawi (2012) added that the variety of the programs making Al-Kitab attractive for different slice of the society. The channel broadcasts some for academic purposes such as the programs of graduation projects and seminars of master degrees, etc. Some programs show the students' activities inside the university. Other programs are about the news and achievements of university departments and faculties. In the end of academic years, there is specific time for the graduation events. About decision making process, El- Mahallawi (2012) explained that there is no doubt that Al-Kitab channel is very important tool in communicating with public. And the main results and reactions of this communicating channel are raised to the top management of IUG. The top management uses this information in decision making process.

2.3.3.7 Magazines and Newspaper

Any business or institution may have considered that using different ways or tools is better to its work. Although it seems like a small effort, having some forms of publications or bulletins about businesses or institutions. These forms are successful ways to introduce institution for public because it provides them with the right information about institution and its goals or achievements. Having professional publications is a lot like creating the logo in the sense that it represents image about business or type of services. When thinking about it in terms of representing business, then it probably shows that is the way to send out the right message. A good publication or bulletin helps represent business. If it is done professionally, then people will walk away with a good idea of certain business. It helps people's potential target group to learn more about business goals and mission. It is marketing tools to gain good position in the market. It can help business to spread the word about their institution and its achievements.

IUG as a university gains advantage of these type of tools and have issued some different types of it and for several units or departments. IUG issues some newspaper and magazines. For example; the Journalism department of Media and Arts Faculty is responsible for two forms of published media. The first is Public Relations Magazine which started in 2001. It is printed out per year and distributed between 1000 to 2000 copy every year. This form contains the main achievements for the year. The second form is University Voice Magazine which was published in 1996 for the first time. It is in two types; electronic at IUG website and printed out for eight times per year. In each time, Journalism department distributed 4000 copies (Eisa, 2012).

Furthermore, IUG issues several forms such as; University Magazine, photography brochures, annually repots, introductory bulletins, and for specific purposes bulletins. These forms of social media are under the supervision of Public Relations Administration. Also, there are some electronic issues for different units in the university such as External Relations, Public Relations and others (IUG website, 2012).

2.4 Decision Making of Senior Management

2.4.1 Introduction

Decision making process in IUG is dependent on the senior management. So in this section the researcher will explain in details the main members of IUG senior management with brief background about each member.

2.4.2 Decision Making

Decision making is an essential aspect of modern management. It is a primary function of management. A manager's major job is rational decision-making. Decision-making is the key part of manager's activities. Decisions are important as they determine both managerial and organizational actions. A decision may be defined as a course of action which is consciously chosen from among a set of alternatives to achieve a desired result. It represents a well-balanced judgment and a commitment to action (Akrani, 2010).

Decision making is an art, which requires the decision maker to combine experience and education to act. Decision making is the ability to choose which projections and solutions would be best implemented to accomplish mission success. The decision making process can be generalized into two categories: the first is the analytical decision making approach and the second is the intuitive decision making approach (Barracks, 2011).

Decision making is one of the defining characteristics of leadership. It is core to the job description. Making decision is what managers and leaders are paid to do. Good and great decision makers expect high quality outcomes and they are generally not disappointed. For more specific definition it should be divided. So decision is a choice between two or more alternatives. If you have one alternative you do not have a decision (Creative Commons, 2008).

Decision making is a continuous and dynamic process. It pervades all organizational activities. Managers have to take decisions on various policy and administrative matters. Also, decision making is a mental as well as intellectual activity and requires knowledge, skills, experiences, and information resources. Good decision making is always based on reliable information. The quality of decision-making at all levels of the organization or institution can be improved with the support of an effective and efficient management information system (Akrani, 2010).

Decision making is choosing from among two or more alternative courses of action. Thus, it is the process of selection of one solution out of many available. For any business or institutional problem, alternative solutions are available. Managers have to consider these available alternative solutions. Managers have to consider these alternatives and select the best one for actual execution (Akrani, 2010).

Decision-making aims at providing solution to a given difficulty. It is a goal oriented process and provides solutions to problems faced by a business unit. Needs effective communication is needed to decision making process to all concerned parties for suitable follow-up actions. Decisions talking will remain on paper if they are not communicated to concerned persons. Following actions will not be possible in the absence of effective communication. Decision maker should work at all levels to take decisions on matter within their jurisdiction (Akrani, 2010).

2.4.3 IUG Senior Management

Senior management is the management team in generally a team of individuals at the highest level of institutional management who have the day-to-day responsibilities of managing the institutions. They hold specific powers and authority. There are most often higher levels of responsibility. They are referred to executive management, top management, upper management, or higher management.

The study will focus on the senior management of IUG. They are the main members in decision making process in IUG. They are represented by Presidency of IUG, the vice-president members for different affairs; the administrative, the academic, the scientific

research, and the external affairs. Moreover, any decision makers in any department, deanship or unit in IUG. These all members of senior management are responsible for the decision making process.

2.4.3.1 The President and Presidency of IUG

It is the top manager of the university who has the authority to delegate functions to other officers of the university. The presidency is restricted with the university rules and regulations to the actuation and decisions of delegate. In addition to that, the presidency has the emergency powers to act and decide for and on behalf of the board on important and urgent matters which require immediate action (IUG website, 2012).

2.4.3.2 Administrative Affairs:

This unit of IUG is responsible for the administration and financial affairs of the university. It started in 1982. The main functions of administrative affairs are planning, organizing, directing, monitoring and follow-up to all activities of administrative and financial works. Also, this unit is responsible for the developmental process for the systems, technical and human resources of IUG, in addition to offering services for IUG centers and faculties. This unit specialized in all functional issues of university employees. Moreover, it managed the implementation of laws, regulations, and decisions relating to all of administrative aspects in IUG (IUG Administrative Affairs, 2012).

Administrative Affairs vision is looking at developing IUG through putting efficiency foundations for the administrative work at the university. Then, following-up and monitoring the implementation through the new technologies. They put main objectives to help their vision some of them are in the following (IUG Administrative Affairs, 2012):

- Developing plans for the current administrative work in all departments.
- Computerizing the administrative procedures and developing the computerized programs to cope with the recent technological developments.

- Following-up the main transactions and avoiding delays in progress.
- Preparing estimated budget, implementing and following-up it.

Staff of Administrative Affairs is nine employees as recording in its web page; vice president for administrative affairs and two employees for assisting vice president. Also there is one director and two consultants; one for administrative issues and one for legal issues, one administrator and two secretaries as published at IUG website. According to researcher's knowledge, the Administrative Affairs' employees will be included in this study without the secretaries, because they are one of the main sectors in the decision making process.

All decision makers of Administrative Affairs are also considered from the senior management even if they are in unit, or department such as dean of deanship, their deputies, their assistance, the managers of unit, the head of department, and their deputies.

2.4.3.3 Academic Affairs:

This unit is responsible for the educational services and increasing the efficiency and quality of this service. It encourages the academics and monitors them to give the best materials in the newest educational techniques. Then, this unit evaluates them and develops their capabilities. Out of IUG vision and its clear message in supporting effective contribution in the Palestinian community development and in enhancing its prior ship role in developing the Palestinian labor, the academic affairs of the IUG continues in presenting instructional teaching services for the students of the university in spite of the difficulties and obstacles which face the country. Moreover it also works to extend the capacity and the deliberation of education technology, to computerize all the departmental producers in relation with the educational process and to encourage multi-media elaboration and usage. The Academic Affairs department plays a major role in supervising, directing and developing the academic activities via deans of faculties and different centers of development in the university (IUG Academic Affairs, 2012).

Academic Affairs vision is looking forward to establishing the principles of success and distinction needed for current and future academic work by (IUG Academic Affairs, 2012):

- Quantitative and qualitative expansion of education opportunities supplied by the university for secondary school graduates.
- Continuous improvement in the academic services quality presented by the university.
- Broaden effective participation of the faculty via different sections, faculties and committees.

The main goal of Academic Affairs is seeking to achieve reinforcing and developing the current academic programs according to the requirements and standards which achieve quality and meet the needs of the local community. This goal can be achieved through the following actions (IUG Academic Affairs, 2012):

- Strengthen the academic staff and developing its performance.
- Developing qualitative academic programs able to achieve the competitive feature in the local and the regional market.
- Developing scientific research systems and programs according to the international standards in a way that serves the local community.

According to Academic Affairs website, the staff of Academic Affairs is eleven employees; vice president for academic affairs and three employees for assisting vice president. Also there are one director, three administrators, two secretaries and one technical supervisor as published at IUG website. According to researcher knowledge, Academic Affairs' employees will be included in this study without the secretaries and technical supervisor, because they are main sector in the decision making process.

All decision makers of Academic Affairs are also considered from the senior management even if they are in unit, faculty or department such as dean of colleges, their deputies, their assistance, the college managers, the head of department, and their deputies.

2.4.3.4 Scientific Research Affairs:

Scientific Researches Affairs concerns on the researches affairs in IUG to support and improve the scientific researches in all field. This unit is responsible for the scientific conferences and scientific workshops. All decision makers and management members of this affair and any unit under the hierarchy of this unit are a sector in the study population.

2.4.3.5 External Affairs:

External Affairs it concerns on the external relationships to strengthen the links for academic and scientific research with external and to coordinate for future projects. Also it concerns on the internal relationships with Palestinian society. External affair consists of External Relationship Unit, Resources Development Unit, Public relationships, and IT Affairs Unit. All the decision makers and the management members of these units are a sector of the study population.

Senior management of this study mentioned in more details in chapter four.

2.5 Social Media and Decision Making

2.5.1 Introduction

Social and media phenomena should be explored to explain the consequences of an expanded use of web-based social media on decision making. An initial review suggests social media impacts decision making by creating more connections to receive information and opinions (Power, 2011). Because of its ease of use, speed and reach, social media becomes essential term in each organization, institution or businesses. So it is changing in the style of management and in some procedures. It forced the management to set it as a new trend and in the top of its agenda. That makes it necessary to study the relationship between social media and decision making process and what its effects on decisions, decision makers, and institutions.

2.5.2 Effects of Social Media

As Dailey (2009) mentioned in social media article, the impact of social media upon the businesses or associations stems from the influence and engagement. Determining impact begins with understanding and tracking target audiences' identity. It means determining who the audiences are, where and when. Then, engaging them by click in, click to, session, duration, and posting behavior. Finally, by social media the institution tries to establish trust and loyalty with them.

Social media has redefined the communicating ways. The entire paradigm of social media has altered the basic rules of communication, especially between businesses and their audiences. While the tools and kinds of social media are many and their implementations seemingly boundless, they all share a common set of characteristics.

Peterson (2011) added communication has become simplistic and quick. There are many advantages within the world of social media but it is also very important to be aware of the sensationalism and superficiality behind many virtual faces.

Social media affects corporations, companies, institutions and businesses. The effects may make them change some of their ideas and images. In the following few

lines, there are some ways which the social media will be impacted on. The first, the social media will make the corporations or business change their communicating ways. Because social media is bringing a broad new range of technology innovations to communications: multimedia, presence, interactivity, etc... Second, institutions will change their vision, as businesses become more transparent. Thanks to the increasing volume of information available online, employees will rely more on the enterprise culture, and search for it if it is not explicit enough. In parallel, stakeholders will seek proof of corporate social responsibility awareness, made inevitable by the growing transparency (AT&T, 2008).

Since, corporations change their organizations; many businesses debate how they can flatten the pyramid to gain the benefits of startups with their associated adaptability and fast growth models. Most see very different consequences and roles and responsibility mutations as a result of social networking. Then, social networking is the key to employee excellence. People think more globally as their contacts become increasingly international; they pay attention to what their online contacts mention, and use social network features to gain greater depth of knowledge in their areas of interest. As well as, employee mobility will increase. The employees' visibility increases and makes their expertise available to communicate inside or outside their organizations, they become more frequently solicited (AT&T, 2008).

At the end social media allows increased revenue. The businesses and corporations will be more visible and accessible to its market. Adopting social networking stratify also allows expanded reach, direct communications, faster launch new products or services, contact with customers and reconnecting web, facilitation of external channel management by easily creating and animating partner extranets other businesses (AT&T, 2008).

Social media is rich information sources and these tools facilitate crowd behavior, increase peer pressure and may result in saturation and the negative results from saturation. Informational conformity can have an impact on decision making because the decision maker turns to the members of his/her social network to obtain accurate information. Normative conformity may also bias decisions because the decision maker

conforms in an effort to liked or accepted by the members one or more social networks. Decision makers tend to trust opinions of participants in their online networks. Then, make decisions depending on their participations (Power, 2011).

In IUG, the President gave a direct mandate for the Public Relations Unit to activate the role of social media tools in the university. The Public Relations Unit also asked the presidency in the mechanism of using social media tools or in any unclear issues. The president issued the policies and procedures which are for using social media and sent it directly to Public Relations Unit.

Chapter 3

Previous Studies

Chapter 3 : Previous Studies

3.1 Introduction:

In this chapter, the researcher aimed to provide an overview of the literature that studied social media topic and its relationships with businesses, educations, public relations and customers, as well as, the impact of these media on these factors.

3.2 Previous Studies:

Twenty studies covered the subjects of the relationship between social media or social networks and business, management, education, libraries, and public relations. These studies were arranged in descending way from 2011 to 2004. In terms of Arabic studies which are related to this subject, researcher found a rare number.

3.2.1 Foreign Studies:

1. Study of Greenhow (2011) "Online Social Networks and Learning":

This study sought to argue that young people's online social networking can serve as site for and supports for student learning in ways not currently assessed. It was an exploratory study. The researcher explored the young people's online social networking practices within MySpace and Facebook. The study was concerned on studying the relationships between social media and learning, literacy, civic benefits, and social interactions.

The results were qualitative results show two themes for social networks uses on learning. The first, social network sites can serve as direct and indirect supports of learning. The second, online social networking can stimulate social and civic benefits, online and offline, which has implications for education.

Conclusion from this paper is that social networks as one type of social media have important effects on the educational institutions, and on the way of communicating with students and obtaining information from them.

2. Study of Cao and Hong (2011) "Antecedents and Consequences of Social Media Utilization in College Teaching: A Proposed Model with Mixed-Methods Investigation"

The aims of this study were to investigate the antecedents and consequences of social media utilization in teaching at one university. This study examined the research model with data that obtained through personal interviews and a questionnaire survey. Survey requests were e-mailed to 249 full-time and part-time faculty members in a doctoral research university in the west coast of the USA.

The result showed that there are four antecedent factors of social media utilization in teaching: faculty personal social media involvement and personal readiness; external pressure from peers, supervisors, students and their employment; expected benefits; and perceived risks.

In conclusion, this study showed that social media is to encourage more user interaction, collaboration, and participation; informal learning through social media can offer significant opportunities for increased student engagement in formal learning settings; online social networking sites can provide teachable moments and improve student learning.

3. Study of Stelzner (2011) "How Marketers Are Using Social Media to Grow Their Businesses?"

This research contained insight into how marketers are currently using social media and promote their businesses. So the study surveyed over 3300 marketers for this goal. In addition to that, this study tried to determine the commonly used social media tools.

The result was the overwhelming majority indicated that employing social media for marketing purposes. However, a significant 90% of marketers said that social media was important to their businesses. The major finding was that one in three marketers indicated measuring results and integrating social media activities were their top questions when marketing with social media.

The researcher can conclude from this study that social media have significant roles in marketing and businesses. So any institution should not neglect the effects of social media on its image and its decisions.

4. Study of DiMauro and Bulmer (2010) "Social Media's Role in Decision Making by Business Professionals"

This is a survey paper which tried to answer the question of "Are professional networks being utilized by decision-makers in business?" The survey was administered 356 participants via online survey developed by Society for New Communications Research SNCR. The participants were business leaders, CEO, Directors and Managers.

The major findings were the professional decision-making is becoming more social. Then, the big three have emerged as leading professional networks: LinkedIn, Facebook and Twitter. Also, professionals trust online information and reliance on web-based professional networks and online communities have increased significantly over the past three years.

In conclusion, the social media is supplementing the traditional professional decision making cycle with great affect. So management of any business or institution can use social media to support decision making process.

5. Study of Geho et al. (2010) “Is Twitter A Viable Commercial Use Platform for Small Businesses?”

This study was conducted to provide empirical evidence regarding Twitter’s usefulness. To get a representative, diverse sample from the small business community, a survey was communicated to the target audience using two methods. The first was the survey which was conducted by Small Business Development Center (SBDC) clients via email. The survey was for gathering quantitative data from a large sample; but exploratory, qualitative research was conducted by using Twitter to investigate how it was used by the small business community. The second survey targeted business counselors at all SBDC nationwide. This survey was to provide insight into the other side of social media and determine how counselors communicate social networking marketing techniques to their clients.

The main finding of these surveys was social media tools provide opportunities for entrepreneurs. This study’s conclusion refers to the importance of social media in business to communicate with public.

6. Study of Kaplan and Haenlein (2010) "Users of the World, Unite! The Challenges and Opportunities of Social Media"

This theoretical paper intended to provide some clarification about "Social Media" term by describing the concept of social media and discussing how it differs from related concepts.

The paper results showed that according to Forrester Research, 75% of internet surfers used social media in the second quarter of 2008 by joining social networks,

reading blogs, or contributing reviews to shopping sites. It was therefore reasonable to say that social media represent a new revolutionary trend that should be of interest to companies operating in online space for that matter.

Based on the conclusion of this study, it is noticeable that the concept of social media is on the top of agenda for many business executives today. Decision makers, as well as consultants, try to identify ways to use and train to use these tools which firms can make profitable from.

7. Study of Asur and Huberman (2010) "Predicting the Future with Social Media"

This study demonstrated how social media content can be used to predict real-world outcomes. In particular, predicting box-office revenues for movies using the chatter from Twitter.com. The goals of this paper were to study how positive and negative opinions propagate and how they influence people. For this purpose, the researchers performed sentiment analysis on the data, using text classifiers to distinguish positively oriented tweets from negative.

The study analyzed data from 2.89 million tweets referring to 24 different movies released over a period of three months. The researchers constructed a linear regression model for predicting the revenues of movies. The results outperformed in accuracy those of the Hollywood Stock Exchange and that there is a strong correlation between the amount of attention a given topic has and its ranking in the future. This study concluded to the information which obtained from clients is important to determine the future of institutions.

8. Study of Cvijikj et al. (2010) "Influence of Facebook on Purchase Decision Making"

This paper described a system for evaluating the behavioral impact of Facebook on the decision making process. The study was conducted through an online survey with 33 participants, who used ThingBook system as a prototype Facebook application that allows users to share information and experiences about things among their friends. Results have indicated that friends were the highest rated source of information, compared to blogs, retail stores, e-commerce applications and comparison sites. These results indicated that friend's opinion on a product plays a bigger role than whether a friend possesses a product. The majority of the participants advised their friends during the purchase decision making process. In conclusion, the social media tools have big role and effects on decision making process.

9. Study of Gruber (2009) "Social Media in Undergraduate University Admissions"

This study tried to answer the question of "Does a university's use of social media positively impact enrollment?" to measure the impact of social media on university enrollment and the disconnect that exists between the social media-related expectations of prospective students and the actions of university admission offices.

Through the national distribution of two surveys sampling: a "Prospective Student Survey" took random sample of 200 freshman students and "Admission Office Survey" was 70 admission professionals across US.

The findings were that social media indeed have a positive impact on freshman enrollment and it is a tool that should be highly regarded and embraced by university admission departments. Additionally, as Facebook was found to be the social media technology with the highest influence as determined by the Application Impact Factor and Enrollment Impact Factor, admission offices should embrace Facebook as their primary form of social media when recruiting their next freshman class.

From this thesis, the researcher concluded that social media (Facebook in this case) have positively impacts on the administration processes of universities and affects decision making process by using the obtained information from these tools.

10. Study of van der Weel (2009) "The Alignment of Web 2.0 and Social Media with Business Strategy"

The goal of this research was to develop a model that allows web 2.0 and social media to be connected with organization strategy. The model can be used by different types of organizations to identify how web 2.0 and social media fits in their organizations and with their strategies. This paper tried to add value to academic IT and Organization literature with fundamental research in business strategy context. The study answered the following main question: "How should web 2.0 and social media be approached and how can organizations align these web 2.0 and social media developments with their organization strategy?"

About the results of this research; the social media could be used for: publicity, marketing and advertising, direct online selling, research and development, communication, collaboration and customer service. In addition to the importance of web 2.0 for organizations gives material that be further researched.

From these results and recommendations, the importance of studying social media trends and its effects on management of institutions and organizations are noticed. The management supports to use it.

11. Study of Waters et al. (2009) " Engaging Stakeholders Through Social Networking: How Non-Profit Organizations are Using Facebook"

This paper tried to answer the question of “How are non-profit organizations incorporating relationship development strategies into their Facebook profiles?”. The study analyzed the content of 275 randomly sampled legally incorporated non-profit organizations’ profiles. Then, examined these profiles of disclosure, information dissemination, and involvement to reveal that disclosure was the most often used strategy.

The results indicated that the non-profits on Facebook wanted to be open and transparent by disclosing who maintained the site and what they sought to accomplish. Also the results showed that non-profits are beginning to experiment with different Facebook offerings. Then, nonprofits needed to begin using more social networking applications social networking to meet the growing needs and expectations of their stakeholders.

In conclusion, the researcher noticed that non-profits or organizations have to create their existence on social networks and enhance their information on these networks. These refer to the flexibility of social media tools and its facilities. In addition to the information which obtained from these tools.

12. Study of Gordon (2009) "The Coming Change in Social Media Business Applications"

This study was designed to provide managers with guidance in several social media applications by measuring which of these were being used right now, and by whom. A look at what other businesses was doing, as well as a benchmark to compare own organizations' progress and opportunities.

The results of this study were based on a sample of 632 survey respondents. The most important result was that 41.2% of businesses have employees whose job function includes spending time on social media sites. Also social media tools were involved in business applications; sales, marketing, internal communications, and public relations. As an instant the public relations functions, social networks use to distribute press releases and news items; and to interact with bloggers and members of the traditional press.

This study and its survey are helpful tool for a variety of communication needs to an essential tool for customer engagement. This leads to the importance of using different social media tools in business and management functions. So it is recommended to study the impacts of the variety of social media tools.

13. Study of Diga and Kelleher (2009) "Social Media Use, Perceptions of Decision-Making Power, and Public Relations Roles"

Researchers conceptualized public relations practitioners in this study who were more frequent users of social network sites and social media tools reported greater perceptions of their own structural, experts and prestige power. The sample for this research consisted of 115 members of Public Relations Society of America (PRSA), who received a survey about how often they use social networks and other questions about social media and managers.

The major findings were that public relations participants are more frequent users of social network sites. That means the importance roles of social networks on public relations which connected the organization with its public targets. Also this study pointed to the need for future research to examine more closely the use of social media in the daily roles of public relations practitioners. Based on the future recommendation, we noticed that this trend should be studied.

14. Study of Curtis et al. (2009) "Adoption of Social Media for Public Relations by Nonprofit Organizations"

This study conducted on nonprofit public relations practitioners applied the Unified Theory of Acceptance and Use of Technology (UTAUT). The purpose of this study was to find out how who practitioners were adopting social media in communication technologies and their familiarity with social media.

The survey was sent to 2043 addresses. The response was 20%. The results indicated that social media tools were becoming beneficial methods of communication for public relations practitioners in nonprofit sector. Organizations with specified public relations departments were more likely to adopt social media technologies and use them to achieve their organizational goals.

In conclusion, social media techniques have become more abundant as public relations practitioners become mindful of their effectiveness in regards to reaching target audiences, promoting a specific cause, and further developing communication strategies.

15. Study of Liu (2008) "Social Network Profiles as Taste Performances"

This study examined how a social network profile's lists of interests - music, books, movies, television shows, etc- can function as an expressive arena for taste performance. The semantics of taste and taste statements were further investigated through a statistical analysis of 127,477 profiles collected from the MySpace social network site.

The major findings of analysis included statistical evidence for prestige and differentiation taste statements and an interpretation of the taste semantics underlying the MySpace community. Social media reflects the personal information about the public so it is a source for information.

16. Study of Rodrigues et al. (2006) "Smartocracy: Social Networks for Collective Decision Making"

Smartocracy is a web-based social system for collective problem solving and decision making. It is composed of a social network that links individuals to those they trust to make good decisions and a decision network that links individuals to their voted-on solutions (Rodrigues et al., 2006).

This paper discussed the smartocracy network data structures. The examinations were conducted on 276 participants in the Smartocracy trust-based social network.

The results showed that it is thought best to allow the users to provide development solutions and thus regulate the system's evolution via the collective. It is important to notice that the results of the various collective solution ranking algorithms are important to have decisions.

In conclusion of this paper, the social media systems could be used to make social decisions within communities of any type, from frivolous to scientific, from political to educational: scientific peer review, project funding, school admissions, popularity contests, artistic awards, ethical decisions, judicial sentences.

17. Study of Baker et al. (2005) "Social Networking and its Effects on Companies and Their Employees"

This research was to review the rising use of social networks by people while on the top. Although the popularity of social networks and their increasing use, all indications were that employers cannot hope to prevent social networks use during work hours. This study was a theoretical study which led to the recommendation that businesses make use of social networks instead.

This research studied the problems for employers and the employee views. It concluded that social networks have evolved into a mix of socializing and working

opinions. Many businesses were struggling with the use of social networking sites and might benefit from the following changes. Some of these changes are creating social networking policy and a policy for employees to obtain information which used in decision making.

18. Study of Rodriguez and Steinbock (2004) "Societal-Scale Decision-Making Using Social Networks"

In societal-scale decision-making systems, a collective is faced with the problem of ensuring that the derived group decision is in accord with the collective's intention. This paper described a novel social network-based method for societal-scale decision making which greatly improved the accuracy of representative decision outcomes in United States.

This study considered and compared traditional representational structures for collective decision-making with a newly proposed model based on the dynamic delegation of power across a social network. This research had important implications for collectives whose availability of human resources fluctuates rapidly while the structure of the underlying social network is relatively stable. It offered a way to maintain a relatively stable approximation of collective opinion using nearly any subset of the population as representatives. This work showed promise for the future development of decision making process that are supported by the computer and network infrastructure of our society.

3.2.2 Arabic Studies:

1. Study of Abu Shaaban (2011) "Public Relations Employees' Trends Toward Using Social Networks"

The importance of this study derived from the newness of this topic. This study is a reference to introduce the main social networks tools which are used in local public relations units. The researcher used the descriptive methodology depending on the questionnaire, interviews and documents to explain how public relations should use social networks.

The population was the public relations institutions in Gaza. The sample was stratified random sample which are productive, governmental and non-governmental institutions. The questionnaires were distributed to 60 employees of public relations institutions.

The results showed that 96.2% have owned website. About their activities via social media, 49.4% have Facebook pages. 14.9% have Twitter pages. 32.2% have YouTube. And 3.4% have LinkedIn. In addition to that, 80.8% of these institutions have updated their social media pages frequently. As well as, 15.4% have activated their pages sometimes. The most important of the results was that social networks have affected positively the public relations of these institutions.

In conclusion, this study reflects the importance of using social networks culture in local institutions in Gaza and employing in public relations and the effectiveness of its role in the interactions with the public.

2. Study of Eid & Alashi, (2011) "Gaza Universities' Students Uses of Facebook"

The researchers studied to what extent Facebook website affects the educational students' levels and the relationships between themselves and with their teachers.

The researchers conducted a pilot study of 30 students from the main three universities of Gaza (Islamic University, Al Azhar University, and Al Aqsa University). The sample was 212 students which was a stratified random sample from the three universities. The main findings were that the most of the sample were using Facebook with 72.3 percentages. Also the rate of Facebook between the electronic websites was the first which means the students use it with the highest frequencies. As well as, 78.6% of the sample use Facebook in studying and interactions with teachers and lecturers.

3. Study of Aldmari (2010) "Students and Social Media, Case Study of Media and Arts Faculty of AlFattah"

This study tried to answer "What are the potential needs of Media and Arts students from using Facebook?" The research aimed at explaining the effects of Facebook as a social network on the cooperation between students.

The study methodology was analytical and descriptive method through using questionnaire. The sample was the students of Media and Arts Faculty of Al Fattah University. These students were using Facebook.

The final results were divided into two sections. The first section was depending on the uses. This section referred that Facebook as a social media are used between students and they used it to communicate with the people. The second section of the results was depending on needs. The results refer to that the Facebook supports students with knowledge, social communications and discussion atmosphere.

The recommendations were establishing Facebook Group for discussing the lectures between students and lecturers. Then, the importance of using Facebook was to connect with students and targets.

4. Study of Mujahed (2010) "Uses Social Networks in Offering Sophisticated Library Services"

This research studied the social networks and its facilities which can be used in library services. The researcher tried to define the most popular social networks and which were the easiest to use. The study used the analytical and descriptive methodology by survey.

The researcher used Alexa website to benefit from its statistics about social networks and websites. The researcher noticed that Facebook was in the second rate between social networks after Google Search Engine.

This survey study concluded that Internet users always visit social networks and these networks offer many applications for libraries. Then, social networks have effective role in libraries services. Social networks offer new and sophisticated libraries services to communicate with librarians. Social media tools have effective role in communicating with public and the obtained information from them.

3.3 Comments and Conclusion:

This study is the first one according the knowledge of the researcher which is done on the social media and its effects on the decision making in the Gaza Strip in particularly in universities, which meets with the study of Greenhow (2011) and Gruber (2009).

In addition, the variables which this study focuses on, are not mentioned as a set in one of the previous studies. The previous studies' researchers mentioned the variables but here the researcher takes the most important variables that affected the decision making process which are related to social media. These variables are: Senior management supports, variety, training and development, flexibility, public interactions and responses, and analysis of obtained information.

This study is the first study views the effects of social media tools in academic sphere. All previous studies focused on the social media applications for businesses or academic institutions. Others focused on the social media tools for learning and education. But this research focuses on the social media tools in academic institution but on the top management level, who are the decision makers level so this research combined the two sides in one study. This study shares the study of Gordon (2009) in studying the variety variable. It also meets with the study of DiMauro and Bulmer (2010) in studying the management support. The flexibility variable was studied on the study of Waters et al. (2009). Greenhow study (2010) studied the importance of social media information.

In conclusion, large number of previous literature indicated increase importance of studying social media and its effects on decision making and management. However, the effects of social media on the decision making have not been fully investigated in Palestine. The researcher hopes that this study will fill the gap and examine the effects of social media and its importance in decision making to advice other associations to learn from the IUG case in this subject and use social media.

Chapter 4

Research Methodology

Chapter 4 : Research Methodology

4.1 Introduction

This chapter addresses the research methodology and deals with the data collection process. Also it defines the population and the sample. The researcher shows the questionnaire design and content used in this study. Each step in the questionnaire distribution, response rate, the validity and reliability of questionnaire, data gathering procedures, and the procedure of statistical analysis are discussed in this chapter. This study used the analytical descriptive method which describes the effects of using social media in decision making process in IUG, as a case study.

4.2 Research Methodology

This study follows the analytical descriptive approach as the most used in business and social studies. This section presents the procedures conducted in this study and answers the research questions.

4.2.1 Study Duration

This study was conducted from September 2011 to September 2012. The questionnaires were distributed from 15 May to 30 July 2012.

4.2.2 Study Place

The study was applied in Islamic University of Gaza (IUG) as a case study for the Palestinian higher education institutions.

4.2.3 Data Collection

4.2.3.1 Secondary Data

In this study, the researcher uses different types of secondary data resources. These resources are to introduce the theoretical literature of the study topic. These resources are as the following:

- Books and references in English about social media.

- Scientific journals and academic magazines such as Knowledge Management.
- Data bases such as Emerald and Science Direct.
- Periodicals, articles, published papers and referred previous studies in different countries which have been conducted on the same subject.
- The published reports, magazines, and newspaper from IUG.
- Articles, internet sites and the available electronic versions.
- Published social networks paged of IUG.
- Interviews with key persons in IUG.

4.2.3.2 Primary Data

Primary data are to analyze the qualitative and quantitative characteristics of the phenomena of social media. Also, it is to collect data about the relationship between social media and decision making. Gathering data is represented by the questionnaire as a main tool for the study. This questionnaire focused on the senior management of IUG; the presidency employees and administrative and academic affairs employees.

4.3 Research Population and Sample

The research population covers the senior management of IUG which is the main axe in this study. The problem statement of this study focuses in this slip of the employees. They are responsible for decision making process in IUG. This study directs the spot light on these decision makers. The targeted decision makers are the university president, the vices of the president, the head of deans and their assistants, manager of units and departments and their assistants.

The sample of this study is a comprehensive survey of population, which means all of the decision makers of IUG are included in this study. The researcher finds that is suitable because the number is not large and they are from the heavy duties and no enough time to fill the questionnaire so including all of them to recollect a suitable number for the study. Table (4.1) shows the latest statistics of the number of the employees in each department (Personnel Affairs IUG, 2012).

Table (4.1): The Population of This Study Distribution

Departments and Units	Number of Decision Makers
Trustee Council	13
President	1
Vice of President	4
Assistants of Vice of President	8
Dean of College and Deanships	19
Deputy of Dean	20
College Managers	6
Head of Academic Departments	52
High Education Supervisors	8
Unit Managers	29
Acting Managers	11
Manager Assistants	11
Total	182

4.4 Questionnaire Design and Content

After reviewing the literature and interviewing the specialists, the researcher finds that the questionnaire is the most appropriate tool. The questionnaire was designed in the Arabic language (see Appendix B), and then translated into English (see Appendix C). The questionnaire was provided with a cover letter which explained the purpose of this study, the way of responding, the aim of the research and the privacy of the information

in order to encourage high response. The questionnaire is composed of two parts as following:

Part I: Demographic Information

Part II: This part consists of six main sections as the following:

- The relationship between senior management support and decision making of (8) statements.
- The relationship between the variety of social media tools which are used in IUG and decision making of (11) statements.
- The relationship between training and development to use social media and decision making of (10) statements.
- The relationship between flexibility of using social media and decision making of (8) statements.
- The relationship between public interactions and responses with IUG social media and decision making of (8) statements.
- The relationship between the analyses of obtained information from social media tools and decision making of (9) statements.
- The last axes is the conjunction between the decision making variable with the independent variables of (7) statements.

4.5 Questionnaire Distribution

In order to distribute the questionnaire, the researcher first sent the questionnaire to the Quality Unit of IUG to have the approval to distribute the questionnaire between IUG employees. After the approval had been given, the researcher distributed (35)

questionnaires for the pilot study phase, and collected only (29). Then, continued to distribute (108) copies in the duration from 15 May to 30 July 2012.

4.6 Response Rate

The questionnaire was distributed to the senior management of IUG such as: the President and the vice president, Trustee Council, the managers and their assistants, the deans of college and their deputy, and other decision makers in IUG. Total of (143) questionnaires were distributed while 93 filled and returned within two months and formed a response rate at (65%). This rate is considered low from the expected response rate. This is due to the following reasons:

- The members is from the senior management who have heavy work and they have no enough time for filling questionnaire.
- Some of them are in their annual vacation.
- Some of them are outside Gaza.
- 30 of the population apologized to fill the questionnaire.
- 20 of the population did not fill and return the questionnaire.
- The researcher tried to distribute some questionnaire by email but no responses.

4.7 Test of Data Validity and Reliability

The questionnaire validity has been examined and measured by two methods:

1- Experts Validation

The questionnaire was evaluated by a number of experts in the field from different universities (Islamic University, Al-Azhar University, Al-Quds Open University). The final copy of the questionnaire was modified according to the experts' recommendations (see Appendix D).

2- Pilot Study

A pilot study was conducted to assess reliability and validity of the questionnaire by distributed the questionnaire on a random sample consists of (29) respondents from the study population. It provides a trial run for the questionnaire, which involves testing the wording of the questions, identifying ambiguous questions, and testing the techniques used to collect data. At the end, the questionnaire was appropriate to collect data.

4.7.1 Data Measurement

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, numerical scale (1-10) was used.

4.7.2 Test of Normality for each field:

Table (4.2) shows the results for Kolmogorov-Smirnov test of normality. From Table (4.2), the p-value for each field is greater than (0.05) level of significance, *then the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.*

Table (4.2) : Kolmogorov-Smirnov test

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Level of variety of IUG Social Media Tools	0.966	0.467
Level of Senior Management Support	0.961	0.346
Level of Flexibility of Using Social Media Tools	0.941	0.109
Analysis of Obtained Information from Social Media	0.950	0.217
Level of Training & Development to Use SM Tools	0.961	0.341
Rate of Public Interactions & Responses with IUG SM	0.969	0.530
Decision Making	0.967	0.466
All paragraphs of the questionnaire	0.948	0.166

4.7.3 Validity of Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed measure. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which includes internal validity and structure validity.

A- Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of (30) questionnaires through measuring the correlation coefficients between each paragraph in one dimension and the whole dimensions.

Table (4.3) clarifies the correlation coefficient for each paragraph of the "Level of variety of IUG Social Media Tools" and the total of the dimension. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this dimension are significant at ($\alpha=0.05$), *so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.3): Correlation coefficient of each paragraph of "Level of variety of IUG Social Media Tools" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	IUG uses Facebook as a tool of SM	.808	0.000*
2.	IUG uses Twitter as a tool of SM	.787	0.000*
3.	IUG uses podcast tools as SM tools	.674	0.000*
4.	Website of IUG is a tool of social communication tools	.706	0.000*
5.	IUG has its YouTube page which is used to communicate with public	.797	0.000*
6.	Al-Kittab Channel is considered a SM tool in IUG	.528	0.002*
7.	These social media tools are aid tools for management purposes	.774	0.000*
8.	Internet is an important tool for IUG	.434	0.011*

* Correlation is significant at the (0.05) level

Table (4.4) clarifies the correlation coefficient for each paragraph of the "Level of Senior Management Support" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at ($\alpha = 0.05$), *so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.4): Correlation coefficient of each paragraph of "Level of Senior Management Support" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	IUG management supports using SM tools in management supports.	.769	0.000*
2.	IUG management considers the SM importance to exploit the intellectual property.	.795	0.000*
3.	IUG management support publishing important information on SM tools such as vision, mission, and objectives.	.751	0.000*
4.	IUG management supports publishing information about the main services and programs on SM tools	.814	0.000*
5.	IUG management supports publishing the events and achievements activities' videos and pictures via SM tools.	.762	0.000*
6.	Senior management supports publishing reports and news about IUG via SM	.765	0.000*
7.	IUG supports the chance to create relationships with external parties via SM	.782	0.000*
8.	IUG encourages employees to use SM tools.	.636	0.000*
9.	IUG management is cautious in disseminating information.	.758	0.000*
10.	IUG management issues special rules and policies to use SM.	.715	0.000*
11.	IUG management allocates specific budget for the SM	.694	0.000*

* Correlation is significant at the (0.05) level

Table (4.5) clarifies the correlation coefficient for each paragraph of the "Level of Flexibility of Using Social Media Tools" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at ($\alpha = 0.05$), so *it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.5): Correlation coefficient of each paragraph of "Level of Flexibility of Using Social Media Tools" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	IUG uses SM in the workplace for work related purposes	.774	0.000*
2.	IUG management employs SM tools in IUG duties for a long time	.781	0.000*
3.	SM tools are allowed for each department and all employees	.594	0.000*
4.	IUG employed specific department to manage the SM tools	.729	0.000*
5.	SM tools in IUG are used for communicating with external environment	.775	0.000*
6.	SM tools in IUG are used for communicating with internal environment	.849	0.000*
7.	IUG uses SM applications for marketing to its services and programs	.864	0.000*
8.	Flexibility of using SM allows public to communicate with IUG departments and units	.850	0.000*
9.	Senior management uses SM tools in decision making process	.814	0.000*
10.	Senior management face obstacles when using SM tools	.570	0.001*

* Correlation is significant at the (0.05) level

Table (4.6) clarifies the correlation coefficient for each paragraph of the "Analysis of Obtained Information from Social Media" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at ($\alpha= 0.05$), *so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.6): Correlation coefficient of each paragraph of "Analysis of Obtained Information from Social Media" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Specific unit in IUG analyzes the information of SM tools	.855	0.000*
2.	IUG management follows specific procedure to analyze the information of SM tools	.907	0.000*
3.	The information which is obtained from SM are important for senior management in decision making process	.942	0.000*
4.	Information which is obtained from SM are important for decision making process	.932	0.000*
5.	IUG collect information of SM and analyzing it then transfer the feedback for senior management	.943	0.000*
6.	IUG uses feedback of SM tools in decision making	.906	0.000*
7.	IUG uses the public's interactions with SM for improving its services and programs	.896	0.000*
8.	IUG faces problems in using SM tools in decision making process.	.470	0.005*

* Correlation is significant at the (0.05) level

Table (4.7) clarifies the correlation coefficient for each paragraph of the "Level of Training & Development to Use SM Tools" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at ($\alpha= 0.05$), *so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.7): Correlation coefficient of each paragraph of "Level of Training & Development to Use SM Tools" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There are technical training in using SM tools in IUG	.721	0.000*
2.	There are obstacles of using SM in IUG	.392	0.018*
3.	IUG has developmental plans to use SM tools	.924	0.000*
4.	IUG has control and monitoring system for SM tools	.751	0.000*
5.	Managers only have the permissions to use SM tools	.652	0.000*
6.	Public Relations Unit is responsible for SM monitoring and development	.520	0.002*
7.	SM tools have been updated and developed regularly	.718	0.000*
8.	IUG employees have regularly training to use SM tools for your institution purposes	.703	0.000*

* Correlation is significant at the (0.05) level

Table (4.8) clarifies the correlation coefficient for each paragraph of the "Rate of Public Interactions & Responses with IUG SM" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at ($\alpha = 0.05$), *so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.8): Correlation coefficient of each paragraph of "Rate of Public Interactions & Responses with IUG SM" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	SM tools are important tools to communicate with public, employees and students	.470	0.005*
2.	The target audience of IUG has effective interactions via SM tools	.703	0.000*
3.	SM tools have positive effects on target audience of IUG	.827	0.000*
4.	Public needs from IUG are sent via SM tools and are used in decision making	.851	0.000*
5.	Public claims are sent via SM tool and are used in decision making	.893	0.000*
6.	SM tools of IUG ease publishing IUG information to public	.688	0.000*
7.	SM tools of IUG ease creating relationships with public	.702	0.000*
8.	The public interactions with IUG SM helps in decision making	.700	0.000*
9.	Public interactions help in formulating mission and objectives of IUG	.740	0.000*

* Correlation is significant at the 0.05 level

Table (4.9) clarifies the correlation coefficient for each paragraph of the "Decision Making" and the total of the field. The p-values (Sig.) are less than (0.05), so the correlation coefficients of this field are significant at ($\alpha = 0.05$), *so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.*

Table (4.9): Correlation coefficient of each paragraph of "Decision Making" and the total of this field

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Decision making process affected by using SM tools	.730	0.000*
2.	Decision making process affected positively by the variety of SM tools	.844	0.000*
3.	Decision makers use the information of SM in decision making	.945	0.000*
4.	Public interactions with SM tools affected the decision making process	.919	0.000*
5.	IUG management adopted training to use SM in decision making	.897	0.000*
6.	Variety of SM tools give flexibility in decision making process	.928	0.000*
7.	Public interactions with SM helps the decision makers to use public opinions in decision making process	.888	0.000*

* Correlation is significant at the (0.05) level

B- Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of scale.

Table (4.10) clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than (0.05), so the correlation coefficients of all the fields are significant at ($\alpha = 0.05$), so it can be said that the fields are valid to be measured what it was set for.

Table (4.10): Correlation coefficient of each field and the whole of questionnaire

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Level of variety of IUG Social Media Tools	.648	0.000*
2.	Level of Senior Management Support	.870	0.000*
3.	Level of Flexibility of Using Social Media Tools	.821	0.000*
4.	Analysis of Obtained Information from Social Media	.880	0.000*
5.	Level of Training & Development to Use SM Tools	.736	0.000*
6.	Rate of Public Interactions & Responses with IUG SM	.845	0.000*
7.	Decision Making	.838	0.000*

* Correlation is significant at the (0.05) level

4.7.4 Reliability of the Research

The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measuring. The less variation an instrument produces in repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient.

A- Cronbach's Coefficient Alpha

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between (0.0) and (+1.0), and the higher values reflects a higher degree of the internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

Table (4.11) shows the values of Cronbach's Alpha for each filed of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range

from (0.820) and (0.949). This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals (0.973) for the entire questionnaire indicates an excellent reliability of the entire questionnaire.

Table (4.11): Cronbach's Alpha for each filed of the questionnaire

No.	Field	Cronbach's Alpha
1.	Level of variety of IUG Social Media Tools	0.830
2.	Level of Senior Management Support	0.916
3.	Level of Flexibility of Using Social Media Tools	0.924
4.	Analysis of Obtained Information from Social Media	0.949
5.	Level of Training & Development to Use SM Tools	0.820
6.	Rate of Public Interactions & Responses with IUG SM	0.883
7.	Decision Making	0.949
	All paragraphs of the questionnaire	0.973

B- Split-Half

Table (4.12) shows the values of split-half method for each filed of the questionnaire and the entire question

Table (4.12) clarifies the correlation coefficient for each filed and the whole questionnaire. The correlation coefficients of all the fields are considered high enough, so it can be said that the fields are valid to measure what it was set for to achieve the main aim of the study.

Table (4.12): Result of Split-Half Method

No.	Paragraph	Correlation Coefficient	Spearman-Brown Coefficient
1.	Level of variety of IUG Social Media Tools	0.787	0.881
2.	Level of Senior Management Support	0.876	0.934
3.	Level of Flexibility of Using Social Media Tools	0.862	0.926
4.	Analysis of Obtained Information from Social Media	0.925	0.961
5.	Level of Training & Development to Use SM Tools	0.715	0.834
6.	Rate of Public Interactions & Responses with IUG SM	0.913	0.955
7.	Decision Making	0.969	0.985
	All paragraphs of the questionnaire	0.974	0.987

The thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distributing.

4.8 Statistical Analysis Tools

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there are appropriate methods that can be applied and not others. In this research, numerical scale 1-10 is used, where “10” indicates to a strong agreement with the statement, and it gradually decreased until “1”.

The researcher in this study utilized the following statistical tools (Saunders et al. 2009):

- 1) Kolmogorov- Smirnov test of normality.
- 2) Cronbach's Alpha for Reliability Statistics.
- 3) Pearson correlation coefficient for Validity.

4) Frequency and Descriptive analysis.

5) Parametric Tests (One- sample T test, Independent Samples T- test, Analysis of Variance).

□ **T- test** is used to determine if the mean of a paragraph is significantly different from a hypothesized value (6) (Approximately the middle value of numerical scale 1-10). If the P- value (Sig.) is smaller than or equal to the level of significance ($\alpha= 0.05$), then the mean of a paragraph is significantly different from a hypothesized value (6). The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 6. On the other hand, if the P- value (Sig.) is greater than the level of significance ($\alpha= 0.05$), then the mean of a paragraph is insignificantly different from a hypothesized value 6.

□ **The Independent Samples T- test** is used to examine if there is a statistical significant difference between two means among the respondents toward “Social Media & Its Effects on Decision Making of Senior Management of IUG” due to the personal traits such as (Gender, Age, Degree, Experience, and Title).

□ **The One- Way Analysis of Variance (ANOVA)** is used to examine if there is a statistical significant difference between several means among the respondents toward “Social Media and Its Effects on Decision Making of Senior Management of IUG” due to the personal traits such as (Gender, Age, Qualifications, Experience, and Title).

Chapter 5

Data Analysis & Discussion

Chapter 5 : Data Analysis and Discussion

5.1 Introduction

This study was designed to respond to the study objectives and to test the hypotheses stated in chapter one. This chapter presents the personal data and social media regarding decision making process, the discussion and interpretation and at the end the hypothesis testing. The findings that respond to these objectives were discussed and compared to the findings in the previous studies.

5.2 Personal Data

Here, in this section the personal traits are characterized as the following:

5.2.1 Gender

Table (5.1) shows the gender distribution among the populaion.

Table(5.1) : Illustrates population Distribution According to Gender

Gender	Frequency	Percent
Male	79	84.9
Female	14	15.1
Total	93	100.0

The statistics show that the majority of responders are males at (84.9%) of the sample and (15.1%) of the sample are females. According to Personnel Affairs of IUG the majority of IUG employees are males and the decision making positions in the university are also headed by males. Regarding to Palestinian central bureau of statistics PCBS 2011, the females' contributions in the workforce are limited, and males' contributions exceed 4 times of females' contributions (Palestinian Central Bureau of Statistics: 2011). This is due to:

- Work chances are for males.
- The women work fields are limited.
- The society culture is an essential reason in decreasing the women contribution in work.
- Women obligations and responsibilities toward their homes and families.

5.2.2 Age

Table (5.2) shows the age distribution among the sample.

Table(5.2): Illustrate sample distribution according to age

Age	Frequency	Percent
Less than 30	22	23.7
30 – less than 40	24	25.8
40 – less than 50	24	25.8
50+	23	24.7
Total	93	100.0

The statistics show that (23.7%) of the sample are Less than (30) years old, (25.8%) of the sample are between (30) and (40), (25.8%) of the sample are between (40) and (50) and (24.7%) of the sample are of (50) years and Older. This reflects to what extent IUG attracts highly skilled and professionals regardless of the age. This means the decision makers in IUG are from different categories of age.

5.2.3 Qualification

Table (5.3) shows qualification distribution among sample.

Table (5.3): Illustrates sample distribution according to qualification

Qualification	Frequency	Percent
Bachelor	36	38.7
Master's	34	36.6
Doctorate	23	24.7
Total	93	100.0

The statistics show that (38.7%) of the sample is Bachelor holders, and (36.6%) of the sample is Master holders, while (24.7%) of the sample is Doctorate holders. From the researcher point of view, this is distribution of high education level is due to the nature of working in academic institution such as IUG. These qualifications are of the main requirement to work in this sector. This refers that the Palestinian society interests in education and high degrees.

5.2.4 Years of Experience in Decision Making

Table (5.4) shows the years of experience in decision making distribution among the sample.

Table (5.4): Illustrate sample distribution according Years of Experience in Decision Making

Years of Experience	Frequency	Percent
Less than 3	10	10.8
3 – less than 6	24	25.8
6 - less than 10	17	18.3
10- less than 15	22	23.7
15+	20	21.5
Total	93	100.0

The statistics shows that (10.8%) of the sample have experience Less than (3) years, (25.8%) of the sample have experience between (3) and (6) years which is the highest rate, (18.3%) of the sample have experience between (6) and (10) years, (23.7%) of the sample have experience between (10) and (15) years and (21.5%) of the sample have experience (15) years and more. The majority of sample has experience between (3) and (6) years and followed by the category of years of experience between (10) and (15) years which is logic to decision makers to have years of experience in this range. This agrees with the statistics of age table (5.4) which mentioned above which shows the decision makers are from several categories of age.

5.2.5 Job Title in IUG

Table (5.5) shows the distribution of job title in IUG among the sample.

Table (5.5): Illustrates sample distribution according to Job Title in IUG

Job Title in IUG	Frequency	Percent
IUG President	0	0
Vice President	3	3.2
President of Board of Trustees	0	0
Member of Board of Trustees	1	1.1
Dean of College	5	5.4
Deputy of Dean	5	5.4
Head of Department	20	21.5
Head of Department Assistant	6	6.5
Manager	35	37.6
Administrator	16	17.2
Other	2	2.2
Total	93	100.0

The results in table (5.5) show that the responses are from different categories of IUG employees. They are busy because of their duties and heavy works so not all of them filled the questionnaire . The number of decision makers in IUG is almost (182) employees. The respondents are only (93). Some apologized because they do not have enough time to fill the questionnaire such as the university President, the Board of Trustees, some of the Deans of Colleges, one of the vice President, number of vice president assistants, number of the deans of colleges and their deputies and others form departments and units. In addition, some of these decision makers were in their annual vacation or not in their offices so the researcher faced a problem in accessing them in their offices during work times. So the researcher distributed (143) questionnaires out of (182). (93) out of (143) questionnaires were filled and recollected which are as following: (3.2%) of Vice President, (1.1%) of the sample is Board of Trustees, (5.4%) of the sample are Deans of Colleges, (5.4%) are Dean Deputies, (21.5%) are Heads of Departments and (6.5%) from their assistants, (37.6%) of the sample are managers of colleges or units. (17.2%) of the sample is administrators, and one of the vice president assistant and one of technician who is decision maker in IT Affairs.

5.2.6 Department

Table (5.6) shows the distribution of decision makers between IUG departments.

Table (5.6): Illustrates sample distribution according to Department

Department	Frequency	Percent
IUG Presidency	2	2.2
Board Trustee	2	2.2
Administrative Affairs	7	7.5
Academic Affairs	9	9.7
IT Affairs	15	16.1
Scientific Research Affairs	3	3.2
Faculty	16	17.2
Deanship	25	26.9
Unit	5	5.4
Other	9	9.7
Total	93	100.0

The results of table (5.6) show the following points:

- The results show that all respondents are from different departments of IUG, who are the decision makers in each department. (2.2%) from the sample is from the presidency, and the same from the board of trustees which are the senior managers and decision makers of IUG.
- (7.5%) from the respondents are from Administrative Affairs, and (9.7%) are from Academic Affairs. These two departments are responsible for administrative and academic issues and making decision in these issues. Also, (3.2%) of the sample is from Scientific Research Affairs, the number of employees of this department is few while the questionnaire distribution process.
- (16.1%) of the sample is from IT Affairs who are the decision makers for IT issues of IUG.
- (17.2%) of the sample are from faculties who are Deans, Deputies of Deans, managers, Heads of Departments. They are the decision makers for any issue in their faculty.
- (26.9%) of the sample is from deanship which is the highest response rate. (5.4%) of the sample is from units.
- (9.7%) of the sample is from other department which the researcher did not mention in the questionnaire. The responses are from External Affairs which is under the umbrella of IT and External Affairs. Other responses are from deanship such as Continuing Education Deanship. Some responses are from other units such as Engineering Office and Al Qura'n Educational Radio.

5.3 Statistical Analysis for Each Dimensions of Questionnaire

The main hypothesis stated that there is a significant effect between independent variables and the decision making of senior management of IUG (at level of significance $\alpha = 0.05$).

The researcher used the approach of illustrating the highest frequency rate, then the lowest frequency rate and overall for each dimension in the questionnaire.

5.3.1 Analyzing the First Dimension: Level of variety of IUG Social Media Tools.

“Variety of social media tools has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)”

Table (5.7): Means and Test values for “Level of variety of IUG Social Media Tools”

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	IUG uses Facebook as a tool of SM	6.72	67.17	2.61	0.005*	7
2.	IUG uses Twitter as a tool of SM	5.76	57.61	-0.82	0.208	8
3.	IUG uses podcast tools as SM tools	8.60	85.98	16.02	0.000*	3
4.	Website of IUG is a tool of social communication tools	8.69	86.88	20.17	0.000*	2
5.	IUG has its YouTube page which is used to communicate with public	7.91	79.14	8.49	0.000*	6
6.	Al-Kittab Channel is considered a SM tool in IUG	8.48	84.78	15.47	0.000*	4
7.	These social media tools are aid tools for management purposes	8.17	81.74	14.38	0.000*	5
8.	Internet is an important tool for IUG	9.01	90.11	23.89	0.000*	1
	All paragraphs of the filed	7.94	79.35	14.40	0.000*	

* The mean is significantly different from 6

Table (5.7) shows the following results:

- The mean of paragraph #8 *“Internet is an important tool for IUG”* equals 9.01 (90.11%), Test-value = 23.89, and P-value= 0.000 which is smaller than the level of significance ($\alpha=0.05$). *The sign of the test is positive, so the mean of this*

paragraph is significantly greater than the hypothesized value 6. This shows that the respondents agreed to this paragraph.

- The mean of paragraph #2 “*IUG uses Twitter as a tool of SM*” equals 5.76 (57.61%), Test-value = -0.82, and P-value = 0.208 which is greater than the level of significance ($\alpha = 0.05$). Then the mean of this paragraph is insignificantly different from the hypothesized value 6. *This shows that the respondents (Do not know, neutral) to this paragraph.*
- The mean of the field “**Level of variety of IUG Social Media Tools**” equals 7.94 (79.35%), Test-value = 14.40, and P-value=0.000 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed to field of “Level of variety of IUG Social Media Tools”.*

In general, this dimension questions referred to the rate of senior management realizing the availability of social media tools in IUG and using it in management. The analysis result shows (79.35%) of the decision makers of IUG agreed with the presence of the variety of IUG social media tools which are used in the university and used in decision making process. This reveals that the using of several social media tools in IUG can be an effective tool to senior management in decision making process.

Moreover, the results agreed with the study conducted by Gordon (2009) which found that social media tools are used for several functions. And it is recommended to study the impacts of the variety of social media tools.

From above, it can be said that the variety of social media tools in the organization gives the organization the benefits to use the tool which meets its natural.

5.3.2 Analyzing the Second Dimension: Level of Senior Management Support

“Senior management support to use social media has significance effect on decision making of senior management of IUG (at level of significance $\alpha = 0.05$)”

Table (5.8): Means and Test values for “Level of Senior Management Support”

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	IUG management supports using SM tools in management supports.	7.48	74.84	5.98	0.000*	7
2.	IUG management considers the SM importance to exploit the intellectual property.	7.42	74.24	6.75	0.000*	8
3.	IUG management support publishing important information on SM tools such as vision, mission, and objectives.	8.00	80.00	10.28	0.000*	3
4.	IUG management supports publishing information about the main services and programs on SM tools	7.94	79.35	10.31	0.000*	4
5.	IUG management supports publishing the events and achievements activities’ videos and pictures via SM tools.	8.39	83.87	15.46	0.000*	2
6.	Senior management supports publishing reports and news about IUG via SM	8.43	84.30	15.56	0.000*	1
7.	IUG supports the chance to create relationships with external parties via SM	7.62	76.24	8.08	0.000*	6
8.	IUG encourages employees to use SM tools.	7.23	72.26	5.68	0.000*	9
9.	IUG management is cautious in disseminating information.	7.70	76.99	8.87	0.000*	5
10.	IUG management issues special rules and policies to use SM.	6.98	69.78	4.45	0.000*	10
11.	IUG management allocates specific budget for the SM	6.53	65.27	2.19	0.016*	11
	All paragraphs of the filed	7.62	76.16	11.00	0.000*	

* The mean is significantly different from 6

Table (5.8) shows the following results:

- The mean of paragraph #6 “Senior management supports publishing reports and news about IUG via SM” equals 8.43 (84.30%), Test-value = 15.56 and P-value = 0.000 which is smaller than the level of significance $\alpha = 0.05$. *The sign of the test is*

positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. This shows that the respondents agreed to this paragraph.

- The mean of paragraph #11 “IUG management allocates specific budget for the SM” equals 6.53 (65.27%), Test-value = 2.19, and P-value = 0.016 which is smaller than the level of significance $\alpha = 0.05$. *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. This shows that the respondents agreed to this paragraph.*
- The mean of the field “**Level of Senior Management Support**” equals 7.62 (76.16%), Test-value = 11.00, and P-value=0.000 which is smaller than the level of significance $\alpha = 0.05$. *The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. **The researcher concludes that the respondents agreed to field of “Level of Senior Management Support ”.***

The analysis result shows (76.16%) of the decision makers of IUG agreed with the presence of senior management support to use social media tools to communicate with public and in management and decision making process. This reveals that the using of social media tools in IUG comes by senior management supports and encouragements. The senior management support comes by the support to publish some information about IUG. The financial support is by allocating budget to support the social media application.

The conclusion of the study of DiMauro and Bulmer (2010) showed that the management of business and institution can use social media support in decision making process. This refers to the importance of management support to use social media and have benefit from it in management. In addition to the study of Kaplan and Haenlein (2010) which showed that the social media tools are on the top of the managers' agenda today. So the decision makers try to identify ways to use social media in their duties.

Moreover, the study of Var der Weel (2009) concluded that the management supports to use social media tools in management purposes.

From above, it can be said, that the senior management today realizes the importance of social media in their duties so they support their institutions to use social media application in their work.

5.3.3 Analyzing the Third Dimension: Level of Flexibility of Using Social Media Tools

“Flexibility to use social media tools has significance effect on decision making of senior management of IUG (at level of significance $\alpha = 0.05$)”

Table (5.9) shows the following results:

- The mean of paragraph #5 “SM tools in IUG are used for communicating with external environment” equals 7.48 (74.78%), Test-value = 7.04, and P-value =0.000 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher finds that the respondents agreed to this paragraph.*
- The mean of paragraph #10 “Senior management face obstacles when using SM tools” equals 5.45 (54.49%), Test-value = -1.95, and P-value = 0.027 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. The researcher finds that the respondents disagreed to this paragraph.*
- The mean of the field “Level of Flexibility of Using Social Media Tools” equals 6.87 (68.74%), Test-value = 5.00, and P-value=0.000 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. **The researcher concludes that the respondents agreed to field of “Level of Flexibility of Using Social Media Tools”.***

Table (5.9): Means and Test values for “Level of Flexibility of Using Social Media Tools”

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	IUG uses SM in the workplace for work related purposes	6.98	69.78	4.17	0.000*	5
2	IUG management employs SM tools in IUG duties for a long time	6.67	66.67	2.86	0.003*	9
3	SM tools are allowed for each department and all employees	7.30	73.01	5.73	0.000*	2
4	IUG employed specific department to manage the SM tools	6.89	68.92	3.40	0.000*	7
5	SM tools in IUG are used for communicating with external environment	7.48	74.78	7.04	0.000*	1
6	SM tools in IUG are used for communicating with internal environment	6.99	69.89	4.28	0.000*	4
7	IUG uses SM applications for marketing to its services and programs	6.96	69.57	4.14	0.000*	6
8	Flexibility of using SM allows public to communicate with IUG departments and units	7.26	72.61	5.69	0.000*	3
9	Senior management uses SM tools in decision making process	6.82	68.17	3.61	0.000*	8
10	Senior management face obstacles when using SM tools	5.45	54.49	-1.95	0.027*	10
	All paragraphs of the filed	6.87	68.74	5.00	0.000*	

* The mean is significantly different from 6

The analysis result shows (68.74%) of the decision makers of IUG agreed with the presence of flexibility in using social media tools in IUG. This reveals that the using social media tools in IUG are flexible. (74.78%) of the respondents agreed that social media tools is used to link the management with the external environment.

The results of Waters et al. study (2009) showed that the flexibility of social media tools gave the institution the facilities to use it in the best ways with its work and tasks.

From above, it can be said that the flexibility of social media helps the management in their work and decision making. This dimension included negative statement which was paragraph #10. The researcher considered that in the analytical process and the results in table (5.9) showed that.

5.3.4 Analyzing the Fourth Dimension: Analysis of Obtained Information from Social Media

“Analysis of obtained information of social media tools used in IUG has significance effect on decision making of senior management of IUG (at level of significance $\alpha= 0.05$)”

Table (5.10): Means and Test values for “Analysis of Obtained Information from Social Media”

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Specific unit in IUG analyzes the information of SM tools	6.18	61.76	0.61	0.272	6
2	IUG management follows specific procedure to analyze the information of SM tools	6.14	61.41	0.52	0.302	7
3	The information which is obtained from SM are important for senior management in decision making process	6.87	68.70	3.54	0.000*	4
4	Information which is obtained from SM are important for decision making process	6.90	69.02	3.85	0.000*	3
5	IUG collect information of SM and analyzing it then transfer the feedback for senior management	6.68	66.85	2.85	0.003*	5
6	IUG uses feedback of SM tools in decision making	7.05	70.54	4.29	0.000*	2
7	IUG uses the public’s interactions with SM for improving its services and programs	7.21	72.07	5.13	0.000*	1
8	IUG faces problems in using SM tools in decision making process.	5.25	52.50	-2.85	0.003*	8
	All paragraphs of the filed	6.54	65.38	2.59	0.006*	

* The mean is significantly different from 6

Table (5.10) shows the following results:

- The mean of paragraph #7 “IUG uses the public’s interactions with SM for improving its services and programs” equals 7.21 (72.07%), Test-value = 5.13, and P-value=0.000 which is smaller than the level of significance ($\alpha=0.05$). *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher finds that the respondents agreed to this paragraph.*
- The mean of paragraph #8 “IUG faces problems in using SM tools in decision making process” equals 5.25 (52.50%), Test-value = -2.85, and P-value = 0.003 which is smaller than the level of significance $\alpha=0.05$. *The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. The researcher finds that the respondents disagreed to this paragraph.*
- The mean of the field “Analysis of Obtained Information from Social Media” equals 6.54 (65.38%), Test-value = 2.59, and P-value=0.006 which is smaller than the level of significance ($\alpha=0.05$). *The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. **The researcher concludes that the respondents agreed to field of “Analysis of Obtained Information from Social Media”.***

The analysis result shows (65.38%) of the decision makers of senior management of IUG agreed with that the analysis of obtained information from social media tools are used in the university. This reveals that the using social media is an essential source for information which is used in management process. The respondents agreed to that the social media tools are essential sources for interacting with people and society.

The conclusion from Greenhow study (2011) showed social media tools have important effect on management because of communicating with target group and the information which obtained from them. As well as, the study of Gruber (2009) showed that the social media tools are tools for obtaining information which is an essential source for decision making.

In addition to that, the study of Mujahed (2010) which its results showed that social media tools have effective role in communicating with public and in obtaining information. Also, the study of Asur & Huberman (2010) showed the importance of information which obtained from clients for the companies. As well as, the study of Liu (2008) showed that social media reflected that personal information about public so it is a resource for information. Finally, the study of Baker et al. (2005) showed that the information which obtained from social media tools help in management in decision making.

From above, the obtained information of social media tools of IUG can affect the decision making process of senior management. The information may help them in some issues which is related to public and future programs and projects.

5.3.5 Analyzing the Fifth Dimension: Level of Training & Development to Use SM Tools

“Training to use social media tools has significance effect on decision making of senior management of IUG (at level of significance $\alpha = 0.05$)”

Table (5.11) shows the following results:

- The mean of paragraph #4 “IUG has control and monitoring system for SM tools” equals 7.16 (71.61%), Test-value = 4.63, and P-value = 0.000 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. This shows that the respondents agreed to this paragraph.*
- The mean of paragraph #5 “Managers only have the permissions to use SM tools” equals 5.04 (50.44%), Test-value = -3.21, and P-value = 0.001 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 6. This shows that the respondents disagreed to this paragraph.*

- The mean of the filed “Level of Training & Development to Use SM Tools” equals 6.24 (62.40%), Test-value = 1.25, and P-value=0.107 which is greater than the level of significance ($\alpha = 0.05$). The mean of this field is insignificantly different from the hypothesized value 6. *The researcher concludes form this result that the respondents do not know, or they are neutral to this field of “Level of Training & Development to Use SM Tools ”.*

Table (5.11): Means and Test values for “Level of Training & Development to Use SM Tools”

#	Item	Mean	Proportion al mean (%)	Test value	P-value (Sig.)	Rank
1.	There are technical training in using SM tools in IUG	5.88	58.82	-0.41	0.342	6
2.	There are obstacles of using SM in IUG	5.62	56.24	-1.40	0.082	7
3.	IUG has developmental plans to use SM tools	6.16	61.63	0.60	0.276	4
4.	IUG has control and monitoring system for SM tools	7.16	71.61	4.63	0.000*	1
5.	Managers only have the permissions to use SM tools	5.04	50.44	-3.21	0.001*	8
6.	Public Relations Unit is responsible for SM monitoring and development	6.94	69.44	3.78	0.000*	3
7.	SM tools have been updated and developed regularly	7.03	70.32	4.27	0.000*	2
8.	IUG employees have regularly training to use SM tools for your institution purposes	6.02	60.22	0.08	0.469	5
	All paragraphs of the filed	6.24	62.40	1.25	0.107	

* The mean is significantly different from 6

The analysis result shows (62.40%) of the decision makers of IUG do not know that there is a real training for using social media inside the borders of IUG. Also, they are neutral in the statements of the level of development to use social media. The researcher justifies that to the IUG management allows to its employees to use social media and develop themselves in this field. But it is not mandatory or necessary for all employees.

In addition to that, the social media in IUG was not specified to certain segment of its employees. The top management puts some policies which is not written.

This dimension included negative statement which was paragraph #2. The researcher considered that in the analytical process and the results in table (5.11) showed that.

The results of Kaplan and Haenlein study (2010) showed that the social media tools are on the top of the managers' agenda today. So the managers try to identify some ways to train their employees to use social media and develop it.

From above, it can be said that social media tools using come by practice and it is not necessary to arrange formal training for employees to use it.

5.3.6 Analyzing the Sixth Dimension: Rate of Public Interactions & Responses with IUG SM

“Public interactions and responses with social media tools have significance effect on decision making of senior management of IUG (at level of significance $\alpha = 0.05$)”

Table (5.12) shows the following results:

- The mean of paragraph #1 “SM tools are important tools to communicate with public, employees and students” equals 8.29 (82.90%), Test-value = 14.86 and P-value=0.000 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. This shows that the respondents agreed to this paragraph.*
- The mean of paragraph #9 “Public interactions help in formulating mission and objectives of IUG” equals 6.75 (67.50%), Test-value = 2.83, and P-value = 0.003 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. This shows that the respondents agreed to this paragraph.*
- The mean of the filed “Rate of Public Interactions & Responses with IUG SM” equals 7.42 (74.21%), Test-value = 9.05, and P-value=0.000 which is smaller than the level

of significance $\alpha = 0.05$. The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. **The researcher concludes that the respondents agreed to field of “Rate of Public Interactions & Responses with IUG SM”.**

Table (5.12): Means and Test values for “Rate of Public Interactions & Responses with IUG SM”

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	SM tools are important tools to communicate with public, employees and students	8.29	82.90	14.86	0.000*	1
2	The target audience of IUG has effective interactions via SM tools	7.43	74.30	8.39	0.000*	5
3	SM tools have positive effects on target audience of IUG	7.53	75.27	8.51	0.000*	3
4	Public needs from IUG are sent via SM tools and are used in decision making	7.25	72.47	6.07	0.000*	7
5	Public claims are sent via SM tool and are used in decision making	6.98	69.78	4.68	0.000*	8
6	SM tools of IUG ease publishing IUG information to public	7.51	75.05	7.58	0.000*	4
7	SM tools of IUG ease creating relationships with public	7.71	77.10	8.82	0.000*	2
8	The public interactions with IUG SM helps in decision making	7.32	73.23	6.43	0.000*	6
9	Public interactions help in formulating mission and objectives of IUG	6.75	67.50	2.83	0.003*	9
	All paragraphs of the filed	7.42	74.21	9.05	0.000*	

* The mean is significantly different from 6

The analysis result shows (74.21%) of the decision makers of IUG agreed with that the public interactions and responses importance. They agreed that the social media is an important tool to communicate with public. Also, that the public interactions and responses affected many things in the institution and one of the important things is the

institution's mission and objectives. These reveals to what extent the institution need to connect with its target and interact with them to know how to satisfy its target.

Study of Cao and Hong (2011), which shows the importance of social media tools in interacting, collaborating and participating with the environments, agreed with this study. Social media tools can be offer significant opportunities for increased engagement between public and institution. In addition to the study of Mujahed (2010), its results showed that social media has an effective role in communicating and interacting with public. Also, the conclusion of Diga and Kelleher study (2009) showed that the importance role of social media on public connecting the institution to examine their interactions and responses with the news of institutions. Moreover, the conclusion of Abu Shaaban study (2011) reflected the importance to use social media as a network to gather the public and connect them with the institutions, as well as, the study of Eid & Alashi (2011) and the study of Aldmari (2010). All of these studies have the common conclusion which showed that social media is important to connect public with institution.

Moreover, the study of Geho et al. (2010) concluded to social media is a tool to communicate with public so it is an opportunity for the organizations and institutions. The study of Curtis et al. (2009) showed social media tools used to communicate with public and target groups.

From above, the public interactions and responses of public with the social media tools of IUG are essential in management and decision making.

5.3.7 Analyzing the Seventh Dimension: Decision Making

Table (5.13) shows the following results:

- The mean of paragraph #7 “Public interactions with SM helps the decision makers to use public opinions in decision making process” equals 7.14 (71.40%), Test-value = 4.97 and P-value = 0.000 which is smaller than the level of significance ($\alpha = 0.05$). *The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 6. The researcher finds that the respondents agreed to this paragraph.*

- The mean of paragraph #1“Decision making process affected by using SM tools” equals 6.18 (61.83%), Test-value = 0.64, and P-value = 0.262 which is greater than the level of significance ($\alpha=0.05$). *Then the mean of this paragraph is insignificantly different from the hypothesized value 3. The researcher finds that the respondents (Do not know, neutral) to this paragraph.*
- The mean of the filed “Decision Making” equals 6.77 (67.70%), Test-value = 3.69, and P-value=0.000 which is smaller than the level of significance ($\alpha=0.05$). *The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 6. The researcher concludes that the respondents agreed to field of “Decision Making”.*

Table (5.13): Means and Test values for “Decision Making”

#	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1	Decision making process affected by using SM tools	6.18	61.83	0.64	0.262	7
2	Decision making process affected positively by the variety of SM tools	6.66	66.56	2.81	0.003*	5
3	Decision makers use the information of SM in decision making	6.60	66.02	2.66	0.005*	6
4	Public interactions with SM tools affected the decision making process	6.89	68.92	4.09	0.000*	4
5	IUG management adopted training to use SM in decision making	6.94	69.35	3.85	0.000*	3
6	Variety of SM tools give flexibility in decision making process	6.98	69.78	4.12	0.000*	2
7	Public interactions with SM helps the decision makers to use public opinions in decision making process	7.14	71.40	4.97	0.000*	1
	All paragraphs of the filed	6.77	67.70	3.69	0.000*	

* The mean is significantly different from 6

The analysis result shows (67.70%) of the respondents agreed that the social media affected decision making. They agreed to that the social media tools help in decision making process by using some of people opinions. But they disagreed that decision making process in all times depended on social media tools and its information. The researcher explained that the social media tools connected public with the university in some topics which they concerned with and in which they can give their opinion. But not all of IUG decisions are related to public. So social media tools and public interactions cannot affect decision makers in it and it is logic.

The conclusion of Stelzner's research (2011) showed that social media has significant roles in business and management. The study of DiMauro and Bulmer (2010) also showed that social media tools support decision making process. In addition to the study of Kalpan and Haenlien (2010) which referred to that social media is on the top of decision makers an agenda. The study of Cvijikj et al. (2010) found that social media affected decision making process which also showed in the conclusion of Rodrigues and Steinbock's study (2004).

In addition, the study of Rodrigues et al. (2006) concluded that social media can help in decision making process. The study of Baker et al. (2005) showed that social media tools provided companies with information which is used in decision making process.

From above, the decision making process affected social media. In some issues senior management can use social media tools in decision making process.

5.4 Analyzing Hypothesis

5.4.1 Main Hypothesis:

The main hypothesis stated that there is a significant effect between social media usage and decision making in IUG (at level of significance $\alpha= 0.05$).

By using Stepwise regression the following results were obtained: R Square =(0.723), this means (72.3%) of the variation in the decision making of senior management of IUG is explained by "*Analysis of Obtained Information from Social Media and Rate of Public Interactions & Responses with IUG SM*".

Table (5.14) shows the Analysis of Variance for the regression model. Sig. = 0.000, so there is a significant relationship between the dependent variable "*Decision making of senior management of IUG*" and two of the independent variables which are:

1. **Analysis of Obtained Information from Social Media of IUG.**
2. **Rate of Public Interactions & Responses with Social Media of IUG.**

The other independent variables have affected decision making of senior management of IUG but not as much as the two previous variables. These variables are variety of tools, senior management support, flexibility, and training and development.

Table (5.14): ANOVA for Regression

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	244.206	2	122.103	115.982	0.000
Residual	93.697	89	1.053		
Total	337.902	91			

Table (5.15) shows the regression coefficients and their P-values (Sig.). Based on the Standardized Coefficients, the significant independent variable is “**Analysis of Obtained Information from Social Media**” and “**Rate of Public Interactions & Responses with IUG SM**”.

The regression equation is: $D = 0.029 + 0.530 * A + 0.456 * P$

Since that:

D: Decision Making of Senior Management of IUG

A: Analysis of Obtained Information from Social Media

P: Rate of Public Interactions & Responses with IUG SM

Table 5.15): The Regression Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.029	0.558		-0.052	0.959
Analysis of Obtained Information from Social Media	0.530	0.085	0.547	6.206	0.000
Rate of Public Interactions & Responses with IUG SM	0.456	0.114	0.353	3.999	0.000

5.4.2 Second Hypothesis:

There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to personal traits (Gender, Age, Qualifications, Years of Experience in Decision Making ,Job Title in IUG and Department).

2.1 There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to (Gender).

Table (5.16) shows that the p-value (Sig.) is smaller than the level of significance ($\alpha=0.05$) for the fields “Analysis of Obtained Information from Social Media, Level of Training & Development to Use SM Tools and Decision Making”, then there is significant difference among the respondents regarding to these fields due to Gender. The researcher concludes that the respondents’ Gender has significant effect on these fields.

Table (5.16) shows that the p-value (Sig.) is greater than the level of significance ($\alpha=0.05$) for the other fields, then there is insignificant difference among the respondents regarding to these fields due to Gender. The researcher concludes that the respondents’ Gender has no effect on these fields.

From table (5.16), this shows that for each field Female respondents have the higher than Male respondents.

Table (5.16): Independent Samples T-Test of the fields and their p-values for Gender

No.	Field	Test Value	Sig.	Means	
				Male	Female
1.	Level of variety of IUG Social Media Tools	-1.848	0.068	7.83	8.52
2.	Level of Senior Management Support	-1.178	0.242	7.54	8.03
3.	Level of Flexibility of Using Social Media Tools	-1.378	0.172	6.77	7.44
4.	Analysis of Obtained Information from Social Media	-2.427	0.017*	6.33	7.70
5.	Level of Training & Development to Use SM Tools	-3.123	0.002*	6.00	7.60
6.	Rate of Public Interactions & Responses with IUG SM	-0.936	0.352	7.36	7.77
7.	Decision Making	-2.002	0.048*	6.60	7.74
	All paragraphs of the questionnaire	-2.171	0.033*	6.95	7.83

* Means differences are significant at ($\alpha = 0.05$)

This finding is probably explained the female respondents agreed with each field more than the male respondents in IUG. The females have higher expectations in each field of this study. The researcher finds that the gender affects the decision making process but this is not in all fields. Other personal traits may affect the decision making process more than the gender. The results indicate the effect of gender on the research's hypotheses; which have justified by the research sample with male majority with only (15.1%) females.

These findings agree with Kaplan & Haenlein (2010) study which found that there is a significant difference in the respondent's answers due to the gender towards the using of social media in decision making process. As well as the results of Geho et al. (2010) study also agreed with these findings.

Whereas Asur & Huberman (2010) study found that there is insignificant differences in respondents answers due to the gender towards the using social media in decision making.

2.2 There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to (Age).

Table (5.17) shows that the p-value (Sig.) is greater than the level of significance ($\alpha=0.05$) for the fields “Level of Senior Management Support and Analysis of Obtained Information from Social Media”, then there is insignificant difference among the respondents regarding to these fields due to Age. The researcher concludes that the respondents' Age has no effect on these fields.

Table (5.17) shows that the p-value (Sig.) is smaller than the level of significance ($\alpha=0.05$) for the other fields, then there is significant difference among the respondents regarding to these fields due to Age. The researcher concludes that the respondents' Age has significant effect on these fields.

From table (5.17), these show the following: for each field, 50 years and Older have the highest mean among the other age categories.

These findings are probably explained by the respondents in their fifties and above have higher expectations about the social media in decision making process. The results indicate that the effect of age on the research's hypotheses; which has been justified by the researcher and found convergent in the ages of the study sample with (24.7%) fifties and above. Moreover, it's probable that the decision makers of IUG. This category of age has the higher rate in each field of this study. The researcher finds that the age affects the decision making process in all fields unless the management support and the analysis of obtained information.

Table (5.17): ANOVA test of the fields and their p-values for Age

No.	Field	Test Value	Sig.	Means			
				Less than 30	30 – less than 40	40 – less than 50	50+
1.	Level of variety of IUG Social Media Tools	4.725	0.004*	8.29	7.53	7.44	8.54
2.	Level of Senior Management Support	2.505	0.064	7.46	7.23	7.51	8.28
3.	Level of Flexibility of Using Social Media Tools	5.156	0.002*	6.24	6.30	7.12	7.82
4.	Analysis of Obtained Information from Social Media	2.449	0.069	6.28	5.99	6.42	7.45
5.	Level of Training & Development to Use SM Tools	3.196	0.027*	6.45	5.36	6.26	6.94
6.	Rate of Public Interactions & Responses with IUG SM	3.326	0.023*	7.18	6.84	7.54	8.13
7.	Decision Making	3.083	0.031*	6.24	6.27	6.80	7.76
	All paragraphs of the questionnaire	4.062	0.009*	6.90	6.53	7.05	7.87

* Means differences are significant at ($\alpha = 0.05$)

These findings agree with the results of Gurber (2009), Aldmari (2010), and Eid & Alashi (2011) studies that found there is a significant difference in respondent's answers due to the age towards the social media using in decision making process.

2.3 There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to (Qualifications).

Table (5.18) shows that the p-value (Sig.) is smaller than the level of significance ($\alpha=0.05$) for the fields “Rate of Public Interactions & Responses with IUG SM and Decision Making”, then there is significant difference among the respondents regarding to these fields due to Qualifications. The researcher concludes that the respondents’ Qualifications have significant effect on these fields.

Table (5.18) shows that the p-value (Sig.) is greater than the level of significance ($\alpha=0.05$) for the other fields, then there is insignificant difference among the respondents regarding to these fields due to Qualifications. The researcher concludes that the respondents’ Qualifications has no effect on these fields.

From table (5.18), this refers to the following: for each field, Doctorate have the highest mean among the other Qualifications categories.

Table (5.18): ANOVA test of the fields and their p-values for Qualifications

No.	Field	Test Value	Sig.	Means		
				Bachelor	Master’s	Doctorate
1.	Level of variety of IUG Social Media Tools	0.436	0.648	7.94	7.80	8.13
2.	Level of Senior Management Support	0.911	0.406	7.67	7.38	7.89
3.	Level of Flexibility of Using Social Media Tools	1.984	0.143	6.75	6.60	7.46
4.	Analysis of Obtained Information from Social Media	2.187	0.118	6.02	6.98	6.72
5.	Level of Training & Development to Use SM Tools	0.995	0.374	5.93	6.55	6.27
6.	Rate of Public Interactions & Responses with IUG SM	3.726	0.028*	6.97	7.48	8.04
7.	Decision Making	3.975	0.022*	6.10	6.97	7.52
	All paragraphs of the questionnaire	1.411	0.249	6.83	7.10	7.46

* Means differences are significant at $\alpha = 0.05$

These findings are probably explained by the qualifications of respondents in the institutions such as IUG, which is academic institution, so the qualifications of its

employees have several qualifications; bachelor, master and doctorate degrees. The decision makers in IUG are from several qualifications level. There are (38.7%) of the decision makers have bachelor, (36.6%) of them have master degree and (24.7%) of them have doctorate.

These findings agree with the results of DiMauro & Bulmer (2010), Gruber (2009), and Waters et al. (2009) studies that found there is a significant difference in respondent's answers due to the qualification towards the social media using in decision making process. These studies supported the findings of this section.

Whereas, the findings of Diga & Kelleher (2009) study showed there is insignificant difference in respondent's answers due to qualifications.

2.4 There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to (Years of Experience in Decision Making).

Table (5.19) shows that the p-value (Sig.) is greater than the level of significance ($\alpha=0.05$) for each field, then there is insignificant difference in respondents' answers toward each field due to Years of Experience in Decision Making. The researcher concludes that the characteristic of the respondents Years of Experience in Decision Making has no effect on each field.

The results indicate the absence of the effect of years of experience on the research's hypotheses; which has been justified by the researcher and found convergent in the years of experience of the study sample with (25.8%) between 3 to less than 6 years of experience. It seems logical from the researcher's point of view that the years of experience does not affect the decision making process. Moreover, most of researches in this field included that the years of experience is insignificant difference like the study of Liu (2008).

Table (5.19): ANOVA test of the fields and their p-values for Years of Experience in Decision Making

No.	Field	Test Value	Sig.	Means				
				Less than 3	3 – less than 6	6 - less than 10	10- less than 15	15+
1.	Level of variety of IUG Social Media Tools	0.852	0.496	8.48	7.77	8.02	7.66	8.09
2.	Level of Senior Management Support	0.518	0.723	7.67	7.88	7.41	7.35	7.74
3.	Level of Flexibility of Using Social Media Tools	1.254	0.294	6.04	7.01	6.47	7.04	7.29
4.	Analysis of Obtained Information from Social Media	2.227	0.073	6.08	6.97	5.40	6.75	6.99
5.	Level of Training & Development to Use SM Tools	1.183	0.324	6.52	6.67	5.72	5.78	6.53
6.	Rate of Public Interactions & Responses with IUG SM	0.786	0.537	7.06	7.63	7.04	7.34	7.76
7.	Decision Making	1.525	0.202	6.11	7.29	6.13	6.54	7.27
	All paragraphs of the questionnaire	0.940	0.445	6.88	7.34	6.65	6.94	7.39

2.5 There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to (Job Title in IUG).

Table (5.20) shows that the p-value (Sig.) is greater than the level of significance ($\alpha=0.05$) for each field, then there is insignificant difference in respondents' answers toward each field due to Job Title in IUG. The researcher concludes that the characteristic of the respondents Job Title in IUG has no effect on each field.

The results indicate the absence of the effect of job title on the research's hypotheses; which has been justified by the researcher and found convergent in the job title of the study sample with (37.6%) managers. From the researcher's perspective, it seems logical that the job title does not affect the decision making process. Decision

makers have the permissions to make decisions in any position or with different job titles. The researcher mentioned here that there is a large number of decision makers of IUG apologized for filling in the questionnaire. Moreover, most of researches in this field included that the job title is insignificant difference like the study of Rodrigues et al. (2006).

Table (5.20): ANOVA test of the fields and their p-values for Job Title in IUG

No.	Field	Test Value	Sig.	Means				
				Dean of College/ Deputy of Dean	Head of Department/ Head of Department Assistant	Manager	Adminis- trator	Other
1.	Level of variety of IUG Social Media Tools	0.106	0.980	7.83	8.01	7.85	7.99	8.10
2.	Level of Senior Management Support	0.153	0.961	7.88	7.67	7.51	7.55	7.72
3.	Level of Flexibility of Using Social Media Tools	0.939	0.445	7.35	6.44	7.06	6.68	7.42
4.	Analysis of Obtained Information from Social Media	0.828	0.511	6.34	6.01	6.75	6.81	7.23
5.	Level of Training & Development to Use SM Tools	0.684	0.605	5.99	5.88	6.28	6.67	6.88
6.	Rate of Public Interactions & Responses with IUG SM	1.739	0.148	7.99	6.95	7.59	7.15	8.26
7.	Decision Making	0.759	0.555	7.50	6.31	6.76	6.91	7.24
	All paragraphs of the questionnaire	0.479	0.751	7.31	6.80	7.13	7.12	7.54

2.6 There are significant differences among respondents at ($\alpha=0.05$) towards the Social Media & its Effects on Decision Making of Senior Management of IUG due to personal traits (Department).

Table (5.21) shows that the p-value (Sig.) is smaller than the level of significance ($\alpha=0.05$) for the fields “Level of Flexibility of Using Social Media Tools , Rate of Public Interactions & Responses with IUG SM and Decision Making”, then there is significant difference among the respondents regarding to these fields due to Department. The researcher concludes that the respondents’ Department has significant effect on these fields.

Table (5.21) shows that the p-value (Sig.) is greater than the level of significance ($\alpha=0.05$) for the other fields, then there is insignificant difference among the respondents regarding to these fields due to Department. The researcher concludes that the respondents’ Department has no effect on these fields.

From table (5.21), this refers to the following: for each field, Faculty have the highest mean among the other Department categories.

This finding is probably explained by the departments of respondents in the institutions such as IUG. The departments of the decision makers have different effects on decision making process. The decision makers in IUG are from several departments. There are (26.9%) of the decision makers are in deanships, (17.2%) of them are of faculty and (16.1%) of IT Affairs. As well as, the number of decision makers in each department is different so the rate of decision makers in each one is different but the main point is that there is a significant difference due to department.

These findings agree with the results of Abu shaaban (2011), Mujahed (2010), and Cvijikj et al. (2010) studies that found there is a significant difference in respondent's answers due to the departments towards the using social media. These studies supported the findings of this section.

Table(5.21): ANOVA test of the fields and their p-values for Department

No.	Field	Test Value	Sig.	Means			
				IT Affairs	Faculty	Deanship	Other
1.	Level of variety of IUG Social Media Tools	1.952	0.127	7.22	8.16	8.12	8.01
2.	Level of Senior Management Support	1.424	0.241	6.94	7.86	7.75	7.70
3.	Level of Flexibility of Using Social Media Tools	2.710	0.049*	5.90	7.42	7.20	6.81
4.	Analysis of Obtained Information from Social Media	2.073	0.110	5.76	7.27	6.93	6.25
5.	Level of Training & Development to Use SM Tools	1.947	0.128	5.70	6.91	6.63	5.91
6.	Rate of Public Interactions & Responses with IUG SM	3.187	0.028*	6.70	8.10	7.77	7.18
7.	Decision Making	5.218	0.002*	5.35	7.33	7.62	6.53
	All paragraphs of the questionnaire	3.314	0.024*	6.25	7.60	7.44	6.95

* Means differences are significant at $\alpha = 0.05$

5.5 Study Limitations

As with all researches, there were limitations to this study. The first was the population used. The respondents of this study are the decision makers of IUG who have complicated duties and no enough time to fill the questionnaire. The natural of their work make them not available in any time.

Another limitation was due the time constraints, there are some sections postponed to another research such as studying the same topic from the perspective of students and public.

The previous studies in this topic were limited when the researcher started in this research. So the researcher needed for delaying the work to find enough studies to complete this work. So it took a long time.

Chapter 6

Conclusions & Recommendations

Chapter 6: Conclusions and Recommendations

6.1 Introduction

This chapter reviews the conclusions of the findings that have been obtained, where it presents the results of the social media effects on decision making process of IUG senior management.

6.2 Conclusions

The objectives of this study are to examine the social media effects on senior management decision making process, and to measure the effects of the variety, flexibility, management support, training and development, public interactions, and the analysis of the obtained information. As well as, to measure the demographic factors effects such as gender, age, years of experience, job title and department.

Decision making is an essential process in IUG as an academic institution. Some of decisions are related to the public, students and society. So IUG top management concerned on the importance of the public opinions in the issues which related to them. The social media tools were developed in IUG to connect the management with the public and use their ideas and opinions in decision making process.

Concerning sample characteristics, the statistics show that the majority of responders are males with 84.9%; and 25.8% of the decision makers are in 30 to less than 40 and the same percentage are in 40 to less than 50, 38.7% of them are with bachelor's degree, and 25.8 % of the sample have an experience of 3 to less than 6 years. There are in several department of IUG. In the light of the findings which were presented in the previous chapter the most notable conclusions are:

1. The majority of the decision makers agreed that there is effect of the variety of social media tools which used in IUG on decision making process. Senior management of IUG take into account the effectiveness of the variety of social

media tools and the applications and functions of each tool in communicating with public.

2. Social media tools are aid tools for management. This refers to that IUG decision makers realized the importance of social media in management. They agreed that the internet is an important tool for IUG in management and connecting with public.
3. Senior management supports using social media tools. The top management supports using social media tools for management purposes. They have a positive attitude towards it, encourages using it with some policies and allocates budget to use it. The decision makers supports publishing reports and news about IUG as a kind of reflecting the identity of the institution.
4. The results show that the flexibility of social media tools through the applications and services which social media tools offer. IUG management uses these applications and services as they need and in their duties and tasks. These tools are used for communicating with public, communicating with internal environment; units, departments, and employees, and publishing news about the IUG achievements, events, services, and others.
5. The analysis reveals that the majority of IUG senior management agreed that the analysis of obtained information from social media tools is important for decision making process. Since the respondents confirmed that the analysis's feedback is used in decision making process which refers to the importance of the social media tools' information.

6. The results of this study show that there is no training for employees to use social media tools in the university. They confirmed that there are developmental plans to use social media tools in IUG. Also they confirmed that there is a control and monitoring system for using social media tools. But no training to use social media because they do not need for training as formal sessions. It only needs for practicing.
7. The results reveal that public interactions and responses with the social media tools which are used in IUG. Public opinions which are posted on social media pages help the top management in its duties. Public interactions and responses with social media tools help the top management in formulating IUG mission and objectives.
8. Decision making process in some issues depends on social media tools especially when the issue is related to public, society, students and their concerns.
9. Social media tools are effective tools for decision making process of IUG senior management. Decision making process affected by the public interactions and responses with social media tools. Also, it affected by the analysis of obtained information from social media tools.
10. There is a significant relationship between decision making and public interactions and responses. As well as, there is a significant relationship between decision making process and the analysis of the obtained information of social media tools. The other dimensions of this study affected the decision

making process but in low weight. The effects of the public interactions and responses and the analysis of the obtained information from these tools have the higher weight, so they affected decision making process more than other.

11. Some of personal characteristics, which this study concerned, affected the decision making process. They are gender, age, and department. The other personal characteristics did not affect the decision making of senior management such as qualification, years of experience, and job title.
12. Male respondents' number is higher than female number, but female responses in all paragraph of questionnaire are higher than male responses. The 50 years and above category of decision makers have the highest mean in the questionnaire statements.

6.3 Recommendations

The recommendations are basically directed to social media tools and decision making in management. In order to enhance the concept of using social media in management in Palestine and in the light of the aforementioned results, the following recommendations are formulated to encourage IUG senior management to do the following:

1. To reinforce the social media tools using as systems to communicate with the students, employees, public and society in all issues. As well as to use it to transmit the identity of the institutions among external environment and foreign countries, by publishing updates about the IUG events, achievements, and international relationships.

2. To evaluate the ways of developing social media tools for helping management. As conducting statistical studies about the public interactions with these social media per month to measure the effects of these interactions and responses.
3. To train the institutions' employees to use social media tools in management tasks and purposes. To train them to use the several applications and services of these tools in their tasks. Any institution can customize social media tools to meet its identity and the natural of its work.
4. To measure the public interactions and responses with the social media tools of the institutions, to take benefit from these statistics in decision making and management purposes. This step is the Public Relations Unit's responsibility.
5. To study the social media tools for other sides in the academic institutions such as using social media applications for the educational functions, marketing functions and other functions.
6. To enhance the flexibility range of social media tools by using it in other functions. The flexibility encourages the institutions to use social media for creative ideas. IUG can allow for all employees to access the social media tools from anywhere and discuss all issue which public concerns and allow chatting with them.
7. To consider more about the posts and comments of public on the social media tools of IUG to take benefits from it to enhance the institutions' services, projects and programs to meet all the needs of their target group. By filtering

these posts and comments to conduct statistics about the most important posts for management issues.

8. To use other research methodology to measure the effects of social media tools in businesses and management.
9. To enhance institutions to use social media tools in management and decision making process with the needed application for their work.
10. To support other universities to use social media as tools to communicate with others as the experience of IUG such as using Facebook to communicate with public.

6.4 Future Research:

Using social media in decision making and management purposes are not highly researched areas, and the door is still open for more academic research. The researcher felt that limited research efforts has been done on this topic in the Arab world in general and Palestine in particular and hence suggested that the following topics may provide good research ideas:

- Conduct a study to measure the effects of social media posts on the businesses.
- Conduct a research to study the role of social media tools in marketing in the Palestinian companies.
- Conduct a comparative study between one institution using social media tools and one does not use it in management purpose.
- Conduct a study to measure the effects of social media on the personal characteristics within communicating with others.

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4. **Albaik, H.**, (20, January 2011), the secretary of Al Qura'n Educational Radio
5. **Eisa, T.** (19, February 2012) Head of Journalism Department of Media and Arts Faculty
6. **El- Mahallawi W.**, (15 March 2012), Manager of Al-Kitab Channel

Appendices

Appendix A

Statistical Information about IUG

**Statistical Information about IUG Students According to Facilities for
2010/2011 (Quality Unit, 2012)**

المجموع Total			ماجستير Master			الدبلوم العالي High Diploma			دبلوم عام General Diploma			بكالوريوس Bachelor			الكلية College
T	F	M	T	F	M	T	F	M	T	F	M	T	F	M	
954	656	298	180	84	96	-	-	-	-	-	-	774	572	202	أصول الدين Usul AL-Din
2,014	1,190	824	69	35	34	-	-	-	-	-	-	1,945	1,155	790	الشريعة والقانون Shariah & Law
2,214	1,480	734	158	66	92	-	-	-	-	-	-	2,056	1,414	642	الأدب Arts
7,545	5,945	1,600	319	163	156	-	-	-	419	348	71	6,807	5,434	1,373	التربية Education
2,696	1,064	1,632	431	129	302	-	-	-	-	-	-	2,265	935	1,330	التجارة Commerce
1,390	893	497	171	58	113	-	-	-	-	-	-	1,219	835	384	العلوم Science
751	366	385	-	-	-	35	20	15	-	-	-	716	346	370	التربية Nursing
429	166	263	63	27	36	-	-	-	-	-	-	366	139	227	تكنولوجيا المعلومات Information Technology
2,664	806	1,858	265	31	234	-	-	-	-	-	-	2,399	775	1,624	الهندسة Engineering
252	120	132	-	-	-	-	-	-	-	-	-	252	120	132	الطب Medicine
20,909	12,686	8,223	1,656	593	1,063	35	20	15	419	348	71	18,799	11,725	7,074	Total المجموع

Appendix B

Questionnaire

(Arabic Version)

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجامعة الإسلامية - غزة

عمادة الدراسات العليا

كلية التجارة

قسم إدارة الأعمال

الاستبانة

حضرة الأخ / الأخت.....

السلام عليكم ورحمة الله وبركاته،،،

الموضوع: تعبئة استبانة لرسالة ماجستير

تقوم الباحثة بدراسة حول " وسائل الإعلام الاجتماعي وتأثيرها على اتخاذ القرار لدى الإدارة العليا في الجامعة الإسلامية " دراسة تطبيقية على الجامعة الإسلامية، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية بغزة.

ولإيماننا العميق بأنكم الأكثر معرفة بالوضع القائم في إدارة الجامعة، كونكم أهل خبرة واختصاص، وأنكم خير مصدر للوصول إلى المعلومات المطلوبة، يسر الباحثة أن تضع بين أيديكم هذه الاستبانة لتعبئتها وكلها أمل أن تجد التعاون المطلق من قبلكم. يرجى قراءة فقرات الاستبانة المرفقة واختيار الإجابة التي تعكس الواقع الفعلي. علماً أن المعلومات التي ستعبأ من قبلكم ستعامل بسرية تامة، و لن تستخدم إلا لأغراض البحث العلمي.

و تقبلوا فائق الاحترام والتقدير،،،

الباحثة: ندى الكحلوت

أولاً: البيانات الشخصية والوظيفية

ضع إشارة (x) في المربع المناسب:

الجنس:

ذكر أنثى

العمر:

أقل من 30 سنة من 30 – أقل من 40

من 40 - أقل من 50 50 سنة فأكثر

المؤهل العلمي:

بكالوريوس ماجستير دكتوراه

عدد سنوات الخبرة في مجال اتخاذ القرار:

أقل من 3 سنوات من 3 - أقل من 6 من 6 - أقل من 10

10- أقل من 15 15 سنة فأكثر

المسمى الوظيفي:

رئيس جامعة نائب رئيس الجامعة

رئيس مجلس الأمناء عضو مجلس الأمناء

عميد نائب عميد

رئيس قسم نائب رئيس قسم

مدير إداري غير ذلك. حدد.....

الجهة التي تعمل فيها:

رئاسة الجامعة مجلس الأمناء

الشؤون الأكاديمية الشؤون الإدارية

شؤون تكنولوجيا المعلومات البحث العلمي

عمادة كلية

غير ذلك. حدد.....

□ وحدة

ثانياً: يعد الإعلام الاجتماعي من أهم وسائل التواصل مع البيئة المحيطة في زمننا هذا وقد تغلغل الإعلام الاجتماعي في كافة مجالات الحياة والعمل. الجامعة الإسلامية من أكبر الأمثلة في استخدامها لأدوات متنوعة من وسائل الإعلام الاجتماعي في مجالات عملها لنشر خدماتها وللتواصل مع مجتمعها في الداخل والخارج. لذلك الجامعة الإسلامية تستخدم كل الوسائل الإلكترونية مثل: موقع الجامعة وصفحة الفيس بوك واليوتيوب وفليكر. وكذلك تستخدم من وسائل الإعلام الاجتماعي فضائية الكتاب وإذاعة القرآن التعليمية بالإضافة إلى المجلات والصحف والنشرات الإلكترونية والمطبوعة.

تتناول الدراسة عدة عوامل لقياس مدى تأثير استخدام وسائل الإعلام الاجتماعي على اتخاذ القرار في الجامعة الإسلامية.

يرجى وضع الرقم من 1-10 أمام العبارة الرقم 10 يدل على الموافقة الكبيرة جداً على الفقرة ونقل الموافقة تدريجياً حتى الرقم 1:-

المحور الأول: مستوى تنوع وسائل الاعلام الاجتماعي المستخدمة في الجامعة الإسلامية	
#	العبارة
(10-1)	الإجابة
1	الجامعة الإسلامية تستخدم شبكة الفيس بوك كوسيلة من وسائل الإعلام الاجتماعي
2	الجامعة الإسلامية تستخدم موقع تويتر كأداة من أدوات الإعلام الاجتماعي
3	الجامعة الإسلامية تستخدم الإذاعة والتلفزيون كوسيلة للتواصل مع المجتمع المحلي والخارجي
4	موقع الجامعة الإسلامية الإلكتروني يعتبر من وسائل الاتصال مع المجتمع
5	الجامعة الإسلامية لها صفحة على موقع اليوتيوب تستخدمها للتواصل مع المجتمع
6	الجامعة الإسلامية أنشأت قناة الكتاب على اعتبار أنها وسيلة للتواصل مع المجتمع
7	وسائل الإعلام الاجتماعي المستخدمة في الجامعة الإسلامية متنوعة وتستخدم لأغراض مختلفة
8	يعتبر الإنترنت وسيلة مهمة للإدارة العليا في الجامعة الإسلامية
المحور الثاني: مستوى دعم الإدارة العليا في الجامعة الإسلامية لاستخدام وسائل الاعلام الاجتماعي	
#	العبارة
(10-1)	الإجابة
9	الإدارة العليا في الجامعة الإسلامية تدعم استخدام أدوات الإعلام الاجتماعي في مهامها الإدارية
10	إدارة الجامعة الإسلامية تأخذ بعين الاعتبار أهمية استخدام وسائل الإعلام الاجتماعي في الاستفادة من الممتلكات الفكرية لموظفيها
11	تدعم إدارة الجامعة الإسلامية نشر المعلومات الخاصة بها مثل الرؤية والرسالة والأهداف عبر وسائل الإعلام الاجتماعي
12	إدارة الجامعة تدعم نشر معلومات عن الخدمات الأساسية والبرامج الرئيسية في الجامعة عبر أدوات الإعلام الاجتماعي

	إدارة الجامعة تدعم نشر صور ومقاطع فيديو خاصة بالجامعة وأنشطتها عبر أدوات الإعلام الاجتماعي	13
	إدارة الجامعة تدعم نشر التقارير والأخبار المتعلقة بالجامعة الإسلامية عبر أدوات الإعلام الاجتماعي	14
	إدارة الجامعة الإسلامية تدعم نشر فرص تكوين شراكات وعلاقات مع أطراف خارجية عبر وسائل الإعلام الاجتماعي	15
	الإدارة العليا في الجامعة الإسلامية تشجع العاملين فيها على استخدام وسائل الإعلام الاجتماعي	16
	الإدارة العليا للجامعة تحرص في نشر المعلومات عبر وسائل الإعلام الاجتماعي	17
	الإدارة العليا تقر سياسات وإرشادات لآلية استخدام أدوات الإعلام الاجتماعي في الجامعة	18
	إدارة الجامعة الإسلامية تخصص موازنة خاصة لاستخدام وسائل الإعلام الاجتماعي وتفعيل دورها في الجامعة	19
الإجابة	المحور الثالث: مدى مرونة استخدام وسائل الاعلام الاجتماعي في الجامعة الإسلامية	
(10-1)	#	العبرة
	20	الجامعة الإسلامية تستخدم وسائل الإعلام الاجتماعي في مكان العمل لأغراض متعلقة بالعمل
	21	إدارة الجامعة الإسلامية توظف وسائل الإعلام الاجتماعي في مهامها منذ فترة طويلة
	22	أدوات الإعلام الاجتماعي يسمح باستخدامها لكل أقسام الجامعة الإسلامية ولكل الموظفين داخل الجامعة
	23	إدارة الجامعة الإسلامية تعين أقسام معينة من الجامعة لإدارة ومتابعة وسائل الإعلام الاجتماعي
	24	الجامعة الإسلامية تستخدم وسائل الإعلام الاجتماعي للتواصل بين إدارة الجامعة والبيئة الخارجية
	25	الجامعة الإسلامية تستخدم وسائل الإعلام الاجتماعي للتواصل بين إدارة الجامعة والبيئة الداخلية
	26	تستخدم الجامعة الإسلامية تطبيقات الإعلام الاجتماعي بسهولة للتسويق لخدماتها وبرامجها
	27	مرونة وسائل الإعلام الاجتماعي تسمح بتواصل المجتمع مع أقسام الجامعة ووحداتها
	28	تستفيد الإدارة العليا في الجامعة الإسلامية من تطبيقات وسائل الإعلام الاجتماعي في عملية اتخاذ القرار
	29	توجد معوقات لاستخدام وسائل الإعلام الاجتماعي في الجامعة الإسلامية
الإجابة	المحور الرابع: مستوى تحليل المعلومات المحصلة من وسائل الاعلام الاجتماعي في الجامعة الإسلامية	
(10-1)	#	العبرة
	30	توجد جهة مختصة في الجامعة الإسلامية لجمع وتحليل المعلومات عن طريق وسائل الإعلام الاجتماعي
	31	إدارة الجامعة الإسلامية تتبع آلية معينة لتحليل المعلومات المستمدة من وسائل الإعلام الاجتماعي لتستفيد منها في الإدارة
	32	المعلومات المستنبطة من أدوات الإعلام الاجتماعي تعتبر قيمة ومؤثرة في عملية اتخاذ القرار
	33	تساعد المعلومات المستمدة من وسائل الإعلام الاجتماعي الإدارة العليا في الجامعة الإسلامية في عملية اتخاذ القرار
	34	الجامعة الإسلامية تجمع المعلومات من وسائل الإعلام الاجتماعي الخاصة بالجامعة وتحللها للاستفادة منها في اتخاذ القرار
	35	إدارة الجامعة الإسلامية تستفيد من التغذية الراجعة التي تحصل عليها عن طريق وسائل الإعلام الاجتماعي
	36	تستفيد الجامعة الإسلامية من تفاعل المجتمع مع وسائل الإعلام الاجتماعي في تحسين خدماتها وبرامجها
	37	تواجه الإدارة العليا مشكلة في استخدام أدوات الإعلام الاجتماعي في اتخاذ القرار
الإجابة	المحور الخامس: مستوى التدريب على استخدام وسائل الاعلام الاجتماعي وتطويرها المستمر في الجامعة الإسلامية	
(10-1)	#	العبرة
	38	يوجد تدريب فني لاستخدام وسائل الإعلام الاجتماعي في الجامعة الإسلامية

	توجد معوقات في استخدام أدوات الإعلام الاجتماعي في الجامعة الإسلامية	39
	توجد خطط تطويرية للاستفادة من استخدام أدوات الإعلام الاجتماعي في الجامعة الإسلامية	40
	توجد آليات مراقبة وتحديث لوسائل الإعلام الاجتماعي في الجامعة الإسلامية	41
	المدرء فقط يسمح لهم باستخدام وسائل الإعلام الاجتماعي لأغراض خاصة بالعمل في الجامعة الإسلامية	42
	وحدة العلاقات العامة هي المسؤولة عن تطوير ومراقبة أدوات الإعلام الاجتماعي في الجامعة الإسلامية	43
	أدوات الإعلام الاجتماعي تخضع لتحديث وتطوير مستمر في الجامعة الإسلامية	44
	موظفي الجامعة يخضعوا لتدريب مستمر على استخدام وسائل الإعلام الاجتماعي لأغراض خاصة بالعمل في الجامعة	45
الإجابة	المحور السادس: مقدار تفاعل المجتمع مع وسائل الاعلام الاجتماعي المستخدمة في الجامعة الإسلامية	
(10-1)	# العبارة	
	أدوات الإعلام الاجتماعي تعتبر مهمة للتفاعل مع المجتمع والموظفين والطلبة	46
	الفئة المستهدفة من خدمات الجامعة الإسلامية لها تفاعل واضح مع وسائل الإعلام الاجتماعي الخاصة بالجامعة	47
	وسائل الإعلام الاجتماعي لها تأثير إيجابي على المجتمع المستهدف من خدمات الجامعة الإسلامية	48
	احتياجات المجتمع التي ترسل عبر وسائل الإعلام الاجتماعي تؤخذ بعين الاعتبار في اتخاذ القرار	49
	شكاوي المجتمع المستلمة عبر وسائل الإعلام الاجتماعي تؤخذ بعين الاعتبار في عملية اتخاذ القرار	50
	أدوات الإعلام الاجتماعي الخاصة بالجامعة الإسلامية تسهل عملية نشر المعلومات عن الجامعة للمجتمع	51
	أدوات الإعلام الاجتماعي الخاصة بالجامعة الإسلامية تسهل بناء العلاقات مع المجتمع	52
	تفاعل المجتمع مع أدوات الإعلام الاجتماعي يساعد في عملية اتخاذ القرار	53
	تفاعل المجتمع مع أدوات الإعلام الاجتماعي يساعد في صياغة رسالة وأهداف الجامعة	54
الإجابة	المحور السابع: علاقة استخدام وسائل الاعلام الاجتماعي المستخدمة في الجامعة الإسلامية مع عملية اتخاذ القرار	
(10-1)	# العبارة	
	عملية اتخاذ القرار الجامعة الإسلامية تتأثر باستخدام وسائل الإعلام الاجتماعي	55
	عملية اتخاذ القرار تتأثر إيجابياً بتنوع الوسائل المستخدمة كأدوات إعلام اجتماعي في الجامعة الإسلامية	56
	الجهات المسؤولة عن اتخاذ القرار في الجامعة الإسلامية تستفيد من المعلومات المستمدة من أدوات الإعلام الاجتماعي	57
	عملية اتخاذ القرار في الجامعة الإسلامية تستفيد من تفاعل المجتمع مع وسائل الإعلام الاجتماعي الخاصة بالجامعة	58
	إدارة الجامعة الإسلامية معنية بتدريب متخذي القرار على الاستفادة من وسائل الإعلام الاجتماعي في عملية اتخاذ القرار	59
	تعدد وسائل الإعلام الاجتماعي المستخدمة في الجامعة الإسلامية يعطي مرونة في اتخاذ القرار	60
	تفاعل المجتمع مع أدوات الإعلام الاجتماعي المتنوعة الخاصة بالجامعة يساعد متخذ القرار في معرفة رأي المجتمع	61

<< شاكرين حسن تعاونكم >>

Appendix C

Questionnaire

(English Version)

Islamic University of Gaza- IUG
 Higher Education Dean
 Commerce Faculty
 Master of Business Administration



Questionnaire

This questionnaire is a part of Master of Business Administration requirement. The master thesis is related to social media (SM) in management sector. The research topic is "**Social Media & its Effects on Decision Making of Senior Management of IUG**". The results of this questionnaire will be used for academic purposes only. The questionnaire is anonymous and does not require any personal details to be submitted. Estimated time for this questionnaire completion is 5-7 minutes. Aggregated research data will be available for you upon survey completion. The researcher greatly appreciates your help and support with this research and thank you for your valuable contribution!

Group 1: Demographic Data

Please select one of the following alternatives, put x on front of your choice:

- | | | | |
|---|---|---|---|
| Gender | <input type="checkbox"/> Male | <input type="checkbox"/> Female | |
| Age | <input type="checkbox"/> Less than 30 | <input type="checkbox"/> 30 – less than 40 | |
| | <input type="checkbox"/> 40 – less than 50 | <input type="checkbox"/> 50+ | |
| Qualification | <input type="checkbox"/> Bachelor | <input type="checkbox"/> Master's | <input type="checkbox"/> Doctorate |
| Years of Experience in Decision Making | <input type="checkbox"/> Less than 3 | <input type="checkbox"/> 3 – less than 6 | <input type="checkbox"/> 6 - less than 10 |
| | <input type="checkbox"/> 10- less than 15 | <input type="checkbox"/> 15+ | |
| Job Title in IUG | <input type="checkbox"/> IUG President | <input type="checkbox"/> Vice President | |
| | <input type="checkbox"/> President of Board of Trustees | <input type="checkbox"/> member of Board of Trustees | |
| | <input type="checkbox"/> Dean of College | <input type="checkbox"/> Deputy of Dean | |
| | <input type="checkbox"/> Head of Department | <input type="checkbox"/> Head of Department Assistant | |
| | <input type="checkbox"/> Manager | <input type="checkbox"/> Administrator | |
| | Other | | |

Department:

- IUG Presidency
- Board Trustee
- Administrative Affairs
- Academic Affairs
- IT Affairs
- Scientific Research Affairs
- Faculty
- Deanship
- Unit
- Other

First: Level of variety of IUG Social Media Tools		Response
#	Statement	(1-10)
1	IUG uses Facebook as a tool of SM	
2	IUG uses Twitter as a tool of SM	
3	IUG uses podcast tools as SM tools	
4	Website of IUG is a tool of social communication tools	
5	IUG has its YouTube page which is used to communicate with public	
6	Al-Kittab Channel is considered a SM tool in IUG	
7	These social media tools are aid tools for management purposes	
8	Internet is an important tool for IUG	
Second: Level of Senior Management Support		Response
#	Statement	(1-10)
9	IUG management supports using SM tools in management supports.	
10	IUG management considers the SM importance to exploit the intellectual property.	
11	IUG management support publishing important information on SM tools such as vision, mission, and objectives.	
12	IUG management supports publishing information about the main services and programs on SM tools	
13	IUG management supports publishing the events and achievements activities' videos and pictures via SM tools.	
14	Senior management supports publishing reports and news about IUG via SM	
15	IUG supports the chance to create relationships with external parties via SM	
16	IUG encourages employees to use SM tools.	
17	IUG management is cautious in disseminating information.	
18	IUG management issues special rules and policies to use SM.	
19	IUG management allocates specific budget for the SM	
Third: Level of Flexibility of Using Social Media Tools		Response
#	Statement	(1-10)
20	IUG uses SM in the workplace for work related purposes	
21	IUG management employs SM tools in IUG duties for a long time	
22	SM tools are allowed for each department and all employees	
23	IUG employed specific department to manage the SM tools	
24	SM tools in IUG are used for communicating with external environment	
25	SM tools in IUG are used for communicating with internal environment	
26	IUG uses SM applications for marketing to its services and programs	
27	Flexibility of using SM allows public to communicate with IUG departments and units	
28	Senior management uses SM tools in decision making process	

29	Senior management face obstacles when using SM tools	
Fourth: Analysis of Obtained Information from Social Media		Response
#	Statement	(1-10)
30	Specific unit in IUG analyzes the information of SM tools	
31	IUG management follows specific procedure to analyze the information of SM tools	
32	The information which is obtained from SM are important for senior management in decision making process	
33	Information which is obtained from SM are important for decision making process	
34	IUG collect information of SM and analyzing it then transfer the feedback for senior management	
35	IUG uses feedback of SM tools in decision making	
36	IUG uses the public's interactions with SM for improving its services and programs	
37	IUG faces problems in using SM tools in decision making process.	
Fifth: Level of Training & Development to Use SM Tools		Response
#	Statement	(1-10)
38	There are technical training in using SM tools in IUG	
39	There are obstacles of using SM in IUG	
40	IUG has developmental plans to use SM tools	
41	IUG has control and monitoring system for SM tools	
42	Managers only have the permissions to use SM tools	
43	Public Relations Unit is responsible for SM monitoring and development	
44	SM tools have been updated and developed regularly	
45	IUG employees have regularly training to use SM tools for your institution purposes	
Sixth: Rate of Public Interactions & Responses with IUG SM		Response
#	Statement	(1-10)
46	SM tools are important tools to communicate with public, employees and students	
47	The target audience of IUG has effective interactions via SM tools	
48	SM tools have positive effects on target audience of IUG	
49	Public needs from IUG are sent via SM tools and are used in decision making	
50	Public claims are sent via SM tool and are used in decision making	
51	SM tools of IUG ease publishing IUG information to public	
52	SM tools of IUG ease creating relationships with public	
53	The public interactions with IUG SM helps in decision making	
54	Public interactions help in formulating mission and objectives of IUG	
seventh: Relationships between Using SM Tools and Decision Making Process		Response
#	Statement	(1-10)
55	Decision making process affected by using SM tools	
56	Decision making process affected positively by the variety of SM tools	
57	Decision makers use the information of SM in decision making	
58	Public interactions with SM tools affected the decision making process	
59	IUG management adopted training to use SM in decision making	
60	Variety of SM tools give flexibility in decision making process	
61	Public interactions with SM helps the decision makers to use public opinions in decision making process	

Thanks for your effort,,,

Appendix D

Referees

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ



الجامعة الإسلامية - غزة
عمادة الدراسات العليا
كلية التجارة
قسم إدارة الأعمال

الاستبانة

الدكتور/ _____ المحترم.

السلام عليكم ورحمة الله وبركاته،،،،

تقوم الباحثة بدراسة حول " وسائل الإعلام الاجتماعي وتأثيرها على اتخاذ القرار لدى الإدارة العليا في الجامعة الإسلامية " دراسة تطبيقية على الجامعة الإسلامية-غزة، وذلك استكمالاً لمتطلبات الحصول على درجة الماجستير في إدارة الأعمال بالجامعة الإسلامية بغزة.

ولقد أعدت الباحثة إستبانة أولية كأداة رئيسية للدراسة والتي تتكون من سبعة محاور رئيسية، ولإيماننا العميق بأنكم الأكثر معرفة في هذا المجال، كونكم أهل خبرة واختصاص، يسر الباحثة أن تضع بين أيديكم هذه الاستبانة لإبداء آرائكم وتضمين ملاحظاتكم ومقترحاتكم حولها.

وتقبلوا فائق الاحترام والتقدير،،،،

الباحثة

ندى الكحلوت

إشراف

د.وسيم الهابيل

Referees

#	Name	University Name
1	Dr. Majed Al-Farra	Islamic University of Gaza
2	Dr. Samir Safi	Islamic University of Gaza
3	Dr. Ramiz Budair	Al- Azhar University
4	Dr. Yousif Bahar	Islamic University of Gaza
5	Dr. Sami Abu AlRoss	Islamic University of Gaza
6	Dr. Akram Samor	Islamic University of Gaza
7	Dr. Nafiz Barakat	Islamic University of Gaza
8	Dr. Jalal Shabat	Al Quds Open University
9	Dr. Raed Salha	Islamic University of Gaza
10	Dr. Talat Eisa	Islamic University of Gaza
11	Dr.Rushdi Wadi	Islamic University of Gaza

