

Research on the Relationship Between Military Personnel's Engagement in Social media and Job Performance and organizational Climate - A Case Study of complaint Facebook Fan Pages

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Abstract

The study investigates the impact of social media engagement, using complaints on Facebook fan pages as an example, on the job performance of military personnel. The mediating effect of organizational climate is also examined. The study focuses on personnel from various army units, with a sample size of 336. The validity of the questionnaire is verified through factor analysis, followed by the use of structural equation modeling (SEM) to validate the overall path and model fit. The findings reveal that social media engagement has a positive and significant influence on organizational climate and job performance, with a mediating effect. The study proposes a partial mediation model, suggesting that military management does not need to excessively monitor fan page content. Instead, creating transparent and legitimate channels, interacting with unit members, and addressing problems and needs can enhance individual job performance and task effectiveness.

Keywords: Social Media Engagement, Organizational Climate, Job Performance

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1. Introduction

The use of social media is prevalent in modern society, with 89% of the population in Taiwan actively engaging in social media activities, and 89% of those activities occurring on Facebook (Hootsuite, 2019). People use social media to maintain existing relationships in the real world, engage in self-disclosure, and create personal images. Additionally, anonymous posting platforms on Facebook have gained popularity. Social media plays a crucial role in communication channels, and it is essential for the military to utilize social media to enhance communication effectiveness and create a positive image. In recent years, there has been a growing trend of anonymous complaints from military personnel towards their superiors, as seen in the emergence of fan pages such as "Complaints Against Superiors." The behavior and conduct of military personnel have profound effects on the working environment and psychological well-being of individuals, as subordinates often need to follow the commands of superiors. Sometimes, the abuse of power or improper decision-making and execution by superiors can lead to situations that are perceived as unfair or unreasonable by subordinates. In such circumstances, subordinates may feel helpless and oppressed, unable to express their dissatisfaction or provide suggestions directly. Therefore, they choose the avenue of anonymous complaints, submitting anonymous reports through designated units or other channels to higher authorities or relevant entities. This phenomenon of anonymous complaints undoubtedly has a certain impact on the organization and operation of the military (Tsai, 2021).

It is worth noting that according to Mei (2020), the higher echelons of the military are more proactive in handling disclosures on fan pages. Although commanders at various levels of the military can choose to ignore anonymous complaints, higher authorities may investigate the reported content based on the situation, leading to disruptions in ongoing work. If upper-level intervention complicates matters or results in improper handling, it can impact the complainant's work engagement, performance, and generate negative emotions. This in turn, diminishes trust and identification with the organization, influencing the leadership style of commanders. Not only does the problem remain unresolved, but it also weakens unit cohesion, fostering a negative atmosphere of mutual suspicion. When subordinates release emotions by venting frustrations through disclosures about their superiors, it may negatively affect the emotional state of commanders, leading to feelings of anger, frustration, or demotivation. Consequently, this can impact their level of commitment to their work. Prolonged negative emotions may result in a decline in the performance of commanders, adversely affecting personal and team development. This feedback loop can lead to tension in the relationship between commanders and subordinates, potentially influencing the overall atmosphere within the unit. Research indicates that a work environment lacking trust typically reduces members job performance and commitment (Wang , 2014; Chen , 2017).

Lin (2021) suggests that complaints and grievances against leaders may have a negative impact on the decision-making of leadership executives. When anonymous complaints are received, leaders at various levels often find it difficult to ascertain the truthfulness and credibility of the complaints. This difficulty may hinder them from making accurate and wise decisions, leading the accused individuals to experience doubt and confusion. This in turn, affects the efficiency of internal organizational work and team cooperation, ultimately influencing the organizational climate and potentially having direct or indirect significant effects on executives in their work. Wu (2021) emphasizes that the leadership style and attitude of executives directly influence the atmosphere and morale within the unit. The behavior of subordinates regarding complaints may have a negative impact on the organizational climate, posing a reflective and concerning issue. Effective leadership and encouragement from executives can motivate subordinates to perform their duties more actively, thereby establishing a positive and uplifting unit atmosphere. Altmann (2000) proposes that a good organizational climate is related to employee enthusiasm, work efficiency, and job satisfaction. Changes in the organizational climate significantly affect the entire organization and its employees, with the leadership style of managers and organizational atmosphere directly influencing job performance and satisfaction (Benjamin and Christiana, 2012).

The literature on complaints on military social media fan pages is extremely scarce, and there is a research gap in the exploration of the related aspects of job performance. This scarcity and gap serve as the motivation for the present study. Through this research, the aim is to understand whether the culture of anonymous complaints on social media fan pages affects the organizational climate for the military and subsequently alters job performance. The study intends to provide insights into the impact of the anonymous complaint culture on the military's organizational climate and, in turn, its influence on job Performance. The research findings will be shared with military officials, with the hope of improving the military's image, communication systems, and work environment.

2.Literature Review

2.1 Social media engagement

Waisbord (2018) proposed in his study that with the rapid development of social media, Facebook stands out as the most widely used social platform today. To date, social media has significantly transformed many people's lifestyles. News and politics, for instance, are no longer confined to traditional newspapers, magazines, and television but are also accessible through social interactions on smartphones, computers, and websites. Algesheimer and Hermann (2005) suggested that the more individuals engage with social media, the more likely they are to actively participate in activities that benefit community members. Greater participation correlates with a higher level of interest. Conversely, fewer participants lead to reduced interest. Social media, in this context, refers to a form of digital communication and social interaction. Traditional mass media such as

newspapers, magazines, and broadcasting are also considered media forms. The process of engagement in social media typically shifts from tangible actions to intangible cognition and emotion, where these intangible aspects may further reinforce tangible behaviors.

Van de Vijver (2018) suggests that interactions on social media are typically anonymous, characterized by open and equal discourse as well as shared interests. Simultaneously, Kaplan and Haenlein (2010) propose that engaging in social media provides a unique environment with distinctive features, including openness, two-way communication, and open feedback. These characteristics enable a large number of individuals to freely and easily share their thoughts, opinions, experiences, perspectives, information, and knowledge through social media. Li and Ke (2019) pointed out the negative impact of anonymous versions of Facebook. The reasons include the potential for high anonymity to lead to hatred, the possibility of harmful comments in anonymous forums, and concerns from organizations relying on these anonymous forums that negative comments could distort the internal operations of the organization. Krishna and Kim (2015) found in their research that the majority of anonymous messages tend to be negative posts, primarily motivated by expressing anger and frustration towards certain policies, specific individuals, and managers. They also observed that leadership within organizations and external individuals pay special attention to anonymous versions of such incidents.

From the above, it is evident that the characteristic of social media engagement is two-way communication. As a result, social media platforms have become tools for achieving online engagement, sharing, and openness. The involvement in social media enables military personnel to gather together through content. It not only helps in expanding interpersonal networks but also leads to the emergence of related fan pages, such as the Complain About the Superior, fostering a culture of anonymous complaints. As this article discusses the Complain About the Superior" fan page, mentioned earlier as one of the multiple channels in social media, the term social participation is used to represent military personnel's involvement in these fan pages.

2.2 Organizational climate

Cheung (2020) proposed that organizational climate is a crucial determinant of organizational personality and serves as a driving force behind member behavior. Unlike the sale of tangible products in manufacturing, its fundamental characteristics involve partial interpersonal interactions, partial work, and partial cultural connotations. In the service industry, members earn substantial wages through the sale of intangible goods, thus engaging in emotional labor. Wu (2008) noted that organizational climate not only influences members perceptions but also impacts their psychological aspects and behavior. Organizational climate significantly affects members work engagement and autonomous learning.

Zahir (2014) suggests that when an organization is reliable and shares consistent values with its members, there is motivation for greater commitment and effort in the work. When work becomes more meaningful and substantial to the members in alignment with their values, it provides prospects that relate to the values of the members. Consequently, organizational climate focuses more on the subjective impressions, feelings and perceptions of organizational members towards behavior, guiding their actions by conveying expected and appropriate behaviors within the organization. Brown and Leigh (1996) proposed that a high level of member involvement in innovation leads to an increase in their autonomy, and an organizational atmosphere that encourages and involves members positively impacts performance. Al-Shammari (1992) and Organ (1988) argue that organizational climate influences employees motivation and behavior, thereby facilitating the achievement of organizational goals and improving job performance. Davidson (2003) contends that organizational climate belongs to the psychological and cognitive dimension, focusing on understanding and seeking individuals cognitive processes and behaviors. It is a continuous and deeply ingrained process through which organizations and employees share values and beliefs. Therefore, a positive organizational climate enhances employee morale and attitudes, improves job performance, and effectively achieves organizational goals.

As indicated above, organizations often have various types of climates due to differences in their functions and developmental processes. The organizational climate may also vary depending on individual, organizational, and job-related factors. Organizational climate refers to a group with shared organizational values, and individuals perceive and understand the environment through interactions, thereby influencing members motivation and behavior. Therefore, based on the literature review, the following hypothesis is proposed:

H1: Social media engagement has a positively significant impact on organizational climate.

2.3 Job performance

The effectiveness of various units in the national military in carrying out missions also stems from the leadership capabilities and job performance efficiency of grassroots unit officers. Therefore, organizations often use employee performance evaluations to compare and assess the actual job performance of employees over a certain period. Su (1999) proposed that job performance is an individual's work contribution, the value, quality, or quantity created by an employee. When an employee's productivity is high, it indicates high overall operational performance for the organization. Cao (1988) pointed out that job performance is what employees provide to employers. This is not only the primary reason employers hire employees but also evidence of their achievement of organizational goals. This means that members of the organization can accomplish expected and defined tasks, perform the necessary operations for their roles, and excel in performance.

In relevant studies, Gong (2009) proposed that the relationship between leader's differential treatment and team performance is positively correlated. This is achieved through a reciprocity mechanism where leaders build good relationships with subordinates and influence them, providing a role model for employees. By doing so, employees can enhance self-efficacy and ensure good job performance. Hsieh (2013) pointed out that the stronger the personal needs of employees, the greater the impact on their job performance and the need for employee relations, resulting in higher and more positive effects on outcomes. However, as self-efficacy increases, the positive impact of needs-driven motivation on job performance weakens.

As mentioned above, work performance is influenced by management systems more than individual factors. It is shaped not only by individual capabilities but also by personal needs, values, higher-level goal conditions, and other factors that affect an individual's willingness and efficiency in their work. Therefore, work performance represents an employee's ability to complete tasks within a certain timeframe and, when efficient, contributes to an organization's revenue streams while achieving personal goals. It can be seen as cultivating a willingness and motivation to enhance employee effectiveness and efficiency when employees are satisfied with their work. It signifies that personal performance equals the skills provided by motivation, enabling navigation towards work opportunities and efforts in achieving work-related goals.

H2: Social media engagement has a positively significant impact on Job performance

H3: Organizational climate has a positively significant impact on job performance.

H4: Organizational climate has a mediating effect on social media engagement and job performance

3. Research Framework And Methodology

Based on the literature in the previous chapters, it investigates whether there is a significant positive impact among the variables. The diagram of the research framework is as follows.

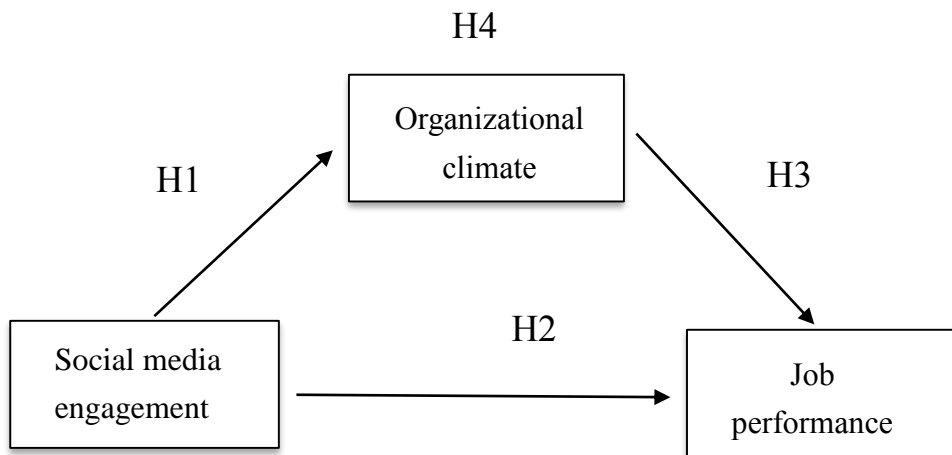


Fig. 1: Research framework

The scale design of this questionnaire adopts the Likert Scale with five points. Following the literature in the previous chapters, the questionnaire is designed based on items from previous scholarly research. In this study, relevant literature has been collected, and items with high reliability from past empirical analyses have been selected. This is done to ensure that the chosen items in this study have been examined through previous testing, thereby confirming content validity. After this validation process, the questionnaire can be administered.

The primary focus of this study is to distribute questionnaires to military personnel in the northern region of Taiwan. The questionnaires were paper-based, and a convenience sampling method was employed. A total of 350 questionnaires were distributed, and 305 valid responses were collected and processed, resulting in an effective response rate of 87%. In the Structural Equation Modeling (SEM) analysis, it is recommended by previous scholars that the sample size should exceed a threshold of 100 to 150 cases (Ding, Velicer, and Harlow, 1995). The compiled sample in this study surpasses the recommended threshold, making it suitable for SEM analysis.

The research framework of this study was developed to elucidate the relationships and roles of the variables involved. To clarify the interactions and functions of each variable, the study proposes a research framework as illustrated in the diagram above. Statistical analysis was conducted using SPSS and AMOS, employing methods such as reliability analysis and validity analysis. This research adopts Structural Equation Modeling (SEM) to validate the model. The rationale behind choosing SEM lies in its ability to integrate various statistical methods, making it suitable for testing the overall model, conducting path analysis and verifying intermediate effects.

4. Data Analysis And Results

4.1 Sample analysis

According to the data statistics based on the sample data, the sample structure of the test subjects is as follows: The "gender" ratio for males and females is 64% and 36%, respectively. In terms of "rank," non-commissioned officers account for the majority at 63.2%. In the "position" category, the majority is held by deputy platoon leaders at 30.6%. Regarding "years of service," the majority falls within the 11-15 years category at 22.8%, followed by the 6-10 years category at 17.5%.

4.2 Reliability validity and analysis

Thomopson (2004) before conducting Structural Equation Modeling (SEM) analysis, it is advisable to first analyze the measurement model because the measurement model accurately reflects the constructs of the study. The Confirmatory Factor Analysis (CFA) measurement model variables in this study were reduced based on Kline (2005) two-stage model modification. Prior to conducting structural model evaluation, the measurement model is examined. If the fit of the measurement model is deemed acceptable, the second step, SEM model evaluation, is then undertaken scholars. Fornell and Larcker (1981) proposed in their study that the Average Variance Extracted (AVE) reference value should be above 0.5, and the Composite Reliability (CR) value should be above 0.6. The measured values for each construct in their study show AVE ranging from 0.541 to 0.763 and CR ranging from 0.842 to 0.961. All these construct values meet or exceed the specified standards, indicating both convergent validity and consistent reliability. The AVE square roots are greater than the inter-construct correlations, demonstrating discriminant validity. Details are presented in tables 1 and 2 below.

Table 1: Reliability and validity test table

Constructs	Model parameter estimates					Convergent validity			
	observe variables	non-standardized factor loading	S. E.	C. R.	P	standard ized factor loading	SMC	CR	AVE
SME	Q1	1.000				0.819	0.668	0.961	0.708
	Q2	1.107	0.064	17.293	***	0.855	0.734		
	Q3	1.061	0.062	17.172	***	0.845	0.723		
	Q4	1.127	0.037	19.850	***	0.914	0.831		
	Q5	1.116	0.052	18.823	***	0.868	0.743		
OC	Q6	1.000				0.881	0.782	0.943	0.763
	Q7	1.004	0.041	21.964	***	0.885	0.784		
	Q8	0.977	0.048	20.585	***	0.844	0.726		
	Q9	0.954	0.537	20.668	***	0.746	0.552		
JP	Q10	1.000				0.725	0.531	0.842	0.541
	Q11	1.186	0.074	12.561	***	0.741	0.557		
	Q12	1.097	.0.692	12.887	***	0.839	0.694		
	Q13	0.955	0.065	14.464	***	0.736	0.542		

Table 2: Discriminant validity test table

	AVE	SME	OC	JP
SME	0.708	0.841		
OC	0.763	0.809	0.765	
JP	0.541	0.668	0.616	0.781

4.3 Model Fit and Path Analysis

The study utilized path analysis, also known as a Causal Model, composed of multiple sets of complex regression equations. This method allows for the observation of causal relationships in the linear system equations among variables. While the overall model fit indices, including NFI, IFI, and RFI, did not meet the criteria, the remaining indices indicated a good fit (Bagozzi and Yi, 1988; Hair et al., 2009). The results of the path analysis showed that all assumptions based on the data were valid, as detailed in Tables 3 and 4.

Table 3: Model fit test table

test statistic	reference value	test result value	Fitness assessment
χ^2/df	≤ 3	1.534	Y
RMR	≤ 0.05	0.043	Y
RMSEA	≤ 0.05	0.047	Y
GFI	≥ 0.90	0.862	Y
AGFI	≥ 0.90	0.874	Y
NFI	≥ 0.90	0.861	N
IFI	≥ 0.90	0.879	N
TLI	≥ 0.90	0.933	Y
CFI	≥ 0.90	0.895	Y
RFI	≥ 0.90	0.846	N
PGFI	≥ 0.60	0.631	Y
PNFI	≥ 0.60	0.628	Y
PCFI	≥ 0.60	0.657	Y

Table 3: path analysis test table

path	assumption	path value	test result
SME→OC	H1	0.47*	establishment
SME→JP	H2	0.35*	establishment
OC→JP	H3	0.53*	establishment

* $p < .05$

4.4 Mediation Analysis

The present study validates the mediating effect based on the four key elements proposed by Baron and Kenny (1986) and employs three structural equation models to examine the numerical values of path coefficients and the significance of their effects on latent variables.

Factor 1: Social media engagement must have a significant impact on job performance (Figure 2). As indicated in the figure, the path coefficient is 0.637, and the t-value is 9.182 (> 3.29 , thus $P < 0.001$), demonstrating a positively significant impact. Therefore, factor 1 is established.

Factor 2: Social media engagement must have a significant impact on organizational climate (Figure 3). As indicated in the figure, the path coefficient is 0.723, with a t-value of 9.384 (> 3.29 , hence $P < 0.001$), indicating a positively significant impact. Therefore, factor 2 is established.

Factor 3: Social media engagement, when analyzed as a predictor variable for job performance in the structural equation model, requires a significant impact of organizational climate on job performance (Figure 4). As shown in the figure, the path coefficient is 0.53, with a t-value of 6.291 (> 3.29 , hence $P < 0.001$), indicating a positively significant impact. Therefore, factor 3 is established.

Factor 4: In figure 4, the regression coefficient of social media engagement on job performance should be smaller than the regression coefficient in figure 2 or become insignificantly influential. The original path coefficient in figure 2 is 0.637 with a t-value of 9.182, while the regression coefficient in figure 4 is 0.35 with a t-value of 3.027. Combining the above, with the introduction of the mediating variable, social media engagement's regression coefficient on job performance decreases, indicating a sufficient explanatory power in terms of the mediating effect. Thus, this study confirms that social media engagement, through the mediating effect of organizational climate, has a positively significant impact on job performance. It is a partial mediating effect, as detailed in table 4 and figures 2, 3, 4.

Table 4: Structure model impact performance table

		Direct effects	Indirect effects	Overall effects
SME	JP	0.35*	0.25(0.53*0.47)	0.60
OC	JP	0.53*	0	0.53
SME	OC	0.47*	0	0.47

註: *p < .05

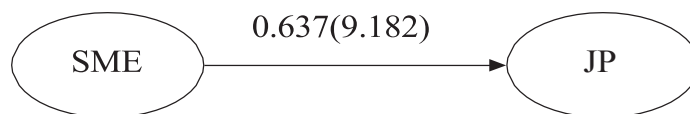


Fig. 2: Model Path

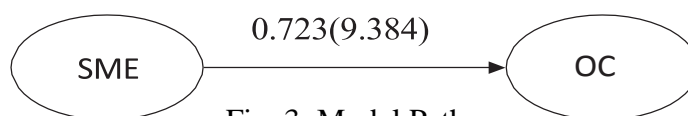


Fig. 3: Model Path

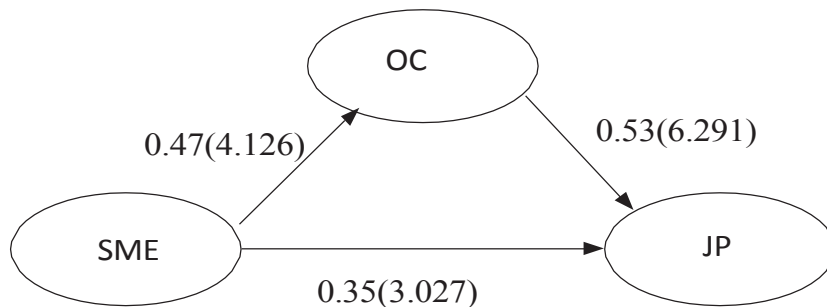


Fig. 4: Model Path

5. Conclusion And Suggestion

5.1 Analysis conclusion

The data results obtained through quantitative modeling, empirical analysis, and statistical testing can verify that all the hypotheses proposed in this study are supported by statistical analysis. Specifically, social media engagement has a positively significant impact on organizational climate, social media engagement has a positively significant impact on job performance, organizational climate has a positively significant impact on job performance, and organizational climate has a partially mediating effect. Communication serves as a bridge between individuals, playing a crucial role in any workplace, whether in vertical or horizontal relationships. In the context of the military following superior policies to plan and execute various tasks, each officer's work style, thinking, and leadership style vary. However, by neglecting to listen to subordinates voices, officers may fail to establish effective communication channels, leading to resentment among subordinates. Simultaneously, excessive engagement in negative discussions or complaints on the unit's social media page may have a negative impact on job performance. When unit members spend too much time reading, discussing, and participating in activities related to negative comments or complaints, they may experience feelings of depression, anger, or dissatisfaction. These emotions can affect their focus, work attitude, and efficiency in task execution, thus adversely affecting job performance. Therefore, as unit leaders, it is crucial to first create a positive atmosphere within the unit, leader by example, and guide subordinates in eliminating negative practices and avoiding excessive involvement and focus on fan pages. This is essential to boost unit morale and establish trust in relationships both vertically and horizontally within the unit. Genuine treatment of each officer and soldier is important. When a unit is built on trust, it enhances positive relationships, allowing officers and soldiers to fully dedicate themselves to their work. This, in turn, facilitates smoother task execution and strengthens the

cohesion of the unit. The viewpoints expressed align with those proposed by Lin (2013).

5.2 Management implications

Based on the empirical analysis and validation presented in this study, the following three recommendations and guidelines are proposed for the consideration of senior military officials and relevant departments. It is hoped that these suggestions will serve as a reference for the improvement and formulation of strategies.

1. The unit management should establish transparent communication channels to ensure clear, timely, and comprehensive dissemination of information regarding the unit's goals, decisions, and plans. This involves making sure that officers and soldiers understand and participate in these aspects. Regular team meetings, updates, and mission progress reports should be conducted to ensure that everyone has access to necessary information. Additionally, there should be active listening to the opinions, concerns, and suggestions of officers and soldiers, with respectful and responsive feedback. This fosters a sense of being valued and understood, encouraging active participation in unit missions. Furthermore, it is essential to ensure fair and equal treatment, avoiding favoritism towards specific individuals and preventing subjective biases arising from complaints in the appeals process. Establishing a just performance evaluation and reward mechanism and ensuring the fair allocation of unit resources contribute to creating a fair and open work environment. This enhances trust among officers and soldiers. Military leaders in various units need to create a harmonious work environment, as a positive atmosphere contributes to smooth task execution and management. Promoting shared values within the unit, clearly conveying core values and ethical standards, and leading by example are critical. Leaders and managers must exhibit high moral standards, ensuring that their work attitudes, execution styles, and leadership styles do not lead to complaints and dissatisfaction among officers and soldiers, thereby reducing resentment within the unit.
2. Unit leaders should establish a positive and proactive emotional atmosphere to enhance the efficiency and commitment of work and task execution. Positive emotions have a certain impact on task performance, and the higher an individual's positive emotions, the relatively fewer negative and pessimistic emotions they will experience. The level of commitment of personnel in their work will affect their job satisfaction. Therefore, unit leaders can plan measures such as leisure participation or emotional intelligence support to strengthen subordinates task execution and commitment, thereby improving work efficiency. Additionally, individual job performance is not innate but gradually internalized through external factors. Providing a good work environment for personnel can gradually enhance their job performance. When task contribution becomes part of the values of personnel, it will naturally evolve from intrinsic

behavior to external behavior with no regrets in dedication. Simultaneously, leadership should integrate unit resources, provide assistance and care, and employ proactive management, actively identifying and helping resolve concerns and issues among subordinates. This ensures a well-established mechanism for peer counseling and strengthens the unit's cohesion, ultimately enhancing subordinates performance in unit work and task execution.

3. The military management should not overly focus on the content of complaints on social media pages, as these are primarily improper channels for complaints, often anonymous, expressing dissatisfaction or harsh criticism towards others behavior. Excessive attention and addressing issues based on such content may lead individuals to believe that "superiors only take action based on complaints posted online," potentially fueling an unlimited cycle of writing and exposure. Therefore, excessive attention will only perpetuate this trend. Unit leaders should strengthen interaction between leaders and unit members to understand their needs and concerns actively. They should work towards resolving issues to improve the unit's working environment and morale. Additionally, leaders should provide education on military discipline, ethics, and reinforce the professional competence and awareness of personnel. Encouraging constructive and respectful expression of opinions and dissatisfaction through proper channels is essential. Leaders should also promote and educate soldiers on the appropriate use of social media to ensure online behavior aligns with disciplinary and respect principles.

5.3 Research limitations and research recommendations

The sample size of this study is too small, and the research results may not be generalizable to the entire military. Comparisons between different branches of the military cannot be made, and interference effects on many dimensions may impact overall conclusions, potentially influencing research on other related factors. In terms of data analysis, the quantitative method employed in this study through paper-based surveys may not fully capture the respondents true feelings and thoughts. The accuracy of the analysis results may be influenced by individual subjective and objective factors, thereby affecting the exploratory outcomes.

It is recommended to expand the scope of the study to include naval and air force units. Interviews or surveys could be conducted, and through in-depth interviews, many relevant research questions can be collected and answered. Discussing the impact of relevant factors from different perspectives can enhance the study. In terms of research variables, additional key factors can be added, and different research hypotheses can be formulated for in-depth discussion. Other research methods, such as qualitative research, can be incorporated to subjectively explore the reasons behind certain phenomena, providing research statements beyond the limitations of the survey. This would help address the shortcomings in the questionnaire-based approach.

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