

## ABSTRACT

### What Does Leadership Look Like on Twitter? Understanding Perceptions of Transformational Leadership Through Social Media Use

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Transformational Leadership is a leadership style that has been studied since 1978 and continues to be a style that is currently being researched. At its core transformational leadership is a process in which the leader engages alongside their followers in order to inspire and increase the morale for those in the organization. While the transformational leadership style is customarily studied in a real life dyad, social media platforms like Twitter can give transformational leaders the opportunity to inspire and increase morale in a digital world. This study seeks to identify perceptions of transformational leadership through social media use. The results of this study indicate that there is a significant correlation between perceptions of transformational leadership and use of Twitter by an individual's leader and a marginally significant correlation between Twitter use and communication satisfaction in the workplace.

What Does Leadership Look Like on Twitter? Understanding Perceptions of Transformational  
Leadership Through Social Media Use

by

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A Thesis

Approved by the Department of Communication

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## DEDICATION

To Alethia Chappell DeHay, thank you for the countless cups of coffee, the words of encouragement, and the hours of support

## CHAPTER ONE

### Introduction

Transformational leadership continues to be an immensely popular model of leadership for both its practical value and theoretic richness (Lowe & Gardner, 2001). While transformational leadership was initially developed to explain outstanding political leadership, it is now being applied routinely to describe outstanding leadership in various contexts most notably the for-profit organizations. “Transformational leadership is the process whereby a person engages with others and connects which raises the level of motivation and morality in both the leader and the follower” (Burns 1978). The goal of the transformational leadership model, according to the creator of the concept MacGregor Burns, is for “leaders and followers to help each other to advance to a higher level of morale and motivation” (Burns 1978).

Transformational leadership has been studied primarily within the context of face-to-face communication in which leaders inspire members to adopt new elevating goals through the leader’s identification power and rhetorical skill. However, leadership no longer only occurs in the vacuum of face-to-face settings. Communication technologies in the form of smart phones, intranets, and social media platforms now afford leaders continuous opportunities for engagement with members previously inaccessible.

One social media platform that seems especially well suited for transformational leadership is Twitter. Twitter as a communication platform gives leaders the means to disarm crisis skillfully (Gruber, Smerek, Thomas-Hunt & James, 2015), create positive brand loyalty with customers, and forge meaningful relationships with members



(Korzunski, 2015). However, what is surprising is that many leaders don't tweet or don't view social media platforms as valuable to their leadership effectiveness (Korzunski, 2015). More research can be done in order to know more about how leadership is affected by social media. Therefore, the goal of this research is to investigate how social media use affects the perceptions that members have of their leaders' transformational abilities. While there is already research being done on leadership and social media, this study presents the opportunity to further dive into and expand our perceptions of transformational leadership through the lens of Twitter.

### *Transformational Leadership*

Research on transformational leadership is robust. Two of the pioneers in transformational leaders were Bass and Avolio (1987). They argue that transformational leaders are charismatic individuals who can motivate their followers to get on board with their cause (Bass and Avolio 1997) and are able to create an emotional bond with their followers. (Men 2012) Transformational leadership is also seen as more positive leadership style than most other forms of leadership because of its social support component. (Rowold and Rohmann 2009; Men 2012b) In their study on transactional and transformational styles of leadership, Man and Stacks (2014) found that transformational leadership had a significant positive effect on organizational reputation both directly and indirectly through the empowerment of the employees.

Transformational leadership is also both a product and a process. Considerable research has discovered the foundational dimensions of transformation leadership including charisma, inspiration, intellectual stimulation, and individualized consideration (Bass 1990). However, transformational leadership is also a communicative process that

can be developed through training (Bass 1981). How can managers and supervisors develop from transactional to transformational leaders? One explanation may very well be Twitter. Leaders today face a radically different leadership context. More needs to be known about how leaders can develop their transformational qualities by taking advantage of the digital age and constructing an active presence with members on Twitter.

### *Twitter Today*

It goes without saying that Twitter is a popular communication tool in society. For example, research on Twitter use has discovered its connection to the fields of journalism and athletics. According to a survey conducted by the Pew research group (Barthel and Shearer 2015), two-thirds of U.S. adults get their news from Twitter. This makes Twitter one of the most accessed daily news sources. In their study on the relationship between broadcasters and their followers on Twitter, Xu and Feng (2014) proposed that journalists function as gatekeepers of information on social media platforms like Twitter. They found journalists who were featured on television were reached out to more by their followers than those who wrote for newspapers. They also found that twenty-one percent of those who reached out and reached out more than once was because of an interpersonal greeting given by the journalists. There is a significant relationship between followers wanting engagement from their preferred journalists on Twitter.

Another cohort who actively uses Twitter to reach and connect with their fans are athletes. Ruggiero (2000) argues that the Internet gives individuals the opportunity to customize their communication activity around particular audiences. For example,

Twitter gives athletes the chance to post what they want, and in return, reply to who they want to. Clavio and Cooper (2010) found that individuals use Twitter in order to stay up to date with, and learn more about the day-to-day interactions of retired athletes. In their content analysis of athletes tweets, Hambrick et al (2010) found that athletes mainly used Twitter for two different things: to stay connected with their family and friends by sharing personal information with them; and, tweeting about their non-sport-related activities such as meals they have eaten or what show they were attending. This was also observed in Walsh et al. (2013) and their research on the understanding of brand personality amongst social media users and non-users. In their research they found that followers of a sporting event on a social media platform understood and agreed with the personality items listed by the sporting event more than non-followers. Once again there is a clear need for the understanding of leaders and their actions via shared communication. In order to connect with their followers, athletes bring themselves down to a personal level with their followers much like a transformational leader.

Transformational leaders should be able create a bond with their followers on Twitter much like journalists and athletes have been seen to do. In his study on the use of Twitter to manage public relations, Hwang (2012) looked at the use of Twitter by CEOs and the CEOs use of transformational leadership via a survey of students. Hwang found that participants were fond of CEOs and their use of Twitter, and they responded encouragingly to the use of transformational leadership. Here the use of social media is directly correlated to the positive perception of the leader of the organization, and his or her leadership structure. Subordinate fulfillment (Ross and Offermann, 1997) and commitment to the organization (Basu and Green 1997) were also positivity influenced

by transformational leaders. Leadership at its core is a negotiated relationship. This give and take between members and leaders can also be seen in interactions on Twitter just as they occur in the actual workplace. Much like athletes and journalists bring themselves down to a personal level with their followers, a leader may benefit from Twitter as well by constructing meaningful relationships with their followers on Twitter.

### *Importance of Leadership in the Virtual World*

Ahlquist (2014) used the social change model to advocate the need for both digital leadership and digital literacy in our contemporary leaders. She created ten competencies of a digital leader, with the majority of these competencies following under a category of connectedness with their followers. These include awareness of emerging technology, sorting accurate information, self-awareness, establishing boundaries, self-branding, building a learning network, online encounter resolution, and “using social media for social good” (Ahlquist 2014 pg. 59) Preece and Shneiderman (2009) presented a framework of “Reader-to-Leader” which focuses on leaders in the digital world. They view leadership as a higher calling. Leaders are called to make those around them better, stop individuals from being mistreated, and to make sure new members feel welcomed.

Sheer and Chen (2003) investigated Intranet use and tried to find a correlation between transformational leadership and their Intranet use. Intranet is the internal application of the Internet within an organization. Sheer and Cheen found that supervisors who used the intranet to conduct communication in their organization tended to be viewed as transformational leaders. These leaders were perceived more favorably by their subordinates and stayed in the company longer. “The more frequently they (intranet users who were superiors) used the intranet, the higher their transformational

leadership ratings were.” (Sheer & Chen 2003: p, 128) There is a need for leaders to develop an Internet presence, and it is clear that there are potential leaders using the platform already, but this relationship should be more fully explored. Organizations can benefit from a two-way, employee-centered, and responsive symmetrical communication system to guide daily communication practices and optimize employee communication

Twitter gives individuals the opportunity to stand up and become leaders in a world outside the one they previously lived in their organizations. Twitter can increase their credibility and transformational qualities as leaders in the eyes of their followers. It can possibly increase transformational leadership opportunities by constructing an employee-centered system of communication, which develops the leader-member relationship and heightens levels of communication satisfaction members have with their organizations. In order to understand how it works, the actions that make up a leader in the Viral World must be uncovered. Four hypotheses will be tested in this study as a way to more fully investigate the connections between Twitter and perceptions of transformational leadership.

#### Hypotheses:

- H1 There will be a positive correlation between media use by leaders and member perceptions of their transformational leadership abilities.
- H2 There will be a positive correlation between social media use and perceptions of transformational leadership.
- H3 There will be a positive correlation between communication satisfaction in the organization and perceptions of transformational leadership.
- H4 There will be a positive correlation between leader/member Twitter use and personal member Twitter use.

## CHAPTER TWO

### Methodology

#### *Participants and Procedures*

The participants in this survey were both men and women who were currently employed fulltime in an organization and have at least one boss (N=139). This survey was open to any individuals above the age of 18, regardless of ethnicity or educational degree, as long as they were currently employed fulltime. This study was looking for individuals who have at least one manager because that is the relationship that was being studied, providing us a purposeful sampling design. The study was approved by Baylor IRB.

The survey was sent out through many different venues to provide a snowball sample. The researcher contacted participants whom he previously knew, who meet the criteria stated in the participants' section, asking them to forward it to everyone they know inside of their organization (see APPENDIX A for a copy of the email). The researcher hoped to share this survey online on Twitter, with hopes to reach individuals there as well. Clayton (2014) did this in his research on Twitter and its impact on relationships. His survey was picked up by the Huffington Post giving him over 580 Twitter respondents for his research. Using an online survey on Qualtrics increased the likelihood that responses by subjects participating in the research will remain anonymous.

This research controlled for four variables: perceptions of transformational leadership, social media usage, leader social media use, satisfaction with organizational communication.

### *Individual Twitter Use*

Individual Twitter use was operationalized using Chen's "Connectedness on Twitter Measure." The five-item measure addresses subjects' feelings towards other users, how they fit in on Twitter, how they connect on Twitter, how they communicate with others on Twitter, and finally if they belong on Twitter. These items were answered on 5-point Likert-like scales with five being strongly agreed and one being disagree. These items were all added together in order to create an overall measure of individual Twitter use. The internal reliability for these scales was .904 (Cronbach's alpha).

### *Satisfaction with Organizational Communication*

Satisfaction with communication in the organization was measured using the satisfaction with organizational integration subscale from the Downs-Hazen (1977) Communication Satisfaction Questionnaire. This subscale is 5-items, arranged on 7-point Likert-like scales, and measures the degree of satisfaction members have with the amount of information they receive about their immediate work setting. These five items were added together to create an overall communication satisfaction score. The internal reliability for these scales was (Cronbach's Alpha = .827)

### *Perceptions of Transformational Leadership*

Perceptions of transformational leadership were operationalized using the Podsakoff, McKensie, Moorman, and Fetter measure (1990). This is a 21-item measure, which contains two subscales, transformational leadership and transactional leadership. The sixteen items operationalizing transformational leadership were used in the study. Subjects were instructed to think about their immediate boss/member and respond on 7-

point Likert-like scales to the sixteen items. The sixteen items were then added together to create an overall transformational leadership score. The internal reliability for these scales was .92 (Cronbach's Alpha).

#### *Leader's use of Twitter*

Leader's use of Twitter was operationalized using Chen's "Connectedness on Twitter" 5-item measure. These items assessed the connectedness of the participant with his/her manager on Twitter. These questions were also be answered on 5-point Likert-like scales. These items were all added together in order to create an overall measure of individual Twitter use. The internal reliability for these scales was .86 (Cronbach's alpha). The survey can be seen in its totality in APPENDIX B.



## CHAPTER THREE

### Results

To test the hypotheses, a Pearson one-tailed correlation analysis (Table 1) was executed between Twitter use, leader Twitter use (LMT), communication satisfaction, and perceptions of transformational leadership. Three of the four hypotheses in the study were supported by statistical analysis.

Hypothesis 1 was confirmed as there was a small but statistically significant positive correlation between a leader's Twitter use and perceptions of their transformational leadership abilities ( $r = .16, p = .054$ ).

Hypothesis 2 was not confirmed. A positive correlation did not emerge between members' social media use and perceptions of transformational leadership ( $r = .09, p = .179$ ).

Hypothesis 3 was confirmed as there was a moderate and statistically significant correlation between communication satisfaction of members and perceptions of transformational leadership ( $r = .478, p = .000$ ).

Hypothesis 4 was confirmed as there was a moderate and statistically positive correlation between leader Twitter use and personal member Twitter use ( $r = .328, p = .000$ ).

Table 3.1

*Correlation of Leadership Perspectives, Satisfaction, Twitter use, and LMT*

Measure		Leadership	Satisfaction	Twitter Use	LMT
Leadership	Pearson Correlation		-		
	Sig. (1-tailed)				
Satisfaction	Pearson Correlation	.478**		-	
	Sig. (1-tailed)	.000			
Twitter Use	Pearson Correlation	.090	.120		-
	Sig. (1-tailed)	.179	.099		
LMT	Pearson Correlation	.161	.040	.328**	
	Sig. (1-tailed)	.054	.345	.000	-

## CHAPTER FOUR

### Discussion

This study sought to find correlations between perceptions of transformational leadership and social media use. The transformational leadership model set forth by MacGregor Burns presents leadership in a mutualistic way, giving both leaders and followers a path to high morale and motivation (Burns 1978). Transformational leadership involves a social support component (Rowold and Rohmann 2009), which opens the door for the use of social media by leaders to increase their transformational abilities in the eyes of their members. Research shows that individuals find more favor in a supervisor and have a more positive perception of that individual's leadership structure if they are active on Twitter. (Hwang 2012) Transformational leadership also gives positive reputations to supervisors who individual members see as one of the two main sources of information in an organization. Newcomers look to supervisors as a primary source of job performance and satisfaction inside the organization (Hart 2012), and this study looked at the intermingling of these characteristics of transformational leaders, social media use, and organizational communication satisfaction in order to find perceptions of transformational leadership.

A survey methodology was used to discover and investigate the variables involved in the study. The individual's presence and feelings towards Twitter were measured via a Connectedness on Twitter Measure, which measures the individuals' use of Twitter, their need to connect on Twitter, and the gratification received from Twitter use. (Chen 2011) Chen created this measure in order to find active interactions on

Twitter, and how well people gratify the need to connect on certain social media platforms. This research found that Twitter “is a medium that people actively seek out to gratify a need to connect with others” (Chen 2011, p. 760) creating the idea that Twitter is a place we actively seek connections.

The second measure tests the satisfaction of the communication in the organization. Dimensions were taken from the Communication Satisfaction Questionnaire created by Downs & Hazen 1977 in order to test the relationship between individual’s satisfaction of communication and their job. The corporate perspective and organizational integration dimensions were used in order to operationalize the individual’s understanding of their organization’s communication and their satisfaction within it. The third measure, taken from Podsakoff et al’s (1990) Leader Behavior Scale operationalizes transformational leadership. Podsakoff et al’s LBS is widely used in order to understand the effects of transformational leaders behaviors on their followers. Since this study is focusing on the perceptions of transformational leadership, a measure that looked at the impact of communicative behaviors was used. The fourth and final measure was created by the researcher and adapted from Chen’s Connectedness on Twitter

The hypotheses for this research come from wanting to recognize the perceptions of social media use by transformational leaders. A positive correlation was hypothesized between media use by leaders and member perceptions of their transformational leader’s abilities, a positive correlation between social media use and perceptions of transformational leadership, a positive correlation between communication satisfaction and transformational leadership, and finally a positive correlation between personal

Twitter use and leader Twitter use. One-tailed correlations confirmed three of the four hypotheses set forth in this research. There was significant positive correlations found in three of the four hypotheses with a small marginally significant correlation found between individual Twitter use and communication satisfaction.

### *Implications*

The use of social media platforms, specifically Twitter, has a significant influence on the relationship between members and leaders. The findings of this study can have large contributions to the understanding of social media use and its reflection on the perception of transformational leader, and why managers should or should not connect with their followers. While the research does not create a new leadership profile it adds to the literature on social media use and its use in an organizational setting.

While the main focus of this research was not to study transformational leaders but the perceptions from transformational leadership, the findings do add to the productivity of transformational leadership research, while also giving practical applications to those already leading in organizations or those who wish to become leaders. Leaders can now see how important their social media use is and the reflection of that use in the satisfaction in the organization. It is clear that Twitter use by leaders adds to the communication satisfaction in the organization.

As previously discussed in this study, transformational leadership is celebrated and practiced more than most other leadership styles because of the aspect of social support on behalf of the leader (Rowold and Rohmann 2009) and the positive effect on the organization's reputation, directly or indirectly, due to the empowerment of the employees that comes from a transformational leader. (Man & Stacks 2014) The

findings presented from this study show the implications on communication satisfaction in the organization from Twitter use.

Thirdly, the research presented expands the literature on social media use by creating a function for social media use in organizational life. Social media platforms have been shown to help organizations interact directly with the community without another group clouding their message (Saffer, Sommerfeldt, Taylor 2013) and create support outside of the social media realm (Thrope & Rinehart 2013). This study takes that research and turns it inside the organization, and suggests there is an impact from leader Twitter use on the satisfaction of communication in that organization.

The positive correlations between perceptions of transformational leadership and leader/member Twitter use are significant in that they further illuminate the development of the leader-follower relationship. These findings confirm the argument of Sheer and Chen (2003) that transformational leaders use intranet applications in order to manage their relationships with their members. Men (2012) found that transformational leaders are able to create an emotional bond with their followers. With perceptions of transformational leadership found to have a significant correlation with leader/member Twitter use, the argument can be made that the leader/member Twitter use can help create and/or manage that emotional bond. This examination provides support on how leader/member Twitter use can influence the perception of transformational leadership.

The analysis also showed the correlation between Twitter use and communication satisfaction. Flanagin and Waldeck (2004) argue that through technological advances there are now new trends in the socialization processes in organizations, and that there are a plethora of options on how to communicate. As previously stated in this study,

Korzunski (2015) found that Twitter as platform gives leaders the opportunity to create significant relationships with members. The results of this study align with these findings by signifying that the use of Twitter as a way of communicating adds to the communication satisfaction in the organization and that the use of Twitter has a positive impact on the individual.

One of the most interesting findings was the significant moderate correlation discovered between personal Twitter use and leader/member Twitter use. Research has shown that in the journalism industry readers want to engage with their favorite news personalities (Xu & Feng 2014). Additionally, research has demonstrated the desire for fans to connect more deeply with their athlete heroes on Twitter (Clavio & Cooper 2010). The findings here suggest that leadership can increase their transformational abilities in the eyes of their members through Twitter.

#### *Future Research Considerations*

The significant relationships found in this study suggest the importance of Twitter and opens the door for potential research. Much more research can be conducted in various non-profit or educational contexts. One could narrow the field to the use of social media and the perception of transformational leadership to clergy as an example. There might be specific situational constraints in different contexts, which may alter how the leader can embrace Twitter.

One of the other areas for future research is studying the age of both the individual and the leader in the perception of transformational leadership and social media use. Most argue that social media platforms like Twitter give new ways and means for learning and teaching (Schrader 2015), however most social media platforms

are not created for or operated with the elderly in mind (Chou, Lai, Liu 2013). Cornwell, Laumann, and Schumm (2008) looked at the social levels of those ages 57-85 and found that group to have a minimal number of social network connections. However, research has been done that found that the use of social media supplements the traditional means of communication for the elderly (Hutto, Bell, Farmer, Fausset, Harley, Nguyen, Fain 2015). While it is clear that older workers are learning how to use social media platforms, there is still an age gap in the digital world.

These findings suggest that specific occupations or age can play a crucial role and distort their holders' views on the importance of and the use of social media platforms. Further research should investigate what role if any that different types of organization or age of the leader and the individual in understanding perceptions of transformational leadership and social media use.

### *Limitations*

Some of the limitations of this research come from the methods and measures that were to be used to gather data for the study. No age was recorded for the participant or the leader in question other than the requirements for the participant to be over the age of 18, nor was the gender of the participant or the leader in question recorded.

The fourth measure that was created by the researcher from Chen's Connectedness on Twitter measure was adapted from the original. The survey was changed from questions pertaining to an individual's connectedness on Twitter to the connectedness between a leader and a member. Some of the items on the measure might ask for information that individuals do not know.



The only information that was gathered from measure three pertained to transformational leader behavior, when the questionnaire also has questions on transactional leader behavior as well. By omitting the transactional leader behavior the measure might not have been operated to its full competence. However, regardless of these limitations, the measures showed strong reliability and multiple correlations were discovered and used successfully for this research study.

## APPENDICES

## APPENDIX A

### Recruitment Email

Dear \_\_\_\_\_,

My name is Harrison DeHay and I am a graduate student at Baylor University where I am examining leadership and social media use in organizational culture. Because you are employed in an organization with a boss or you yourself is a boss, I am inviting you to participate in this research study by completing the survey found on Qualtrics, the link to the survey is at the bottom of this email.

The questionnaire should only take 30 minutes to complete at your convenience. There is no compensation for responding nor is there any risk. The information gathered will be kept confidential there is no place for you to leave your name. Copies of the research will be given to my Baylor University Instructor and kept under lock and key in my office. Participation is voluntary and you may refuse to participate.

Thank you for taking time to help me in my educational research. The data we collect will help explore the cross section of social media and leadership to help further the reach of our leaders.

Link to survey: [Insert Link]

Sincerely,

Harrison DeHay

[Hank\\_DeHay@baylor.edu](mailto:Hank_DeHay@baylor.edu)

David Schlueter

[David\\_Schlueter@baylor.edu](mailto:David_Schlueter@baylor.edu)

## APPENDIX B

### Twitter Use and Transformation Leadership Surveys

Q1 Think about your use of Twitter and answer these questions using a scale from strongly disagree (1) to strongly agree (5):

	1	2	3	4	5
I feel I am connected to other users on Twitter (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I fit in on Twitter (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have made connections to other people on Twitter (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable communicating with others on Twitter (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I belong in the Twitter community (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q2 Think about your work environment and indicate how satisfied you are with the amount and/or quality of each kind of information using a scale from being dissatisfied to being strongly satisfied:

	(1)	(2)	(3)	(4)	(5)	(6)	(7)
Information about progress in your job (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about company policy and goals (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about departmental policies and goals (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about employee benefits and pay (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Information about accomplishments and /or failures of the company (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q3 Think about your current and immediate boss/manager when answering these questions:

	Never (1)	Rarely (2)	Sometimes (3)	Most of the Time (4)	Always (5)
Shows that he/she expects a lot from us (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Always gives me positive feedback when I preform well (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Acts without considering my feelings (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paints an interesting picture of the future for our group (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Leads by "doing", rather than simply by "telling" (5)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gives me special recognition when my work is very good (6)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Shows respect for my personal feelings (7)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provides a good model for me to follow (8)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Behaves in a	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

manner thoughtful of my personal needs (9)					
Insists on only the best performance (10)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Treats me without considering my personal feelings (11)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Has a clear understanding of where we are going (12)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commends me when I do a better than average job (13)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Will not settle for second best (14)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personally compliments me when I do outstanding work (15)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Fosters collaboration among work groups (16)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequently does not acknowledge my good performance (17)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Inspires others with his/her plans for the future (18)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Challenges me to think about old problems in new ways (19)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Is able to get others committed to his/her dream (20)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Asks questions that prompt me to think (21)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Q6 Think about your boss/manager and your interactions on Twitter when answering these questions using a scale from being disagree to strongly agree:

	Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)	Agree (4)	Strongly Agree (5)
I feel I am connected to my manager on Twitter (1)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I have made connections to my manager on Twitter (2)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel comfortable communicating with my manager on Twitter (3)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I feel like I belong with my manager in the Twitter community (4)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



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