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**THE ROLE OF SOCIAL MEDIA IN ENHANCING EMPLOYEE
AND ORGANIZATIONAL PERFORMANCE THROUGH
KNOWLEDGE SHARING, COMMUNICATION, AND
DECISION-MAKING**

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ABSTRACT

This study aims to explore the role of social media in improving employee and organizational performance through knowledge sharing, communication, and decision-making. This study was conducted on Bekasi Regency Local Government employees, specifically at the Department of Manpower, with a focus on Generation Z who actively use social media in their daily activities. The research method used is a quantitative approach with a survey as a data collection instrument, which is then analyzed using statistical techniques to test the hypotheses that have been proposed. The study found that knowledge sharing and communication through social media improved employee performance, but had no impact on organizational performance. Meanwhile, decision-making through social media has a positive effect on organizational and employee performance. The limitation of this study is the scope which only covers employees in one particular region, so the results may not be generalizable to other organizational contexts or different generations. Theoretically, this study is expected to make a significant contribution to the literature related to human resource management and information technology. On the practical side, the findings of this research are expected to be a reference for policymakers in formulating a more effective social media utilization strategy in the government work environment.

Keywords: *Knowledge Sharing, Communication, Decision-Making, Employee Performance, Organizational Performance.*

1. Introduction

Today, most of the world's population uses social networks to make all matters easier, including in Indonesia. This is reinforced in a study conducted by Hootsuite (We are Social): According to data presented by Hootsuite, the research states that data on internet and social media users in Indonesia is very large, internet users amounted to 212.9 million in Indonesia in 2024, from the data it is also known

that 353.8 million Indonesians use cell phones, and 167 million are active users of social media (Riyanto, 2024).

According to a survey conducted on the status of digital literacy in Indonesia in 2022 by the Ministry of Communication and Information (KemenKomInfo) with Katadata Insight Center (KIC), 35% of the Gen Z and 26% of Gen Y respondents used the internet for more than six hours per day. However, only 19% of the Gen X and Boomers use the internet for more than 6 hours daily (Ahdiat, 2023).

Generation Z has now entered the world of work where Generation Z was raised as the constant presence of the hustle of social media. In a way, smartphones have become a basic social requirement, which can be observed from their use concerning the ease of communication and ease of finding necessary info for employees. The availability of social media as a communication tool also enhances coordination in the process of delivering information with little or no need for physical interaction and is more convenient (Musdalifah & Iswandari, 2020). It can use it to give information to the public to give publicity to its services, it can also give power to ordinary people to share designs for the new self-service ideas that it should develop in the future accordingly to (Khan, 2017).

As highlighted by (Yeshambel et al., 2016) social media can enhance the markets by connecting different ideas, enhancing worker loyalty, collaborating with other companies, and sharing knowledge among companies, workers, and customers. In the current world where the use of social media is rapidly up, social media has increased the way that people communicate (Chang & Hsiao, 2014), in line with (Saputra et al., 2022) communication about employee engagement can encourage increased employee performance by making them feel connected, appreciated, and motivated to work better, and people can work well and make good decisions out of the current technological advancement (Barreda et al., 2015). In the same manner, social media is also crucial for the workers; however, companies are also capable of responding to arrange recruitment or firings, in other words, there are always 'challenges and opportunities' for firms in the social media context (Robbins & Judge, 2018).

As highlighted by (Hendrawan, 2021), generation Z in the world of work often engages in performing several tasks at once better referred to as multitasking for instance when working while listening to music. The problem here is that by using the same time, the employee is likely to open other unauthorized platforms such as Instagram, Facebook, and others during working hours. And Generation Z want work to be done fast so they can have more time for leisure.

Another negative impact of the use of social media is that it can lead to harm and even addiction if not well managed and regulated by the user. Some social media as TikTok videos demonstrate that employees create videos and post them during working time. This can be a signal that the current use of social media can interfere with the company's activities. Disruptive attitudes hinder organizational processes within the company environment (Ruwanda, 2022). At the same time, social media can both trigger and amplify dissatisfaction with the government's performance (Zhuravskaya et al., 2020).

From the previous studies, there are various advantages and disadvantages of using social media in the workplace which have been reviewed by various authors For instance, the reviews done on the effectiveness of social media in the workplace shows that the use of social media has the positive effects on the company performance, (Alawamleh & Murthy, 2020), (Ishak, 2024) and (Yunita, 2021). Similar opinions are supported by studies by (Alkhateeb & Abdalla, 2020), (Nilasari, 2020), and (Ashraf & Javeed, 2014) that identified that social media influences the performance of employees.

However, this is in contrast to the findings of the research conducted by (Basit & Hassan, 2018) who affirmed that social media usage (knowledge sharing and communication) has no impact on employee performance, only social media usage (decision-making) has an impact on employee performance. Another prior research (Marietza & Simbolon, 2021) states that the company's performance is not affected by social media.

The above discussion on the various research findings on the impact of social media roles in the workplace and discussion on the various issues related to social media use in the workplace as mentioned in the section above. The researcher wishes to investigate further actual research done with local government employees (PEMDA) at the Department of Manpower, Bekasi Regency in order to know the research findings on the impacts of the role of social media on employee and organizational performance. Based on the background mentioned above, the research questions in this study were: "Does the use of

social media for knowledge sharing, communication, and decision-making affect employee performance?” and “Does the use of social media for knowledge sharing, communication, and decision-making affect organizational performance?”.

From the problem that has been identified, the researcher expects to be able to offer meaning and science to the readers in their attempt to understand social media’s contribution to boosting the performance of employees and organizations. Furthermore, it aims to provide a reference point for other related research work in the future.

2. Literature Review

2.1 Theoretical Background

a. Social Media

Social media is an online media where users can easily participate and share content including blogs, social networks, wikis, forums, and virtual worlds are becoming the most frequently used social media by people all over the world. Another opinion claims that social media are online media, that facilitate social communication, and social media employs web technologies that make communication an interactive conversation (Marsal, 2018). Cao et al. stated in (Akbar, 2023) that the presence of social media in the workplace has been on the rise and hence has fostered research in this area such as the effects on performance, behavior, and environment.

b. Knowledge Sharing

The practice of transferring knowledge and the creation of new knowledge can be described as knowledge sharing (Zhao et al., 2020). Knowledge sharing is a process defined to help spread information from people or departments within an organization to others to improve or develop new products, resources, and processes (Pandey, 2016).

c. Communication

Based on (Wibowo, 2015), communication is defined as exchanging message between one party, be it an individual, a group, or an organization as the sender, to another party, the receiver, with the aim of interpreting the information and making a chance to respond back to the sender. As mentioned by (Suprpto, 2016), the definition of communication is described as an interpersonal relationship using the character system of verbal and non-verbal symbols. In the workplace, it is good to use any method to convey to the intended person as long as it can be put in the communication that we are conveying.

d. Decision-Making

According to (Salusu, 2015) is the act of choosing between the various options available in order to effectively perform an action, as it relates to the situation that exists and in order to solve an issue that is faced in an organization. Decision-making, as defined by (Lizawati, 2014) is a process of choosing the right decision in the form of strategic policies in an organization. Decision-making is generally linked to the leader’s responsibility for seeking out new and different approaches to addressing current issues in the organization.

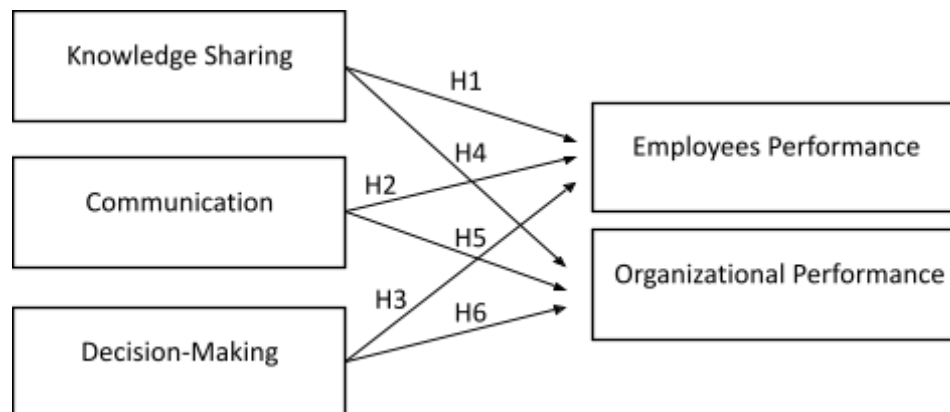
e. Employee Performance

Performance is the outcome that could be produced by a person or people in an organization within their authority and responsibility to accomplish the company’s objectives legally, without violating the law, and should not compromise moral and ethical standards (Afandi, 2018). Performance is the degree of achievement by employees on targets that have been accomplished within a given period (Pramularso, 2018).

f. Organizational Performance

Within the organizational setting, performance is defined as the level of achievement of targets or ‘the degree of achievement’ of organizational goals (Darmanto et al., 2015). Also, the organizational performance results from individual work that turns into the team performance and then adds up to the organizational performance (Sinaga, et al., 2020).

g. Generation Z



Generation Z is unique as it is the first generation of youths raised in a world of the internet, which has always existed and it is necessary in our day-to-day lives (Turner, 2015). This is because the new generation has been brought up with gadgets and has been using these gadgets from their childhood. They're always associated with being addicted to technology. This generation is also referred to as the Gen Zers (Magano, et al., 2020), post-Millennials or iGen (Dorsey, 2016), and generation text (Flippin, 2017).

2.2 Research Framework and Hypotheses

Figure 1. Research Framework

Source: Processed by Researcher (2024)

From this research framework, we can see that this study aims to examine how the role of social media can affect employees and organizational performance through knowledge sharing, communication, and decision-making, especially in the environment of Local Government (PEMDA) at the Department of Manpower, Bekasi Regency.

a. The Relationship between Knowledge Sharing, Communication, and Decision-making on Employee Performance

Knowledge sharing improves the performance of employees in a given organization because it provides new information that enhances the workers' productivity in an organization. (Memah & Pio, 2017) also mention knowledge sharing as a key factor influencing the performance of the organization's employees.

Moreover, communication is also one of the main resources in the world of work (Arianto & Kurniawan, 2020). Interaction is one of the most vital aspects of ensuring the operationalization of an organization or company, especially when conducted within the human resource management department. Building optimal communication in a company does need attention because good work communication will impact improving employee performance (Astuti, 2023).

In addition, performance becomes challenging to achieve without the proper selection of decisions for every employee because there is no success without good decision-making, which shows that a person bears great responsibility for the tasks assigned to him (Wisnu, 2022). Thus:

H1: The role of social media for knowledge sharing, communication, and decision-making positively influences employee performance.

b. The Relationship between Knowledge Sharing, Communication, and Decision-making on Organizational Performance

Thus, knowledge management and knowledge sharing become essential for developing, applying, and maintaining a culture of innovation among the employees that will be useful in develop new ideas for the improvement of organizational performance (Imran et al., 2018).

Good communication in an organization can be a major factor in achieving success. Communication is an important first step for employees in carrying out tasks and responsibilities in the workplace (Dinata, 2022).

In addition, the application of a decision-making approach that combines intuition and logic can have an impact on organizational performance. This approach helps manage the relationship between the knowledge-creation process and overall organizational success (Abubakar et al., 2019). Thus:

H2: The role of social media for knowledge sharing, communication, and decision-making positively influences organizational performance.

3. Research Method

3.1 Population, Sample, and Data Collection

The population of this research consisted of 104 employees (including 43 civil servants and 61 non-civil servants) who worked at the Department of Manpower, Bekasi Regency. The sample is 43 employees, the sampling technique adopted for this study was a saturated sample technique which include all members of the Generation Z subpopulation. According to (Sugiyono, 2019) saturated sampling is a sampling technique, in which all the members of a population are taken as samples.

In this study, data was collected through questionnaires and interviews. The questionnaire answers the respondents on the role of social media in enhancing employees and organizational performance through knowledge sharing, communication, and decision-making. Interviews were also used as additional data to get better information in detail.

3.2 Questionnaire Development

To measure this construct for this study, the respondents were required to answer questions based on the 5-point Likert scale where 1 indicated strong disagreement and 5 meant strong agreement so it measures people's choices. (Sugiyono, 2018) defined the Likert scale by stating that "It is commonly employed in the study of the attitudes, opinions, and perceptions of a given individual or a set of individuals about certain social phenomena". From the literature, (Sugiyono, 2018) noted that in the Likert scale, each answer key for an instrument item has a gradation ranging from very positive to very negative; which can be represented by words.

4. Results and Discussion

4.1 Research Results

In this validation test the r table is 0.301 while the level of significance is 0.05. Therefore, we can conclude that it is possible to reveals where each variable like knowledge sharing, communication, decision-making, employee performance, and organizational performance is declared valid.

Table 1. Validity Test

No	Items	R Computed Value	R-Table Value	Status
1	Knowledge Sharing 1	0.469	0.301	Valid
2	Knowledge Sharing 2	0.652	0.301	Valid
3	Knowledge Sharing 3	0.536	0.301	Valid
4	Knowledge Sharing 4	0.556	0.301	Valid
5	Knowledge Sharing 5	0.626	0.301	Valid
6	Knowledge Sharing 6	0.514	0.301	Valid
7	Communication 1	0.533	0.301	Valid
8	Communication 2	0.585	0.301	Valid
9	Communication 3	0.609	0.301	Valid
10	Decision-Making 1	0.718	0.301	Valid
11	Decision-Making 2	0.792	0.301	Valid
12	Decision-Making 3	0.845	0.301	Valid
13	Decision-Making 4	0.758	0.301	Valid
14	Employee Performance 1	0.847	0.301	Valid
15	Employee Performance 2	0.781	0.301	Valid
16	Employee Performance 3	0.722	0.301	Valid

17	Employee Performance 4	0.814	0.301	Valid
18	Employee Performance 5	0.775	0.301	Valid
19	Organizational Performance 1	0.837	0.301	Valid
20	Organizational Performance 2	0.724	0.301	Valid
21	Organizational Performance 3	0.805	0.301	Valid
22	Organizational Performance 4	0.721	0.301	Valid
23	Organizational Performance 5	0.707	0.301	Valid

Source: Processed by Researcher (2024)

The following table shows that the reliability test falls under the reliable category since the alpha value obtained is higher than Cronbach Alpha 0.6

Table 2. Reliability Test

No	Items	Cronbach's Alpha	Status
1	Knowledge Sharing 1	0.952	Reliable
2	Knowledge Sharing 2	0.950	Reliable
3	Knowledge Sharing 3	0.952	Reliable
4	Knowledge Sharing 4	0.951	Reliable
5	Knowledge Sharing 5	0.951	Reliable
6	Knowledge Sharing 6	0.952	Reliable
7	Communication 1	0.952	Reliable
8	Communication 2	0.951	Reliable
9	Communication 3	0.951	Reliable
10	Decision-Making 1	0.949	Reliable
11	Decision-Making 2	0.948	Reliable
12	Decision-Making 3	0.948	Reliable
13	Decision-Making 4	0.949	Reliable
14	Employee Performance 1	0.948	Reliable
15	Employee Performance 2	0.949	Reliable
16	Employee Performance 3	0.949	Reliable
17	Employee Performance 4	0.948	Reliable
18	Employee Performance 5	0.949	Reliable
19	Organizational Performance 1	0.948	Reliable
20	Organizational Performance 2	0.949	Reliable
21	Organizational Performance 3	0.949	Reliable
22	Organizational Performance 4	0.948	Reliable
23	Organizational Performance 5	0.949	Reliable

Source: Processed by Researcher (2024)

A normality test was conducted to see if the data were normally distributed. This research utilized the Kolmogorov-Smirnov (K-S) test to find out if data followed normal distribution if the value of significance is greater than 0.05 (Sugiyono, 2022).

Table 3. Normality Test

Dependent Variable	Kolmogorov-Smirnov Significance Value	Status
Employee Performance (Y1)	0.200	Normal
Organizational Performance (Y2)	0.051	Normal

Source: Processed by Researcher (2024)

According to the Table 3. The Kolmogorov-Smirnov Significance Value of employee performance and organizational performance are greater than 0.05. From these results, it can be concluded to make a decision that the residual of the research model belongs to the distribution NORMALLY.

A multicollinearity test was conducted in order to find out whether the independent variables of the regression model are related or not related. If the tolerance value is greater than or equal to 0.10, or a VIF value of less than or equal to 10, it is a sign that multicollinearity does not exist (Ghozali, 2021).

Table 4. Multicollinearity Test

Model	Collinearity Statistics Tolerance	VIF
Dependent Variable: Employee Performance (Y1)		
Knowledge Sharing	0.749	1.335
Communication	0.768	1.301
Decision-Making	0.700	1.429
Dependent Variable: Organizational Performance (Y2)		
Knowledge Sharing	0.749	1.335
Communication	0.768	1.301
Decision-Making	0.700	1.429

Source: Processed by Researcher (2024)

According to the Table 4. It shows all of the independent variables have a VIF value less than 10. Furthermore, as a result, there are no indication of multicollinearity can be found in this regression model.

Table 5. Partial t-test (Y1)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	-2.950	2.402		-1.228	0.227
X1	0.236	0.102	0.209	2.310	0.026
X2	0.389	0.152	0.228	2.554	0.015
X3	0.756	0.114	0.620	6.618	0.000

Dependent Variable: Employee Performance (Y1)

Source: Processed by Researcher (2024)

The result of the T-test, as we can see in (Table 5.) the influence of knowledge sharing (X1) and communication (X2), and communication (X3) has a value of significance of 0.026, 0.015, and 0.000 those are larger than the significance level of 0.05, that could be concluded that those variables influence employee performance (Y1).

Table 6. Partial t-test (Y2)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Constant	2.458	2.402		0.850	0.400
X1	0.201	0.123	0.181	1.628	0.111
X2	0.026	0.184	0.016	0.143	0.887
X3	0.830	0.138	0.693	6.035	0.000

Dependent Variable: Organizational Performance (Y2)

Source: Processed by Researcher (2024)

The result of the T-test, as we can see in (Table 4.6) the influence of knowledge sharing (X1) and communication (X2) has a value of significance 0.111 and 0.887, both are larger than the significance level of 0.05, both of it doesn't t have any effect on organizational performance (Y2).

Table 7. Simultaneous F Test (Y1)

ANOVAa						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	467.897	3	155.966	41.356	<.001b
	Residual	147.079	39	3.771		
	Total	614.977	42			

Dependent Variable: Employee Performance (Y1)

Source: Processed by Researcher (2024)

Based on the table above (Table 7.) the calculated significance value is less than the significant level of 0.05, which is 0.000. As a consequence, it has been discovered that knowledge-sharing, communication, and decision-making simultaneously affect employee performance (Y1).

Table 8. Simultaneous F Test (Y2)

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	379.857	3	126.619	23.171	<.001 ^b
	Residual	213.120	39	5.465		
	Total	592.977	42			

Dependent Variable: Organizational Performance (Y2)

Source: Processed by Researcher (2024)

Similarly, the results of (Table 8.) the same thing as the previous table, all of the calculated significance values are less than the significant level of 0.05, which is 0.000. As a consequence, it has been discovered that knowledge-sharing, communication, and decision-making simultaneously affect organizational performance (Y2).

Table 9. Analysis of the Coefficient of Determination (Y1)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.872 ^a	.761	.742	1.94197	2.085

Dependent Variable: Employee Performance (Y1)

Source: Processed by Researcher (2024)

The table of determination coefficient result shows all the independent variables had a simultaneous impact of 0.761 or 76.1% on employee performance, while the rest percentage is influenced by other variables outside this study.

Table 10. Analysis of the Coefficient of Determination (Y2)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.800 ^a	.641	.613	2.33765	2.109

Dependent Variable: Organizational Performance (Y2)

Source: Processed by Researcher (2024)

Furthermore, according to (Table 10.) the results show the X1, X2, and X3 variables had a simultaneous impact of 0.641 or 64.1% on organizational performance, while the rest percentage is influenced by other variables outside this study.

5. Conclusion and Recommendation

5.1 Conclusion

This study aims to explore the effect of social media use in the workplace on employee performance and organizational performance in local government. Social media platforms in facilitating knowledge sharing and communication enhance employee performance but not organizational performance. However, decision-making through social media has a highly positive effect on individual and organizational performance. Altogether it may be concluded that social media is more helpful in enhancing the productivity of the individuals as compared to the organizational performances.

5.2 Recommendation

According to the findings, the following recommendations have been put forward to enhance performance through social media at the Bekasi Regency Manpower Office. First, the company should educate its employees to facilitate the use of social media in sharing knowledge since it enhances the performance of its employees. Second, there should be a policy that allows the use of social media in matters that affect working relations and communication between working departments to ease the process of working together. Third, they should ensure that organizations develop a strategy for making decisions with data that can be accomplished through social media.

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