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IMPROVING EMPLOYEE PERFORMANCE THROUGH THE USE OF SOCIAL MEDIA AT THE WORKPLACE: MEDIATED BY EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

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Abstract: Employee performance will be more optimal if the employee combines it with social media. Moreover, social media platforms have various applications supporting employee performance, such as Zoom, Google Meetings, Skype, Telegram, and Whatsapp. Social media has fairly high accessibility, is easy to apply, and provides a variety of certain features that can support employees' work. For this reason, this study will examine the effect of social media on employee performance, mediated by employee engagement and job satisfaction. This research was conducted on educational employees at Brawijaya University Malang. Brawijaya University is one university that uses social media for its employees. Furthermore, the research data were analyzed using PLS (Partial Least Square) with the SEM (Structural Equation Model) approach. The sampling technique used is purposive sampling, but in this study, it is not known for a certain number of employees who use social media, so researchers refer to determining the minimum sample size for the SEM model, which is 5-10 times the number of indicators. Based on these considerations, the respondents obtained a total of 122 employees with the status of State Civil Apparatus. The results of the PLS analysis show that social media has no significant effect on employee performance. Nonetheless, employee engagement and job satisfaction perfectly mediate the relationship between social media and employee performance. Based on the results of this study, it can be concluded that social media can improve the performance of educational employees at Brawijaya University Malang through the mediating role of employee engagement and job satisfaction.

Keywords: Social Media, Employee Performance, Employee Engagement, Job Satisfaction, State Civil Apparatus

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INTRODUCTION

The performance of educational employees is a determinant of success at a university. Optimal performance can be achieved by combining the use of social media. Tajvidi and Karami (2017) found that the social media acts as a mediator between an organization and its employees. In addition, Marsal and Hidayati (2018) also found that in the industrial era 4.0, most organizations in Indonesia, especially those engaged in education, have used social media to help improve employee performance. Moreover, social media has several advantages, such as high accessibility, ease of application, and a variety of features that can support employees' work. Several social media platforms are commonly used by employees, such as Whatsapp, Skype, Zoom, Google Meetings, and Telegram.

Based on the data from the Central Statistics Agency, the use of social media in universities reaches 98.35%, meaning that almost all university groups are social media users. In comparison, only 2% do not use social media (Badan Pusat Statistik, 2018). In addition, from mid-March 2020 to early 2022, a government policy required most university employees to work from home (WFH) to prevent the spread of Covid-19. The limitation of employees to meet in person can be overcome using social media to stay in touch even virtually.

Some of phenomena above further strengthen the results of previous research, which found that using the social media can improve the employee performance (Hang, 2020). In contrast, the research results of Murat et al. (2018) found that social media has no significant relationship to employee performance. The entertainment features available on social media cause employees to misuse social media for other purposes unrelated to work while working. The discrepancy between the results of previous studies supports researchers in conducting further analysis regarding the influence of social media on employee performance.

This study also added mediating variables, namely employee engagement and job satisfaction. Zhang et al. (2018) stated that social media can increase employee engagement and job satisfaction. Employees who feel attached usually tend to focus on creative ideas supporting their work (Ismail et al., 2019). Meanwhile, satisfied employees tend to be more enthusiastic about completing the work (Eliyana et al., 2019).

The object of this research is the educational employee with the status of State Civil Apparatus at Brawijaya University Malang. Brawijaya University applies the use of social media to support the performance of its employees. This study's purpose was to study further the effect of using social media on employee performance mediated by employee engagement and job satisfaction. It is hoped that the study's result can contribute to the renewal of the literature and to Universitas Brawijaya to improve the performance of its employees.

LITERATURE REVIEW

Social Media

Social media is a Web 2.0-based application that aims to facilitate a person exchanging information in two directions (Elefant, 2011). Social media used by an organization is known as ESM (Enterprise Social Media). Social media theory in this study refers to Cao et al. (2016), known as MST (Media Synchronicity Theory). MST includes the extent to which the capabilities of a communication medium allow an individual to achieve synchronicity. MST theory identifies the five objective abilities of media in influencing synchronicity: transmission speed, parallelism, a set of symbols, the ability to practice, and the ability to reprocess.

Employee Engagement

Engagement is defined as employees' level of commitment and involvement in an organization (Anitha, 2013). Three crucial things can support employee engagement: involvement, commitment, and productivity. Involvement is a desire to participate in something, build a sense of affection, and feel connected to another. Commitment is an individual's dedication to achieving a specific goal or activity. At the same time, the productivity is a productive individual's quality related to the work output produced. Employees who feel engaged will tend to feel optimistic, focused on their work, enthusiastic, and willing to go the extra mile to contribute to the long-term success of an organization.

Job Satisfaction

Job satisfaction is an individual's perspective or feeling about the tasks and organizations that employ them (Cronley and Kim, 2017). Job satis-

faction is also part of an individual's assessment of a job and what kind of feedback an employee will receive. An organization must ensure high employee job satisfaction, which is a vital prerequisite in supporting employee performance. Kreitner and Kinicki (2005) state that there is a low positive relationship between job satisfaction and employee performance. The satisfied employees will tend to work effectively and efficiently.

Employee Performance

Performance can be defined as the overall behavior of employees while at work. While performance results are measured based on how well a person performs at his job (Forgaca and Melo, 2018). The following are some performance constructs that will be presented according to Kishokumar (2016): (1) Task performance is defined as a person's skills in performing his duties; (2) Contextual performance is defined as a form of employee concern in supporting all elements of the organization; (3) Adaptive performance is the extent to which an employee can adapt to changes in the organizational environment; (4) Counterproductive work behavior is an action that is quite disturbing to the welfare of the organization, which usually includes absenteeism, work delays, and engaging in behavior outside of work.

Conceptual Framework

Educational employees in universities play an essential role in achieving organizational goals. This goal can be achieved by realizing optimal

employee performance by combining social media in the workplace. The various features available on social media will make it easier for employees to communicate, exchange information and establish relationships with co-workers. It is also supported by the results of previous studies referring to Hang (2020) and Jafar et al. (2019), which stated that social media is an alternative that can be used to improve employee performance. This study also adds employee engagement and job satisfaction variables which act as mediating variables. These considerations refer to previous journal references, which show a strong relationship in mediating the influence between social media and employee performance (Zhang et al., 2018).

HYPOTHESIS DEVELOPMENT

The performance of educational employees at an institution or university plays a vital role in achieving organizational goals. It is necessary to innovate to improve the employee performance to achieve the expected performance by combining social media at work. The various features available on social media make it easier for employees to communicate, exchange information and establish relationships with co-workers. Several previous research results also show that employee performance will tend to increase if it is balanced with the use of social media (Hang, 2020; Jafar et al., 2019). Based on this explanation, the first hypothesis is:

H1: Social media has a positive and significant effect on employee performance.

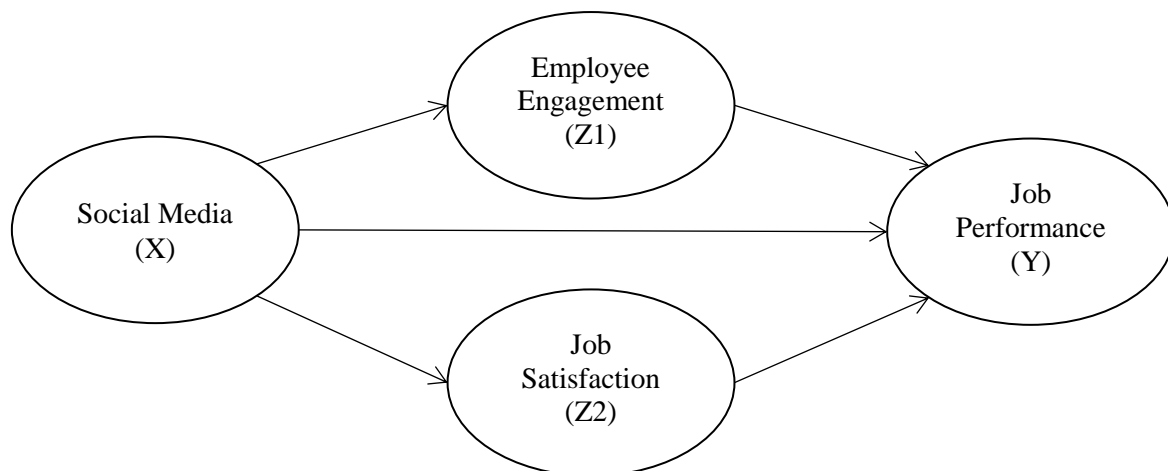


Figure 1. Conceptual Framework

Through social media, an employee can receive information and provide feedback on the information received (Men et al., 2020). In addition, accessibility to social media is relatively high, so employee engagement will also tend to increase (Zoonen et al., 2017). Based on the explanation, the second hypothesis is:

H2: Social media has a positive and significant effect on employee engagement.

The results of previous research (Eliyana et al., 2019) also show that work linkages are closely related to employee performance. That means that if employee engagement is higher, it will also positively affect performance. The existence of positive employee feelings becomes an important investment for organizations to encourage employee creativity in completing specific tasks.

H3: Employee engagement has a positive and significant effect on employee performance.

Employees who are always connected with colleagues or family will feel more relaxed while working, resulting in job satisfaction will tend to increase (Demircioglu, 2018). Based on the explanation, the fourth hypothesis is:

H4: Social media has a positive and significant effect on job satisfaction.

According to Kreitner and Knicki (2005), job satisfaction will have a positive influence on employee performance; namely, the higher the job satisfaction, the higher the employee performance. This statement is supported by several previous research results by Hendri (2018) and Carvalho et al. (2020), which stated that high job satisfaction for employees would have a significant and positive influence on employee performance. Based on the explanation, the fifth hypothesis is:

H5: Job satisfaction has a positive and significant effect on employee performance.

Employee engagement and job satisfaction have a role as mediating variables. It is supported by Zhang et al. (2018) research which states that employees' use of social media at work can help increase employee engagement and job satisfaction. Based on the explanation, the sixth and seventh hypotheses are:

H6: Employee engagement mediates the relation-

ship of social media to employee performance.

H7: Job satisfaction mediates the relationship of social media to employee performance.

METHOD

Research Design

The type of research used is explanatory research which aims to explain each variable construction to be studied and to study the relationship between one variable and another variable in the research through hypothesis testing. Two categories of data are used in this study, namely primary data and secondary data. Primary data is a choice of respondents' answers based on a Likert scale of 1-5 through the distribution of questionnaires. In contrast, secondary data is obtained through various reference sources related to research variables. The distribution of the questionnaires in this study was carried out online and offline. Dissemination of the online questionnaires is done by distributing questionnaire links via chat applications or e-mail. At the same time, offline questionnaires are carried out by distributing printed questionnaires.

Population and Sample

The population in this study are educational employees with State Civil Apparatus status. It consists of 7 faculties at Brawijaya University Malang, namely the economics and business faculty, the administrative science faculty, medical faculty, agriculture faculty, animal husbandry faculty, computer science faculty, and law faculty. Not all faculties can be observed because of the total 15 faculties, only seven faculties are willing to become respondents. The sampling technique used in this research is purposive sampling. However, the total number of educational employees who use social media is not known for certain. Therefore, in determining the sample size, the researcher refers to Hair et al. (2010), namely, the minimum number of samples for the SEM model is 5-10 times the number of indicators. Based on these considerations, the number of samples obtained is 122 educational employees in the Universitas Brawijaya Malang.

Operation Variable and Measurement

Social media in the workplace is an essential means that connects the company's internal and

external stakeholders to exchange information or communicate (Elefant, 2011). So that the information received is decentralized. Namely, the information conveyed is more diverse and can be disseminated to all levels of society. There are two indicators in measuring the social media, namely, work-related and social-related, which are explained through 10 items.

Employee engagement is defined as employees' level of commitment and involvement in an organization (Anitha, 2013). Three indicators in measuring employee engagement, namely vigor, dedication, and absorption, are explained through 8 items. Job satisfaction refers to employees' feelings or attitudes toward everything related to their work, such as salaries, benefits, promotions, co-workers, and work environment (Luthans, 2006). There are five indicators in measuring job satisfaction, namely the work itself, salary, promotion opportunities, co-workers, and supervision which are explained through 11 items.

Employee performance includes the quantity and quality that employees have completed in carrying out various jobs that are their responsibility over a certain period (Mathis and Jackson, 2006). Five indicators are used in measuring employee performance, namely quality of work, quantity of work, timeliness, effectiveness, independence, and work commitment which are explained through 11 items.

Data Analysis Technique

In this study, a descriptive analysis was carried out to describe information in the form of mean or median values obtained through the answers of respondents who filled out the questionnaire using SPSS 26 software. Furthermore, PLS 3.0 software uses the SEM (Structural Equation Model) approach for hypothesis testing. The results output in PLS consists of the inner model, outer model, and hypothesis testing.

RESULTS

Respondent Characteristics

The majority of respondents in this study had the highest age range at the age of 31-35 years at 24.6%, while the lowest age range was at >55 years with a percentage of 2.46%. Almost all respondents were male, namely 59.83%, while the number of the female respondents was 40.16%.

80.33% of educational ASN at Brawijaya University are undergraduate graduates. In addition, most respondents, amounting to 39.4%, have a working period of 5-10 years.

Outer Model Evaluation

In the discriminant validity, it is determined through the loading factor coefficient. Meanwhile, the discriminant validity is determined through the cross-loading coefficient, and reliability is determined through the AVE value, composite reliability, and Cronbach's alpha (Table 1). The evaluation of the outer model showed that the value of outer loading and AVE (Average Variance Extract) on each indicator has a value of > 0.5 which means that the indicator used is valid. Furthermore, the value of Cronbach's alpha and composite reliability is > 0.7 , which means the construct is reliable.

Inner Model Evaluation

Structural model testing is carried out in 3 ways, namely by looking at the values of R-Square (R²), Q-Square (Q²), and Goodness of Fit (GoF). The value of R-Square (R²) is presented in Table 2. Based on Table 2, it can be seen that the value of R² on the variables of employee engagement, job satisfaction, and employee performance is > 0.63 . The value of R² shows how strong or weak an influence caused by exogenous variables is on endogenous variables. Based on this, it can be said that the three variables (employee engagement, job satisfaction, and employee performance) are in a strong category. Calculating the value of Q aims to determine how well the observations were made on the re-search model. If the Q² value is getting closer to 1, then the model is said to be strong. Furthermore, see the value of Q² obtained through the following calculations:

$$\begin{aligned} Q^2 &= 1 - (1 - R^2_1)(1 - R^2_2)(1 - R^2_3) \\ Q^2 &= 1 - (1 - 0.908)(1 - 0.955)(1 - 0.965) \\ Q^2 &= 0.999 \end{aligned}$$

While the GoF (Goodness of Fit) is used to measure the accuracy of the overall model. In GoF, the calculation result is 0.892, which means that the research model used has strong predictive properties. The following is the GoF calculation:

$$\begin{aligned} \text{GoF} &= \sqrt{((\text{"AVE"}))^{\text{"R2"}} + ((\text{"R2"}))^{\text{"AVE"}}} \\ &= 0.942 \times 0.845 = 0.892 \end{aligned}$$

Table 1. Convergent Validity dan Reliability Values

Construction	Item	Loading Factor	AVE	Cronbach Alpha	Composite Reliability	Conclusion
Social Media	X_1	0.892	0.802	0.972	0.976	Meet With Criteria
	X_2	0.944	0.802	0.972	0.976	Meet With Criteria
	X_3	0.87	0.802	0.972	0.976	Meet With Criteria
	X_4	0.941	0.802	0.972	0.976	Meet With Criteria
	X_5	0.938	0.802	0.972	0.976	Meet With Criteria
	X_6	0.928	0.802	0.972	0.976	Meet With Criteria
	X_7	0.918	0.802	0.972	0.976	Meet With Criteria
	X_8	0.854	0.802	0.972	0.976	Meet With Criteria
	X_9	0.84	0.802	0.972	0.976	Meet With Criteria
	X_10	0.823	0.802	0.972	0.976	Meet With Criteria
Employee Engagement	Z1_1	0.92	0.868	0.978	0.981	Meet With Criteria
	Z1_2	0.906	0.868	0.978	0.981	Meet With Criteria
	Z1_3	0.958	0.868	0.978	0.981	Meet With Criteria
	Z1_4	0.917	0.868	0.978	0.981	Meet With Criteria
	Z1_5	0.926	0.868	0.978	0.981	Meet With Criteria
	Z1_6	0.97	0.868	0.978	0.981	Meet With Criteria
	Z1_7	0.948	0.868	0.978	0.981	Meet With Criteria
	Z1_8	0.904	0.868	0.978	0.981	Meet With Criteria
Job Satisfaction	Z2_1	0.933	0.875	0.986	0.987	Meet With Criteria
	Z2_2	0.954	0.875	0.986	0.987	Meet With Criteria
	Z2_3	0.915	0.875	0.986	0.987	Meet With Criteria
	Z2_4	0.899	0.875	0.986	0.987	Meet With Criteria
	Z2_5	0.872	0.875	0.986	0.987	Meet With Criteria
	Z2_6	0.961	0.875	0.986	0.987	Meet With Criteria
	Z2_7	0.962	0.875	0.986	0.987	Meet With Criteria
	Z2_8	0.958	0.875	0.986	0.987	Meet With Criteria
	Z2_9	0.955	0.875	0.986	0.987	Meet With Criteria
	Z2_10	0.901	0.875	0.986	0.987	Meet With Criteria
	Z2_11	0.971	0.875	0.986	0.987	Meet With Criteria
Employee Performance	Y_1	0.921	0.837	0.98	0.983	Meet With Criteria
	Y_2	0.926	0.837	0.98	0.983	Meet With Criteria
	Y_3	0.898	0.837	0.98	0.983	Meet With Criteria
	Y_4	0.912	0.837	0.98	0.983	Meet With Criteria
	Y_5	0.881	0.837	0.98	0.983	Meet With Criteria
	Y_6	0.922	0.837	0.98	0.983	Meet With Criteria
	Y_7	0.955	0.837	0.98	0.983	Meet With Criteria
	Y_8	0.905	0.837	0.98	0.983	Meet With Criteria
	Y_9	0.899	0.837	0.98	0.983	Meet With Criteria
	Y_10	0.827	0.837	0.98	0.983	Meet With Criteria
	Y_11	0.948	0.837	0.98	0.983	Meet With Criteria

Source: Results of Data Processing (2022)

Table 2. R-Square (R²) Values

Variable	R-Square (R ²)
Employee Engagement	0.908
Job Satisfaction	0.955
Employee Performance	0.965

Source: Results of Data Processing (2022)

Table 3. Direct Effect Testing

No	Relationship Between Variables	Path Coefficient	t-Statistics	p-Value	Information
1.	Social Media-Employee Performance	0.002	0.027	0.490	Non Significance
2.	Social Media-Employee Engagement	0.953	117.805	0.000	Significance
3.	Social Media-Job Satisfaction	0.977	240.377	0.000	Significance
4.	Employee Engagement-Employee Performance	0.651	7.534	0.000	Significance
5.	Job Satisfaction-Employee Performance	0.333	2.885	0.002	Significance

Source: Results of Data Processing (2022)

Table 4. Indirect Effect Testing

No	Relationship Between Variables	Path Coefficient	t-Statistics	p-Value	Information
1.	Social Media-Employee Engagement-Employee Performance	0.621	7.280	0.000	Significance
2.	Social Media- Job Satisfaction-Employee Performance	0.325	2.773	0.003	Significance

Source: Results of Data Processing (2022)

Direct Effect Testing and Indirect Effect Testing

The results of testing the direct influence of social media on employee performance obtained a path coefficient of 0.002 with a t-statistic value of 0.027 and a p-value of 0.490 (Table 3). Based on the direct path analysis results, it can be interpreted that social media has no significant effect on employee performance. The result of testing the indirect effect in table 4 showed that social media has a significant effect on the employee performance through employee engagement and job satisfaction, with the coefficient values of 0.621 and 0.325.

DISCUSSION

Social Media and Employee Performance

The results of hypothesis testing on PLS 3.0 show an insignificant effect between social media and employee performance. It indicates that the results of this study are not following previous studies referring to Hang (2020) and Jafar et al. (2019), so Hypothesis 1 is rejected. The facts on the ground show that in addition to getting a salary and allowances, an educational employee at Brawijaya University also gets an Additional Income Salary (AIS) every month, which aims to improve the employee's welfare. It is suspected that the AIS given by employees is one of the factors driving emplo-

employee performance. It is also inseparable from the increasing demands of the workload of employees, so there is a need for welfare guarantees for employees. Based on the facts in the field, the efforts of educational employees to improve their performance do not depend on the use of social media.

Another fact shows that each faculty has not provided clear regulations regarding the use of social media, so it is possible the employees still access other features without having anything to do with work. According to Murat et al. (2018), social media has entertainment features that are feared to be misused during working hours. Therefore, it is important for organizations to regularly monitor employees so that they do not interfere with work.

Social Media and Employee Engagement

The hypothesis testing results indicate a positive and significant relationship between social media and employee engagement. It is indicated by the path coefficient value, which is positive, and the $p\text{-value} > 0.05$. The results of this study indicate that educational employees who use the social media are more likely to have feelings of attachment to the organization. The results of this study are in accordance with Men et al. (2020), which stated that social media is a liaison between employees and various internal stakeholders in an organization. The more employees connect, the more they feel attached. This statement is supported by the references that refer to Zoonen et al. (2017), that the social media triggers positive consequences on employee motivation, efficiency in exchanging information, quick and easy accessibility,

and can fulfill the fundamental psychological aspects so that it can trigger attachment to the employee. Based on this explanation, Hypothesis 2 is accepted.

Employee Engagement and Employee Performance

The results of the hypothesis test indicate that there is a positive and significant relationship between employee engagement and employee performance. It indicates that educational employees who have a feeling of attachment will also have good performance. The results of this study are in accordance with Eliyana et al. (2019), so it can be concluded that Hypothesis 3 is accepted. Employees who feel attached to an organization are usually shown an attitude to focus on creative and solution ideas, so employee performance will also increase (Ismail et al., 2019).

Social Media and Employee Satisfaction

Testing the hypothesis between social media and job satisfaction is consistent with previous research that refers to Zhang et al. (2018). It indicates that educational employees who use social media tend to feel satisfied with their work. Following the explanation, it can be seen that Hypothesis 4 is accepted. Job satisfaction can be realized because the use of social media is equipped with high accessibility, easy to apply, and makes it easier for employees to exchange information in two directions so that everything related to work will be more efficient. Ease of completing tasks will make employees feel satisfied.

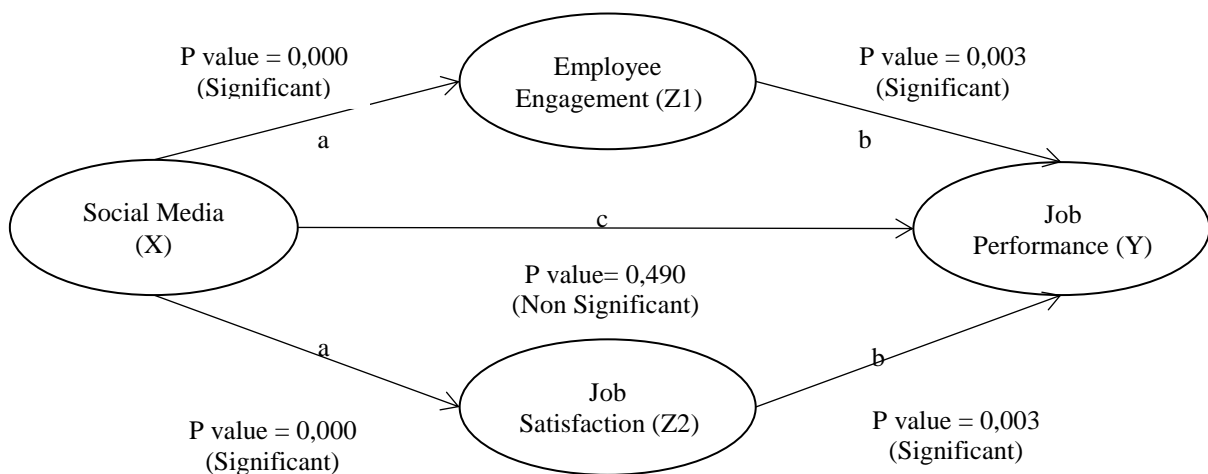


Figure 2. The Role of Mediating Variables

Job Satisfaction and Employee Performance

The results of previous studies showed that job satisfaction has a positive and significant relationship to employee performance (Hendri, 2018; Carvalho et al., 2020). The more employees feel satisfied with their work, of course, the performance of the employee is also getting better. Following the presentation that has been submitted, then Hypothesis 5 is accepted. The results of this study support the theory proposed by Kreitner and Kinicki (2005), namely that there are positive consequences between job satisfaction and employee performance. Kreitner and Kinicki also stated that satisfied employees tend to be more enthusiastic in completing their work, so the employees will always strive to give their best performance.

The Mediation Role of Employee Engagement

Based on the indirect effect analysis results, employee engagement can perfectly mediate the influence of social media on employee performance. It can happen if the values for coefficient a and coefficient b are significant, while coefficient c is not significant (Hair et al., 2010), which is shown in Figure 2. Based on this explanation, educational employees' use of social media can help improve performance if it is supported by employee engagement. Following the description, then Hypothesis 6 is accepted.

The Mediation Role of Job Satisfaction

Based on the results of the indirect effect analysis shows that the job satisfaction can mediate perfectly (full mediation) between the influence of social media on the employee performance. It can happen if the values for coefficient a and coefficient b are significant, while coefficient c is not significant (Hair et al., 2010), which is shown in Figure 2. Therefore, it can be concluded that employees' use of social media can encourage increased performance if it is supported by job satisfaction, so Hypothesis 7 is accepted.

IMPLICATIONS

This research has two important implications, namely, theoretically and practically. On the theoretical implication, it is hoped that it can expand the references of previous research results related to the HRM (Human Resource Management) field, especially to improve performance. Mean-

while, the practical implications are expected to be able to contribute directly to Universitas Brawijaya Malang. Facts on the ground show that employees who use social media at work tend to feel the attached to the organization and satisfied with their work, so employees become more productive in completing their work.

RECOMMENDATIONS

For further research, adding other variables that are not included in the study is possible. One of the variables that can be studied further for the future research is deviant behavior. According to Murat et al. (2018), some social media have entertainment features that employees fear will be misused during working hours. Based on these considerations, the deviant behavior variable is relevant enough to be added to further research.

This research was only conducted on educational employees in 7 faculties. Therefore, the results of this study cannot be generalized to employees who work at Universitas Brawijaya Malang. In addition, this research only refers to organizations engaged in education, so it is possible that if this research were conducted on organizations engaged in other fields, it would give different results.

CONCLUSIONS

Based on the research results that have been described, social media does not have a direct impact on improving employee performance. However, social media employees tend to feel attached and more satisfied with their work, so indirect performance can still be improved. In addition, regular monitoring is also required for its use.

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