



Original Article

The Influence of Social Media Use on the Performance of Employees at the Samarinda City Transportation Agency

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Abstract:

In the era of globalization and technological advancement, government agencies are required to adopt the Internet and social media to improve service quality and develop human resource performance. Social media plays a crucial role in facilitating communication and collaboration in the workplace, enabling the rapid and efficient exchange of information and knowledge. This helps improve human resource performance in achieving the goals set by government agencies, aligning with the expectations and targets established. To determine the influence of social media use on the performance of employees at the Transportation Department of Samarinda City. This study employs a descriptive, quantitative approach, drawing on the uses and gratification theory. The sampling technique employed purposive sampling, resulting in 100 respondents. The results of this study indicate that the use of social media has a significant influence of 77.4% on employee performance. In comparison, the remaining 22.6% is influenced by other factors not examined in this study, which means that the hypothesis that social media use has a positive and significant effect on employee performance is supported.

Keywords: Social-Media, Employee Performance, Uses and Gratification Theory

Introduction

The rapid advancement of technology and information has brought about several changes in the dynamics of society, where people who once communicated conventionally have now become modern and digital thanks to the Internet. Advances in information and communication technology have led to a transformation in human relationships, with the emergence of various communication media that enable people to interact and socialize directly, even from a distance, through the use of social media.

Social media has become a new means of communication for people, and this has also led to significant changes within organizations (Khair, 2022). Many companies and organizations in competitive environments have become aware of technological developments and are interested in applying technology that suits their business needs, particularly social media (Humaizi, 2020). Social media has introduced new management practices to organizations, from creating innovative



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business models to transforming communication, collaboration, and knowledge transfer (Umboh, 2020). In an organization, human resource performance or employee performance is a benchmark or determinant, and employees are expected to have the maximum working ability to achieve the organization's goals.

The Transportation Department is a government agency or institution that functions as one of the components implementing regional autonomy in the transportation sector and is accountable to the Governor through the Secretary of the Regional Government. In efforts to implement public policies in the era of information and communication technology development, the Transportation Department maximizes its performance by utilizing social media within the organization. Anggraeni and Sanaji (2021) state that social media for government is one of the innovations in government administration that leverages technology. The use of social media can also help address existing societal problems, facilitating open communication and enabling organizations or companies to understand the public's needs better, thereby encouraging them to respond quickly and appropriately to those needs. Openness and quick response are key to providing services to the public while still prioritizing performance accountability.

Atmaja et al. (2023) define social media as a collection of internet-based communication applications based on the concept of Web 2.0 that allows users to create and share user-generated content (UGC). Social media is composed of two words: media and social. Media is related to the channels we use to connect. Meanwhile, social interaction relates to our human need always to be constantly connected with others, either individually or in groups. Mahesti (2020) defines social media as a platform that allows media users to exchange and share information. Therefore, social media can be defined as an effective social networking platform where people connect, search for, and share information.



Figure 1. Number of Social Media Users

According to a report from We Are Social, around 167 million of Indonesia's total population of 277.7 million are active social media users. This means that approximately 60.4% of Indonesia's population uses social media, with an average daily usage time of 3 hours and 18 minutes. However, in January 2023, the number of active social media users decreased by 12.57% compared to the previous year, which reached 191 million people. Some popular social media platforms include WhatsApp, Facebook, Instagram, Twitter, LinkedIn, TikTok, and YouTube (Aliami et

[al., 2022](#)). Employee performance also referred to as work performance, encompasses the results of work that include aspects of quality and quantity achieved by an employee in fulfilling their duties and responsibilities ([Larasati, 2018](#)). Essentially, employee performance refers to the output that an employee achieves, whether successfully or unsuccessfully, in completing the responsibilities assigned to them. [Musdalifah and Iswandari \(2020\)](#) state that employee performance can be measured through an evaluation of the quality and quantity of work performed.

Meanwhile, work performance refers to the effectiveness of an employee's behavior in their work ([Alawamleha & Murthy, 2020](#)). Employee performance is related to the ability of employees, awareness of assigned goals, meeting expectations, and achieving goals assigned to the organization ([Tajudeen et al., 2018](#)). Employee performance can be good if they can complete tasks and carry out responsibilities as assessed by performance indicators, such as time management, task performance, and contextual performance.

The use of social media in organizations is certainly a concern for some company management. This has sparked controversy regarding the positive and negative impacts of social media use on employee performance. The use of social media for personal purposes during working hours constitutes a misuse of company time and resources. Therefore, it is often considered a deviation and violation of organizational norms ([Yen et al., 2020](#)). Excessive communication through social media can lead to information overload and disruption, distracting employees and hindering their decision-making abilities ([Radhakrishnan et al., 2018](#)). Pavithra and Deepak (2021) argue that social media use can lead to technostress and negatively impact task performance. The use of social media for work-related purposes is a source of conflict for employees, which can ultimately lead to emotional exhaustion ([Rahmawati & Taufiqurahman, 2024](#)). The more employees use social media for hedonistic purposes, the less time they have to work on their assigned tasks and responsibilities (Dodokh & Al-Maaitah, 2019).

However, numerous studies also demonstrate that social media can enhance employee performance and productivity. Social media use can help employees build professional networks and obtain information and feedback related to their work ([Choirinisa & Ikhwan, 2022](#)). Employees use social media to build or strengthen interpersonal relationships at work, obtain information that can help solve work problems, and even ask colleagues questions about work-related matters. Companies and organizations utilize social media in the workplace to enhance employee performance in terms of task completion, contextual performance, and time management ([Aliami et al., 2022](#)). Social media has increased access to information, facilitated information sharing, and enhanced networking, ultimately improving employee performance.

For social media to be used successfully and have an impact on organizational and employee performance, it must be adopted correctly by the organization. Previous studies have shown that when social media is used rationally in the workplace, the results are positive. However, when the optimal level of social media use is exceeded, negative consequences arise.

The purpose of this study is to analyze the effect of social media use on the performance of employees at the Samarinda City Transportation Agency.

Methods

This research method is quantitative, employing a positivist philosophy to analyze the population and sample used, collect data from the research instrument, and analyze the data using quantitative or statistical properties by existing hypothesis testing objectives. The population in this study is all employees of the Samarinda City Transportation Agency. In this analysis, a non-probability sampling method was employed, which, according to [Sugiyono \(2019\)](#), is a sampling method that does not provide an equal opportunity for each element or part of the population to be selected as a sample. The type of sampling applied was purposive sampling, where the method of selecting samples is based on existing criteria. The characteristics used as references in selecting samples in this study were:

- a. Employees of the Samarinda City Transportation Department
- b. Use of social media

In this analysis, the number of samples was determined using the Slovin formula, which is used to determine the number of samples from a population whose size is known ([Sugiyono, 2019](#)). The tolerance level of error is 10%.

This study uses primary and secondary data. The data collection methods in this study are observation, interviews, and questionnaires. This study employs data analysis techniques, including validity testing, reliability testing, descriptive analysis, simple linear regression analysis, coefficient of determination, and t-test.

Results

Validity Test

Validity tests were used to evaluate each variable in this study ([Ghozali, 2019](#)). The validity test was conducted using the Pearson test method using SPSS 20. The aim was to determine whether the statements on the questionnaire were representative of the population. The calculation results yielded an r-table value of 0.195 at a significance level of 0.05 and a sample size of 100 samples. The researcher then examined the r-calculated and r-table values to determine the validity of the study. If the r-calculated value is greater than 0.195, the item is considered valid in this study.

Table 1. Validity Test Results

Variable	Item	r-count	r-table	Description
X	X1	0,801	0,195	Valid
	X2	0,799	0,195	Valid
	X3	0,679	0,195	Valid
	X4	0,746	0,195	Valid
	X5	0,700	0,195	Valid
	X6	0,792	0,195	Valid
Y	Y1	0,828	0,195	Valid
	Y2	0,791	0,195	Valid

Y	Y3	0,762	0,195	Valid
	Y4	0,791	0,195	Valid
	Y5	0,783	0,195	Valid

Source: SPSS 20 results, processed by researcher, 2024

The results of the validity test in this study indicate that all items in variable X (Social Media Use) and variable Y (Employee Performance) meet the validity criteria, as the r-count value of each item exceeds the specified r-table value (0.195). This means that each question in the questionnaire accurately and relevantly measures the intended aspects. High validity confirms that this research instrument is effective in exploring the information needed to evaluate the relationship between social media use and employee performance, as well as providing confidence that the data collected is representative of the variables studied.

With a validated instrument, the next step is to conduct a reliability test to assess the consistency of the data. The reliability test aims to ensure that the instrument produces stable and consistent results when used in repeated measurements. Good reliability indicates that the instrument is not only valid but also trustworthy in producing consistent data, supporting the accuracy of research results, and minimizing the likelihood of unwanted variations in measurements. The results of this test will ensure that the conclusions drawn from the research data are solid and accountable.

Reliability Test

A reliability test was conducted to determine whether the measurement results were consistent when performed once or twice with the same measuring instrument. The reliability test in this study was conducted using the Cronbach Alpha method and SPSS 20 software. All statements in the indicator specifications of variable X (Social Media Use) and variable Y (Employee Performance) were declared reliable if the Cronbach Alpha value was greater than 0.7 ([Ghozali, 2019](#)).

Table 2. Reliability Test Results

Variable	SPSS Alpha Cronbach results		Cronbach's Alpha Value	Description
X (Use of Social Media)	0,847	>	0,7	Reliable
Y (Employee Performance)	0,850	>	0,7	Reliable

Source: SPSS results 20, processed by researcher 2024

The results of the study indicate that all variables tested have Cronbach's alpha values greater than 0.7, indicating that the reliability of the instruments used in this study is high. Specifically, Cronbach's alpha values for the social media usage variable and the employee performance variable are 0.847 and 0.850, respectively.

These values indicate that each item in the questionnaire provides consistent and reliable results when repeated, which is a strong indication of the stability and accuracy of the measurement instrument. This means that the instrument is effective in measuring what is meant by each variable and can be relied upon for further research.

With Cronbach's alpha values greater than 0.7, the reliability test results reinforce the confidence that the questionnaire used in this study has a high level of consistency. Good reliability indicates that the instrument is not only valid but also capable of providing stable and consistent results with each use so that the data collected can be trusted. This consistency is crucial to ensure that the research results accurately describe the actual relationship between social media use and employee performance without being influenced by unwanted data fluctuations. Overall, the reliability test results provide a solid basis for further analysis of the effect of social media use on employee performance at the Samarinda Transportation Agency.

A reliable instrument ensures that the data obtained is accurate and consistent, which in turn strengthens the quality of research findings. With the high reliability of the variables tested, this study can provide deeper insights into how social media use affects employee performance, enabling informed decisions based on valid and reliable data.

Simple Linear Regression Test

Simple linear regression analysis in this study uses one independent variable, namely Social Media Use, and one dependent variable, namely Employee Performance. Because only one independent variable is used, simple linear regression analysis is chosen to determine the relationship and influence between the two variables. The purpose of this study is to investigate the extent to which social media usage affects the performance of employees at the Samarinda City Transportation Department. In other words, the researcher aims to identify the significant relationship and the extent to which social media usage contributes to the improvement or decline in employee performance. The results of this analysis are expected to provide a better understanding of the role of social media in employee performance.

Coefficients					
Model	Unstandardized			t	Sig.
	B	Coefficients Std. Error	Standardized Coefficients Beta		
1 (Constant)	1,501	,955		1,573	,119
Social-Media	,772	,042	,880	18,342	,000

a. Dependent Variable: Employee Performance (Y)

Table 3. Simple Regression Coefficients

Table 3 shows the equation for the regression model in this study, namely:

$$\hat{Y} = 1,501 + 0,772X$$

Where:

X = Social Media Usage Y = Employee Performance

- Given that the constant value is 1.501, this means that when the social media usage variable has a value of zero, the employee performance variable will have a score of 1.501 units. This represents the baseline value of employee performance without any intervention or influence from social media usage.
- Given that the coefficient value of the social media usage variable is 0.772, it means that for every one-unit increase in the social media usage variable, the employee performance variable will also increase by 0.772 units. In other words, the higher the social media usage by employees, the higher their performance will be significantly.

Tabel 4. Uji Nilai Signifikan

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1833,012	1	1833,012	336,428	,000 ^b
	Residual	533,948	98	5,448		
	Total	2966,960	99			

a. Dependent Variable: Employee Performance (Y)

b. Predictors: (Constant), Social Media

The results of the significance analysis, using the SPSS test table, show a significance value (Sig.) of 0.000, corresponding to a significance level of 5%. This figure is significantly smaller than the specified significance level, indicating a strong linear relationship between social media use and employee performance. In other words, the data indicates that changes in social media usage have a significant impact on changes in employee performance, confirming that the relationship between the two variables is not coincidental or the result of random fluctuations but rather consistent and measurable. This study involved 100 samples, which is a sufficiently large sample size for simple linear regression analysis. This large sample size provides a higher level of reliability for the research results, as the larger the sample size, the more representative the results are of a broader population. With a strong data foundation, the findings of this study can serve as a solid basis for providing strategic recommendations on how social media use can be optimized to enhance employee performance.

Hypothesis Testing (T-test)

In simple linear regression, the t-test is used to determine the statistical significance of the regression coefficient, indicating whether the independent variable has a significant influence on the dependent variable. The t-test evaluates the null hypothesis (H₀), which states that the regression coefficient is equal to zero or if the p-value (Sig.) of the t-test is less than the significance level. Thus, the t-test helps in determining the important and influential variables in the regression model. It also ensures that the relationship found has a strong statistical basis.

The results of the analysis in Table 5 show that the t-test value is 18.342 with a significance value (Sig.) of 0.000 at a significance level of 0.05 (5%). Because the Sig. The value is much smaller than 0.05; therefore, the null hypothesis stating that social

media use has no significant effect on employee performance can be rejected. Conversely, the alternative hypothesis, which states that social media use has a significant effect on employee performance, is accepted. This suggests a strong and significant relationship between the two variables.

Thus, variable X (Social Media Use) significantly affects variable Y (Employee Performance) in the Samarinda City Transportation Agency. These results confirm that changes in social media usage can directly impact employee performance, making it essential to consider this factor in workplace performance improvement strategies. These findings provide a strong foundation for developing policies or interventions that leverage social media as a tool to enhance productivity and work efficiency.

R-Square

Table 4. R-Square Test

MODEL SUMMARY ^B				
Model	R	R Square	Adjusted R Square	STD. ERROR OF THE ESTIMATE
1	,880 ^a	,774	,772	2,33419

A. PREDICTORS: (CONSTANT), SOCIAL-MEDIA

The results of the study indicate a correlation coefficient of 0.880 between social media usage and employee performance. This value indicates a very strong relationship between the two variables. The high correlation coefficient shows that changes in social media usage are positively and significantly correlated with changes in employee performance. In other words, the higher the social media usage, the higher the employee performance, indicating that social media usage has a substantial impact on their performance. Additionally, the analysis results also show a determination coefficient value of 77.4%. This means that the social media usage variable explains 77.4% of the variation in the employee performance variable. This figure suggests that most changes in employee performance can be attributed to variations in social media usage. The remaining 22.6% is attributed to other factors outside the research model. With this significant contribution, the research findings underscore the importance of social media usage in influencing employee performance and confirm that this variable is a key factor in explaining variations in employee performance.

Discussion

The results of the study “The Effect of Social Media Use on the Performance of Samarinda City Transportation Agency Employees” indicate that social media use has a positive and significant effect on employee performance.

The social media usage variables, which include sharing information, conveying information, and explaining knowledge, exhibit a positive correlation with

the employee performance variables, which comprise quality, quantity, timeliness, cooperation, and independence. This indicates that the use of social media can improve the performance of employees at the Samarinda City Transportation Department.

First, through simple linear regression analysis, a regression equation was obtained stating that every one-unit increase in social media usage will increase employee performance by 0.772 units. This suggests a positive linear relationship between the two variables, where an increase in social media usage is correlated with an improvement in employee performance. This finding is consistent with the theory that active interaction with social media can strengthen the relationship between individuals and their work environment, provide faster and more efficient access to relevant information, and increase engagement and collaboration in the workplace.

The hypothesis test (t-test) also confirms that the variable of social media usage has a significant influence on employee performance. With a significance value of 0.000, the null hypothesis (H_0) is rejected, and the alternative hypothesis (H_1) is accepted. This confirms that social media usage has a positive and significant impact on employee performance at the Samarinda City Transportation Agency. The calculated t-value of 18.342 also indicates that the effect is highly statistically significant, providing strong evidence to support the practical implication that social media use can be used as a strategy to improve employee performance.

Additionally, the analysis of the coefficient of determination indicates that approximately 77.4% of the variation in employee performance can be attributed to social media use. This indicates that social media use significantly explains significant variation in employee performance within the context of this study. However, the remaining 22.6% is attributed to factors outside the research model, such as individual characteristics, work environment, or other external factors that may influence employee performance.

This study aligns with the research conducted by [Pavithra and Deepak \(2021\)](#), which suggests that social media use has a positive and significant impact on employee performance. However, the results of this study are not in line with those of [Radhakrishnan et al. \(2018\)](#), which suggest that social media use does not have a significant effect on employee performance, as decision-making indicators are the primary factors contributing to both employee and company performance. The results of this study reinforce the previous findings by Pavithra and Deepak (2021), which state that social media use has a positive and significant effect on the performance of employees at the Samarinda City Transportation Agency.

Meanwhile, based on the respondents' answers regarding the most frequently used social media indicators, the following are the top six: WhatsApp, Instagram, Facebook, YouTube, Telegram, and Twitter. This means that the use of social media such as WhatsApp, Instagram, Facebook, YouTube, Telegram, Twitter, and others, which are frequently used by employees of the Samarinda City Transportation Department, has a positive impact on their performance. This is because the use of social media facilitates communication, knowledge sharing, and the building of relationships among employees and their leaders. Thus, active social media use can facilitate team collaboration and idea-sharing and strengthen interpersonal connections at the workplace, which in turn can improve individual and team performance. The practical implications of these findings suggest that management

may consider strengthening the presence and utilization of social media in the workplace as part of a strategy to enhance employee performance. This includes enhanced training on effective social media use, the development of supportive policies, and the fostering of a work culture that is open to modern communication technologies. In this way, organizations can harness the positive potential of social media to achieve their business goals and improve employee productivity and well-being.

The effect of social media use on employee performance at the Samarinda City Transportation Agency

The research results indicate a significant relationship between the two variables. Based on data analysis, a correlation coefficient of 0.880 was obtained, with a significance value (Sig.) of 0.000, indicating a very strong positive correlation between social media use and employee performance. A significance value smaller than 0.05 confirms that this relationship is statistically significant.

First, in the simple linear regression analysis, the resulting regression equation is $\hat{Y} = 1.501 + 0.772X$, where X is the social media usage variable, and $\hat{Y}$ is the predicted employee performance. The regression coefficient for the social media usage variable is 0.772, indicating that a one-unit increase in social media usage score will result in a 0.772-unit increase in employee performance. The t -value of 18.342 and the significance level (Sig.) of 0.000 indicate that the coefficient is statistically significant. These results suggest that social media usage has a positive and significant impact on employee performance, with each increase in social media usage directly affecting employee performance.

The hypothesis test (T-test) shows that the significance value for the effect of social media usage on employee performance is 0.000, which is less than the significance level of 0.05. This leads to the rejection of the null hypothesis and the acceptance of the alternative hypothesis, stating that the social media usage variable has a significant effect on employee performance.

The coefficient of determination (R-squared) indicates that approximately 77.4% of the variation in employee performance can be explained by the variable of social media usage. This suggests that social media has a significant influence in explaining the variation in employee performance, while factors outside the research model account for the remaining 22.6%. Based on the study's results, several important findings and concepts regarding the impact of social media on employee performance can be drawn.

First, regarding the indicator of information delivery, the results show that social media facilitates communication and coordination among employees, which in turn improves operational efficiency. This result is consistent with the research conducted by [Novialumi \(2019\)](#), who found that social media allows employees to share information and updates in real time, enabling work to be completed faster and more effectively. Social media facilitates a smoother and faster flow of information, enabling employees to access and share crucial data or instructions promptly. This contributes to increased operational efficiency and overall productivity in the work environment.

Furthermore, social media also plays a crucial role in fostering collaboration and cooperation among employees. With social media platforms, employees can easily

interact, discuss, and collaborate on joint projects without being constrained by time and space. The ability to communicate directly and instantly through social media speeds up decision-making and task completion. This not only strengthens team bonds but also encourages better sharing of knowledge and experience, which in turn contributes to overall performance improvement.

However, it is essential to recognize that while social media can provide significant benefits in terms of communication and efficiency, it must be managed effectively. The potential for disruption or misuse of social media in a work context must be addressed. Poorly managed social media use can lead to decreased focus, disrupted productivity, and privacy issues.

Therefore, organizations need to establish clear policies and guidelines regarding the use of social media in the workplace, ensuring that its benefits can be optimized while minimizing associated risks. This study offers valuable insights into the positive impact of social media use on employee performance, demonstrating that social media can enhance communication efficiency, collaboration, and overall performance.

These results underscore the importance of integrating social media effectively in the workplace to maximize the potential of this technology. Future research could investigate additional factors that impact the relationship between social media and employee performance, as well as identify effective strategies for managing social media use across various organizational contexts.

Second, regarding the indicator of providing information, social media provides a platform for employees to collaborate on joint projects. This aligns with the opinion of [Marsal and Hidayati \(2018\)](#), who stated that group and chat features enable employees to discuss, provide input, and collectively solve problems. This fosters a more open and collaborative work environment, which can ultimately enhance team performance.

Third, the use of social media enables employees to access a wide range of information and knowledge sources. This is related to the indicator of knowledge sharing, where employees can follow accounts or groups relevant to their field of work, learn from the experiences of other colleagues, and obtain tips and tricks that can be applied in their daily work.

- 1) In the context of this study, it is also related to the theory of uses and gratifications, which focuses on individual motivation for using media and the satisfaction individuals derive from its use. There are several links between the Uses and Gratifications theory and the results of this study:

- a. Motivation for Using Social Media

The uses and gratifications theory emphasizes that individuals use social media because they have certain motivations, such as seeking information, entertainment, or social interaction. The uses and gratifications theory also explains that media users are not merely passive recipients of information but are active in seeking and using media to obtain the information they need. In the context of employee performance, social media can serve as a means of accessing the latest work-related information, collaborating with colleagues, or seeking support from their professional networks. The study's results, which reveal a positive correlation between social media use and employee performance, suggest that social media use offers employees benefits that

facilitate the achievement of their work goals.

b. Information needs

One of the primary needs often fulfilled through media is the need for information. According to the uses and gratifications theory, employees utilize social media to communicate, where social media facilitates communication and coordination among employees, ultimately improving operational efficiency. Employees share information and updates in real-time through group chats or personally through WhatsApp social media.

c. Strengthening Interpersonal Relationships

The uses and gratifications theory also acknowledges that social media can strengthen interpersonal relationships. In this context, employees tend to use social media to communicate, share knowledge, and build relationships with their colleagues and leaders. Active use of social media can facilitate team collaboration and idea sharing, strengthening interpersonal connections in the workplace, which in turn can improve both individual and team performance.

d. Increased Engagement and Job Satisfaction

The uses and gratifications theory also highlights that individuals use media to fulfill their psychological and social needs. In the context of employee performance, effective use of social media can increase engagement and job satisfaction. Through social media, employees can feel more connected to the organization, have access to relevant resources, and feel more recognized by their coworkers and management. This can create a more positive and supportive work environment, which in turn can increase employee motivation, performance, and retention. Thus, the results of this study can be viewed in the context of the uses and gratifications theory, indicating that the use of social media by employees can provide significant benefits in achieving their work goals and fulfilling their psychological and social needs in the workplace. This provides a deeper understanding of the role of social media in an organizational context, as well as its implications for management in utilizing social media as a tool to improve employee performance and well-being.

Thus, the results of this study can be viewed within the context of the uses and gratifications theory, indicating that employees' use of social media can provide significant benefits in achieving their work goals and fulfilling their psychological and social needs at work. This provides a deeper understanding of the role of social media in an organizational context, as well as its implications for management in utilizing social media as a tool to improve employee performance and well-being.

Conclusion

Based on the results and discussion, a significant relationship exists between social media usage and employee performance at the Samarinda City Transportation Department. This is evidenced by a correlation coefficient of 0.880, a determination coefficient of 77.4%, and a t-test result showing a significance value (Sig.) of 0.000, with the calculated t-value being significantly larger than the table t-value. The results of the simple linear regression analysis yielded a regression equation stating that every one-unit increase in social media usage will increase

employee performance by 0.772 units. This indicates a positive linear relationship between the two variables.

The research findings indicate that employees' use of social media can provide significant benefits in achieving their work objectives and fulfilling their psychological and social needs at the workplace. Thus, this study highlights the significance of social media use in fostering employee engagement and collaboration in the workplace, as well as providing employees with faster and more efficient access to relevant information, thereby enhancing employee performance and productivity.

Suggestion

This study makes a significant contribution to understanding the importance of social media use in the context of organizations and government agencies, demonstrating that social media can be utilized as a strategic tool to enhance employee productivity and well-being. The practical implications of these findings suggest that organizations may consider strengthening their social media presence and utilization in the workplace as part of their strategy to enhance employee performance. This includes enhanced training on the effective use of social media, the creation of supportive policies, and the promotion of a work culture that is open to modern communication technologies. In this way, organizations can harness the positive potential of social media to achieve their business objectives and improve employee productivity and well-being. This study also has limitations, namely the lack of identification of employees' job statuses. Therefore, future research is encouraged to develop more complex constructs and models to gain a deeper understanding of the relationship between social media use and employee performance.

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