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THE INFLUENCE OF THE USE OF SOCIAL MEDIA IN THE WORKPLACE ON EMPLOYEE PERFORMANCE BY CONSIDERING THE MEDIATION ROLE OF SOCIAL CAPITAL AND KNOWLEDGE TRANSFER

(Empirical Study of non-ASN Employees at BPKAD Serang City and BPKAD Serang Regency)

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Abstract

Nowadays, social media is not only used for personal or social relationships. However, it has been widely used for work purposes, namely communicating, collaborating, exchanging information and sharing knowledge. However, there are only a few studies that discuss the relationship between the use of social media in the workplace and employee performance in the government sector. Specifically, this research aims to identify the influence of social media use on employee performance through its impact on social capital and knowledge sharing in the government sector. This research uses quantitative methods with analysis *structural equation modelling partial least square* (SEM-PLS) with a sample of 109 non-ASN employees at BPKAD Serang City and BPKAD Serang Regency. The research results prove that there is a significant influence in the direction of a positive relationship between the use of social media in the workplace and social capital. There is no influence from the use of social media in the workplace on employee performance. There is a significant influence in the direction of a positive relationship between the use of social media in the workplace and knowledge transfer. There is a significant influence in the direction of a positive relationship between social capital and employee performance. There is a significant influence in the direction of a positive relationship between knowledge transfer and employee performance.

Keywords: Use of Social Media in the Workplace, Employee Performance, Social Capital, Knowledge Transfer

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1. INTRODUCTION

Employees in every company or organization are considered the most vital asset in carrying out the operations of the company or organization, including government agencies. The existence of employees is the main factor in the continuity of the agency, and the progress of the agency is very dependent on the hard work of employees. To achieve progress and achieve the goals that have been set, agencies need to encourage employees to develop their potential and abilities to the maximum. The more employees who show high performance, the overall performance and productivity of the agency will increase.

The performance of the majority of non-State Civil Apparatus (non-ASN/honorary) employees in government offices is still low. This happened because there was no career system applied to them. Those with high or low performance earn the same income. Other respects are also not much different. The opportunity to be appointed as an employee with Government Employee status with a Work Agreement (PPPK) is also not determined by performance while on an honorary basis.

This is also confirmed by several previous studies regarding the low performance of honorary employees, namely Abdillah, et.al (2011) researched that the performance of honorary employees showed very low results, below the expectations of the leadership. Setyawan's (2019) research results also show that employee performance assessments do not reach targets according to policies provided by the regional government. Aziz, (2018) also shows that the performance of honorary employees at the Tax Service Office is very low. Swandewi (2022) in conducting research also found that the performance of honorary employees is still low, where they are still lacking in carrying out their duties and responsibilities.

Many experts point out that the causes of low performance include low motivation (Yakin, 2013), poor individual characteristics (Sugito, et.al, 2004), because of conflict and an uncomfortable work environment (Setiawan, 2013), because low compensation and occupational health (Santoso, 2017), due to low compensation, discipline, and individual characteristics that are less supportive of improving performance. Meanwhile, several studies state that organizational performance is also influenced by external factors, including the use of social media in the workplace. This is because social media technology results in better employee performance.(Babu et al., 2020 Cao et al., 2016; Marbun et al., 2020). The use of social media creates opportunities to change the overall knowledge sharing in the workplace, but also has detrimental consequences for organizations such as the emergence of continuous communication through social media (Faraj, Kane, & Azad, 2013).

Social media is generally used as an umbrella term that describes a variety of online platforms, including blogs, business networks, collaborative projects, corporate social networks, blogs, forums, photo sharing, video sharing, and cyberspace. Social media has many users worldwide, and the number continues to grow (Fondevila-Gascón et al., 2020; Kim et al., 2011; Lefebvre et al., 2016). This increase in the number of social media users has led to an unavoidable increase in the number of office workers in terms of using social media in the workplace (Cao et al., 2012; Zoonen Verhoeven and Elving, 2014; Delavari and Badizadeh, 2018) The inconsistency of previous research results is what led the research to conduct a more in-depth study of the influence of the above variables on the research locus or setting in Indonesia, especially in Banten. Another consideration, several empirical facts that there is still a gap between expectations and reality and the scientific arguments described above, the author is interested in raising the title: "The Effect of Using Social Media in the Workplace on Employee Performance by Considering the Mediating Role of Social Capital and Knowledge Transfer (Empirical Study of non-ASN Employees at BPKAD Serang City and BPKAD Serang Regency)".

Theoretical Benefits:

It is believed that this research can be a reference or starting point for further research, thereby enriching theoretical studies in the field of economics, especially human resource economics, which are related to social media, social capital, knowledge transfer and performance.

Practical Benefits

It is hoped that this research can be used as material for consideration in formulating policies for the Head of BPKAD to improve the performance of regional apparatus organizations and measure the benefits of social media to be implemented in the workplace optimistically.

2. REVIEW OF LITERATURE

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Theoretical Review

The use of social media in the workplace on social capital

In the field of sociology, Coleman (1988) stated that social capital is formed from various social structures that involve relationships between individuals. These relationships, also known as social structures, become resources for social capital. In line with this, Bourdieu (1980) in Field (2003) explains that social capital includes social assets such as norms, trust and social networks. These assets help in coordinating activities so that individuals, groups, and communities can be more efficient and productive. Social capital is also seen by Putnam (1995) as a factor that strengthens cohesiveness between individuals, creating mutual trust between them. Putnam also highlighted that the success of a region's democracy is very dependent on the level of social capital possessed by the community. His research shows that the quality of life of people in the United States has decreased along with the reduction in social capital possessed by these people. This study of the decline in social capital is explained in the book "bowling alone" (Tjahjono 2017).

The use of social media in the workplace on knowledge transfer.

According to Fukuyama's (1995) view, the concept of social capital is related to values tied to culture. Social capital is defined as a collection of informal values or norms shared by members of a community group. These values, such as honesty, responsibility, and attachment to the right words, enable cooperation between them. Providing relevant information for carrying out tasks that is useful for other people in carrying out their duties and responsibilities is referred to as knowledge sharing (Ellison et al., 2015). Sharing knowledge improves coordination, which is effective in solving problems, developing new ideas, and implementing procedures or policies. It was found that knowledge sharing is an antecedent to uncertainty reduction, sustainable competitive advantage, effectiveness, and individual learning efficiency (Chang & Chuang, 2011).

Social capital on employee performance

The use of social media has been identified in facilitating the management and expansion of organizational and personal knowledge. The process of expanding knowledge occurs through various forms of interaction, images, videos, blogs, or discussions carried out on social media (Razmerita et al., 2014). Social media also allows employees to engage strategically in self-presentation by having more control over what is seen so they can refine and revise their messages in written communications.

Use of social media in the workplace to handle work-related issues such as planning, clarifying and monitoring work to complete tasks

In contrast, workplace social media use refers to employees' use of social media to build and maintain personal relationships outside of work. For example, employees often use social media to listen, encourage, and entertain coworkers. In general, the use of social media at work can facilitate instrumental bonds, whereas, the use of social media at work can smooth expressive bonds between members (Shuqin Zhang et al., 2021)

The use of social media in the workplace continues to grow as more organizations identify the benefits associated with its use. One of the positive aspects identified in the use of social media in the workplace is increased access to information (Wade et al., 2015). Employees always need the information and knowledge necessary to carry out their duties and obligations effectively. The use of social media in the workplace is beneficial for organizations because it streamlines the communication process and increases internal consistency (Geng et al., 2019).

Transfer of employee performance knowledge

Knowledge transfer will be successful when the information channel is clear. Communication and communicators are mediated by good media so that it will be able to increase the success of Knowledge Transfer. The aspects presented also provide great benefits for the communicant. If the aspects conveyed by the second party are deemed useless, then the second party will not accept *itknowledge* delivered (DiMicco, et.al, 2008).

Good situations and conditions will also influence the quality of reception *knowledge* at the *-transfer* by the communicator to the communicant well. So the situational aspect plays an important role for the success of the Knowledge Transfer process. Thus, aspects of the message conveyed, the media used, and the usefulness of the message for the second party play an important role in the successful implementation of Knowledge Transfer. (Ellison, et.al, 2007)

Someone who wants to transfer knowledge must of course pay attention to the costs required in carrying out the activity, so that they can estimate the amount of costs required at each stage. Costs are sometimes an obstacle in implementing Knowledge Transfer activities, but this can be overcome if there is good planning (Ganley and Lampe, 2009).

The use of social media in the workplace on employee performance

The definition of performance is based on the opinion of Robbins & Judge (2012), namely an employee's work results based on certain criteria that apply to that job. Mangkunegara (2013) believes that employee performance (work achievement) is "the quality and quantity of work results achieved by employees in carrying out tasks in accordance with the responsibilities assigned to them". Meanwhile, according to Koopmans et al., (2014) stated that individual work performance (*Individual Work Performance*) is behavior or actions that are in accordance with organizational goals. Therefore, employee performance is the result of work achieved based on quality and quantity as a form of responsibility in accordance with the tasks assigned by the organization.

According to Mangkunegara (2017:67) "Performance is the result of work in terms of quality and quantity achieved by an employee in carrying out his duties in accordance with the responsibilities given to him." According to Edison (2016: 176) "Performance is the result obtained by an organization, whether the organization is profit oriented or non-profit oriented, which is produced over a period of time."

The use of social media in the workplace on employee performance through knowledge transfer.

Several uses of social media such as WhatsApp groups created by organizations, increase the ability of different employees to engage in different constructive discussions. Social media is very important in providing announcements or news flow throughout the organization as a way to spread important company communications and thereby improve employee work performance (Hajli, 2014). The use of social media in the workplace increases control over various activities that occur in the organization. It is easy to assign and complete different business tasks using various aspects of workplace social media tools. In this case, employees can talk or interact with each other, share files, and thus find all the information they need to improve their performance. The use of social media in the workplace also has a big role in simplifying employee engagement which is important for improving employee performance. Brandin & Bylin (2017) indicated that different elements of social media are useful because of their ability to aggregate files, conversations, and activities in one place.

In addition, the use of social media in the workplace is very effective in supporting connections between employees and other stakeholders outside the organization such as customers. Employees and all organizational stakeholders can connect and have meaningful discussions about various organizational activities (Van et al., 2015). The absence of strategic connections in a business setting greatly affects employee performance by slowing down the flow of various activities between employees and top management or other stakeholders in the organization. Finally, the use of social media in the workplace can be applied in conveying information from the top down or from the bottom up which helps increase the effectiveness of communication in the organization. Van osch & yi-chuan (2017) suggest that some organizations experience difficulties in ensuring that information conveyed through different channels is read and interpreted correctly among different employees. Social media also helps people throughout the organization to understand various information conveyed through different channels which can help in solving problems and ultimately improving work performance.

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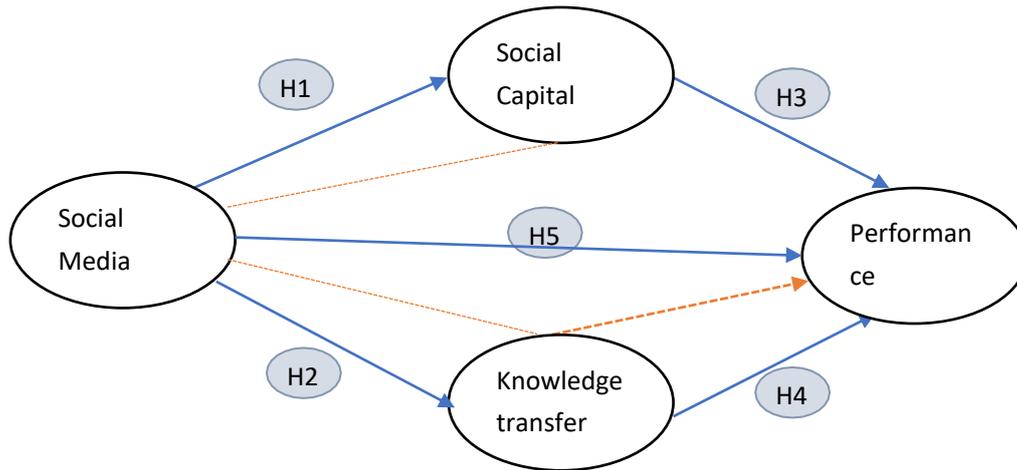


Figure 1 thinking frame

3. METHODS

The population studied was all non-ASN employees at the Regional Financial and Asset Management Agency of Serang City and Serang Regency, totaling 60 people and 72 people. The sample is part of the number and characteristics possessed by the population, according to Sugiyono (2012:73). Samples taken from a population must represent that population. Sample size is determined by the number of samples taken from the population. Researchers in this study used a sampling technique called *purposive sampling* which is a sampling technique that is not based on random. The sampling technique used in this research is by using the formula from *Isaac and Michael*. Based on Isaac & Michael's formula calculations, the number of samples in primary data collection can be determined, namely 45 non-ASN employees in BPKAD Serang City and 55 people in Serang Regency over a period of 3 weeks in May-June 2023.

4. FINDINGS AND DISCUSSION

The results of the outer SEM PLS analysis model showed that all indicators of each latent variable had factor loading values above 0.70 and also the results *cross loading* has a value that is smaller than the factor loading value which shows that the indicator has good validity in measuring each latent variable as seen in the results of the PLS algorithm image below:

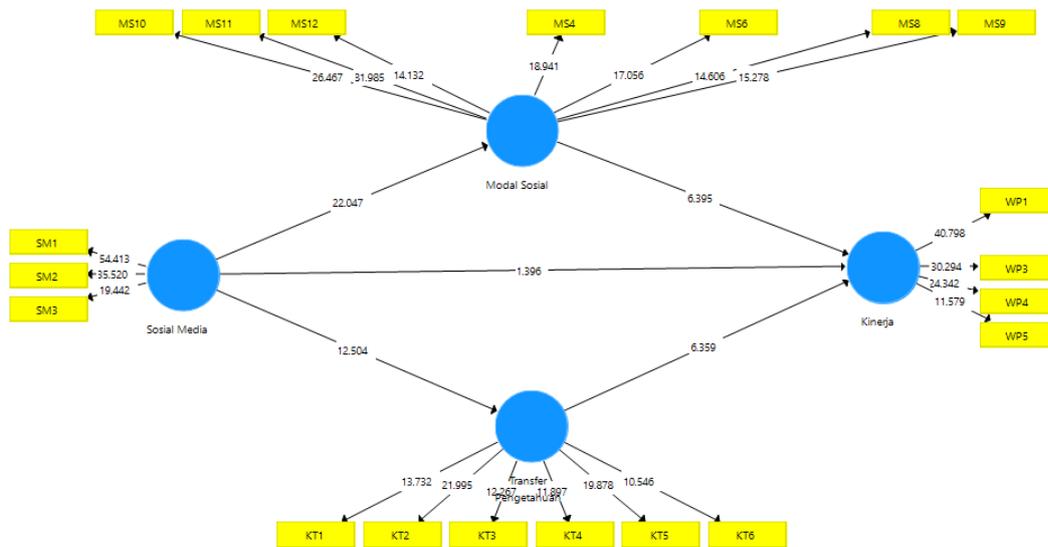


Figure 2. Outer Model Analysis Results (PLS Algorithm)

The validation test of each indicator of the research model is strengthened with values *average variance extracted* (AVE), namely the variance value of each indicator in the latent variable captured by that variable is greater than the variance caused by measurement error which is reflected in each AVE value greater than 0.50 as seen in the table below:

Table 1. Analysis Results Average Variance Extracted (AVE)

<i>Average Variance Extracted (AVE)</i>	
Performance	0.640
Social Media	0.528
Social Capital	0.787
Knowledge Transfer	0.605

Source: PLS SEM Data Processing Results (2023)

Reliability test results using values *Composite Reliability* and *Alpha Cronbach's* obtained the CR value and *Alpha Cronbach's* above 0.60 which proves that the indicator used has good reliability as seen in the following table:

Table 2. Results of Composite Reliability (CR) Analysis and Cronbach's Alpha

	Cronbach's Alpha	Composite Reliability
Performance	0.856	0.898
Social Capital	0.915	0.929
Social Media	0.864	0.917
Knowledge Transfer	0.869	0.902

Sumber: Hasil Olah Data SEM PLS (2023)

Table 3. Summary of Values Mean, STDEV, T-Values dan P-Values

Koefisien Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
Social Capital -> Performance	0.518	0.522	0.081	6.395	0.000
Social Media -> Performance	0.092	0.090	0.066	1.396	0.163
Social Media -> Social Capital	0.848	0.852	0.038	22.047	0.000
Social Media -> Knowledge transfer	0.706	0.714	0.056	12.504	0.000
Knowledge transfer -> Performance	0.401	0.398	0.063	6.359	0.000
Social Media -> Knowledge transfer -> Performance	0.283	0.279	0.049	5.816	0.000
Social Media -> Social Capital -> Performance	0.439	0.450	0.064	6.919	0.000

Based on the results, the highest value path coefficient occurs between social media and Social Capital with a value of 22.047, while the lowest value occurs between Social Media and Performance with a value of 1.396. The T-Statistics values that have been obtained from this research vary and there is 1 (one) relationship that has a T-Statistics value below 1.96, which means there is no significance in the relationship between each variable, namely the Social Media variable on Performance with a value 1,396. Meanwhile, in the second form of structural equation, it was found that the growth mindset variable was more dominant in the quality of learning compared to the self-development and teacher performance variables as shown in the following equation:

Table 4. R-Square Value (R²) Research Model

	R Square
Employee performance	0,919
Social Capital	0,718
Knowledge transfer	0,499

Source. Analysis Result SmartPLS 2023

The R-Square value is 0.919 for the Employee Performance variable which can be concluded that it has good quality and a strong influence because the R-Square is more than 0.67. This also applies to the Social Capital variable which has an R-Square value of 0.718. Meanwhile, the R-Square value produced for the Knowledge Transfer variable is 0.499, which means that the quality of this model is in the poor category and has a weak influence because the value is less than 0.67.

The Q² value illustrates *predictive relevance* namely the suitability of the structural relevance of the model. Q value² > 0 describes that the model has *predictive relevance* the good one. Meanwhile Q² < 0 describes the model as having less *predictive relevance*. Data processing using menu *calculate PLS predict/CVPAT* produces a Q value² in the following table.

Table 4.15 Values *Construct Crossvalidated Redundancy*

	SSO	SSE	Q ² (=1- SSE/SSO)
Employee performance	436.000	157.063	0.640
Social media	327.000	327.000	
Social capital	763.000	395.546	0.482
Knowledge transfer	654.000	461.823	0.294

source: analysis result SmartPLS 2023

Q² of 0.640 for the Employee Performance variable, 0.482 for the Social Capital variable and 0.294 for the Knowledge Transfer variables shows that the model has *predictive relevance* which means the predictor variable has good predictive relevance to the endogenous variable.

Table 5. Results of Significance Test/Hypothesis Test

The Influence Of The Use Of Social Media In The Workplace On Employee Performance By Considering The Mediation Role Of Social Capital And Knowledge Transfer (Empirical Study of non-ASN Employees at BPKAD Serang City and BPKAD Serang Regency)
Ridski Bornin Medan¹, Furtasan Ali Yusuf²

Koefisien Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values	Hasil
Social Capital -> performance	0.518	0.522	0.081	6.395 > 1.96	0.000	Signifikan
Social Media -> performance	0.092	0.090	0.066	1.396 < 1.96	0.163	Tidak Signifikan
Social Media -> Social Capital	0.848	0.852	0.038	22.047 > 1.96	0.000	Signifikan
Social Media -> Knowledge transfer	0.706	0.714	0.056	12.504 > 1.96	0.000	Signifikan
Knowledge transfer -> performance	0.401	0.398	0.063	6.359 > 1.96	0.000	Signifikan
Social Media -> Knowledge transfer -> performance	0.283	0.279	0.049	5.816 > 1.96	0.000	Signifikan
Social Media -> Social Capital -> performance	0.439	0.450	0.064	6.919 > 1.96	0.000	Signifikan

Source: PLS SEM Data Processing Results (2023)

In the first hypothesis, the research results show that there is a relationship between Social Capital and Employee Performance. The results of the T-Statistics analysis with a value of 6.395, which is greater than the Z-Score of 1.96, shows that there is a significant influence between these two variables. This is in line with research conducted by Leana and Pil (2006) which found that social capital can influence performance through mechanisms such as increased communication, coordination, and involvement in collective activities. In addition, they also found that social capital can help overcome obstacles in achieving goals, such as differences in interests and different goals. Social capital has been proven to be the main key in forming cooperation, reducing conflict in organizations, developing effective solutions and increasing team effectiveness.

In the second hypothesis, it was found that Social Media had no effect on employee performance. The results of the T-Statistics analysis with a value of 1.396 which is smaller than the Z-Score of 1.96, shows that there is no significant influence between these two variables. Thus, the findings of this research contradict previous research which states that social media has a positive and significant influence on workers' performance (Juliandi, 2017; Kanapathipillai, 2021; Adzovie et al., 2017; Cao & Ali, 2018; Parveen et al., 2015; Parveen et al., 2016; Pratono, 2018; Naim & Lenka, 2017; Garcia-Morales et al., 2018; Celebi & Terkan, 2020; Koo et al., 2011; Nisar & Prabhakar, 2018). Other research also indicates similar results, such as research which states that social media technology causes increased

company performance (Anderson, 2012; Cao, Guo, Vogel, & Zhang, 2016). Included in the research are recommendations for using social media technology in building company capabilities and improving relationships with customers (Trainor, Andzulis, Rapp, & Agnihotr, 2013).

In the third hypothesis, it was found that Social Media had an effect on knowledge transfer. The results of the T-Statistics analysis with a value of 12.504 which is greater than the Z-Score of 1.96, shows that there is a significant influence between these two variables. The relationship between social media and knowledge sharing has a positive and significant influence. This means the role of social media in the knowledge sharing process is very important in an organization. This is also in line with the opinion of Chatti et al., (2007) which states that social media is able to encourage good knowledge sharing. This means that the use of social media such as Facebook, Twitter, WhatsApp and the like used by government employees has a positive impact on them. This happens because through social media, they can obtain important information that can be used in their work and increase personal insight. The results of research conducted by Leonardi & Meyer (2015) show that knowledge transfer is made easier with social media.

5. Conclusion

From the results of the hypothesis testing and discussion described in the previous chapter, conclusions can be drawn that answer the research as follows:

The significant test results show that the first hypothesis is accepted, which means that there is a significant influence of the Use of Social Media in the Workplace with Social Capital at BPKAD Serang City and BPKAD Serang Regency.

The significant test results show that the second hypothesis is accepted, which means that there is a significant influence from the use of social media in the workplace on knowledge transfer at BPKAD Serang City and BPKAD Serang Regency.

The significant test results show that the third hypothesis is accepted, which means that there is a significant influence of Social Capital on Employee Performance at BPKAD Serang City and BPKAD Serang Regency.

The significant test results show that the fourth hypothesis is accepted, which means that there is a significant influence of Knowledge Transfer on Employee Performance at BPKAD Serang City and BPKAD Serang Regency.

The significant test results show that the fifth hypothesis is rejected, which means that there is no significant influence from the use of social media in the workplace on employee performance at BPKAD Serang City and BPKAD Serang Regency.

The significant test results show that the sixth hypothesis is accepted, which means that there is a significant influence of the use of social media in the workplace on employee performance through the mediation of Knowledge Transfer at BPKAD Serang City and BPKAD Serang Regency.

The significant test results show that the seventh hypothesis is accepted, which means that there is a significant influence of the use of social media in the workplace on employee performance through the mediation of social capital at BPKAD Serang City and BPKAD Serang Regency.

Suggestion

Based on the results of the research and discussion that the researchers have explained above, there are several suggestions that can be given, including:

The Influence Of The Use Of Social Media In The Workplace On Employee Performance By Considering The Mediation Role Of Social Capital And Knowledge Transfer (Empirical Study of non-ASN Employees at BPKAD Serang City and BPKAD Serang Regency)

Ridski Bornin Medan¹, Furtasan Ali Yusuf²

For BPKAD Serang City and Serang Regency, it is recommended that the results of this research can be taken into consideration in developing leadership policies to improve performance.

For future research who wish to conduct similar research regarding the role of Social Media Use in the Workplace, Social Capital and Knowledge Transfer on Employee Performance, it is recommended to search for and obtain more information in the form of theories regarding these variables. Future researchers are also advised to consider other variables that are more supportive for use in research. Because researchers cannot prove that there is a significant influence between the use of social media in the workplace on employee performance. Future researchers are expected to add to the OPD sample that will be conducted research.

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