



Center of Language and Cultural Studies

CENDEKIA

Jurnal Pendidikan dan Pembelajaran

<https://cendekia.soloclcs.org/index.php/cendekia>

ISSN : 1978-2098

EISSN: 2407-8557

Month, Vol, No	: October, Vol.18 No.02
DOI	: doi.org/10.30957/cendekia.v18i2.969
Received	: October 2024
Accepted	: December 2024
Published	: January 2025

The Role of Social Media Platforms in Enhancing Employee Creativity Through Knowledge Sharing Among Generation Z

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Abstract

Generation Z, born between 1997 and 2013 is now entering the workforce with distinct characteristics and behaviors shaped by the digital era. As this generation is highly connected to technology and social media, companies face the challenge of harnessing their potential to drive creativity and innovation. This study examines the role of social media platforms in enhancing employee creativity through knowledge sharing among Gen Z employees in Serang City, Banten. Despite their digital fluency, innovation and creativity among Gen Z employees in the region have shown a decline over recent years. This research uses a quantitative approach, employing Structural Equation Modeling (SEM) to analyze data from 105 respondents. The results reveal that both work-related social media and social-related social media have a positive and significant impact on knowledge sharing, which in turn, enhances employee creativity.

Keywords: employee creativity, knowledge sharing, social-related social media, work-related social media,

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Citation (APA) :

Jasmine, J, V, dkk. (2024). The Role of Social Media Platforms in Enhancing Employee Creativity Through Knowledge Sharing Among Generation Z. *Cendekia: Jurnal Pendidikan Dan Pembelajaran* , 18 (2), 206-217. <https://doi.org/10.30957/cendekia.v18i2.969>

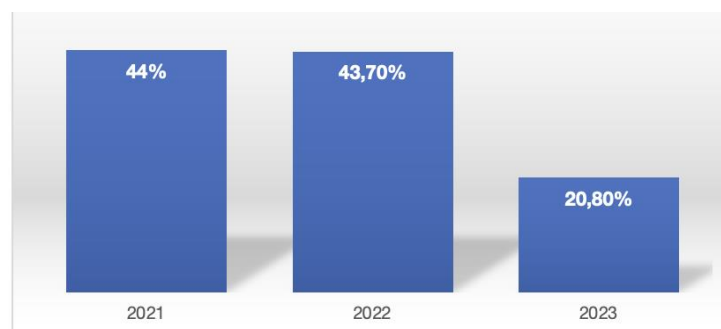
A. INTRODUCTION

Generation Z is now entering the workforce with unique characteristics and distinct behavioral patterns, bringing new dynamics to the professional world (Augustine, 2020). As a post-millennial generation born between 1997 and 2013, their current age ranges from 10 to 25 years. The presence of Gen Z in the workplace encourages managers and companies to prepare and seek the best ways to manage this young generation (Thatsarani & Jianguo, 2022). This aims to understand their behavior so they can be guided to become employees with high integrity and contribute to achieving shared goals (Erlanitasari & Rahmanto, 2019).

Gen Z, a generation born in the digital era, is often referred to as a digitally based generation. According to (Dwi et al., 2024) and (Wang et al., 2022), they grew up amidst rapid technological advancements, making them familiar with and closely connected to the latest technological innovations. Social media has grown rapidly and seamlessly among Gen Z, as reflected in their activities, which are highly integrated with digital platforms. Therefore, Gen Z can more easily adapt to using technology and even cope with future technological changes (Abusweilem & Abualoush, 2019).

Unlike previous generations, Gen Z tends to feel more comfortable in modern work environments supported by high connectivity (Nurqamar et al., 2022). In this era, they have the potential to be more creative, learn quickly, and drive innovation within companies. The unique interaction patterns and experiences possessed by this generation also positively impact the developments of innovation and organizational performance (Pellegrini et al., 2020).

However, it shows that the creativity and innovation produced by Gen Z employees in various regions of Indonesia, including Serang City, remain relatively low. The following presents the present percentage data on employee innovation development in Serang City, Banten Province from 2021-2023.



Source: Statista.co.id, 2024

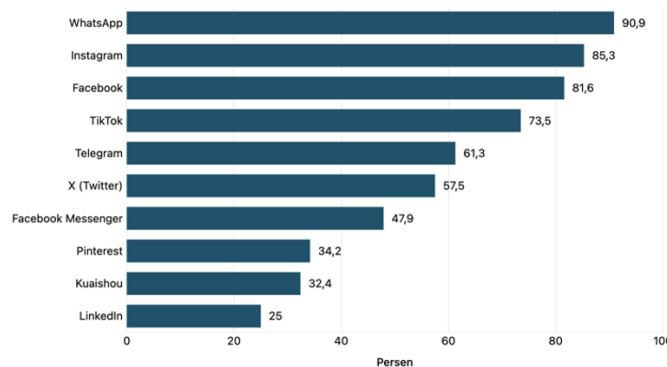
Figure 1. Percentage of Employee Innovation Development in Banten Province, 2021-2023

Based on data from [statista.co.id](https://www.statista.co.id), innovation development among employees in Serang City, Banten Province, experienced a decline during the 2021 to 2023 period. The percentage of innovation in development recorded at 44% in 2021 decrease to 43,7% in 2022 and fell even more significantly to 20,8% in 2023. This decline highlights significant challenges in harnessing the creative potential of Gen Z to support organizational innovation.

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On the other hand, the use of social media as a supporting tool in the workplace has become common among Gen Z. The proportion of social media applications most frequently use by Gen Z as a platform for exchanging or disseminating information is shown below (Rvspk et al., 2020).



Source: Databoks.id, 2024

Figure 2. Proportion of Social Media Application Usage

Based on data from Databoks.id, 73% of Gen Z prefer social media over other media to access and share information. WhatsApp is noted as the most popular application among Gen Z, with a usage proportion of 90,9%. This indicates that social media has great potential to support collaboration and information sharing in the workplace (Kulathunga et al., 2020).

In addition to social media, knowledge sharing also plays an important role in fostering employee creativity. Knowledge sharing facilitates the distribution of information, experiences, and skills among individuals in an organization, which ultimately enhances employee competencies and creativity. In this context, utilizing social media as a medium for knowledge sharing can be an effective strategy to maximize the potential of Gen Z in the workplace (Mubarak et al., 2019).

Therefore, this study aims to explore the role of social media platforms in enhancing employee creativity through knowledge sharing among Gen Z in Serang City. This research is expected to provide insight into human resource management strategies in an increasingly complex digital era and support the achievement of organizational competitive advantage.

B. RESEARCH METHODOLOGY

The research methodology employed in this study is a quantitative research technique. According to Sugiyono as cited in (Cahyadi, 2022) quantitative research is a systematic, planned, and clearly structured approach that is implemented consistently from the inception to the design phase. Quantitative research investigates specific populations or samples, collect data using research instruments, and employs quantitative or statistical data analysis to test proposed hypotheses.

This study adopts a correlational research type. Correlational research aims to explore the relationship between variables, identifying whether positive or negative, and whether they are unidirectional or bidirectional. In this study, all relationships are unidirectional and positive.

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The type of data analysis applied in this research follows the Verification Theory, which involves testing existing theories from previous studies. Data collected through questionnaires serve as the primary source for examining the relationship between the variables under investigation.

This analytical method used in this research is Structural Equation Modeling (SEM), conducted through the Partial Least Square (PLS) approach. The analysis is carried out using SmartPLS software version 3.0. This method is suitable for testing complex relationships between variables, ensuring robust result that align with the study's objectives.

By employing this approach, the study seeks to provide empirical evidence of the relationships between the variables and contribute to the development of existing theoretical frameworks.

POPULATION

The population in this study consist of Gen Z individuals residing in Serang City. Below is the data showing the population of Gen Z in Serang City in Table 1.

Table 1. Population of Gen Z in Serang City

No	Generation Z Component	Population
1	Government/BUMN/honorary employees in government offices	21.342
2	Private company employees	17.231
3	Wage earners in MSMEs	9.532
4	Non-wage earners/employers	8.432
Total		56.537

Source: BPS Serang City, 2024

From the Table 1, the population for this research is private company employees, totaling 17.231 individuals.

SAMPLE

According to Ferdinand in (Amin et al., 2023), the following formula should be used to determine the sample size for Structural Equation Modeling (SEM) analysis:

1. Maximum Likelihood Estimation requires 100-200 samples.
2. The minimum number of respondents is 100.
3. It depends on the number of indicators used in all latent variables. The sample is $(k \times k + 1) / 2$ or multiplied by 10.

This study involves 21 indicators, so the minimum sample size is $21 \times 5 = 105$. If multiplied by 10, the sample size would be $21 \times 10 = 210$. Therefore, the sample size ranges from 105 to 210 respondents. The author decided use sample of 105 respondents based on the calculations. This decision also accounts for the possibility of invalid samples.

C. RESULT AND DISCUSSION

DATA DESCRIPTION

This study presents a general overview of the respondents to provide a description of the characteristics of the individuals who completed the questionnaire. The tabulation results show the characteristics of the respondents based on the information that has been obtained:

Gender

Table 2. Distribution of Respondents Based on Gender

No	Gender	Total	Percentage (%)
1	Male	54	51,4%
2	Female	51	48,6%
	Total	105	100

Source: Processed Data

Table 2 shows the profile of the respondents based on gender, detailing the frequency results from the total of 105 respondents involved. Males have a higher number compared to females, According to further research by (Dwi et al., 2024), more males are willing to accept assignments outside their place of residence compared to females.

Age

Table 3. Distribution of Respondents Based on Age

No	Age	Total	Percentage (%)
1	<21 years old	15	14,2%
2	>21 years old	90	85,8%
	Total	105	100

Source: Processed Data

Table 3 shows the profile of respondents based on age, detailing the frequency results from the total 105 respondents involved. For those over 21 years old, it shows that Gen Z has a high level of enthusiasm in performing their work. This ini because at this age it marks the beginning of their career (Nor et al., 2023). This reflected in individuals prioritizing work-related interests over their personal interests (Q. Wang et al., 2023).

Length of Work

Table 4. Distribution of Respondents Based on Length of Work

No	Length of Work	Total	Percentage (%)
1	2-5 years	73	69,5%
2	>5 years	32	30,5%
	Total	105	100

Source: Processed Data

Table 4 shows the profile of respondents based on length of work, detailing the frequency results from the total 105 respondents involved. The length of work category, specifically for individuals with 2 to 5 years of work experience, highlights a group of respondents who are in the early stage of their professional careers (Yadewani et al., 2020). The period is often characterized by the acquisition of specialized skills, development of work habits and greater adaptation to organizational cultures. Employees with this range of experience typically demonstrate a balance between meaningfully to their work environment while still undergoing career growth and development (Krisinta, 2023).

OUTER MODEL

Validity Test

Table 5. Validity Test Result

Variable	Statement Item	Loading Factor
Employee creativity	KK1	0.757
	KK2	0.756
	KK3	0.774
	KK4	0.708
	KK5	0.781
	KK 6	0.760
	KK 7	0.733
	KK 8	0.752
	-KK 9	0.782
	KK 10	0.825
	KK 11	0.793
	KK 12	0.765
	KK 13	0.838
	KK 14	0.774
	KK 15	0.783
	KK 6	0.817
	KK 17	0.850
	KK 18	0.790
Work-related social media	MSP1	0.817
	MSP 2	0.717
	MSP 3	0.721
	MSP 4	0.733
	MSP 5	0.803
	MSP 6	0.723
	MSP 7	0.727
	MSP 8	0.748
	MSP 9	0.759
	MSP 10	0.801
	MSP 11	0.749
	MSP 12	0.789
Social-related social media	MSS1	0.779

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	MSS 2	0.754
	MSS 3	0.765
	MSS 4	0.732
	MSS 5	0.767
	MSS 6	0.739
	MSS 7	0.797
	MSS 8	0.728
	MSS 9	0.736
	MSS 10	0.702
	MSS 11	0.734
	MSS 12	0.793
Knowledge Sharing	BP1	0.786
	BP 2	0.783
	BP 3	0.795
	BP 4	0.786
	BP 5	0.763
	BP 6	0.786
	BP 7	0.750
	BP 8	0.778
	BP 9	0.719
	BP 10	0.761
	BP 11	0.716
	BP 12	0.731

Source: Processed Data

Based on Table 5, it shown that if the calculated r-value is greater than or equal to the table r-value of 0,1614, then all 54 items of the instruments are considered valid and can be used for further analysis.

INNER MODEL

R-Square

Table 6. R² Measurement Result

	R-Square	R-Square Adjusted	Criteria
Employee Creativity	0.447	0.427	Medium
Knowledge Sharing	0.438	0.430	Medium

Source: Processed Data

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The R-Square value for the employee creativity variable is 0,0447, which means that the employee creativity variable is influenced by other variables in the model by 44,7%. The remaining 55,3% is influenced by factors outside of this model.

The R-Square value for the knowledge sharing variable is 0,438, which means that the job satisfaction variable is influenced by other variables in the model by 43,8%. The remaining 56,2% is influenced by factors outside of this model.

Q-Square

Table 7. Q² Measurement Result

	SSO	SSE	Q ² (=1-SSE/SSO)	Description
Employee Creativity	945.000	723.334	0.235	Has a predictive relevance
Work-related social media	1260.000	1260.000		
Social-related social media	1260.000	1260.000		
Knowledge Sharing	1260.0000	962.588	0.236	

Source: Processed Data

Based on the data presented in Table 7, it can be seen that the Q-Square value for the dependent (endogen) variable is 0,235. Given this value, it can be concluded that this study has a good observation value, as the Q-Square value is greater than 0 (zero), specifically 0,235.

F-Square

Table 8. F² Measurement Result

	Employee Creativity	Work-related social media	Social-related social media	Knowledge Sharing
Employee Creativity				
Work-related social media	0.035			0.331
Social-related social media	0.050			0.066
Knowledge Sharing	0.157			

Source: Processed Data

Based on the result of the data above, the F-Square values are interpreted as follows:

1. The relationship between work related social media and knowledge sharing has an F-Square value of 0,331, indicating a medium effect.

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2. The relationship between work related social media and employee creativity has an F-Square value of 0,035, indicating a small effect.
3. The relationship between knowledge sharing and employee creativity has an F-Square value of 0,157, indicating a medium effect.
4. The relationship between social related social media and knowledge sharing has an F-Square value of 0,066, indicating a small effect.
5. The relationship between social related social media and employee creativity has an F-Square value of 0,050, indicating a small effect.

HYPOTHESIS TEST

Direct Effect

Table 9. Results of Direct Hypothesis Testing

	Original Sample (O)	Sampel. Average (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P Values	Significance Level
Work-related social media -> Employee Creativity	0.190	0.188	0.085	2.234	0.013	High Significance
Social-related social media -> Employee Creativity	0.203	0.215	0.075	3.034	0.003	High Significance
Work-related social media -> Knowledge Sharing	0.511	0.511	0.091	5.587	0.000	High Significance
Sosial Media Terkait Sosial -> Knowledge Sharing	0.228	0.236	0.075	3.034	0.001	High Significance
Knowledge Sharing -> Employee Creativity	0.393	0.396	0.087	4.492	0.000	High Significance

Source: Processed Data

The Effect of Work-Related Social Media on Knowledge Sharing

In the Table 9, the test of work-related social media variable on knowledge sharing shows a coefficient value of 0,511 with a T-statistic of $5,587 \geq 1,65$ and a P-value of $0,000 \leq 0,05$. This indicates a positive and significant effect of using work-related social media on the creativity of Gen Z employees in Serang City. In other words, knowledge sharing tends to increase using social media that supports work, which ultimately makes it easier for them to disseminate information. The use of work-related social media is an important factor that can play a role in enhancing employee creativity (Yaqub & Al-Sabban, 2023).

The Effect of Social-Related Social Media on Knowledge Sharing

In the Table 9, the test of the social-related social media variable on knowledge sharing shows a coefficient value of 0,228 with a T-statistic of $3,034 \geq 1,65$ and a P-value of $0,001 \leq 0,05$. The conclusion there is a positive and significant role of social-related social media in knowledge sharing among Gen Z in Serang City. This means that knowledge sharing will increase with the use of social-related social media, which can facilitate their activities (Khawaldeh & Alzghoul, 2024). Social media is designed to facilitate communication and interaction between individuals, accelerating the process knowledge sharing (Khassawneh et al., 2022).

The Effect of Work-Related Social Media on Employee Creativity

In the Table 9, the test of the work-related social media on employee creativity shows a coefficient value of 0,190 with a T-statistic of $2,234 \geq 1,65$ and a P-value of $0,013 \leq 0,05$, indicating a positive and significant effect. Innovation in the use of social media in rural areas includes more efficient interactions, allowing employees to expand their networks, provide feedback, and collaborate on various projects. This can significantly enhance individual creativity (Dwi et al., 2024). In addition, the use of social media for

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work purposes creates a deeper dimension of communication among co-workers. In this regards, social media can serve as a platform that facilitates the exchange of ideas and inspiration among colleagues. Employees who actively participate in online social networks can become more open to various perspectives and emerging creative trends (Z. Wang et al., 2022).

The Effect of Social-Related Social Media on Employee Creativity

In the Table 9, the test of the social-related social media on employee creativity shows a coefficient value of 0,203 with a T-statistic of $3,034 \geq 1,65$ and a P-value of $0,003 \leq 0,05$, indicating a positive and significant effect. Social media allows employees to interact and collaborate with colleagues, even from different departments or branches. It facilitates a freer and more spontaneous exchange of ideas, which can lead to innovative and creative solutions to problems. Additionally, social media provides broad access to information and resources that can inspire and support the creative process. Employees can access articles, videos, discussions, and professional network relevant to their work (Olfat et al., 2022).

The Effect of Knowledge Sharing on Employee Creativity

In the Table 9, the test of the knowledge sharing on employee creativity shows a coefficient value of 0,393 with a T-statistic of $4,492 \geq 1,65$ and a P-value of $0,000 \leq 0,05$, indicating a positive and significant effect. The formalization and access to experiences, knowledge and expertise in knowledge sharing create new capabilities, facilitate excellent performance, inspire creativity, and enhance customer value (Dwi et al., 2024). Knowledge sharing not only shapes a team knowledge environment that stimulates different team thinking and creativity but also becomes critical. Here, the need for the rapid exchange of information and knowledge becomes essential for generating creative ideas (Wening et al., 2023).

Indirect Effect

Table 10. Results of Indirect Hypothesis Testing

	Original Sample (O)	Sample Average (M)	Standard Deviation (STDEV)	T-Statistic (O/STDEV)	P Values	Significance Level
Work-related social media -> Knowledge Sharing -> Employee Creativity	0.201	0.201	0.054	3.686	0.000	Moderate
Media Sosial Terkait Sosial -> Knowledge Sharing -> Employee Creativity	0.090	0.094	0.039	2.304	0.011	Moderate

Source: Processed Data

The Effect of Work-Related Social Media on Employee Creativity Through Knowledge Sharing

The table above shows that knowledge sharing can mediate the relationship between work-related social media and employee creativity, with a path coefficient value of 0,201, T-statistic of $3,686 \geq 1,65$ and a P-value of $0,000 \leq 0,05$. This indicates a significant role of work related social media in enhancing employee creativity through knowledge sharing.

Knowledge sharing has been proven to mediate the role of work-related social media in enhancing employee creativity. The use of social media can play significant role in boosting creativity through the knowledge employee process or by using social media, employees can enhance their creativity through knowledge sharing activities. Exchanging or sharing knowledge can encourage the emergence of creative

ideas. When social media platforms are used effectively, they further enhance the practice of knowledge sharing (Amanda, 2020).

The Effect of Social-Related Social Media on Employee Creativity Through Knowledge Sharing

The table above shows that knowledge sharing can mediate the relationship between work-related social media and employee creativity, with a path coefficient value of 0,090, T-statistic of $2,304 \geq 1,65$ and a P-value of $0,011 \leq 0,05$. This indicates a significant role of social-related social media in enhancing employee creativity through knowledge sharing.

Knowledge sharing mediates the role of social-related social media in enhancing employee creativity. Although the advancement of technology has introduced digital platforms that facilitate efficient interaction and collaboration, findings show that the use of social media for social purposes positively influences employee creativity. This occurs through its positive impact on knowledge sharing, which serves as a positive mediator between social media usage and employee creativity (Yaqub & Al-Sabban, 2023).

CONCLUSION

Based on the processing of descriptive statistical data, the result obtained the significant role of work-related social media and social related social media in enhancing knowledge sharing and employee creativity. The findings highlight that social media fosters communication, collaboration, and the exchange of ideas, which are essential for generating innovative solutions and creative thinking. Knowledge sharing acts as a critical mediator, bridging the use of social media with improved creativity among employees. By leveraging social media effectively, organizations can cultivate a culture of knowledge exchange and innovation, particularly in supporting the creative potential of their workforce.

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