



The Role of Social Media Usage and Knowledge in the Banking Sector in South Jakarta

Andreas Wahyu Gunawan Putra^{1*}, Rizvaldy Ananta Hutama^{2*}, Deasy Aseanty³

Fakultas Ekonomi dan Bisnis, Universitas Trisakti

Corresponding Author: Andreas Wahyu Gunawan Putra,
andreaswg@trisakti.ac.id

ARTICLE INFO

Keywords: Work-related Social Media Usage, Social-related Social Media Usage, Knowledge Sharing, Employee Engagement

Received : 3, January

Revised : 17, January

Accepted: 31, January

©2025 Putra, Hutama, Aseanty:
This is an open-access article distributed under the terms of the [Creative Commons Attribution 4.0 International](https://creativecommons.org/licenses/by/4.0/).



ABSTRACT

This study aims to analyze the effect of Work-related Social Media Usage, Social-related Social Media Usage and Knowledge Sharing on Employee Engagement on banking employees in South Jakarta. The independent variables are Work-related Social Media Usage and Social-related Social Media Usage. The intervening variable is Knowledge Sharing and the dependent variable is Employee Engagement. The research was conducted using purposive sampling method by taking samples using google form to employees who work in banking companies in South Jakarta. From the sampling, 157 samples were collected. Data analysing using AMOS applications with the Structural Equation Modeling (SEM) method. The results showed there was an influence on Work-related Social Media Usage, Social-related Social Media Usage and Knowledge Sharing on Employee Engagement to support employee performance. There is no indirect effect of Work-related Social Media Usage and Social-related Social Media Usage on Employee Engagement through Knowledge Sharing. This research provides practical implications in increasing employee engagement using working using social media tools.

INTRODUCTION

The problem of this study focuses on the low level of Employee Engagement among employees of banking companies in South Jakarta. According to Gallup data (2023), only 24% of employees in Indonesia are actively involved in their work, while another 76% are not engaged. This low level of involvement has the potential to hinder company performance, especially in the banking sector which requires employees who are committed to providing optimal service to customers. This study aims to identify the influence of work-related social media usage and social-related social media usage and knowledge sharing on the level of employee engagement. By understanding these factors, it is hoped that solutions can be found to increase employee engagement in the company.

The problem-solving plan in this study includes an in-depth analysis of the relationship between social media use and employee engagement. The study will collect data from employees at a digital banking company in South Jakarta, focusing on how the use of social media can facilitate better communication and knowledge sharing among employee. With this approach, it is hoped that concrete ways can be found to improve Employee Engagement through more effective communication strategies and a supportive work environment.

The purpose of this study is to analyze and measure the influence of Work-related Social Media Usage, Social-related Social Media Usage, and Knowledge Sharing on Employee Engagement. Specifically, the objectives of this study include: (1) Analyzing the use of social media and Knowledge Sharing among employees of banking companies; (2) Identify the influence of social media use on employee engagement; (3) Analyze the influence of Knowledge Sharing on Employee Engagement; and (4) Examine the relationship between the use of social media and Employee Engagement through Knowledge Sharing. By achieving these goals, the research is expected to provide insights for managers in improving employee engagement and work effectiveness in the era of digitalization.

THEORETICAL REVIEW

A theoretical study on the use of work-related social media (WSMU) shows that social media can serve as an effective tool to improve Communication and collaboration between employee. The WSMU definition includes the use of social media to discuss work, share information, and organize meetings, all of which can improve work efficiency and resource integration within an organization. However, undirected use can have negative impacts, such as decreased performance and employee turnover risks due to the search for information about other job opportunities. The framework of thinking in this study focuses on two main dimensions, namely WSMU which supports work activities and WSMU which is used for personal interests. These dimensions include intensity of use, task-oriented behavior, and deviant behavior that can interfere with performance. Research shows that while WSMU can provide benefits, abuse can be fatal for employees and companies. The hypothesis that can be proposed from this study is that the

targeted and professional use of WSMU will contribute positively to employee performance, while unsupervised use can reduce productivity and increase employee turnover risk. As such, it is important for organizations to establish clear policies regarding the use of social media in the workplace to maximize the benefits and minimized risk.

METHODOLOGY

This study focuses on the effect of work-related social media use on employee engagement in banking companies in South Jakarta, by considering knowledge management behavior as an intervening variable. The design of this study adopts a quantitative approach and uses a correlational study method. Data was collected through questionnaires distributed to employees, with measurements using the Likert scale. This research refers to two previous studies that show the relevance of social media in increasing employee creativity and engagement in the context of digital transformation. The analysis method used to test this hypothesis is the Structural Equation Model (SEM), which allows researchers to evaluate the relationships between variables simultaneously. Validity and reliability tests are carried out to ensure that the measurement instruments used are trustworthy and accurate. The results of this study are expected to provide insight into how social media can be used to increase employee engagement in an increasingly digital work environment.

RESULTS AND DISCUSSION

Table 1. Gender

Gender	Employee	
	Frequence	Presentation
Man	51	32,5%
Woman	106	67,5%
Total	157	100%

The dominance of female employees is due to the equality of career opportunities and workplace comfort that attracts many female prospective workers to work and have a career in banks. The results of data processing showed that employees aged 17-30 years were the most vulnerable age with a total of 82 respondents (52.2%).

Table 2. Age

Usia	Employee	
	Frequence	Presentation
17 - 30 Tahun	82	52,2%
30 - 44 Tahun	54	34,4%
44 - 58	21	13,4%

Tahun		
Total	157	100%

The large number of employees working in this age group is due to the fact that the company provides many opportunities for productive-age employees to work and study by opening a lot of admissions and providing a lot of training because it is considered the company's future asset.

Employees with the last level of education S1 are more than other levels of education, with a total of 104 respondents (66.2%). Basic skills and sufficient knowledge to become a bank employee, especially in research objects that require a lot of knowledge about Information and Technology (IT).

Employees who worked for 5-10 years were more with a total of 83 respondents (52.9%).

Table 3. Length of Working

Working Time	Employee	
	Frequence	Presentation
1 - 4 Tahun	47	29,9%
5 - 10 Tahun	83	52,9%
11 - 20 Tahun	27	17,2%
Total	157	100%

This is due to the employee's work experience and commitment to the company which is considered good enough and the employee already feels attached to the company so that it is considered loyalty to the company.

Descriptive statistical analysis showed that the average respondent felt the application of Work-related Social Media Usage in working at work with a total mean of 3.54. The highest score was found in item number 1 which contains social media to help employees find information about work with a score of 3.69. This shows that the employee agrees that the intensity of good and correct use of social media can support the dissemination of information and knowledge about work.

Descriptive statistical analysis also showed that the average respondent felt quite aware of the application of Social-related Social Media Usage in working at work with a total mean of 3.53. The highest score was found in item number 1 which contains social media helping to schedule events with colleagues outside of working hours with a score of 3.70. This shows that employees agree with the goal of Social-related Social Media Usage, which is to create social relationships with other employees and strengthen relationships that already existed.

Descriptive statistical analysis showed that the average respondent felt the application of Knowledge Sharing in working in the workplace with a total mean of 3.73. The highest score is found in item number 4 which contains that colleagues should share work experience with a score of 3.92. This shows that

the lack of time for involvement at work is one of the factors that hinder employees from sharing information and experiences with each other.

Descriptive statistical analysis shows that the average respondent feels quite aware of the implementation of Employee Engagement in working in the workplace with a total mean of 3.84. The highest value is found in item number 12 which contains about employees' understanding of their performance will affect the company's performance with a value of 4.81. This shows that committed employees can understand the consequences of work and understand that their performance can affect the company's performance.

The results of the hypothesis test show that Work-related Social Media Usage has a positive influence on Knowledge Sharing with a p-value of $0.008 < 0.05$.

Table 4. Hypothesis test results

Hypothesis	Estimate (b)	p-value (0.05)	Decision
Work-related Social Media Usage has a positive influence on Knowledge Sharing	0,208	0,008	The hypothesis is supported

This means that with the increase in Work-related Social Media Usage, employees can interact with each other instantly in discussing work such as giving and receiving information, giving ideas, and solving problems more efficiently without being constrained by time and place.

The results of the hypothesis test also showed that Social-related Social Media Usage had a positive influence on Knowledge Sharing with a p-value of $0.020 < 0.05$.

Table 5. Hasil uji hipotesis

Hyphotesis	Estimate (b)	p-value (0.05)	Decision
Work-related Social Media Usage has a positive influence on Knowledge Sharing	0,189	0,020	The hypothesis is supported

This means that with the increase in Social-related Social Media Usage, employees can create closer social relationships and strengthen existing relationships, thus affecting the level of Knowledge Sharing in the workplace.

CONCLUSIONS AND RECOMMENDATIONS

This study aims to determine the influence of Work-related Social Media Usage, Social-related Social Media Usage, and Knowledge Sharing on Employee Engagement in employees of banking companies in South Jakarta. Work-related Social Media Usage provides advantages in creating a competent work environment by obtaining information efficiently. However, the use of work-related social media does not have much impact on employee contribution and involvement in the banking work system. Social-related Social Media Usage is used to strengthen relationships between colleagues, building good chemistry through social media. This results in a healthy work environment and facilitates coordination in work. Knowledge Sharing is quite felt by employees, but the exchange of information and work experience does not have a good impact on employee performance contribution. Employees may feel afraid to ask about something they don't understand, hindering engagement. Employee Engagement is an important thing that most employees feel quite well. Employees' attachment to their work affects the company's process to achieve goals, so engaged employees will prioritize the company's interests at work.

From the perspective of Rule-Based Decision Making, this approach offers a clear structure for the decision-making process. The rules established based on prior data and experiences aid the system in delivering consistent and reliable recommendations. By combining these two methods, the expert system can offer comprehensive solutions for water management in the agricultural sector. The findings from this research indicate that the implementation of the expert system not only boosts agricultural productivity but also supports more sustainable farming practices by reducing water waste and minimizing environmental impacts.

FURTHER STUDY

In the next research, it is necessary to add the variables of Training and Development and Psychological Empowerment as follows: already exists in the research of Hizam et al., (2023). The quality of quality human resources and the psychological condition of employees are of great concern. In the next research, it is necessary to involve more research samples to get accurate results and the research becomes more reliable and useful to be used as a basis for knowledge.

REFERENCES

- Ahmad, Md & Hussain, Ajhar & Ahmad, Firoz. (2022). The use of social media at work place and its influence on the productivity of the employees in the era of COVID-19. *SN Business & Economics*. 13. 10.1007/s43546-022-00335-x.
- Ali, Ahsan & Wang, Hongwei & Khan, Ali. (2018). Mechanism to Enhance Team Creative Performance through Social Media: A transactive Memory System Approach. *Computers in Human Behavior*. 10.1016/j.chb.2018.09.033.

- Arefin, Md & Alam, Md & Islam, Md. Rakibul & Rahaman, Munmun. (2019). High-performance work systems and job engagement: The mediating role of psychological empowerment. *Cogent Business & Management*. 6. 10.1080/23311975.2019.1664204.
- Bizzi, Lorenzo. (2017). The hidden problem of Facebook and social media at work: What if employees start searching for other jobs?. *Business Horizons*. 61. 10.1016/j.bushor.2017.09.002.
- Bodhi, Rahul & Luqman, Adeel & Hina, Maryam & Papa, Armando. (2022). Work-related social media use and employee-related outcomes: a moderated mediation model. *International Journal of Emerging Markets*. 10.1108/IJOEM-09-2021- 1359. DOI: 10.1108/IJOEM-09-2021-1329
- Brooks, Stoney. (2015). Does personal social media usage affect efficiency and WELL-BEING? *Computers in Human Behavior*. 46. 10.1016/j.chb.2014.12.053.
- Cao, Xiongfei & Guo, Xitong & Vogel, Doug & Zhang, xi. (2016). Exploring the influence of social media on employee work performance. *Internet Research*. 26.529-545.10.1108/IntR-11- 2014-0299. DOI:10.1108/IntR-11-2014-0299
- Cao, Dongmei & Meadows, Maureen & Wong, Donna & Xia, Senmao. (2020). Understanding consumers' social media engagement behaviour: An examination of the moderation effect of social media context. *Journal of Business Research*. 122. 10.1016/j.jbusres.2020.06.025.
- Capriotti, P., Zeler, I., & Camilleri, M. A. (2021). Corporate communication through social networks: The identification of key dimensions for dialogic communication. In M. A. Camilleri (Ed.), *Strategic corporate communication in the digital age*. Bingley: Emerald, pp. 33-52. DOI 10.1108/978-1-80071-264-520211003
- Carlson, John & Zivnuska, Suzanne & Harris, Ranida & Harris, Kenneth & Carlson, Dawn. (2016). Social Media Use in the Workplace: A Study of Dual Effects. *Journal of Organizational and End User Computing*. 28. 15-31. 10.4018/JOEUC.2016010102.
- Celebi, Serra & Terkan, Remziye. (2020). Social Media and Employee Productivity at Workplace. *International Review of Management and Marketing*. 10. 37-41. 10.32479/irmm.10806. DOI:10.32479/irmm.10806
- Chen, Xiayu & Wei, Shaobo. (2020). The impact of social media use for communication and social exchange relationship on employee performance. *Journal of Knowledge Management*. Ahead-of-print. 10.1108/JKM-04-2019- 0167. DOI:10.1108/JKM-04-2019-0167
- Chen, X., Ou, C., & Davison, R. (2022). Internal or external social media? The effects of work-related and social- related use of social media on improving employee performance. *Internet Research*,32(3), 680-707.
<https://doi.org/10.1108/INTR-03-2020- 0159>
- Chen, M.; Babar, M.; Ahmed, A.; Irfan, M. Analyzing the Impact of Enterprise Social Media on Employees' Competency through the Mediating Role of Knowledge Sharing. *Sustainability* 2023, 15, 9499. <https://doi.org/10.3390/ su15129499>

- Corcoran, Niall & Duane, Aidan. (2018). Using Social Media to Enable Staff Knowledge Sharing in Higher Education Institutions. *Australasian Journal of Information Systems*. 22. 10.3127/ajis.v22i0.1647.
- Dwianti, N. R. (2020). Pengaruh social media use dan work-life balance terhadap subjective well-being perempuan bekerja. (Skripsi Sarjana. UIN Syarif Hidayatullah Jakarta). <https://repository.uinjkt.ac.id/dspace/handle/123456789/53760>
- Eidizadeh, Rosa & Salehzadeh, Reza & Chitsaz Isfahani, Ali. (2017). Analysing the Role of Business Intelligence, Knowledge Sharing and Organisational Innovation on Gaining Competitive Advantage. *Journal of Workplace Learning*. 29. 10.1108/JWL-07-2016-0070
- Gaál, Zoltán & Szabó, Lajos & Dr. Obermayer, Nóra & Csepregi, Anikó. (2015). Exploring the Role of Social Media in Knowledge Sharing. *The Electronic Journal of Knowledge Management*. 13. 185-197.
- Gonzalez, Ester & Leidner, Dorothy & Riemenschneider, C. & Koch, H. (2013). The impact of internal social media usage on organizational socialization and commitment. *International Conference on Information Systems (ICIS 2013): Reshaping Society Through Information Systems Design*. 5. 3969-3986.
- GraceShalini, A., Radhakrishnan, P., Basit, A., & Hassan, Z. (2018). The Impact of Social Media Usage on Employee and Organization Performance: A study on Social Media Tools Used by an IT Multinational in Malaysia. *Journal of Marketing and Consumer Behaviour in Emerging Markets*.
- Hiejaya, Andre (2021). Pengaruh extrinsic work value dan job characteristic terhadap Employee Engagement generasi millennial studi kasus di perusahaan Paper.id di Jakarta Utara / Andre Hiejaya / 29160087 / Pembimbing: Hendratmoko. Institut Bisnis dan Informatika Kwik Kian Gie, Jakarta.
- Hizam, Sheikh Muhamad & Akter, Habiba & Ilham, Sentosa & Ahmed, Waqas & Masrek, Mohamad & Ali, Jawad. (2023). Predicting Workforce Engagement towards Digital Transformation through a Multi- Analytical Approach. *Sustainability*.
- Jong, Din & Chen, Shih-Chih & Ruangkanjanases, Athapol & Chang, Yun-Hsuan. (2021). The Impact of Social Media Usage on Work Efficiency: The Perspectives of Media Synchronicity and Gratifications. *Frontiers in Psychology*. 12. 10.3389/fpsyg.2021.693183.
- Juan, S.H. & Ting, Irene & Kweh, Qian Long & Yao, L.. (2018). How does Knowledge Sharing affect Employee Engagement?. *Institutions and Economies*. 10. 49-67.
- Leftheriotis, Ioannis & Giannakos, Michail. (2014). Using social media for work: Losing your time or improving your work?. *Computers in Human Behavior*. 31. 134-142. 10.1016/j.chb.2013.10.016.
- Liang, Ma & Xin, Zhang & Yan, Ding & Jianxiang, Fei. (2020). How to improve employee satisfaction and efficiency through different enterprise social media use. *Journal of Enterprise Information Management*. Ahead- ofprint. 10.1108/JEIM-10-2019- 0321.

- Lysandra, C. L., Noermijati, and Kurniawati, D. T. (2023). Improving Employee Performance through the Use of Social Media at the Workplace: Mediated by Employee Engagement and Job Satisfaction. *Jurnal Aplikasi Manajemen*, Volume 21, Issue 2, Pages 393-403. Malang: Universitas Brawijaya. DOI: <http://dx.doi.org/10.21776/ub.jam.2023.021.02.09>.
- Mansoor, Fazna & Hassan, Zubair. (2016). Factors influencing Employee Engagement: A study on a Telecommunication Network provider in Maldives. *International Journal of Accounting and Business Management*. 4. 50-64. 10.24924/ijabm/2016.04/v4.iss1/50.64.
- Men, Linjuan & O'Neil, Julie & Ewing, Michele. (2020). Examining the effects of internal social media usage on Employee Engagement. *Public Relations Review*. 46. 101880. 10.1016/j.pubrev.2020.101880.
- Muizu, Wa & Titisari, Andhita & Sule, Ernie. (2018). Peran Knowledge Sharing Terhadap Kinerja Pegawai Perusahaan Telekomunikasi. *INOBIIS: Jurnal Inovasi Bisnis dan Manajemen Indonesia*. 1. 397-406. 10.31842/jurnal-inobis.v1i3.45.
- Oksa, Reetta & Kaakinen, Markus & Savela, Nina & Ellonen, Noora & Oksanen, Atte. (2020). Professional social media usage: Work engagement perspective. *New Media & Society*. 23. 146144482092193. 10.1177/1461444820921938.
- Olfat, M., Ahmadi, S., Shokouhyar, S., & Bazeli, S. (2022). Linking Organizational Members' Social-Related Use of Enterprise Social Media (ESM) to Their Fashion Behaviors: The Social Learning and Stimulus-Organism-Response Theories. *Corporate Communications: An International Journal*, 27(1), 91-109.
- Omar, Muhamad & Dahalan, Noor & Yusoff, Yusma. (2016). Social Media Usage, Perceived Team-Efficacy and Knowledge Sharing Behaviour among Employees of an Oil and Gas Organisation in Malaysia. *Procedia Economics and Finance*. 37. 309-316. 10.1016/S2212-5671(16)30130-7.
- Parveen, F., Jaafar, N. I., & Ainin, S. 2016. Social media's impact on organizational performance and entrepreneurial orientation in organizations. *Management Decision*, 54 (9): 2208-2234.
- Rahayu, S. A., & Emilisa, N. (2023). Pengaruh Employee Participation In The Decision-Making Dan Benevolent Leadership Terhadap Organizational Commitment Behaviour Yang Dimediasi Oleh Affective Commitment Terhadap Karyawan H&M Di Jakarta. X(x), 289-301. <https://doi.org/10.58344/jmi.v2i2.166>
- Razmerita, L., Kirchner, K., & Nielsen, P. (2016). What Factors Influence Knowledge Sharing in Organizations? A Social Dilemma Perspective of Social Media Communication. *Journal of Knowledge Management*, 20(6), 1225-1246. <https://doi.org/10.1108/JKM-03-2016-0112>
- Sekaran, U., & Bougie, R. (2009). *Research Methods for Business: A Skill Building Approach* (5th Edition). *International Journal of Information Technology and Management - IJITM*.
- Sekaran, U., & Bougie, R. (2016). *Research Methods For Business: A Skill Building Approach* (7th ed.). Wiley.

- State of the Global Workplace 2023 Report The Voice of The World's Employees. Gallup. 2023. Retrieved May 15, 2023 From : <https://www.gallup.com/394373/indicat-or-employee-engagement.aspx>
- Sun, Li & Bunchapattanasakda, Chanchai. (2019). Employee Engagement: A Literature Review. *International Journal of Human Resource Studies*. 9.63. 10.5296/ijhrs.v9i1.14167.
- Sugiyono. (2016). *Metode penelitian kuantitatif, kualitatif, R&D*.
- Van Zoonen, Ward; Verhoeven, Joost W. M.; Elving, Wim J. L. (2014) : Understanding work-related social media use: An extension of theory of planned behavior, *International Journal of Management, Economics and Social Sciences (IJMESS)*, ISSN 2304-1366, IJMESS Int'l Publishers, Houston, TX, Vol. 3, Iss. 4, pp. 164-183
- Wardini, B. S., & Nawangsari, L. C. (2021). The Influence of Employer Branding and Organizational Culture on Employee Engagement with Motivation as Mediators on the Millennials Generation at KAP TSFBR. *European Journal of Business and Management Research*, 6(4), 388–393. <https://doi.org/10.24018/ejbmr.2021.6.4.1007>
- Wei, Chu & Pitafi, Hameed & Kanwal, Shamsa & Ali, Ahsan & Ren, Minglun. (2020). Improving Employee Agility Using Enterprise Social Media and Digital Fluency: Moderated Mediation Model. *IEEE Access*. PP. 1-1.10.1109/ACCESS.2020.2983480.