

## The Influence of Social Media Usage, Knowledge Sharing, and Learning Organization on Employee Performance (A Study on Full Time Employees at Hotel Merapi Merbabu)

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<p><b>Article Information:</b></p> <p><b>Keywords:</b>                  Keyword 1: Social Media                  Keyword 2: Knowledge Sharing                  Keyword 3: Learning Organization                  Keyword 4: Employee Performance</p> <p><b>Article History:</b>                  Received : February 10, 2025                  Revised : March 10, 2025                  Accepted : March 30, 2025</p> <p><b>Cite This Article:</b>                  Stevani, I., &amp; Probosari, N. (2025). The influence of social media usage, knowledge sharing, and learning organization on employee performance: A study on full time employees at Hotel Merapi Merbabu. <i>Indikator: Jurnal Ilmiah Manajemen dan Bisnis</i>, 9(2), 61-68. <a href="https://doi.org/10.22441/indikator.v9i2.31997">https://doi.org/10.22441/indikator.v9i2.31997</a></p>	<p><b>Abstract</b></p> <hr/> <p><i>This research aims to explore and analyze the impact of social media usage, knowledge sharing, and learning organization on the performance of full-time employees at Hotel Merapi Merbabu. The study population includes full-time employees, and purposive sampling was utilized to select 92 respondents. Data collection was conducted through online questionnaires distributed via Google Forms, and the data were analyzed using SPSS software. The findings indicate that social media usage significantly and positively influences employee performance. Likewise, knowledge sharing and the learning organization both have significant positive effects on employee performance. These results highlight that establishing an effective learning organization, improving knowledge sharing, and leveraging social media effectively can be strategic methods to enhance employee performance in the hospitality sector.</i></p>
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### INTRODUCTION

Organizational objectives are significantly achieved through the crucial role played by human resource management (HRM), particularly in enhancing employee performance. Employee performance is influenced not only by individual capabilities but also by external factors, including organizational support in fostering knowledge sharing and a learning organization. These elements are essential for building a competitive advantage for the organization.

This research was conducted on employees of Hotel Merapi Merbabu, which has a relatively strict work system with high targets, particularly in departments such as housekeeping and front office. According to data from the hotel’s Human Resources (HR) department, fluctuations in employee performance often occur, especially when facing challenging work conditions such as consecutive shifts (back-to-back) or a sudden increase in workload. These situations result in fatigue, delays in task completion, and a decline in service quality.

Moreover, interviews with HR revealed issues in the unequal distribution of tasks between shifts. For instance, the workload during the first shift is significantly higher than the second shift, leading to imbalances and internal conflicts. The lack of clear guidelines in the work system also causes confusion among employees in decision-making, which ultimately affects overall performance.

Additionally, social media, which was expected to be a tool for interacting with customers, often fails to meet its purpose. As an internal communication platform, social media at Hotel Merapi Merbabu—such as employee WhatsApp groups—has not provided optimal efficiency in delivering information. Product knowledge guidelines, policy updates, and customer complaint management, which should be easily communicated, are often hindered due to a lack of responsiveness, limited employee engagement, and insufficient oversight. These significant barriers highlight that social media cannot yet be fully relied upon as an effective internal communication tool to influence employee performance.

Another issue is the lack of knowledge sharing among employees, even though training has been provided. Employees who have attended training sessions do not actively share their knowledge with colleagues. This slows down the improvement of collective competence and operational efficiency. To address this issue, organizational strategies are needed to promote continuous learning and effective collaboration.

Furthermore, problems also arise in the implementation of learning organization practices at Hotel Merapi Merbabu. Learning sessions are divided into two parts to ensure shift operations continue during training. However, this division causes serious issues, particularly concerning inconsistencies in the material delivered between the first and second sessions. This can result in differing understandings among employee groups regarding important standard operating procedures (SOPs), such as fire handling procedures. For example, presenters in the first session may explain evacuation steps differently or provide less detailed information compared to the second session. As a result, employees attending different sessions might have unclear understandings of what actions to take during a fire, potentially leading to confusion or errors in emergency situations, which in turn can reduce employee performance.

Based on these results, the study's goal is to investigate how full-time staff members' performance at Hotel Merapi Merbabu is affected by their use of social media, knowledge sharing, and learning organizations. Furthermore, this study seeks to offer useful suggestions for maximizing these elements in order to improve worker performance.

By including three crucial elements—social media usage, information sharing, and learning organization—into the framework of the hospitality sector, this study fills the gap. It is anticipated that the study's findings would advance current understanding and provide useful advice for hotel management in addressing performance-related issues.

## **LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT**

### **Employee performance**

Employee performance is defined as the outcome of an individual's efforts to fulfill their responsibilities and tasks based on the knowledge entrusted to them (Muhammad Ali Nurdin, et al., 2023:53). The following are the indicators of employee performance, per Robbins (2016:260):

1. Work Quantity
2. Quality
3. Timeliness
4. Effectiveness
5. Independence

### **Penggunaan Media Sosial**

The utilization of social media has become a widely recognized concept across all generations. With social media, activities that were previously conducted through face-to-face interactions can now be performed virtually, either in real-time (synchronously) or with a time

delay (asynchronously) (Leon A, 2022:1). The indicators of social media usage, as outlined by Kilgour, Sasser, & Larke (2015), are as follows:

1. Receiving Information
2. Maintaining and strengthening communication with colleagues
3. Building trust
4. Sharing vision
5. Strengthening networks

**H1** : It is suspected that social media usage impacts the performance of full-time employees at Hotel Merapi Merbabu.

#### ***Knowledge Sharing***

Knowledge sharing is a management aspect that provides opportunities for group, organizational, or company members to exchange knowledge, techniques, experiences, and ideas with one another (Kamaruzzaman, et al., in Sitti Aliyah, 2019:153). According to Azizi (2020:13), the indicators of knowledge sharing are as follows:

1. *Knowledge Donating*
2. *Knowledge Collecting*

**H2** : Knowledge sharing is suspected to influence the performance of full-time employees at Hotel Merapi Merbabu.

#### ***Learning Organization***

A learning organization can be described as an entity that continuously improves its performance due to the commitment and competence of its members, who are capable of learning on both profound and superficial levels (Lukman, 2021:382). The indicators of a learning organization, based on Suhardi (2019:25), include:

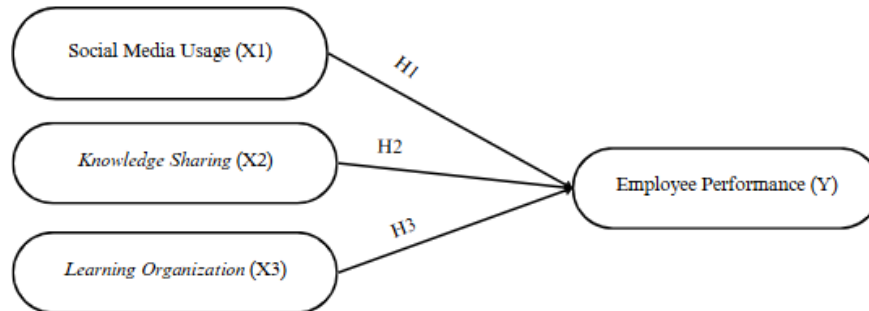
1. System Thinking
2. Mental Models
3. *Personal Mastery*
4. *Team Learning*
5. *Building Shared Vision*

**H3** : Learning organization is suspected to influence the performance of full-time employees at Hotel Merapi Merbabu.

## **RESEARCH METHOD**

This research is classified as descriptive research. Descriptive research aims to present and explain various situations, conditions, or variables (Purba, et al., 2021:54). This study uses questionnaires to collect survey data from respondents. The research was conducted at Hotel Merapi Merbabu. The population of this study consists of full-time employees at Hotel Merapi Merbabu. The respondents of this research are 92 full-time employees of Hotel Merapi Merbabu. This study employs proportional sampling as the technique to determine the respondents, which involves selecting samples from population members proportionally. This sampling method is applied when the population is heterogeneous (not uniform, as seen in education levels, subjects, etc.) (Ari, 2024:16). The research method uses SPSS 26 as the analytical tool.

**Figure 1. Conceptual Framework**



Source: Processed by the Author (2024).

**Table 1. Operational Definition of Variables**

Variable	Variable Definition	Indicator
Employee Performance (Y)	Performance refers to the outcomes produced by an employee in the workplace, which are measured against the established standards for their position (Robbins, 2016:260).	According to Robbins (2016:260) adalah : 1. Work Quality 2. Quantity 3. Timeliness 4. Effectiveness 5. Independence
Social Media Usage (X1)	Social media is an internet-based platform that facilitates easy content creation and sharing, enabling users to distribute information, opinions, and interests to a wider audience. It serves various purposes, including providing information, education, satire, and critique. Social media usage creates a chain effect, where shared content reaches beyond the original audience (Rosarita, 2018:4).	According to Kilgour, Sasser, & Larke (2015) adalah : 1. Receiving Information 2. Maintaining and strengthening communication with colleagues 3. Building trust 4. Sharing vision 5. Strengthening networks

<p>Knowledge Sharing (X2)</p>	<p>Knowledge sharing is described as the process by which knowledge is transferred between individuals and organizations to achieve shared objectives. Organizations that aim to optimize their knowledge assets for competitive advantage can implement this process (Ninik, P., Yuni, S., 2017:74).</p>	<p>According to Azizi (2020:13)</p> <ol style="list-style-type: none"> <li>1. <i>Knowledge Donating</i></li> <li>2. <i>Knowledge Collecting</i></li> </ol>
<p>Learning Organization (X3)</p>	<p>A learning organization refers to an organization where individuals continuously enhance their ability to produce desired outcomes. This involves fostering new, expansive ways of thinking, encouraging collective aspirations, and promoting collaborative learning (Emiliana, 2018:31). Indicators of a learning organization include:</p>	<p>According to Suhardi, (2019:25) :</p> <ol style="list-style-type: none"> <li>1. System Thinking</li> <li>2. Mental Models</li> <li>3. <i>Personal Mastery</i></li> <li>4. <i>Team Learning</i></li> <li>5. <i>Building Shared Vision</i></li> </ol>

Source: Processed Primary Data, 2024

## RESULT AND DISCUSSION

### Respondent Characteristics

Based on Table 2, the majority of respondents in this study are male employees, totaling 54 people (58.7%), while female employees account for 38 people (41.3%). In terms of age, most respondents are between 26 and 35 years old, totaling 41 people (44.6%), followed by respondents aged  $\geq 41$  years with 29 people (31.5%), and those aged  $\leq 25$  years with 22 people (23.9%). Regarding the length of work, the majority of respondents have worked for one to five years, totaling 62 people (67.4%), while respondents with a work period of  $\leq 1$  year amount to 21 people (22.8%), and those with a work period of  $\geq 6$  years total 9 people (9.8%). From the perspective of departments, the highest number of respondents comes from the housekeeping department, totaling 22 people (23.9%), followed by the front office and food and beverage departments, each with 16 people (17.4%). Other departments, such as sales and marketing, kitchen, and security, contribute a smaller proportion of respondents.

**Table 2. Respondent Characteristics**

Characteristic	Category	Frequency	Percentage
Gender	Male	54	58,7%
	Female	38	41,3%
	<b>Total</b>	92	100%
Age	< 17 years	0	0
	17 until 25 years	51	55,4%
	26 until 40 years	41	44,6%
	<b>Total</b>	92	100%
Length Of Work	< 1 years	25	26,9%
	1 until 5 years	62	66,7%
	5 until 10 years	6	6,5%
	<b>Total</b>	92	100%
Departement	Accounting	4	4,3%
	Engineering	10	10,8%
	Food And Beverage Production	16	17,2%
	Food And Beverage Service	15	16,1%
	Front Office	10	10,8%
	House Keeping	21	22,6%
	Human Resource Development	1	1,1%

	IT	1	1,1%
	Sales and Marketing	6	6,5%
	Security	4	4,3%
	Parking	4	5,4%
	<b>Total</b>	92	100%

Source : Processed Primary Data, 2024

### Hypothesis Test

The impact of each variable on employee performance, as determined through multiple linear regression analysis, is presented in Table 2 below:

**Table 3. Hypothesis Testing**

Independent Variable	t	significance value	Significant Terms	conclusion
<i>Social Media Usage</i>	3.003	.003	<0,05	Signifikan
<i>Knowledge Sharing</i>	3.025	.022	<0,05	Signifikan
<i>Learning Organization</i>	3.638	.000	<0,05	Signifikan

Source : Processed Primary Data, 2024

Based on the calculations presented in Table 7, the hypothesis testing results for each latent variable are as follows :

- a. **H1** : Social media usage has a significant and positive effect on the performance of full-time employees at Hotel Merapi Merbabu, as demonstrated by a p-value of 0.003, which is below the threshold of 0.05. Consequently, Hypothesis 1 is supported.
- b. **H2** : Knowledge sharing significantly enhances the performance of full-time employees at Hotel Merapi Merbabu, with a p-value of 0.022, which is less than 0.05. As a result, Hypothesis 2 is supported.
- c. **H3** : The learning organization variable also has a significant positive effect on the performance of full-time employees at Hotel Merapi Merbabu, evidenced by a p-value of 0.000, which is below 0.05. Thus, Hypothesis 3 is supported.

## CONCLUSION

Competence is shown to have a positive and significant impact on the performance of full-time employees at Hotel Merapi Merbabu. Furthermore, employee performance is positively and significantly influenced by social media usage and knowledge sharing.

Several limitations were acknowledged by the researcher based on the findings of this study. Nonetheless, it is hoped that meaningful contributions can be provided to all parties through this research. Future researchers aiming to expand this topic are encouraged to explore additional variables or adopt different approaches to further enrich the findings.

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