

THE INFLUENCE OF SOCIAL MEDIA USAGE AND ISLAMIC RELIGIOSITY ON EMPLOYEE PERFORMANCE THROUGH JOB SATISFACTION AMONG AMDK EMPLOYEES IN INDONESIA



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Abstract

This study aims to analyze the influence of social media usage and Islamic religiosity on employee performance, with job satisfaction as a mediating variable, among bottled drinking water (AMDK) industry employees in Indonesia. A quantitative approach was used with a non-probability purposive sampling technique, involving 214 respondents. Data were collected through online questionnaires, then analyzed using SPSS 24 for descriptive analysis and Smart PLS 4 for structural model analysis. The results show that social media usage and Islamic religiosity, both directly and indirectly (through job satisfaction), positively and significantly affect employee performance. This study enriches the understanding of the relationship between these variables in the context of the AMDK industry in Indonesia, while highlighting the importance of optimizing social media usage and integrating religious values to enhance employee performance.

Keywords: Social Media Usage, Islamic Religiosity, Job Satisfaction, Employee Performance

INTRODUCTION

Indonesia, the fourth most populous country in the world after China, India, and the United States, is also recognized as the country with the largest Muslim population globally (Abdillah, 2022:4). Indonesia's strategic position in the ASEAN region, which is a hub of rapid economic growth, presents both challenges and significant opportunities in various sectors, including digitalization. One aspect of digitalization experiencing rapid development is the use of social media. In 2021, the number of social media users in Indonesia reached 193.43 million and is expected to rise to 236.97 million by 2026 (Statista, 2024). This highlights the importance of social media as an integral part of daily life, including in the workplace.

Social media has become a key tool in business and workforce activities. Its strength lies in its ability to support communication, collaboration, and operational efficiency, both among employees and between employees and management (WowKeren, 2023). Social media facilitates rapid information dissemination and encourages innovation through more open idea exchanges. However, uncontrolled usage can lead to negative effects, such as addiction, stress, employee well-being issues, and decreased productivity (Ali-Hassan et al., 2015; Leftheriotis & Giannakos, 2014). In this context, strategic management is needed to optimize the use of social media so that positive impacts can be maximized and negative risks minimized.

In addition to social media, Islamic religiosity is an important factor influencing the motivation, attitudes, and behavior of employees in Indonesia. In Islam, work is considered an act of worship that should be performed with the intention of seeking Allah's pleasure (Sharabi, 2012). The Qur'an, Surah Adh-Dhāriyāt, verse 56, states, "And I did not create the jinn and mankind except to worship Me" (Sulaiman et al., 2014). This understanding motivates Muslim employees to work effectively, honestly, and with integrity, as they believe Allah observes their every action (Murtaza et al., 2016; Syed & Ali, 2010). Islamic religiosity also helps individuals manage work pressure, shapes strong moral values, and enhances discipline and dedication to work (Abualigah et al., 2021).

However, the impact of religiosity on the workplace is not always positive. Some studies suggest that high levels of religiosity can exacerbate work-family conflicts, increase

stress, and negatively affect job satisfaction (Soffian Lee et al., 2023; Héliot et al., 2019). Furthermore, discrepancies between religious values and organizational culture can create tension that affects employee performance. Therefore, understanding the role of Islamic religiosity in the workplace is crucial to maximize its positive effects and mitigate emerging challenges.

Job satisfaction is an important variable linking social media usage, Islamic religiosity, and employee performance. As an indicator of emotional well-being, job satisfaction reflects employees' positive affective responses to their work (Bakker et al., 2019). When used wisely, social media can enhance job satisfaction by improving communication, collaboration, and motivation (Charoensukmongkol, 2014; Liang et al., 2021). However, if not managed properly, social media use can lead to information overload, reduced concentration, and decreased job satisfaction (Gao & Shao, 2024). Islamic religiosity also influences job satisfaction by internalizing spiritual values, encouraging employees to stay positive and motivated in facing work challenges (Mensah et al., 2019; Sunanda, 2020).

In the context of Indonesia's bottled drinking water (AMDK) industry, job satisfaction plays a strategic role in maintaining employee productivity and performance. This industry faces unique challenges, such as competitive market dynamics, strict production standards, and health-related issues like Bisphenol A (BPA), which can affect consumer perceptions and increase pressure on marketing employees. With the industry's rapid growth, employee performance becomes a key factor in maintaining a company's competitiveness. This study aims to explore how social media usage and Islamic religiosity influence employee performance through job satisfaction as a mediating variable.

Previous studies have shown that employee performance is influenced by various factors, including digital technology and religious values (Fu, 2024; Kumar et al., 2023). Social media enables more effective communication and collaboration, while Islamic religiosity helps employees manage stress and enhance intrinsic motivation. However, related research often addresses these factors separately, without considering the complex relationships between social media, Islamic religiosity, job satisfaction, and employee performance, particularly in the AMDK sector.

Thus, this study is expected to provide significant theoretical and practical contributions. Theoretically, it expands the literature on the influence of social media usage and Islamic religiosity on employee performance through job satisfaction. Practically, the findings of this study can assist companies in the AMDK sector in designing more effective human resource management policies, strategically leveraging digital technology, and creating work environments that support religious values. Additionally, this research offers new insights into the interaction between technology, religion, and workplace dynamics in Indonesia's rapidly growing industry.

REVIEW OF LITERATURE

Social Media Usage and Its Impact on Employee Performance

Kaplan and Haenlein (2010) define social media as a group of internet-based applications built on Web 2.0 technology, enabling users to create, modify, and share user-generated content. Social media has become an essential tool for communication and collaboration in the workplace, particularly due to its ability to enhance connectivity among employees (Leonardi et al., 2013). In organizational settings, social media allows for real-time information sharing and improves team coordination processes, which directly contributes to increased employee productivity.

Ali-Hassan et al. (2015) categorize social media usage into three main types: cognitive, social, and hedonic. Cognitive use focuses on creating and sharing work-related information, supporting employee learning and knowledge exchange. Social use involves forming and maintaining professional relationships, which helps strengthen social capital and teamwork. Meanwhile, hedonic use refers to activities for relaxation and entertainment, which can indirectly improve employee well-being and motivate them in their work.

In the context of performance enhancement, research shows that social media supports the development of transactive memory systems (TMS), helping employees remember who holds specific information and how to access it (Kumar et al., 2023). TMS enables better team coordination, improving employee performance efficiency and effectiveness (Lee & Lee, 2020). Furthermore, Fu (2024) applies Media Richness Theory to

explain how social media enhances communication quality, especially within dispersed teams, ultimately facilitating stronger and more productive teamwork.

H1. Social media usage has a positive and significant effect on employee performance.

Social Media Usage and Job Satisfaction

In addition to improving performance, social media usage in the workplace plays a key role in influencing job satisfaction. Charoensukmongkol (2014) reveals that employees who use social media for work purposes feel more satisfied, as it provides social support that can alleviate work-related stress. Moreover, social media allows employees to maintain a balance between personal and work life, as they can easily interact with friends or family even while at work.

Research by Demircioglu (2018) shows that social media use contributes to employees' sense of autonomy and competence, two crucial elements in Self-Determination Theory (SDT). Proper use of social media gives employees freedom in managing their work and boosts their confidence in completing tasks. These findings align with Liang et al. (2020), who emphasize that social media helps employees maintain closer relationships with colleagues, ultimately creating a more positive work environment and enhancing overall job satisfaction.

H2. Social media usage has a positive and significant effect on job satisfaction.

Islamic Religiosity and Employee Performance

Religiosity, particularly in the Islamic context, refers to how deeply individuals practice their religious beliefs in daily life (Ancok & Fuad, 2011). In the workplace, religiosity plays a vital role in shaping employee behavior, motivation, and work ethic. Zahrah et al. (2016) show that Muslim employees with high levels of religiosity often view their work as part of worship to Allah, motivating them to work harder and with honesty, hoping for blessings in their work.

Another study by Azeem et al. (2023) mentions that religiosity provides emotional and psychological support, helping employees cope with workplace pressures. Religious employees tend to be more patient and calm in facing challenges, which ultimately improves their performance. Furthermore, Lina (2024) argues that religiosity promotes self-discipline and commitment to work, resulting in a significant improvement in work performance.

H3. Islamic religiosity has a positive and significant effect on employee performance.

Islamic Religiosity and Job Satisfaction

Aside from influencing performance, religiosity plays an important role in enhancing job satisfaction. Mensah et al. (2019) suggest that religious beliefs give employees a sense of purpose and meaning in their work, making them feel more satisfied with the tasks they perform. Religious activities in the workplace, such as group prayers or worship, help create a supportive work environment where employees feel more connected with their colleagues.

Sunanda (2020) adds that in workplaces that support religious expression, employees are more likely to feel satisfied with their jobs because their personal values align with the organization's values. Moreover, religiosity serves as a source of comfort and motivation, helping employees overcome challenges and improve their emotional well-being, which positively impacts job satisfaction.

H4. Islamic religiosity has a positive and significant effect on job satisfaction.

Job Satisfaction and Employee Performance

Job satisfaction has long been identified as an important factor influencing employee performance. Locke (1976) defines job satisfaction as a positive emotional state resulting from an appraisal of one's job. Employee job satisfaction is a crucial indicator in creating motivation, commitment, and better work outcomes. Prentice (2022) expands on this concept, stating that job satisfaction is closely linked to employees' willingness to actively participate in organizational activities.

Yvonne et al. (2014) reveal that employees who are satisfied with their jobs tend to work more effectively and show better collaboration within teams. On the other hand, Egemen (2024) emphasizes that job satisfaction significantly contributes to both task performance and contextual performance, where satisfied employees are more likely to engage in voluntary behaviors that support organizational success.

H5. Job satisfaction has a positive and significant effect on employee performance.

Social Media Usage, Job Satisfaction, and Employee Performance

Social media usage affects employee performance not only directly but also through job satisfaction as a mediator. Charoensukmongkol (2014) found that using social media in the workplace increases job satisfaction because of the emotional and social support provided

by these platforms. Employees who are satisfied with their jobs are more likely to actively engage in their tasks, positively impacting performance.

Research by Liang et al. (2020) shows that social media enhances employees' sense of autonomy and competence, which are crucial factors in improving job satisfaction and performance. Employees who feel empowered through access to information and social support tend to perform better.

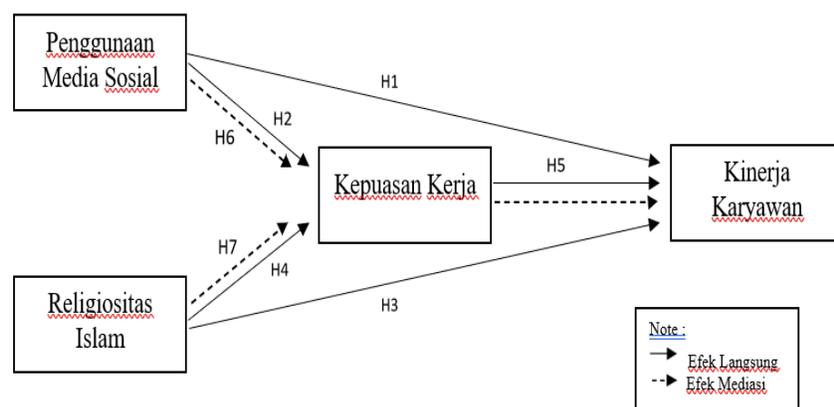
H6. The relationship between social media usage and employee performance is positively and significantly mediated by job satisfaction.

Islamic Religiosity, Job Satisfaction, and Employee Performance

Religiosity not only directly influences employee performance but also does so by increasing job satisfaction. Mensah et al. (2019) state that religious employees tend to experience higher levels of job satisfaction because they feel their work has greater spiritual value. This job satisfaction ultimately boosts their motivation and dedication to the organization.

Sunanda (2020) emphasizes that religious activities in the workplace create a more positive and supportive work atmosphere, which in turn improves job satisfaction and employee performance. A work environment that supports religious expression helps employees feel more engaged and motivated in fulfilling their duties.

H7. The relationship between Islamic religiosity and employee performance is positively and significantly mediated by job satisfaction.



Based on the existing literature, it is clear that social media usage and Islamic religiosity have significant impacts on employee performance and job satisfaction. Social

media usage provides various benefits, including enhanced communication, collaboration, and social connectivity, which ultimately improves employee productivity and job satisfaction. Furthermore, Islamic religiosity plays a vital role in shaping employee behavior by promoting discipline, work ethics, and commitment, while also offering emotional support that enhances well-being and job satisfaction.

Understanding how social media and religiosity interact with job satisfaction and employee performance can help organizations design policies that support employee development. Optimizing social media usage in the workplace and considering employees' religious values can create a more positive and productive work environment. Therefore, further research is needed to explore these variables' effects in various sectors and organizational cultures to enrich the literature and provide more comprehensive guidelines for human resource management.

RESEARCH METHOD

This study employs a quantitative approach to examine the relationships between social media usage, Islamic religiosity, job satisfaction, and employee performance. This approach was selected due to its ability to analyze numerical data and objectively identify patterns of relationships between variables (Sekaran & Bougie, 2016). The population consists of 400 employees from a bottled water company (AMDK) in Indonesia. The company was chosen due to its relevance to the rapidly growing bottled water industry, making the study's findings representative within that context. A sample of 214 employees was selected using purposive sampling with a judgment sampling approach, ensuring the selection of subjects relevant to the study's objectives, supporting the generalizability of the results (Asiamah et al., 2017b).

The variables measured in this study include social media usage, Islamic religiosity, job satisfaction, and employee performance. Social media usage is assessed based on three dimensions (social, cognitive, hedonic) as outlined by Ali-Hassan et al. (2015). Islamic religiosity is measured using a statement instrument adapted from Ramadani et al. (2015). Job satisfaction is evaluated across six dimensions, namely: working conditions, salary, promotion, supervision, workgroup, and work conditions, as proposed by Luthans (2011).

Employee performance is assessed through task and contextual performance, according to Koopmans et al. (2014). All variables were measured using a 5-point Likert scale, with a questionnaire distributed online to respondents. Prior to the main data collection, a pilot test involving 30 employees was conducted to assess the validity and reliability of the instruments. The results of the pilot test were used to refine the questionnaire, ensuring clarity and accuracy of the instruments employed (Sekaran & Bougie, 2016).

The study took ethical considerations seriously. Each respondent signed an informed consent form explaining the research's purpose, data collection methods, and their rights as participants. Participation was voluntary, and respondents had the right to withdraw at any time without consequence. Privacy and data confidentiality were assured, as respondent data was anonymized and used solely for research purposes. Data was reported in aggregate form to protect respondents' identities. The researchers also committed to maintaining objectivity and avoiding bias at every stage of the study, from data collection to reporting. All processes were conducted with transparency and integrity to ensure accurate and trustworthy results.

RESULTS AND DISCUSSION

This study involved 214 employees from a bottled water company (AMDK) in Indonesia as respondents. Based on gender characteristics, the majority of respondents were female, accounting for 127 individuals or approximately 59.3% of the total respondents, while male respondents numbered 87 or 40.7%. This indicates that more females participated in this study than males. In terms of age, the majority of respondents were in the 21-30 age range, with 148 individuals or 69.2%. This age group dominated the respondent pool, while 31 respondents (14.5%) were between the ages of 41-50. A total of 28 individuals (13.1%) were in the 31-40 age group, and only 7 individuals (3.3%) were under 20 years old. Based on this age distribution, it can be concluded that most respondents were young workers aged between 21 and 30 years.

Regarding educational background, the majority of respondents had a high school-level education or equivalent, with 136 individuals or about 63.3%. A total of 71 respondents (33.2%) had a bachelor's degree (S1), and only a small number had education levels of D3, D4, or S2, each represented by 5 people (2.3%), 1 person (0.5%), and 1 person (0.5%),

respectively. This indicates that the majority of the workforce in this AMDK company has a relatively diverse educational background, but most are at the secondary (high school/equivalent) level. Furthermore, respondents were categorized based on their position or job division. The administration division had the most respondents, with 64 individuals (29.9%). Additionally, 25 individuals (11.7%) worked as drivers or salespeople, 24 individuals (11.2%) were controllers, and 20 individuals (9.3%) were in marketing. Other positions such as finance, IT, HRGA, division heads, quality control, receptionists, and tax departments were also filled by a small number of employees. In terms of work tenure, the majority of respondents, 158 individuals (73.8%), had been working for less than 5 years. A total of 29 individuals (13.6%) had worked between 6 to 10 years, 18 individuals (8.4%) had worked between 11 to 15 years, and only 9 individuals (4.2%) had worked for more than 16 years. This reflects that the majority of employees at this AMDK company are relatively new workers with less than 5 years of work experience. The results of the study using SEM-PLS statistical tests will be explained in detail as follows:

The Measurement Model Analysis (Outer Model)

Validity Test

Convergent Validity

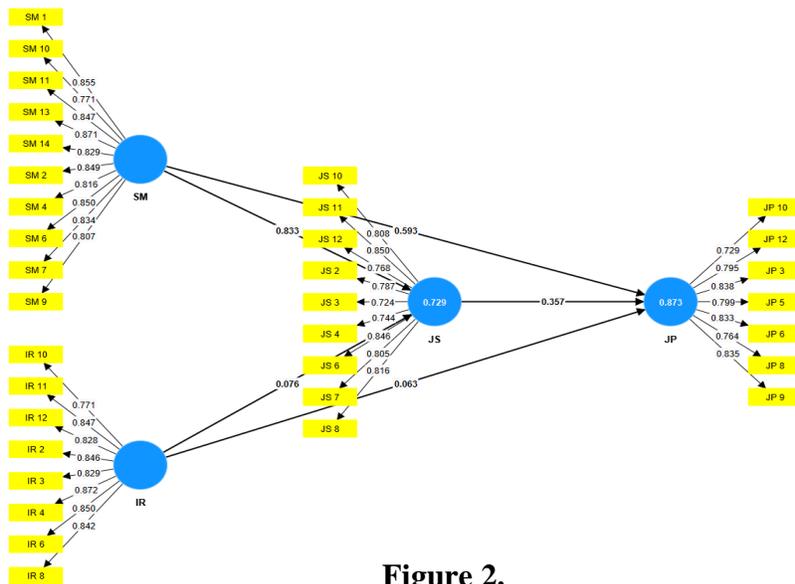


Figure 2.
Loading Factor

Source: Primary data from SmartPLS, processed by the author (2024)

Based on the results of the Loading Factor test, the indicators for Social Media Usage, Islamic Religiosity, Job Satisfaction, and Employee Performance had a loading factor value > 0.7 . This indicates that the variable statement items for all variables in the study are considered convergently valid. After confirming the validity of the loading factor, the next step is to examine the Average Variance Extracted (AVE) value. An AVE value > 0.50 is considered valid.

Table 1.
Results of Average Variance Extracted (AVE)

Variable	AVE	Keterangan
Social Media Usage (X1)	.694	Valid
Islamic Religiosity (X2)	.699	Valid
Job Satisfaction (Z)	.632	Valid
Employee Performance (Y)	.640	Valid

Source: Primary data from SmartPLS, processed by the author (2024)

The table above shows AVE values > 0.50 . Therefore, it can be stated that the AVE values are proven valid.

Discriminant Validity

Table 2.
Results of Discriminant Validity Test (Fornell-Larcker)

	IR	JP	JS	SMU
IR	0.836			
JP	0.302	0.912		
JS	0.275	0.879	0.851	
SMU	0.239	0.800	0.795	0.833

Source: Primary data from SmartPLS, processed by the author (2024)

A measurement model is said to meet discriminant validity if the AVE value is greater than 0.50, and the square root of the AVE of a construct is greater than the correlation coefficient with other constructs. For example, if the Employee Performance construct has an AVE value of 0.302 with a square root of AVE of 0.912, the results show that discriminant validity is well achieved. Table 2 illustrates all discriminant validity results, showing that the discriminant validity of each variable is higher than the correlation between variables, and the AVE values exceed 0.50. Therefore, it can be concluded that the outer model in this study has met the discriminant validity criteria.

Reliability Test

Table 3.
Reliability Test Results

Variabel	Cronbach's Alpha	Composite Reliability	Information
SMU	0.951	0.958	Reliable
IR	0.939	0.949	Reliable
JS	0.927	0.939	Reliable
JP	0.906	0.925	Reliable

Source: Primary data from SmartPLS, processed by the author (2024)

The table above shows the reliability test results, indicating that all constructs have values > 0.70. Therefore, all the measurement models used in this study are highly reliable.

The Structural Model Analysis (Inner Model)

Multicollinearity Test

Table 4.
Variance Inflation Factor (VIF) Values

	SMU	IR	JS	JP
SMU			1.060	3.619
IR			1.060	1.082
JS				3.691
JP				

Source: Primary data from SmartPLS, processed by the author (2024)

The table above shows that the collinearity test results or the VIF values indicate that the multicollinearity issue can be declared passed if the inner VIF values are < 10 (Sholihin & Ratmono, 2021). The table shows no collinearity issues between variables.

Coefficient of Determination (R Square)

Table 5.
Coefficient of Determination / R Square (R²) Results

	R-square	R-square adjusted
JP	0.664	0.655
JS	0.757	0.755

Source: Primary data from SmartPLS, processed by the author (2024)

Based on Table 23, it can be seen that the R-square value for the effect of the independent variable on Employee Performance (Y) is 0.664, indicating a moderate model. This value shows that the percentage of Employee Performance is 66.4%, with the remaining 33.6% possibly influenced by other variables. The R-square value for the Job Satisfaction variable (Z) as a mediating variable shows that the effect of the independent variable on Job

Satisfaction is 0.757, indicating a strong model. This value shows that the percentage of Job Satisfaction is 75.7%, with the remaining 24.3% possibly influenced by other variables. Although both have the same criteria, the value of Job Satisfaction as a mediating variable is higher than Employee Performance. This means that with Job Satisfaction as a mediating variable, the research model becomes stronger.

Cross-Validated Redundancy (Q²)

Table 6.
Cross-validated Redundancy (Q²) Test Results

	Q ² predicted
JP	0.546
JS	0.449

Source: Primary data from SmartPLS, processed by the author (2024)

Table 24 shows that the Q-square value meets the accuracy requirement, as it is greater than 0. The Q-square value for Employee Performance (Y) is 0.546, and for Job Satisfaction (JS) it is 0.449. This concludes that the Q-square value has met the accuracy criteria because it is greater than 0.

Path Coefficient

Table 7.
Path Coefficient Test Results

	SMU	IR	JS	JP
SMU			0.833	0.593
IR			0.076	0.063
JS				0.357
JP				

Source: Primary data from SmartPLS, processed by the author (2024)

From Table 25, it can be concluded that the relationships between all constructs have path coefficient values approaching +1, meaning there is a strong positive relationship between constructs.

Effect Size

Table 8.
Effect Size or F-Square Values

	SMU	IR	JS	JP
SMU			2.336	0.667
IR			0.043	0.215

JS	0.268
JP	

Source: Primary data from SmartPLS, processed by the author (2024)

In Table 8, it is shown that having an effect size value greater than 0.02 indicates that the exogenous variable has a relationship and a small influence on the endogenous variable. In other words, although there is an influence, its impact is not very large, but still considered significant.

Hypothesis Testing Results

Hypothesis testing to observe the p-value and t-statistics can determine the relationship between the research variables. If the t-statistic value is greater than 1.96 and the p-value is less than 0.05 (Sholihin & Ratmono, 2021), the effect is considered significant. Below are the hypothesis testing results obtained in this study through the inner model, both directly and indirectly:

Table 9.
Direct Hypothesis Testing Results

	Original Sample	T Statistics	P value	Explanation
SMU -> JP	0.593	3.172	0.002	Accepted and significant
SMU -> JS	0.833	2.271	0.024	Accepted and significant
IR -> JP	0.063	2.121	0.034	Accepted and significant
IR -> JS	0.076	2.142	0.033	Accepted and significant
JS -> JP	0.357	2.556	0.011	Accepted and significant

Source: Primary data from SmartPLS, processed by the author (2024)

Table 10.
Indirect Hypothesis Testing Results

	Original Sample	T Statistics	P value	Explanation
SMU -> JS -> JP	0.297	3.000	0.010	Accepted and significant
IR -> JS -> JP	0.027	2.500	0.015	Accepted and significant

Source: Primary data from SmartPLS, processed by the author (2024)

The research results show that social media usage (SMU) has the most significant impact on job satisfaction (JS) with an Original Sample value of 0.833, indicating a very strong influence. The indirect effect of SMU on employee performance (JP) through job satisfaction is also significant, with an Original Sample value of 0.297.

Hypothesis testing demonstrates that all hypotheses are accepted. The direct effect of SMU on employee performance (T-Statistic 3.172, P-Value 0.002) and job satisfaction (T-Statistic 2.271, P-Value 0.024) is significant. The effect of Islamic religiosity on employee performance (T-Statistic 2.121, P-Value 0.034) and job satisfaction (T-Statistic 2.142, P-Value 0.033) is also significant. Additionally, job satisfaction significantly influences employee performance (T-Statistic 2.556, P-Value 0.011).

The indirect effect of SMU on employee performance through job satisfaction is also significant (T-Statistic 3.000, P-Value 0.010), as is the effect of Islamic religiosity on employee performance through job satisfaction (T-Statistic 2.500, P-Value 0.015). In conclusion, all hypotheses, both direct and indirect, are accepted in this study.

The Effect of Social Media Usage on Employee Performance in Packaged Drinking Water Companies in Indonesia

In this study, social media usage was proven to have a significant effect on employee performance in the Packaged Drinking Water (AMDK) industry in Indonesia. Effective use of social media improves communication between employees, accelerates feedback loops, and enhances coordination in the workplace. This directly results in improved productivity, stronger collaboration, and more efficient exchange of ideas and information, which supports the operational needs of the industry.

These findings align with research by Fu (2024) and Kumar et al. (2023), which also found that social media plays a crucial role in facilitating communication and knowledge exchange in the workplace, thus supporting improved employee performance. However, this study contrasts with the work of Bevan et al. (2014) and Brailovskaia et al. (2023), which showed that excessive social media use can reduce employee productivity and lead to negative effects such as addiction and decreased psychological well-being.

Therefore, although social media has positive impacts, organizations need to ensure its directed use to minimize negative effects. Proper policies regarding the intensity and purpose of social media use will help improve productivity without compromising employee mental health. With good management, social media can enhance performance through more efficient communication, stronger collaboration, and broader access to knowledge, all of which contribute to employee success in completing tasks.

The Effect of Social Media Usage on Job Satisfaction in Packaged Drinking Water Companies in Indonesia

Social media usage has been proven to have a significant impact on employee job satisfaction in the AMDK industry in Indonesia. Social media facilitates better communication, strengthens relationships between employees, and provides quick access for sharing information and feedback. It also helps build stronger interpersonal relationships in the workplace, which overall increases employee job satisfaction.

The results of this study are consistent with the findings of Charoensukmongkol (2014) and Liang et al. (2021), who state that social media plays an important role in increasing job satisfaction through closer social relationships and workplace support. However, other studies like Gao & Shao (2024) suggest that excessive social media use can decrease job satisfaction due to information overload and productivity distractions.

While social media has the potential to improve job satisfaction, it is important for organizations to manage their use wisely to prevent disruption to productivity and employee well-being. Appropriate policies can ensure the positive benefits of social media use without causing negative impacts on employees' psychological health.

The Effect of Islamic Religiosity on Employee Performance in Packaged Drinking Water Companies in Indonesia

Islamic religiosity has a significant impact on employee performance in the AMDK industry in Indonesia. Strong religious values encourage employees to be more disciplined, have integrity, and remain committed to organizational goals. Religious employees tend to demonstrate responsible work behavior, care for colleagues, and are motivated to contribute their best efforts, which ultimately improves their performance.

This study aligns with the findings of Lina (2024), which states that religiosity enhances employee motivation and performance and helps them cope with workplace stress. However, other studies, such as those by Soffian (2023) and Héliot (2019), show that high religiosity can trigger work-family conflicts and stress. Therefore, organizations need to manage the influence of religiosity to support employee well-being without causing negative impacts.

Overall, Islamic religiosity plays an important role in creating spiritual motivation in the workplace, where employees see their work as a form of worship. This understanding provides a moral drive for employees to work more effectively and efficiently. Organizations that support religiosity through flexible prayer times and an inclusive work environment can improve employee performance, dedication, and overall productivity.

The Effect of Islamic Religiosity on Job Satisfaction in Packaged Drinking Water Companies in Indonesia

Islamic religiosity has a significant impact on employee job satisfaction in the AMDK industry in Indonesia. Employees with strong religiosity feel more responsible for their work and experience inner peace, which increases job satisfaction. Islamic values such as honesty, discipline, and gratitude create deeper meaning in work. The concept of qana'ah, which teaches contentment with the sustenance provided by Allah, helps employees manage expectations and reduce work pressure, thereby enhancing psychological well-being.

This study aligns with the findings of Mensah et al. (2019), which show that religiosity increases job satisfaction through spiritual values and intrinsic motivation. Employees who view work as an act of worship tend to be more satisfied and motivated. However, other research, such as that by Bal & Kökalan (2021), suggests that high religiosity can exacerbate work-family conflicts and reduce job satisfaction.

Overall, Islamic religiosity plays an important role in fostering spiritual motivation and a strong work ethic, as well as providing emotional well-being in the workplace. Organizations that support religious practices and provide flexibility for religious activities can enhance employee job satisfaction and create a harmonious work environment.

The Effect of Job Satisfaction on Employee Performance in Packaged Drinking Water Companies in Indonesia

Job satisfaction has been proven to have a significant impact on employee performance in the AMDK industry in Indonesia. Employees who are satisfied with their work tend to be more motivated, dedicated, and able to complete tasks more effectively. Job satisfaction creates a conducive atmosphere, improves productivity, and fosters harmonious working relationships.

These findings are in line with the research of Egemen (2024), which shows that job satisfaction contributes to improving employee performance, especially in the aspects of "job nature" and "workload conditions." However, other studies by Reizer et al. (2019) show that job satisfaction can have negative effects when mediated by controlled motivation and exacerbated by role conflict and job ambiguity.

This study emphasizes the importance of job satisfaction in supporting sustained employee performance. Satisfied employees tend to be more productive and contribute more to organizational success. Moreover, good social relationships at work also support performance improvement through a positive work atmosphere and organizational citizenship behavior.

Overall, organizations need to develop strategies that support job satisfaction, such as providing appropriate rewards, creating a comfortable work environment, and offering career development opportunities. This way, job satisfaction can be optimized to improve employee performance and achieve the organization's shared goals.

The Effect of Social Media Usage on Employee Performance Mediated by Job Satisfaction in Packaged Drinking Water Companies in Indonesia

Social media usage has a significant impact on employee performance in the AMDK industry, with job satisfaction as a mediator. Employees who effectively use social media for work tend to feel more satisfied, which boosts their motivation and performance. Social media enables information sharing, collaboration, and more efficient communication, all of which drive productivity.

This study aligns with the findings of Alkhateeb & Abdalla (2020), who state that using social media for work purposes increases job satisfaction, which contributes to better performance. However, using social media for personal purposes does not significantly impact performance, as it can increase stress and reduce job satisfaction.

Overall, organizations need to support effective social media use for work-related, social, hedonic, and cognitive purposes. Policies that encourage productive social media use can enhance employee satisfaction and performance, while also fostering a collaborative and innovative work environment.

The Effect of Islamic Religiosity on Employee Performance Mediated by Job Satisfaction in Packaged Drinking Water Companies in Indonesia

Islamic religiosity has a significant impact on employee performance in the AMDK industry in Indonesia, with job satisfaction as a mediator. Employees who have high levels of religiosity and feel satisfied with their work tend to be more motivated and perform better. Islamic values, such as honesty and responsibility, foster dedication and harmonious work relationships, which increase productivity.

This study aligns with the findings of Isnaini (2018) and Sunanda (2020), which emphasize that the application of religious values enhances job satisfaction and performance. Focus Group Discussions (FGD) also show that a work environment that supports religiosity encourages positive behavior, collaboration, and employee emotional stability.

Overall, this study highlights the importance of integrating Islamic religiosity values in the workplace to improve job satisfaction, productivity, and foster a harmonious work culture. Organizations are advised to provide religious facilities and spiritual activities to support the achievement of company goals optimally.

CONCLUSION

Based on the research findings, it was discovered that social media usage, Islamic religiosity, and job satisfaction have a positive relationship with employee performance in Packaged Drinking Water (AMDK) companies. Social media usage by employees in a work context has been shown to enhance their performance, particularly in terms of task efficiency and effectiveness. Additionally, social media plays a role in improving job satisfaction, as employees feel more connected and receive the necessary support to carry out their tasks.

Islamic religiosity has also been proven to have a positive impact on both employee performance and job satisfaction. Employees with high levels of religiosity tend to be more disciplined, responsible, and have greater integrity, all of which contribute to improved performance. Moreover, religiosity increases job satisfaction, as the Islamic values they uphold help them perform their duties better.

The study also found that job satisfaction serves as a mediator in the relationship between social media usage and Islamic religiosity with employee performance. In other

words, social media usage and religiosity not only directly improve performance but also indirectly, through enhanced job satisfaction, which positively affects overall performance. These results highlight the importance of social media, religiosity, and job satisfaction in supporting improved employee performance in AMDK companies.

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