

THE ROLE OF SOCIAL MEDIA USAGE AND WORK-LIFE BALANCE IN ENHANCING EMPLOYEE PERFORMANCE IN GOVERNMENT AGENCIES

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Abstract

This study aims to examine the influence of social media usage and work-life balance on employee performance at the Regional Office of the Directorate General of Customs and Excise of Eastern Sumatra. This study employed a quantitative method with an objective, measurable approach, using numerical data to analyze the relationship between research variables. The data used consisted of primary data obtained through questionnaires and secondary data obtained from related reports. The sample in this study comprised all 100 employees of the Regional Office of the Directorate General of Customs and Excise of Eastern Sumatra, using saturated sampling. The data analysis technique used was multiple linear regression to examine the influence of social media usage and work-life balance on employee performance. The results of the study indicate that social media use focused on professional goals and a good work-life balance has a positive and significant influence on employee performance. This study has important implications for the management of the Regional Office of Customs and Excise in formulating policies that support the productive use of social media and facilitate employee work-life balance, thereby improving work quality and productivity.

Keywords: *Social Media Usage, Work-Life Balance, Employee Performance*

INTRODUCTION

Human resources are a crucial element in determining an organization's success in achieving its goals. In government agencies, employee quality is assessed not only by technical skills but also by work attitude, discipline, and loyalty to assigned tasks. Hasibuan (2018) emphasized that human resource quality is reflected in the ability and willingness to work with full dedication according to organizational standards. The Directorate General of Customs and Excise (DJBC), as an echelon I unit within the Ministry of Finance of the Republic of Indonesia, plays a strategic role in supporting state revenue, facilitating trade, protecting the public from prohibited goods, and providing support for the domestic industry. To realize this vision and mission, DJBC instills the organization's core values in all employees in Indonesia: Honesty, Corporalism, Initiative, Loyalty, and Correctiveness. These values are expected to guide and motivate them in carrying out customs and excise supervision and service duties. Siagian (2016) stated that organizational success is greatly influenced by the extent to which employees internalize and apply these values in carrying out their duties.

The basic attitude of DJBC employees is the foundation of work behavior, reflecting their values, beliefs, and perspectives on responsibilities within the organization. Robbins (2017) defines work attitude as an individual's tendency to respond positively or unfavorably to aspects of their work, such as superiors, coworkers, and organizational conditions. This attitude is a crucial factor influencing motivation, work enthusiasm, and daily behavior in the workplace. Hasibuan (2018) also adds that work attitude reflects a person's mental and emotional readiness to face tasks and interact in the work environment. Employees with positive attitudes are generally more disciplined, responsible, and highly loyal to the organization. The Directorate General of Customs and Excise (DJBC) implements basic employee attitudes derived from the Ministry of Finance's Values, as stipulated in the Decree of the Minister of Finance of the Republic of Indonesia Number 312/KMK.01/2011. These values include Integrity, Professionalism, Synergy, Service, and Perfection, which serve as behavioral guidelines for all employees within the Ministry of Finance. As a derivative of this policy, the Directorate General of Customs and Excise issued Decree No. KEP-664/BC/2017, dated November 17, 2017, concerning the Basic Attitudes of Employees of the Directorate General of Customs and Excise. This Decree of the Director General of Customs and Excise aims to establish basic

employee attitudes as the standard of behavior and work ethic for each individual. This is a concrete manifestation of the implementation of the Ministry of Finance's values: Honesty, Corporalism, Initiative, Loyalty, and Correctiveness, tailored to the characteristics of the Directorate General of Customs and Excise's duties in the field of customs and excise supervision and services. With this regulation, adopting basic attitudes is not only a moral requirement but also part of the organization's commitment to building a professional, integrity-driven work culture focused on excellent service.

Today, the digital world offers a variety of technologies that make it easy for people to access information. The digital world enables people to communicate across great distances (Tampubolon et al., 2024). The development of digital communication technology has brought significant changes in the way government agencies convey information to the public. In an era of advancing information technology, where knowledge is rapidly expanding, society and individuals are becoming increasingly skilled at utilizing technological innovations. The ease of sharing and receiving information on the internet is one of the most striking advantages (Sudirman, 2023). One form of this adaptation is the use of social media as a means of open, fast, and easily accessible two-way communication. Social media is no longer used solely for personal needs or entertainment, but has become a strategic tool for building transparency, increasing public participation, and strengthening the image of government institutions.

Social media is a digital platform that allows users to create, share, and interact with various types of content, such as text, images, video, and audio, within a broad communication network. Social media serves as an effective means of communication, information, entertainment, and marketing in today's digital era. In government agencies, social media is a strategic tool for fostering two-way communication with the public, disseminating information, and increasing transparency and public engagement. Among the many social media platforms available, the East Sumatra Customs and Excise Office has selected Instagram as its primary platform for delivering information to the public. Social media plays a crucial role in disseminating information and building the institution's image in today's digital age. In the context of public communication, social media is used not only for entertainment but also as a strategic tool to build transparency, strengthen the institution's image, and increase public participation (Rodrigues & Alharbi, 2020). With its ability to quickly reach a wide audience, social media serves not only as a means of disseminating information but also as a platform for building the East Sumatra Customs and Excise Office's image and increasing public participation in its various activities.

Published content includes service information, activity documentation, and education related to customs and excise. The official Instagram account, @beacukai, serves as the agency's digital face, fostering more open and interactive communication with the public. The content publication process carried out by the Information Services Extension Section goes beyond simply conveying information; it also involves visual planning, narrative development, and selecting posting times that align with user interaction patterns. Therefore, it is important to examine the role of the Information Section in the production and management of Instagram content within a government agency's public communications strategy. This study aims to examine how employees of the East Sumatra Customs Office strategically use social media to convey information, build an image, and encourage public involvement. It also examines how they manage their work-life balance to improve their performance. This aligns with the introduction, which explains that social media serves not only as a tool for disseminating information but also as a means to build trust and a positive image of the East Sumatra Customs Office.

LITERATURE REVIEW

2.1 Employee Performance

Human resources need to be well-managed to perform their jobs optimally and contribute maximally to achieving good performance (Saragih & Siahaan, 2021). To achieve good performance, an individual must possess a strong desire to perform and understand their work. Every organization strives to improve employee performance to achieve its stated goals, as employee performance influences its success. Performance can be defined as the work results achieved by employees, both individually and in groups, within an organization, in accordance with the authority and responsibilities assigned to them, in an effort to achieve the organization's vision, mission, and goals. This includes skills, perseverance, independence, and the ability to resolve problems within legally established deadlines, in accordance with the law, morals, and ethics. Based on the above definition, it can be concluded that employee performance is the work results achieved by employees within an organization, in accordance with their respective authorities and responsibilities, and completed within the specified timeframe. Employee skills, quality, and quantity are essential to achieving the organization's vision, mission, and goals. High performance is achieved when targets are met on time, while low performance is achieved when they are exceeded. According to Mangkunegara (2014), there are several dimensions of performance: Work Quality, Work Quantity, and Attitude.

The indicators used for work quality are Skills, Accuracy, and Work Rate. Indicators of work quantity are Work Volume, Target Achievement, and Efficiency. The indicators used for attitude are Teamwork and Attendance.

2.2 Social Media Usage

Social media is a digital platform that enables individuals to create, share, and disseminate text, images, video, and audio content in an interactive, internet-dependent environment. Kaplan and Haenlein (2010) argue that social media is a series of Web 2.0-based applications that enable the creation and exchange of user-generated content. Meanwhile, Nasrullah (2015) argues that social media reflects the development of conventional mass media, which places users at the center of the information production and distribution process. With social media, communication has become faster, broader, and more participatory. Public communication is a process of delivering information from institutions to the public to build understanding, participation, and perceptions regarding an issue or policy. In the context of government institutions, public communication plays a role in increasing transparency and building public trust in the state (Mulyana, 2017). Rodrigues and Alharbi (2020) state that social media creates opportunities for the government to convey information directly to the public, increasing two-way participation and expanding access to public information. This is crucial in the digital age, where the public expects government agencies to provide information quickly, openly, and responsibly.

The content creation process is a crucial step in digital communication. According to Miles (2014), the steps in the content creation process include pre-production (idea planning and scripting), production (photo or video shooting), and post-production (editing and publication). In social media management for government agencies, content needs to be designed with the institution's identity, target audience, and communication objectives in mind. Putri and Haryadi (2022) emphasize that consistency in visual elements, language style, and posting frequency is crucial for fostering audience engagement. Furthermore, content must also provide educational and informative value to strengthen the institution's image in the public's eyes. The Information Services and Counseling Section at the East Sumatra Customs and Excise Office plays a crucial role in disseminating public information and building the institution's reputation through digital platforms. One of the main channels utilized is the official Instagram account @beacukai. Hananto (2023) stated that Instagram accounts managed professionally and actively by government agencies have the potential to increase transparency, public engagement, and the effectiveness of information dissemination. Through visual content such as activity documentation, infographics, customs education, and service announcements, the Service and Information Extension Section strives to reach a wider and more responsive public. The use of Instagram is not merely a documentation tool, but also a strategic communication tool that supports public services and builds the image of Customs and Excise as an open institution capable of adapting to changing times.

2.3 Work Life Balance

The term work-life balance was first coined in England in the late 1970s to describe the balance between an individual's work and personal life (Ramya, 2014). Work-life balance generally refers to balancing or maintaining all aspects of life. Moorhead & Griffin (2013) define work-life balance as a person's ability to balance work demands with personal and family needs. Work-life balance is a state in which an individual can share roles and experience satisfaction in those roles (Handayani, 2013). Work-life balance is related to an employee's success in balancing work and personal life and addressing conflicts in their efforts to do so. According to Kirchmayer (in Trifena & Synthia, 2015), work-life balance is the achievement of satisfaction across all aspects of life. Achieving satisfaction requires personal energy, time, and a commitment to one's work. This includes prioritizing family care, overtime, and intensive work. Every employee craves time for themselves and their family. Meanwhile, according to Delecta (2011), work-life balance is defined as an individual's ability to fulfill work and family commitments, as well as other non-work responsibilities.

According to Kaur (2013), work-life balance plays a crucial role in living free from mental health problems (such as stress, depression, anxiety, etc.), achieving job satisfaction, and developing adaptive strategies for dealing with stressful situations both at work and at home. Work-life balance is a necessity for individuals to create a meaningful and quality life. Another explanation of work-life balance, according to Greenhaus et al. (in Simatupang, 2017), is a state in which a person maintains a balance between work responsibilities and family or personal life responsibilities. Based on the definition above, work-life balance is an ideal state in which work and other non-work activities, such as family, community organizations, religious activities, and so on, can coexist and positively influence one another. Companies should support work-life balance by providing a proportional workload and working hours, and by avoiding pressuring employees to continue working without considering rest and vacation time, which could lead to conflict. According to Fisher, Bulger, and Smith (2009), in Fauzi (2018), the dimensions

of work-life balance are: work interference with personal life, personal life interference with work, personal life enhancement of work, and work enhancement of personal life.

2.3 Conceptual Framework

2.3.1 The Effect of Social Media Usage on Employee Performance

Social media is a digital platform that allows individuals to create, share, and disseminate text, images, video, and audio content in an interactive, internet-dependent environment. Kaplan and Haenlein (2010) argue that social media is a series of Web 2.0-based applications that enable the creation and exchange of user-generated content. Meanwhile, Nasrullah (2015) suggests that social media reflects the development of conventional mass media, making users central in the production and distribution of information. With the existence of social media, communication becomes faster, broader, and more participatory. The use of social media certainly affects personal and social life. Referring to employee performance, an employee can be considered to have good performance if he can carry out his duties and responsibilities according to performance assessment indicators, such as performance quality, quantity in completing targets, quality of output or work results, on-time management, effectiveness, presence or employee attendance rate, teamwork, initiative, leadership, as well as independence in working and maintaining work commitments with the agency. The influence of social media on performance helps create efficient and effective performance because social media can be used anywhere and anytime, social media was born to be one of the means that can be used in searching for data, information, and solutions needed more quickly and regularly, has a big impact in maximizing the introduction, marketing or promotion of related organizations and their service products, and as a means of entertainment for each employee when tired or when filling break time. With good use of social media, employee performance will increase.

H1: Social Media Usage has a positive and significant effect on the Performance of Employees at the Regional Office of the Directorate General of Customs and Excise of East Sumatra

2.3.2 Pengaruh Work Life Balance Terhadap Kinerja Pegawai

Work-life balance is an individual's ability to balance work demands with personal and family needs (Griffin & Moorhead, 2014). If employees can align their time and involvement directly between work and personal life, including family, hobbies, and cultural pursuits, they will be enthusiastic, focused, and more effective in improving the quality of their work. Conversely, if employees feel unable to balance work and personal life, they will feel burnt out and create a negative work environment that can be detrimental to themselves, their team, and the company or organization that needs their energy, effort, and potential. A study by Rushna & Rishna (2021) concluded that work-life balance has a positive and significant impact on employee performance because harmony between family and work is a crucial need for every employee, influencing their mood, focus, and actions at work. Therefore, the higher the employee satisfaction with work-life balance, the higher their performance. This finding aligns with research by Mahesti & Wijaksana (2020), which found that work-life balance has a positive and significant impact on employee performance. Furthermore, Khalida (2020) and Muizu, Nuria, and Soemaryani (2019) also found a positive and significant relationship with employee performance. Previous research explains that work-life balance, the harmony between personal and work life, is a crucial need for every employee and can influence mood, mental focus, and actions at work. Therefore, organizational policies and work-life balance strategies are needed to foster harmony and increase employee satisfaction with work-life balance, ultimately improving employee performance.

H2: Work life balance has a positive and significant effect on the performance of employees at the Regional Office of the Directorate General of Customs and Excise of East Sumatra.

METHOD

This study uses a quantitative method to examine the relationship between research variables objectively and quantitatively, using numerical data. This approach was chosen because it is appropriate for analyzing the influence of Social Media Usage and Work-Life Balance on Employee Performance. This study uses primary and secondary data. The population and sample in this study comprised 100 employees of the Regional Office of the Directorate General of Customs and Excise of Eastern Sumatra, with saturated sampling used. The data analysis technique used in this study was multiple linear regression.

RESULTS AND DISCUSSION

Base on this research, In Table 2, it is known that the number of samples (n) is 100 people and the number of parameters (k) is 3, so that $df1 = 3 - 1 = 2$; $df2 = n - k = 100 - 3 = 97$ is obtained, then at $\alpha = 0.05$, $F_{table} = 3.042$ is

obtained. Based on Table 2, the F count value (5.819) > Ftable (3.042) and significance (0.001) < α (0.05). This means that the variables Social Media Usage and Work-Life Balance simultaneously have a significant effect on the Performance of Employees at the Regional Office of the Directorate General of Customs and Excise of East Sumatra.

Tabel 2 Uji Signifikan Secara Serempak (Uji-F)

		ANOVA ^a				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	606.078	2	503.039	5.819	.001 ^b
	Residual	16854.469	97	86.433		
	Total	17460.547	99			

a. Dependent Variable: Kinerja Pegawai

b. Predictors: (Constant), Work-Life Balance, Social Media Usage

Sumber : SPSS 27 (2025)

Uji Signifikan Secara Parsial (Uji-t)

Tabel 3 Uji Signifikan Secara Parsial (Uji-t)

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	39.643	12.002		3.303	.001
	Social Media Usage	1.107	.421	.197	2.628	.009
	Work-Life Balance	1.258	2.055	.046	2.612	.010

a. Dependent Variable: Kinerja Pegawai

With (n) = 100, number of parameters (k) = 3, df = (n – k) = 100 – 3 = 97, then at an error level of α = 0.05, the t table is obtained = 1.972:

1. The regression coefficient value of Social Media Usage (β_1) = 1.107 > 0, with t count (2.628) > t table (1.972) and significance (0.009) < α (0.05). This indicates that the Social Media Usage variable has a positive and significant effect on Employee Performance.
2. The coefficient value of Work-Life Balance (β_2) = 1.258 > 0 with t count (2.612) > t table (1.972) and significance (0.010) < α (0.05), this shows that the Work-Life Balance variable has a positive and significant effect on Employee Performance.

The Effect of Social Media Usage (X₁) on Employee Performance

These results indicate that the variable Social Media Usage has a positive, significant effect on Employee Performance, suggesting that better social media use is associated with improved employee performance. In today’s connected digital era, social media is no longer just a platform for personal interaction but has also entered the workplace. Social media use by customs office employees, a government agency tasked with monitoring and collecting taxes on imported goods, can significantly affect their performance. Based on the research findings, professional social media use may be positively related to employee performance. Employees who use social media for networking, seeking work-related information, or broadening their horizons can improve their performance by gaining knowledge. Conversely, social media use that is primarily for entertainment or personal interaction can decrease productivity and work quality. The results of this study can provide important insights for customs office management in formulating policies regarding the use of social media in the workplace. If the use of social media for professional purposes is proven to improve performance, management may consider introducing policies that support its use for work. Conversely, if social media use leads to decreased performance, policies limiting or regulating social media use in the workplace should be considered. Therefore, it is important to understand how social media use affects employee performance in such environments.

The Effect of Work-Life Balance (X₂) on Employee Performance

These results indicate that Work-Life Balance has a positive and significant impact on Employee Performance. This means that the better the work-life balance, the higher the employee’s performance. Work-life balance is the ability to balance work demands with personal and family needs (Griffin & Moorhead, 2014). If employees can align their time and involvement directly between work and their personal lives, including family, hobbies, and cultural pursuits, they will

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be enthusiastic, focused on their work, and more effective at improving its quality. Conversely, if employees feel unable to balance work and personal life, they will feel fatigued and create a negative work environment that can be detrimental to themselves, their team, and the company or organization that needs their energy, effort, and potential. The research findings explain that work-life balance, the harmony between personal life and work, is a crucial need for every employee, affecting their mood, mental focus, and actions at work. Therefore, organizational policies and work-life balance strategies are needed to foster harmony and increase employee satisfaction with work-life balance, ultimately improving the quality of employee performance. A study by Rushna & Rishna (2021) concluded that work-life balance has a positive and significant impact on employee performance because harmony between family and work is a crucial need for every employee, affecting their mood, mental focus, and actions at work. Therefore, the higher the employee satisfaction with work-life balance, the higher their performance. This finding aligns with research by Mahesti & Wijaksana (2020), which found that work-life balance has a positive and significant impact on employee performance. Furthermore, Khalida (2020) and Muizu, Nuria, and Soemaryani (2019) also found a positive and significant relationship with employee performance

CONCLUSION

Based on the research findings, it can be concluded that social media use and work-life balance significantly impact the performance of customs office employees. These two main factors contribute to positively improving employee productivity and work quality. First, social media use focused on professional goals, such as networking, obtaining relevant information, and broadening horizons, is positively associated with improved employee performance. Social media, when used wisely, can be a tool that supports employee professional development and enhances their effectiveness at work. Conversely, using social media for entertainment or personal interaction can disrupt focus and decrease productivity. Therefore, customs office management needs to consider policies that support the use of social media for professional purposes while limiting its use for non-work-related activities.

Second, work-life balance has also been shown to have a significant positive impact on employee performance. Employees who can balance work demands with personal needs, including time for family and social activities, tend to be more motivated, focused, and effective at work. Conversely, an imbalance between work and personal life can lead to stress, fatigue, and decreased morale, ultimately impacting the quality of employee performance. Therefore, it is crucial for management to design policies that support employee work-life balance, such as flexible working hours and sufficient leave, to improve employee satisfaction and performance. Overall, both productive social media use and a healthy work-life balance are crucial to creating a healthy, productive work environment. Customs office management needs to formulate policies that support both factors to improve employee motivation, well-being, and performance. Therefore, implementing policies that address wise social media use and optimal work-life balance will positively impact employee performance and the organization as a whole.

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