Social Network as Antecedents Collective Cyber Learning for Fostering Creative Performance: A Perspective Organizational Learning Theory

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Abstract

The fast-fashion trend has recently become an actual-market issue which develops along with the existence of innovation of Internet of Thing (IoT) and industrial phenomena 4.0. Both change the mass production mindset to mass personalization one. The existence of B2B virtual manufactures, emergence of start-up businesses, business model canvases, and huge collapse of foremost malls indicate that the paradigm of Indonesian economic new era begins. In recent knowledge-based economy paradigm, technology and networking are essentially considered as strategic resources to achieve the business goals. This research is conducted based on the gap of the influence of social network on creative performance which is still inconclusive. The sample used in this research was 159 the managers of apparel and fashion micro enterprises employed Structural Equation Modelling (SEM) analysis. The aim of this research is to empirically examine the concept of Collective Cyber Learning (CCL). CCL concept is synthesized from the organizational theory and elaborated on collectivism concept. Collectivism which is relevant to national culture, getting involved in a cohesive group, is derived from national culture Hofstede concept. CCL encourages SME to adapt to the innovative technology. It is evident in this research that there is significant influence of social network on social media use to work (=0.65, sig<0.001) as well as on creative performance (=0.25, sig <0.05). This paper reveals that there exists specifically indirect influence of social network on creative performance 0.055 through social media leverage and CCL. In addition, social network has particularly indirect influence on creative performance 0.665 through the role of Active Sharing Motivation (ASM) as stated in the sub structural equation of $C = 0.61 + 0.1 + 0.0$. It indicates that CCL functions as a mediation of the gap occurred. CCL novelty provides a contribution to body of knowledge in terms of organizational learning.

Keywords: Fashion, Social network, Creative performance, Sharing Motivation

Introduction

The concept of long-life learning is stated on Faure report (UNESCO, 1972). Even though its main concept is an opinion about long-life learning and learning society, UNESCO considers that long-life learning is the involvement of society fundamental transformation as the source of knowledge (Hager, 2004). In addition to previously mentioned opinion, the early concept of cyber learning (Razak & Malek, 2008) is a technique of learning process which is mostly occurred on the third world countries which cannot provide a modern learning technique since they lack educational budget (Amir, Iqbal, & Yasin, 1999). Furthermore, it has advanced to a context of online knowledge sharing and generating a social information multiplier effect which is so-called viral information. It is used as a market issue which is responded and adopted by the organization to achieve the market objective (Iribarren & Moro, 2011; Leskovec, Adamic, & Huberman, 2007). Cyber learning is a novelty concept which is modified in the frame of designing information induction to innovate wealth of organizational knowledge through Information Technology which is used as supporting tools such as optimizing discussion forums and sharing knowledge online.

Cyber learning is relevant to the perception of recent knowledge-based economic challenge issues such as business model canvas, industry 4.0 as well as convergence 3.0 which emphasizes the technology and telecommunication advantages to manage Entertainment and Media (E&M) disruptive phenomena. Setting out from the context of convergence 3.0, a solution has been offered to improve creative performance by optimizing social network to knowledge sharing (Ali, Wang, & Khan, 2019; Hermawan, Sartono, Nunung, & Luqman, 2016). Internal bonding networks help middle manager access information and knowledge through brainstorming to enhance creative performance (Chen, Chang, & Chang, 2015). Gaggioli, Mazzoni, Milani, and Riva (2015) concluded that interactive decentralization occurred in the social network could create a valuable insight into the process of creativity. A social network relationship triggers the performance of individual creativity. Contrary, a leader of a community has to own higher creativity level than a self-organized community does (Li, Zhang, Li, & Jiang, 2018). Based on this idea, this paper aims to foster creative performance in the fast fashion model industry by implementing an organizational learning process through social media leverage.

Indonesia is a developing country with the economic growth of 5.17% (2019) of which the sector of the fashion industry dedicated as the top two exported-commodity contributors. The fashion industry was perceived as an interesting phenomenon in 2017 of which its FOB valued at more than 6 billion US dollars increasing to +9.89% compared to the previous year. In addition, the statistics of Indonesian exported commodity described that the fashion industry had a positive potential to grow. It was intensified by the exported commodity value of the fashion industry, based on the code of ISIC 2016-1017, which valued at 7.9 billion US dollars increasing 9.73%. Unfortunately, when the fast-fashion trend reached its peak, the market only offered pick-custom products; the customers were only able to buy the displayed products; no customized options offered. In January 2019, based on the penetration of social media, there existed 56% active social network users in Indonesia. It indicated that it was higher than the global social network user value which was only 45%. In Indonesia alone, there were 63.5% of 143.26 million internet users experiencing online transactions in 2016. The most-wanted to buy items on the e-commerce sites were fashion and accessories represented by 48.2% of which dominated by Generation Y which represented the generation who wanted to buy customized or bespoke items. Those phenomena compel the fashion entrepreneurs to continuously innovate their products in order to overcome the challenge and to fulfil customers' needs and demands. Creative performance is needed as an industrial mediation to explore and update ideas in terms of the creative economy (Hermawan et al., 2016). In addition to fulfilling the customers' expectations, the entrepreneur's breakthrough is perceived as the core factor to compete. According to Gumusluoglu and Ilsev (2009), it was essential to explore staffs' creativities and to use them as research and development data to sustain particular innovation. It can contribute to a certain characteristic of the Indonesian fashion industry which can be considered as geolocation attractive aspect in this paper.

This paper is conducted based on the research gap referring to the influence of the social network on creative performance which is still inconclusive (Asiaei & Jusoh, 2015); Kao and Wu (2016) stated that social network influenced creative performance. In addition, Perry Smith (2006) determined that closeness centrality in social network never influenced creative performance. For the purpose of encouraging creative performance as the outcome by intensifying social network as the antecedent, a mediator between them which performs as a router to foster creative performance to the maximum is needed. This paper offers Collective Cyber Learning (CCL) as the novelty concept of cyber learning. This concept is basing on collecting general knowledge explored from the internet forums. The existence of active information sharing such as primary commodities, market news and updated methods and of conversing learning stimulate actions to innovate the products as well to meet the market demand based on the current trend and viral marketing. In fashion micro-enterprise, CCL concept relates to supply-chain and market sense. It is synthesized from two differ theories; firstly, cyber learning theory relates to fit technology task in organizational learning theory (Lin & Lu, 2011; Zigurs

& Buckland, 1998) and collectivism; secondly, collectivism is derived from the concept of national culture and multi-dimensional model which is called individualism-collectivism, a dimension discussing how individuals' characteristics places their self-interests. A high collectivism value implies a low individualism value (Hofstede, 1983). Indonesia embraces the concept of collectivistic culture relating to collective perspective management, working as a group and supporting others. It would be an advantage for the organization in preventing a confrontation which might happen and in building a strong feeling of togetherness and sympathy among the members of the staffs. Those will accelerate the organizational learning process (Suharnomo, 2016). According to Pratono & Hery (2018), a social network which builds a sustainable social relationship would affect inter-personal trust. Besides, strong motivation in sharing the knowledge and experiences would stimulate individuals to generate their ideas into innovative creativity (Brell, Calero Valdez, Schaar, & Ziefle, 2016). This novelty concept generates a contribution to the body of knowledge in terms of organizational learning.

2. Research model and hypothesis

The objective of this research is to explore the model by implementing the novelty concept which can mediate the gap between social network and performance (Asiaei & Jusoh, 2015). CCL is developed in order to support building organizational learning to significantly foster the influence of the social network on creative performance.

Fig. 1 outlines a conceptual research model in which there is a series of hypotheses suggested as follow:
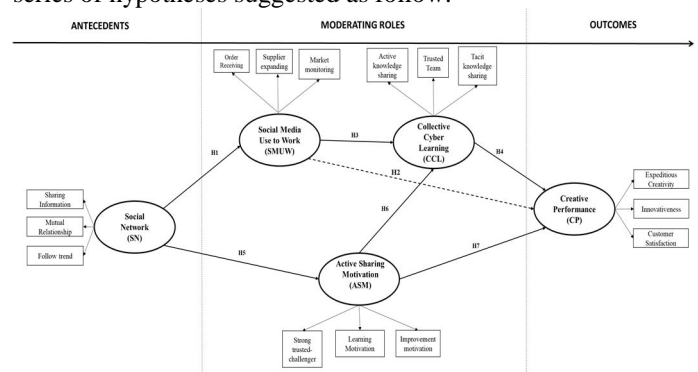

Fig. 1 Conceptual Model

2.1. Social network and social media use to work

The use of social media as a social networking platform will support interpersonal communication in a company. Most companies prefer to upgrade their technology as the implementation of awareness, interest, trial as well as an evaluation of the previous performance. Social networking platform is not only applied in frontline B2B interaction as a communication media for the customers but also as a means of mapping the supply chain connection to the suppliers. Those describe the functions of social networking as a forward linkage. It relates to the context of internal and external communication (Cardon & Marshall, 2014). Based on the logical connection, it is stated that the better organization has social networking, the more effective social media tool works.

In the business context, working based on social media refers to a task technology fit (Lin & Lu, 2011; Zigurs & Buckland, 1998). According to Felix, Rauschnabel, and Hinsch (2017), social media use to work provides effective communication for marketing needs. It enables a company to build a beneficially mutual relationship with its customers, staffs and suppliers. Social media can reach and access the global market. The popularity of social media use to work has been a trending topic for entrepreneurs in order to enhance awareness (Ngai, Tao, & Moon, 2015). The social network is perceived as the most-wanted media to share information among colleagues and to notice a recent trend. The hypothesis used is as follow:

H1: Social network significantly influences social media use to work

2.2. Social media use to work and creative performance

Social media use to work directly influences creative performance by sharing information and knowledge (Ali et al., 2019; Chen et al., 2015; Gaggioli et al., 2015). In addition, Kao and Wu (2016) have analyzed the influence of social media on creative performance, yet it is still needed a mediator to mediate both variables in order to achieve the maximum creative performance. The use of social media generates individual creativity in maintaining customer relationship performance. Nevertheless, an intervening variable is still needed as a router between them (Trainor, Andzulis, Rapp, & Agnihotri, 2014). Based on the abovementioned explanation, the hypothesis used is as follow:

H2: Social media use to work significantly influences creative performance

2.3. Social media use to work and collective cyber learning

Collective Cyber Learning is a novelty concept which has never been examined; yet based on the basis and concept of social media that has been existed, CCL can facilitate people to interact and to collaborate each other by using technology innovation. In addition to social media as a tool of formal knowledge sharing, it is used as a tool of informal information sharing (Kimmerle, Moskaliuk, Oeberst, & Cress, 2015) in which the information might be tacit. A study conducted by Sari, Maruf, and Mahmuddin (2018) explain that the existence of learning culture could enhance cyber competencies of the employees. It reveals that it is essential to implement cyber learning to improve organization business. Based on Hermawan (2016), there exist three main domains used as the standard framework, i.e. goals, strategy, and setup. The implementation of Collective Cyber Learning has to notice the purpose of the social media used. Therefore, hypothesis formulated is as follow:

H3: Social media use to work significantly influences collective cyber learning

2.4. Collective cyber learning and creative performance

CCL used through cloud-based m-learning helps possess, process, share and save the information in order to be implemented as the basis of creative performance development (Chang, 2019). Miron-Spektor and Beenen (2015) suggest the managers or entrepreneurs enhance learning and performance motivation to foster creative performance. Sharifirad (2016)

reveals that in addition to focusing on the team, an individual's intention to sharing knowledge is perceived as a kind of individualistic matter which was possessed from intrinsic and extrinsic motivation. The hypothesis used is as follow:

H4: Collective cyber learning significantly influences creative performance

2.5. Social network and active sharing motivation

The dissemination of knowledge through social networking seems to be promising especially in developing interpersonal connection and communication (Brell et al., 2016). Social networking in terms of internal firm connection increases individual trust in sharing knowledge. However, trust and motivation are changing dynamically along with the change of social network characteristic caused by the uncertainty factor. Thus, it becomes the manager's main responsibility for facing the unpredictable networking outcomes (Engel, Kaandorp, & Elfring, 2017). Trust is perceived as the mediator key to social networking in order to improve organizational performance (Pratono & Hery, 2018). Therefore, the below hypothesis is used:

H5: Social network significantly influences active sharing Motivation

2.6. Active sharing motivation and collective cyber learning

The motive of an individual in sharing knowledge on social network impacts on how essential the knowledge learning dealing with the individual's need. Trust is an essential matter as a mediator in the knowledge sharing process, especially sharing tacit knowledge. Contrarily, without trust, it remains impossible to share tacit knowledge. The existence of diversity factors in an organization, such as age group, will affect the individual understanding of the insight possessed from the knowledge sharing (Brell et al., 2016; Sharifirad, 2016). Researchers need to notice the antecedent which can smooth the way to the collective learning process. It is as the organizational motivation to overcome the work challenge (Chadwick & Raver, 2015). In a technology-based firm, it is important to consider cyber learning as an element which develops dynamically (Real, Leal, & Roldán, 2006). Trust and motivation belong to a factor that can predict behavioural intentions; it means that where there is greater trust, there is higher motivation to learn (Rupp, Michaelis, McConnell, & Smither, 2018). The hypothesis suggested is as follow:

H6: Active sharing motivation significantly influences collective cyber learning

2.7. Active sharing motivation and creative performance

As previously stated by Pratono and Hery (2018) that the process of knowledge sharing on a social network is built from team networking. Boies, Fiset, and Gill (2015) mention that spiritual motivation by enhancing team communication was perceived as an essential aspect to build team trust. No feeling awkward among members of a team would indirectly trigger individual creativity. Combining theories of motivation and creativity encourages the mutual relationship to foster creative performance (Chang, 2019). A leader who could instil high self-confidence in his team would ease fostering creative performance since his team tends to explore their creativities as

the manifestation of ideas or current knowledge (Jaiswal & Dhar, 2017). According to Shao, Nijstad, and Täuber (2018), approach-avoidance motivation is closely related to creativity since motivation tends to be dynamic and be diverse amongst individuals. The hypothesis used is as follow:

H7: Active sharing motivation significantly influences creative performance

3. Methodology
3.1. Sample

This study involved 159 apparel enterprises spreading all over Central Java and Special Region of Yogyakarta, both are provinces in Indonesia, including Demak, Kudus, Pati, Gabus, Jepara, and Yogyakarta. The data collecting technique used is Questionnaire in which a simple random sampling method was used to determine the respondents.

Table I. Respondent Characteristics

	Total of Number	Per cent
Respondent Identity		
Gender		
Male	43	27%
Female	116	73%
Business Identity		
Sort of Businesses		
Garments	154	96.9%
Bags	5	0.03%
Business Structure		
Sole Proprietorship	138	86.79%
Estate	12	7.55%
Others	9	5.66%
Length of Business Operation		
<1 year	27	17%
1 – <20 years	77	48.4%
20 – <30 years	44	27.7%
30 – <40 years	11	6.9%
The Amount of Capital		
No Capital	25	15.7%
IDR 1,000,000 – 5,000,000	52	32.7%
IDR 5,000,000 – 10,000,000	25	15.7%
IDR 10,000,000 – 15,000,000	9	5.7%
>IDR 15,000,000	48	30.2%
Source of Capital		
Private capital	43	27%
Loans	22	13.8%
Joint Venture	20	12.6%
Turnover per Month	74	46.5%
<IDR 1,000,000	7	4.4%
IDR 1,000,000 – 5,000,000	43	27%
IDR 5,000,000 – 10,000,000	56	35.2%
IDR 10,000,000 – 15,000,000	15	9.4%
>IDR 15,000,000	38	23.9%

The abovementioned table outlines that business target of the respondents is garments (96.9%) and bags (0.03%). Even though most respondents only completed their primary and secondary education, they had run their businesses about 1 to 20 years. It is definitely impressive since they have only low-level education. However, they could afford to compete with the competitors in the global market. In addition, it reveals that 43 entrepreneurs or 27% of them run their businesses using their private capital.

3.2. Measurement

The analysis method used in this research is Structural Equation Modelling (SEM). Application software AMOS 22 (Analysis Moment of Structural) is applied for the data processing. The measurement uses the Likert scale in which ranges from 1 (absolutely disagree) to 10 (absolutely agree) based on the questions given. Before beginning to analyze the data, it needs to conduct a CFA (Confirmatory Factor Analysis) of each construct variable on Social Network (SN) latent variable which consists of the dimensions of internal bonding networks, external bridging networks, and upper management networks (Chen et al., 2015); Active Sharing Motivation (ASM) consists of the dimensions of autonomy, competence, and relatedness (Rupp et al., 2018); Social Media Use to Work (SMUW) contains the dimensions of information generation, information dissemination, and responsiveness (Trainor et al., 2014); Collective Cyber learning (CCL) consists of the dimensions of group of level learning stocks, organizational-level learning stocks, feedforward learning flows (Real et al., 2006); and Creative Performance (CP) contains the dimensions of creativity and innovation (Gumusluoglu & Ilsev, 2009). The number of samples which had been analyzed was 200 respondents, of which it was reduced by 20.5% of the outlier data based on the Mahalanobis distance, to the value of 0.000 on p1 and p2. The result of the analysis as explained in Table 2 describes that the CFA model has been fitted with such conditions as follow:

Table II. Summary of Confirmatory Factor Analysis

Variable	Chi-Square	Prob 0.05	df	CMIN/DF ≤ 2.00	RMSEA 0.08	GFI 0.90	AGFI 0.90	TLI 0.90	CFI 0.90
SN	0.321	0.571	1	0.321	0.000	0.999	0.993	1.018	1.000
ASM	8.703	0.122	5	1.741	0.065	0.980	0.940	0.980	0.990
SMUW	1.566	0.457	2	0.783	0.000	0.995	0.977	1.005	1.000
CCL	1.729	0.421	2	0.865	0.000	0.995	0.976	1.005	1.000
CP	0.017	0.898	1	0.017	0.000	1.000	1.000	1.049	1.000

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Table III. Detail Measurement of Standardized Factor Loadings, Reliability Tests and Fit Statistics

Item Description	Std. factor loadings	Construct Reliability
Social Network (Chen et al., 2015)		0.77
- Sharing information amongst staffs or colleagues	0.81	
- Possessing profitable business relations	0.72	
- Ability to predict market trend and demand	0.63	
Active Sharing Motivation (Rupp et al., 2018)		0.79
- Having a strong desire for challenging task	0.80	
- Strong determination to learn current knowledge	0.67	
- Motivating to have self-introspection	0.77	
Social Media Use to Work (Trainor et al., 2014)		0.77
- Monitoring the market trend through social media	0.92	
- Expanding the suppliers through social media	0.68	
- The number of orders received through social media	0.54	
Collective Cyber learning(Real et al., 2006)		0.68
- Participants were active in knowledge sharing	0.77	
- Having a trusted team group	0.54	
- No team group interference in future business	0.61	
Creative Performance (Gumusluoglu & Ilsev, 2009)		0.66
- Individual creativity in solving the problem	0.65	
- Capability to generate innovative products	0.66	
- Encountering a few market complaints	0.57	

The goodness of fit statistic

Chi-Square	Prob	df	CMIN/DF	RMSEA	GFI	AGFI	TLI	CFI
93.022	0.067	74	1.257	0.040	0.927	0.882	0.973	0.981

Note: CR: Construct Reliability;

The loading factor of each construct has fulfilled the required limit (> 0.5). Based on the reliability construct value of each latent variable of which its cut off value is 0.6 – 0.7, it can be concluded that the statistic model is reliable and fit to continue to the advanced analytics.

4. Analysis of data and result
4.1. Hypothesis testing

Based on the result of weight regression analysis, it is stated that whether a hypothesis can be accepted or not depends on the probability value of each variable. This study explains that 7 hypotheses have been suggested and 6 of which are accepted (H1, H2, H3, H4, H5, and H6) represented by the significance level of p<0.001 and p<0.05. It reveals that Active Sharing Motivation has appropriately mediated between the social network and creative performance while hypothesis 7 describes that social media use to work has no direct influence on creative performance which is represented by the loading factor which is only 0.08. Otherwise, implementing CCL variable as a mediator between them indicates that social media use to work encourages Collective Cyber learning to foster creative performance.
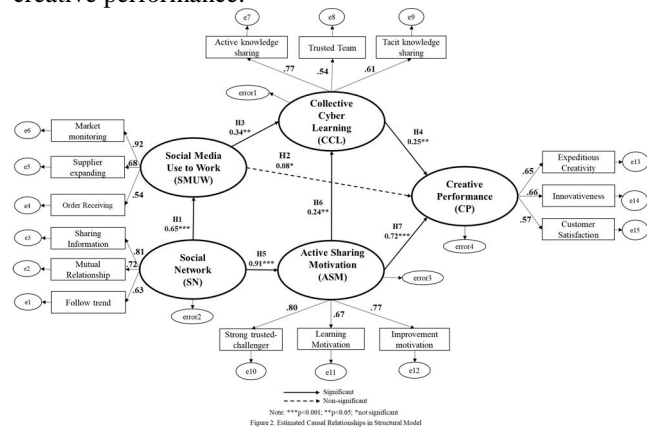

Note: ***p<0.001; **p<0.05; *not significant
Figure 2. Estimated Causal Relationships in Structural Model

Table 4. Direct, Indirect and Total Effects of Latent Variables

Effect on Endogenous Variable	Direct Effect	Indirect Effect	Total Effect
Effects on Social Media Use to Work			
H1: Social Network	0.650	-	0.650
Effects on Collective Cyber learning			
H3: Social Media Use to Work	0.338	-	0.338
H6: Active Sharing Motivation	0.236	-	0.236
Effects on Active Sharing Motivation			
H5: Social Network	0.909	-	0.909
Effects on Creative Performance			
H2: Social Media Use to Work	0.076 (NS)	0.084	0.160
H4: Collective Cyber Learning	0.248	-	0.248
H7: Active Sharing Motivation	0.716	0.59	0.775

Sub structural equations used are as follow:

Sub structural equation 1: $S = 0.55S$

Sub structural equation 2: $T = 0.79S$

Sub structural equation 3: $C = 0.31T + 0.45S$

Sub structural equation 4: $C = 0.61T + 0.16C + 0.07S$

By implementing Active Sharing Motivation as a moderator between Social network and Creative performance, the total effect value is 0.65 (0.909*0.716). In addition, adding the CCL variable as a moderator affects social network to contribute 0.054 to creative performance. Otherwise, Social media use to work has no significant direct influence on Creative performance which is only 0.08. Nevertheless, using Collective Cyber learning as intervening variable could increase the influence of Social media us to work value to 0.085 (0.34*0.35).

5. Discussion

This analysis concludes that **Hypothesis 1 is accepted**. It indicates that social network significantly influences social media use to work. The more relations (loyal customers and suppliers) a firm has the more ease the firm fulfil the market demand and build the mutually beneficial relationship. Social networking as a social capital influences the way to use social media. It is logically accepted since as a firm, it provides abundant social assets in which they have a lot of networking entities. Thus, the use of social media as a supporting tool to build a mutual relationship is definitely effective as confirmed in the study conducted by Cardon & Marshall (2014). On the other hand, the use of social media is not optimum if the organization provides low social capital.

Hypothesis 3 is accepted. It indicates that social media use to work considerably influences collective cyber learning. It explains that if a firm optimizes social media to expand the scope of suppliers, it would gain advantages in securing a supply of primary commodities. In addition, social media used to broaden business networking such as joining online forums can accommodate individuals to brainstorm and to share knowledge by which tacit knowledge can be obtained. **Hypothesis 4 is accepted.** It describes that Collective Cyber learning particularly influences creative performance. Knowledge sharing through social media enables each individual to have similar opportunity to engage a mutual relationship with others such as entrepreneurs, scholars and others who join the forum. Furthermore, it would trigger individuals to explore their creativities. **Hypothesis 5 is accepted**. It explains that social network significantly influences Active Sharing Motivation. According to the exposition of Pratono and Hery (2018), communication as a means of knowledge sharing amongst personnel either vertically or horizontally generates innovative ideas which would motivate individuals to complete their tasks much better; it has been confirmed by (Kimmerle et al., 2015; Sari et al., 2018). **Hypothesis 6 is accepted.** It defines that Active Sharing Motivation considerably influences collective cyber learning. Each individual is motivated to have self-analysis and to reconstruct the past failures in order to obtain updated methods to overcome the problems. Those methods can be possessed from the online business forums which facilitate the members with learning activities. **Hypothesis 7 is accepted.** It describes that Active Sharing Motivation particularly influences creative performance. The emergence of individual spirit at work generally occurs along with a sense of relief by which each individual can deliver innovative ideas dealing with solving the problems or issues the firm encountered. Those ideas could be adopted in innovating new products which relate to the market demand (Gumusluoglu & Ilsev, 2009). On the other hand, **Hypothesis 2 is rejected.** It explains that social media use to work has no significant influence on creative performance. A social media which is a kind of cyber-structure that can connect a firm to social networking needs a continuous update in order to help individuals adopt shared knowledge to encourage their creative performance. Based on estimated casual-relationship, it could be concluded that Active Sharing Motivation is the appropriate antidote that could encourage the influence of the social network on creative performance. In addition, the Collective Cyber learning variable has successfully been a mediator between social media use to work and creative performance.

6. Conclusion and Implication

According to the purpose of this study which is exploring current conceptual model in order to mediate a research gap between social network and creative performance, it can be concluded that the influence of social network on the firm performance in encouraging staffs' motivation and clients' (customers and suppliers) trust could accelerate individuals' performance to explore their creative and innovative ideas in order to support the business development. In addition, it reveals that Collective Cyber learning, the novelty variable,

facilitates social media use to work to foster creative performance. The technology-based social media has been recently highlighted as a means of communication to broaden business-networking. The industries have to take maximum advantage of this opportunity to win the business competition. There exist traditionally run garment micro-enterprises which could be considered as a managerial implication. It is evident in this research that social network fosters creative performance in developing business performance. The entrepreneurs of the garment industry should be aware of the significant role of the cyber-commerce business in helping them achieve the goals, especially in global fast-fashion industry. Broadening the social networking by encouraging the firm awareness of the market change increases the market trust and self-motivation to engage in the market expectation.

7. Limitation and Future Analysis

The conclusion and implication of this study has some limitations which could be considered as matters to be reviewed such as follow (a) this research only presented 159 respondents as the sample which were collected randomly; (b) Goodness of fit on structural SEM model indicates the value of Adjusted goodness of fit 0.882 which cannot fulfil the cut off value of 0.9, even though some researchers considered that it was acceptable. The social network discussed in this study disobeys the quality of its network performance. It would be considered as the future research focus dealing with the influence of the quality of social network on the organization.

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