

Knowledge-Based Active Interaction as a Mediation of Social Media in Establishing Work Performance: A Learning Perspective

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One of the important aspects of Human Resources (HR) Outside-in is proponent technology which provides HR responsibility to actively interact in the distribution of technology, and as such social media use for work so that it significantly influences business performance. These research findings contradict evidence where there is a space from the body of knowledge in organizational learning perspective because of the difference of the empirical study result. The direction of this research offers a concept of Knowledge-Based Active Interaction (KBAI) to refer to the role of Social Media Use to Work (SMUW) that provides a significant influence on the novelty of business performance. The sample of this research is 175 owners of apparel and fashion micro enterprises in Indonesia who rely on their production process on an incremental innovation basis and the continual need for design renewal. The result of this research reconfirms that SMUW does not have any direct significant effect on work performance (WP) ($\beta = 0.05$, $p:0.890 > 0.05$). The existence of KBAI concept, however, is able to bridge in full mediation such that it encourages SMUW to provide significant effects towards the organization.

Key words: *Social Media Use to Work, Work Performance, Work climate, Knowledge-Based Active Interaction, Readiness to Change.*



Introduction

Organizational Learning is a significant concept developed since the 1970s which continues to grow along with the dynamic needs of the organization. In review of human resources, an organization which could survive the challenge of technology and business development is organizational learning (Cangelosi & Dill, 1965; Chadwick & Raver, 2015; Rhodes, Lok, Yu-Yuan Hung, & Fang, 2008; Wirtz, Kuan Tambyah, & Mattila, 2010). Organizational Learning is a set of interactions between the adaption at individual or group level and can occur at the level of organization (Cangelosi & Dill, 1965). Organizational Learning involves many entities in the external and internal context. It refers to internal organization or the effectiveness of relation to stakeholders so that this concept is relevant in the importance of organizational social interaction wrapped in social media. This becomes a challenge for an organization to convert it into an organizational energizing strength that becomes an instrument creating the durability of the organization (Cross, Baker, & Parker, 2003).

Social media has become a business popular tool in the last two decades. The use of social media such as Facebook, Twitter and WhatsApp by organizations to investigate the market data in terms of what product is going viral and the taste and the change of trends (Lipschultz, 2018; Sajid, 2016), becomes the flow of knowledge influencing the input plan in the organization so that the concept of SMUW becomes the strategic aspect. The flow of information is an asset that must be maintained, (Sharma & Mokhtar, 2008) by establishing the technology infrastructure. However, there has not been much research that investigates how SMUW affects company performance (Agnihotri, Trainor, Itani, & Rodriguez, 2017; Foltean, Trif, & Tuleu, 2018; Hermawan, Sartono, Nunung, & Luqman, 2016; Oberoi, Patel, & Haon, 2017).

Indonesia is a developing country with high-level growth in technology infrastructure of 4.99% in 2017, a value which increased from 4.34% in 2016 (Lestari, 2017). This result is strengthened by the use of internet in the field of social, organizational or business activities which significantly reach up to 171.17 million users of the total 264 million citizens in Indonesia (APJII, 2017; Sabir & Qayyum 2018). In the context of business organizations, as much as 74.5% Indonesian businessmen have subscribed to the internet and use their cell phones for business interaction (Hermawan, Sartono, & Khakim, 2016). Business organizers in Indonesia have become technology literate and ready to use social media, especially in establishing market network, adopting new knowledge, and disseminating their creative product through social media network. This is proven by the huge amount of sales transactions made through social media in Indonesia which reaches up to 2.7 million transactions every single day (Noor, 2017).

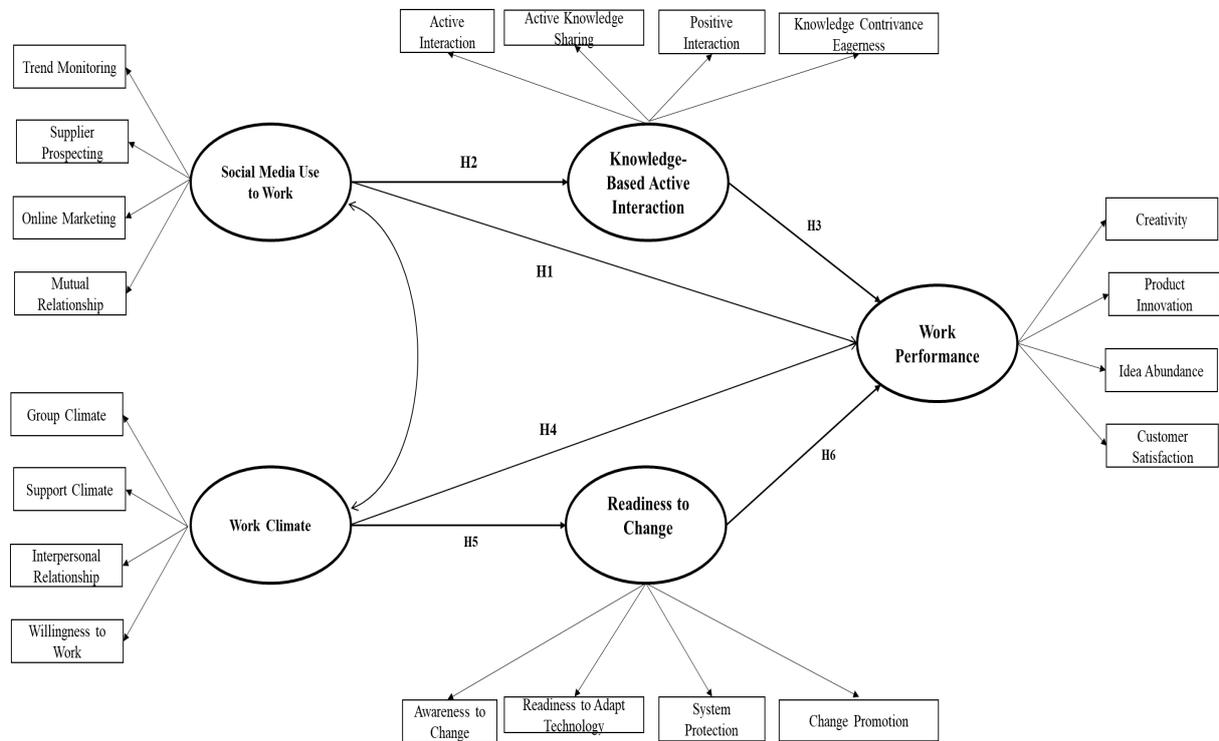
Even though in many studies, social media use to work is strategic in an organization, there is still some contradictory research that indicates this area is still open for further study. According to Akmes, Aras, & Akmes, (2016) and Jue, Marr, & Kassotakis, (2009), social media use for work has an influence on business performance. The use of social media in a company has positive influences on the increasing net profit and market value. Companies consider the use of social media, other than its capability to develop a social network, could also make more efficient, the cost related to the development of the marketing and sales sector of human resources. Along with (Parveen, Jaafar, & Ainin, 2015), social media has become the bridge for a company to identify the developing trends regarding customer targets. Social media could produce a competitive advantage if used innovatively and differently in comparison with competitors (Jayaram, Manrai, & Manrai, 2015).

As an effective networking platform, social media consists of tools of information and communication that provide a good communication network for social or workplace (Cao, 2016). Along with the development of technology, social media evolves and changes traditional communication tools through physical contact as social interaction that disregards space and time restrictions. Such transformation provides significant advantages for the company recalling the complexity of the working process, from production to the marketing and needs an integration channel. This is contradictory to the research (Cao, Vogel, Guo, Liu, & Gu, 2012; Garcia-Morales, Martín-Rojas, & Lardón-López, 2018), who found that empirically, SMUW does not have significant influence on performance. Furthermore, this research offers a new concept in the form of KBAI synthesized from the concept of organizational learning (Cangelosi & Dill, 1965) by energizing interaction theory (Lloyd & Wickens, 2000). The concept of organizational knowledge enrichment through knowledge induction energizes the perspective of organizational learning into the new concept to be tested empirically and order to fulfil the above identified research gap.

Research Model and Hypothesis

Based on the above contradictory evidence, a research gap has been revealed in the body of knowledge of the SMUW concept and its effect on WP which provides an open space to be investigated further through the following conceptual model. see Figure 1 below. Conceptual Model).

Figure 1. Conceptual Model



SMUW and WP

Social media is a system used to interact with other people socially. If social media is used for work, then its usage is different since the objective is to provide competitive advantages to the organization. According to Cao et al., (2012) and Garcia-Morales et al., (2018), social media could not affect WP directly since it takes another concept to balance the existence of the usage of social media in work-life so that it provides the value of more clear usage patterns for the organization. However, some researchers (Akmese et al., 2016; Parveen et al., 2015; Shami, Nichols, & Chen, 2014) state the opposite in that SMUW could influence WP directly. In the study carried out by Shami et al., (2014), regarding the development of the marketing section, it was found that if a company can gain the target market, it will directly provide market value affecting the appearance of customer satisfaction which becomes a crucial indicator on WP. Employees see more value in social media through in the form of individual personality, business network, and career development as well as supporting creative and innovative ideas. The hypothesis proposed in this research is as follows:

H1: SMUW has a significant effect on WP

SMUW and KBAI

The context of knowledge management, SMUW facilitates knowledge management to gain knowledge with the best quality (Bharati, 2015). Along with (Eid & Al-Jabri, 2016), social media is used as an instrument establishing active interaction within the organization to induce knowledge. Normatively, social media is used in a working team such as online chatting and discussion and for managers, to encourage group discussion. Specifically, social media is used to build market investigation, determine future market trend and gain information regarding with the best suppliers or to identify issues related to regulation. Those two points are proven to be able to increase the sense of knowledge induction and actively participate in fulfilling knowledge repository in an organizational learning perspective (Göhlich, 2016; Salomon & Perkins, 1998). Kristanti, (2010) found that the interaction among the individuals, established to promote learning and collaboration between them, becomes the foundation in socializing knowledge. This is corroborated by Trainor, Andzulis, Rapp, & Agnihotri, (2014) who state that investment in social media increases the capability of social customer relationship management to enrich the information regarding with the addressed market by the organization.

Information repetition and knowledge on creative social media encourage entrepreneurs to create new ideas coming from the knowledge set recommended by the system (Hermawan, Agustina, Setiadi, & Ariawan, 2017; Hermawan, Sartono, & Khakim, 2016; Oberoi et al., 2017). Social media can establish various social networks without any geographic restrictions and as such, is used to accumulate knowledge and information obtained through active interaction in sharing knowledge, even though many people would take short-term benefit (Kwahk & Park, 2016). However, (Cross et al., 2003; Panahi, Watson, & Partridge, 2016) the access to knowledge for teams online through common interest discussion groups via social media, energizes interaction, affecting the increase of knowledge level of working team entity and organization. The hypothesis proposed is as follows:

H2: SMUW has a significant effect on KBAI

KBAI and WP

KBAI is a novelty offered in this research and was derived from the concept of energizing interaction theory where it stood on the interaction establishing the spirits within the working team (M. S. Rao, 2015) through activities of many knowledge ended in the distribution of the effectiveness of good information distribution in the scope of team or organization level (Cross et al., 2003; Juan & Frank, 2006). KBAI is synthesized from the concept of organizational learning which normatively is a concept used to make an organization more dynamic. According to (Elwan Ibrahim & Ogunyemi, 2012), knowledge sharing positively influences WP (Atif & Adil, 2015; Imran, Ata Ul, & Murad, 2018; Qammach, 2016; Xiaohong,

Chengfeng, Yanbo, & Gaowen, 2015). Knowledge management initiatives need to be designed accordingly with the working habit and strategic to company goals and value to increase WP (Wang & Noe, 2010).

Even though a success in implementing knowledge management is able to encourage business performance, there is still a vivid debate (Roldán, Real, & Sánchez Ceballos, 2018) regarding whether knowledge management performance positively influences organizational performance (Atif & Adil, 2015; Imran et al., 2018; Qammach, 2016; Xiaohong et al., 2015). In the point of view of knowledge sharing specifically, it contributes to knowledge integration and effective use such that it can escalate organizational innovation. One of the steps to realize this is active interaction among the existing personnel within the company. Active interaction that intends to build an organization increases the quality of the relationship so that information gathered regarding market development of technology and the creation of beneficial knowledge sharing both internally and externally (Alaarj, Abidin-Mohamed, & Bustamam, 2016). The more experiences shared from various interpretations, the greater the opportunity for the company to make a precise decision based on the constantly changing environment (Y. Rao, Guo, & Chen, 2015). The hypothesis proposed is as follows:

H3: KBAI has a significant effect on WP

Work Climate (WC) and WP

WC in this paper refers to the research (Blazovich & Murphy Smith, 2011; Boies, Fiset, & Gill, 2015) representing the regulation, working view, and the ways organizations overcome the challenges that appear in the form of unwritten ethics. WC influences work satisfaction as well as affecting performance as much previous research in t work satisfaction indicates (Glińska-Noweś, Sudolska, Karwacki, & Górka, 2017; Kang, Busser, & Choi, 2017; Nygaard & Hansen, 2015; Sandvik, Croucher, Espedal, & Selart, 2018). Therefore, this research proposes a hypothesis of the appearing influence between WC and WP. Shanker, Bhanugopan, Van der Heijden, & Farrell, (2017), found that WC could directly influence WP (DeConinck, 2011; Marcoulides & Ronald, 1993; Peng, Chen, & Hung, 2015; Sarros, Cooper, & Santora, 2008) through ethical behaviour climate. A company then has potential to reduce administration and production cost recalling the existing mutual relationship to encourage the increase of gain and profit quickly as a result of fulfilling customer satisfaction and loyalty. However, the relationship between WC and WP is known to be more complex than initially assumed (Goebel & Weißenberger, 2017) so that mediation is needed to bridge the existing gap. The hypotheses proposed is as follows:

H4: WC has a significant effect on WP

WC and Readiness to Change (RTC)

Based on the research by Ochieng, Douglas, Muturi, & Douglas (2015), organizational climate is identified as the best connector to RTC of a company. The survey was implemented to identify climate strengths and weaknesses. Further it was found that actions are taken to overcome the apparent shortage in the working environment in preparation to accept the change with minimum resistant. This is supported by Lone et al., (2017) who found that the supporting climate organization becomes one of the important predictors of working stress level measurement and organizational welfare. Thus, this becomes one of the benchmarks representing a concept in an organization as preparation for change. The hypothesis proposed is as follows:

H5: WC has a significant effect on RTC

RTC and WP

Regarding organizational change, two important elements need to be underlined, individual RTC and employee performance (Laseinde, Oluwafemi, Pretorius, O, & Oluwafemi, 2020). Therefore, organizational RTC entirely depends on the readiness of each individual, either as a designer and or as the implementer in the field. Both must be in synergy in developing the required change so that competitive advantage is obtained by the organization. Laseinde et al., (2020), found that WP is seen in employee performance, the level of employee performance in implementing the business process and its relation to preparing themselves for change becomes one of the aspects that measure organizational success. Based on the indicators proposed in this research namely creativity, innovation and customer satisfaction, employees are obligated to creatively and innovatively face change, be it market changes, technology changes, new method changes and or leadership changes which all are addressed as RTS so that the organization can maintain or even improve customer satisfaction. RTC for the executive and the workers has a common level of interest to increase WP (Budhiraja, 2019; Mathew, Sulphrey, & Rajasekar, 2014). The hypotheses proposed is as follows:

H6: RTC has a significant effect on WP

Methodology

Sample

The data in this research were collected under the simple random sampling method. The respondents are 153 top management/CEO of apparel and fashion micro enterprises spread in Central Java, Indonesia. The questionnaire was distributed by freelance surveyors with a non-self-assessment technique where the supervisor stands before the respondents while they fill

the questionnaire, see Table 1 below. Table 1 shows that most of the respondents live in Kudus with 77 companies (50.3%) represented. Kudus is one of the biggest apparel and fashion centres in Central Java. On average, the top management/CEO who are interviewed have 15 employees. In total, the company with non-legacy capital where the age of the business is more than 5 years were found to have an emerging culture of innovation in work and this is established through reference to the identified technology trend and recent product development so that this research investigates actual challenges such as design creation, development of new applications and recent technical production.

Table 1: Demographic Characteristic of Respondent

Description	Frequency	Percentage (%)
Location Classification		
Kudus	77	50.3
Demak	29	19.0
Pati	20	13.1
Jepara	23	15.0
Yogyakarta	4	2.6
Age		
5 – 15 years	94	61.4
16 – 30 years	48	31.4
>30 years	11	7.2
Source of Capital		
Self-established	141	92.2
Legacy	12	7.8
Total of Employees		
10 – 15 employees	76	49.7
16 – 35 employees	55	35.9
36 – 50 employees	22	14.4
Total	153	100%

Measurement

To confirm that each construct variable could define the latent variable, unidimensional analysis was carried out by implementing confirmatory factor analysis. This research tests the relationship among the five variables (a) SMUW with trust monitoring dimension, mutual relationship, and online marketing, (b) WC with the dimension of group climate, willingness to work, and interpersonal relationship, (c) KBAI with the dimensions of knowledge access eagerness, active knowledge sharing and active interaction, (d) RTC with the dimensions of awareness to change, individual participation, and change promotion, and (e) WP with the dimensions of creativity, innovation and customer satisfaction. After each construct variable

has been confirmed, a structural equation modelling (SEM) test was carried out on the full model.

The result of the confirmatory analysis is as follows in Table 2. Table 2 shows that each variable has fulfilled the cut-off. The test on the full model has fulfilled the requirement such as chi square of $168.145 > 176.294$, prob $0.112 > 0.05$, CMIN/DF $1.144 < 2.00$, GFI $0.900 = 0.90$, CFI $0.985 > 0.90$, TLI $0.980 > 0.90$, RMSEA $0.031 < 0.08$. The value of AGFI is $0.858 < 0.90$, even though the full model is considered as fit (moderate, the value approaching the cut-off) recalling that other requirements are met. (Kwahk & Park, 2016).

Table 2: Confirmatory Analysis

Variabl e	X²	Prob	df	CMIN/DF ≤2.00	GFI ≥90.00	AGFI ≥90.00	CFI ≥95.00	TLI ≥95.00	RMSEA ≤0.08
SMUW	.947	.623	2	.474	.997	.984	1.000	1.020	.000
KBAI	2.963	.227	2	1.482	.990	.951	.993	.979	.056
CW	5.177	.159	3	1.726	.984	.946	.992	.984	.069
RTC	.798	.671	2	.399	.997	.987	1.000	1.016	.000
WP	2.692	.260	2	1.346	.991	.957	.996	.987	.048
FULL MODEL	168.145	.112	147	1.144	.900	.858	.985	.980	.031

Table 3 below shows that the entire construct variable has met the minimal value of loading factor above 0.5 and the value of construct reliability is right or above the range of 0.5 - 0.6 (Ferdinand, 2014).

Table 3: Result of Convergent Validity

Description	Factor	CR
SMUW		
I often monitor market changes via the internet and social media	0.606	0.7101
I was able to find a good supplier through social media.	0.609	
I often promote and distribute products in social media	0.550	
I established a cooperative relationship with other tailors through social media	0.697	
KBAI		
I have a social group and colleagues who are kindly sharing knowledge where they are not my business opponents in the future.	0.533	0.7429
I communicate and exchange information with my subordinates	0.772	

I have friends and colleagues to interact positively	0.725	
I was able to get important information from my network	0.546	
WC		
I learned a lot from the experiences of my friends	0.777	0.8591
I am happy to have many friends who help each other	0.835	
My employee is a family I share the joys and sorrows of my business with	0.730	
I am always passionate in living my work life	0.764	
RTC		
It is very important to have a technology-based application for the empowerment of home tailors in the industrial era 4.0.	0.835	0.8304
I am ready to accept technology such as technology-based application	0.746	
The security of the home tailor application system is important	0.709	
It is very important in technology-based application to provide stalls for selling designs that can be bought to bridge when ideas are jammed.	0.672	
WP		
By using creativity, I can solve a lot of problems in my business	0.576	0.7095
I can create new products that have not yet been created by my competitors	0.653	
It's easy for me to create fresh ideas	0.702	
Very few complaints related to new products that I throw to the market	0.526	

Analysis of Data and Results

Figure 2 below reveals that hypothesis 1 (H1) is denied, this is because SMUW did not affect WP significantly ($\beta = 0.05$, $p:0.890 > 0.05$). Hypothesis 2 (H2) is accepted and this is because SMUW significantly affects KBAI ($\beta = 0.87$, $p:*** < 0.001$). Hypothesis 3 (H3) proved that KBAI significantly affects WP ($\beta = 0.61$, $0.017 < 0.05$). Hypothesis 4 (H4) is denied because WC did not significantly affect WP ($\beta = 0.26$, $p:0.256 > 0.05$). Hypothesis 5 (H5) is accepted, as WC significantly affects RTC ($\beta = 0.60$, $p:*** < 0.001$). Hypothesis 6 (H6) is also accepted with the value of $\beta = 0.20$, $p:0.039 < 0.05$ and it was found that RTC significantly affects WP.

Figure 2. Estimated Causal Relationship

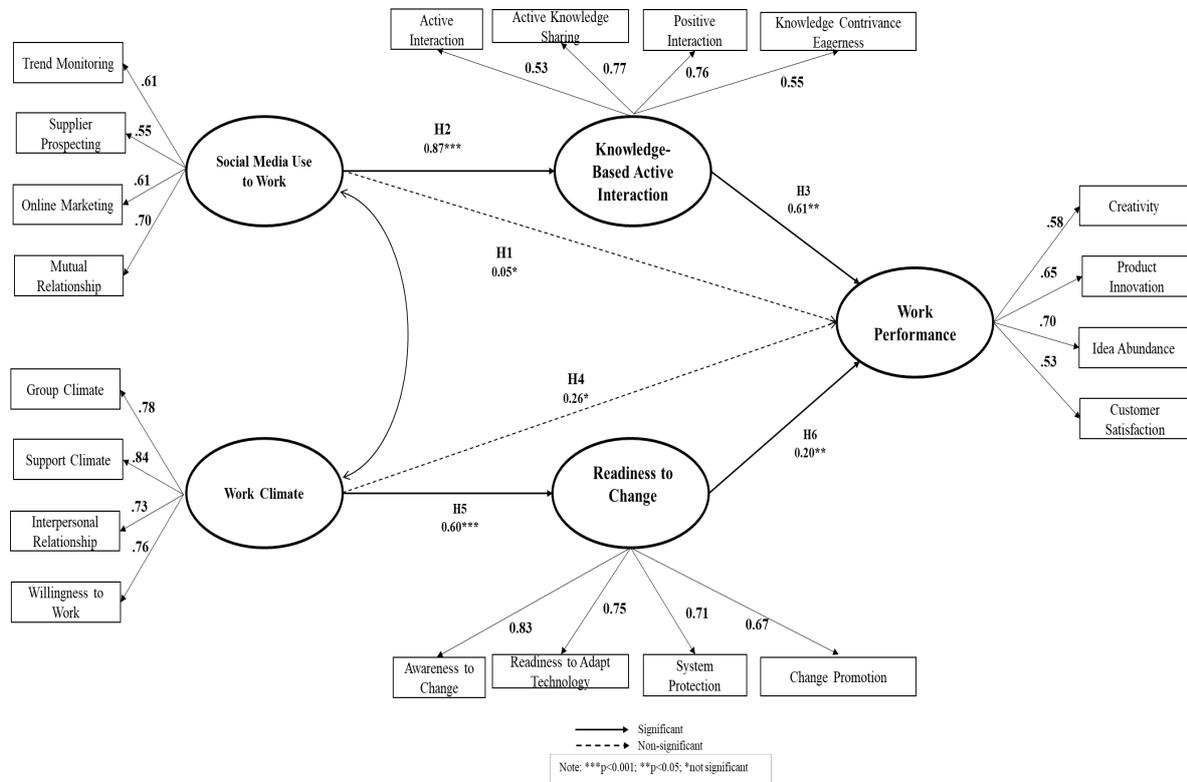


Table 4 below indicates that the research gap identified as the focus of this study is well met. The equation emerged as $WP = 0.535SMUW + 0.615KBAI + 0.117WC + 0.195RTC$. Such a finding is a result of the denial of Hypothesis 1, where it was determined that SMUW could only affect WP indirectly through KBAI with the effect of 0.535. Similarly, the research gap between WC and WP could only affect the presence of RTC as the intervening variable (as much as 0.117).

Table 4: Direct, Indirect and Total Effect on Each Variable

Effect on Endogenous Variable	Direct Effect	Indirect Effect	Total Effect
Effects on KBAI			
H2: SMUW	0.870	-	0.870
Effects on RTC			
H5: WC	0.600	-	0.600
Effects on WP			
H1: SMUW	0.052 (ns)	0.535	0.587
H3: KBAI	0.615	-	0.615
H4: WC	0.263 (ns)	0.117	0.381
H6: RTC	0.195	-	0.195

Discussion

Hypothesis 1 is denied based on the research by Garcia-Morales et al., (2018) and Martin & Javalgi, (2016) who found that SMUW could not directly affect WP. This statement is correct since social media is only a facilitator for employee work based on the business process from their job description. There is not any dynamic concept so that it takes the more dynamic middle concept from the learning process such as KBAI. The active learning process would help to establish the efficacy of WP on the personal, team and organizational levels. Therefore, there is still a gap that needs a moderating role to connect business activity in social media such that it affects the appearance of innovation and fulfilment of customer satisfaction.

Hypothesis 2 is accepted based on the research by Bharati (2015); Kwahk and Park (2016); Panahi et al. (2016) confirming that social media provides facilities for the company to share knowledge with their colleagues, partner or potential supplier in a mutual relationship so that each party provides active interaction in the cooperation. One of the examples of mutual energizing interaction between internal and external of the company (colleagues/partner in the social network) is an open relationship that established active interaction as viral sensing. The level of interaction activity in the social network influences an individual's energy in an organization (Cross et al., 2003).

Hypothesis 3 is accepted based on the research (Elwan Ibrahim & Ogunyemi, 2012; Y. Rao et al., 2015; Roldán et al., 2018). The issue with WP is to create challenges such as innovation, working effectiveness and the continuous supply of creative ideas. This concept provides a stimulant to employee job effectiveness fulfilment and takes store of organizational knowledge that is normatively built from the values of KBAI in the scope of the working team and other entities within the organization. The active knowledge sharing between organizational elements enriches new ideas or notions to ensure that the organization has intellectual property to survive dynamic work challenges from WP.

Hypothesis 4 is denied based on the research by Goebel & Weißenberger, (2017). The adaptive working environment is a concept produced from a leadership style and the culture of the organization. Such a process could not be achieved in the snap of a finger even though an adaptive working environment encourages the need for innovation in an organization and this concept does not provide a direct effect on WP. The previous studies state that the concept of WC could not stand alone and needs to be elaborated with the concept of intrinsic contexts such as motivation, pride, and real work satisfaction encouraging the establishment of WP. Therefore, this research concludes that there are no significant effects between WC and WP.

Hypothesis 5 is accepted based on the research by Lone et al., 2017; Ochieng et al., (2015). A suitable working climate would be the best encouraging factor to increase the readiness of

employees to change. Each company that seeks significant growth and development must be ready to face new challenges. One of the ways to face these challenges is to follow the development of the economy along with the development of more advanced technology. A company is not only obligated then to be aware of change but also to take further action to face these changes. Therefore, supporting WC would help company personnel in readiness to accept any changes and for new policies applied.

Hypothesis 6 is accepted based on the research by Budhiraja, (2019, Laseinde et al., (2020) and Mathew et al., (2014), we found that a supportive working climate does not necessarily increase innovation and creativity for the company. This requires the moderation role of RTC. The readiness of a company to face and adapt to changes in business development appears to ease company innovation and the creation of products in response to inspiration to apply new ideas in problem solving. Furthermore, a company that can face dynamic market trends, automatically achieves customer satisfaction.

Implications and Conclusions

Based on the above discussion, it could be concluded that the novelty variable offered, KBAI succeeds to bridge the research gap between SMUW and WP. Rapid technology development necessitates that company business social media plays an important role in determining negative linkages (supplier, colleague) and positive linkages (customers). To integrate both, KBAI benefits a company in obtaining important information and knowledge that are made to be the foundation in decision making and to gain customer satisfaction. Another moderating role, RTC is proven to be the most appropriate bridge between WC and WP. The supportive working environment becomes the pillar of the company in terms of readiness to face changes.

Regarding home based tailors, the innovation of technology-based application can push the company performance, when based on the current and dynamic target market demand trends. The managerial implication then is as follows: the usage of technology for work, namely social media is crucial for the intensification of employee collaboration and identification of and appeal to potential customers. Belle, (2016) found that leaders must conceptualize and solidify the vision reflected in the optimization of the relationship by defining inclusive spaces that stimulate the learning to occur. In the context of business development, innovative and creative ideas must be created in a sustainable way to refresh ideas by actively interacting in the knowledge sharing; either in internal scope with other employees or externally through workshop, seminar, and training or online forums in social media. Social media interaction is crucial because there is no limit to the capacity of meeting people from various geographical areas who, of course, will have a different point of views.



Limitations and Future Analysis

Regarding the fulfilment of goodness of fit index in the full model of structural equation modelling test, the limitation of this research is in the value of AGFI $0.858 < 0.90$ which is called a moderate fit. Even though another index value has been able to represent or to consider that the model is fit. The subject of this research was home based tailors in Central Java, Indonesia. The research recommendation could be considered for further analysis in the scope of other economic factors.

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