



Examining the Impact of Trust-Based Active Participation: An Empirical Study in Creative Industry That Adopt Digital Platform

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Abstract

The main challenge in building a creative industry that acquires a digital platform is the limited ideas used to encourage the presence of booming products and the limited understanding of employees of creative industry players in dealing with technological changes; this is in line with the phenomenon where 31.40% of digital business actors in Indonesia are still experiencing a decline in revenue in 2022. In connection with the main obstacles, this research aims to find constructs capable of mediating the role of technology in the form of Social Media Use to Work (SMUW) in its impact on Creative Performance (CP). Where SMUW, in many studies, has no significant effect on building CP. This study offers the role of Trust-Based Active Participation (TBAP) and Innovative Culture (IC) in mediating SMUW against CP. The object of this research is the creative industry that uses digital platforms, with a total sample of 188 businesses. This study empirically proves that SMUW does not significantly affect CP, but TBAP and IC can boost SMUW on CP with a total effect of 0.384. From this achievement, it is proven empirically that TBAP and IC can fully mediate the role of SMUW on CP. In implementing the strategy, it was found that in order to optimize the role of SMUW for CP. This contributes to the domain of learning organization theory and middle ring dynamic capability.

Keywords *Social media use to work, trust-based active participation, Creative performance*

INTRODUCTION

Organizations need to carry out learning to develop human resources to survive in a business era that is constantly changing (Rusly et al., 2014). Constantly changing business conditions are a challenge for the organization. The challenges of these changes refer to the uncertainty of the social situation, technological developments, climate change, economic needs, and political changes that require organizations to adapt quickly by encouraging members of the organization through a learning process. The cognitive, social function of organizational learning through the active participation of trust-based members, called Trust-Based Active Participation (TBAP), is a strategy for building knowledge because it creates cohesiveness in learning (Hermawan & Suharnomo, 2021). TBAP makes knowledge material for learning and building new knowledge, resulting in innovation in methods and processes for developing unique new products (Hermawan & Suharnomo, 2021). Learning Currently, the learning process is inseparable from the role of the technology proponent, which, in this case, refers to the use of digital platforms.

The digital platform is a centralized web-based platform that offers content for communication in the form of messages containing promotions or other information. Examples of digital platform usage include WhatsApp, Instagram, Twitter, websites, blogs, and Facebook (Mishra & Tripathi, 2020). Some of the social media platforms that have been mentioned are tools for acquiring knowledge for learning materials. Apart from that, digital platforms are also a medium of information to build the trust of organizational members because members can communicate anytime and anywhere in real time, so using digital platforms is crucial in organizations.

Organizations also take advantage of digital business platforms built in the Social Media Use to Work (SMUW) construct, such as using social media for work life. SMUW in its role in work life as a resource used to find the best suppliers, market sensing, mapping products that have the

potential to go viral in the market, getting feedback from stakeholders about products, building co-creation products, and building market penetration in the form of a niche market (Hermawan et al., 2021; Sari et al., 2021). Studies on learning organizations have been conducted in several sectors, such as the service sector (Al-Shammari & Elgaraihy, 2020), the garment sector (Abbas et al., 2020), the healthcare sector (Arefin & Hoque, 2020), the food processing sector (Ekundayo, 2022), and the fashion industry sector in the study (Hermawan & Suharnomo, 2021). In many studies with the theme of organizational learning, there is currently limited use of the TBAP variable in the model applied to creative industries that use digital platforms, so this is the originality of this research.

Research on creative industries that apply digital platforms is crucial in line with Indonesia's growing number of internet users. Indonesian internet users have reached 210,026,769, with 87.43% being internet users who carry out business activities both in their capacity as sellers and buyers (APJII, 2022). This indicates that the rotation of the digital business market is very large and attractive in Indonesia. Micro businesses dominate digital business, and micro businesses tend to have a high level of agility and flexibility compared to retail businesses such as malls and supermarkets, which often experience collapse because they are unable to compete in dealing with business changes (Fauzi, 2017; Yanwardhana, 2023). This is because micro businesses have a small number of members, occupy simple spaces with a broad online target market so that micro digital business types are flexible to manage and have lower operational costs. In summary, digital business in the microscope does not require much space, electricity, and maintenance costs. Micro digital business in Indonesia is dominated by the culinary, fashion, architectural, and craft sectors affiliated with the creative industry (Bareksa.com, 2016). However, due to the high number of digital business opportunities, it turns out that there are still gaps that need to be resolved.

This research consists of two problem gaps, the first is contradictory evidence (Müller-Bloch & Kranz, 2015), namely in the form of findings of contradictory results where Korzynski et al. (2019) found that SMUW has a significant effect on Creative Performance (CP), but on the contrary, research (Suharnomo & Hermawan, 2019) found that SMUW results included in information technology did not have a significant effect on CP. SMUW is a static resource that requires another construct to dynamic it to boost its influence of SMUW in its impact on CP and becomes a research problem. The second problem gap is a theory application void gap, namely in the form of a phenomenon problem that has not been proven empirically (Müller-Bloch & Kranz, 2015), where digital business growth continues to increase. However, digital business players will still experience a decrease in income by up to 31.40% in 2022 (Central Bureau of Statistics, 2022).

This study aims to offer trust-based active participation variables and innovative culture variables as mediating variables in the model to leverage the influence of social media use to work to create a significantly positive influence on creative performance and formulate a model that relevantly explains the phenomenon of declining income of digital business entrepreneurs through the role of social media use to work, trust-based active participant, innovative culture, and creative performance variables and test it empirically. This research contributes to filling the body of knowledge in learning organization theory in creative industries that adopt digital platforms (Cangelosi & Dill, 1965; Senge, 1990) and dynamic capability theory (Tece, 2014) through the role of SMUW as a resource for creating innovation.

LITERATURE REVIEW

This research was conducted to formulate a model that relevantly explains the declining income for digital businesses through the role of social media use to work variables and creative performance mediated through trust-based active participation and innovative culture variables and empirically tested it. Learning organization theory is used as a point of view that explains the

research model.

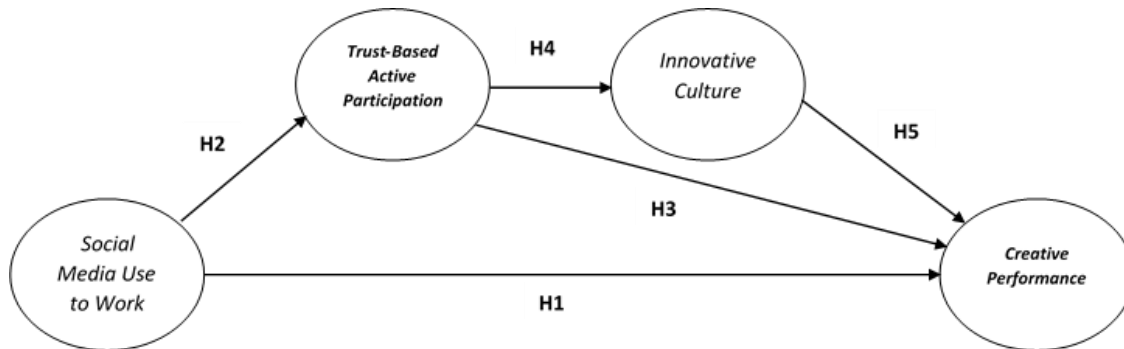


Figure 1. Empirical model

Learning Organization Theory

Learning organization theory was first proposed by [Cangelosi and Dill \(1965\)](#), discussing the behavior of learning organizations. This theory was then continued by [Argyris and Schön \(1997\)](#), which focuses on the role of individuals as learning agents in organizations. This theory was also popularized by [Senge \(1990\)](#) by grouping them into three domains: individual learning, team learning, and organizational learning. Organizational Learning (OL) is an organization where members continue to expand their knowledge capacity to create the desired results through new thinking patterns. Organizations must be able to disseminate and absorb new knowledge through the learning process to create innovation. This is in line with current business needs, especially in the realm of creative industries that require fresh ideas to continue to create, which can be obtained from the results of the learning process in the organization. Organizational Learning (OL) constructs were then studied by [Hermawan and Suharnomo \(2021\)](#) and updated to Trust-Based Active Participation (TBAP), which is a modification of the OL concept by adding the trust value. Trust is a value for building cognitive social relationships that have cohesiveness in sharing knowledge for the learning of organizational members.

Dynamic Capability Theory

Dynamic capability theory is derived from the resource-based view theory ([Barney, 1991](#)). In the resource-based view theory, resources are the main aspect of achieving a competitive advantage. However, uncertain business conditions cannot be explained specifically in how organizations can survive and compete, so this is the background for the dynamic capability theory initiated by [Teece et al. \(1997\)](#). Dynamic capability theory explains that in dealing with business turbulence, organizations must have the ability to integrate, build, and configure resources to encourage innovation in the organization ([Teece et al., 1997](#)). Then, in [Teece \(2007\)](#), it is more clearly explained that organizations need to take steps in the form of sensing, capturing opportunities (seizing), and configuring organizational resources (transforming) to continue to adapt. Organizations must have the capability to be able to read indications of risks and market opportunities that exist and are likely to occur in the future to maintain the stability and sustainability of the organization ([Teece, 2014](#)). Organizations need to strengthen their tangible and intangible resources to take existing market opportunities by creating innovations to deal with business turbulence. Dynamic capability in this study is a middle ring theory, the umbrella theory of social media use to work variables, which are organizational resources to be configured. These innovative culture variables support the presence of innovation and creative performance

variables, which are used as a benchmark for organizational success.

Social Media Use to Work

Social Media Use to Work (SMUW) is defined as the use of internet-based networks that allow users to interact online with everyone (Van Den Beemt et al., 2020). SMUW the organization is defined as the use of social media platforms by which members create and maintain useful social networks (Sari et al., 2021) like looking for business information. Social media plays a major role in sharing information with just a button, and data can be disseminated to millions worldwide. Social media aims to connect people directly into one environment. Therefore, the basic function of social media is to provide a means of communication; this is crucial for organizations because social media can open internal communication within the organization, as well as contact with external parties such as suppliers, distributors, and customers (Dlamini & Johnston, 2018). Based on the study by Hermawan et al. (2019), indicators at SMUW include trend monitoring, supplier prospecting, and online marketing, mutual relationships. Currently, social media sites have been used by organizations to acquire new customers, create interactions and conversations with customers, build reputation, improve brand image, create relationships with customers, and form a wider network, as well as being a source of information in the market (Prasad et al., 2017).

Trust-Based Active Participation

TBAP is a concept derived from LO theory. TBAP is a social cognitive process in learning organizations through the active participation of trust-based members (Hermawan & Suharnomo, 2021). The learning process is important for finding the core of achievement and requires support at the level of active participation from every entity in the organization. Therefore, an approach is needed in its application. OL approaches include cultural, social, and cognitive learning (Dong et al., 2016). Trust becomes a shared value that distinguishes how explicit and tacit knowledge is shared, where tacit knowledge will be shared in an environment with cohesiveness and trust (Hermawan & Suharnomo, 2021). TBAP is a learning organization that encourages the active participation of members based on trust in knowledge sharing. The indicators representing TBAP in this study are based on Hermawan and Suharnomo (2021) studies: target mission-oriented, social cognitive learning, conflict converting to productive knowledge, informative deployment, easy learning process, active knowledge donating, participation efficacy, and trust-based learning.

Innovative Culture

Organizations will not be easy to adopt innovation without the right culture, which can motivate members to continue to innovate. Innovative culture (IC) is a set of values and beliefs shared in a profitable company for exploring new opportunities, developing innovation, and facilitating the creative behavior of members (Sari et al., 2021). IC is inherent in digital culture, embedded in the use of technology used to acquire ideas used as the main material for innovation so organizations can more easily face existing challenges. There are four dimensions in IC based on Škerlavaj et al.'s (2010) research, including actively seeking innovative ideas, the flow of ideas, promoting support experiments, ideas appreciation, and proven creative ideas.

Creative Performance

Creative performance (CP) results from accumulating individual abilities in generating new ideas for organizational progress (Hermawan & Suharnomo, 2021). CP results from the organization's work sparking new ideas that can sustainably make new product discoveries happen. CP as a manifestation includes target fulfillment, problem-solving creativity, fresh insights, effective design, and commitment to a moving environment (Gumusluoglu & Ilsev, 2009). CP is

problem-solving creativity to be able to cultivate potential and produce creative solutions that aim to solve urgent problems from different perspectives.

Hypotheses Development

Social Media Use to Work t on Creative Performance

Social media is a tool used to search, capture, store, and disseminate information via the Internet (Sari et al., 2021). In many studies, SMUW, which is a tangible asset affiliated with knowledge infrastructure, cannot directly encourage the presence of CP, whereas SMUW, in line with the prior study, has an insignificant effect on CP, so it requires other variables mediating the two. The proposed hypothesis:

H1: There is no significant effect of SMUW on CP.

Social Media Use to Work on Trust-Based Active Participation

Social media use to work within the organization is an activity that utilizes social media platforms by members to communicate in the process of capturing information (Oksa et al., 2021; Sari et al., 2021). This information will be material for organizational members to learn. The raw materials in question include information about market trends, social networks, and business information so that organizations are always updated with interesting things consumers like. Social media also makes sharing learning references easier for organization members to continue to enrich their knowledge. This aligns with the study by Khan and Khan (2019), which found that SMUW influenced TBAP. The hypothesis put forward is as follows:

H2: There is a significant effect of SMUW on TBAP.

Trust-Based Active Participation in Creative Performance

TBAP improves the competence of human resources in organizations to excel through learning practices and implementing value trust. Superior HR will increase CP because HR is able to think more critically in creating, developing new ideas, and solving problems. This is in line with research (Hermawan & Suharnomo, 2021), which found that TBAP had a positive effect on CP. The hypothesis put forward is as follows:

H3: There is a significant effect of TBAP on CP.

Trust-Based Active Participation in Innovative Culture

TBAP is a learning method through active participation with trust as the basis for its implementation. Trust refers to the behavior of members who voluntarily share knowledge with each other to the tacit level in order to create innovation. The active participation of organizational members in learning will form an innovative culture (Hermawan et al., 2022). This is in line with a study conducted by Ur Rehman et al. (2019), which states that organizations that are willing to learn to have a positive relationship with IC. Then, the hypothesis proposed is:

H4: There is a significant positive effect of TBAP on IC.

Innovative Culture on Creative Performance

IC is a key factor that is needed by organizations in their daily activities because innovative culture reflects the extent to which companies are willing to develop innovations or reject innovations. The tendency for an innovative culture is marked by a proactive attitude in exploring

new opportunities. Innovative companies must instill a strong culture and stimulate involvement in innovative behavior so that it will increase creative performance within the company. This is in line with studies by [Shin et al. \(2016\)](#), which also state that IC has a positive influence on CP. The hypothesis put forward is:

H5: There is a significant positive effect of IC on CP

RESEARCH METHOD

This study was compiled using primary data. Primary data is data obtained by researchers directly through distributing questionnaires ([Saunders et al., 1970](#)). Respondents were selected using the non-probability sampling method, namely sampling that was not done randomly. The technique for the non-probability sampling method used is a purposive sampling technique. Purposive sampling is the determination of the research sample based on certain criteria in order to achieve data that is able to represent the population ([Ferdinand, 2014](#)). In connection with the problem gap in this study, where there are 31.40% of digital businesses, especially creative businesses, experiencing a decrease in income, the object of this research is the creative industry that implements a digital platform. Certain criteria that are considered in determining the sample in this study are owners, managers, or creative business leaders who implement digital platforms in Central Java. In filling out the questionnaire using the non-self-assessment method, in which the surveyor team guides the respondent when filling out the questionnaire in order to minimize data outliers. Sampling in this study involved 230 respondents who have online businesses spread across Central Java, Indonesia. Of the total respondents, data can be processed as many as 188 respondents. The analytical tool in this study used Structural Equation Modeling (SEM), which was processed with AMOS 22 software; with the number of indicators in all constructs being 19 item scales, it required a sufficient sample of 133 respondents ($19 \times \text{weight } 7$), so that the existing sample was sufficient to use in empirical calculations ([Hair, 2011](#)).

Table 1. Respondent Characteristics

	Total	Percentage
<i>Respondent Identity</i>		
Gender		
Man	84	44.7%
Woman	104	55.3 %
<i>Business Identity</i>		
Business fields		
Fashion	48	25.5%
Crafts	30	15.9%
Culinary	49	26.1%
Product Design	17	9.1%
Design Interior	5	2.6%
Publishing & Printing	10	5.3%
Art	6	3.2%
Architecture	6	3.2%
Videos, Photography	17	9.1%
Digital platforms		
Instagram	151	80.3%
Whatsapp	188	100%

	Total	Percentage
Tik-tok	26	13.8%
Facebook	58	30%
Website	10	5.3%
E-marketplace	49	26.1%

Based on Table 1, it can be seen that the comparison of the number of male and female respondents is not that different; this shows that men and women have almost the same competency in managerial terms. Then, the creative business sector is dominated by culinary (26.1%), fashion (25.5%), and craft (30%). This indicates that the business sector is a trend center for creative business. From the table, it can also be seen that 100% of creative businesses use WhatsApp as a communication medium, and the majority of social media used is Instagram, 80.3%. The measurement used in this study was a Likert score with a range of 1-10, where the greater the number filled in the statement indicates, the more agree the respondent is with the statement in the questionnaire. Before the data were analyzed, the data had been carried out with a normality test with a multivariate result of 2.034, so the numbers were still within the cut-off range, namely -2.58 to 2.58, so it was concluded that the data were normally distributed.

Data that is already normally distributed is then performed Confirmatory Factor Analysis (CFA) on each construct variable first. There are four variables to be tested in this study, namely SMUW, TBAP, IC, and CP. The number of samples ready to be analyzed is calculated by the total number of respondents minus the number of outlier data. The amount of outlier data is obtained from the amount of data that has been successfully cut based on p1 and p2, which has a value of 0.000 at the Mahalanobis distance. The following presents the results of validity and reliability testing.

Table 2. Measurement Scales, Validity, and Reliability Testing

Indicator	Items	Standardized loadings	CR
Social Media Use to Work (Hermawan et al., 2019)			
The organization monitors market trends from social media	SMU1	0.513	0.624
Organizations build social networks through social media (suppliers, business colleagues).	SMU2	0.506	
Organizations use social media on a regular basis to seek business information.	SMU3	0.758	
Trust-Based Active Participation (Hermawan & Suharnomo, 2020)			
The accuracy of the learning targets of work teams in the organization is easy to achieve.	TBAP1	0.556	0.884
Learning reference information (methods, guiding tools) is easily shared.	TBAP2	0.673	
The shared knowledge gained is able to solve problems.	TBAP3	0.703	
There is input in the form of fresh ideas in every decision-making.	TBAP4	0.654	
The learning process in the organization is done easily.	TBAP5	0.643	
There are efforts from members to enrich knowledge.	TBAP6	0.705	

Indicator	Items	Standardized loadings	CR
Tacit knowledge (secret recipes obtained from years of work experience) is voluntarily shared with members of the organization.	TBAP7	0.549	
Awaken the thought that the members of the organization will not become enemies in the future.	TBAP8	0.586	
Innovative Culture (Škerlavaj et al., 2010)			
There are efforts to take advantage of ideas from outside the organization.	IC1	0.540	0.670
The ideas of members of the organization are tried out before being implemented	IC2	0.635	
Even if the ideas from members of the organization are wrong, they are still appreciated.	IC3	0.547	
The organization has a priority scale on members' ideas that have the potential to succeed.	IC4	0.598	
Creative Performance (Hermawan & Suharnomo, 2020)			
Organizations have the ability to solve problems.	CP1	0.607	0.762
The organization has new products developed every year.	CP2	0.692	
Organizations can develop methods to streamline production processes.	CP3	0.672	
The organization has a commitment to continue to be creative.	CP4	0.695	

Source: Processed primary data

Based on Table 2, it is known that all indicators meet the cut-off value of the validity test, namely all > 0.5, so that all are declared valid. The CR results show that all indicators have a value of > 0.6 (Nunnally, 1978; Saraph et al., 1989), so all are declared reliable. Then a Goodness of Fit (GoF) test is carried out first for each variable to build conceptual causality as shown in Table 3 below.

Table 3. The summary of GoF of Confirmatory Factor Analysis Variable

Variable	Chi-Square	Pro>0.05	df	CMIN/DF<2.0 0	RMSEA <0.08	GFI >0.90	AGFI >0.90	TLI >0.95	CFI >0.95
SMUW	0.373	0.716	3	0.117	0.030	0.934	0.921	0.963	0.970
TBAP	28.406	0.076	19	1.495	0.051	0.961	0.930	0.969	0.979
IC	4.077	0.253	3	1.359	0.440	0.989	0.963	0.978	0.989
CP	0.373	0.946	3	0.124	0.000	0.999	0.997	1.013	1.000

Source: Processed primary data

FINDINGS AND DISCUSSION

Based on the results of the CFA test presented in Table 3, the GoF obtained in each variable construct meets the requirements so that it can be concluded that the data is feasible for further analysis.

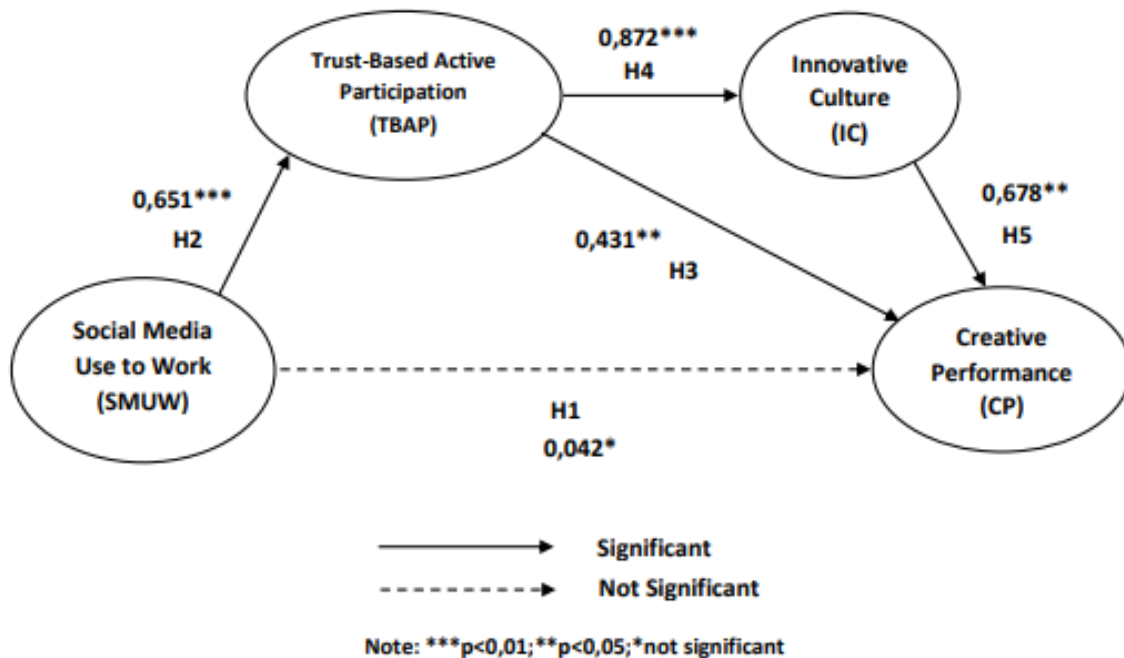


Figure 2. Results of Hypotheses Testing

Based on the full model data processing in Figure 2, the GoF is obtained in Table 4 below:

Table 4. GoF of Full Model

Chi-Square	Prob> 0.05	df	CMIN/DF <2.00	RMSEA <0.08	GFI >0.90	AGFI >0.90	TLI >0,95	CFI >0.95
153.563	0.188	139	1.105	0.024	0.925	0.897	0.989	0.991

Source: Processed primary data

Table 4 shows that the model has met the cut of the main requirements of goodness of fit, so it is feasible to use.

Table 5. Direct, Indirect, and Total Effects on Endogenous Variables

Effects on Endogenous Variables	Direct Effect	Indirect Effect	Total Effect
<i>Effect on CP</i>			
H1:SMUW	0.042	0.665	0.708
H3: TBAP	0.431	0.591	1.023
H5: IC	0.678	0.000	0.678
<i>Effect on TBAP</i>			
H2: SMUW	0.651	0.000	0.651

Effects on Endogenous Variables	Direct Effect	Indirect Effect	Total Effect
<i>Effect on IC</i>			
H4: TBAP	0.872	0.000	0.872

Source: Processed primary data

Table 5 shows the direct and indirect effects of the four variables on the model. The results show that TBAP has a direct effect of 0.431, and IC also has a direct effect of 0.678 on CP. While SMUW is not significant, with a direct effect of 0.042 on CP, SMUW has a significant positive effect on TBAP of 0.651, so the variable succeeds in mediating the relationship between SMUW and CP. In addition, TBAP also has a significant positive effect on IC so that TBAP and IC are able to mediate the research gap.

Based on the test results, it is known that hypothesis 1 is accepted. SMUW has no significant effect on CP. This is in line with the prior research (Suharnomo & Hermawan, 2019) that found social media is a static tool that can have an impact on CP in an organization if it has human resources who are always learning and accompanied by a culture that supports the creation of innovations within the organization, but if members of the organization do not have competence in managing social media, SMUW will not have a significant influence on CP. Besides that, using social media also requires a large financial investment, so this hypothesis is accepted.

Hypothesis 2 is accepted. SMUW has a significantly positive effect on TBAP. This is in line with research (Hermawan & Suharnomo, 2021; Sari et al., 2021; Yu et al., 2013). Social media is a resource that provides materials for organizational members to do learning. The raw materials in question include information about market trends, social networks, and business information so that organizations are always updated with interesting things that consumers like. Social media also makes the process of sharing learning references easier for members of the organization to continue to enrich their knowledge. Information from social media is absorbed into knowledge to create new knowledge. The knowledge that members acquire will improve the quality of human resources in the organization (Ivaldi et al., 2022). Social media provides facilities to build trust between members of the organization in the process of creating innovations, such as product and method development (Ettlie et al., 2017).

Hypothesis 3 is accepted. TBAP has a significantly positive effect on CP. This is in accordance with research (Dong et al., 2017; Hermawan & Suharnomo, 2021; Zhang et al., 2019). Value learning organization in TBAP will encourage the building of knowledge in the form of interactions to become more cohesive. Cohesiveness in this learning-based interaction will encourage explicit and tacit knowledge to be shared voluntarily, encouraging seniors who have knowledge built up over the years in their profession to donate to the organization. This encourages organizations to have sufficient knowledge repositories to solve many bottleneck problems in the creative industry so that knowledge donations from the learning outcomes built from TBAP will encourage the building of CP achievements in better organizations, and CP is a prerequisite for living in a knowledge-based economy where it is built creative products that are always updated all the time.

Hypothesis 4 is accepted. TBAP has a significantly positive effect on IC. These results are consistent with research (Darvish & Nazari, 2013; Hermawan et al., 2022; Hermawan & Suharnomo, 2021; Lin & Lee, 2017). The challenges in building IC are the reluctance of members to share ideas or convey their ideas or the inability of the organization to prioritize the ideas that are implemented; the organization does not have enough validation of knowledge to ensure that the implemented ideas will be accepted by the market and the fear of organizational members when the ideas submitted fail. Of the four indicators used to build the IC, the biggest obstacle is the limited

learning materials, so with TBAP, which encourages the adequacy of the knowledge repository in the organization, each member will have efficacy in building new ideas in the IC context. This encourages a role that is more than just organizational learning through TBAP to create IC in the organization so that it has a significant influence.

Hypothesis 5 is accepted. In many studies, the big challenge in the creative industry is the development of inimitable products that have different powers, the development of independent design and good internal management so that in order to create inimitable products, a prerequisite for life in the creative industry is to build new products that must be renewable as a condition for survival. Therefore, the keyword in CP is IC development. IC will ensure that the organization has materials in the form of fresh new ideas that are built from the active participation of members and have a priority scale that is possible to implement. The organization has a validation relating to which ideas are vulnerable to market rejection by testing them through research and development so that the presence of organizational IC will minimize the risk of rejected ideas and encourage the presence of booming products that are relevant to CP's achievements. This is in line with the study of [Hermawan and Suharnomo \(2021\)](#) that IC has a significantly positive effect on CP.

Hypothesis 6 is accepted. In this context, the TBAP variable will be measured empirically in its role in leveraging the role of SMUW on CP. In this empirical measurement, SMUW has a direct effect of 0.042 on CP, and this is still smaller than the influence of SMUW on TBAP of 0.651 and TBAP in building CP, which is equal to 0.431 so that a development path for SMUW is formed in the organization in its impact on CP, although this cannot be proven significant direct but can be leveraged by passing TBAP's role as a derived context in organizational learning. In this context, TBAP has been proven empirically to be able to mediate fully within the framework of the organization to encourage SMUW's role in the development of CP.

Hypothesis 7 is accepted. Based on the developed model, H7 reveals the strategy of the best path used to mediate the role of SMUW against CP, where the first path is leveraging SMUW through TBAP and then building CP. The second path strategy is to leverage SMUW through TBAP and IC, then build CP. Of the two strategies that may be implemented with regard to relevance to the model, the second path strategy is the most feasible, representing the best path to leveraging SMUW's role in CP through TBAP, encouraging the presence of IC, and building CP. Where the values generated by the first strategy path and the second strategy are 0.280 and 0.384, in this second strategy, it is empirically proven that SMUW as a static tool will dynamically play its role through TBAP, TBAP, which is an embodiment of organizational learning, will encourage organizations to build their knowledge as learning material to encourage the presence of methods, methods, and good production process improvements in the creative industry. The learning materials achieved through TBAP will encourage organizations to have many alternative and innovative problem solutions needed to generate products that are inimitable through the role of IC so that the impact will be indirect in building CP in creative industries that acquire digital platforms.

CONCLUSIONS

This research is looking for the best model in mediating the role of SMUW in order to build CP in the perspective of learning organization theory and with the middle ring theory of dynamic capability so that the findings of this study are empirically proven that TBAP and IC are able to mediate fully and become the best path strategy that can be used building CP. This research is a body of knowledge in learning organization theory and dynamic capability theory, especially in creative industries that acquire digital platforms. The managerial implications that can be built in the context of these empirical findings are that managers must be able to place members who have the same vision and mission in the organization so that trust is created to share knowledge with each other. Organizations need to provide facilities for members to participate actively in learning

so that IC is built. IC will open opportunities for members to find new ideas for innovation. However, in implementing ideas, organizations must prioritize and always test products before they are implemented in order to minimize risks. If, in the implementation of innovation, there is a failure of organizational members who are still valued, this will have an impact on the loyalty of members to the organization so that it will be more optimal in achieving CP.

LIMITATION & FURTHER RESEARCH

The results of the goodness of fit test on the model show that the AGFI value is on the threshold of the cut-off value, so this becomes a limitation, even though the resulting AGFI value is still moderate and a decent value in goodness of fit. In future research, it is necessary to develop issues related to the implementation of TBAP, particularly in building change management or change readiness in encouraging the role of the human resource department as an employee champion in line with competency in HR from the outside in.

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