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Determining the Role of Leadership on Creative Performance by Implementing Synergized-Team Consolidation

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ABSTRACT

This study examines the influence of the role of leadership on creative performance by addressing the concept of synergized-team consolidation (STC) as a novelty. Teamwork is a robust capital for organizations to gain a competitive advantage since it develops qualified human resources through good leadership. The study employed samples from top management of the fashion industry in Indonesia through a survey. Our Structural Equation Modeling concludes that leadership indirectly affects creative performance through STC as a full mediator. This study solves the gap for space fulfillment of the body of knowledge in the domain of teamwork efficacy. The study emphasizes the significant role of leaders in organizations to synergize teamwork according to their respective expertise in line with the development of the dynamic digital era to increase creativity. It strongly recommends that organizations utilize current technology infrastructure to work, such as social media and learning facilities through creative learning.

Keywords: Creative Performance, Cyber Learning, Leadership, Social Media Use to Work (CL), Synergized-Team Consolidation (STC)

JEL Classification Code: J24, L20, M15, O15

INTRODUCTION

Organizational success involves many elements, one of which is teamwork (Kimbal, 2020). Teamwork is an essential aspect of the organization's quality. It composes the strength of the organization's power for more than individuals not only in numbers but also in accumulative individual attachment to a group (Smith, 2019). Teamwork is not a new concept as it is an original element of organizational behavior. It is behavior, cognition, and attitudes that enable interdependent performance (Weaver et al., 2010). Thus, the team is the core of collaborative solutions in organizations, where individual components and talents are mixed to create harmonious synergy.

The essential point is that harmonious synergy within the team must be built to counter work-life challenges when bottleneck problems arise. This is acknowledged in previous studies that teamwork is a core part of an organizational governance system (e.g., Kassim & Ramayah, 2015; Khan & Mashikhi, 2017; True, Stewart, Lampman, Pelak, & Solimeo, 2014). To arrange individuals in teamwork so that harmonious synergy can be developed, leaders will assume a strategic role in controlling the energy of the work atmosphere among team members. Taking a style, the art of leading and applying the regulatory approach as a directing role is necessary. Leaders in building team collaboration need to provide a space for disruptive ideas. Various ideas and ways to complete the job description will foster teamwork in dynamically innovating. The flowering of creative performance acceleration will be built and this is when the termination of an effective leader in the team has been met (Aronson, Reilly, & Lynn, 2006).

A complementary role with leadership that currently turns a finger in harmony is technology infrastructure. Massive technological developments embolden the digitization process to run rapidly in various aspects of life. Technology advancement offers flexibility to work activities in an organization. Remote management is a work approach that promotes litheness. It emphasizes that work has not to be in the office, and it manages and directs mobile. According to Bloom, Kretschmer, and Van Reenen (2009), 80 percent of employees said they had a life balance, and 76 percent showed loyalty to the organization when undergoing instruction in remote work.

Leaders of organizations are indispensable to facing dynamic challenges and complex business environments in providing stimulation, provoking creative views, and opening opportunities to heighten organizational creativity performance, especially at the SME level (Bagheri, 2017). To date, leadership has given growing attention to researchers and practitioners (Behling & McFillen, 1996; Farid, Kee, Mohamad, Hameem, & Zulkafli, 2020; Lieberson & O'Connor, 1972). Most of them argued that leadership determines maximum organizational performance (Belawati, Setyadi, & Hendri, 2019; Hidayah & Fadila, 2019; Orabi, 2016; Ukaidi, 2016).

Likewise, Hsieh and Liou (2016) concluded that a leader with the ability to collaborate well with inter- and intra-organization variations is likely to draw eminent organizational performance. In-depth, Belawati et al. (2019) declared that leadership directly determines the level of creative performance at the organizational level. This is in line with the study of Jung, Chow, and Wu (2003), Rita (2018), and Tayal (2018), concluding that every movement of organization leaders directly results in the member's creativity. However, some studies asserted that leadership could not necessarily directly impact creative performance (e.g., Elbaz & Haddoud, 2017; Najmi, 2018; Ogbonna & Harris, 2000; Tang & Yeh, 2015). Every action taken by an organizational leader cannot

guarantee the accomplishment of satisfactory creative performance. These opinion differences evoke an inconclusive area that requires further study to fill the space between leadership style and creative performance.

In organizations, leaders direct, guide, and shape their member behavior to attain organizational goals (Yuliastuti & Tandio, 2020). In a teamwork context, leadership is defined as the capacity to influence, motivate, and encourage creative teamwork ideas to realize work targets. To boost organizational creativity, leadership cannot be separated from teamwork as it is the outcome of the leader's development. Building strong teamwork is the foundation for organizations to easily further organizational creativity. The leader's contribution to making teamwork effective will create a work attitude under organizational preferences (Yun, Cox, Sims, & Salam, 2007). Transpiring teamwork effectiveness happens when leaders can consolidate specialty human resources in their fields to synergize into a unified vigor with complete specialization (Martín-Sempere, Rey-Rocha, & Garzón-García, 2002).

Creativity is a challenge and a high-risk concern for a leader where they must be able to execute appropriate and effective strategies to develop sustainable new ideas (Fontana & Musa, 2017; Radaelli, Lettieri, Mura, & Spiller, 2014). Therefore, this study offers Synergized-Team Consolidation (STC) as an intervening variable between Leadership (LS) and Creative Performance (CP). STC is the crystallization of consolidating the human resources process from various specialties to be synergized into influential teamwork in creating brilliant ideas to face future business challenges (Martín-Sempere et al., 2002; Yun et al., 2007).

LITERATURE REVIEW

Leadership (LS)

The discussion regarding leadership has not yet become a general central concept. One factor that caused this was scholars who worked in separate disciplines and subdisciplines in pursuing different questions and problems (Burns, 2012). Therefore, to date, the concept of leadership has become a complex topic and attracted scholars' attention to further investigation (Bass & Bass Bernard, 1985); Seltzer & Bass, 1990). According to Podolny, Khurana, and Hill-Popper (2004), leadership can be identified by the creation of meaning so that one can be labelled leaders on their attributes or behaviors that give meaning as long as they can be ascribed to an individual. Based on the study of Martin and Ernst (2005), the leadership concept paradigm transfers from industrial to post-industrial models. Industrial models place leaders based on the historically conceptualised position as behaviors performed for others (Rost, 1991; Ziegler & DeGrosky, 2008). In the post-industrial model, leadership is based on shared strength (Pearce, 2004, 2007; Ziegler & DeGrosky, 2008). According to Martín-Sempere et al. (2002); Ziegler and DeGrosky (2008), the concept of leadership is presently seen as a collective or collaborative process.

Based on those opinions, leadership can be interpreted as one's ability to guide the sequence of the collaborative process with its members to attain the preset goals set. In the context of organizational management, leadership revolves around one's effort to afford encouragement, motivation, or influence on their members to construct maximum organizational performance.

Creative Performance (CP)

In general, organizational performance can be easily measured from a financial standpoint due to its definite value and the ratio data resulting in a precise comparison. However, organizations cannot turn a blind eye to the success of performance generated from the non-financial view. This study profoundly discusses organizational performance by examining the creativity aspects in every part of the organization. The study of Edmonds et al. (2005) described the meaning of creativity as a design of original, innovation, and novelty. In other words, CP is an accumulation of the ability of organizational entities to build new ideas that produce creative products, methods, or problem-solving so that they become the organization's flagship.

Synergized-Team Consolidation (STC)
STC is a novel notion that emanates from the crystallization of the concept of consolidation in teamwork and synergies with each other to become a capability for organizations to propagate breakthroughs to compete with competitors. Rey-Rocha, Martín-Sempere, and Garzón (2002) in their study revealed that the level of team consolidation influences the extent to which work productivity can be achieved. Teamwork is said to have been consolidated when it reaches composition, size, duration, autonomy, member involvement, cohesiveness, collaboration, and competitiveness. The synergy process is essential to do on team consolidation to produce the desired output. Besides, synergized teamwork will make it easier for leaders to promote CP. Although the study by Yang, Huang, and Wu (2011) concluded that to get project success, aspects of teamwork can be a bridge between LS and project success. Yun et al. (2007) differently exposed that teamwork solely is not enough for leaders to accomplish CP. Therefore, an additional process is needed to synergize each part of the team by arranging people in the right position. Broadly speaking, STC is a process of uniting teamwork into one cope, and the aim is to produce an optimally harmonious balance.

Social Media Use to Work (SMUW)
The economy in the digital era provides a broad expanse to use technology as a strategic tool to facilitate work, one of which is the application of SMUW. Social media has become an efficient tool for building social relations (Okadiani, Mitariani, & Imbayani, 2019). Within the organization's scope, social media is used as a social networking platform that facilitates communication between parts of the organization (Hermawan, Suharnomo, Sartono, & Hindrawati, 2020). This study defines SMUW as a technology that facilitates organizations in communicating, interacting, and collaborating to streamline the work process in every part of the organization.

Cyber Learning (CL)
CL is a concept derived from organizational learning theory, which was first introduced by Cangelosi and Dill (1965). This concept is based on learning from knowledge gained from intra-organization (including between employees and leaders) and inter-organization (sources of knowledge that can come from organizational partners, competitors, or other third parties). Learning in organizations that are continuously applied with continual improvement delivers opportunities for essential aspects dissemination, including knowledge management in every individual in the organization (Wuryaningrat, Kindangen, Sendouw, & Lumanouw, 2019; Yeung, Ulrich, Nason, & Glinow, 1999).

This study focuses on how to facilitate organizations to learn from decisive sources, especially related to market trends, government policies, or competitors' movements. Therefore, doing CL to avail the organization to absorb requisite knowledge, especially those outside the building, is necessary. The term cyber refers to the task technology fit

used to facilitate the process of organizational learning (Hermawan et al., 2020). Explicitly, CL is a learning process using cyber technology to gain strategic knowledge for organizations.

LS and SMUW

The use of technology for organizations engaged in the digital information era is vital to ensure the sustainability of the organization's life. Recognition of the industry 4.0 creation, which is currently heading towards industry 5.0, makes all aspects of life depend on technology integration, including social media. Apart from being a medium for communicating with people in the social sphere, social media can also be used as a platform for working for members of an organization. Social media acts as an organizational resource in the context of infrastructure to face challenges going forward (Okadiani et al., 2019). Besides, strategies to prepare the organization in the face of uncertainty challenges are the responsibility of every organizational leader since they are the resource in the context of human management. Therefore, aspects of leadership and social media have a robust relationship with a reciprocal relationship between them; leaders must prepare and enable members with SMUW in line with the times (Gruber, Smerek, Thomas-Hunt, & James, 2015). Conversely, the development of social media technology can change how leaders lead their members.

LS and CP

In a contentious business environment, the organization’s leader should recognize and uncover market opportunities, face problems, and create creative ideas, which then thoroughly transform them into concrete actions. As the spearhead of the organization, they have an influential force on the extent to which organizational goals can be adjusted. According to Bagheri (2017), leadership has a sturdy impression of creating opportunities for creativity for its members. In line with some previous studies (e.g., Hidayah & Fadila (2019; Hsieh & Liou, 2016; Jung et al., 2003; Lieberson & O'Connor, 1972; Orabi, 2016; Rita, 2018; Tayal, 2018; Ukaidi, 2016) discovered that LS directly impacts an organization's CP level. This statement is inversely related to the study of Elbaz and Haddoud (2017), Najmi (2018), Ogbonna and Harris (2000), Srivastava, Bartol, and Locke (2006), and Tang and Yeh (2015). They concluded that there was a central factor affected by leadership before finally affecting CP. It opens a space in the body of knowledge that is still inconclusive. The proposed hypothesis is as follows.
H1: LS has no significant effect on CP.

LS and STC

Leaders are critical figures who directly influence the process and teamwork performance. They must be able to ensure the availability of resources needed by each member and keep them motivated and focused on their duties (Aronson et al., 2006). Dionne, Yammarino, Atwater, and Spangler (2004), and Hambley, O’Neill, and Kline (2007) exposed that the LS dimension provides positively intermediate output in interpersonal teamwork processes, so it is easier for teams to consolidate. In line with Emre, Aydintan, and Celebi (2018), and Suwandana (2019), leaders are responsible for empowering and strengthening each team's potential existence. Consolidation is one way to capture the team's specialty potential. Through the consolidation process, the leader's arrangement of teamwork positions redounds balanced work. Thus we proposed the second hypothesis as follows.
H2: LS has a significant effect on STC.

STC and CP

According to Hermawan and PS (2015), unveiled that the product to be accepted in today's fierce market competition depends more on the diversity and value of creativity rather than just focusing on product price and quality. Given the importance of creativity in organizations, it matters to every teamwork to express brilliant ideas that are sustainable to maintain the organization's position in the market. The complexity of teamwork related to commitment, collaboration, and growing conflict assuredly affects the level of CP (Chiocchio, Forgues, Paradis, & Iordanova, 2011; Robert, Sarv, & Crant, 2003). In line with Kratzer, Leenders, and Engelen (2004), where creative tasks require teamwork to combine and integrate input from each member, communication patterns become one of the determinants of team creativity. As such we hypothesized:
H3: STC has a significant effect on CP.

LS and CL
In the context of high business turbulence with a high degree of uncertainty, learning is the key to competitive advantage (De Geus, 1988), only organizations that learn better than competitors who win market battles (Abbasi & Zamani-Miandashti, 2013). Once again, it is the responsibility of organizational leaders to facilitate each entity to undergo the learning process (García-Morales, Jiménez-Barrionuevo, & Gutiérrez-Gutiérrez, 2012; Noruzy, Dalfard, Azhdari, Nazari-Shirkouhi, & Rezazadeh, 2013; Rijal, 2010; Van, Phong, & Loan, 2018). It is principally through digital technology such as the internet, given the dynamics of fast-moving economies that require organizations to open themselves to information and knowledge outside the building, such as surfing the internet, video teleconferences, online groups, and so forth (Kimmerle, Moskaliuk, Oeberst, & Cress, 2015; Sari, Maruf, & Mahmuddin, 2018). The fourth proposed hypothesis is:
H4: LS has a significant effect on CL.

SMUW and CL
In the infrastructure context, SMUW performs as an enabler for organizational members to interact, collaborate, exchange knowledge, and learn. These processes explain how learning integrated with technology, such as the use of social media, can show relevant aspects in the development of both tacit and explicit knowledge (Hermawan, Sartono, Ghoniyah, & Khakim, 2016; Kimmerle et al., 2015; Sari et al., 2018). The fifth proposed hypothesis is:
H5: SMUW has a significant effect on CL.

CL and CP
Organizational complexity in production, technological capability, and resource capacity underpin the organization's ability to attain a competitive advantage. According to García-Morales et al. (2012), organizational learning in dealing with the complexity of organizational activities can boost creativity, which is a determinant of organizational performance. The learning process has a robust influence on organizations' ability to create creativity to fulfill the organization's main objectives (Jiménez-Jiménez & Sanz-Valle, 2011; Miron-Spektor & Beenen, 2015; Sharifirad, 2016). Technology as a supporting tool added to the learning process in CL to identify, process, share, and store knowledge that is the origin of creativity development (Chang, 2019). The proposed hypothesis is:
H6: CL has a significant effect on CP.

The purpose of this study is to synthesize a new model to fill the mediator gap that bridges the LS and CP variables. The intervening variable offered is STC, which departs

from the concept of teamwork. Besides, CL placement on the model is expected to be an alternative router for the research gap between LS and CP, which is still inconclusive.

RESEARCH METHOD

The data were obtained through the distribution of questionnaires by a purposive sampling method, involving 164 leaders/top management of the fashion industry at the organization level. The survey was distributed using a non-self-assessment system to re-verify the respondent's answers and reduce the bias of question factors. The number of returned questionnaires was 82% of the total amount of 200 samples. The number has fulfilled the requirements of the test using the SEM analysis technique of 19 indicators, according to the calculation rules by Hair, Black, Babin, and Anderson (2009), with a minimum sample of 95 respondents.

The data were measured by a ten Likert scale of 1 (strongly disagree) to 10 (strongly agree). Each variable has a building dimension. First, the LS variable is defined by factors of supervision, co-workers, promotion, and work (Behling & McFillen, 1996; Liu, Yu, & Tjosvold, 2002). The SMUW variable consists of using social media for capturing viral signals, using social media for prospecting suppliers, using social media for market mining, and using social media for prioritizing order lists (Trainor, Andzulis, Rapp, & Agnihotri, 2014). The CL variable is formed by indicators of cyber sharing, active participation, and tacit learning (Real, Leal, & Roldán, 2006; Ridings, Gefen, & Arinze, 2002). The SCT variable consists of synergizing team, team communication, team consolidation, and team commitment (Hambley et al., 2007; Martín-Sempere et al., 2002; Rey-Rocha et al., 2002; Yang et al., 2011). The CP variable is formed by bottleneck problem solving, awareness development, open innovation development, and new method of creativity (Gumusluoglu & Ilsev, 2009).

RESULTS

Table 1 shows that the majority of respondents are senior high school graduates (48.54%). This revealed the students could entrepreneurship. They have a gut to start a business despite their lack of business knowledge.

Table 1. Respondent Characteristics

	Total of Number	**Percentage**
Gender		
Male	48	28.07
Female	116	67.84
Education		
Junior High School	75	43.86
Senior High School	83	48.54
Bachelor Degree	6	3.51

The respondent of the study is also dominated by women as the owners of the fashion industry (67.84%). This implies that female characteristics are dominant in the creative industry, especially in the fashion field. The data obtained from these respondents then became the raw material for testing Structural Equation Modeling (SEM). It is the analytical method used to test the six proposed hypotheses to determine the magnitude of the effect on the causal relationship.

To ensure the feasibility of the model in SEM testing, a confirmatory factor analysis (CFA) test was earlier conducted by the rules of Hair et al. (2009) with the following results (see Table 2).

Table 2. 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
LD	1.726	.422	2	.863	.000	.995	.974	1.005	1.000
SMUW	2.528	.283	2	1.264	.040	.992	.960	.995	.998
CL	2.387	.122	1	2.387	.092	.990	.942	.975	.992
SCT	2.217	.330	2	1.108	.026	.993	.965	.997	.999
CP	4.444	.108	2	2.222	.087	.987	.936	.971	.990
LD-SMUW	18.963	.271	16	1.185	.034	.972	.937	.989	.994

CFA testing is carried out on endogenous and exogenous variables separately. Table 2 proves the feasibility of all indicators in measuring each variable according to the predetermined goodness of fit threshold value.

Table 3. Mean, Standard Deviation, Average Variance Extracted, and Composite Reliability

Variable	Mean (Std. Deviation)	AVE	CR
LS	7.689 (0.905)	0.448	0.835
SMUW	6.349 (1.518)	0.612	0.862
CL	6.110 (1.495)	0.617	0.824
STC	7.674 (1.085)	0.560	0.835
CP	7.331 (1.110)	0.475	0.783

Table 3 shows the mean values in the range of numbers 6-7 with standard deviations between 0.9 to 1.6. Composite Reliability in each construct shows unidimensional by fulfilling the minimum acceptance level requirements of 0.7 (Hair et al., 2009). While the AVE value is between the numbers 0.40 - 0.58, variables are declared eligible for further testing.

Table 4. Summary of Confirmatory Factor Analysis

	LS	SMUW	CL	STC	CP
LS	0.670				
SMUW	0.336	0.782			
CL	0.279	0.657	0.785		
STC	0.704	0.437	0.382	0.748	
CP	0.580	0.535	0.490	0.715	0.689

Table 4 indicates that the construct built in the model can define each variable because the value of the construct correlation on the relationship between variables is smaller than the square root of AVE. CFA shows that the SEM model is fit so that it can be the basis for hypothesis testing. The results of the SEM test are shown in Figure 1.

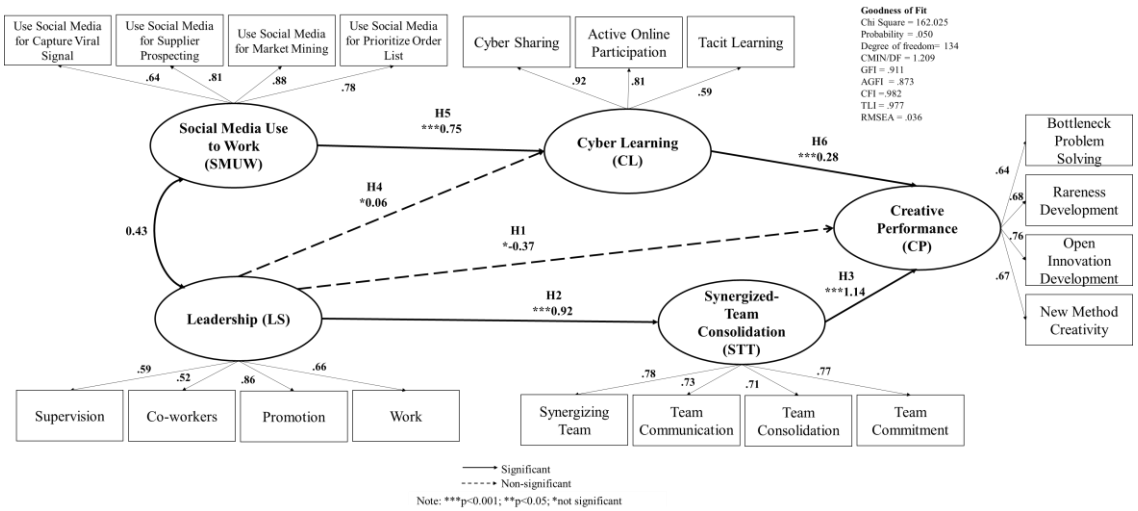

Figure 1. Estimated Structural Model

Figure 1 revealed that H1 is rejected, where LS has no significant effect on CP (β=-0.37). These findings indicate that the role of LS requires an accelerator capable of bridging its influence on CP. This coroorborates Elbaz and Haddoud (2017) and Najmi (2018). A leader supervising to solve bottleneck problems requires elements that promote strategic insight to be generated.

H2 is supported where LS has a significant effect on STC (β=0.92). This is also in line with Suwandana (2019). LS ensures that the input materials used by teamwork in creating creativity are well available so that the role of STC becomes a mediator that encourages the presence of their potential ideas. H3 is supported: STC has a significant effect on CP (β=1.14). It indicates that STC has succeeded in leveraging the role of LS in raising CP. Creativity will develop with the emergence of the integration of ideas in teamwork.

H4 is rejected underlining that LS has no significant effect on CL (β=0.06). The role of the leader in presenting technology-based learning is not able to produce positive participation from teamwork when they do not have learning materials, one of which is obtained through SMUW. It is validated by supporting H5, where SMUW has a significant effect on CL (β=0.75). Then, the acceptance of H6 confirms the significant effect of CL on CP (β=0.28). CL is a strategic element in processing market information from capturing viral signals using SMUW to escalate CP.

Table 5. Direct, Indirect and Total Effects of Latent Variables

Effect on Endogenous Variable	Direct Effect	Indirect Effect	Total Effect
Effects on CL			
H4: LS	0.063	-	0.063
H6: SMUW	0.751	-	0.751
Effects on STC			
H2: LS	0.918	-	0.918
Effects on CP			
H1: LS	-0.373	1.061	0.688
H3: STC	1.136	-	1.136
H7: CL	0.284	-	0.284

The equation can be formulated as follows:
Sub structural equation 1

$$CL = 0.063LS + 0.751SMUW \quad (1)$$

Sub structural equation 2

$$STC = 0.918LS \quad (2)$$

Sub structural equation 3

$$CP = 0.688LS + 1.136STC + 0.284CL \quad (3)$$

Table 5 explicates that LS has an influence of -0.373 directly or has no significant direct effect on CP. The study proves that the novelty variable (STC) bridges the study gap between LS and CP of 1.0428 (0.918*1.136). Besides, this study confirmed that SMUW significantly affects CP through the middle variable, CL, with an influence of 0.2133 (0.751 * 0.284).

DISCUSSION

By the purpose of this study, which is to build a novelty model that can bridge the research gap between LS and CP, it is known that H1 is rejected (LS has no direct effect on CP). As a leader, opening opportunities for members to explore their potential cannot be attained only with Instruction. It needs specific methods and appropriate policies so that they produce a creative output.

The intervening variable offered as a novelty of this study is STC, as evidenced by the acceptance of H2, stating that LS has a significant effect on STC. Leaders and teamwork collaboratively affect organizational sustainability. Leaders explore and implement the specialty potential of their members through team consolidation and synergize with one another to exert creativity for the organization. The synergy between parts of the team enables communication and exchanging ideas to bring up commitment by upholding teamwork guidelines. Especially with the acceptance of H3, which means that there is a significant effect between STC and CP, it strengthens the STC function in fashioning creativity for organizations.

The results of the team consolidation deliver space to merge thoughts and ideas in one forum which ultimately crystallizes in brilliant solutions to overcome organizational problems. These ideas are potential information to develop new different products in the market and create new methods to streamline trade and market share expansion. The STC variable is an appropriate middle concept since when LS is tried to be linked to CP through CL as a moderating role. It is validated by rejecting H4, where LS has no significant effect on CL. This result is contrary to several previous studies (e.g., Kimmerle et al., 2015; Noruzy et al., 2013; Rijal, 2010; Van et al., 2018). However, this statement is in line with the study of Alsabbagh and Khalil (2016), Pasamar, Diaz-Fernandez, and de la Rosa-Navarro Ma (2019), Pourkiyani, Pourshahabi, and Farzan (2014), Uddin, Khan, and Ali (2017), suggesting that although leadership aspects become a principal antecedent of the learning process, knowledge is scarce to obtain when leaders exploit the learning process.

In a technological infrastructure context, SMUW, which is a supporting resource for organizations to deal with economic change in the digital era, has a vital role in smoothing organizational entities ranging from communication processes to organizational cyber learning. This statement is reinforced by the acceptance of H5, where SMUW has a significant effect on CL (Hermawan et al., 2016; Kimmerle et al., 2015; Sari et al., 2018). The application of learning on cyber-based knowledge accelerates them to be converted

into policies or strategic actions that can rise CP. The exchange of ideas and knowledge, especially tacit in a learning group, can bring up brilliant insights that generate creative ideas. Similarly, García-Morales et al. (2012) argued that the knowledge gained from sharing through CL affords an injection of new thoughts that come from various people with different backgrounds. It is believed to foster creativity that leads to the creation of an organization's superior product that meets customer satisfaction. This statement is supported by the acceptance of H6, which states that CL has a significant effect on CP. García-Morales et al. (2012), Jiménez-Jiménez and Sanz-Valle (2011), and Sharifirad (2016) underlined that the learning process bridges organizational members in generating and processing strategic information for open innovation development. The technological aspects of CL expand the boundaries of the learning area to obtain tacit knowledge from partners in online groups or through benchmarking activities of competitors.

In the theoretical scope, this study successfully contributed in-depth insight related to the primary role of STC in the body of knowledge, especially in the domain of teamwork efficacy. STC becomes a novelty that indirectly and fully connects the dotted line on the gap between LS and CP. In the practical scope, several implications can be applied to organizations related to leadership. Given the prominent function of leaders in an organization, holding the key to the success of teamwork, leaders must instead focus on the right strategies to develop them. One of the steps is to hold a team consolidation to see their potential and expertise so that the teamwork arrangements are under the organization's needs and create competitive creativity to sustain themselves amid dynamism in the digital business era. In line with the new technological breakthroughs (social media, video teleconference, e-commerce), it is hoped that organizations enable members to use them for work materials. One of them is providing space for cyber-based learning, for instance, discussion activities to address the use of social media to capture market trends, prospect suppliers, and monitor sales in the market.

CONCLUSION

As a moderating role in this study, STC successfully connected the full gap between LS and CP and contributed to the body of knowledge as a novelty model in the domain of teamwork efficacy. The STC has a vital function in boosting the level of organizational creativity, which is driven by the capacity of leaders. The focused limitation in this study is the Adjusted Goodness of Fit value in the SEM structural model of 0.895, which is considered not to meet the cut-off of 0.9. However, this value can still be accepted by contemplating the fulfillment of the other model goodness of fit requirements.

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DECLARATION OF CONFLICTING INTERESTS
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