

The Impact of Social Media Ambidexterity on Innovative Work Behaviors among White Collar Zoomers: Knowledge Sharing as a Mediator

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Abstract. The study aims to examine ambidexterity as a facilitator of innovative behavior. This study examines the impact of ambidexterity on innovative behavior using knowledge sharing as a mediator. This research also wants to explore social media as a learning forum by exploring and exploiting knowledge. This study uses a quantitative approach. Data are obtained from 170 millennial workers. The collected data are analyzed by Structural Equation Modelling (SEM) analysis. The findings and hypothesis testing show several results. First, social media exploration positively influences white-collar zoomers' social media sharing. Second, social media exploitation positively influences white-collar zoomers' social media sharing. Third, social media exploitation positively influences white-collar zoomers' innovative work behaviors. Fourth, social media exploration positively influences white-collar zoomers' innovative work behaviors. Fifth, social media knowledge sharing has a positive impact as a mediator between social media ambidexterity and innovative work behavior. For originality/value, it is an empirical study about the influence of social media ambidexterity on innovative work behavior through knowledge sharing.

1 Introduction

Innovation has become crucial to competitive advantage of any businesses [1, 2]. Innovative work behavior is also defined as a person's ability to actively work to produce new products, processes, and/or combinations through problem solving that begins with problem identification, discovery, and implementation through creative solutions [3, 4]. Individuals' innovative abilities contribute to the organization by transforming chances into innovative approaches and implementing those ideas [2].

Employees are a source of knowledge who can recognize, observe, and refine external knowledge so that they can contribute fresh knowledge to innovate and be creative [5]. Employees with an innovative attitude are enthusiastic, and they are constantly looking for new ways to improve the procedures and processes in which they work [6]. Employees who exhibit high levels of innovative work behavior might actively generate new ideas or concepts.

Indonesia's largest demographic group is Generation Z. They are digital natives who were born between 1997 and 2012. They are exceptionally bright in some areas but lack many of the abilities that companies require. With a population of 27.94% of Indonesia's population, integrating these young people into the labor force is critical to the country's future development [7].

Generation Z is regarded as the digital generation because they grew up with cell phones and computer

games and are accustomed to instant communication and social networking. They are inherently cheerful, realistic, worldly, and inclusive. They are goal-oriented, entrepreneurial, and seek solutions at work. They are held personally accountable and require feedback. Millennials perform effectively in today's empowered workplace if there are enough challenges and chances to keep them interested [8-10].

Ambidexterity is a characteristic of a business's capacity to adapt to fast change. It is a relatively new notion in the field of organizational dynamics [11-13]. It entails the creation of new commodities and services. It works in tandem with existing skills to capitalize on opportunities and analyzes new options [11-13].

The most popular internet platform is social media. The use of information and communication technology (ICT), particularly social media, has provided numerous benefits, including improved teaching, and learning possibilities, a range of tools for discovering information, and a means to connect with others [14]. These positive traits can make a person's daily tasks more accessible, whether they are learning, working, or socializing [14]. Specifically, social media technology provides certain benefits, such as ease and speed of disseminating content, high user involvement in the chain, widespread visibility of actions, real-time content availability, ubiquity, and the creation of social network links [14].

Numerous research on ambidexterity and knowledge sharing, or knowledge sharing and innovative behaviors

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among personnel in the private and public sectors, have been conducted. Only a few studies have been conducted on knowledge sharing as a mediator of ambidexterity and innovative behavior, especially with social media.

As a result, this research has important implications for establishing an entirely novel paradigm between ambidexterity and innovative behavior, with knowledge sharing functioning as a mediator specifically among generation Z employees.

The study aims to offer three advances to current research on innovative behavior. To begin, the researchers identified ambidexterity as a facilitator of innovative behavior. Second, using social media knowledge sharing as a mediator, this research looks into the impact of ambidexterity on innovative behavior. Lastly, utilizing Structural Equation Modelling (SEM) approaches, this research explores social media as a knowledge sharing forum by examining and leveraging knowledge.

2 Literature review

2.1 Innovative work behaviors

The deliberate creation, introduction, and use of new ideas in work, groups, or roles based on group performance through the regeneration of new products/services through ideation, promotion, and execution is referred to as innovative work behavior [6].

According to [15], innovative work behavior is a set of employee behaviors that are used to generate, introduce, and execute new ideas in workplaces, groups, and organizations to improve performance. Innovative work behavior is motivated by individuals' desire to generate and implement new ideas that will benefit individuals or organizations. Innovative work behavior is also defined as an individual's ability to actively work to create new products, processes, and/or combinations through problem solving that begins with problem identification, discovery, and implementation through creative solutions [3, 6, 16].

In the context of modern work, the presence of new concepts such as developing new routines, utilizing new work tools, streamlining processes, and boosting internal and external cooperation can constitute innovative work behavior. While innovative work behavior influenced relevant learning and experience at a specific degree [17]. This demonstrates that one's innovative work behavior is influenced by the corporate field, the workplace has a role in individual dispositions to innovate [18].

2.2 Social media ambidexterity

Social media is a digital platform where people may communicate with one another to exchange ideas, experiences, and information. It is a type of digital communication that allows you to attempt something new (exploration) while relying on your expertise, devising a plan, and making better decisions (exploitation) [14].

Social media is a forum for exchanging ideas, experiences, and information to make better and more educated judgments. Users can develop networks and

groups in this fashion, ultimately reaching a broader audience [19]. Many forms of social media are widely available. YouTube, Facebook, Twitter, Instagram, Line, Facebook Messenger, WhatsApp, and Facebook are among the most well-known [20].

Recent meta-analysis and empirical researches found that two ambidexterity qualities, exploration and exploitation, can be combined with employee knowledge sharing and open innovation. Because open innovation is a new wave in achieving a networking paradigm, future research can provide further insights by conducting an empirical investigation of the causal aspects contributing to a positive employee experience. The current state does not deny the usage of more organic forms to foster a better employment experience [21-23].

2.3 Knowledge sharing

Knowledge sharing refers to the exchange of knowledge among individuals, groups, units, or organizations. Knowledge is typically described in this sense as information that has been picked and interpreted [24-26]. The term "knowledge sharing" often refers to a one-way knowledge exchange. When one individual explains a work skill to another or writes process knowledge in a manual. As in team meetings or consultative procedures, knowledge sharing can be bi- or even multidirectional. Yet, knowledge sharing is defined in this study as the transfer of knowledge on an individual level in groups [25], [27].

As a result, knowledge sharing is a critical component of knowledge management. Individual and organizational learning, performance, job satisfaction, and innovative capabilities are all predicted by knowledge sharing [25, 28]

2.4 The relationship between social media ambidexterity and innovative work behaviors

Ambidexterity refers to an organization's capability to balance exploration and exploitation processes, both of which are required for innovation.

Prior research among higher education employees found that ambidextrous leadership promotes employee innovation through individual ambidexterity [29-31]. Individual ambidexterity has a direct effect on innovative work behavior, according to another study among salespeople [13, 32]. A similar study among pharmaceutical employees discovered that individual ambidexterity impacts the relationship between self-efficacy and Innovative Work Behavior [33].

Several previous studies have examined the relationship between ambidexterity and innovative work behaviors with different perspectives. Most of the studies focused on ambidextrous leadership and team innovation; transformational leadership as the mediating role of innovation ambidexterity; The impact of ambidextrous leadership on innovative work behavior: mediating role of individual ambidexterity [29].

Furthermore, there are still very few studies on social media ambidexterity and innovative work behavior. As a

result, this research has important implications for establishing an entirely novel paradigm between social media ambidexterity and innovative work behavior and outside of the leadership style emphasis, as has been done in several other studies.

2.5 The relationship between social media ambidexterity and knowledge sharing

According to the study of knowledge management, knowledge sharing is defined as competence in problem solving, the dissemination of information, the execution of measures or rules, and the growth new insights. According to experts, exchange of knowledge is a multi-stage process that includes origination, execution, promotion, integration, sharing and assimilation, searching, and transfer [34].

In recent decades, human resource specialists overlooked the sharing of knowledge. Scholars began to explore knowledge management in the past, notably around the beginning of the 2000s. As a result, the human resource sector has concentrated on knowledge management and related approaches [34, 35].

Researchers discovered that tacit knowledge is an important kind of information that consists of an understanding of people, abilities, and experience. Finally, employees are driven to use both explicit and implicit understanding to problem solving through the creation of a knowledge sharing environment. As a result, in the workplace, sharing knowledge has the greatest impact on worker ambidexterity [34, 35].

The study [34] conducted a study about the effects of employee ambidexterity on the relationship between knowledge sharing and sustainable performance. According to the findings, the employee's ambidexterity completely mediators between knowledge sharing and continued success. Knowledge sharing appears to be a key predictor of employees' ambidexterity and ongoing achievement.

[36] explored the role of situational awareness in mediating the relationship between social media attributes and knowledge sharing. The findings show There is a relationship between social media characteristics, ambient awareness, as well as knowledge sharing. Surprisingly, network transparency, which reveals people' meta-knowledge about the connections of others, had little impact on knowledge sharing.

[37] conducted a study about social media orientation among SMEs. The purpose of this study is to examine how social media orientation affects the quality of relationships and innovation performance in SMEs through information sharing or collection. The increased usage of social media is a draw for SMEs looking to maintain excellent relationships with stakeholders. The findings revealed that inter organizational knowledge sharing had a positive and significant influence on social media orientation, whereas interconnected organizational knowledge sharing had a positive and significant effect on relationship quality and innovation performance, and value congruence could also moderate the relationship between inter organizational knowledge sharing and relationship quality.

[38] studied how corporate social media might improve the performance consequences of knowledge ambidexterity. This work contributes to IT-enabled ambidexterity and provides a clearer understanding of the phenomena of ambidexterity in a knowledge setting, as well as insights into the enabling function of Enterprise social media. It is also a groundwork for future empirical investigations into the idea of knowledge ambidexterity.

2.6 The relationship between knowledge sharing and innovative work behaviors

Knowledge sharing is one factor that promotes innovation. Without knowledge exchange, it is doubtful that innovation will develop [39-42]. Gaining knowledge and skills through collaborations has proven to be an effective and efficient method of achieving success in innovation [39, 40, 43]. In the context of innovation, knowledge sharing is the exchange of expertise aimed at creating or improving valuable products and services. Knowledge sharing is a valuable resource that underpins product development capability [27, 39, 44-46].

Scholars have conducted several studies on the relationship between knowledge sharing and innovative work behaviors.

Based on a meta-analysis and empirical studies discovered that knowledge sharing can predict performance at individual or group level. An organization that promotes knowledge sharing is more likely to generate new ideas and support innovative skills. Research by Belso and Diez [44], firms that enhance their participation in knowledge networks tend to increase their innovative capacity.

[47] had a study with the aim to determine how knowledge sharing affects workers' innovative behaviors at work in China's telecommunications industry. This study specifically focuses on the two crucial aspects of knowledge sharing, namely knowledge donation and knowledge collection. The findings imply that knowledge sharing and knowledge acquisition have a beneficial and significant effect on the innovative behavior of employees in the telecommunications sector. The acquisition of knowledge, however, was discovered to be an excellent facilitator of innovative workplace behavior among employees.

[48] conducted a study with the goal is to examine how the growth of startups is influenced by the organizational creative atmosphere, knowledge exchange, and innovative work behavior. The findings show that organizational climate positively influences knowledge sharing, and it considerably influences innovative work behavior, and organizational creative environment significantly influences innovative work behavior.

2.7 The relationship between social media ambidexterity, knowledge sharing and innovative work behaviors

Social media platforms have recently drawn interest from the commercial and academic worlds due to their distinctive breadth and societal effect. The traditional method of information exchange through oral and written

communication has been modified by the openness, accessibility, two-way communication, and other elements of social media, so that connections between people cannot now be hampered by time and space [49].

The social capital theory's practitioners think that social capital, as a resource inherent in a person's social network interaction, is a significant factor affecting individual knowledge-sharing behavior. The evolution and popularization of social media technologies has resulted in the expansion of exclusive social networks and changes in social capital created by relying on social interactions [49].

Although social capital research on employees' sharing of information is a popular issue in the world of knowledge sharing, there is currently a relative scarcity of social capital research on workers' knowledge sharing through social media platforms.

Several studies have explored the relationship between social media ambidexterity, knowledge sharing, and innovative work behaviors [50] explore the moderating effects of collectivism on the previously mentioned relationship between behavior-oriented knowledge sharing and innovative behavior. Additionally, it evaluates how pro-social and epistemic motivation affect behavior-oriented knowledge sharing. found that collectivism positively moderates the relationship between behavior-oriented knowledge sharing and innovative behavior. The results show that pro-social motivation boosts knowledge sharing across organizations whereas epistemic motivation stimulates knowledge sharing among individuals. Sharing information that is focused on an organization has a greater influence on innovation than sharing knowledge that is focused on an individual. Additionally, it has been demonstrated that collectivism moderates the connection between behavior-oriented knowledge sharing and innovative behavior in a beneficial way.

[51] conducted a study about work teams' ambidexterity and knowledge sharing to evaluate how social capital affects innovation in PT Indocement Tunggal Prakarsa Indonesia. The findings show how social capital, when it is mediated through ambidexterity along with knowledge exchange, can affect the development of innovation.

[49] studied the impact of corporate knowledge-sharing in social media and found that social media tacit knowledge-sharing in structural capital and cognitive capital has an intermediary effect in the influence of individual innovation behavior. The study discovered that the excellent intermediate impact of social media tacit knowledge-sharing in structural capital and cognitive capital on the influence of individual innovative behavior.

[52] had a study with the purpose is to ascertain how work engagement, knowledge sharing, and ambidextrous leadership affect innovative work behavior at Bank Muamalat Indonesia. The study found that knowledge sharing has a positive and significant effect on innovative work behavior.

To the best of our knowledge, there is still few previous research has proposed an empirical study about the influence of social media ambidexterity on innovative work behavior through knowledge sharing. Most of the

study was not focused on the influence of social media ambidexterity on innovative work behavior through knowledge sharing. Therefore, the research framework is the novelty of the study.

After conducting a comprehensive literature review, the researchers develop the hypotheses listed below (see Figure 1).

- H1 Social Media exploration positively influences knowledge sharing among white collar Zoomers.
- H2 Social Media exploitation positively influences knowledge sharing among white collar Zoomers.
- H3 Social Media exploration positively influences innovative work behaviors among white collar Zoomers.
- H4 Social Media exploitation positively influences innovative work behaviors among white collar Zoomers.
- H5 Social media knowledge sharing positively influences innovative work behaviors among white collar Zoomers.
- H6 Social Media exploration positively influences innovative work behaviors white collar Zoomers through social media knowledge sharing.
- H7 Social Media exploitation positively influences innovative work behaviors white collar Zoomers through social media knowledge sharing.

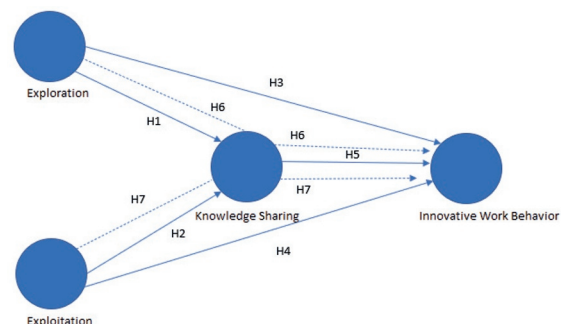


Fig. 1. Research framework.

3 Methodology

The study explores the impact of ambidexterity through social media in fostering innovative behaviors among white collar zoomers in Greater Jakarta. This study used a quantitative design to conduct empirical research. All items were graded on a five-point Likert scale, one indicating strongly disagree and five indicating strongly agree.

The questions used to measure ambidexterity were adapted from [13, 53, [54], consisting of 9 indicators. Further, for variable Y, namely innovative behavior, adapted from the work of [4, 23, 55, 56], consisting of 4 indicators. Knowledge sharing adapted from [42, 57], composed of 4 indicators. Further, for variable Y, namely innovative behavior, adapted from the work of [23, 55, 56, 58], consisting of 4 indicators.

The sampling technique used in this study was non-probability sampling with a purposive sampling

technique, that is, a sampling technique with specific considerations [59]. The selected sample is adjusted to specific criteria due to concern. This study uses the sample chosen is anyone living in Tangerang and Jakarta who use social media. The number of indicators is multiplied by 5 to 10, according to [60, 61]. As a result, the minimum number of respondents required for this study is 170. Still, a total of 200 respondents were obtained in this study. However, only 154 respondents can be analyzed further. Some of the data from respondents were invalid, preventing the data from being processed. The data collected from the questionnaire was processed using Smart PLS 3.0 software. The analytical method used in this study was Partial Least Squares (PLS). This PLS uses the Smart PLS 3.0 application to settle Structural Equation Marketing (SEM).

4 Findings and discussion

The study took around six months to complete and was done in Greater Jakarta. A customized questionnaire and convenience sample were used to acquire data from millennial workers in 2021. This is the sort of sampling procedure that has an unpredicted population [28]. Although the study obtained primary data from 170 millennial workers, only 154 replies were evaluated further.

There is 63% male with the female for 37%. The age of the millennial workers is 85% between twenty to thirty years old and 15% above thirty years old. 60% are diploma holders in their education, and 40% are bachelor's graduates. The tenure of the millennials workers is 80% less than two years and 20% more than two years. They are officers (60%), and 40% are supervisors and managers. They are from investment business (3%), e-Commerce (8%), consultant business (20%), banking (8%), advertising (8%), software business (8%), and transportation (6%), and others (39%).

4.1 Validity and Reliability of Research Instruments

The researchers in this study used the analysis of convergent validity Smart PLS 3.0 to help with data processing. Based on concurrent validity tests, a data set is considered valid if its outer loadings are more significant than 0.60 and its average variance extracted (AVE) is greater than 0.50 [60], [62] (see Table 1).

Table 1 shows that the outer loadings of each variable construct or indicator show the above results of 0.60, indicating that each indicator in Table 1 is valid. 17 indicators can support variables and produce valid results. Each variable's average variance extracted (AVE) is greater than 0.50, indicating that each indicator is valid.

A reliability analysis was performed in this study to determine whether the variables used were reliable or not. When conducting reliability analysis in the form of composite reliability, factor analysis is used. The variable is said to be reliable if its composite reliability value is greater than 0.7 [60].

Table 1. Measurement validity results.

Variables	Indicator	Loading Factor (>0.6)	AVE (>0.5)	Remark
Innovative Work Behaviors	IN1	0.745	0.658	Valid
	IN2	0.801		Valid
	IN3	0.849		Valid
	IN4	0.807		Valid
Social Media Knowledge Sharing	S1	0.812	0.591	Valid
	S2	0.838		Valid
	S3	0.850		Valid
	S4	0.826		Valid
Exploitation	XPL1	0.799	0.642	Valid
	XPL2	0.787		Valid
	XPL3	0.816		Valid
	XPL4	0.816		Valid
	XPL5	0.838		Valid
Exploration	XPR1	0.736	0.692	Valid
	XPR2	0.766		Valid
	XPR3	0.751		Valid
	XPR4	0.821		Valid

Table 2. Measurement reliability results.

	Cronbach's Alpha (>0.6)	Composite Reliability (>0.6)	Remark
Exploitation	0,870	0.906	Reliable
Exploration	0,770	0.852	Reliable
IWB	0,814	0.878	Reliable
Knowledge Sharing	0,852	0.900	Reliable

It is clear from Table 2, demonstrates the composite reliability and Cronbach's alpha of the research variables. The results are shown that the reliability test each variable has a Cronbach's Alpha of more than 0.6, with a composite reliability value higher than 0.6. Hence, it can be concluded that each research variable's results have met the requirements of composite reliability by having a value greater than 0.6, indicating that the research variable is reliable.

The coefficient of determination explains how the independent variables influence the dependent variable. The R-square results demonstrate this coefficient of determination (see Table 3).

Table 3. R-square values.

	R Square
Innovative Work Behaviors	0.226
Social Media Knowledge Sharing	0.565

Table 3 shows that innovative work behavior has an R-square value of 0.226. It demonstrates that 22.6% of innovative work behavior is influenced by variable knowledge sharing, exploration, and exploitation. While knowledge sharing has an R-square value of 0.565. It also demonstrates that exploration and exploitation of 56.5% impacts on knowledge sharing variable.

4.2 Hypotheses testing

The results of hypothesis testing are summarized in Table 4 and Table 5. The results of the first hypothesis is significantly accepted. The results show that the T statistics value is 2.560, greater than 1.96, and the P values of 0.005 are less than 0.05. So, the first hypothesis analysis found *social media exploration positively influences social media sharing among white collar zoomers*.

Table 4. Path coefficients results.

Relationship	T statistics (>1.96)	P values (< 0.05)	Results
XPR → KS (O = 0.551)	7.774	0.000	H1 Accepted
XPL → KS (O = 0.297)	4.095	0.000	H2 Accepted
XPR → IWB (O = 0.303)	3.094	0.001	H3 Accepted
XPL → IWB (O = 0.228)	2.560	0.005	H4 Accepted
KS → IWB (O = 0.013)	0.110	0.456	H5 Declined

XPR = Exploration; XPL = Exploitation; KS = Knowledge Sharing; IWB = Innovative Work Behavior; O = Original Sample.

To The second hypothesis is significantly accepted as well. The results show that the T statistics value is 4.095, greater than 1.96, and the P values of 0.000 are less than 0.05. The second hypothesis analysis found *social media exploitation positively influences social media sharing among white collar zoomers*.

The third hypothesis is significantly accepted. The T statistics value is 3.094, greater than 1.96, and the P values of 0.001 are less than 0.05. So, according to the findings, *social media exploration positively influences innovative work behaviors white collar zoomers*.

The results of fourth hypothesis show the T statistics value is 7.774, greater than 1.96, and the P values are 0.000, less than 0.05. So, according to the findings *social media exploitation positively influences innovative work behaviors among white collar zoomers*.

The results of testing the fifth hypothesis show the T statistics value is 0.110, smaller than 1.96, and the P values are 0.456, greater than 0.05. So, according to the findings of the fifth hypothesis is statistically declined even though the finding shows *social media knowledge sharing positively influences innovative work behaviors among white collar Zoomers*.

The results of testing the sixth hypothesis show the T statistics value is 0.106, smaller than 1.96, and the P values are 0.458, greater than 0.05. So, according to the findings of the sixth hypothesis is statistically declined even though the finding shows *social media exploration positively influences innovative work behaviors white collar zoomers through social media knowledge sharing*.

Table 5. Indirect effects results.

Relationship	T statistics (>1.96)	P values (< 0.05)	Results
XPR → KS → IWB (O = 0.007)	0,106	0,458	H1 Declined
XPL → KS → IWB (O = 0.004)	0,107	0,458	H2 Declined

XPR = Exploration; XPL = Exploitation; KS = Knowledge Sharing; IWB = Innovative Work Behavior; O = Original Sample.

The results of testing the seventh hypothesis show the T statistics value is 0.107, smaller than 1.96, and the P values are 0.458, greater than 0.05. So, according to the findings of the sixth hypothesis is statistically declined even though the finding shows *social media exploitation positively influences innovative work behaviors white collar zoomers through social media knowledge sharing*.

The findings and hypothesis testing shows that H1, H2, H3, H4 are in line with prior research of [29-31, 33, 63] that explained individual ambidexterity has a direct effect on innovative work behavior. Another finding also supports prior study that describes knowledge sharing is one factor that promotes innovation even though it is not statistically inline with the study of develop [39-42, 44-46, 64]. In other words, the findings can support the research hypotheses social media exploration positively influences social media sharing among white collar zoomers (H1); social media exploitation positively influences social media sharing among white collar zoomers (H2); social media exploitation positively influences innovative work behaviors white collar zoomers (H3); and social media exploration positively influences innovative work behaviors among white collar zoomers (H4).

On the contrary, H5, H6, H7 are statistically declined. It might happen because knowledge is shared through social media. Sharing knowledge through social media still poses problems concerning both content and context, because it is generally recognized that not all social media are accurate and authentic. Despite statistical declines, H5, H6, H7 can show that there is a positive relationship between exploration, exploitation and innovative work behavior through social media knowledge sharing. In other words, the research findings can statistically prove that social media knowledge sharing positively influences innovative work behaviors among white collar zoomers (H5); social Media exploitation positively influences innovative work behaviors white collar zoomers through social media knowledge sharing (H6); social media exploration positively influences innovative work behaviors white collar Zoomers through social media knowledge sharing (H7) even though still significantly declined.

In conclusion, research findings show that social media knowledge sharing, as a mediator between social media ambidexterity and innovative work behavior, has a positive effect, despite a statistical decline. This is possible because social media, as a medium for learning

and sharing knowledge, still raises questions about the content, context, and sources.

When more closely examined, it is clear that social media exploration has the greatest positive influence on innovative work behaviors among white collar zoomers. (0.551). While social media exploitation positively influences innovative work behaviors among white collar zoomers through knowledge sharing on social media, it has the weakest influence (0.004). It means that white collar zoomers prefer to learn from sources other than social media.

According to the findings of the data analysis, social media is a medium for seeking new knowledge (exploration) and deepening existing knowledge (exploitation), both of which can encourage social media knowledge sharing and influence innovative work behavior. When social media knowledge sharing is included as a mediator variable for social media exploration and social media exploitation, the analysis results show a positive effect, despite the fact that it is statistically declining.

5 Conclusion

The goal of this study is to identify ambidexterity as an enabler of innovative behavior, as well as the effect of ambidexterity on innovative behavior such as through knowledge sharing as a mediator. Lastly, by researching and leveraging knowledge, this research examines social media as a learning forum.

The findings and hypothesis testing shows that social media exploration positively influences social media sharing among white collar zoomers; social media exploitation positively influences social media sharing among white collar zoomers; social media exploitation positively influences innovative work behaviors white collar zoomers; social media exploration positively influences innovative work behaviors among white collar zoomers.

Another finding shows that social media knowledge sharing, as a mediator between social media ambidexterity and innovative work behavior, has a positive effect, despite a statistical decline. This is possible because social media, as a medium for learning and sharing knowledge, still raises questions about the content, context, and sources.

5.1 Research limitation

The study still needs improvement. Further work is required to explore the effectiveness of other *information and communications technology* (ICT) tools based on ambidextrous activities in supporting innovative work behavior. It is also beneficial to examine social media learning in other sectors. For example, hospitality or the public service sector heavily depends on human resources as their primary intangible assets. It still needs further tests related to the influence of knowledge sharing on employee outcomes and employee's work engagement and loyalty. This research will be further enriched by incorporating elements of organizational culture,

leadership and teamwork in supporting innovative work behaviors.

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