Organisational Learning, Privacy Concern, Innovation Capability Impact on Creative Performance

Madiha Hamid[a],[*]

[a] *UCP Business School, University of Central Punjab Lahore Pakistan*

Abstract

The research aims are to establish its social exchange theory and social cognitive theory and to learn more about the connections between organizational learning, privacy worries, innovation capacity, and the mediating role of social networking sites used by Grab and Careem in Pakistan. Three hundred people were used to analyze the results of a physical questionnaire. Personality traits positively affect the innovative performance of Grab and Careem employees, as shown by structural equation modeling (SEM) results. The results also showed that social media sites acted as a positive mediator between organizational learning, privacy worries, innovation skills, and creative output. Important data for administration, travel planners, and politicians can be gleaned from this study's novel findings, which are supported by established theories like social exchange and cognition theories. In the future, researchers may devote more time to examining how people's ability to think creatively is affected by their surroundings. The most recent findings helped to establish clear standards by which future builders and designers of such sites can guide their work. There are numerous suggested theoretical and practical implications, demands for additional research, and policy recommendations.

1. Introduction

Providing people with reliable transportation services is a fundamental necessity for any modern society. Taxis and other forms of private hire transportation are often seen as vital to the current public transportation network (Shah & Hisashi, 2022). Taxis are convenient because they can get you where you need to go quickly, safely, and comfortably without charging you extra for making stops (Malik & Wahaj, 2019). The last few decades have seen a meteoric rise in online companies that have quickly become household names. Companies like Careem, Uber, Grab, and others have provided customers with mobile apps that connect riders with their local providers (Shamim et al., 2021). Businesses built on social networking sites rely on "activities of sharing, exchanging, and renting resources without owning the items" (as defined by Wikipedia) to sustain the concept of brand communities (Kock & Moqbel, 2021).

Also, after the ride, both the passenger and the driver can rate the experience. Transportation providers designate pick-up and drop-off points in these apps, and riders can choose any of these points (Faraj et al., 2021). Journey companies are helping to bridge the gap left by the inability of traditional transportation networks to meet the demands of the public transport system.

---

*Corresponding author: e-mail addresses: madihah@ucp.edu.pk (M. Hamid)

Primarily, it can be used in developing countries where public transportation is inadequate due to various factors (Shah & Hisashi, 2022). These electronic charges have become increasingly common and are now generally accepted as a de facto component of multiple forms of public transportation. Cab-hailing apps revolutionize urban transportation because of their convenient features (Shah & Hisashi, 2022; Shamim et al., 2021; Wiafe et al., 2022).

Due to the nature of the unexpected challenges businesses face, innovation is crucial (Blaique et al., 2022). Creativity has been defined in academic literature as an approach to dealing with ambiguity through testing hypotheses and introducing novel approaches. Taking chances, learning new ways of thinking as you go, and making something completely new are examples of creative performance (Iqbal et al., 2021). Thanks to these services, passengers can now monitor their driver's location, determine when their cab will arrive, and calculate their fare in advance. According to Grabbing, the Careem app would allow hail rides all over Pakistan and the Middle East. For US$3.1 billion earlier this year, Uber acquired Careem, a Middle Eastern ridesharing service with over a million employees (Kumar Swain & Pati, 2021). The incredible app in Pakistan counts over 600,000 managers among its 11 million active users. Social media in Pakistan generated $265 million in revenue in 2020. The business is expected to grow at an annual rate of 18.4%, leading to a trading volume of $440 million by 2023. The percentage of people who use social networking sites is expected to rise from 5.3% in 2020 to 7.1% in 2023. (Pekkala & van Zoonen, 2022; Shah & Hisashi, 2022).

When employees in an organization work together to increase their efficiency in delivering desired results, the organization is said to be learning (Purwanto, 2020). One definition of a learning organization is one that actively seeks out and supports novel approaches to old problems. In a knowledge economy, every individual and institution is free to pursue its goals. Blaique et al. (2022) and Jiménez-Jiménez and Sanz-Valle (2011) define "organizational learning" as "groups whose employees engage in continuous learning or skills training." Because of the unexpected shifts, this is even more crucial for enhancing performance. Adapting and involving employees is vital for companies to deal with market difficulties and innovation (Qi & Chau, 2018).

Today's competitive businesses must pay close attention to innovation to survive (Moschogianni, 2021). What a company offers consumers, and the processes by which those goods and services are developed and distributed are two common ways in which the term "innovation" is used. The ability to innovate and adapt is one of the essential factors in maintaining a competitive edge in today's rapidly developing markets (Fan et al., 2021; Purwanto, 2020). Businesses that don't invest in innovation risk being left in the dust as rivals take their customers (Al-Shami et al., 2019).

This research analyses the effects of social media use by Grab and Careem in Pakistan, focusing on the mediating role played by organizational learning, privacy concerns, and innovation capabilities on innovative performance. Both an original theory of social exchange and a novel approach to social cognition was developed in this work. "the exchange of socioemotional advantages associated with close personal attachment and open-ended commitments" is a common theme in social exchange theory (Faraj et al., 2021). Although the basis of economic transactions is either monetary or a relationship characterized by speed, both are relatively short-lived. Which stresses that individual cognition in a social context shapes and controls human behavior; this is social cognitive theory. It proposes a multifaceted causal framework for career development and behavioral regulation (Kock & Moqbel, 2021). The affective theory is at the heart of this approach, which places a premium on the user's agency in determining their level of success. Therefore, the theoretical model is based on these ideas and is being evaluated empirically in this work.

2. Literature Review

In this analysis, we compare the effects of Grab and Careem in Pakistan, taking into account their organizational learning, privacy concerns, innovation capability, and the mediating role of social networking sites. A social exchange theory and a social cognitive theory were explicitly created for this research. "the exchange of socioemotional advantages associated with close personal attachment and open-ended commitments" is a common theme in social exchange theory (Faraj et al., 2021). Although

the basis of economic transactions is either monetary or a relationship characterized by speed, both are relatively short-lived. Which stresses that individual cognition in a social context shapes and controls human behavior; this is social cognitive theory. It proposes a multifaceted causal framework for career development and behavioral regulation (Kock & Moqbel, 2021). The affective theory is at the heart of this approach, which places a premium on the user's agency in determining their level of success.

To better understand and accomplish this study following hypotheses are proposed:

H1. Organizational learning positively influences Social networking sites.

H2. Privacy Concerns positively influence Social networking sites.

H3. Innovation Capability positively influences Social networking sites.

H4. Social networking sites positively influence Creative performance.

H5. Social networking sites mediates the relationship between organizational learning, privacy concern, innovation capability, and creative performance.

2.1. Organizational learning and Social networking sites

The learning organization concept has been the subject of extensive study in recent years (Blaique et al., 2022). It's described as a group that constantly stresses learning on the job and adapting to new circumstances. It is called a learning organization when employees can learn from one another, and the organization improves. Purwanto (2020) defines organizational learning as "a group learning experience utilized to obtain information and advance abilities throughout this research," which aligns with organizational learning elements. According to studies, employees can increase worker engagement by providing various material, intellectual, and psychological benefits (Kock & Moqbel, 2021). Tools like organizational success encouragement, meaningful comments, workplace flexibility, independence, recognition, awards, gratitude, and a trusting culture all contribute to an environment where employees are more likely to learn (Blaique et al., 2022; Faraj et al., 2021).

Furthermore, when employees are provided with ongoing opportunities for advancement and growth within the firm, they are more likely to show increased creative performance via social networking sites (Pekkala & van Zoonen, 2022; Samad et al., 2019). Both mental and physical tools can help employees be more productive and inventive. Lastly, organizational learning helps people improve their skills and knowledge while also making them more invested in and resilient in their jobs (Shahibi & Rusli, 2017). The term "organizational learning" refers to a situation where all employees actively work to improve their ability to provide the desired results. A learning organization is one that actively seeks out and supports creative thought. Administrative law guarantees the right to pursue all individual and group objectives (Qi & Chau, 2018). But there needs to be an agreement on what constitutes organizational learning. Some authorities maintain that organizations can improve their actions by fostering a learning culture. Developing the knowledge and skills necessary to sustain expansion and continuity over time makes organizational learning an important indicator of an organization's success (Samad et al., 2019; Wuryaningrat, 2013). Through effective learning, organizations can better prepare for adverse conditions. Learning as an organization is essential for developing qualities like ambition, tolerance, judgment, and harmony.

New research suggests that sharing knowledge within organizations via social media boosts innovation. For instance, Shahibi and Rusli's (2017) research shows that organizational learning via SNSs improves efficiency. Mediating the relationships between creative output and institutional knowledge in Pakistan, Wiafe et al. (2022) looked into the impact of online social networks. Therefore, opportunities for growth and development within the company and the individual boost performance (Tnnessen et al., 2021). Based on the help expand hypothesis, an uptick in positive emotions like awareness would result from businesses that promote employee growth in skill and autonomy through training. Feelings like these have been shown to boost workers' dedication, energy, and focus on the job (Purwanto, 2020; Qi & Chau, 2018).

2.2.   Privacy Concerns and Social networking sites

Social networking sites have become very popular, with many users disclosing sensitive information about themselves (Kahil, 2021). The reputation of social networking services has taken a beating due to several high-profile incidents that have been reported in the media. Unpredictable or unclear privacy settings on social networking sites (Saura et al., 2021). There is a permanent record of everything you do on social media sites that can be used for research purposes. Most interactions in the real world are not documented. The lack of record-keeping aids in maintaining people's personal space (Sushama et al., 2021). This means that these services need distinct policies and data protection techniques to provide the same level of social privacy seen offline. The widespread adoption of technologies within businesses for document capture, storage, and sharing has recently been the subject of studies highlighting user privacy concerns (Fogel & Nehmad, 2009; Kahil, 2021). When companies use tools to track, monitor, and evaluate how employees use and communicate with one another, it raises privacy concerns among the staff. Employees worry about privacy in many unstructured conversations between coworkers (Al-Shami et al., 2019). In this context, "privacy concern" refers to a person's awareness and evaluation of the risks posed by privacy invasions. Available literature defines privacy concern as a "sense of unease concerning one's privacy" (Fan et al., 2021). Another definition is "an interest in controlling how information about oneself is collected and used" (Kahil, 2021). Users' concerns about the ownership and use of their private information are at the heart of privacy issues.

Compared to more conventional forms of online content delivery, like social networking sites, this relatively recent development only became noticeable around the year 2000. (Chen, 2019). Many of the newly emerged social networking sites have added features that raise privacy concerns to compete with one another and draw in new users. Authors paid close attention to privacy concerns in social networking sites throughout the early stages of their development (Braojos et al., 2019). Academics have tried to generalize what motivates people to be concerned about their personal information being shared on social networking sites. It has been suggested by Pekkala and van Zoonen (2022) that the feeling of exposure and intrusion is the root cause of privacy concerns. Organizational learning information security, which includes policies and processes an organization implements to secure data and information exchange while maintaining copyrights, is increasingly being adopted by businesses (Kumar Swain & Pati, 2021; Samad et al., 2019). Fear of privacy invasion, perceived unease with pivotal ideas, and data mishandling is all factors that can negatively impact employee performance and social media use. If employees are worried about their data being evaluated, viewed, or made accessible in any way, shape, or form, then it's likely that they'll steer clear of social networking sites (Tnnessen et al., 2021; Wiafe et al., 2022).

2.3.   Innovation Capability and Social networking sites

Many people have different ideas about what constitutes a highly innovative process, so innovation capability is often viewed as a complex innovation. An organization's ability to maximize productivity and achieve its most important objectives through the practical application and integration of its many resources is what we call a capability (Fan et al., 2021). The capacity to create, implement, and innovate on novel ideas is what we call "innovation capability" (Moschogianni, 2021). New product launches need this person's expertise, knowledge, imagination, and ability to effectively organize and manage multiple tasks (Al-Shami et al., 2019). To increase the company's capability for innovation, many businesses are forging closer ties with their patrons and suppliers (Purwanto, 2020). A company's product design capability is defined as its ability to consistently deliver brand-new products to consumers (Fan et al., 2021; Hartono & Sheng, 2016). Operational capability is the ability to perform at an economic output as measured by the innovation process, output, and administrative procedures. The purpose of operational capability is to quicken and enhance the innovation process, while product area location aims to bring creative solutions to market. (Jiménez-Jiménez & Sanz-Valle, 2011). Improvements in the products and techniques used to provide them are often considered part of what is meant by "innovation." A company's innovation to innovate and adapt to shifting markets is one of the essential factors in maintaining a competitive edge (Wuryaningrat, 2013). Fan et al. (2021) propose a classification of global firm innovation systems, differentiating between worldwide replication and international expansion of

superior technology capabilities, emphasizing the importance of innovation for businesses and warning that those that fail to develop will be left behind in the market. Iqbal et al. (2021) investigate the factors influencing a company's propensity to innovate, providing further evidence of the connection between internal factors and the inventive process. Following Samson's definition of innovation departments, Kock and Moqbel (2021) classify a company's innovation capability as product development, process design, and management innovation. Product development, the first idea, holds that a business can increase its profit by pleasing customers with unique or unexpected offerings. This theory of innovation emphasizes using existing resources in novel ways (Pekkala & van Zoonen, 2022; Qi & Chau, 2018). In contrast, it is a strategy whereby a business can improve efficiency by providing a superior production or service process than what the company's stated goal requires.

Kock and Moqbel (2021) show how the capability to develop a new product can be gained by introducing a method of generating change or a new process into an existing production step or procedure. Therefore, a new approach may reduce operational costs or boost output for a business. Technology innovation also encompasses the innovation of new processes. It is, consequently, an innovative skill to know how to increase the size and scope of a company's management processes and functions to improve its performance. In this way, innovation can be considered the managerial counterpart to creativity. Therefore, we employ the tools for measuring innovation capability developed by Iqbal et al. (2021) to classify the positive impact of social networking sites on employee's performance.

2.4. Social networking sites and Creative performance

Web-based services that let users "create a partial profile within a closed system articulate a list of other users with whom they share connections and viewpoints" are what we call "social networking sites" (Kumar Swain & Pati, 2021). The term "social web" is often used to describe networking sites because they bring together people who share a common interest online (Shahibi & Rusli, 2017). This phenomenon is often characterized by the term "social network site," and both "social networking sites" and "social network sites" appear in the national discourse, with the terms being used interchangeably (Tnnessen et al., 2021). One of the most common uses for social networking sites is making new connections with people you don't already know, even though the word "networking" emphasizes connection establishment between strangers (Tajvidi et al., 2020). Employees can benefit significantly from using the opportunities linked throughout these networks, which can be channelled in various directions. Social media sites such as Instagram, Google Plus, LinkedIn, Facebook, and Blogs are all examples of networking platforms.

Organizations need leaders who can think on their feet in chaotic crises and develop novel solutions (Kumar Swain & Pati, 2021). Creativity is a coping mechanism for uncertainty, as it encourages one to examine established assumptions and try novel approaches (Qi & Chau, 2018; Samad et al., 2019). Creative performance is characterized by incorporating risk, introducing novel ways of thinking and behaving, and instigating change; all of these characteristics are associated with creativity (Malik & Wahaj, 2019). Similarly, "individual employee development of unique ideas, products, services, or procedures that are potentially helpful to the firm" is one definition of creative organizational performance (Saura et al., 2021). According to the social exchange theory of creativity proposed by Sushama et al. (2021), creativity emerges from a complex interplay between individual factors (such as desire) and environmental restraints (e.g., organizational environment). It has been shown in numerous studies that the use of digital tools can significantly boost creative performance (Braojos et al., 2019; Fan et al., 2021). Evidence is mounting that online social networking sites facilitated by various platforms can be just as important for fostering creativity as traditional face-to-face social settings did in the past (Kock & Moqbel, 2021). Those employees with digital skills who are actively encouraged and provided with the necessary digital tools are more likely to take part in creatively solving problems, as found by Sushama et al. (2021). Web-based social networks have matured into powerful resources for streamlining the educational process. Software and services known as social networking platforms facilitate communication and the free flow of ideas, concepts, and opinions among users in both formal and informal settings (Fogel & Nehmad, 2009). They help academics reach out to a wide range of

readers. The Internet and social networking sites offer free or low-cost channels for disseminating knowledge and promoting mutual understanding. The degree to which an employee demonstrates originality in their work is a clear and widely acknowledged indicator of that person's productivity in the workplace (Chen, 2019; Kahil, 2021).

2.5. *Mediating Role of Social networking sites*

Individuals create profiles to broadcast information about themselves to the public, as evidenced by studies such as those by Iqbal et al. (2021), Kock and Moqbel (2021), Pekkala and van Zoonen (2022), and Samad et al. (2019). Through an inductive reasoning process, Boyd shows how unexpected results are possible. Employees and users of ride-sharing apps like Uber, Careem, and Grab often use social networking sites to create profiles and disseminate links to their personal and professional websites (Malik & Wahaj, 2019). What if something on her partner's page embarrasses him when taken out of context? Even though users have control over their profiles, they have no say over the content displayed on their contacts' profiles. A friend's crude photos made her nervous when her children tried to "friend" her on Facebook. She found herself awkward because she knew that her friends' profiles contained sexually explicit photos, and she didn't want her children to access them if she made her page public (Kumar Swain & Pati, 2021). This incident demonstrates that early social media investigations failed to adequately address concerns about confidentiality and safety (Kock & Moqbel, 2021). Large numbers of people all over the world use social networking sites like Facebook and Twitter primarily for their entertainment (Qi & Chau, 2018). When logging into their account, members of social networking sites typically share stories, photos, and ideas; they also engage in critical reflection on their interests while responding to the questions of others who share those interests; they make connections with friends, family, and coworkers; and they make new acquaintances (Al-Shami et al., 2019; Samad et al., 2019).

Connecting with friends, family, and coworkers, whether in the same city or across the country, is more accessible thanks to these online platforms. First, social media addicts are more likely to stay glued to their devices to respond to others' posts and updates promptly (Shahibi & Rusli, 2017; Tnnessen et al., 2021). A barrage of information and peer pressure may overwhelm them to the point where they can't handle it, leaving them exhausted, overwhelmed, and unable to function effectively in their relationships or on social media (Hartono & Sheng, 2016; Iqbal et al., 2021). Addiction to social media can lead to "overload" and "excessive social demands," both of which can lead to fatigue when using these platforms. As a bonus, most content posted on social media sites is optimistically biased (Kock & Moqbel, 2021). Social media use is primarily a strategy of prolonged exposure to positive, self-affirming stories for people who struggle with addiction, according to a recent study (Iqbal et al., 2021; Saura et al., 2021).
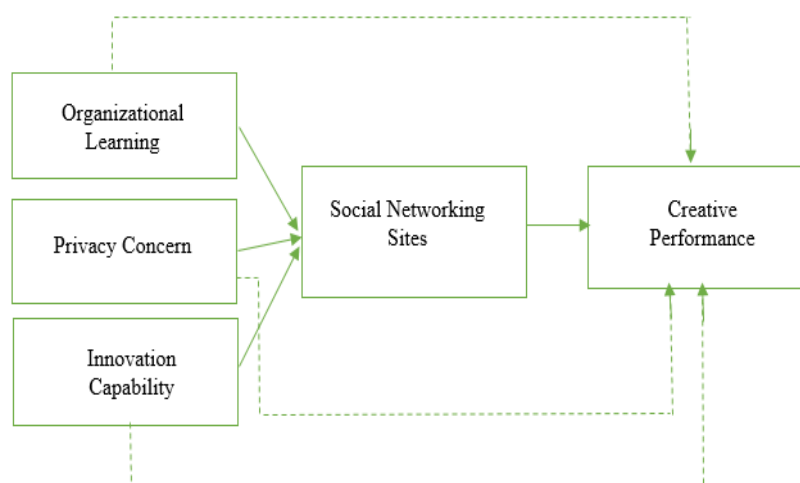
2.6. *Conceptual Framework*

Figure 1: Conceptual Framework

3. Methodology

Social exchange theory and social cognitive theory provided theoretical grounding for the study's conceptual framework and the generation of its hypotheses. This innovation looked at how popular constructs like organizational learning, privacy concern, and innovation capability relate to creative performance in the capacity of Grab and Careem in Pakistan. Additionally, the mediating role of social networking sites was investigated between these popular constructs and creative performance. Financial pressures of liquidity and cash flows have been exerted on Grab and Careem in Pakistan due to the pandemic crises and their aftermath. As the world around them evolved, they had to adapt by expanding their horizons, thinking outside the box, and fighting for the success of their company. The employees of Pakistan who work for Grab and Careem are the sole subject of this research. Considering the breadth and purpose of the study, the use of non-probability sampling based on a purposive sample approach was appropriate. The purpose of this study was to apply a questionnaire survey (quantitative method) to the situation in Pakistan, where the population regularly uses social networking sites that Grab and Careem employ (Fan et al., 2021). Users of Grab and Careem in Pakistan, two ridesharing apps, provided the data, hailing from a variety of cities in Pakistan where Grab and Careem are available. Those who participated in the survey were asked to indicate how enthusiastically they supported the cause. Survey questions were made available to Grab and Careem app users in Pakistan via social media platforms.

3.1. Participants

Employees from Grab and Careem in Pakistan are included in this study. According to Grabbing, the Careem app would allow hail rides all over Pakistan and the Middle East. For US$3.1 billion earlier this year, Uber acquired Careem, a Middle Eastern ridesharing service with over a million employees (Kock & Moqbel, 2021). After obtaining the contact information of 550 Grab and Careem employees in Pakistan from the appropriate division, a cover letter and survey questionnaire were mailed out to all contacts to solicit their voluntary participation in this study. The survey was conducted in English, so respondents were also asked to indicate their level of fluency in the language in the cover letter.

Further, all participants' responses were coded so that no one could be identified from their responses, and only summary statistics were reported. Due to language barriers and time constraints, 150 Grab and Careem employees in Pakistan declined initial invitations to participate. Four hundred survey experts willing to participate voluntarily gave their informed consent to the authors. We gave these 400 Grab and Careem employees in Pakistan two weeks to fill out the survey and email it back to us. After two weeks, the authors started following up with those who needed to reply. Data collection began on June 25, 2021, and ended on August 5, 2021. After receiving 300 completed surveys, the authors ended the data-gathering phase. One hundred more questionnaires were deemed unusable after an initial screening and review because of incomplete or uninterested responses. Study participants included 550 employees of Grab and Careem in Pakistan, with a final response rate of 55%, yielding 300 usable survey responses. Purposive convenient sampling was used to select the sample for the study. This sampling method is defined as "a method of collecting samples by capturing samples that are conveniently accessible near a location or Internet service" (Hair Jr et al., 2021). Time constraints benefit from the ease and efficiency of the procedure. A rational, cross-sectional quantitative methodology was used in this survey-based study. As a result, this method is expected to improve the generalizability of results compared to random sampling. To analyze the data and test the hypotheses, the paper uses the PLS-SEM software Smart PLS 3.

3.2. Measurement Scale

A 23-item questionnaire was devised to analyze the current research on organizational learning, privacy concern, innovation capability on the impact of creative performance, and the mediating role of

social networking sites used by Grab and Careem in Pakistan, as well as social exchange theory and social cognitive theory involved. The responses were collected by a "7-point Likert scale ranging from 1= strongly disagree to 7 = strongly agree. The complete measurement scale and reference articles are available in Appendix.

4. Result

Based on the preliminary analysis of the respondent (N=300) data, the demographic characteristics and descriptive statistics of the sample for the current study are displayed in Table 1. To evaluate both the structural and measurement models, SmartPLS3 was utilized. The model assessment found that employees' Qualifications, age, and employees significantly influenced the impact of organizational learning, privacy concern, innovation capability, and creative performance in Pakistan travel companies with employees using social networking sites by employees of Grab and Careem in Pakistan. Additionally, the model found that employee's Qualifications, age, and employees significantly influenced the mediating role of social networking sites used by Grab and Careem in Pakistan.

Table 1: Demographic profile

Demography	Description	No. of Responses	%
Age	20-35	180	60
	35-45	120	40
Qualification	FA/FSC	190	63
	BA/BSC	110	37
Employees	Careem	150	50
	Grab	150	50

In the table above, the qualification of FA/FSC employees was 63%, while BA/BSC was 37%. 60% of respondents were between the ages of 20-35, while 40% were 35-45. 50% of respondents were employees of Careem, and 50% of employees were Grab Company.

Table 2: Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
OL	291	1	5	3.78	0.75
PC	291	1	5	3.55	0.67
IC	291	1	5	3.76	0.82
SNS	291	1	5	3.87	0.88
CP	291	1	5	3.88	0.94

Data Descriptive Analysis means "the kind of analysis of data that helps describe, show, or constructively summarise data points so that patterns might emerge that fulfil every condition of the data," as defined in the table above. The descriptive analysis of the current study displays the means, standard deviations, maximum values, and minimum values for five variables.

4.1. Measurement model

Factor loadings, validity, and reliability of data collected from 300 employees were initially evaluated using PLS-SEM. The PLS measurement model's results for item factor loading, validity, and reliability are shown in Table 3. Cronbach's alpha, a measure of item internal consistency, should be 0.70 or higher as a rule of thumb (Fornell & Larcker, 1981). Cronbach's Alpha and CR values for all of the variables we looked at were more significant than 0.70. Evidence of convergent validity was presented,

and high reliability was demonstrated by demonstrating AVE values for discriminant validity greater than 0.50. (Fornell & Larcker, 1981). The CR values ranged from 0.894 to 0.797, which is higher than the cutoff of 0.70. (Zaman et al., 2022).

Table3: Composite reliability, Cronbach's Alpha and AVE values

Constructs/Items	CA	Rho-A	CR	AVE
Creative Performance	0.777	0.783	0.844	**0.578**
Innovation Capability	0.769	0.763	0.797	**0.625**
Organizational Learning	0.805	0.811	0.873	**0.633**
Privacy Concern	0.755	0.836	0.798	**0.503**
Social Networking Sites	0.825	0.844	0.894	**0.739**

"Note: CR=composite reliability; AVE=average variance extracted; CA= Cronbach's Alpha"

Furthermore, any research method must be proven to have acceptable discriminant validity. Fornell and Larcker (1981) defined discriminant validity as "the extent to which a given latent variable differs from other latent variables." After ensuring all variables satisfied the criteria for reliability and validity, we did some additional research for structural path analysis. The fact that HTMT values were under 1 demonstrates the test's discriminant validity (Raz et al., 2015; Zaman et al., 2021). The values of HTMT are shown in Table 4.

Table 4: Discriminant validity

	CCSP	EE	PI	PE	TS
Creative Performance	0.691				
Innovation Capability	0.210	0.652			
Organizational Learning	0.389	0.365	0.796		
Privacy Concern	0.497	0.310	0.459	0.735	
Social Networking Sites	0.554	0.212	0.513	0.825	0.859

R^2 has a value between zero and one. In addition, Chin (1998) suggested that R^2 values of 0.13 be regarded as poor, 0.33 as moderate, and 0.67 as strong. The table provides the endogenous constructs' coefficient of determination. Creative performance R square value of 0.307 indicates moderate, and social networking site's R square value of 0.711 indicates strong relation, according to the table below.

Table 5: Assessment of R square

	R^2
Creative Performance	0.307
Social Networking Sites	0.711

4.2. Structural Equation Model

With the PLS-SEM bootstrapping method, statistical determinations of the structural model route coefficients reflecting the hypothesized correlations were made. It shows the links between the paths and the testing choices for hypotheses, the PLS-SEM assessment for organizational relationship learning, privacy concern, and innovation capability on the impact of creative performance and the mediating role of social networking sites used by Grab and Careem in Pakistan. The results show a significant relationship between organizational learning and social networking sites ($\beta = 0.198$, $t = 4.034$, $p = 0.000$).

Hence H1 is accepted. The results show that the relationship between privacy concerns and social networking sites is significant ($\beta = 0.764$, t = 25.910, p =0.000). Hence H2 is accepted. The results show a significant relationship between innovation capability and social networking sites ($\beta = -0.097$, t = 2.131, p = 0.034). Hence H3 is accepted. The results show a significant relationship between social networking sites and creative concern ($\beta = 0.554$, t = 11.003, p = 0.000). Hence H4 is accepted.
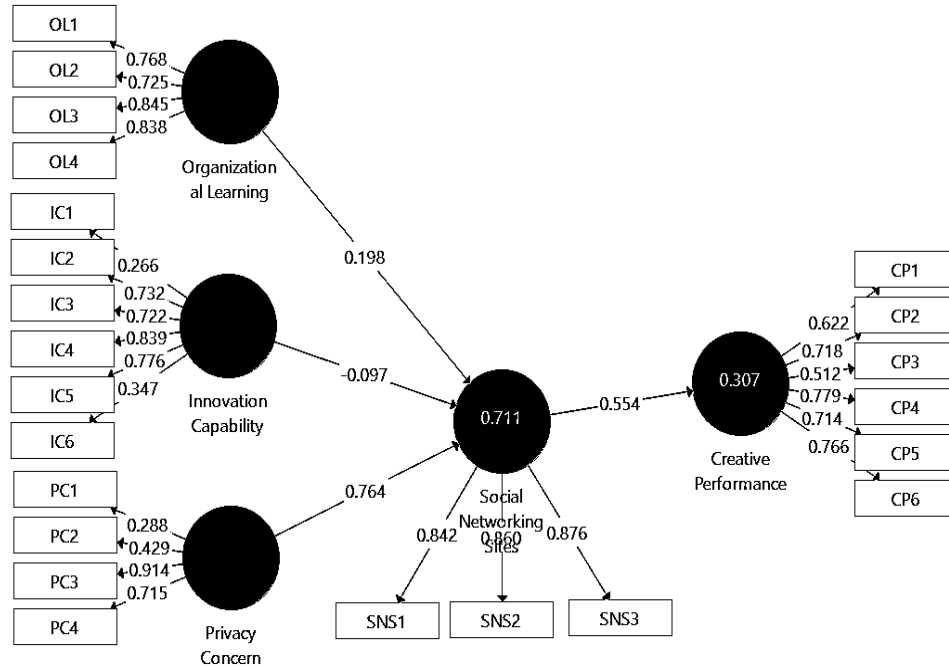

Figure 2: Regression Beta standardized weights

Table 6: Direct Relation

	Original Sample	T Statistics	P Values	Decision
Innovation Capability -> Social Networking Sites	-0.097	2.131	**0.034**	Supported
Organizational Learning -> Social Networking Sites	0.198	4.034	**0.000**	Supported
Privacy Concern -> Social Networking Sites	0.764	25.910	**0.000**	Supported
Social Networking Sites -> Creative Performance	0.554	11.003	**0.000**	Supported

4.3. Mediating Effect of Financial Literacy

The link between organizational learning and creative performance remained significant after adding social networking sites as a mediating variable ($\beta = 0.110$, t = 3.551, p < 0.000), respectively. The link between privacy concern and creative performance remained significant after adding social networking sites as a mediating variable ($\beta = 0.423$, t = 10.456, p < 0.000), respectively. The link between privacy concern and creative performance remained significant after adding social networking sites as a mediating variable ($\beta = -0.054$, t = 2.049, p < 0.041), respectively. Mediation refers to "the parties meeting with a mutually selected impartial and neutral person who assists them in the negotiation of their differences" (Hair Jr et al., 2021).

Table 7: Mediating Effect

	Original Sample (O)	T Statistics	P Values
Organizational Learning -> Social Networking Sites -> Creative Performance	0.110	3.551	**0.000**
Privacy Concern -> Social Networking Sites -> Creative Performance	0.423	10.456	**0.000**
Innovation Capability -> Social Networking Sites -> Creative Performance	-0.054	2.049	**0.041**

5. Discussion

This research utilized social exchange theory and a social cognitive theory to investigate how social networking sites like Facebook and Twitter influence organizational learning, privacy concerns, innovation capability, and the mediating role of Grab and Careem in Pakistan. The evidence agreed with each of the hypotheses.

The findings of this study provide evidence that social networking sites used by Grab and Careem in Pakistan play a mediating role in terms of organizational learning, privacy concerns, innovation capability, and the like. Organizational learning was found to have a statistically significant connection to social networking sites (β= 0.198, t = 4.034, p = 0.000). Therefore, we accept H1. Developing the knowledge and skills necessary to sustain expansion and continuity over time makes organizational learning an essential indicator of an organization's success (Samad et al., 2019; Wuryaningrat, 2013). The data demonstrate a statistically significant (β= 0.764, t = 25.910, p = 0.000) correlation between privacy worries and the use of social networking sites. Therefore, we accept H2. It has been suggested by Pekkala and van Zoonen (2022) that the feeling of exposure and intrusion is the root cause of privacy concerns. There is a statistically significant link between innovation capability and social networking sites (β= -0.097, t = 2.131, p = 0.034). Therefore, we accept H3. The capability for innovation is the proficiency with which new ideas can be conceived, implemented, and produced (Moschogianni, 2021). The data demonstrate a statistically significant link between online social networks and artistic preoccupation (β= 0.554, t = 11.003, p = 0.000). Therefore, we accept H4. A growing body of research suggests that social networking networks mediated by online platforms may be as important for developing creativity as founders themselves (Kock & Moqbel, 2021).

Once we included social networking sites as a mediator, we saw that the relationship between organizational learning and creative performance remained significant (β= 0.110, t = 3.551, p 0.000). The results show that adding social networking sites as a mediating variable did not change the significance of the relationship between privacy concern and creative performance (β= 0.423, t = 10.456, p 0.000). The results show that the addition of social networking sites as a mediating variable did not change the significance of the relationship between privacy concern and creative performance (β= -0.054, t = 2.049, p 0.041). This research also looked at how social networking sites can act as a moderator, influencing things like organizational learning, privacy worries, and the capability to innovate, finding that using these platforms can help people become more comfortable with the digital innovation process and more adept at adapting to new situations. By doing so, employees can boost their productivity by tapping into the ingenuity of their staff and capitalizing on their distinct sets of skills to develop innovative new goods and services. Those who rely on social media are more likely to focus on it at all times so that they can participate in ongoing conversations and promptly address comments and feedback from others (Kahil, 2021; Pekkala & van Zoonen, 2022).

5.1. Practical Implication

The primary objective of this research was to raise people's realistic understanding. There are

several ways in which managers, practitioners, and policymakers can use the data presented here. Managers and governments can benefit significantly from this report. Grab and Careem in Pakistan operate in a highly regulated industry. Because of the intense competition in the modern business world, they must constantly innovate. Many thousands of peoples' lives Use of ridesharing apps like Careem and Grab can help businesses save time and money. As a result, the company will be better able to enhance its training with the help of organizational learning, making for more innovative education overall. This study has the potential to have far-reaching effects on businesses in the future, particularly those that place a premium on their capacity to recognize, integrate, and transform novel ideas into profitable business strategies. Companies can encourage employees to think creatively and introduce novel services to current and potential customers by implementing digitally enabled processes, retraining, exercises, and purposes like social networking sites.

5.2. *Theoretical Implications*

These results have significant repercussions for the fitness industry and for policymakers, who may decide to expand their investigation of organizational learning, privacy concerns, innovation capability, and the mediating role of social networking sites used by Grab and Careem in Pakistan in light of the findings presented here. As a result, the re-social exchange theory and the social cognitive theory served as the theoretical basis for this investigation. Due to the increased pressure to perform, employees are turning to their clients and superiors for advice on utilizing social media in the workplace. This research's primary contribution is using a framework for the relatively unexplored business models of Grab and Careem in Pakistan. In addition, the mediating influence of social networking sites is explored, which is new and adds to the originality of this study, both of which are to the benefit of the academic community. A further original contribution of this work is integrating social cognitive theory and social exchange theory. Initial concepts have centred on organizational learning, privacy concerns, innovation capability, and creative performance. Researchers can also use this study to dig deeper into the inner workings of social media sites and the factors that affect user engagement. This research also shows how adaptability and quickness help businesses better direct their assets and employ cutting-edge tools to satisfy customer requirements. Finally, this research contributes to the evidence suggesting that a company's success depends on its dedication to reaching predetermined objectives and enhancing its capabilities and resources to take advantage of emerging market niches.

5.3. *Limitations and Future Avenues*

Noteworthy caveats and suggestions for the future included in the study. In this study, we looked at how Grab and Careem in Pakistan use social networking sites and how those sites impact their organizational learning, privacy concerns, and innovation capacity. Several issues related to the frequent use of SNS could be the subject of future studies. Second, the data in this study were collected using a cross-sectional design, whereas future researchers may use a longitudinal study design more convincingly to show causation. Lastly, the moderating effect may be used to enhance future research results. For this research, we used survey responses from people of a specific gender. Researchers in the future may investigate whether or not there is a significant age difference in the impact of privacy concerns. Future research may examine the effects of a broader range of contextual factors on creative output. The most recent findings contributed to the development of guidelines for developers and designers of such platforms.

5.4. *Conclusion*

The popularity of social media sites in Pakistan has increased alongside the innovation of new technologies. Greater accessibility and efficiency in transportation are a necessity. To what end are people using social networking sites? This study helps shed light on that question. Here, we examine how social networking sites and innovative innovation are impacted by organizational learning, privacy concerns, and the capability to innovate. We also investigate how the use of SNS and the capability for

innovation can help stabilize the workplace and boost productivity among the most imaginative employees. We looked into these factors by applying established theories concerning social networking sites. The impact of these procedures on traffic, security, and the environment should be analyzed in future research. With the limitations in mind, insight into traveler perspectives would be helpful for transportation planners and lawmakers to make appropriate improvements to services and make room for them in the existing transportation system.

References

Al-Shami, S., Al-Hammadi, A. H., Al Hammadi, A., Rashid, N., Al-Lamy, H., & Eissa, D. (2019). Online social networking websites in innovation capability and hotels' performance in Malaysia. *Journal of Hospitality and Tourism Technology*.

Blaique, L., Ismail, H. N., & Aldabbas, H. (2022). Organizational learning, resilience and psychological empowerment as antecedents of work engagement during COVID-19. *International Journal of Productivity and Performance Management*.

Braojos, J., Benitez, J., & Llorens, J. (2019). How do social commerce-IT capabilities influence firm performance? Theory and empirical evidence. *Information & Management*, *56*(2), 155-171.

Chen, A. (2019). From attachment to addiction: The mediating role of need satisfaction on social networking sites. *Computers in human behavior*, *98*, 80-92.

Fan, M., Qalati, S. A., Khan, M. A. S., Shah, S. M. M., Ramzan, M., & Khan, R. S. (2021). Effects of entrepreneurial orientation on social media adoption and SME performance: The moderating role of innovation capabilities. *PloS one*, *16*(4), e0247320.

Faraj, K. M., Faeq, D. K., Abdulla, D. F., Ali, B. J., & Sadq, Z. M. (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. *Faraj, KM, Faeq, DK, Abdulla, DF, Ali, BJ, & Sadq, ZM (2021). Total Quality Management And Hotel Employee Creative Performance: The Mediation Role Of Job Embeddedment. Journal of Contemporary Issues in Business and Government*, *27*(1), 3838-3855.

Fogel, J., & Nehmad, E. (2009). Internet social network communities: Risk taking, trust, and privacy concerns. *Computers in human behavior*, *25*(1), 153-160.

Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of marketing research*, *18*(1), 39-50. https://doi.org/10.1177/002224378101800104

Hair Jr, J. F., Hult, G. T. M., Ringle, C. M., Sarstedt, M., Danks, N. P., & Ray, S. (2021). Partial least squares structural equation modeling (PLS-SEM) using R: A workbook. In: Springer Nature.

Hartono, R., & Sheng, M. L. (2016). Knowledge sharing and firm performance: the role of social networking site and innovation capability. *Technology Analysis & Strategic Management*, *28*(3), 335-347.

Iqbal, J., Qureshi, N., Ashraf, M. A., Rasool, S. F., & Asghar, M. Z. (2021). The effect of emotional intelligence and academic social networking sites on academic performance during the COVID-19 pandemic. *Psychology Research and Behavior Management*, *14*, 905.

Jiménez-Jiménez, D., & Sanz-Valle, R. (2011). Innovation, organizational learning, and performance. *Journal of business research*, *64*(4), 408-417.

Kahil, B. (2021). Motivation and privacy role in knowledge sharing during Pandemic 2020: A study of enterprise social system use in Malaysian SMEs. *Journal of Digitovation and information system*, *1*(1), 28-42.

Kock, N., & Moqbel, M. (2021). Social networking site use, positive emotions, and job performance. *Journal of Computer Information Systems*, *61*(2), 163-173.

Kumar Swain, R., & Pati, A. K. (2021). Use of social networking sites (SNSs) and its repercussions on

sleep quality, psychosocial behavior, academic performance and circadian rhythm of humans–a brief review. *Biological Rhythm Research*, *52*(8), 1139-1178.

Malik, F., & Wahaj, Z. (2019). Sharing economy digital platforms and social inclusion/exclusion: A research study of Uber and Careem in Pakistan. International Conference on Social Implications of Computers in Developing Countries,

Moschogianni, G. (2021). Combined effects of self tuning model and innovation Capability on digital innovation: A study of German pharmaceutical firm. *Journal of Digitovation and information system*, *1*(1), 15-27.

Pekkala, K., & van Zoonen, W. (2022). Work-related social media use: The mediating role of social media communication self-efficacy. *European Management Journal*, *40*(1), 67-76.

Purwanto, A. (2020). Effect of hard skills, soft skills, organizational learning and innovation capability on Islamic University lecturers' performance. *Systematic Reviews in Pharmacy*.

Qi, C., & Chau, P. Y. K. (2018). Will enterprise social networking systems promote knowledge management and organizational learning? An empirical study. *Journal of Organizational Computing and Electronic Commerce*, *28*(1), 31-57.

Samad, S., Nilashi, M., & Ibrahim, O. (2019). The impact of social networking sites on students' social wellbeing and academic performance. *Education and Information Technologies*, *24*(3), 2081-2094.

Saura, J. R., Ribeiro-Soriano, D., & Palacios-Marqués, D. (2021). Evaluating security and privacy issues of social networks based information systems in Industry 4.0. *Enterprise Information Systems*, 1-17.

Shah, S. A. H., & Hisashi, K. (2022). Analyzing travelers' attitude towards ride-hailing services in developing countries: Case of Lahore, Pakistan. *IATSS Research*, *46*(2), 223-235.

Shahibi, M. S., & Rusli, K. (2017). The influence of internet usage on student's academic performance. *International Journal of Academic Research in Business and Social Sciences*, *7*(8), 873-887.

Shamim, A., Khan, A. A., Qureshi, M. A., Rafique, H., & Akhunzada, A. (2021). Ride or not to ride: does the customer deviate toward ridesharing? *International journal of environmental research and public health*, *18*(19), 10352.

Shu, H., Fei, W., & Chen, C. (2007). Knowledge Sharing, Absorptive Capacity and Innovation Capability: An Empirical Study of Taiwanese Knowledge-Intensive Industries. *J. Inf. Sci*, *33*, 340-359.

Sushama, C., Kumar, M. S., & Neelima, P. (2021). Privacy and security issues in the future: A social media. *Materials Today: Proceedings*.

Tajvidi, M., Richard, M.-O., Wang, Y., & Hajli, N. (2020). Brand co-creation through social commerce information sharing: The role of social media. *Journal of business research*, *121*, 476-486.

Tønnessen, Ø., Dhir, A., & Flåten, B.-T. (2021). Digital knowledge sharing and creative performance: Work from home during the COVID-19 pandemic. *Technological Forecasting and Social Change*, *170*, 120866.

Wiafe, I., Koranteng, F. N., Kastriku, F. A., & Gyamera, G. O. (2022). Assessing the impact of persuasive features on user's intention to continuous use: the case of academic social networking

sites. *Behaviour & Information Technology*, *41*(4), 712-730.

Wuryaningrat, N. F. (2013). Knowledge sharing, absorptive capacity and innovation capabilities: An empirical study on small and medium enterprises in North Sulawesi, Indonesia. *Gadjah Mada International Journal of Business*, *15*(1), 61-77.

Appendix

Variables		Items	Source
Organizational learning	1.	The company has directories or e-mails filed according to the field they belong to, to find an expert on a concrete issue at any time.	(Jiménez-Jiménez & Sanz-Valle, 2011)
	2.	The company has up-to-date databases of its clients.	
	3.	There is access to the organization's databases and documents through some kind of network (Lotus Notes, intranet, etc.).	
	4.	Databases are always kept up-to-date	
Privacy Concern	1.	It is important to me to protect my identity information.	(Fogel & Nehmad, 2009)
	2.	I am concerned with the consequences of sharing identity information.	
	3.	I am likely to share my identity information online in the future.	
	4.	I believe my identity information is well-protected online	
Innovation Capability	1.	Our company often develops new products and services well accepted by the market.	(Shu et al., 2007)
	2.	A great majority of our company's profits are generated by the new products and services developed.	
	3.	The new products or services developed by our company always arouse imitation from competitors.	
	4.	Our company can often launch new products or services faster than our competitors.	
	5.	Our company has better capability in R&D of new products or services than our competitors.	
	6.	Our company always develops novel skills for transforming old products into new ones for the market.	
Social networking sites	1.	Using email or other electronic means (such as WhatsApp, WeChat, and Facebook) to share content with other students and teachers is very useful.	(Iqbal et al., 2021)
	2.	The e-learning platform (eg, Moodle, Zoom, WeChat work) is very useful to me.	
	3.	I use social media to disseminate knowledge to my classmates.	
Creative performance	1.	This employee carries out his/her routine tasks in resourceful ways.	(Faraj et al., 2021)
	2.	This employee generates creative ideas for service delivery.	
	3.	This employee improves methods for solving a problem when an answer is not apparent.	
	4.	This employee has fresh perspectives on old problems.	
	5.	This employee generates and evaluates multiple alternatives for novel customer problems.	
	6.	This employee comes up with new ideas for satisfying customer needs.	