

Social Media mediated by Innovation Capability can improve the Marketing Performance of Processing SMEs

Muhammad Zainuddin*¹, Annuridya Rosyidta Pratiwi Octasyva², Edward Sahat Tampubolon³, Afina Putri Vindiana⁴

^{1,2,3,4}Institut Teknologi Indonesia (ITI) Tangerang Selatan, Jl. Puspitek, Tangerang Selatan, Banten, Indonesia

*zaning12@gmail.com

 orcid id: <http://orcid.org/0009-0007-2575-1838>

Received: 2025-January-07

Rev. Req: 2025-February-18

Accepted: 2025-February-27

ABSTRACT: *This causal associative research aims to uncover how social media capabilities and Innovation can improve the marketing performance of processing SMEs on the island of Lombok, West Nusa Tenggara. This study uses a quantitative method by sending and documenting questionnaires to 182 processing SME respondents spread across 5 (five) cities on the island of Lombok, West Nusa Tenggara, namely West Lombok Regency, Central Lombok Regency, East Lombok Regency, North Lombok Regency and Mataram City. The results of this research revealed that social media affects the performance of SMEs, innovation capabilities affect the performance of SMEs and social media affects the performance of processing SMEs on the island of Lombok, West Nusa Tenggara, through the mediation of innovation capabilities.*

Penelitian asosiatif kausal ini bertujuan untuk mengungkap bagaimana kapabilitas media sosial dan inovasi dapat meningkatkan kinerja pemasaran UKM pengolahan di Pulau Lombok, Nusa Tenggara Barat. Penelitian ini menggunakan metode kuantitatif dengan cara mengirimkan dan mendokumentasikan kuesioner kepada 182 responden UKM pengolahan yang tersebar di 5 (lima) kota di Pulau Lombok, Nusa Tenggara Barat, yaitu Kabupaten Lombok Barat, Kabupaten Lombok Tengah, Kabupaten Lombok Timur, Kabupaten Lombok Utara dan Kota Mataram. Hasil penelitian ini mengungkapkan bahwa media sosial berpengaruh terhadap kinerja UKM, kapabilitas inovasi berpengaruh terhadap kinerja UKM dan media sosial berpengaruh terhadap kinerja UKM pengolahan di Pulau Lombok, Nusa Tenggara Barat, melalui mediasi kapabilitas inovasi.

Keywords: *Innovation Capability, Marketing Performance, SMEs, Social Media.*

I. INTRODUCTION

Small and Medium Industries (SMEs) are subsectors that manage small or medium-scale industries, such as household and non-household industries. In 2023 Indonesia will have 4.19 million SME business units [1]. SMEs contribute significantly to economic growth [2], [3]. SMEs have a significant contribution to economic growth. Improving sustainability in the Small and Medium Culinary Industry: Analyzing the Role of Open Innovation and

Competitive Advantage [4]. SMEs have a significant contribution to economic growth [4], [5], [6], [7], [8], [9].

However, SMEs experience many obstacles (Saad et al., 2021). SMEs on Lombok Island, West Nusa Tenggara, are difficult for consumers to accept [11], [12]. The problem of not accepting SME products is caused by a lack of product innovation [13]. So SMEs on the island of Lombok, West Nusa Tenggara, find it challenging to improve their marketing performance [7], [13], [14], [15].

This research is significant to overcome the gap in problems experienced by Processing SMEs in Lombok, West Nusa Tenggara [14], [16], [17], [18]. West Nusa Tenggara Lombok SMEs must utilize social media and improve innovation capabilities to improve their marketing performance [13], [18], [19], [20], [21] This study aims to explore how SMEs optimize social media as a marketing tool to improve their marketing performance. Thus, the ability to innovate further improves the marketing performance of Lombok West Nusa Tenggara SMEs.

So, the proposed research design is:

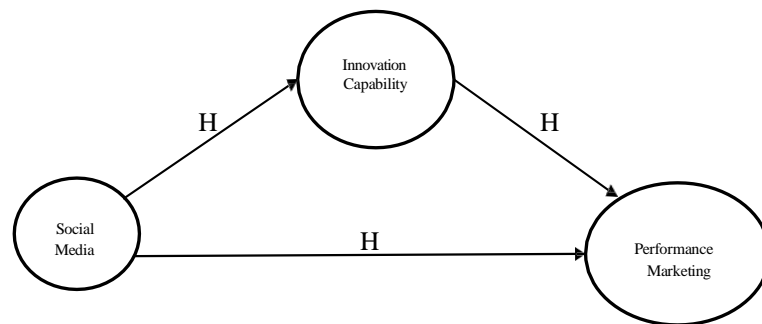


Figure 1. Research design

II. METHOD

This study uses quantitative research with observation and documentation methods. The population of this study is 472 processing SMEs, and 182 sample respondents spread across five districts on Lombok Island, West Nusa Tenggara. The research instrument used a questionnaire to collect and visit respondents, while data analysis used PLS-SEM.

III. RESULT AND DISCUSSION

Data collection was carried out on the island of Lombok, which is an area of West Nusa Tenggara Province, by visiting 182 small and medium industries (SMEs) located in West Lombok Regency, Central Lombok Regency, East Lombok Regency, North Lombok Regency, and Mataram City. As for the description of the respondents:

Table 1. Respondent survey

Respondent Profile		Frequency	Percentage (%)
Gender	Man	105	56,98
	Woman	77	43,02

By Region	East Lombok Regency	27	15
	Central Lombok Regency	46	25
	West Lombok Regency	22	12
	North Lombok Regency	8	5
	Mataram City	78	43
Business Type	Metal processing (welding)	24	11
	Machine manufacturing	16	9
	Food or beverage	72	41
	processing Woven fabric	12	7
	Building Material Processing	16	9
	Processing of	18	9
	agricultural products	13	7
	Pearl Processing	11	7
	Garment Manufacturing (Convection)		
Platforms used	Instagram, Tiktok and	42	22
	Facebook Instagram and	89	50
	Facebook	51	28
	Facebook only		

Table 2. Questionnaire validity test results

Indicators	Statement	Tell	Rtable	Conclusion
Social Media Variables				
SM1: The use of social media as a sales promotional tool	I use technology as a sales tool to help businesses	0,383	0,361	Valid
SM2: Mastery of communication technology (social media)	I use social media optimally in business activities	0,638	0,361	Valid
SM3: Continuous use of social media (continuity)	I routinely use social media for business activities	0,507	0,361	Valid
Innovation Ability Variables				
IC1:Leadership style that supports Innovation	I support employees who use the latest ideas in product development	0,682	0,361	Valid
IC2: Conducive working climate	I actively communicate with employees during the production process	0,671	0,361	Valid
IC3: Knowledge Builder.	I did self-development by studying management	0,629	0,361	Valid
IC4: Utilizing external knowledge	I send employees for training	0,683	0,361	Valid
IC5: Individual activities of employees	I motivate employees to implement a culture of Innovation	0,720	0,361	Valid
Marketing Performance Variables				

MP1: Achievement of sales target	My sales results were achieved according to the set targets	0,532	0,361	Valid
MP2: Achievement of sales target	I achieved sales results that exceeded the annual target	0,748	0,361	Valid
MP3: Customer Loyalty	My customer makes a repeat purchase	0,621	0,361	Valid
MP4: Competitive advantage	My products can compete both in terms of price and quality	0,513	0,361	Valid

Table 3. Questionnaire reliability test results

Alpha Cronbach	Number of Items
0.844	29

External Model Evaluation

According to Hair et al. (2014), the criteria used to measure the reliability of the construction are based on indicators that show a satisfactory level of reliability if the external load is more significant than 0.7. The following shows the results of the Outer Loading analysis on each construction/variable:

Table 4. Outer loading value of each construction

Indicators	Outer Loading	P value
SM1	0.883	0,00
SM2	0.912	0,00
SM3	0.934	0,00
IC1	0.870	0,00
IC2	0.846	0,00
IC3	0.827	0,00
IC4	0.793	0,00
IC5	0.539	0,00
MP1	0.867	0,00
MP2	0.865	0,00
MP3	0.870	0,00
MP4	0.798	0,00

Table 4 explains that the Outer Loading value of each indicator of each social media construction, innovation ability, and marketing performance is more significant than 0.7 and the p-value <0.05. Thus, the construction meets the criteria for good reliability.

Internal Consistency Reliability

Table 5. Composite and cronbach reliability

Build	Alfa Cronbach	Composite reliability (rho_a)	Composite reliability (rho_c)	Extracted mean variance (AVE)
Innovation Capability	0.896	0.899	0.935	0.828
Marketing Performance	0.873	0.879	0.913	0.724
Social Media	0.835	0.846	0.886	0.615

Table 5 describes the results of internal consistency reliability testing; each construction has a composite reliability value of more than 0.7 and a Cronbach Alpha value greater than 0.7. Thus, this model has satisfactory reliability.

Convergent Validity

Next, the model will be tested outside of convergent validity. The criteria used for each construction have an extracted mean-variance value (AVE) of 0.5 or more. The AVE value from the analysis results in Table 4 shows that each construction has an AVE value greater than 0.5. Thus, the construction meets the criteria of good convergent validity.

Validity of Discrimination

The validity of discrimination is measured using the Fornell-Larcker criterion, where the root value of the AVE of each construction must be higher than the correlation between latent constructions.

Table 6. Discriminatory validity value (Fornell-Larcker criterion)

Build	Innovation capability	Marketing performance	Social media
Innovation Capability			
Marketing Performance	0.585*		
Social Media	0.522	0.709	

The validity of discrimination is measured using the Fornell-Larcker criterion, where the root value of the AVE of each construction must be higher than the correlation between latent constructions.

Table 6 explains that the root AVE value of each construction is higher than the correlation between latent constructions.

Hypothesis Test (Bootstrapping Resampling)

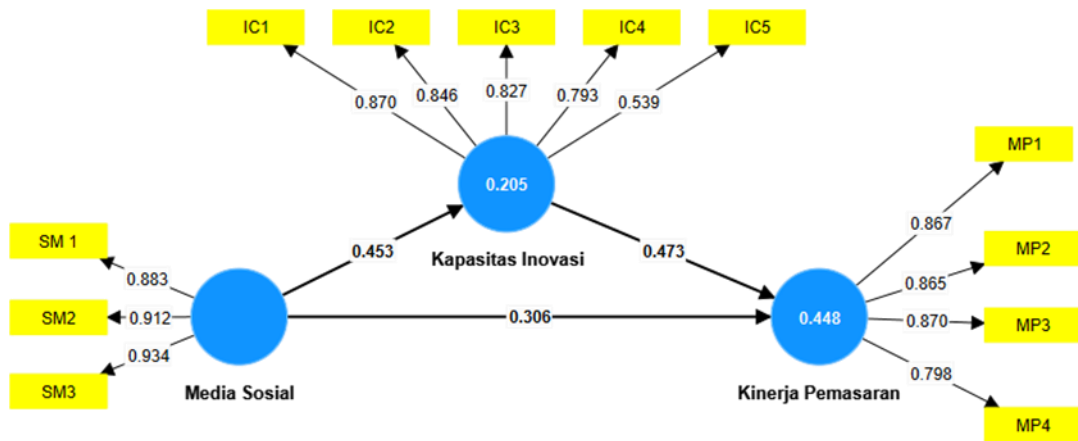


Figure 2. Structural model

Hypothesis testing looks at the value of the path coefficient, which shows the parameter coefficient and the t-statistic value. The significance of the estimated parameters provided information about the relationship between the research variables, and then the t-statistical value was compared with the t-table, which had a 5% significance ($t\text{-count} > t\text{-table } 1.984$). The results of hypothesis testing can be seen in Table 7 as follows:

Table 7. Direct influence hypothesis test

Hypothesis	Path-coefficient	p-value	95%, Path Coefficient Confidence Interval		T statistics	f square	Information
			Lower limit	Upper limit			
Innovation Capability -> Marketing Performance	0.306	0.000	0.145	0.447	3.922	0.134	H1 accepted
Innovation Capability -> Social Media	0.453	0.000	0.311	0.610	5.903	0.258	H2 accepted
Social Media -> Marketing Performance	0.473	0.000	0.354	0.606	7.348	0.321	H3 accepted

Based on Table 7 above, the T-statistical value of each variable is greater than the T-table (0.192), and the P-value is less than 0.05; Hypnosis is accepted. Namely, Innovation Ability affects Marketing Performance, Social Media affects Innovation Ability, and social media affects Marketing Performance.

Significant relationships between variables also pay attention to the magnitude of the f-square value (Hair et al., 2014). The value of f-square = 0.02 is the value of a small effect,

the value of f-square 0.15 is the value of a medium impact, and the value of f-square 0.35 is a significant value of the effect. Table 7 explains that the relationship between Innovation and Marketing Performance is 0.134, meaning it has a moderate effect value. The relationship between social media and Innovation Ability was 0.258, which had a significant effect, and the relationship between social media and Marketing Performance was 0.321, which means it had a considerable impact.

Table 8. R-square and R-square customized

Variable	R-Square	R -Square Adjusted
Marketing Performance	0.205	0.201
Marketing Performance	0.448	0.441

The determination coefficient measures the accuracy of the model's predictions. Acceptable R values are divided into three categories: R values equal to or below 0.75 are said to have high (substantial) prediction accuracy, R values with values equal to or below 0.5 are moderate (mild) prediction accuracy, and R values equal to or below 0.25 are weak (weak) prediction accuracy.

Based on the analysis results in Table 8, the R-Square value for Innovation Ability is 0.205, which means weak, while for Marketing Performance, it also has a weak model prediction accuracy of R 0.448.

The Influence of Social Media on Marketing Performance

Table 7 shows the value of the coefficient of Social Media to Marketing Performance of 0.208 with a P value of <0.05, which means that Social Media has a positive and significant influence on Marketing performance. The H1 hypothesis is accepted, which states that social media positively and significantly affects Marketing performance. This study's findings show that social media's influence on improving marketing performance, especially for Manufacturing Small and Medium Enterprises (SMEs) in Lombok, West Nusa Tenggara, is very significant. This research supports previous research that social media has a positive and vital influence on marketing performance as a research [22], [23], [24].

According to [25], the continued growth of social media has led to significant changes in the business strategies developed by various organizations. Research conducted by (2020) shows that social media positively impacts the perceived value of products, which can affect overall marketing performance. Marketing planning through social media influences attitudes and performance, which plays a crucial role in an organization's performance and can ultimately improve marketing performance [26].

Wayoike (2019), in his study on MSMEs [27], found that social media helps improve small businesses' performance internationally. Eit et al. (2020) also found that social media, especially in B2B marketing, benefits SMEs in the UK by improving market reach and marketing efficiency (Eid al-Fitr et al., 2020). So, in previous research, social media was considered to positively impact MSME marketing performance, especially in increasing market reach. However, the impact can vary depending on the context, such as the country, industry, and usage strategy.

These findings reveal that SMEs' use of social media can improve marketing performance. The more active the use of social media by SMEs on the island of Lombok, West Nusa Tenggara, the more impactful and enhances the marketing performance of these SMEs. These findings are supported by research [29], [30], [31], [32].

The Influence of Social Media on Innovation Ability

The table shows that the value of the coefficient of Social Media on Innovation Ability is 0.597 with a P value of <0.05, meaning that Social Media has a positive and significant influence on Innovation Ability, which means that the H2 hypothesis is accepted, which states that social media has a positive and considerable influence on Innovation Ability. These findings support research conducted by [33] that social media has become essential in improving innovation capabilities for many organizations, especially in the Small and Medium Industry sector.

This study supports research conducted by Malesev and Cherry (2021), which found that marketing through social media allows SMEs to increase their market share [34]. Social media is considered an essential tool for marketing agility, where companies can quickly respond to changing consumer needs and market situations [35]. Meanwhile, Tajvidi and Karami (2021) said that social media improves companies' ability to analyze consumer behaviour and personalize marketing strategies. Using data from social media for better marketing strategies is an example of how social media strengthens a company's marketing capabilities [33].

Research shows that the use of social media can expand communication networks and share information relevant to product and service innovation [36]. Using platforms like Facebook, Instagram or TikTok, West Nusa Tenggara SMEs can access new knowledge and market trends that help them adapt and innovate faster. These findings reveal that SMEs' use of social media can increase innovation capabilities. SMEs' more active use of social media will increase their innovation capabilities in Lombok, West Nusa Tenggara. This is supported by research [37], [38], [39], [40], [41].

The Effect of Innovation Ability on Marketing Performance

The results of the PLS-SEM analysis in Table 7 show that the value of the Innovation Ability coefficient on Marketing Performance is 0.597 with a P value of <0.05, which means that Innovation Ability has a positive and significant influence on Marketing Performance, meaning that the H3 hypothesis is accepted, which states that Innovation Ability has a positive and significant impact on Marketing Performance. These findings support research conducted by Guzman et al. (2019), which shows that innovation capabilities in products, processes, marketing, and management positively and significantly affect the business returns of SMEs in Mexico. [42]. Innovation capabilities with the dimensions of

SME marketing and product innovation strategies can increase market share. [43]. Sunyoto et al. (2024) research explains that entrepreneurial orientation, organizational culture, and knowledge management affect the innovation ability and performance of food and beverage MSMEs. The ability to innovate affects the performance of MSMEs [44].

These findings reveal that the application of innovation ability in SMEs in Lombok, West Nusa Tenggara, has positively contributed to improving SME marketing performance. The more active the application of innovation ability in SMEs, the more impact it will have on enhancing marketing performance. It is also supported by research [14], [45], [46], [47], [48].

The Influence of Social Media on Marketing Performance Mediated by Innovation Capabilities

Hypothesis H4 (Social Media -> Innovation Ability -> Marketing Performance) Path Coefficient 0.000, p-value 0.000, confidence interval (95%) lower limit (0.255) and upper limit (0.449) then the H4 hypothesis is accepted because the p-value is less than 0.05. The value of mediation effects caused by innovation ability is low; This is shown by the upsilon value of 0.127 (Table 7), meaning that the innovation ability variable has a low influence in mediating the relationship between social media variables and the marketing performance of manufacturing SMEs in Lombok, West Nusa Tenggara.

The ability of Innovation as a mediator shows significant results. Several previous studies have highlighted the importance of Innovation in improving the effectiveness of marketing strategies. Research conducted by [49] shows that using social media can help companies develop a dynamic capacity for Innovation. However, in the context of the H9 Hypothesis, the low upsilon value indicates that the influence of innovation ability in mediating this relationship is not strong enough to produce a significant impact. This finding is based on research conducted by (Dirgiatmo et al., 2019 and Tajvidi & Karami, 2021), which supports this argument by showing that companies that can innovate through data obtained from social media tend to have better marketing performance than companies that do not maximize their innovation capabilities.

The use of social media has proven to be an effective tool in improving marketing performance, especially among small and medium enterprises (SMEs). Research conducted by ([51]) supports these findings by showing that social media allows SMEs to better interact with customers, improving relationships and communication that are essential for marketing success.

IV. CONCLUSION

Based on the findings and discussions above, it can be concluded that Processing SMEs on Lombok Island, West Nusa Tenggara, are innovating products to improve marketing performance. Social media use impacts the ability to innovate Processing IKM products on the island of Lombok, West Nusa Tenggara. To improve marketing performance, IKM Learners on Lombok Island, West Nusa Tenggara, innovate their products. The use of social media can increase innovation capabilities so that the marketing performance of SMEs can improve. Improving the performance of SMEs on the island of Lombok can be done by promoting social media.

V. ACKNOWLEDGEMENTS

Thank you to the State University of Malang for the guidance so we can research and write this article.

VI. REFERENCES

- [1] H. B. Alexander, "4,19 Juta IKM Serap 65,52 Persen Tenaga Kerja Industri Nasional," Kompas.com. Accessed: Jun. 01, 2024. [Online]. Available: <https://lestari.kompas.com/read/2024/01/06/185735186/419-juta-ikm-serap-6552-persen-tenaga-kerja-industri-nasional?page=all#:~:text=4%2C19%20Juta%20IKM%20Serap,Nasional%20Halaman%20all-Kompas.com>
- [2] J. Amoah, E. Bruce, Z. Shurong, S. Bankuoru Egala, and K. Kwarteng, "Social media adoption in smes sustainability: evidence from an emerging economy," *Cogent Bus. Manag.*, vol. 10, no. 1, 2023, doi: 10.1080/23311975.2023.2183573.
- [3] M. Remlein, S. Chugaievskaya, G. Dehnel, and K. Romanchuk, "Challenges of the MSE sector in the digital economy in Poland and Ukraine: comparative and statistical analysis," *Cent. Eur. Manag. J.*, vol. 32, no. 1, pp. 134–151, 2024, doi: 10.1108/CEMJ-12-2022-0247.
- [4] V. Wibowo, I. Gautama, E. A. Kuncoro, and A. Bandur, "Improving Sustainability in the Small-Medium Culinary Industry: Analyzing the Role of Open Innovation and Competitive Advantage," *J. Syst. Manag. Sci.*, vol. 14, no. 2, pp. 172–187, 2024, doi: 10.33168/JSMS.2024.0211.
- [5] A. Coad et al., "John Haltiwanger: recipient of the 2020 Global Award for Entrepreneurship Research," *Small Bus. Econ.*, vol. 58, no. 1, pp. 15–25, 2022, doi: 10.1007/s11187-021-00541-1.
- [6] H. E. Inegbedion, P. R. Thikan, J. O. David, J. O. Ajani, and F. O. Peter, "Small and medium enterprise (SME) competitiveness and employment creation: the mediating role of SME growth," *Humanit. Soc. Sci. Commun.*, vol. 11, no. 1, pp. 1–10, 2024, doi: 10.1057/s41599-023-02434-y.
- [7] V. Dhameria, I. Ghazali, A. Hidayat, and V. D. W. Aryanto, "Networking capability, entrepreneurial marketing, competitive advantage, and marketing performance," *Uncertain Supply Chain Manag.*, vol. 9, no. 4, pp. 941–948, 2021, doi: 10.5267/j.uscm.2021.7.007.
- [8] X. Wang, Z. Xu, Y. Qin, and M. Skare, "The role of digital technologies in firms' performance: A panel data study on family firms and SMEs," *J. Compet.*, vol. 15, no. 2, pp. 151–166, 2023, doi: 10.7441/joc.2023.02.08.
- [9] A. Adam, W. R. W. Abdullah, E. N. S. Maruhun, I. S. K. Anwar, and A. S. A. P. Salin, "Determinants of business sustainability of women entrepreneurs," *Int. J. Manag. Sustain.*, vol. 13, no. 3, pp. 612–624, 2024, doi: 10.18488/11.v13i3.3837.
- [10] M. H. saad, G. Hagelaar, G. van der Velde, and S. W. F. Omta, "Conceptualization of SMEs' business resilience: A systematic literature review," *Cogent Bus. Manag.*, vol. 8, no. 1, 2021, doi: 10.1080/23311975.2021.1938347.

- [11] F. Nikmah, Sudarmiatin, C. Wardoyo, A. Hermawan, and B. E. Soetjipto, "The role of SMEs' market orientation in developing countries: A general investigation in four countries," *Innov. Mark.*, vol. 16, no. 4, pp. 1–12, 2020, doi: 10.21511/im.16(4).2020.01.
- [12] S. Fatonah and A. T. Haryanto, "Exploring market orientation, product innovation and competitive advantage to enhance the performance of smes under uncertain events," *Uncertain Supply Chain Manag.*, vol. 10, no. 1, pp. 161–168, 2022, doi: 10.5267/j.uscm.2021.9.011.
- [13] Sulasih, W. Novandari, and A. Suroso, "Integration Uses and Gratifications Theory and Entrepreneurship Theory To Boost The MSMEs Marketing Performance Using Social Media," *Qual. - Access to Success*, vol. 24, no. 194, pp. 60–68, 2023, doi: 10.47750/QAS/24.194.07.
- [14] M. Y. Siregar, A. N. Lubis, Y. Absah, and P. Gultom, "Increasing the competitive advantage and the performance of SMEs using entrepreneurial marketing architectural innovation capability in North Sumatera, Indonesia," 2024. doi: 10.5267/j.uscm.2023.12.011.
- [15] I. P. G. Sukaatmadja, N. N. K. Yasa, H. Rahyuda, M. Setini, and I. B. A. Dharmanegara, "Competitive advantage to enhance internationalization and marketing performance woodcraft industry: A perspective of resource-based view theory," *J. Proj. Manag.*, vol. 6, no. 1, pp. 45–56, 2021, doi: 10.5267/j.jpjm.2020.9.002.
- [16] H. D. Yahaya and G. Nadarajah, "Determining key factors influencing SMEs' performance: A systematic literature review and experts' verification," *Cogent Bus. Manag.*, vol. 10, no. 3, 2023, doi: 10.1080/23311975.2023.2251195.
- [17] M. Royo-Vela, J. C. Amezcua Salazar, and F. Puig Blanco, "Market orientation in service clusters and its effect on the marketing performance of SMEs," *Eur. J. Manag. Bus. Econ.*, vol. 31, no. 1, pp. 1–21, 2022, doi: 10.1108/EJMBE-12-2019-0216.
- [18] Nurliza and S. Oktoriana, "Perceived benefits of social media networks' impact on the competitive behavior of Indonesian smes in food and beverage sector," *Econ. Sociol.*, vol. 14, no. 3, pp. 146–162, 2021, doi: 10.14254/2071-789X.2021/14-3/8.
- [19] A. Borah, S. Banerjee, Y. T. Lin, A. Jain, and A. B. Eisingerich, "Improvised Marketing Interventions in Social Media," *J. Mark.*, vol. 84, no. 2, pp. 69–91, 2020, doi: 10.1177/0022242919899383.
- [20] P. Singh, B. K. Sharma, L. Arora, and V. Bhatt, "Measuring social media impact on Impulse Buying Behavior," *Cogent Bus. Manag.*, vol. 10, no. 3, 2023, doi: 10.1080/23311975.2023.2262371.
- [21] N. N. K. Yasa, I. G. A. Ketut Giantari, M. Setini, and P. L. D. Rahmayanti, "The role of competitive advantage in mediating the effect of promotional strategy on marketing performance," *Manag. Sci. Lett.*, vol. 10, no. 12, pp. 2845–2848, 2020, doi: 10.5267/j.msl.2020.4.024.
- [22] M. S. Islam et al., "COVID-19-Related infodemic and its impact on public health: A global social media analysis," *Am. J. Trop. Med. Hyg.*, vol. 103, no. 4, pp. 1621–1629, 2020, doi: 10.4269/ajtmh.20-0812.

- [23] S. R. Sahoo, "An empirical investigation of social media as a marketing tool in micro, small and medium enterprises in India," *Int. J. Manag. & Social ...*, 2014, [Online]. Available: <https://www.indianjournals.com/ijor.aspx?target=ijor:ijmss&volume=2&issue=12&article=021>
- [24] W. Zhang, P. K. Chintagunta, and M. U. Kalwani, "Social Media, Influencers, and Adoption of an Eco-Friendly Product: Field Experiment Evidence from Rural China," *J. Mark.*, vol. 85, no. 3, pp. 10–27, 2021, doi: 10.1177/0022242920985784.
- [25] Z. Camoiras-Rodríguez and C. Varela-Neira, "Social Media Managers' Performance: The Impact of the Work Environment," *J. Theor. Appl. Electron. Commer. Res.*, vol. 19, no. 1, pp. 671–691, 2024, doi: 10.3390/jtaer19010036.
- [26] R. Gashi and H. G. Ahmeti, "Impact of social media on the development of new products, marketing and customer relationship management in Kosovo," *Emerg. Sci. J.*, vol. 5, no. 2, pp. 125–138, 2021, doi: 10.28991/esj-2021-01263.
- [27] J. Wanyoike and P. P. Kithae, "Social Media Networks And SME Performance In The International Arena: A Case Of SMEs Operating In Kamukunji Area of Nairobi County, Kenya," *Eur. J. Bus. Manag. Res.*, vol. 4, no. 5, Oct. 2019, doi: 10.24018/ejbmr.2019.4.5.122.
- [28] R. Eid, Z. Abdelmoety, and G. Agag, "Antecedents and consequences of social media marketing use: an empirical study of the UK exporting B2B SMEs," ... *Bus. & Industrial Mark.*, 2020, doi: 10.1108/JBIM-04-2018-0121.
- [29] B. M. Wibawa, I. Baihaqi, N. Nareswari, R. R. Mardhotillah, and F. Pramesti, "UTILIZATION OF SOCIAL MEDIA AND ITS IMPACT ON MARKETING PERFORMANCE: A CASE STUDY OF SMEs IN INDONESIA," *Int. J. Bus. Soc.*, vol. 23, no. 1, pp. 19–34, Mar. 2022, doi: 10.33736/ijbs.4596.2022.
- [30] A. Sudjatmoko, M. Ichsan, M. Astriani, Mariani, and A. Clairine, "The Impact of COVID- 19 Pandemic on the Performance of Indonesian MSME with Innovation as Mediation," *Cogent Bus. Manag.*, vol. 10, no. 1, 2023, doi: 10.1080/23311975.2023.2179962.
- [31] V. Kristinae, I. M. Wardana, I. G. A. K. Giantari, and A. G. Rahyuda, "The role of powerful business strategy on value innovation capabilities to improve marketing performance during the covid-19 pandemic," *Uncertain Supply Chain Manag.*, vol. 8, no. 4, pp. 675–684, 2020, doi: 10.5267/j.uscm.2020.8.005.
- [32] I. N. Nurfarida, Sudarmiati, A. Hermawan, and N. Restuningdiah, "Social customer relationship management and business performance: Evidence from small and medium enterprises," *Qual. - Access to Success*, vol. 24, no. 197, pp. 141–147, 2023, doi: 10.47750/QAS/24.197.16.
- [33] R. Tajvidi and A. Karami, "The effect of social media on firm performance," *Comput. Human Behav.*, vol. 115, pp. 1–10, 2021, doi: 10.1016/j.chb.2017.09.026.
- [34] S. Malesev and M. Cherry, "Digital and social media marketing-growing market share for construction smes," *Constr. Econ. Build.*, vol. 21, no. 1, pp. 65–82, 2021, doi: 10.5130/AJCEB.v21i1.7521.

- [35] O. A. Babatunde, "Adaptive Capability, Social Media Agility, Ambidextrous Marketing Capability, and Business Survival: A Mediation Analysis," *Mark. Brand. Res.*, vol. 8, no. December 2019, pp. 31–47, 2021, doi: 10.33844/mbr.2021.60328.
- [36] S. Testa, S. Massa, A. Martini, and F. P. Appio, "Social media-based innovation: A review of trends and a research agenda," *Inf. Manag.*, vol. 57, no. 3, p. 103196, 2020, doi: 10.1016/j.im.2019.103196.
- [37] J. Ahn, A. Shamim, and J. Park, "Impacts of cruise industry corporate social responsibility reputation on customers' loyalty: Mediating role of trust and identification," *Int. J. Hosp. Manag.*, vol. 92, Jan. 2021, doi: 10.1016/j.ijhm.2020.102706.
- [38] N. N. K. Yasa et al., "Service strategy based on Tri Kaya Parisudha, social media promotion, business values and business performance," *Manag. Sci. Lett.*, vol. 10, no. 13, pp. 2961–2972, 2020, doi: 10.5267/j.msl.2020.5.029.
- [39] J. Abbas et al., "The effects of corporate social responsibility practices and environmental factors through a moderating role of social media marketing on sustainable performance of ...," *Sustainability*, 2019, [Online]. Available: <https://www.mdpi.com/484054>
- [40] M. O. Opresnik, "Effective Social Media Marketing Planning—How to Develop a Digital Marketing Plan," *Soc. Comput. Soc. Media. User Exp. ...*, 2018, doi: 10.1007/978-3-319-91521-0_24.
- [41] S. M. C. Loureiro, E. Friedmann, M. Breazeale, and I. Middendorf, "How can brands encourage consumers to donate data to a data-driven social partnership? An examination of hedonic vs. functional categories," *J. Bus. Res.*, vol. 164, Sep. 2023, doi: 10.1016/j.jbusres.2023.113958.
- [42] G. Maldonado-Guzmán, J. A. Garza-Reyes, S. Y. Pinzón-Castro, and V. Kumar, "Innovation capabilities and performance: are they truly linked in SMEs?," *Int. J. Innov. Sci.*, vol. 11, no. 1, pp. 48–62, 2019, doi: 10.1108/IJIS-12-2017-0139.
- [43] H. Aksoy, "How do innovation culture, marketing innovation and product innovation affect the market performance of small and medium-sized enterprises (SMEs)?," *Technol. Soc.*, vol. 51, pp. 133–141, Nov. 2017, doi: 10.1016/j.techsoc.2017.08.005.
- [44] Sunyoto, H. Pratikto, Sudarmiatin, and Sopiah, "Innovation ability in mediates on the relationship of entrepreneurship orientation, organizational culture and knowledge management on MSME performance," *Int. J. Appl. Econ. Financ. Account.*, vol. 16, no. 2, pp. 355–366, 2023, doi: 10.33094/ijaefa.v16i2.1001.
- [45] J. M. Alfarajat, "Strategic agility and supply chain agility: Potential antecedents of SMEs performance," *Uncertain Supply Chain Manag.*, vol. 11, no. 3, pp. 875–884, 2023, doi: 10.5267/j.uscm.2023.5.011.
- [46] N. S. Wijaya and P. L. D. Rahmayanti, "The role of innovation capability in mediation of COVID-19 risk perception and entrepreneurship orientation to business performance," *Uncertain Supply Chain Manag.*, vol. 11, no. 1, pp. 227–236, 2023, doi: 10.5267/j.uscm.2022.10.004.

- [47] B. D. Nurhayati, T. Kusmantini, and T. Wahyuningsih, "Antecedents and Implications of Innovation Capability: Empirical Study of Bakpia Msmes in Yogyakarta," *J. Indones. Econ. Bus.*, vol. 36, no. 2, pp. 179–203, 2021, doi: 10.22146/jieb.v36i2.1399.
- [48] B. R. Olaleye, J. N. Lekunze, and T. J. Sekhampu, "Examining structural relationships between innovation capability, knowledge sharing, environmental turbulence, and organisational sustainability," *Cogent Bus. Manag.*, vol. 11, no. 1, p., 2024, doi: 10.1080/23311975.2024.2393738.
- [49] J. J. Jussila, "Does Strategic and Innovative Fit Indicate Smart Social Media use in a Company ? Heli Aramo-Immonen Olli Rouvari Pasi L . Porkka," no. June, pp. 1973– 1983, 2016.
- [50] Y. Dirgiatmo, Z. Abdullah, and R. H. R. Mohd Ali, "The role of entrepreneurial orientation in intervening the relationship between social media usage and performance enhancement of exporter SMEs in Indonesia," *Int. J. Trade Glob. Mark.*, vol. 12, no. 2, pp. 97–129, 2019, doi: 10.1504/IJTM.2019.100332.
- [51] Yordan Hermawan Apidana and Dian Rusvinasari, "Social Media Usage On MSMEs' Performance: The Moderating Role Of Innovation Capability," *J. Manaj.*, vol. 28, no. 1, pp. 175–199, 2024, doi: 10.24912/jm.v28i1.1805.