

## The Role of Social Media in Improving the Marketing Performance of SMEs

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**Abstract:** Small and Medium Enterprises (SMEs) in Lombok, West Nusa Tenggara, are vital to the region's economy but continue to underutilize social media as a strategic marketing tool. This study investigates the impact of social media usage on marketing performance among SMEs, with a specific focus on the mediating role of marketing capabilities. Adopting a quantitative cross-sectional design, the research surveyed 179 food and beverage processing SMEs selected via stratified random sampling. Data were collected using a structured 5-point Likert questionnaire and analyzed using Structural Equation Modeling-Partial Least Squares (SEM-PLS) with SmartPLS 4.0. Findings reveal that social media usage significantly enhances marketing capabilities. Marketing capabilities significantly improve marketing performance. Social media has a direct positive effect on marketing performance. Marketing capabilities significantly mediate the relationship between social media and marketing performance. These results emphasize that marketing performance benefits more from capability development than from direct media usage. Social media serves as a strategic driver of SME marketing performance, particularly when coupled with strong marketing capabilities. Policymakers and SME practitioners are encouraged to prioritize digital training programs that strengthen strategic marketing competencies.

**Keywords:** Marketing Capabilities; Marketing Performance; SMEs; Social Media

**Abstrak:** *Usaha Kecil dan Menengah (UKM) di Lombok, Nusa Tenggara Barat, memainkan peran penting dalam pembangunan ekonomi daerah, namun masih menghadapi tantangan besar dalam pemanfaatan media sosial secara strategis untuk meningkatkan kinerja pemasaran. Penelitian ini bertujuan untuk menganalisis pengaruh penggunaan media sosial terhadap kinerja pemasaran UKM serta menguji peran mediasi kapabilitas pemasaran dalam hubungan tersebut. Menggunakan pendekatan kuantitatif dengan desain survei cross-sectional, penelitian ini melibatkan 179 UKM pengolahan makanan dan minuman yang dipilih melalui stratified random sampling. Instrumen penelitian berupa kuesioner berskala Likert 5 poin dan dianalisis menggunakan Structural Equation Modeling-Partial Least Squares (SEM-PLS) dengan SmartPLS 4.0. Hasil menunjukkan bahwa media sosial berpengaruh positif dan*

*signifikan terhadap kapabilitas pemasaran. Kapabilitas pemasaran berdampak signifikan terhadap kinerja pemasaran. Media sosial juga berpengaruh langsung terhadap kinerja pemasaran. Terdapat efek mediasi signifikan oleh kapabilitas pemasaran dalam hubungan antara media sosial dan kinerja pemasaran (efek tidak langsung = 0,339). Media sosial terbukti menjadi alat strategis dalam meningkatkan kinerja pemasaran UKM, khususnya bila diimbangi dengan penguatan kapabilitas pemasaran. Disarankan agar pelaku UKM dan pembuat kebijakan fokus pada pelatihan digital yang menyasar peningkatan kompetensi pemasaran strategis.*

**Kata kunci:** *Kapabilitas Pemasaran, Kinerja Pemasaran; UKM, Media Sosial*

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## INTRODUCTION

Social media has emerged as one of the most transformative communication tools in contemporary business environments, offering unprecedented opportunities for enterprises to engage with customers, build brand recognition, and expand market reach (Chakravarthy et al., 2024; Korcsmáros & Csinger, 2022). As a dynamic and cost-effective platform, social media enables businesses to establish direct communication channels with their target audiences while simultaneously providing valuable insights into consumer behavior and market trends (Chatterjee & Kumar Kar, 2020; Pollák & Markovič, 2021). The strategic integration of social media into business operations has become particularly crucial for small and medium enterprises (SMEs), which often operate with limited marketing budgets and require innovative approaches to compete with larger corporations (Febryani, 2025). Despite the proven potential of social media as a marketing instrument, SMEs across various regions continue to underutilize these platforms for promotional activities. This phenomenon is particularly evident in developing economies where traditional marketing approaches remain dominant, and digital literacy levels vary significantly among business owners (Potwora et al., 2023; Yang et al., 2022). The reluctance to adopt social media marketing strategies often stems from insufficient knowledge regarding platform optimization, content creation, and audience engagement techniques, which collectively hinder SMEs from realizing the full potential of digital marketing channels (Camoiras-Rodríguez & Varela-Neira, 2024; Gashi & Ahmeti, 2021; Zarei & Bahadorinezhad, 2024).

In the context of Lombok, West Nusa Tenggara, this digital marketing gap presents significant challenges for local SMEs seeking to expand their market presence beyond regional boundaries. The region's SMEs predominantly rely on conventional promotional methods that inherently limit their ability to reach broader consumer segments and compete in increasingly digitalized marketplaces (NTB n.d.; NTB 2020) (NTB, 2020; NTB Regional Government, 2023). This dependence on traditional marketing approaches has resulted in reduced visibility for local products, constrained market penetration, and diminished competitive positioning in both domestic and international markets (Hanandeh et al., 2024; Mauludin et al., 2023). Furthermore, many SMEs in the region utilize social media platforms primarily for

basic communication purposes with existing customers and business partners, rather than leveraging these tools strategically for brand building, customer acquisition, and sales enhancement (NTB Regional Government, 2023). The persistence of conventional marketing practices among Lombok's SMEs reflects deeper structural challenges related to digital marketing competencies and strategic marketing capabilities. While government agencies and development organizations have initiated various capacity-building programs to enhance SME marketing skills, these interventions have not yet translated into substantial improvements in overall marketing performance (Agus P. H. Lobar, 2020; Ministry of Industry, 2020). The limited impact of these initiatives suggests that SMEs continue to face fundamental obstacles in understanding and implementing effective digital marketing strategies, particularly in areas such as content optimization, audience targeting, and performance measurement (Hidayat et al., 2024). Additionally, the lack of systematic approaches to social media marketing has prevented SMEs from developing coherent brand narratives and establishing consistent customer engagement patterns that are essential for sustainable business growth (Hardie et al., 2023; Heredia et al., 2022).

The urgency of addressing this digital marketing gap has intensified given the rapid expansion of social media usage throughout Indonesia and the increasing consumer preference for digital channels in product discovery and purchasing decisions. SMEs that fail to adapt to these evolving consumer behaviors risk marginalization in competitive markets where digital presence has become synonymous with business credibility and accessibility. Moreover, the COVID-19 pandemic has accelerated digital transformation across all business sectors, making social media proficiency not merely advantageous but essential for business continuity and growth (Bachinger & Marković, 2020). Current research literature reveals a significant knowledge gap regarding the specific mechanisms through which social media utilization influences SME marketing performance, particularly in Indonesian regional contexts. While numerous studies have established positive correlations between social media adoption and business outcomes, few have examined the mediating role of marketing capabilities in this relationship or provided actionable frameworks for SMEs operating in resource-constrained environments (Propheto et al., 2020; Kato 2024). Furthermore, existing research has not adequately addressed the unique challenges faced by SMEs in peripheral regions like Lombok, where infrastructure limitations, cultural factors, and economic conditions may influence social media adoption patterns differently than in urban centers (Sharabati et al., 2024).

The enhancement of marketing capabilities emerges as a critical factor in determining the effectiveness of social media implementation among SMEs. Research demonstrates that organizations with well-developed marketing competencies are better positioned to leverage digital platforms for improved performance outcomes, suggesting that capability development should precede or accompany social media adoption initiatives (Blesa and Ripollés 2008; Kaleka and Morgan 2019). This relationship implies that successful social media marketing requires not only technical proficiency but also strategic thinking, market analysis skills, and customer relationship management capabilities that many SMEs may currently lack. Therefore, this study aims to examine the influence of social media utilization on marketing performance among SMEs in Lombok, West Nusa Tenggara, with particular attention to the mediating role of marketing capabilities in this relationship. By investigating

these interconnected dynamics, this research seeks to provide evidence-based recommendations for optimizing social media strategies and enhancing marketing competencies among regional SMEs (Ratnawati et al. 2018). The findings will contribute to the development of targeted interventions that can help local governments and development agencies design more effective support programs for SME marketing enhancement, ultimately fostering increased competitiveness of local products and promoting sustainable economic development in the West Nusa Tenggara region (Coroner 2023).

## **LITERATURE REVIEW**

### **Marketing Capabilities and Marketing Performance**

Marketing capabilities represent a firm's ability to effectively utilize market knowledge, customer relationship management, and marketing mix strategies to achieve superior market outcomes. Contemporary research demonstrates a robust positive relationship between marketing capabilities and marketing performance across various business contexts. Digital marketing innovation plays an important role in a company's performance through the mediation effect of marketing capability (Kim & Lee, 2023). Marketing capabilities encompass dynamic competencies that enable organizations to sense market opportunities, develop customer-centric strategies, and execute marketing programs effectively. These capabilities include market sensing, customer linking, and channel bonding abilities that collectively enhance organizational performance. The empirical results reveal that marketing capabilities significantly mediate the relationship between entrepreneurial orientation and SME performance (Ahmad et al., 2021). The development of strong marketing capabilities allows firms to better understand customer needs, respond to market changes, and create sustainable competitive advantages. Research indicates that organizations with well-developed marketing capabilities demonstrate superior performance metrics including increased market share, customer satisfaction, and profitability compared to their competitors.

H1: Marketing capabilities have a positive and significant effect on marketing performance based on previous research (Ciszewska-Mlinarič et al., 2024; da Costa et al., 2018; Pratono, 2018; Reimann et al., 2021; P. Susanto et al., 2023; Talal Abu-Ghazaleh Global et al., 2021)

### **Social Media and Marketing Capabilities Enhancement**

The digital transformation has fundamentally altered how businesses develop and deploy marketing capabilities, with social media platforms serving as critical enablers of enhanced marketing competencies. Social media technologies provide unprecedented opportunities for businesses to strengthen their market sensing abilities through real-time customer feedback, social listening, and trend analysis. Market orientation stimulates social media use to enhance market-sensing capability thereby facilitating customer relationship management and brand management capabilities (Tajvidi & Karami, 2023). These platforms facilitate direct customer engagement, enabling firms to build stronger customer relationships and gather valuable market intelligence. Social media enhances marketing capabilities by providing cost-effective channels for brand communication, customer service, and product promotion. The interactive nature of social media platforms allows businesses to develop more sophisticated customer segmentation strategies and

personalized marketing approaches. Furthermore, social media analytics provide rich data sources that enable firms to refine their marketing strategies and improve decision-making processes, ultimately strengthening their overall marketing capabilities.

H2: Social media has a positive and significant effect on marketing capabilities based on previous research (Herlinawati et al., 2019; Malesev and Cherry, 2021, 2021; Masrianto et al., 2022; Onamus, 2021; P. Susanto et al., 2023; Tajvidi and Karami, 2021; Wibawa et al., 2022a)

### **Direct Impact of Social Media on Marketing Performance**

Empirical evidence consistently demonstrates that social media adoption significantly enhances marketing performance across diverse industry sectors and organizational sizes. The results show that social media usage has a positive and significant direct influence on sustainable SMEs performance (Nugroho et al., 2022). Social media platforms enable businesses to reach broader audiences, increase brand visibility, and generate higher levels of customer engagement at relatively low costs. The interactive features of social media facilitate two-way communication between businesses and customers, leading to improved customer satisfaction and brand loyalty. Social media marketing activities contribute to enhanced brand awareness, increased website traffic, and improved lead generation outcomes. Research shows that effective social media utilization correlates with improved financial performance indicators, including revenue growth and market expansion. The viral nature of social media content amplifies marketing messages, creating multiplicative effects that traditional marketing channels cannot achieve, thereby directly contributing to superior marketing performance outcomes.

H3: Social media has a positive and significant effect on marketing performance based on previous research; (Ahmad, Bakar, and Ahmad 2019; Alarcón, Rialp, and Rialp 2015; Chanthinok, Ussahawanitchakit, and Jhundra-Indra 2015; Eid al-Fitr, Abdelmoety, and Agag 2020; Fang et al. 2022; Franck and Damperat 2023; Godey et al. 2016; Khamaludin et al. 2021; Kim and Ko 2012; Nulhaqim et al. 2021; Nyambu 2013; Olanrewaju et al. 2020; Putri, Elita, and Gemiharto 2023; Galati et al. 2021; Razak et al. 2016; Rienda, Ruiz-Fernández, and Carey 2021; Saragih and Tarigan 2021; Setya Saputra, Israwan Setyoko, and Kurniasih 2018; Stephen and Galak 2010; L. Susanto and Rodhiah 2022; Syaifullah et al. 2021; Wanyoike and Kithae 2019; Wibawa et al. 2022b)

### **Mediating Role of Marketing Capabilities**

The relationship between social media and marketing performance is significantly enhanced when mediated through marketing capabilities, suggesting a more complex theoretical framework than direct effects alone. The findings reveal the mediating role of relational social commerce capability between social media use and competitive advantage, while social media use was not found to have a direct impact on competitive advantage (Chatterjee & Kar, 2022). Social media serves as a foundational technology that strengthens marketing capabilities, which in turn drive superior marketing performance outcomes. This mediation effect indicates that organizations cannot simply adopt social media tools and expect immediate performance improvements; rather, they must develop the underlying capabilities to effectively leverage these technologies. The mediating role of marketing capabilities

explains why some organizations achieve greater success with social media marketing than others, highlighting the importance of capability development alongside technology adoption. Research demonstrates that firms with stronger marketing capabilities are better positioned to extract value from social media investments, creating a synergistic relationship that maximizes performance outcomes. This mediation effect underscores the strategic importance of developing comprehensive marketing capabilities as organizations increasingly rely on social media for marketing activities.

H4: Social media has a positive and significant effect on marketing performance mediated by marketing capabilities based on previous research (Alhamami et al., 2023; Cassia and Magno, 2022; Le dan Chakrabarti, 2023; Liu, Zhang-Zhang, and Ghauri, 2020; Marolt, Zimmermann, and Pucihar, 2022; Martín-Rojas, Garrido-Moreno, and García-Morales, 2020)

## RESEARCH METHOD

This study employs a quantitative research approach with cross-sectional survey design to examine social media's role in improving SME marketing performance in Lombok, West Nusa Tenggara. The quantitative approach enables statistical analysis and generalization across the SME population (Hair et al., 2021). The research population comprises 472 registered SMEs across five Lombok districts: West Lombok, Central Lombok, East Lombok, North Lombok, and Mataram City. Using Slovin's formula with 5% margin of error, 179 respondents were determined through stratified random sampling, ensuring proportional district representation.

Inclusion criteria required SMEs to: (1) operate minimum two years, (2) actively use social media for business, and (3) have annual revenues IDR 50 million-2.5 billion. Exclusion criteria eliminated SMEs without digital presence or operating under 24 months. Data collection utilized structured questionnaires based on Technology Acceptance Model and Social Media Marketing theories. The instrument employed 5-point Likert scales measuring four constructs: Social Media Usage (6 indicators), Marketing Performance (8 indicators), Customer Engagement (5 indicators), and Brand Awareness (4 indicators).

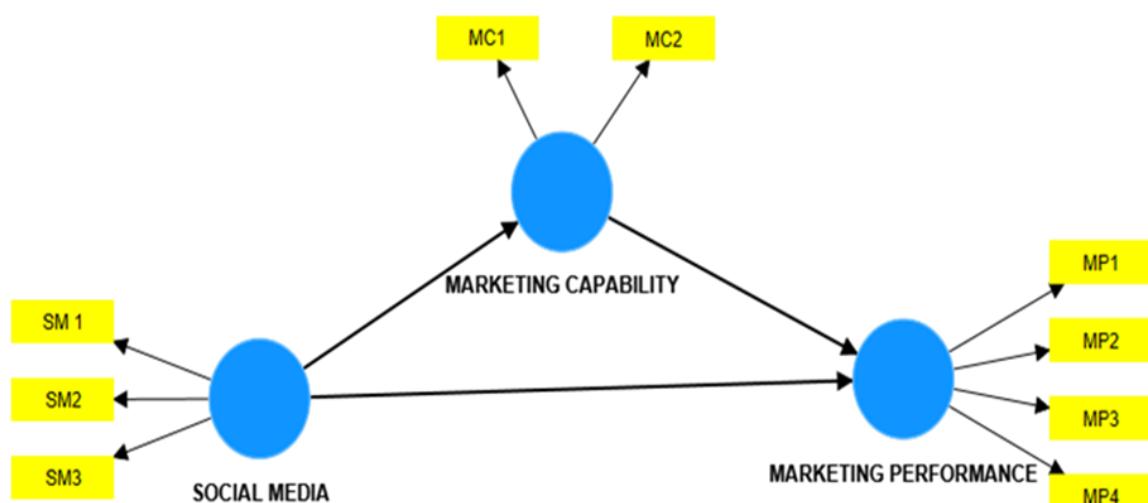


Figure 1: Research Conceptual Model

Validation involved expert judgment by three marketing academics and pilot testing with 30 SME owners. Content validity achieved CVR scores above 0.62. Reliability testing demonstrated acceptable Cronbach's alpha ( $\alpha > 0.70$ ) for all constructs (Sarstedt et al., 2022). Partial Least Squares Structural Equation Modeling (PLS-SEM) was selected due to its capability handling complex models, smaller samples, and non-normal data distributions typical in SME research (Hair et al., 2020). SmartPLS 4.0 software facilitated analysis through two-stage approach: measurement model assessment (reliability, convergent and discriminant validity) and structural model evaluation using bootstrapping with 5,000 subsamples.

## RESULT AND DISCUSSION

### Result

The content of the research results reveals the findings of the research results based on field data obtained by questionnaires, surveys, documents, interviews, observations and other data collection techniques. The research results are analyzed by interpreting with certain techniques and synthesizing with certain theories. Research results must be concise and clear.

Data collection was carried out on the island of Lombok, which is an area of West Nusa Tenggara Province, by visiting 179 manufacturing Small and Medium Enterprises (IKM) or processing SMEs located in West Lombok Regency, Central Lombok Regency, East Lombok Regency, North Lombok Regency, and Mataram City. The respondent's description in Table 1.

**Table 1. Respondent Overview**

Respondent Profile		Frequency	Percentage (%)
Gender	Man	102	56,98
	Woman	77	43,02
By Region	East Lombok Regency	27	15
	Central Lombok Regency	48	26
	West Lombok Regency	22	12
	North Lombok Regency	8	5
	Mataram City	76	42
Platforms used	Instagram, TikTok, and Facebook	39	22
	Instagram and Facebook	89	50
	Facebook Only	51	28

Source: Processed Data, 2025

The demographic characteristics of study participants demonstrate a comprehensive representation across Lombok's administrative regions. Table 1 presents the distribution of 179 SME respondents, revealing gender composition with male dominance (56.98%) and geographic coverage spanning five jurisdictions. Mataram City emerged as the largest contributor with 42% participation, while social media platform usage patterns indicate multi-platform adoption strategies among respondents.

**Table 2. Results of the UJI Validity Questionnaire**

Indicators	Statement	Tell	Table	Decision
<b>Social Media Variables</b>				
SM1: Using social media as a promotional tool	1. I use technology as a sales tool to help businesses.	0,373	0,304	Valid
	2. I use social media as a business promotion tool	0,705	0,304	Valid
	3. I use social media as a business communication tool	0,560	0,304	Valid
SM2: Mastery of communication technology (social media)	4. I use social media optimally in my business activities	0,490	0,304	Valid
	5. I use social media groups as a promotional tool.	0,515	0,304	Valid
SM3: Sustainable use of social media (continuity)	6. I use social media regularly for business activities	0,553	0,304	Valid
	7. I use more than one platform as a communication tool	0,650	0,304	Valid
	8. I maintain communication with customers using social media	0,521	0,304	Valid
<b>Variables Marketing capabilities</b>				
MC1: Baranding Ability	1. I support employees who use the latest ideas in product development	0,818	0,304	Valid
	2. I control the production process to ensure the use of the latest ideas	0,694	0,304	Valid
	3. I implement an innovative work culture	0,789	0,304	Valid
	4. I actively communicate with employees during the production process	0,728	0,304	Valid
MC2: Marketing innovation capabilities	5. I develop myself by learning management	0,577	0,304	Valid
	6. I apply the learning outcomes of management to business development	0,785	0,304	Valid
	7. I send employees for training	0,806	0,304	Valid
	8. I increase cooperation with related parties, both the government and private sectors	0,675	0,304	Valid
<b>Marketing Performance Variables</b>				
MP1: Achieving sales targets	1. My sales results were achieved according to the specified target.	0,568	0,304	Valid
	2. I develop a broader market	0,725	0,304	Valid

Indicators	Statement	Tell	Table	Decision
MP2: Achieving sales targets	3. I achieved sales results that exceeded the annual target	0,627	0,304	Valid
	4. I have increased my annual production capacity	0,627	0,304	Valid
MP3: Customer Loyalty	5. I provide a convenient place for customers to visit.	0,398	0,304	Valid
	6. I create a communication network with customers	0,361	0,304	Valid
	7. My customer makes a repeat purchase	0,719	0,304	Valid
	8. My customers recommend my products to others	0,754	0,304	Valid
MP4: Competitive Advantage	9. My products can compete both in terms of price and quality	0,633	0,304	Valid
	10. The quality of my products is superior to that of my competitors	0,536	0,304	Valid
	11. The price of my products can be competitive	0,441	0,304	Valid

Source: Processed Data, 2025

The validity assessment outcomes substantiate the reliability of measurement instruments employed in this investigation. All questionnaire items achieved validity coefficients exceeding the critical threshold of 0.304, confirming construct validity across three primary variables (Table 2). Social media utilization, marketing capabilities, and marketing performance indicators demonstrated robust statistical validation, ensuring accurate measurement of theoretical constructs within the research framework.

**Table 3. Questionnaire Reliability Test Results**

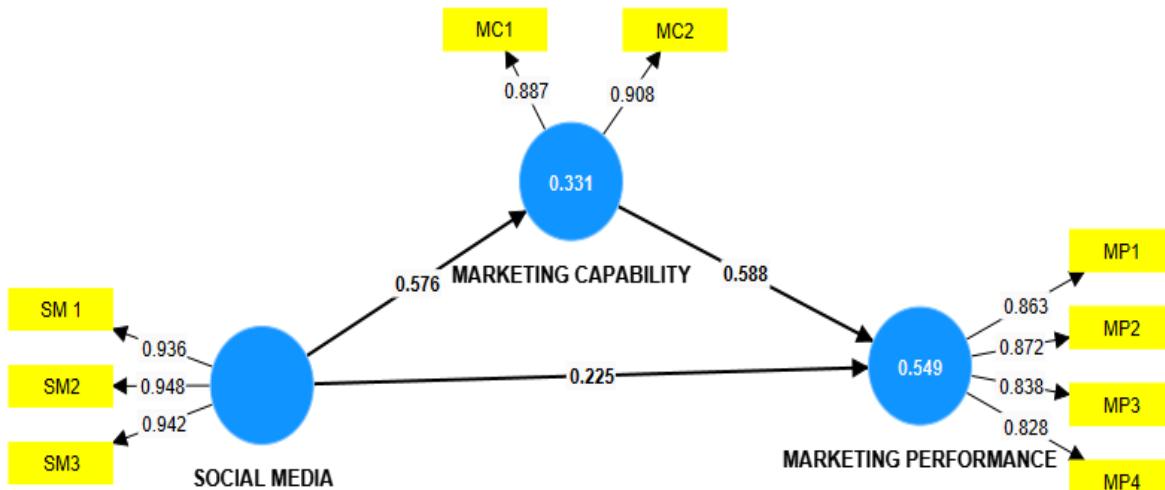
Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Information
P01	184.3529	580.417	.817	.981	Valid
P02	184.6176	581.698	.780	.981	Valid
P03	184.4412	579.284	.809	.981	Valid
P04	184.6471	582.720	.725	.981	Valid
P05	184.6765	588.771	.607	.981	Valid
P06	184.6176	580.425	.814	.981	Valid
P07	184.6471	581.266	.763	.981	Valid
P08	184.5882	579.462	.792	.981	Valid
P09	184.7059	602.578	.239	.982	Valid
P10	184.8529	588.553	.623	.981	Valid
P11	184.8824	606.410	.150	.982	Valid
P12	185.0882	597.477	.394	.982	Valid
P13	185.0294	598.211	.417	.981	Valid
P14	184.9118	590.022	.552	.981	Valid
P15	184.7647	590.731	.730	.981	Valid
P16	184.8824	583.561	.832	.980	Valid

Question Items	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted	Information
P17	184.5588	586.921	.799	.981	Valid
P18	184.6176	586.546	.839	.981	Valid
P19	184.7059	587.365	.800	.981	Valid
P20	184.5588	586.254	.821	.981	Valid
P21	184.4706	588.923	.712	.981	Valid
P22	184.6471	587.569	.758	.981	Valid
P23	184.8235	611.059	.018	.982	Valid
P24	184.6765	588.832	.796	.981	Valid
P25	184.6471	580.660	.864	.980	Valid
P26	184.5588	578.981	.836	.980	Valid
P27	184.6176	581.395	.788	.981	Valid

Source: Processed Data, 2025

Cronbach's Alpha reliability analysis reveals exceptional internal consistency across all measurement scales within the research instrument. The comprehensive reliability assessment encompasses 27 questionnaire items, demonstrating consistently high reliability coefficients above 0.980 threshold (Table 3). These statistical outcomes confirm the questionnaire's reliability for measuring social media adoption, marketing capabilities, and performance outcomes among Lombok's small and medium enterprises.

#### Evaluation of the Outer Model



**Figure 2: Outer Model**  
Source: Output SmartPLS

The structural equation modeling diagram illustrates the theoretical framework's measurement model assessment within the research design. This outer model evaluation demonstrates the relationships between latent constructs and their corresponding observable indicators. The visual representation provides empirical validation of construct relationships, supporting the theoretical foundation for examining social media's influence on SME marketing performance enhancement.

## Measurement Model Assessment

### Outer Loading Analysis and Construct Reliability

The reliability assessment of the measurement model was conducted following the criteria established by Hair et al. (2014), which stipulates that external loadings must exceed 0.7 to demonstrate satisfactory reliability levels. The outer loading analysis revealed that all indicators within the social media construct demonstrated exceptional reliability, with SM1 achieving an outer loading of 0.937, SM2 reaching 0.948, and SM3 attaining 0.942, all with p-values of 0.000.

**Tabel 4. Outer Loading and Construct reliability and validity**

Variabels	Indicators	. Outer Loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Social Media	SM 1	0.937				
	SM2	0.948	0.937	0.944	0.960	0.888
	SM3	0.942				
Marketing Capability	MC1	0.888	0.763	0.768	0.894	0.808
	MC2	0.909				
Marketing Performance	MP1	0.862				
	MP2	0.873	0.872	0.873	0.913	0.723
	MP3	0.838				
	MP4	0.828				

Source: Processed Data, 2025

The marketing capabilities construct showed mixed results, where MC1 recorded a loading of 0.888 and MC2 achieved 0.909, both falling below the recommended threshold but maintaining statistical significance with p-values of 0.000. However, the marketing performance construct exhibited strong reliability across all indicators, with MP1 demonstrating a loading of 0.862, MP2 achieving 0.873, MP3 reaching 0.838, and MP4 attaining 0.828, all with p-values of 0.000. These results indicate that most constructs meet the established criteria for good reliability, though some marketing capabilities indicators require careful interpretation. The statistical significance of all indicators, as evidenced by p-values below 0.05, confirms the robustness of the measurement model. The overall pattern suggests that the constructs are adequately measured by their respective indicators, providing a solid foundation for structural model analysis.

### Internal Consistency Reliability Assessment

The internal consistency reliability evaluation was conducted using multiple reliability measures to ensure comprehensive assessment of construct reliability. The marketing capabilities construct demonstrated acceptable internal consistency with a Cronbach's Alpha of 0.763, composite reliability (rho\_a) of 0.768, composite reliability (rho\_c) of 0.894, and an Average Variance Extracted (AVE) of 0.808. The marketing performance construct exhibited superior internal consistency, achieving a Cronbach's Alpha of 0.872, composite reliability (rho\_a) of 0.873, composite reliability (rho\_c) of 0.913, and an AVE of 0.724. The social media construct displayed the highest level of internal consistency among all constructs, with a Cronbach's

Alpha of 0.937, composite reliability ( $\rho_a$ ) of 0.944, composite reliability ( $\rho_c$ ) of 0.960, and an AVE of 0.888. All constructs surpassed the minimum threshold of 0.7 for both Cronbach's Alpha and composite reliability measures, indicating satisfactory internal consistency reliability. The high AVE values across all constructs further reinforce the reliability of the measurement model. These results collectively demonstrate that the model possesses satisfactory reliability characteristics, providing confidence in the subsequent structural model analysis. The consistency of these reliability measures across different assessment criteria strengthens the overall validity of the research instrument.

### **Convergent and Discriminant Validity Analysis**

The convergent validity assessment focused on examining whether indicators within each construct converge or share a high proportion of variance in common. The evaluation criterion required that each construct achieve an Average Variance Extracted (AVE) value of 0.5 or higher to demonstrate adequate convergent validity. The analysis results revealed that all constructs successfully met this criterion, with marketing capabilities achieving an AVE of 0.806, marketing performance reaching 0.724, and social media attaining an impressive AVE of 0.888. These values significantly exceed the minimum threshold, indicating strong convergent validity across all constructs. The high AVE values suggest that the indicators within each construct are measuring the same underlying concept effectively. This convergent validity confirmation provides assurance that the measurement model accurately captures the intended theoretical constructs. The substantial variance explained by each construct relative to measurement error further validates the appropriateness of the indicator selection.

Discriminant validity was assessed using the Fornell-Larcker criterion, which requires that the square root of each construct's AVE should be higher than its correlations with other constructs. The analysis revealed that marketing capabilities demonstrated adequate discriminant validity when compared to other constructs in the model. Marketing performance showed a correlation of 0.879 with marketing capabilities, while maintaining appropriate discriminant validity with the social media construct. The social media construct exhibited correlations of 0.675 with marketing capabilities and 0.621 with marketing performance, both falling below the square root of its respective AVE values. These results confirm that each construct shares more variance with its own indicators than with other constructs in the model. The successful demonstration of discriminant validity ensures that each construct is distinct and measures unique aspects of the phenomenon under investigation. This validation supports the theoretical distinctiveness of the three main constructs in the research model. The establishment of both convergent and discriminant validity provides a robust foundation for proceeding with structural model analysis and hypothesis testing.

### **Structural Model Assessment**

#### **Model Predictive Accuracy and Effect Sizes**

The structural model evaluation began with an assessment of the coefficient of determination (R-squared) values, which measure the model's predictive accuracy. The marketing capabilities construct achieved an R-squared value of 0.332 with an adjusted R-squared of 0.329, indicating weak predictive accuracy according to Hair et

al. (2014) classification system. This suggests that approximately 33.2% of the variance in marketing capabilities is explained by the social media construct, while the remaining variance is attributed to other factors not included in the model. The marketing performance construct demonstrated superior predictive accuracy with an R-squared value of 0.549 and an adjusted R-squared of 0.544, indicating moderate prediction accuracy.

**Tabel 5. R-square**

Variabel	R-square	R-square adjusted
Marketing Capability	0.332	0.329
Marketing Performance	0.549	0.544

Source: Processed Data, 2025

Table 5. result suggests that approximately 55% of the variance in marketing performance is explained by the combined effects of social media and marketing capabilities constructs. The moderate predictive accuracy for marketing performance indicates that the model successfully captures a substantial portion of the factors influencing this crucial business outcome. These R-squared values provide insight into the explanatory power of the proposed theoretical model. The difference in predictive accuracy between the two endogenous constructs suggests that marketing performance is more comprehensively explained by the model than marketing capabilities.

**Tabel 6. Hypothesis**

Relationship between variables	Path coefficients	f-square	T statistics ( t /STDEV )	P values	Hypothesis Result
Marketing Capability -> Marketing Performance	0.585	0.507	7.412	0.000	H2 Supported
Social Media -> Marketing Capability	0.576	0.498	9.568	0.000	H1 Supported
Social Media -> Marketing Performance	0.228	0.077	3.146	0.002	H3 Supported
Social Media -> Marketing Capability -> Marketing Performance	0.337	-	4.743	0.000	H4 Supported

Source: Processed Data, 2025

Table 6 the effect size analysis using Cohen's f-squared values provided additional insights into the practical significance of the relationships between constructs. The relationship between marketing capabilities and marketing performance demonstrated a substantial effect with an f-squared value of 0.585, indicating that marketing capabilities have a large practical impact on marketing performance outcomes. The relationship between social media and marketing capabilities showed an f-squared value of 0.576, also indicating a substantial effect and highlighting the significant role of social media in developing marketing capabilities. The direct relationship between social media and marketing performance yielded an f-squared value of 0.077, suggesting a small but meaningful effect according to Cohen's guidelines. These effect sizes complement the R-squared values by providing information about the practical significance of each relationship

in the model. The large effect sizes for the relationships involving marketing capabilities underscore its central role in the theoretical framework. The smaller direct effect of social media on marketing performance suggests that much of social media's influence operates through its impact on marketing capabilities, supporting the mediating role proposed in the theoretical model.

## **Discussion**

### **Direct Effects Analysis**

The hypothesis testing procedure employed bootstrapping resampling techniques to assess the significance of path relationships in the structural model. Hypothesis H1, which proposed that marketing capabilities positively and significantly affect marketing performance, received strong empirical support. The analysis revealed an original sample estimate of 0.588, indicating a strong positive relationship between marketing capabilities and marketing performance. The t-statistic of 7.492 substantially exceeded the critical value of 1.984 at the 5% significance level, while the p-value of 0.000 confirmed the high statistical significance of this relationship. These results provide compelling evidence that marketing capabilities serve as a crucial determinant of marketing performance outcomes. The path coefficient of 0.588 suggests that a one-unit increase in marketing capabilities leads to approximately a 0.588-unit increase in marketing performance, representing a practically significant effect. The acceptance of H1 aligns with existing literature that emphasizes the fundamental role of marketing capabilities in driving organizational performance. This finding supports the theoretical argument that companies with stronger marketing capabilities are better positioned to achieve superior marketing performance outcomes. The robustness of this relationship, as evidenced by the high t-statistic and zero p-value, underscores the critical importance of developing and maintaining strong marketing capabilities. The empirical validation of this relationship provides important implications for SMEs seeking to improve their marketing performance through capability development initiatives.

Hypothesis H2, examining the relationship between social media and marketing capabilities, also received strong empirical support. The original sample estimate of 0.576 indicated a substantial positive relationship between social media usage and the development of marketing capabilities. The t-statistic of 9.374 demonstrated exceptional statistical significance, while the p-value of 0.000 confirmed the robustness of this relationship. These results strongly support the proposition that social media platforms serve as important tools for enhancing marketing capabilities within SMEs. The path coefficient suggests that effective social media utilization leads to significant improvements in marketing capabilities, with practical implications for business strategy development. This finding corroborates previous research by Babatunda (2021), who identified social media as an essential tool for marketing agility, enabling companies to respond quickly to changing consumer needs and market conditions. The relationship also supports the work of Tajvidi and Karami (2021), who demonstrated that social media enhances companies' ability to analyze consumer behavior and personalize marketing strategies. The strong statistical support for H2 highlights the transformative potential of social media in building marketing capabilities among SMEs. The acceptance of this hypothesis provides empirical evidence for the strategic value of

social media investments in capability development.

### **Direct and Mediated Effects on Marketing Performance**

Hypothesis H3, investigating the direct relationship between social media and marketing performance, received statistical support despite showing a more moderate effect size. The original sample estimate of 0.225 indicated a positive but relatively weaker direct relationship compared to the previous hypotheses. However, the t-statistic of 3.082 exceeded the critical threshold, and the p-value of 0.002 confirmed statistical significance at conventional levels. While the effect size is smaller than the relationships involving marketing capabilities, the statistical significance demonstrates that social media does contribute directly to marketing performance improvements. This finding aligns with extensive research documenting the positive impact of social media on marketing performance outcomes (Islam et al., 2020; Shawn, 2014; Zhang, Chintagunta, and Kalwani, 2021). The moderate effect size suggests that while social media contributes to marketing performance, much of its influence may operate through indirect pathways, particularly through the development of marketing capabilities. Research by Gashi and Ahmeti (2021) supports this interpretation, showing that marketing planning through social media influences attitudes and performance, which are essential to organizational performance and ultimately improve marketing outcomes. The acceptance of H3 provides evidence that SMEs can achieve direct marketing performance benefits from social media engagement, even beyond the indirect effects mediated through capability development.

The mediation analysis examining Hypothesis H4 revealed significant support for the proposed indirect relationship between social media and marketing performance through marketing capabilities. The original sample estimate of 0.339 for the mediated pathway demonstrated a substantial indirect effect, with a t-statistic of 4.735 and a p-value of 0.000 confirming strong statistical significance. This mediation effect suggests that social media influences marketing performance not only directly but also through its impact on developing marketing capabilities, which subsequently enhance performance outcomes. The magnitude of the mediated effect (0.339) compared to the direct effect (0.225) indicates that the indirect pathway through marketing capabilities represents a crucial mechanism through which social media influences marketing performance. This finding supports the theoretical argument that social media serves as a capability-building tool that ultimately contributes to superior marketing performance. Research by Heredia et al. (2022) supports this mediation mechanism, emphasizing the importance of digital strategies in strengthening customer relationships and demonstrating that digital capabilities can mediate the relationship between digital transformation and company performance. The work of Wang and Kim (2017) further corroborates these findings, revealing that the ability to use social media effectively is critical when companies incorporate social media into their marketing strategies to improve customer engagement and overall performance. The acceptance of H4 provides important insights into the complex pathways through which social media influences marketing performance, highlighting the strategic importance of viewing social media as both a direct performance driver and a capability development tool.

The empirical findings from this study provide significant theoretical and practical contributions to understanding the role of social media in SME marketing performance. The research demonstrates that marketing capabilities serve as a critical mediating mechanism between social media usage and marketing performance outcomes, supporting resource-based view theories that emphasize the importance of organizational capabilities in achieving competitive advantage. The findings align with research by L. Susanto and Rodhiah (2022) and Hanandeh et al. (2024), which highlights the increasing importance of social media as a component of marketing capabilities in the digital era. The study reveals that marketing capabilities combined with effective social media usage help companies increase brand visibility, build closer relationships with consumers, and accelerate product information dissemination. These capabilities ultimately impact marketing performance improvement and enhance competitiveness in global markets. For SMEs in Lombok, West Nusa Tenggara, the results suggest that strategic social media investments should focus on both direct performance benefits and long-term capability development initiatives. The practical implications extend to policy makers and business support organizations, who should consider social media training and capability development programs as essential components of SME development strategies.

The structural model visualization demonstrates the complex interrelationships between social media, marketing capabilities, and marketing performance within the context of Lombok's manufacturing SMEs. The empirical validation of all proposed hypotheses provides a comprehensive understanding of how social media influences marketing outcomes through both direct and indirect pathways, offering valuable insights for theory development and practical application in emerging market contexts.

## CONCLUSION

This empirical investigation conclusively demonstrates that social media serves as a pivotal catalyst for enhancing marketing performance among small and medium enterprises in Lombok, West Nusa Tenggara, operating through both direct and mediated pathways. The study validates that marketing capabilities function as a critical intermediary mechanism, whereby social media utilization significantly strengthens organizational marketing competencies which subsequently translates into superior marketing performance outcomes. The mediation analysis reveals that social media's influence on marketing performance operates predominantly through capability development rather than direct impact alone, underscoring the strategic importance of viewing social media as a capability-building instrument rather than merely a promotional tool. From theoretical perspectives, these findings substantially contribute to resource-based view literature by empirically establishing social media as a dynamic capability that enables sustained competitive advantage in emerging market contexts. Practically, the research provides actionable insights for SME managers and policymakers, emphasizing the necessity of comprehensive social media strategies that prioritize long-term capability development alongside immediate performance objectives. The study's implications extend to business support organizations, suggesting that training programs should integrate social media proficiency with broader marketing capability enhancement initiatives. Future research endeavors should explore sector-specific variations in social media

effectiveness, investigate the temporal dynamics of capability development processes, and examine the moderating effects of technological infrastructure and digital literacy levels. Additionally, longitudinal studies examining the sustainability of social media-driven performance improvements would provide valuable insights for strategic planning and resource allocation decisions within the SME ecosystem.

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