

The Role of Social Media Utilization and Innovativeness for Development of SMEs Performance

Peran Pemanfaatan dan Inovasi Media Sosial bagi Pengembangan Kinerja UKM

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Abstract

Companies that want to survive in the era of information technology disruption characterized by hyperconnected business operations must quickly adopt social media technology. The problems faced by the business sector often delay the use of today's business models due to high anxiety. In fact, the role of digital marketing through the use of social media is very large. So, the company's main key in responding to and seizing opportunities from this upheaval is innovation. The purpose of this study is to determine the effect of social media and innovation on SME business performance. The diffusion of innovations theory is used in this study as an affirmation that the implementation of technological innovation by SMEs is driven by the characteristics of innovation and organizational characteristics, bearing in mind that the current research unit of analysis is SMEs, namely organizations. In this research, to acquire a better understanding of the relationship between variables, quantitative approaches based on variance Structural Equation Modeling (SEM) and Partial Least Squares (PLS) were applied. Respondents were drawn from SMEs in the food and beverage sector in Surabaya, Indonesia, via an online questionnaire. The findings of this study provide positive and significant evidence between the role of social media utilization and innovativeness on SME performance. This means that SMEs in Surabaya have realized that social media is a very important tool for the success of a company. These technologies take information and knowledge sharing, interaction, and advertising to a higher level, resulting in benefits for organizations and customers. SMEs will fail and perish if they do not dare to innovate in technology.

Keywords: business performance, innovativeness, SMEs, SEM-PLS, social media

Abstrak

Perusahaan-perusahaan yang ingin bertahan di era disrupsi teknologi informasi yang ditandai dengan operasi bisnis yang 'hyperconnected', dengan cepat harus mengadopsi teknologi media sosial. Masalah yang dihadapi oleh sektor usaha seringkali menunda pemanfaatan model bisnis masa kini karena rasa khawatir yang tinggi. Padahal, peran pemasaran digital melalui pemanfaatan media sosial sangat besar. Maka, kunci utama perusahaan dalam menanggapi dan meraih peluang dari pergolakan ini adalah suatu inovasi. Tujuan dari penelitian ini adalah untuk mengetahui pengaruh media sosial dan inovasi terhadap kinerja bisnis UKM. Teori 'diffusion of innovations' digunakan dalam studi ini sebagai penegasan bahwa implementasi inovasi teknologi oleh UKM didorong oleh karakteristik inovasi dan karakteristik organisasi, mengingat unit analisis penelitian sekarang adalah UKM, yakni organisasi. Pada riset ini, demi memperoleh pemahaman yang

lebih baik tentang hubungan antara variabel, metode pendekatan kuantitatif berdasarkan pemodelan persamaan struktural varians (SEM) dan Partial Least Square (PLS) diterapkan. Responden diambil dari UKM di sektor makanan dan minuman di Surabaya, Indonesia, melalui kuesioner online. Temuan penelitian ini menyajikan bukti positif dan signifikan antara peran pemanfaatan media sosial dan inovasi pada kinerja UKM. Artinya, UKM di Surabaya telah menyadari bahwa media sosial adalah alat yang sangat penting untuk kesuksesan sebuah perusahaan. Teknologi ini membawa berbagai informasi dan pengetahuan, interaksi, dan periklanan ke tingkat yang lebih tinggi, menghasilkan manfaat bagi organisasi dan pelanggan. UKM akan gagal dan musnah jika tidak berani berinovasi di bidang teknologi.

Kata kunci: inovasi, kinerja bisnis, media sosial, UKM, SEM-PLS

INTRODUCTION

In recent years, an increasing number of businesses have adopted social media strategies, highlighting the importance of digital business strategies as a fundamental way of changing our communication, consumption, and creation styles (Garcia-Morales, Martín-Rojas, and Lardón-López 2018), a phenomenon with the ability to transform management culture and connections. Towards providing a strong channel for collaboration (Toanoglou, Chemli, and Valeri 2021) (Marco Valeri and Baggio 2020), can improve online collaboration with customers, suppliers, and partners (Brink 2017), can improve an organization's innovative capabilities (Standing and Kiniti 2011), and has the potential to increase an organization's ability to discover new ideas and develop services and products (Marco Valeri and Baggio 2020). In essence, these media have transformed how businesses interact with markets and society, opening up a new universe of opportunities and problems across the board, from marketing to operations to finance and human resource management (Aral, Dellarocas, and Godes 2013).

SMEs will be the most badly impacted firms during the Covid-19 pandemic (Ausat and Suherlan 2021), thus it's critical to comprehend technological shifts like social media use (M. Valeri and Baggio 2020). Businesses can use social media platforms to reach out to present and potential customers in an efficient and cost-effective manner (Kallmuenzer et al. 2018). Because of the shift in buying channels from offline to online, such as e-commerce or other electronic media that are used to enjoy the benefits of social networking, the majority of SME consumers are technology literate (Lewis, Byrom, and Grimmer 2015).

As a result, SMEs should emphasize social media's role as an advertising and network tool, as well as its potential application in management, where it may stimulate open sharing of information between management and staff (Obermayer et al. 2021). Several surveys on the importance of using social media and information technology in SMEs have recently been released (Wardati and Er 2019), (Sedalo, Boateng, and Kosiba 2021), (Fraccastoro, Gabriellsson, and Pullins 2021), (Ausat and Peirisal 2021). However, few studies have been done on this topic when it is paired with the innovativeness element to boost business performance.

Scholars have spent a lot of time studying business performance. Experts have looked into a variety of factors that influence business performance. They discovered that a variety of factors influence business performance, including entrepreneurial orientation (Kusa, Duda, and Suder 2021), (Alegre and Chiva 2013), information technology (Amankwah-Amoah et al. 2021), (Chae, Koh, and Prybutok 2014), supplier orientation (Lintukangas, Kähkönen, and Hallikas 2019),

strategy (Marchand, Hennig-Thurau, and Flemming 2021). Despite the fact that there are numerous aspects that influence business performance, the innovation factor has a significant impact (Yıldız, Baştürk, and Boz 2014). Because innovation has a big impact on the competitive landscape. As competition has become a pressure weapon for firms all over the world, the subject of innovation and invention has exploded, and these concepts have firmly established themselves in the realm of corporate strategy. In addition, there is a larger body of research on the link between innovation and performance (Caseiro and Coelho 2019), (Ayrancı and Ayrancı 2015), (Latifi, Nikou, and Bouwman 2021), (Lintukangas et al. 2019). Study of (Rubera and Kirca 2012) used meta-analytic evidence to investigate the association between innovation and company performance. Corporate innovation, according to the study, can affect firm value by influencing market position and financial situation.

Furthermore, (Garcia-Morales et al. 2018) has demonstrated how social media technology encourages networks to routinize enterprise knowledge and innovative competencies, allowing organizations to respond to business possibilities and rearrange business resources. The research adds to the body of knowledge by empirically reflecting in a structural model how social media technology fosters knowledge technology competence to increase organizational performance both directly and indirectly by leveraging the innovation capability process in businesses. Customer needs are constantly evolving, and developments in competitive marketplaces have necessitated the replacement of earlier products, services, and business models with new methods and systems. Businesses that are resistant to change have experienced a drop in performance (Yıldız et al. 2014). Using social media technologies to boost business performance and manage the process of business change and innovation has become a need at this moment.

On the other hand, what is certain to happen after the recent pandemic is that social media is like a double-edged sword. Not only is it used as a show-off by young people and certain people, but they also use social media to find products and services to buy online. The reason is, many people want easy access with sophisticated and attractive features to meet their needs, whether it's just looking for products or shopping. Seeing these conditions, it is appropriate for business actors to take advantage of social media to make a profit, especially SMEs in Surabaya. In 2021, Deputy Chairman of Commission B DPRD Kota Surabaya, Anas Karno, encouraged the cooperative and trade services to develop MSMEs as the motor of the people's economy. MSMEs are expected to boost economic growth and recovery. Grants for MSMEs are also channeled, among others, through *Kredit Usaha Rakyat*, collaborations with government agencies, banking institutions, fintech, and marketplaces. The Surabaya City Government also conducts various training for SMEs to upgrade, by helping implement digitization at every step of daily operations. Starting from the use of social media, marketing, orders, payments, shipping to administration. Through this effort, the Surabaya City Government expects IT capability and human resources management capability to support the innovative behavior of Surabaya City SMEs, especially being agile in socializing in the digital ecosystem. SMEs that actively participate in this program are SMEs engaged in the food and beverage processing sector, and they are SMEs that are over five years old.

So, this current research will also prove whether after the training has been carried out and fully supported by the Surabaya City Government, SMEs then move on well and positively regarding the fighting spirit of innovation in viewing the role of social media for the progress of their business. It is interesting to observe the results of this study.

In the context of this study, we will discuss the theory and impact of social media and innovativeness on business performance in Small and Medium Enterprises (SME) in Surabaya, Indonesia. Diffusion can be interpreted as a process of change that occurs in the structure and

function of a social system. Innovation is an idea, practice or object that can be considered/perceived as new by individuals or groups of people. The theory of the diffusion of innovation (DOI) is well known as the theory introduced by Roger. DOI theory which stands for Diffusion of Innovation theory where this theory explains a fundamental approach to analyzing new technology diffusion and a process of how an innovation can occur through a communication channel.

Roger (1983) defines the diffusion of innovation “as the process by which an innovation is communicated through certain channels over time among the members of the social system”. Roger explains that there are 4 elements in the diffusion of innovations:

1. Innovation, is an idea, action or item that is considered new to someone. In this case, the novelty of innovation is measured subjectively according to the views of the individuals who receive it.
2. Communication channels, is a tool for conveying innovation messages from sources to recipients. If communication is meant to introduce an innovation to a large and wide-spread audience, then the more appropriate, fast and efficient communication channel is the mass media. But if the communication is intended to change the attitude or behavior of the recipient personally, then the most appropriate communication channel is the interpersonal channel.
3. The period of time, namely the innovation decision process from the start of someone knowing until deciding to accept or reject it. Confirmation of the decision is closely related to the time dimension. At least the time dimension is seen in a) the innovation decision-making process, b) one's innovativeness (relatively earlier or slower in accepting innovation), and c) the speed of innovation adoption in social systems.
4. Social system, is a collection of units that are functionally different and bound in cooperation to solve problems in order to achieve common goals.

Characteristics of innovation is the nature of the diffusion of innovation, the characteristics of this innovation is one that determines the speed of an innovation process. Roger (1983) suggested that there are five characteristics of innovation, namely:

1. Relative Advantage, is the level of excess of an innovation. This can be seen from the results of previous innovations or from things that are usually done. Measured in terms of economy, social achievement, comfort and satisfaction. The greater the perceived relative advantage, the faster the innovation is adopted.
2. Compatibility, is the level of compatibility or suitability of an innovation, which can be considered whether it is consistent or in accordance with existing values, experiences and needs. If the innovation contradicts or is not in accordance with the values and norms adopted, then the new innovation cannot be adopted easily.
3. Complexity, is the level of complexity of the innovation to be adopted, how difficult the innovation is to understand and use. The easier an innovation is understood, the faster the innovation is adopted.
4. Trialability, is the level of whether an innovation can be tested first or must be bound in its use. An innovation that can be tested in real situations is generally adopted more quickly. In order to further accelerate the adoption process, an innovation must be able to demonstrate its superiority.
5. Observability, is the level of how the results of using an innovation can be seen or can be observed by other people. The easier it is for someone to see the results of an innovation, the more likely it is that the innovation will be adopted by a person or group of people.

Social media technology is a set of internet apps developed on Web 2.0 technologies that enable the production and dissemination of consumer material (Sfetcu 2017). One of the media that has evolved in the previous ten years is social media. Social media evolves in tandem with the advancement of information technology, which affects every industry and business (Yasa et al. 2020). The increased usage of social media to boost MSMEs' performance has been defined as a persuasion problem in the process of expanding entrepreneurial activity (Bughin, Chui, and Miller 2017). The relevance of digital business strategies aimed at transforming the way we interact, cooperate, consume, and create products is highlighted by the use of social media (Garcia-Morales, Martín-Rojas, and Lardón-López 2017). Business people can use social media platforms to improve their quality in innovative ways that are interactive (Chikandiwa, Contogiannis, and Jembere 2013). Marketing is frequently related with social media. This is due to the fact that early social apps were primarily focused on advertising and marketing difficulties, but as time went on, social media evolved into a complimentary extension of all marketing activities (Miralles-Marcelo, Miralles-Quiros, and Lisboa 2014). The primary goal of employing social media tools is to disseminate general information, interact with clients directly and distribute targeted advertising (Obermayer et al. 2021). It is vital to develop a network structure among small enterprises in a concentrated area to build a regional image, attract more clients, and earn higher revenues (Arcese et al. 2021).

Innovation refers to a company's proclivity to engage in and promote fresh concepts, experiment, and creations that really can result in additional items, services, or technological processes (Shan, Song, and Ju 2016). In the literature, one of the most important drivers of organizational performance is innovative performance, which promotes the establishment of organizational learning dynamics (Gunday et al. 2011). There are two ways to think about enterprise innovation. The first regards it as a behavioral variable, specifically the firm's level of innovation adoption. The second interprets it as an openness to change (Calantone, Cavusgil, and Zhao 2002). This capability can help the business in making better use of existing resources, increasing efficiency and possible benefits, and bringing in new brand equity. One of the decisive criteria for an organization's survival and success is its ability to innovate (Wang and Ahmed 2004). More innovation can help create value by responding to customer needs, developing new skills, and achieving and retaining superior performance or profitability in a more sophisticated, dynamic, and constantly changing market (Wang and Wang 2012). According to the research, one of its most significant drivers of organizational value is the ability to innovate, which is validated by empirical studies (Prajogo 2016). Innovative businesses that create and market innovative products and technologies can boost economic efficiency and lead to development (Wiklund and Shepherd 2003).

This condition is closely related to why this study uses innovation factors in exogenous variables. The answer is very straightforward, that in DOI theory, innovative behavior for organizations can move or grow quickly if the perspective of the organization can be stimulated by five characteristics including relative advantage, compatibility, complexity, trialability, and observability. The authors believe that these five characters can be achieved by SMEs Surabaya by collaborating on digital marketing aspects of training as explained in the introductory chapter. Thus, SMEs are more aware that there are important aspects of running a business today, namely collaboration with various parties and being adaptive to technological advances, such as social media for business. This can be realized if SMEs go beyond the perspective of the five characteristics of innovation.

The term 'performance' refers to how individuals or organizations come to a decision in

order to attain a goal. Leading employees in an organization to perform their jobs is a notion known as performance. This is why an organization's success is directly proportionate to its employees' performance (Yildiz et al. 2014). According to the outputs/conclusions acquired at the end of the business period, business performance is a description of the level of fulfillment of business goals or targets (Yildiz 2010). To evaluate business performance, only subjective or objective approaches can be utilized. In the literature, subjective and objective approaches are mixed to avoid the flaws of each method. While profitability, revenue, and market share are the most frequently used subjective criteria, ROA and ROE are the most generally employed objective criteria (Yildiz and Karakaş 2012).

Although scholars and practitioners have devised a variety of methodologies for assessing business success, it cannot be argued that there is always a valid method (Yildiz et al. 2014). SMEs performance is currently receiving a lot of attention since it may assist remove roadblocks and open up new opportunities for SMEs to grow and compete successfully in regional and global marketplaces (Aminu and Shariff 2015). As a result, business actors bear a great deal of responsibility for managing SMEs and attempting to improve SMEs' performance through new procedures, plans, and strategies throughout the entrepreneurial life cycle (Rugraff and Hansen 2011).

The goal of evaluating business performance in the SMEs sector is to boost business growth, pursue business possibilities both internally and externally, and expand all business actors' competencies (Salam and Hoque 2019). When seen from the standpoint of providing value for customers, the process of crystallizing business performance is process-oriented in order to optimally disseminate the values of the firm's competitive advantage (Garg et al. 2020). This, of course, necessitates a set of abilities as well as a feedback mechanism that helps firms to comprehend customer wants and expectations. In order to create the required business performance, an entrepreneur needs to take tangible action through the usage of social media and the use of market orientation at this point (Fernandes et al. 2020).

Now, we will look at the relationship between the variables used in this study. (Li 2010) describes social use as a business resource that can assist a business in increasing its organizational capacity by offering instant communication via various multimedia channels. According to (Zarella 2010), social media is believed to be the perfect medium for marketing because of its ease of access, and it is a strategic step in promoting the product. According to (Rodriguez, Ajjan, and Peterson 2016), a firm's usage of social media can boost revenue, sales, customer relationships, and brand image.

When it comes to the study of innovation and business performance, (Brown and McDonnell 1995) argue that in order to maintain successful business activities, firms must improve existing services and processes, and as a result, they must satisfy innovation processes. It is stressed in an article on innovation and business performance that innovation increases company performance (Hoq 2009) and that innovation ability has a strong and positive association with business performance in various research (De Jong and Kemp 2003). (Noruzy et al. 2013) found that organizational innovation had a beneficial impact on business performance in a study done at a manufacturing company. (Samad 2012) found that innovation had a beneficial impact on business success in research done at a logistics company in Malaysia. (Ussahawanitchakit 2011) found that managerial and technical innovations had a beneficial impact on company performance in Thailand's electronic companies. (Raymond et al. 2013) found that the capacity of business innovation (product and process innovation) had a beneficial effect on business performance in a study done for Canadian SMEs (growth and productivity). (Terziovski 2010)

found that while innovation strategy has a positive effect on business performance, innovation culture had no effect on business performance in an Australian study of SMEs. Organizations that pursue innovation can be said to deliver not only competitive benefits but also improved company performance. As a result, business actors' ability to innovate is an important aspect of business performance, and innovation can be considered to have a positive impact on business performance.

In this study, researchers assume that innovative behavior can be driven by various aspects, either individually or in groups. This is because a business organization or SMEs needs stimulation in implementing new business processes. This process will become a complete conceptual guideline for SMEs in running a business in the digital era. This condition is based on the collaboration of Surabaya SMEs with the local government struggling to see today's business opportunities, namely digital marketing, one of which is social media. It is very clear; SMEs can be encouraged to grow their innovation power if there is legal support. So, this condition is expected and the author believes that it can become a powerhouse for SMEs Surabaya to be IT proficient and able to upgrade by becoming a modern business sector that is more sophisticated and its products are easily accessible so as to be able to improve SMEs performance such as increasing profits and customer satisfaction.

H1: social media has a positive and significant effect on business performance

H2: innovativeness has a positive and significant effect on business performance

METHODS

This study is quantitative in the sense that it collects data numerically and statistically in order to fulfill scientific criteria such as concrete/empirical, objective, quantifiable, rational, and methodical (Igwenagu 2016). In this study, social media and innovativeness are exogenous variables, whereas business performance is endogenous. This condition is closely related to why this study uses innovation and social media factors in exogenous variables. In DOI theory, innovative behavior for organizations can move or grow quickly if the perspective of the organization can be stimulated by five characteristics including relative advantage, compatibility, complexity, trialability, and observability. The authors believe that these five characters can be achieved by SMEs Surabaya by collaborating on digital marketing aspects of training as explained in the introductory chapter.

Thus, SMEs are more aware that there are important aspects of running a business today, namely collaboration with various parties and being adaptive to technological advances, such as social media for business. This can be realized if SMEs go beyond the perspective of the five characteristics of innovation. The research variables are measured in table 2. Furthermore, purposive sampling was used, with unique criteria such as enterprises scale/size, assets, turnover, and number of employees, as indicated in table 1. The following criteria is for businesses that have been in operation for more than 5 years. This is due to the results of the researchers' observations that SMEs participating in the training as described in the introductory chapter are those who are over 5 years old and dominated by SMEs in the food and beverage sector.

On the other hand, the author wants to prove that with the increasing age of SMEs, it can change the way of thinking to become more advanced because a lot of experience and knowledge is absorbed. So, they should be more flexible in improvising with digital business processes, especially using social media. Therefore, the reason the author applies purposive sampling in research is because basically the main purpose of using purposive sampling is to find samples that

match the criteria that have been specifically determined by researchers, one of which is SMEs that have been operating for more than 5 years because in the author's view, it's only been 5 years that the role of social media for business is more stretched.

An online questionnaire in the form of a Likert scale was given to the analysis unit/object of research, namely SMEs in the food and beverage sector in Surabaya, from October 2021 to November 2021, and 81 respondents were collected, but 4 had to be removed after screening because they did not meet the requirements. As a result, a total of 77 more samples were employed as respondents. Table 3 summarizes the demographics of the survey respondents. It is important to note that, after the author checked the google spreadsheet form, the respondents who filled out this online questionnaire were those who were representatives of SMEs, and as expected, all those who filled out the questionnaire were SMEs owners. Furthermore, the data obtained and hypotheses provided in this study were also examined using the SEM-PLS (Structural Equation Model-Partial Least Squares) statistical technique, which was aided by SmartPLS 3.2. 9 software. In the SEM-PLS analysis, there are two types of relationships: the outer model, which includes testing convergent validity, discriminant validity, and reliability. Furthermore, evaluating R-square, Q-square, and hypothesis testing for the inner model.

Table 1. SMEs Criteria (Source: research result)

Enterprises Scale	Asset	Omzet	Number of Employees
Small Enterprises	>Rp 50–Rp500 million	>Rp 300 million–Rp2,5 billion	5-19 people
Medium Enterprises	>Rp 500 million–Rp10 billion	>Rp 2,5 billion–50 billion	20-99 people

Table 2. Measurement of Research Variables (Source: research result)

Variable	Code	Item	Reference
Social Media	X1.1	Compatibility social media	(Tajudeen, Jaafar, and Ainin 2018), (Chai, Das, and Rao 2014)
	X1.2	Interactivity social media	
	X1.3	Social Media Use	
	X1.4	Media Structural Warranty Social	
Innovativeness	X2.1	Implements fresh ideas/creativity for the product	(Akgün et al. 2014)
	X2.2	The incorporation of new methods into corporate processes, work structure, or external affairs	
	X2.3	Enhancement/transformation of management skill sets	
	X2.4	Improvement/transformation business models to cope with changes	
Business Performance	Y1.1	Profitability and sales	(Yıldız et al. 2014)
	Y1.2	Market share	
	Y1.3	Customer satisfaction	
	Y1.4	Reputation	

Table 3. Demographic Respondents (Source: research result)

Demographic		Frequency	Percentage
Enterprises Scale	Small	42	54,50%
	Medium	35	45,50%
	Total	77	100%
Enterprises Age	6-10 years	31	40,26%
	11-15 years	24	31,17%
	16-20 years	14	18,19%
	>20 years	8	10,38%
	Total	77	100%
Gender	Male	31	40,25%
	Female	46	59,75%
	Total	77	100%
Respondents/Owner's Age	21-30 years	8	10,38%
	31-40 years	19	24,68%
	41-50 years	36	46,76%
	>51 years	14	18,18%
	Total	77	100%
Social Media Frequently Used	Instagram	12	15,59%
	Facebook	16	20,78%
	Twitter	5	6,50%
	WhatsApp	20	25,98%
	Market Place	21	27,27%
	Blog	2	2,59%
	Youtube	1	1,29%
	Total	77	100%

Table 3 demonstrates that 42 of the 77 respondents in Surabaya are small firms, while the remaining 35 respondents are medium businesses. Meanwhile, there were 46 female responses out of 77 total, and 31 male respondents. As a result of these findings, it may be inferred that women have made the greatest contribution to the study's success. Furthermore, based on the age of the business, it can be seen that 31 of the respondents are between the ages of 6 and 10, and that they are the primary contributors to this study. In addition, based on social media that is frequently utilized by SMEs, the marketplace dominated the most with 21 respondents.

RESULT AND DISCUSSION

Outer Model

Testing the outer model is the first step in the SEM-PLS analysis, and it is demonstrated in this study through convergent validity, discriminant validity, and reliability testing.

Convergent Validity

The principle that a construct measure (indicator) must have a good correlation. Convergent Testing SmartPLS 3.2.9 shows that the reflexive indicator is true because the loading factor value for each necessary construct manifest variable is greater than 0.70 (Hair et al. 2011). Based on the outcomes, Table 4 shows that all construct indicators have a loading factor value more than 0.70, indicating that they are valid and have fulfilled convergent validity.

Discriminant Validity

Taking the square root of the Average Variance Extracted (AVE) and comparing it to the construct correlation. If the AVE square value is more than the correlation value between constructs, it is declared to meet the requirements discriminant validity (Hair et al. 2011). Table 5 illustrates the findings, demonstrating that the model is correct.

Reliability Test

If the value of Cronbach's Alpha and Composite Reliability is greater than 0.70, the variable with reflected indications is said to have passed the test (Hair et al. 2011). Table 4 shows the reliability test results, which show that all Cronbach's Alpha and Reliability values exceed 0.70, indicating that all research constructs are considered reliable.

Table 4. Measurement Model Analysis (Source: research result)

Variable	Item	Factor Loading	Cronbach's Alpha	Composite Reliability	AVE
Social Media (X1)	X1.1	0,794	0,839	0,890	0,668
	X1.2	0,830			
	X1.3	0,808			
	X1.4	0,838			
Innovativeness (X2)	X2.1	0,742	0,817	0,879	0,646
	X2.2	0,892			
	X2.3	0,792			
	X2.4	0,782			
Business Performance (Y1)	Y1.1	0,859	0,839	0,891	0,673
	Y1.2	0,819			
	Y1.3	0,791			
	Y1.4	0,810			

Table 5. Discriminant Validity (Source: research result)

Var/Ind	X1	X2	Y1
X1.1	0,794	0,541	0,430
X1.2	0,830	0,412	0,455
X1.3	0,808	0,481	0,469
X1.4	0,838	0,717	0,711
X2.1	0,504	0,742	0,629
X2.2	0,552	0,892	0,633
X2.3	0,532	0,792	0,488
X2.4	0,592	0,782	0,701
Y1.1	0,668	0,658	0,859
Y1.2	0,445	0,603	0,819
Y1.3	0,465	0,516	0,791
Y1.4	0,556	0,735	0,810

Inner Model

Testing the inner model is the next step in the SEM-PLS analysis, and it is demonstrated in this study using R-square, Q-square, and hypothesis testing.

R-Square

To determine the contribution of construct exogenous to construct endogenous, value R-square is used. The R-square results are presented in table 6 below. R-square is 0,634 in this case. That is, social media and innovativeness variables can explain 63.4 percent of business performance, while the remaining 36.6 percent is the contribution of unaccounted for factors outside of this study. As a result, if the value of R² (R-square) is greater than 0.50, SEM models are said to be both acceptable and moderate-strong (Hair et al. 2011).

Q2 Predictive Relevance

The value of Q² is used to test the structural model (Predictive Relevance). If the value of Q² is larger than 0, the model is deemed to be good enough and predictive (Hair et al. 2011). The following is the formula for computing Q²:

$$Q^2 = 1 - (1 - R^2)$$

$$Q^2 = 1 - (1 - 0,634)$$

$$Q^2 = 1 - 0,336$$

$$Q^2 = 0,634$$

Calculation The value for Q² is 0.634. The value of Q² can be used to assess how successfully the model and estimating parameters created the observed values (Hair et al. 2011).

Hypothesis Testing

The hypothesis is stated to have a positive correlation if the value is path coefficient greater than 0.1 and significant at the P-value less than 0.05 or T-value greater than 1.96 (Hair et al. 2011). Table 7 below shows the results of hypothesis testing.

Table 6. R-Square Test (Source: research result)

No	Variable	R-Square
1	Y1	0,634

Table 7. Hypothesis Testing Results (Source: research result)

Hypothesis	Path Coefficient	T-Value	P-Value	Result
X1->Y1	0,236	2,268	0,024	Positive Significant
X2->Y1	0,627	6,572	0,000	Positive Significant

According to table 7, social media has a positive and significant impact on business performance. According to these studies, social media allows individuals to communicate with millions of other users. For SMEs in Surabaya, this is or has been recognized as a tremendous opportunity and one that can be leveraged as a marketing communication tool through social media. Businesses can use social media platforms to improve their quality by interacting with customers in innovative ways (Chikandiwa et al. 2013). The greater the social media advertising plan, the better the SMEs' business performance (Yasa et al. 2020).

Promoting your business on social media can help you boost sales, market share, and profitability (Zhang and Ahmed 2019). This is because social media allows users to access a variety of information, including products and services that may be performed anywhere (Akrimi and Khemakhem 2012). This technology raises the bar for knowledge and information sharing,

communication, and marketing, benefiting both businesses and customers (Obermayer et al. 2021). In essence, with so many options and potential, it will benefit SMEs in the long run and help them survive in the information technology disruption period. Social media usage has a positive impact on business performance (Garcia-Morales et al. 2018).

The interesting thing from the findings of this study is that the hypothesis is proven. This fact can be explained that Surabaya City SMEs are able to take advantage of incentives from the local government to encourage economic growth and recovery through the use of social media as an important aspect of business sales. On the other hand, the role of the local government can be felt significantly as a driving force for the progress of SMEs in thinking and adapting to changes in the business environment. This is a positive stimulus and response, because it is only natural for SMEs that are old enough to take on the role of pioneers of innovation in accordance with developments in business technology.

Past experience must be used as a basis for thinking that there are different strategies that must be implemented by SMEs in order to meet needs such as owners and employees of SMEs must live in prosperity through increasing profits and sales, customer satisfaction, reputation and market share, all of which can be pursued if SMEs are flexible, improvise with digital marketing. When correlated with DOI theory, the results of this study also prove that the suitability of an innovation can be considered consistent or in accordance with existing values, experiences and needs. The quite long experience for SMEs in Surabaya City has brought positive innovative thoughts about changing times, because basically if innovation is contrary to or not in accordance with the values and norms adopted, then the new innovation cannot be adopted easily.

What is no less important is the correlation between research results and DOI theory, namely that SMEs want to consistently take part in digitalization implementation training for their business, because they think a business system can be successfully implemented if business actors already know relevant knowledge and knowledge and its advantages. This is clearly in accordance with DOI's explanation of the theory that an innovation must be tested first and or must be bound in its use. An innovation that can be tested in real situations is generally adopted more quickly. In order to further accelerate the adoption process, an innovation must be able to demonstrate its superiority.

Table 7 shows the findings of additional hypothesis testing, which show that innovativeness has a positive and significant impact on business performance. One possible reason for this finding is that SMEs owners have learned that the ability to innovate is one of the most significant traits of entrepreneurs. SMEs will not be able to survive for long if they do not innovate. This is owing to customers' shifting needs, wants, and demands. Customers will not consume the same thing every time. Customers will hunt for products from other SMEs that they believe would meet their requirements. As a result, if SMEs want to stay in business and survive, they must keep innovating. This situation has been demonstrated by the SMEs who took part in this study. This study's findings support the assertion that innovativeness has a positive and significant impact on business performance (Yildiz et al. 2014), (Ul Hassan et al. 2013). The greater the ability to innovate, the better the company's performance will be (Kafetzopoulos and Psomas 2015).

The interesting thing that can be explained from the results of this study is that SMEs are able to grow their innovative behavior to improve their business performance. This condition needs to be appreciated because the SMEs that are the respondents in this research are those who are over five years old. Apparently, not a few businesses that have been operating for a long time are lazy to adapt to changes in the business environment; they feel comfortable, and this is

very dangerous. Therefore, the Surabaya City Government with all its efforts is able to play its role as a pioneer of the revival of SMEs after being hit by the pandemic crisis. One of them is by creating an innovative and competitive SME mindset.

The findings of this study also support the DOI theory. The innovative mindset of SMEs leads to a consideration that a business innovation should provide relative advantage. This characterizes DOI theory. The experience of SMEs running a business slowly makes an innovation breakthrough even though it is relatively small. This condition, according to DOI theory, is measured in terms of economy, social achievement, comfort, and satisfaction. The Surabaya City Government holding training for SMEs has been able to provide a significant stimulus for the development of SMEs in order to open up insight that the world is full of certainty if you act and do something, one of which is the application of digital marketing which is relatively able to improve business performance. Because according to DOI theory, the greater the perceived relative advantage, the faster the innovation is adopted.

CONCLUSION

The factors of social media, innovativeness, and SMEs' business performance all have a positive and significant relationship, according to this study. Changes in business models brought on by information technology disruption have required a SMEs or business to adapt and be agile in order to innovate with technology. Social media is a tool that is crucial to the success of a company. This technology takes sharing of information and knowledge, interaction, and advertising to greater heights, resulting in benefits for both organizations and customers. This is a fantastic opportunity for overexposure at a minimal expense, as well as the ability to organize interactive conversation with customers and learn more about their requirements.

Although measuring social media performance takes time, it is critical to gather the essential data and then analyze all of the scheme discovered in the social media impression. This circumstance must be used as a catalyst for creative work behavior. Because, while using social media is sometimes as simple as it appears, it necessitates a new style of thinking, participation, and interaction, as well as a spirit of creativity and innovation. SMEs would lose and dissolve without a trace if they do not have the confidence to innovate in the age of hyperconnected business activities.

Further research into the three latent constructs examined in this study might use a bigger sample size and, of course, be conducted in a different field because it will bring a fresh understanding that will improve academic references. In addition, the interview method can be used in conjunction with other data collection strategies. Interviews are used to examine the stability and validity of data gathered through other methods as a metric that constitutes the basis of the assessment.

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