

The role of innovation capability and social media marketing capability to improve SME's social media performance

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ABSTRACT

This study aims to determine the influence of Social Media Marketing Communication Capability, Social Media Product Development, and Innovation Capability on whether to produce Social Media Performance for SMEs Florist in Java. This quantitative study uses a purposive sampling technique that analyzes 98 respondents collected using an online questionnaire. The theory used is the resource-based theory (RBT), where analysis techniques are used using SMART-PLS. The results showed that Innovation Capability did not produce Social Media Performance with a t-value of 0.618 and a p-value of 0.537. Social Media Marketing Communication Capability can also not create Social Media Performance with a t-value of 1.085 and a p-value of 0.278. Meanwhile, social media product development capability plays a significant role in creating social media performance. This study concludes from these three variables that only social media product development has an essential role in producing social media performance.

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INTRODUCTION

Today, social media can be one of the tools as the starter for business and become one of the revolutionary Internet-related technology that has arisen in the last few decades. Practically social media can be a billboard for the firm's commercial goals and better business performance (Fraccastoro et al., 2021). J.H. Kietzmann said social media enables content dissemination between customers and firms. However, Social media is also an internet mobile technology that allows individuals and groups to share, co-create, discuss, and change user-generated material on highly interactive platforms (Venciūtė, 2018). The number of users and the number of different types of social media platforms continue to rise. According to the data report, the number of social media users in Indonesia increased by 12,6% between 2021 and 2022. This means that every year, a lot of new people use social media because, after all, people use it not only for their personal lives but also for business. According to Napoleon Cat, the number of social media users today continuously increases yearly (Figure 1).

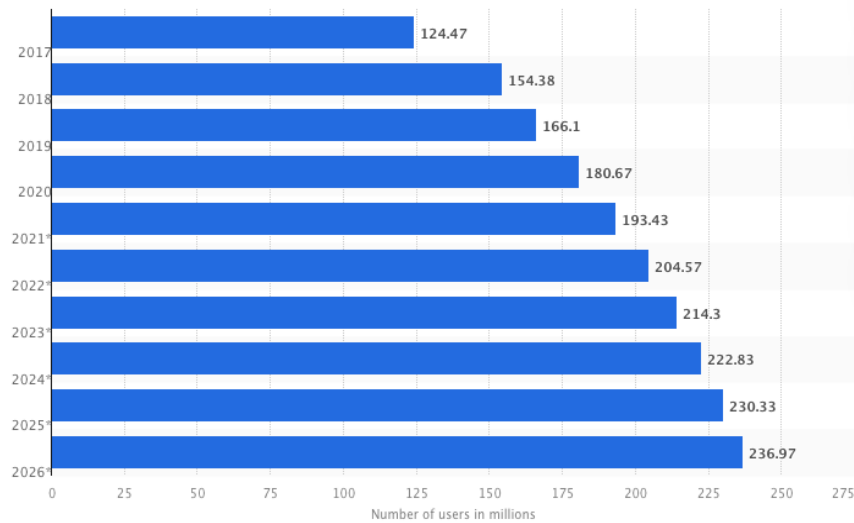


Figure 1. The number of social media users

Source: Statista

Social media has become an integral element of everyday life for communicating and sharing information. This made it easier for businesses to analyse people's behaviours, and social media became necessary for businesses to contact their target audience, who were also engaged on social media for similar issues. Individual preferences can be determined by collecting data on user behaviour patterns. The growth of online communities has increased the interconnection of businesses and customers while allowing for faster international communication. Brand positioning, brand awareness, customer loyalty, and purchasing decisions are all influenced by social media. The majority of businesses today use social media to improve their brand image and recognition (Tajvidi & Karami, 2021).

Small and Medium Enterprises (SMEs) would be able to realize their aspirations of marketing their products, brands, or services more quickly and widely as a result of the growth and various social media usage. In Indonesia, SMEs are a dominant form of business entity, with 99% representing the total number of enterprises in Indonesia, 97% employment, and only 57% adding value. SMEs characteristics have differentiated SMEs from other firms. The benefits of a company's participation in social media include increased brand value, revenue growth, e-commerce, social commerce customer trust, stickiness, innovation, new product creation, expertise, and others. For SMEs, social media can increase their business performance and create value for them regarding internal operations, marketing, customer service, and sales (Tajvidi & Karami, 2021).

The existence of SMEs is supported by the creativity of the actors, which is commonly known as the creative economy. The creative economy is an industry that utilises skills possessed by individuals to improve their welfare and employment. The creative economy aims to take advantage of creativity and creativity as capitalization of intellectuals (creativity), ideas, ideas that can be developed or enchanted into copyrights, brand patents, or designs (Sungkawati et al., 2021). Creativity encourages people to take ownership of their progress and encourages them to try new things. Innovation and creativity have become critical components of development plans. The word "creative economics" comes from the term "creative industries," which was previously referred to as "culture industries".

The creative economy, in some ways, defies definition almost by definition. However, its significant 3% contribution to the global gross domestic product (GDP) makes it a powerful emerging economic sector strengthened by a surge in digitalization and services. The creative economy covers the knowledge-based economic activities upon which the 'creative industries' – advertising, architecture, arts and crafts, design,

fashion, film, video, photography, music, performing arts, publishing, research and development, software, computer games, electronic publishing, and TV/radio – are based (Unctad, 2019).

There is one creative economy that rarely gets the spotlight in research; it is the Florist industry. Florists have a job that requires creativity in their flower arrangements. It is essential for them to have their own colour and touch while they make the flower bouquet. However, this industry does not get much attention as people think a florist is just a flower shop. People don't know that florists are not just about arranging the flowers with a beautiful wrap.

The results of an initial review of several florists show that new customers who come to them mostly will ask them to arrange a bouquet like another florist's portfolio. Though they have their own catalogue. But more customers will ask them to make it like what they want. This is why social media plays a big role. With social media, florists can put their portfolios and catalogues. These days, when people want to buy something, they will browse it first, either on social media or Google. The increasing use of social media has led to a growing reliance on social media as a news source (Chan-Olmsted & Kim, 2022). Social media for business is like the terrace of a house. When people buy a house, they will first see the terrace. It's the same as social media; a customer will check the social media first.

Social media can be used as a place for transactions (Halid, 2021). From all the social media that exists, this research will only focus on Instagram and Facebook. Both social media are integrated into each other, to be exact Facebook acquired Instagram in 2012 (McCrow-Young, 2021). The author chooses Instagram because most businesses in florists especially start their business on Instagram. The interesting features on Instagram make it easier for online shops to offer products and services. Open, parallel, and broad communication has opened up unlimited possibilities and opportunities for online buying and selling transactions. Shopping has become easy for anyone to do in an online shop on Instagram. Instagram can provide interesting features so that Internet users can learn and share in terms of photography and make short videos. With Instagram, online shop owners can provide product information to consumers in carrying out promotions (Amperawati, 2022).

This research employs resource-based theory (RBT) to investigate various capabilities that help SMEs succeed in using social media. RBT states a firm able to generate more economic value and achieve competitive advantage if having superior resources (Aprilia & Isbanah, 2019). RBV need resource base proves to be valuable, rare, inimitable, and non-substitutable (VRIN) (Ismail, 2022). As the VRIN characteristics assure, the firm can deploy the resources and capabilities strategically (Kant, 2021). RBT states a firm able to generate more economic value and achieve competitive advantage if having superior resources (Simorangkir, 2021). RBV needs a resource base that is valuable, rare, inimitable, and non-substitutable (VRIN). As the VRIN characteristics assure, the firm can deploy the resources and capabilities strategically (Chatterjee et al., 2022).

LITERATURE REVIEW

The value of the marketing function in market orientation and the firm performance is recognised to have a link between the customer and several key firms of processes (Hult & Ketchen, 2017). The process includes the approach to marketing capabilities, including pricing, product development, and marketing communication (Afriyie et al., 2018).

Innovation capability is required in a company with a high level of innovation As a result, innovation capability can be defined as the ability to create new products in response to market demands (Aulawi, 2018). The capacity here can mean implementing technology in accordance with new products and developing and adapting new products. The ability of the firm's individuals to generate new items and reconfigure or even develop existing products are the two components that make up innovation. Innovation includes creativity and generating valuable and useful ideas for developing new goods, improvements, and work procedures.

The ability to communicate via social media It's about how a company can use social media applications to control consumer value perceptions to conduct marketing communication operations (Tuten & Solomon, 2016). Social media marketing is crucial in the development of marketing capabilities (Tarsakoo & Charoensukmongkol, 2020). The number of social media platforms continues to grow, and social media has become a part of everyday life for communicating and sharing information. This has altered consumer behaviour and has become a worry that businesses must address. Literature shows that social media marketing was used to improve a firm's repertoire of marketing capabilities in numerous aspects, particularly in Asian countries.

The capacity to price a product or service competitively on social media refers to a company's ability to monitor competitors' pricing strategies and market pricing adjustments (Tarsakoo & Charoensukmongkol, 2020). This also includes the competence of price-setting, which entails identifying competitor prices. Marketers can now use various social media sites to easily access their competitors' social media and price lists. As a result, communication between the competitor and their customers is easy to access on this day. Meanwhile, product development competence refers to the ability to create new products and services to stay current with market demands (Lanza et al., 2019). This skill examined how businesses might add value to their offerings by introducing new products and services to their target market.

In social media marketing, product development capabilities refer to how a company can include social media in their product development process. The procedure comprises developing and launching new products and services to fulfil customers' needs. Social media performance refers to a company's success in employing social media as part of its marketing mix. The amount of fans, followers, or subscribers a company has on social media, for example, can be used to assess its performance (Marchand et al., 2020). This performance is designed to improve customer relationship management (CRM) and brand management. A firm needs engagement in its social media. Engagement is the benchmark for the firm to see whether the social media performance is good. Engagement can also measure the firm is performance while trying to reach the target market. Following the description above, this research aims to investigate critical capabilities that can improve social media performance for SMEs in the creative industry.

Social media marketing communication allows marketers to share knowledge and information to acquire and retain customers. Also, social media can be counter as low-cost promotions to engage with customers in interactive ways. Besides, social media can stimulate sales, increase brand awareness, improve brand image, and generate traffic to online platforms; it also can create interactivity in the platform by allowing users to post and share content.

H1: Social media marketing communication positively influences social media performance

Innovation activities are becoming essential to act as a source of competitive advantage and it can be explained as implementing a new or significantly improved product or process, a new marketing method, or a new organizational method in business practice (Teh et al., 2021). Previous research mentions how important it is to create an innovative system where the ideas are cherished, properly investigated, and utilized. It is also mentioned that developing and adapting new products is important for the firm's future as there will be a lot of changes in the market. Innovation helps firms have more portfolios in social media. A good portfolio is able to help firms better perform on social media. Effective management of innovation can help to deliver more effective innovative outcomes to generate better performance. The previous research by (Teh et al., 2021), Social Media positively and significantly affect innovation performance.

H2: Innovation capability influence positively towards social media product performance

Social media product development also refers to monitoring competitors' pricing strategies and pricing changes in the market. From there, firms are able to develop new products and services to adapt to market

needs. This leads to the performance in social media as it is the place to attract customers to information firms.

H3: Social media product development leads to better social media performances

Social media product development capability in terms of social media marketing refers to how firms can apply social media application to the product development process. Developing and launching new products or services can allow firms to engage in social media marketing communication to introduce the marketers to share their knowledge and information.

H4: Social media marketing communication influences social media product development

Innovation is the practice of conceptualizing and processing ideas that generate commercial value in the form of new products and services (Ibidunni et al., 2020). It is to create an innovation system where the ideas are cherished, properly investigated, and utilized. It is also mentioned that developing and adapting new products is important for the firm’s future as there will be a lot of changes in the market. Innovation can be divided into two factors: the ability of firms or individuals to create new products and reconfigure or develop existing products.

H5: Innovation capability able to lead to social media product development capability

Brand innovation is influenced by a variety of learning-focused factors, and displaying some interesting findings can be good for the firm social media. Social media advertising is still a great way to increase brand loyalty in the digital economy. Especially now, it still allows customers and firms to communicate daily.

H6: Innovation capability positively influenced social media marketing communication capability

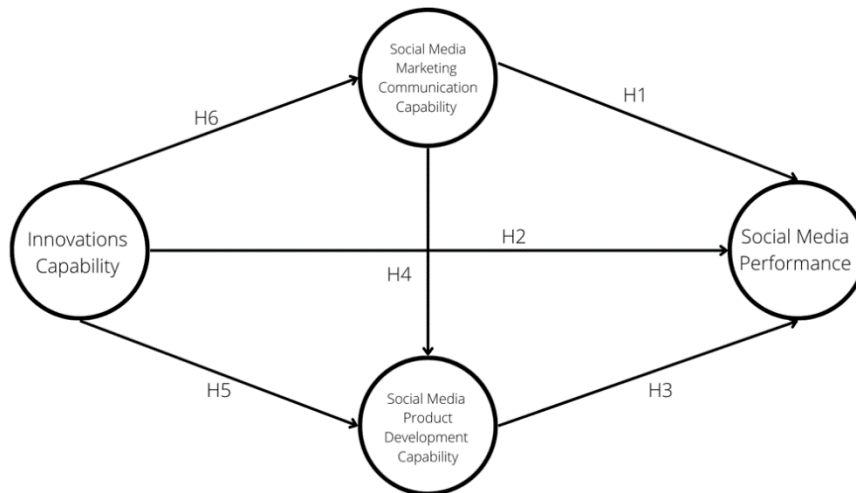


Figure 2. Research framework

METHODS

This research used a quantitative research paradigm, using variables such as social media performance, marketing communication capability, product development capability, and innovation capability. The target of this study is the Florist Shop on Java Island, with as many as 150 people. The sample can be Florist shop owners or the staff who understand the business. This study used Cluster Sampling. The sampling technique used a questionnaire, and the sample size was 98 Florists from florists spread across Java. The questionnaire will be made using Google Forms to collect the respondents online and shared through

social media like WhatsApp and Instagram. This research will use four variables as material for analysis. First, social media marketing capability (themed day, responsive towards, storytelling caption, caption narrative, communications towards customers, design, portfolios, copywriting) (Tarsakoo & Charoensukmongkol, 2020). Second, social media product development capability (have speed move on creating, product marketing, competitors, pricing product, product launching, monitoring, service, stay with original product) (Tarsakoo & Charoensukmongkol, 2020). Third, innovation capability (innovations, innovative ideas, leadership, collaborations) is culture, trends, and marketing innovations (AlNuaimi et al., 2021). The last is social media performance (increased income, new clients, revenue, order increase, engagement, networking, dominant tools, brand awareness, and Instagram ads) (Marchand et al., 2020).

Initial data analysis was tested. Validation Test Instrument and Reliabilities research Instrument, then the Main-Test Data Analysis is carried out, testing the Outer Model Analysis and Inner Model Analysis using the SEM approach with Smart PLS.

RESULTS AND DISCUSSION

For this research, the data was collected by spreading G-form to florists in Java. For the approach, the writer chats directly with the florist via their direct message on Instagram or personal WhatsApp. The questionnaire gets spread from the second week of March 2022 until the second of May 2022. The writer can get 98 respondents. All the respondents were selected based on the criteria of being active on Instagram and based on the Java area. Followers don't matter because what is important is how Instagram can help Florists build their businesses. The percentage of the respondents is based on their business duration year; the conclusion is three three-year business florists are more dominant (23,5%). Based on area coverage, the florist mostly comes from Jakarta (29,2%) and Tangerang (11,5%). The main analysis in this research involves descriptive analysis using Smart PLS 3.0 with analysis for the outer model and analysis of the inner model. The framework here uses a reflective perspective. In this data analysis, 8 indicators were removed because they did not fulfil the criteria. After all, the outer loading was less than 0,5. After the eight indicators were removed from the analysis data, the research model change became like this:

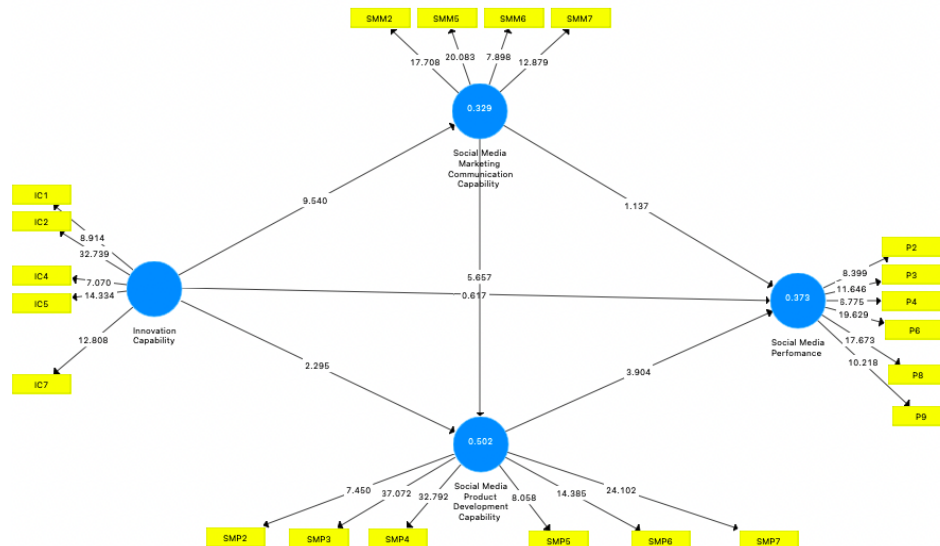


Figure 3. Outer model

Source: Research personal data (2022)

Validity convergent is used to measure the positive correlation with the alternative measure from the same construct. From the data above, all the data have AVE >0,5, meaning all the data is valid. All the indicators constructed already have scores above >0,6. While processing the data above, 10 indicators do not fulfil the term and

the condition, which are SMM1, SMM4, SMM8, IC3, IC6, SMP1, SMP8, P1, P5, and P7. So, all the data has been removed from the table, and the result makes all the AVE valid.

Table 1. Convergent validity measurement

Variable	Description	Indicator	Outer Loading Value
Innovation	Innovations because environment	IC1	0.694
Capability	Explore a lot of innovative ideas	IC2	0.850
	Collaboration with other business	IC4	0.634
	Innovation is Culture	IC5	0.789
	Innovation is a must	IC7	0.706
	Social Media	Get new Client	P2
Performance	Revenue	P3	0.750
	Increased Order	P4	0.666
	Networking benefit	P6	0.761
	Brand Awareness	P8	0.694
	Instagram Ads	P9	0.734
Social Media	Responsive towards customers	SMM2	0.794
Marketing	Marketing Communication	SMM5	0.801
Communication	Instagram Design	SMM6	0.686
Capability	Portfolios	SMM7	0.757
Social Media	Able to fulfil customers request from	SMP2	0.749
Product Development	social media		
	Competitors	SMP3	0.888
	Pricing	SMP4	0.896
	Explain pricing to customers	SMP5	0.652
	Monitoring and comparing	SMP6	0.809
	Service	SMP7	0,876

Source: Research personal data (2022)

Table 2. Convergent validity measurement

Variable	Average Variance Extracted (AVE)
Innovation Capability	0.545
Social Media Marketing Communication Capability	0.579
Social Media Product Development	0.667
Social Media Performance	0.542

Source: Research personal data (2022)

Discriminant validity is an indicator reflective seen on cross-loading between the indicator and the construct. From the result above, it can be seen that cross-loading in every indicator can specifically have a good height. The theory was explained at the beginning, and the conclusion is that cross-loading measurement in every construct model has a discriminant validity. The second evaluation for the validity test discriminant was done using the Fornell Larcker criteria. The result of the second test is discriminant validity with criteria Fornell Larcker. Measurement with Fornell Lacker has criteria based on the belief each variable shares variants with big indicators related to other constructs designated in the evaluation result above. All the bold scores in the table have a big value compared to the other construct related to variables.

Measuring convergent validity can use composite reliability in the reflective mode. The score for composite reliability is 0.6 or > 0.7 (Mohd Dzin & Lay, 2021). From the result above, it can be seen all the variables have a

composite reliability score higher than >0.7. This means that all the variables that have been tested are reliable. Other main analyses also measure Cronbach’s alpha to value the consistency on all the scales with the hope it will be higher than 0.6 (Hair et al., 2021). The analysis results show that all variables have Cronbach’s alpha score bigger than 0.6. This means that the scores showing all the variables on the test for the main data test are highly reliable, and the writer can continue with them.

After the test for the outer model, the next step is to analyze the structural model (inner model). The analysis for the structural model has important metrics scores, which are R2, f2, VIF, and path coefficient. R² result variable Social Media Marketing Communication Capability (SMM) impact towards Innovation Capability is moderate 32,9%. Meanwhile, social media performance (P) towards innovation capability is moderate at 37.3%. The last one, Social Media Product Development Capability (SMP) towards Innovation Capability, is moderate at 50,2%. Next, this test aims to see if there is any correlation between the indicators that might potentially become multicollinearities. The VIF score < 5. This means that the indicator does not have multicollinearities. Analysis effect size shows the influence toward construct endogen; all variables significantly correlated with the dependent variable. A hypothesis test examined the original sample, T-Statistic, and P-Values results.

Table 3. Direct path coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
IC -> SMM	0.573	0.587	0.062	9.236	0.000
IC->P	-0.067	-0.045	0.108	0.618	0.537
IC -> SMP	0.268	0.279	0.111	2.412	0.016
SMM-> P	0.124	0.135	0.114	1.085	0.278
SMM ->SMP	0.520	0.520	0.090	5.795	0.000
SMP ->P	0.559	0.544	0.146	3.821	0.000

Source: Research personal data (2022)

Based on the test above, the conclusion is that the variable Innovation Capability positively impacts Social Media Marketing Communication because of the t-value 9.236 >1.96 and p-value 0.000<0.05. Variable Innovation Capability negatively impacts Social Media performance because the t-value is 0.618>1.96, and the p-value is 0.537<0.05. Variable Innovation Capability positively impacts Social Media Product Development because of the t-value 2.412>1.96 and p-value 0.016< 0.05. Variable Social Media Marketing Communication Capability positively impacts Social Media performance because of the t-value 1.085>1.96 and p-value 0.278< 0.05. Variable Social Media Marketing Communication Capability positively impacts Social Media Product Development because the t-value 5,795>1,96 and p-value 0.000<0.05. Variable Social Media performance positively impacts Social Media Product Development because of the t-value 3.821>1.96 and p-value 0.00< 0.05. In this research, there’s also a calculation for the indirect path coefficients because this research also uses mediation variables.

Table 4. Indirect Path Coefficients

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (O/STDEV)	P Values
SMM-> P-> SMP	0.166	0.168	0.062	2.693	0.007

IC-> SMM-> P -> SMP	0.150	0.144	0.058	2.605	0.009
IC -> SMM-> P	0.290	0.288	0.103	2.814	0.005
IC-> SMM ->SMP	0.071	0.080	0.069	1.029	0.304
IC -> P-> SMP	0.298	0.305	0.059	5.065	0.000

Source: Research personal data (2022)

Based on the test above, the conclusion is that indirect path coefficients are social media marketing communication capability, which positively and significantly impacts social media product development capability through social media performance because of the t-value $2.69 > 1.96$. Social media marketing communication capability positively and significantly impacts product development through innovation capability because of the t-value $2.60 > 1.96$. Social media marketing communication capability positively and significantly impacts variable social media performance through innovation capability because of the t-value $2.81 < 1.96$. Innovation capability positively and significantly impacts social media product development capability through social media performance because of the t-value $1.02 < 1.96$. Social media marketing communication capability negatively and insignificantly impacts product development through innovation capability and social media performance because the t-value is $5.06 < 1.96$.

CONCLUSION

Innovation capability does not have a significant direct impact on social media performance. Social media marketing communication has an impact on social media performance. Innovation capability has an impact on social media marketing communication. Innovation capability has an impact on social media product development. Social media product development has an impact on performance. Social media marketing communication has an impact on social media product development.

Hopefully, the next research will change the variable and not focus only on performance. Besides performance, there is a lot to explore, maybe for how to produce the innovations, decide the product's price, or how a business builds its social media, Instagram. Florists in Java need to know more about developing their product and bringing it to social media, such as Instagram.

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