

DIGITAL TRANSFORMATION IN MARKETING: SOCIAL MEDIA MARKETING AND SOCIAL MEDIA PERFORMANCE THROUGH CONSUMER ENGAGEMENT

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Abstract

Social media has become a significant component of organizations' digital marketing strategies, particularly for Micro, Small, and Medium Enterprises (MSMEs). The purpose of this study is to examine the relationship between Social Media Marketing (SMM), Social Media Engagement (SME), and Social Media Performance (SMP) using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) approach. This study employs a causal research design to investigate the cause-and-effect relationship between variables, with a sample of fashion MSMEs in City and Regency Tangerang who have actively used social media in their company operations. The findings indicate that SMM has a positive and significant impact on SME and SMP, with SME serving as a mediating variable in increasing social media performance. SME has an R-squared (R^2) score of 0.404, indicating that additional variables can improve consumer involvement. The study's findings contribute to the creation of digital marketing strategies for fashion MSMEs, particularly in terms of improving communication and customer interaction via social media. This study has limitations since the sample size is confined to fashion MSMEs in Tangerang City and Regency, thus the results may not be entirely generalizable to other industries or areas.

Keywords: Social Media Marketing, Social Media Engagement, Social Media Performance, SEM-PLS, Fashion MSMEs.

INTRODUCTION

Social media has become an essential element of people's lives and corporate marketing strategies, ushering in a dramatic shift in how businesses connect with clients. As a Web 2.0 technological platform, social media allows users to create and share content directly. (Kaplan & Haenlein, 2010). Its existence is no longer an option in marketing strategy, but rather a required component for businesses looking to improve the success of their promotional efforts. (Hanna et al., 2011)

Social media's interactive nature encourages direct communication and deepens the relationship between organizations and consumers, making it an important aspect in attaining marketing objectives (De Vries et al., 2012; Kaplan & Haenlein, 2010). People can use social media to communicate, trade information, publish material in a variety of formats, and initiate conversations that promote digital community participation (Thackeray et al., 2008). Companies can acquire significant insights into consumer behavior and preferences through social media analytics, which will help them design more effective marketing campaigns (A. Kumar, 2016).

According to the most recent study on social media analytics, businesses can acquire significant insights into consumer behavior and preferences, which helps them enhance their marketing strategies and performance (V. Kumar et al., 2024). In a specific length of time, the development of social media has become a mandatory part in many companies' marketing strategies, rather than an optional component of the promotional (Hanna et al., 2011)

In terms of business, Micro, Small, and Medium Enterprises (MSMEs) in fashion in Tangerang City and Regency have expanded rapidly, owing to increased public awareness of local products.

MSMEs in fashion in this region have numerous potential to expand by leveraging digital marketing tactics and social media. Despite the fact that they see the potential for digital marketing to increase business performance, many of them continue to face challenges in understanding and improving it (Dahnil et al., 2014).

As the community-based digital marketing landscape has changed, engagement metrics such as comments, likes, and shares have become essential indicators of brand activity and intended outcomes. User engagement not only represents social interactions, but also influences customer impression, trust, and advocacy for a company (Brodie et al., 2011). Unfortunately, the function of engagement as a mediator between Social Media Marketing (SMM) and Social Media Performance (SMP) remains largely neglected, particularly in the context of SMEs or growing industries (Dwivedi, 2021; Tafesse & Wien, 2018).

By merging past research findings, researchers adapt an organization's or marketing manager's marketing activities to develop stronger relationships with their consumers and generate growth in social media performance, which will eventually effect long-term marketing success.

LITERATURE REVIEW

Theories

Resource-Based View (RBV) is a strategic theoretical paradigm that views the firm as a collection of different resources that are capable of generating long-term competitive advantage if managed well (Barney 1991, n.d.) In today's digital context, the RBV strategy has been expanded to include dynamic skills such as the capacity to handle digital marketing initiatives, including Social Media Marketing (SMM). SMM activities are no longer just a communication tool, but have become part of a strategic intangible resource that is specific, rare, difficult to imitate, and methodically organized (Marchand, 2013; Teece et al., 1997). RBV can frame SMM as an organization's ability to design, implement, and evaluate social media strategies to build value in customer relationships. This is especially true for SMEs, which often rely on internal flexibility and creativity in the face of limited resources. Thus, applying RBV to SMM research offers a greater understanding of how social media tactics can impact marketing success through activating the organization's internal capacities.

Social Media Marketing

Social media marketing (SMM) is one of the company's resource-based strategic capabilities for gaining long-term competitive advantage (Barney 1991, n.d.) from the perspective of RBV. SMM is more than just digital promotional activities; it is a collection of internal procedures that firms utilize to establish a strong market position, such as content creation, platform selection, brand message management, and digital relationship management (Tafesse & Wien, 2018). According to (Marchand et al., 2021a), a structured social media strategy, when backed by appropriate resource allocation, can serve as a capability enhancer, improving the effectiveness of digital communications and building customer relationships. As a result, in the context of small and medium-sized enterprises (SMEs), a strategically designed and performed SMM offers a unique, unusual, and important organizational capacity.

Several previous studies have shown a positive relationship between social media marketing strategies and social media performance (Tafesse & Wien, 2018). However, recent research (Rifqy Roosdhani et al., 2023) states that there is no significant direct effect, so this hypothesis needs to be tested further to clarify the inconsistency of previous findings.

H1: Social media marketing strategy (Social Media Marketing -SMM) has a positive influence on social media performance (Social Media Performance - SMP).

Social Media Engagement

Social media engagement (SME) is a crucial factor in developing long-term relationships between customers, brands, and performance, particularly on digital platforms. Social media marketing strategy (SMM- Structured and value-based) has been shown to boost consumer engagement with content and brand identity in local product businesses. According to (Felix, 2017; Felix et al., 2017), SMM that is fully integrated with business strategy can inspire consumers to participate more actively with businesses via likes, comments, and content sharing. (Felix et al., 2017) discovered that strategic components of SMM, such as content management, brand value integration, and social media communication management, significantly enhance brand engagement levels.

According to the RBV perspective, Social Media Engagement (SME) is a sort of resource activation caused by an organization's interaction with its surroundings via digital media, indicating internal effectiveness in managing external engagement (Valos et al., 2019) describe engagement as an active customer response to stimuli generated by the company, such as content, communication, and relational value supplied via social media. In this case, involvement is not only a sign of strategic success, but it also allows enterprises to maximize the value of SMM capabilities. According to (Hollebeek, 2019a), actively engaged customers build long-term relationships with brands, amplifying the impact of organizational resources on performance.

Using the right marketing strategies, such as engaging content and active interaction with users, can boost audience engagement on social media (Valos et al., 2019). High brand engagement on social media can boost consumer loyalty, improve audience interactions, and help businesses achieve their objectives (Rifqy Roosdhani et al., 2023).

H2: Social media marketing has a positive influence on Social Media Engagement (SME)

H3: Social Media Engagement has a positive effect on Social Media Performance.

Social Media Performance

Social media performance (SMP) is now assessed not only by how frequently a company appears on digital platforms, but also by the quality of user engagement impacted by social media marketing. A great social media strategy for a product involves encouraging people to interact, share, and create positive opinions of the brand. According to a study conducted by (Ferreira et al., 2022), brand engagement has been demonstrated to serve a mediating function between social media communication tactics and outputs such as digital advocacy, reach, and consumer participation levels.

Brand recognition, advanced engagement, electronic word-of-mouth (e-WOM), and digital community growth are some of the non-financial variables that can be used to evaluate social media performance (Ferreira et al., 2022). In the context of SMEs and digital strategic marketing, SMP is viewed not just as the outcome of a social media campaign, but also as a reflection of the organization's performance in leveraging social media as a useful internal capability. ((Tarsakoo & Charoensukmongkol, 2020). According to (Dwivedi, 2023), social media performance is now one of the important indicators for analyzing the effectiveness of a holistic digital strategy, especially in an increasingly digitalized business world.

According to past research findings, social media marketing may not always have a direct impact on social media performance, but it can influence brand recognition and engagement. ((Dutot & Bergeron, 2016)

H4: Social Media Engagement (SME) mediates the relationship between Social Media Marketing (SMM) and Social Media Performance (SMP).

Table 1. Measurement Item

Construct	Statement Item	Coeffient Correlation
Social Media Marketing	1. social media strategy clarifies key performance goals 2. social media strategy outlines directions for executing our social media programme 3. social media strategy is closely aligned with our marketing strategy 4. use this business's social media to monitor competitor. 5. regularly evaluate the effectiveness of our social media strategy based on performance data and user feedback	(Tafesse & Wien, 2018)
Social Media Engagement	1. Our customers actively like, comment or share the content we post. 2. We regularly receive interactions or responses from customers to any content we publish. 3. Customers engage in our interactive content (live, quizzes, etc). 4. Customers show emotionally positive responses (e.g. appreciative comments, emojis or messages of support) to our content. 5. Our brand content encourages the creation of new content sourced from customers themselves	(Brodie et al., 2011)
Social Media Performance	1. more users are following this business's social media 2. more users are contacting this business through social media 3. more customers can be served by this business through social media 4. more customers are asking about product-related issues on social media	(Rifqy Roosdhani et al., 2023)

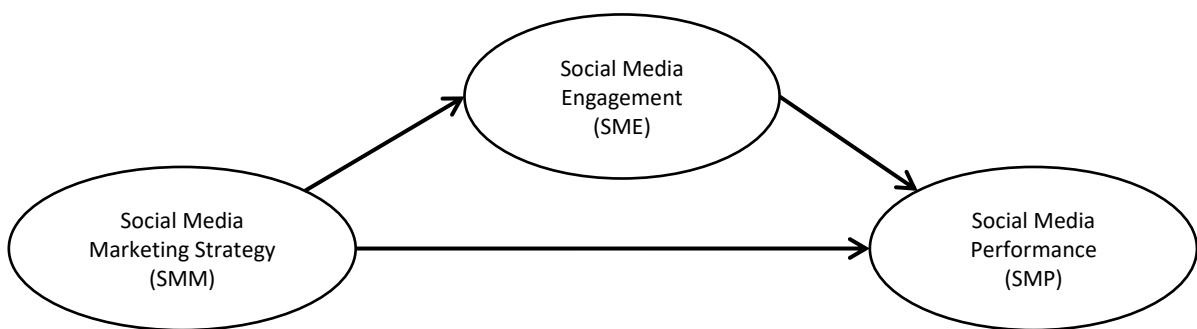


Figure 1. Framework Research Models

METHODS

This study employs a causal research strategy that seeks to evaluate hypotheses about the causal relationship between distinct factors. The research model is built using a hypothesis approach and tested according to accepted methodological guidelines. This study focuses on micro, small, and medium-sized firms (MSMEs) in the fashion brand industry that manufacture apparel and accessories in Tangerang City and Tangerang Regency. The data utilized in this study was gathered from primary data sources via a questionnaire-based survey designed to assess specific factors in the study.

In this study, the population of apparel brands in Tangerang City and Regency amounted to approximately 80 business units, but only 50 samples were collected for analysis. Data collection took place both offline and online between February and April 2025. The number of samples was determined using the criteria proposed by (Hair et al., 2021), who suggest that the minimum sample size in quantitative research is 5-10 observations per estimated parameter. Given the intricacy of the variables investigated, the number of samples chosen matched academic standards for producing meaningful and statistically interpretable results. This study's data was analyzed using structural equation modeling (SEM) and PLS software.

Characteristic of Respondents

This study gathered information from a sample of fashion SMEs based in Tangerang City, Indonesia. The demographic profile of these SMEs demonstrates a high use of digital platforms, notably social media, in their company operations. The majority of respondents said they have been using social media for more than two years, with Instagram and WhatsApp being the most popular platforms for marketing and communication with clients. Furthermore, showing an emphasis on inexpensive fashion for middle-income clients. These features provide a useful environment to examine the strategic role of social media marketing and engagement in boosting social media performance, particularly among SMEs in the creative industry sector.

Table 2. Profile and Description charactersistic of Respondents

Profile Aspect	Description
Location	Tangerang City, Banten, Indonesia
Business Type	Fashion-based SMEs (clothing, hijab, accessories)
Number of Valid Respondents	50
Social Media Platform Used	Instagram, WhatsApp, Shopee, TikTok
Years Using Social Media	Most SMEs have used social media for 2–5 years
Price Range of Products	IDR 100,000 – 250,000
Type of Owner	Mostly managed directly by owners or co-founders
Business Orientation	B2C with local/regional target market

Source: Table source from demographics research respondents

RESULTS AND DISCUSSION

This study's data were analyzed using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method, which tests the cause-and-effect correlations between Social Media Marketing (SMM), Social Media Engagement (SME), and Social Media Performance (SMP). Furthermore, construct validity and reliability tests confirm that the study indicators accurately explain the variables. Using the SEM-PLS approach, this study successfully identifies the key aspects that contribute to enhancing the social media performance of fashion MSMEs, as well as insights for optimizing digital marketing tactics in similar industries.

Measurement Outer Model

This study's data were analyzed using the Structural Equation Modeling - Partial Least Squares (SEM-PLS) method, which tests the cause-and-effect correlations between Social Media Marketing (SMM), Social Media Engagement (SME), and Social Media Performance (SMP). Furthermore, construct validity and reliability tests confirm that the study indicators accurately explain the variables. Using the SEM-PLS approach, this study successfully identifies the key aspects that contribute to enhancing the social media performance of fashion MSMEs, as well as insights for optimizing digital marketing tactics in similar industries

1. Convergent Validity Test

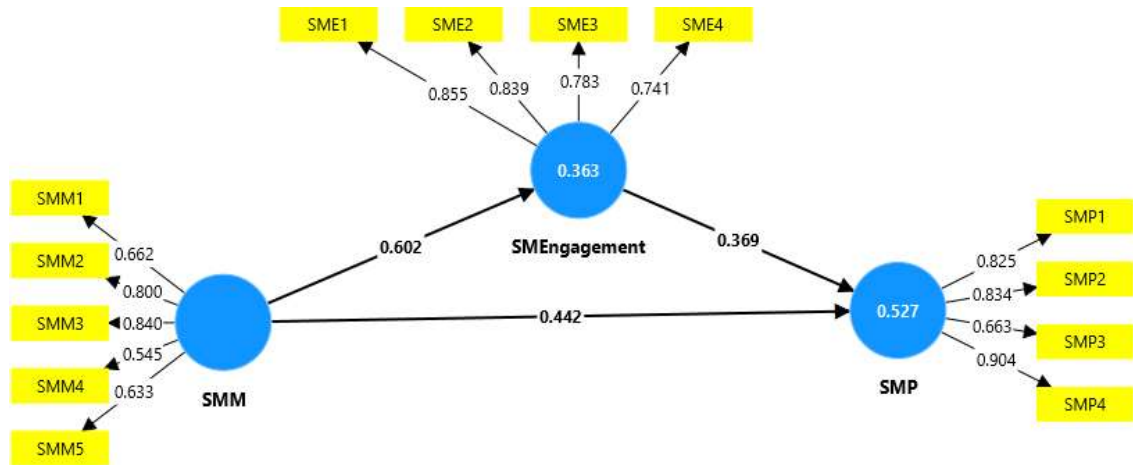


Figure 2. Analysis Data by SEM-PLS

Table 3, Outer Loading of Validity

	SMEngagement	SMM	SMP	Validity
SME1	0.855			Valid
SME2	0.839			Valid
SME3	0.783			Valid
SME4	0.741			Valid
SMM1		0.662		Valid
SMM2		0.800		Valid
SMM3		0.840		Valid
SMM4		0.545		Valid
SMM5		0.633		Valid
SMP1			0.825	Valid
SMP2			0.834	Valid
SMP3			0.663	Valid
SMP4			0.904	Valid

Resource: Table from outer loading of validity indicators or items by SEM-PLS

2. Convergent Validity Test

Table 4, Construct Reliability

Latent Variable	Cronbachs Alpha	Composite Reliability (rho-a)	Composite Reliability (Rho-C)	Reliability
SMEngagement	0.822	0.838	0.880	Reliable
SMM	0.743	0.766	0.828	Reliable
SMP	0.823	0.841	0.884	Reliable

Source: Table source analysis data reliability by SEM-PLS

All variables in the model have high internal consistency, so they can be used in structural analysis without reliability issues.

3. Discriminant validity test

Table 5. Discriminant Validity- Fornell-Larcker Criterion

Latent Variable	SMEngagement	SMM	SMP
SMEngagement	0.805		
SMM	0.602	0.705	

SMP	0.635	0.664	0.811
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Source: Table source analysis data reliability by SEM-PLS

Each variable's diagonal value (AVE $\sqrt{v}$) exceeds its correlation value, showing good discrimination and no multicollinearity issues. This means that each variable has a stronger relationship with its own indicators than with the other variables in the model, indicating that the model has good discriminant validity.

Measurement Inner Model

The Inner Model aims to test the hypothesis and the strength of the relationship between constructs. The Inner Model test is very important to understand how strong and relevant the relationship between variables.

1. Path Coefficient

Table 6. Direct Effects Path Coefficients - Mean, STDEV, T Values, Hypothesis

Latent Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
SMEngagement -> SMP	0.369	0.375	0.133	2.780	0.005	Supported
SMM -> SMEngagement	0.602	0.621	0.089	6.787	0.000	Supported
SMM -> SMP	0.442	0.436	0.133	3.329	0.001	Supported

Resource: Table source from direct test hypothesis, by Bootstrapping

Table 7. Total Indirect Effects- Mean, STDEV, T Values, P Values

Latent Variables	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Description
SMM -> SMP	0.222	0.232	0.090	2.468	0.014	Supported

Source: Table resource from indirect test of hypothesis by bootstrapping

Social Media Engagement (SME), and Social Media Performance (SMP) are positive and significant. The path coefficient shows that SMM has a direct influence on SME (0.602, $T = 6.787$, $P = 0.000$), which indicates that digital marketing strategies play an important role in increasing customer engagement on social media. The relationship between SMM $\rightarrow$ SMP is also confirmed in the model with a coefficient of 0.442 ($T = 3.329$, $P = 0.001$), indicating that social media marketing activities directly improve the digital performance of businesses. However, in another test, when SME was included as a mediating variable, the direct effect of SMM on SMP dropped to 0.222 ($T = 2.468$, $P = 0.014$), indicating that engagement plays an important role in amplifying the effect of digital marketing on social media performance.

Table 8. R Square

	R-Square	R-Square adjusted
SMEngagement	0,363	0,350
SMP	0,527	0,508

Resource: Table source from direct test PLS-SEM algorithm

SME has a moderate association with SMM. This score is in the moderately strong category, indicating that the model can explain more than half of the variation in social media performance. However, it might be improved by include other variables such as interactivity, content quality, and user experience.

CONCLUSION

The findings of this study empirically confirm that Social Media Marketing (SMM) strategies have a strong direct impact on Social Media Engagement (SME) and Social Media Performance (SMP) among micro and small enterprises in the fashion sector in Tangerang City/Region. This finding is consistent with the Resource-Based View paradigm, which claims that social media-based initiatives are organizational capabilities that, when effectively managed, can provide a competitive advantage (Marchand et al., 2021b; Tafesse & Wien, 2018). In the framework of this study, SMM demonstrated that it is more than simply a promotional tool; it is an intangible resource with a direct impact on digital consumer interactions.

Customer engagement in social media platforms, or Social Media Engagement (SME), was shown to significantly mediate the relationship between SMM and SMP ($\beta = 0.222$; $p < 0.05$), confirming the role of engagement as a cognitive-affective-behavioral mechanism in activating the effect of digital strategy on performance ((Brodie et al., 2011; Hollebeek, 2019). This finding supports (Dwivedi, 2021, 2022)) claim that engagement is not simply a byproduct of brand actions, but also a driving factor in the process of social value creation and digital advocacy. As such, these findings fill a vacuum in the literature by investigating involvement as a strategic mediating variable in the context of rising SMEs.

In this study, social media performance (SMP) was measured using non-financial criteria such as follower growth, number of interactions, and increased consumer inquiries, all of which are indicative of the efficacy of digital customer relationships (Ferreira et al., 2022; Tarsakoo & Charoensukmongkol, 2020). SMP's R-square of 0.527 suggests that the interaction and social media marketing strategy variables account for more than 52% of the variation in social media performance, which is a strong result in the setting of SMEs. This implies that engagement-based techniques can provide measurable outcomes, however other factors such as content quality, posting time, and user experience may also play a role.

Overall, this study contributes a theoretical addition by strengthening the role of SMEs as strategic mediating factors in the RBV framework when applied to the digital domain. The findings integrate (Marchand et al., 2021a) perspectives on social media skills with empirical evidence from the field, particularly for the Indonesian SME sector. The practical ramifications of these findings highlight the need for SMEs to manage social media strategically rather than operationally, with a focus on providing high-value content, monitoring customer interactions, and employing engagement metrics to quantify performance.

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