

UDC 332

**THE ROLE OF E-MARKETPLACE USAGE TO MEDIATE THE INFLUENCE OF SOCIAL MEDIA PROMOTION AND MARKETING INNOVATION ON MARKETING PERFORMANCE: A STUDY ON BALIMALL.ID MSME MERCHANTS**

**Dinata I Made Wirayuda\*, Suparna Gede, Giantari I Gusti Ayu Ketut, Widagda I Gusti Ngurah Jaya Agung**

Faculty of Economics and Business, University of Udayana, Indonesia

\*E-mail: [yudaw23@gmail.com](mailto:yudaw23@gmail.com)

**ABSTRACT**

The development of e-marketplaces has changed the marketing landscape for MSMEs, by presenting new opportunities through integration with social media promotion and marketing innovation. This study aims to determine the role of using e-marketplaces in mediating the effect of social media promotion on marketing performance and the role of using e-marketplaces in mediating the effect of marketing innovation on marketing performance, with a focus on MSME merchants using the Balimall.id e-marketplace. This study uses a quantitative approach by collecting primary data through questionnaires distributed to 200 respondents who are active Balimall.id users, representing a population of 380 active Balimall.id merchants. The method of determining the sample using probability sampling with simple random sampling technique. The collected data were analyzed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) method to examine the relationship between the variables studied. Based on the results of the analysis it was found that social media promotion had a positive and significant effect on marketing performance and use of e-marketplaces. Marketing innovation has a positive and significant effect on marketing performance and use of e-marketplaces. The use of e-marketplaces has a positive and significant effect on marketing performance. The use of e-marketplaces is able to mediate the influence between social media promotion and marketing innovation on marketing performance.

**KEY WORDS**

E-Marketplace usage, social media promotion, marketing innovation, marketing performance.

The growth of Micro, Small, and Medium-Sized Enterprises (MSMEs) in Indonesia confronts business actors with a choice between an opportunity and a difficulty in terms of how they should respond. The number of business units is projected to expand by 10.09 percent between the years 2018 and 2022, as stated on the website of the Ministry of Cooperatives and Small and Medium Enterprises of the Republic of Indonesia ([kemenkopukm.go.id](http://kemenkopukm.go.id)). In comparison to the other districts and cities in the Province of Bali, the Jembrana Regency in Bali has the largest number of micro, small, and medium-sized enterprises (MSMEs), with a total of 54,575, as reported by the Office of Cooperatives and MSMEs in Bali for 2022. Craft is the kind of small business that is in high demand right now because it is continuously growing and is really well-liked among business professionals.

According to Widagda et al. (2015), the marketing strategy is significantly adapted to the specifics of each market. This is because the internal and external elements of each firm are distinct from one another. For there to be a higher degree of competitiveness in the high-craft industry, a business needs to concentrate on marketing techniques, and business actors need to build an all-encompassing marketing plan in order to continue growing. Existing businesses really need to have a business strategy and a marketing strategy in order to continue their operations and even grow.

According to Giantari et al. (2021), the indicator used to gauge a firm's success in accomplishing its objectives is the marketing performance of the company. According to Harlan et al. (2022), marketing performance is a measurement of the success of implementing marketing strategies as well as a way for measuring the position of a

company's success throughout the course of a given time period. It is necessary to attain marketing performance because marketing performance refers to a company's accomplishment in achieving sales targets in the market with a certain strategy; not just sales but also market share must also be considered (Nasir, 2018).

According to Wardhana (2022:189), social media promotion is a communication tool that helps in the process of contact between users and marketers. This tool has minimum expenses and flexible time, and it is useful in this process. According to Triandi and Darnita (2021), a number of companies have identified the deployment of social media promotion as one of their key areas of focus and interests as part of their efforts to improve their marketing performance. According to Rashid et al.'s research from 2020, the generation of diversified material, the expansion of marketing reach, and the monitoring of rival content are the three primary benefits that micro, small, and medium-sized enterprises can reap from promoting themselves on social media.

According to Tajvidi and Karami (2017), there is a positive correlation between the promotion of a business on social media and the marketing performance and financial performance of micro, small, and medium-sized companies (MSME). According to Purwantini and Anisa (2018), social media promotion has been shown to have a significant positive impact on the sales, customer service, marketing, and internal operations of MSMEs. According to Primanto and Athia's research from 2020, the promotion on social media has a good impact on the performance of marketing. An increase in revenue, the number of clients, and the sales volume are indicators of strong marketing performance, as stated by Sidi and Yogatama (2019). In their respective studies, Natalya et al. (2021) and Harlan et al. (2022) came to the conclusion that an excessive amount of sales promotion activities have a detrimental impact on marketing performance; nonetheless, their conclusions were in conflict with one another.

Innovation in marketing is another component that plays a role in determining marketing performance. According to Dewi and Suparna (2017), businesses must prioritize innovation because it is the primary factor in determining whether or not they will surpass their rivals. According to Aksoy (2017), marketing innovation is critical to the success of a business and lays a higher emphasis on the marketing performance of micro, small, and medium-sized companies (MSMEs) as a source of competitive advantage in the industry. According to Giantari et al. (2021), intense business competition requires organizations to improve their product competitiveness. This is due to the fact that the success of a product has an effect on the performance of its marketing.

According to the findings of the studies that were presented by Efrata et al. (2019) and Sari et al. (2021), there is a considerable and favorable impact that marketing innovation has on marketing performance. This illustrates that the amount of marketing innovation contributes to an improvement in the level of marketing efficacy that micro, small, and medium-sized firms achieve. Quantananda and Bambang (2015), Karabulut (2016), and Prihartini and Sanusi (2019) came to the conclusion that marketing innovation did not have a significant effect on marketing performance. This was due to the fact that the majority of respondents did not have any trouble coming up with innovative ideas, but they did find it difficult to put those ideas into practice. The concepts that have been developed such that innovations made by MSMEs are suboptimal and do not contribute to improving overall marketing performance.

Research into the effects of social media promotion and innovative marketing on marketing performance continues to yield inconclusive findings. Other variables such as innovative performance (Sari et al., 2021), branding (Anggraeni and Sanaji, 2021), E-Marketplace Usage (Wahyuni et al., 2018), and innovations in external relations (Saragih and Tarigan 2021) are associated with the impact of social media promotion and marketing innovation on marketing performance. Utilization of the e-marketplace is an extra component that is connected to the effect that marketing through social media and marketing innovation have on marketing performance.

Because industry 4.0, in which the industrial revolution 4.0 is a transformation effort toward improvement by integrating the online world, requires business actors to develop into

the digital world, the E-Marketplace Usage variables relating to the influence of social media promotion and marketing innovation on marketing performance is due to the fact that industry 4.0. The industrial revolution 4.0 is an effort toward improvement by integrating the online world. This allows businesses to more easily reach millions of consumers, and to constantly innovate in marketing. As a result, commercial actors are obligated to use online marketplaces to form partnerships with other commercial actors or MSMEs in order to grow the market.

E-Marketplace is defined as an inter-organizational information system that provides a virtual space where multiple buyers and sellers can collaborate. For example, they can exchange information about product or service offerings, whether they are commonly required across industries or industry-specific ones, as well as their prices and transactions such as selling. This can be done by exchanging information about product or service offerings, for example, and pay for the products or services that they have purchased, which is typically supported by a number of supplementary services including financial services, transportation services, and logistics services (Camillo and Riccardo, 2021). It is indisputable that shopping online is the method of preference for a large number of customers who want to acquire their desired things with the least amount of work possible. When compared to traditional shopping methods, making purchases online offers a better level of convenience while maintaining costs and product quality that are competitive. As a result of the availability of such a magnificent chance with a plethora of benefits, it is possible for small businesses to sell their products online.

According to the findings of study that was provided by Fitriyana et al. (2021), Indonesia now has the fastest growing rate of e-marketplace users in all of Southeast Asia. Tokopedia, Shopee, Lazada, and other similar platforms account for sixty percent of all of the online transactions that take place today. E-marketplaces can be defined in a general sense as information systems that are shared between companies. These systems allow market buyers and merchants to communicate information about prices and items, as well as to execute transactions through the use of electronic communication channels.

The number of micro, small, and medium-sized enterprises (MSMEs) in Indonesia, particularly in Bali, is still constrained in its use of information technology infrastructure, in its recruitment of competent laborers, and in its expansion to a larger market because of the limited financial resources that these businesses have. (Suwarni et al., 2019) In order for micro, small, and medium-sized enterprises (MSME) business players to be able to boost their sales through wider digital electronics, it is required to develop digital literacy education and human resources. Entrepreneurs of micro, small, and medium-sized businesses (MSMEs) have the potential to increase their sales by participating in an existing online marketplace, which eliminates the need for them to build their own websites.

The public is growing more conscious of the value of implementing marketing innovations in the form of digitalization as seen by the increasing number of sellers on the Balimall.id e-marketplace, which increases annually. The number of business owners in Badung and Gianyar Counties increased by 50.8% and 83.8% between 2020 and 2022, respectively, while the number of business owners in the City of Denpasar climbed by 43.7% during the same time period.

In this study, we investigate how effective digital marketing may be when carried out via online marketplaces. According to the statistics provided by Balimall.id's MSME sales for the years 2021 and 2022, it appears that sales have increased significantly, with an average growth of 47.37 percent (Balimali.id statistics Base, 2023). This phenomena demands micro, small, and medium-sized enterprises (MSME) actors to digitize their operations through the utilization of e-marketplaces so that they may then maintain or increase their marketing performance through social media promotion, marketing innovation, and the utilization of e-marketplaces, which can serve as a mediator to accomplish this goal.

An increasing number of studies, such as Gozali and Nugraha (2015), Anggia and Shihab (2019), Bakhri and Futtah (2020), and Sumarni et al. (2020), have investigated the fact that business actors in Indonesia are increasingly relying on digital technology, such as the utilization of e-marketplaces, in order to enhance their marketing performance. These

research came to the conclusion that business actors employ digital technology as a means of business development. This is crucial in the era of the digital economy to ensure that competitors are not left in the dust. It is projected that business owners would be able to boost their marketing performance through the utilization of e-marketplaces as digital platforms, all without having to sacrifice their familiarity with the local market. The digital society must be a society that is literate in digital technology.

Based on the phenomena that occur in the field and the fact that there are still contradictory studies, it is crucial to conduct additional research by incorporating e-marketplaces as a mediating variable that strengthens the relationship between social media promotion and marketing innovation.

Based on the background and literature review, the hypotheses that are formulated are:

- H1: Social media promotion has a positive and significant effect on marketing performance;
- H2: Marketing innovation has a positive and significant effect on marketing performance;
- H3: Social media promotion has a positive and significant effect on the E-Marketplace Usage;
- H4: Marketing innovation has a positive and significant effect on the E-Marketplace Usage;
- H5: The E-Marketplace Usage has a positive and significant effect on marketing performance;
- H6: The E-Marketplace Usage is able to significantly mediate the effect of social media promotion on marketing performance;
- H 7: The E-Marketplace Usage can significantly mediate the effect of marketing innovation on marketing performance.

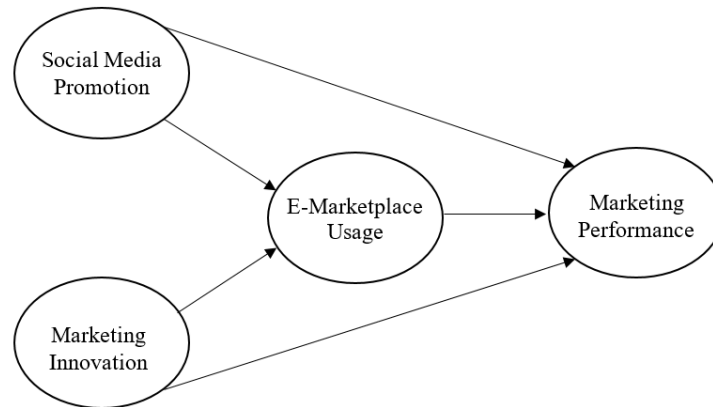


Figure 1 – Research Model

## METHODS OF RESEARCH

This study is associative because it seeks to test and explain the hypothesis of a relationship between two or more variables (Sugiyono, 2018: 20), specifically the relationship between the E-Marketplace Usage mediating social media promotion variables on marketing performance variables and the relationship between the E-Marketplace Usage mediating marketing innovation variables on marketing performance variables. This study was conducted on Micro, Small, and Medium-Sized Businesses in Bali that are registered at Balimall.id. Each business actor was given a questionnaire in person (offline) and via Google Form (online) to collect data, which was then analyzed to determine the role of e-marketplaces in mediating the effect of social media promotion and marketing innovation on marketing performance. This study seeks to examine the impact of digital marketing

strategies utilizing e-marketplaces on the performance of Micro, Small, and Medium-Sized Enterprises (MSMEs) registered at Balimall.id or Balimall.id merchants. This study's sample consists of all 380 merchants registered on the Balimall.id marketplace. This study employs probability sampling, which is a technique that gives each element or member of the population an equal chance of being selected as a sample, namely micro, small, and medium-sized businesses that are registered as merchants on Balimall.id. The probability sampling technique selected is simple random sampling, i.e., random sampling from the population without regard to population strata, and each member of the population has an equal chance of being sampled.

The optimal sample size is five to ten times the quantity of indicators. Given that there were 20 indicators in this investigation, the sample size ranged from 100 to 200. Based on these factors, 200 samples are used as the sample size, using a survey in the form of a questionnaire to collect data for this study. The method of data collection consists of distributing questionnaires, which are disseminated directly as questionnaires and Google Form links. Questionnaires were distributed directly by visiting business actors enrolled as merchants on Balimall.id who are holding exhibitions at the Bali Provincial Cultural Park or the Bali Art Center, which is located at Jalan Nusa Indah No. 2 South, Denpasar. Seeing the circumstance and condition of unreachable Balimall.id business actors or merchants, there are obstacles to visiting the entire number of Balimall.id e-marketplace merchants. A further option is to disseminate online questionnaires in the form of a Google Form, with subsequent links to the Google Forms being distributed via social media platforms such as WhatsApp. Respondents must express their opinion by assigning a certain number of points to each alternative answer. Using a Likert Scale, questionnaires were used to capture data for this study, with respondents' responses measured. This study employed the Likert scale with a range of 1 to 5 as its measurement scale. This study employs a Structural Equation Modeling (SEM) analysis based on Partial Least Squares (PLS) to test the hypothesis.

## RESULTS AND DISCUSSION

The respondents used in this study had several different characteristics or identities in filling out the questionnaire. The characteristics of the respondents are presented in Table 1.

Table 1 – Characteristics Research Respondents

No.	Characteristics	Classification	Number of Respondents	Percentage (%)
1.	Gender	Man	125	62.5
		Woman	75	37.5
		Total	200	100
2.	Age	20-25 Years old	41	20.5
		26-31 Years old	66	33
		32-37 Years old	26	13
		>38 Years old	67	33.5
		Total	200	100
3.	Last education	High School	33	16.5
		Diploma	71	35.5
		Bachelor degree	93	46.5
		Postgraduate	2	1
		Other	1	0.5
	Total	200	100	

Source: *Processed Data (2023)*.

The characteristics of the respondents, including their gender, age, and level of education attained most recently, are outlined in Table 1, which can be interpreted in the following manner.

According to the respondent's gender, the percentage of male respondents was 62.5 percent, while the percentage of female respondents was 37.5 percent. This indicates that the majority of the MSME merchant owners on Balimall.id are male traders, which suggests that men are more likely to take the effort to establish and grow a business.

In terms of age, there were 20,5 percent of respondents between the ages of 20 and 25 years, 33 percent of respondents between the ages of 26 and 31 years, 13 percent of respondents between the ages of 32 and 37 years, and 33.5 percent of respondents beyond the age of 38. According to these findings, the majority of the people who participated in the research belonged to the generation X. Generation X refers to those individuals who were born between the years 1965 and 1980 and currently range in age from 43 to 58. Additionally, Generation X is educated by parents that had a strict upbringing. Because of this, members of Gen X are known for having traits such as independence, discipline, a strong work ethic, and placing a priority on their careers. Those members of Gen X who came of age in the 1980s tended to be more inventive, tough, and solution-focused than their predecessors. The world's conditions, which at the time were going through a number of different economic crises, served as an inspiration for this figure. The members of Generation X who are currently living in that era need to be able to be self-reliant and resourceful when looking for chances in order to raise their level of life. Because of this, members of Generation X are more open to expanding their knowledge about digitizing their businesses.

Table 1. shows that the percentage of respondents who have completed High School is 16.5 percent, Diploma recipients make up 35.5 percent of the total, Bachelor degree holders make up 46.5 percent of the sample, Postgraduate degree holders make up 1 percent, and others make up 0.5 percent of the sample. In light of these findings, it is clear that those with a Bachelor's degree possess a more comprehensive knowledge base with relation to the decision-making processes involved in operating a firm.

The outer model measurement model is evaluated with the convergent and discriminant validity of the indicators as well as the composite reliability for all indicators.

The correlation that exists between the indicator score and the variable score might be interpreted as evidence of convergent validity. If an individual indicator has a correlation of 0.70 or higher with another variable, then it is regarded reliable. According to Hair et al. (2014), factor weights with a value of 0.50 to 0.6 were considered to have sufficiently strong validity to explain the latent construct. They stated this was because it was the initial stage of developing a measurement scale and the number of indicators per construct was not large, ranging from three to seven. indicator. The outcomes of the convergent validity test are presented in the table below, designated as Table 2.

Table 2 – Convergent Validity Test Results

	<i>Outer Loadings</i>	<i>p-values</i>	<i>Information</i>
<i>Content (X<sub>1.1</sub>)</i>	0.840	0.000	<i>Valid</i>
<i>Contexts (X<sub>1.2</sub>)</i>	0.906	0.000	<i>Valid</i>
<i>Continuity (X<sub>1.3</sub>)</i>	0.803	0.000	<i>Valid</i>
<i>Interaction (X<sub>1.4</sub>)</i>	0.863	0.000	<i>Valid</i>
<i>Acceptability (X<sub>1.5</sub>)</i>	0.776	0.000	<i>Valid</i>
<i>Credibility (X<sub>1.6</sub>)</i>	0.771	0.000	<i>Valid</i>
<i>Packaging (X<sub>2.1</sub>)</i>	0.805	0.000	<i>Valid</i>
<i>Product Design (X<sub>2.2</sub>)</i>	0.705	0.000	<i>Valid</i>
<i>Price Placement (X<sub>2.3</sub>)</i>	0.810	0.000	<i>Valid</i>
<i>Product Diversification (X<sub>2.4</sub>)</i>	0.855	0.000	<i>Valid</i>
<i>Facility (Y<sub>2.1</sub>)</i>	0.833	0.000	<i>Valid</i>
<i>Ease of use (Y<sub>2.2</sub>)</i>	0.882	0.000	<i>Valid</i>
<i>Site quality (Y<sub>2.3</sub>)</i>	0.845	0.000	<i>Valid</i>
<i>Payment (Y<sub>2.4</sub>)</i>	0.885	0.000	<i>Valid</i>
<i>Shipping (Y<sub>2.5</sub>)</i>	0.878	0.000	<i>Valid</i>
<i>Information quality (Y<sub>2.6</sub>)</i>	0.883	0.000	<i>Valid</i>
<i>Sales Returns (Y<sub>1.1</sub>)</i>	0.735	0.000	<i>Valid</i>
<i>Sales Volume (Y<sub>1.2</sub>)</i>	0.810	0.000	<i>Valid</i>
<i>Market Share (Y<sub>1.3</sub>)</i>	0.808	0.000	<i>Valid</i>
<i>Marketing Profitability (Y<sub>1.4</sub>)</i>	0.726	0.000	<i>Valid</i>

Source: Primary data processed (2023).

The results of assessing the convergent validity of all variable indicators that obtained outer loadings more than 0.05 and p-values less than 0.05 are presented in Table 2. Therefore, all of the variable indicators utilized in this research are considered to be valid or to have achieved convergent validity on account of their accomplishments.

Comparing the square root of the average variance extracted (AVE) for each variable to the correlation that exists between one variable and the other variables in the model is one of the ways that discriminant validity can be evaluated. If the value of AVE for each variable in the model is greater than the correlation that exists between any one variable and the other variables in the model, then the model is considered to have sufficient discriminant validity. The following are the findings of the tests conducted to determine the discriminant validity, which are presented in Table 3.

Table 3 – *Discriminant Validity Test Results*

Research variable	AVE	√AVE	Correlation			
			<i>Social Media Promotion (X<sub>1</sub>)</i>	<i>Marketing Innovation (X<sub>2</sub>)</i>	<i>E-Marketplace Usage (Y<sub>2</sub>)</i>	<i>Marketing Performance (Y<sub>1</sub>)</i>
<i>Social Media Promotion (X<sub>1</sub>)</i>	0.686	0.828	1,000	0.741	0.717	0.767
<i>Marketing Innovation (X<sub>2</sub>)</i>	0.633	0.796	0.741	1,000	0.712	0.824
<i>E-Marketplace Usage (Y<sub>2</sub>)</i>	0.753	0.868	0.717	0.712	1,000	0.794
<i>Marketing Performance (Y<sub>1</sub>)</i>	0.594	0.771	0.767	0.824	0.794	1,000

Source: Primary data processed (2023).

The results of the discriminant validity test are presented in Table 3, which demonstrates that the test achieved an Average Variance Extracted (AVE) value that was greater than 0.5 and had a correlation value for each variable that was higher than the correlation between the variables. Based on these findings, it appears that the latent variable indicators themselves perform better than the majority of the other latent variable indicators. The criteria for discriminant validity have been satisfied by the findings of this study, so it is possible to draw that conclusion.

Cronbach's Alpha and the Composite Reliability criteria were utilized in this work to conduct the reliability tests. The results of the reliability tests using Cronbach's Alpha and Composite Reliability reveal that the values of all constructs are higher than the minimal limitations of Cronbach's Alpha (more than 0.70) and Composite Reliability (greater than or equal to 0.7). This indicates that the reliability of the data is high.

Table 4 – *Composite Reliability Test Results*

No.	Variable	Cronbach's Alpha	Composite Reliability	Information
1	<i>Social Media Promotion (X<sub>1</sub>)</i>	0.908	0.929	Reliable
2	<i>Marketing Innovation (X<sub>2</sub>)</i>	0.805	0.873	Reliable
3	<i>E-Marketplace Usage (Y<sub>2</sub>)</i>	0.934	0.948	Reliable
4	<i>Marketing Performance (Y<sub>1</sub>)</i>	0.771	0.854	Reliable

Source: Primary data processed (2023).

Table 4 shows the test results which obtained Cronbach's Alpha and Composite Reliability values for all constructs greater than 0.70. So that all variables in this study have met the Composite Reliability requirements.

Examining the R-square value, often known as the goodness of fit model test, is one method for conducting testing on the inner model. The predictive significance of the R-square for the variable model is what is used to determine how accurate the PLS model's R-square estimate is. R-square is a measurement that determines how accurately the parameter estimations and the observed values produced by the model match up.

Examining the R-square value, which indicates how well the model fits the data, is one method for testing the inner model. The coefficient of determination, or R<sup>2</sup>, is a statistical tool

that can be utilized to determine the extent to which the influence of an exogenous construct is influenced by an endogenous construct. According to Sarstedt et al. (2017), the strength of a model can be determined by its R-square value: a value of 0.75 indicates that the model is strong, a value of 0.50 shows that the model is moderate, and a value of 0.25 suggests that the model is weak. If the R-square value is close to zero, then the influence of exogenous variables on endogenous variables is relatively weak. On the other hand, if the R-square value is close to one, then the influence of exogenous variables on endogenous variables is relatively strong. The range of R-square values is from 0 to 1, and the range of R-square values is as follows: if the R-square value is close to zero, then the influence of exogenous variables on endogenous variables is.

Table 5 – R-Square Test Results

Construct	R-Square
E-Marketplace Usage (Y <sub>2</sub> )	0.586
Marketing Performance (Y <sub>1</sub> )	0.782

Source: Primary data processed (2023).

Table 5 shows the R-square value of the E-marketplace Use variable of 0.586. This means that 58.6 percent of the construct variability of E-marketplace Use can be explained by the Social Media Promotion and Marketing Innovation variables, while the remaining 41.4 percent of the E-marketplace Use variable is explained by other variables outside the model.

Likewise with the Marketing Performance variable which has an R-square value of 0.782. That is, 78.2 percent of the variability of the Marketing Performance construct can be explained by the Social Media Promotion, Marketing Innovation, and E-Marketplace Usage variables, while the remaining 21.8 percent of the Marketing Performance variable is explained by other variables outside the model.

Five hypotheses will be revealed by testing the direct effect hypothesis using Partial Least Square (PLS). The purpose of the hypothesis test is to ascertain the extent to which the independent variables influence the dependent variable. Using Geisser and Stone's bootstrapping technique, significance values can be obtained. The t test is the statistical test used to test the hypothesis. The alternative hypothesis is accepted if the p-value is less than or equal to 5%. The direct effect with bootstrapping of the PLS analysis is shown in Table 6.

Table 6 – Direct Effect Test Results

Construct	Path Coefficient	T-statistics	p-values	Information
Social Media Promotion (X <sub>1</sub> ) -> Marketing Performance	0.203	3,562	0.000	Accepted
Marketing Innovation (X <sub>2</sub> ) -> Marketing Performance (Y <sub>1</sub> )	0.435	7,058	0.000	Accepted
Social Media Promotion (X <sub>1</sub> ) -> E-Marketplace Usage (Y <sub>2</sub> )	0.417	5,056	0.000	Accepted
Marketing Innovation (X <sub>2</sub> ) -> E-Marketplace Usage (Y <sub>2</sub> )	0.404	5,482	0.000	Accepted
E-Marketplace Usage (Y <sub>2</sub> ) -> Marketing Performance (Y <sub>1</sub> )	0.338	4,834	0.000	Accepted

Source: Primary data processed (2023).

Table 6 shows the results of the direct effect test of each variable. The direct effect of the social media promotion variable on marketing performance has a t-statistic value of 3.562 > t-table 1.96 and a p-value of 0.000 < 0.05, so it can be said that H<sub>1</sub> is accepted. Social media promotion has a positive impact on marketing performance, and an increase in social media promotion is expected to increase marketing performance by the given path coefficient value (0.202) assuming other variables remain constant.

The direct effect of the marketing innovation variable on marketing performance has a t-statistic value of 7.058 > t-table 1.96 and a p-value of 0.000 < 0.05, so it can be said that H<sub>2</sub> is accepted. Marketing innovation has a significant positive impact on marketing performance, and an increase in marketing innovation is expected to increase marketing performance by the given path coefficient value (0.435) assuming other variables remain constant.

The direct influence of the social media promotion variable on the E-Marketplace Usage has a t-statistic value of 5.056 > t-table 1.96 and a p-value of 0.000 < 0.05, so it can



be said that  $H_3$  is accepted. Social media promotion has a positive impact on the E-Marketplace Usage, and an increase in social media promotion is expected to increase the E-Marketplace Usage by the given path coefficient value (0.417) assuming other variables remain constant.

The direct effect of the marketing innovation variable on the E-Marketplace Usage has a t-statistic value of 5.482 > t-table 1.96 and a p-value of 0.000 < 0.05, so it can be said that  $H_4$  is accepted. Marketing innovation has a positive impact on the E-Marketplace Usage, and an increase in marketing innovation is expected to increase the E-Marketplace Usage by the given path coefficient value (0.404) assuming other variables remain constant.

E-marketplace variables on marketing performance has a t-statistic value of 4.834 > t-table 1.96 and a p-value of 0.000 < 0.05, so it can be said that  $H_5$  is accepted. The E-Marketplace Usage has a positive impact on marketing performance, and an increase in the E-Marketplace Usage is expected to increase marketing performance by the given path coefficient value (0.338) assuming other variables remain constant.

Examination of the mediating variables in this study regarding the mediating role of the variable E-Marketplace Usage on the indirect influence of social media promotion and marketing innovation on marketing performance. The examination of the indirect effect in this study can be seen in the explanation of the results of the analysis in Table 7 as follows.

Table 7 – Indirect Influence Test Results (Inspection of Mediation Variables)

Variable	Indirect Influence	
	Correlation coefficient	T-Statistics
Social Media Promotion -> E-Marketplace Usage ( $Y_2$ ) -> Marketing Performance ( $Y_1$ )	0.144	3,547
Marketing Innovation ( $X_2$ ) -> E-Marketplace Usage ( $Y_2$ ) -> Marketing Performance ( $Y_1$ )	0.138	4,490
Variable	Total impact	
	Correlation coefficient	T-Statistics
Social Media Promotion ( $X_1$ ) -> Marketing Performance ( $Y_1$ )	0.346	6,324
Social Media Promotion ( $X_1$ ) -> E-Marketplace Usage ( $Y_2$ )	0.419	5,056
Marketing Innovation ( $X_2$ ) -> Marketing Performance ( $Y_1$ )	0.568	11,211
Marketing Innovation ( $X_2$ ) -> E-Marketplace Usage ( $Y_2$ )	0.402	5,482
E-Marketplace Usage ( $Y_2$ ) -> Marketing Performance ( $Y_1$ )	0.343	4,834
VAF -> Indirect Effect/ Total Effect (0.144 / 0.346)	0.416	
VAF -> Indirect Effect/ Total Effect (0.138 / 0.568)	0.243	

Source: Primary data processed (2023).

Table 7 shows the role of E-Marketplace Usage in mediating the effect of social media promotion on marketing performance with a VAF value of 0.416. This means that the role of using e-marketplaces as a mediating variable is 41.6 percent. The mediation value of 41.6 percent is between the ranges of 20 percent to 80 percent, so the e-marketplace use variable is included in the category of partial mediation variables. So it can be concluded that the E-Marketplace Usage can partially mediate the effect of social media promotion on marketing performance.

The role of using e-marketplaces in mediating the effect of marketing innovation on marketing performance with a VAF value of 0.243. This means that the role of using e-marketplaces as a mediating variable is 24.3 percent. The mediation value of 24.3 percent is between the range of 20 percent to 80 percent, so the e-marketplace use variable is included in the category of partial mediation variables. So it can be concluded that the E-Marketplace Usage can partially mediate the effect of marketing innovation on marketing performance.

## RESULTS AND DISCUSSION

According to the results of the test, hypothesis  $H_1$  can be accepted. This indicates that advertising through social media has a beneficial and noticeable impact on the overall performance of marketing. On the basis of these data, it is possible to draw the conclusion that the marketing performance of Balimall.id MSME merchants will improve in direct proportion to the amount of social media advertising that the merchants engage in. The summary results of respondents' evaluations in descriptive statistics show that respondents'

ratings are in agreement with the statement, which states that the number of company product returns experienced by Balimall.id UMKM merchants has decreased from year to year, the number of company product sales experienced by Balimall.id UMKM merchants has increased from year to year, and the number of corporate customers experienced by Balimall.id MSME merchant respondents has increased. The statement also states that the number of corporate customers experienced by Balimall.id MSME merchants has increased. The statement, which said that the sales of the company's products were able to create net income, received resounding endorsement from the participants in the survey. When implementing marketing performance at Balimall.id MSME merchants, the results that can be carried out by the merchants include a decrease in the number of product returns from year to year, an increase in the number of product sales from year to year, an increase in the number of customers from year to year, and an increase in the yield net profit sales from year to year. These findings are based on the relevant descriptive data.

Research conducted by Primanto and Athia (2020) demonstrates that social media promotion has a beneficial effect on marketing performance. The findings of this study provide support for that research. Because of this favorable effect, it follows that the greater the amount of social media advertising that is carried out by Balimall.id MSME merchants, the better the influence that it will have on the marketing performance of Balimall.id MSME. According to Sidi and Yogatama (2019), a good marketing performance is demonstrated by revenue growth, growth in the number of consumers, and increased sales volume. This is in accordance with the indicators that are used to measure marketing performance, and it has been demonstrated that promoting on social media will continue to increase the marketing performance of Balimall MSME merchants.

### **The influence of marketing innovation on marketing performance**

H2 is accepted based on the results of the hypothesis test. This indicates that marketing innovation has a positive and statistically significant effect on marketing performance, so the more marketing innovation implemented by Balimall.id MSME merchants, the greater their marketing performance will be. Respondents strongly agree that company product packaging must be as appealing as possible to attract consumer purchasing power, that product designs are updated frequently to keep up with the times, that product pricing is determined by Balimall.id MSME merchants who are able to provide company profits, and that Balimall.id MSME merchants produce a variety of products to increase sales. Based on the relevant descriptive data, the outcomes that can be achieved by Balimall.id MSME merchants include the need to innovate in marketing, such as with attractive packaging, product designs that are made to keep up with the times, competitive pricing, and the ability to create a variety of products to suit your needs. may enhance marketing performance.

This study's findings corroborate the findings of Ryadi and Yasa (2016), who concluded that marketing innovation has a positive impact and a significant impact on the marketing performance of micro, small, and medium-sized enterprises. Micro, small, and medium-sized businesses must innovate to better their product marketing performance in order to win market competition, according to the findings of Putri and Yasa's (2018) research. In their research, Karinda et al. (2018) discovered that marketing innovation that concentrates on product innovation has a substantial impact on marketing performance. This means that the more effectively innovation is implemented, the higher the marketing performance will be.

### **The influence of social media promotion on the E-Marketplace Usage**

Based on the test of the hypothesis, H3 is accepted. This indicates that social media promotion has a positive and significant impact on E-Marketplace Usage, so the greater the social media promotion conducted by Balimall.id MSME merchants, the higher the E-Marketplace Usage. UMKM Balimall.id merchants' use of social media for marketing purposes is rated very highly by respondents, according to statements regarding E-Marketplace Usage, as indicated by the descriptive statistics summaries of their evaluations. Respondents in the study strongly agree that the Balimall.id E-Marketplace has complete

facilities, that the Balimall.id e-marketplace is easy to use, that the Balimall.id e-marketplace has good application quality, that the payment methods and delivery services provided by the Balimall.id e-marketplace are diverse, and that the quality of information presented on the Balimall.id e-marketplace is high. Based on the pertinent descriptive data, MSME merchants on Balimall.id can utilize e-marketplace facilities to conduct digital sales and collaborate on social media promotions.

The results of this study support the findings of Ardiansyah and Nilowardono (2019), who discovered that e-marketplace usage through social media promotion will increase marketing performance because social media promotion will assist e-marketplaces in disseminating products sold through the E-Marketplace Usage. According to research conducted by David Evans and Jake McKee (2010), social media promotion is used to engage consumers in online social environments where they spend time naturally. E-Marketplace Usage through social media promotion will increase marketing performance because social media promotion will facilitate the function of e-marketplaces by disseminating products sold through e-marketplaces. In their research, Syafitri and Ramdani (2022) discovered that social media marketing positively affected purchase intent on e-marketplaces.

### **The influence of marketing innovation on the E-Marketplace Usage**

Based on the test of the hypothesis, H4 is accepted. This indicates that marketing innovation has a positive and considerable impact on E-Marketplace Usage, so the greater the marketing innovations implemented by Balimall.id MSME merchants, the higher the E-Marketplace Usage. Respondents' ratings of marketing innovation at Balimall.id MSME merchants are rated extremely highly with respect to statements pertaining to E-Marketplace Usage, according to the descriptive statistics summary of their ratings. As a means of preserving product quality, a significant proportion of this study's respondents employ attractive and secure packaging. Respondents strongly agreed with the statement that Balimall.id MSME merchants consistently replace product designs to keep up with the times, which will be distributed via digital marketing utilizing e-marketplaces. Respondents significantly agreed with the statement that Balimall.id determined product pricing. MSME merchants are able to contribute to corporate profits and compete with rivals. Respondents strongly concur with the statement that the company creates a variety of products manufactured by Balimall.id UMKM merchants in an effort to increase sales. Based on the pertinent descriptive data, MSME merchants on Balimall.id can actively implement marketing innovations to influence consumers both offline and online via e-marketplaces.

The findings of this study corroborate the findings of Halim et al. (2015), who discovered that marketing innovation requires substantial effort and that attaining marketing performance necessitates significant sacrifices, one of which is conducting digital marketing via the E-Marketplace. In accordance with research conducted by Fachriyan et al. (2021), it was discovered that the E-Marketplace Usage supports all activities related to transactions and interactions or planning the transformation of goods so as to enable multiple parties to collaborate on the design, development, production, and distribution of end products in the supply chain. According to Sin et al. (2016), e-marketplace utilization is a form of marketing innovation that benefits all parties, particularly MSMEs and fledgling businesses.

#### **a) Effect of using an e-marketplace on marketing performance**

Based on the results of the hypothesis test, hypothesis H5 is accepted. This indicates that the use of the e-marketplace has a positive and statistically significant effect on marketing performance; thus, the greater the use of the e-marketplace by Balimall.id MSME merchants, the greater their marketing performance. Respondents firmly agree with statements pertaining to E-Marketplace Usage, as well as the marketing performance of Balimall.id MSME merchants, according to the descriptive statistics summary of their evaluations. Respondents to this study indicated that the Balimall.id E-Marketplace has comprehensive facilities, is simple to use, has high-quality applications, and offers a variety of payment and shipping options. The information presented on the e-marketplace Balimall.id is of excellent quality. Based on the relevant descriptive data, the results that can be achieved

by MSME merchants on Balimall.id demonstrate the simplicity of using the e-marketplace, which can enhance marketing performance.

The findings of this study support the findings of Farida et al. (2017), who found that e-marketplace utilization has a positive and statistically significant effect on the marketing performance of micro, small, and medium-sized enterprises (MSMEs). According to Setyorini et al. (2019) and Hardilawati (2019), e-marketplaces have a positive and significant impact on the marketing performance and revenue of MSMEs. This explains that if the E-marketplace's Usage is positive, there will be opportunities for vendors to expand their market reach. Thus, e-marketplace utilization is positively associated with marketing performance (Helmalia and Afrinawati, 2018).

### **The role of e-marketplaces mediates the influence of social media promotion on marketing performance**

According to the hypothesis test, the VAF calculation using e-marketplaces partially mediates the influence of social media promotion on marketing performance. This indicates that E-Marketplace Usage is able to mediate the relationship between social media promotion variables and marketing performance; thus, the greater the E-Marketplace Usage by MSME actors, the more social media promotion will be conducted in order to improve the marketing performance of Balimall MSME merchants.

Respondents' assessments of marketing performance at Balimall.id UMKM merchants are highly congruent with statements regarding Balimall.id UMKM merchants, as indicated by the descriptive statistics summaries of their evaluations. This study revealed that respondents concurred that the number of company product returns experienced by MSME merchants on Balimall.id had decreased from year to year, allowing the company to minimize losses and increase sales results. Respondents strongly concurred with the statement that the number of company product sales experienced by MSME merchants on Balimall.id had increased year over year. Respondents strongly concurred with the statement that the number of customers experienced by MSME merchants on Balimall.id had increased from one year to the next. Respondents strongly concurred with the statement that the company's product sales were capable of generating net income.

This study's findings are consistent with those of Li and Hong (2013), who found that social media promotion has a positive and significant effect on marketing performance, as does the presence of e-marketplaces, which also has a positive and significant effect on marketing performance. Similar research by Bernadi (2013) indicates that an e-Marketplace is a form of information technology development that has brought about a number of changes, such as lowering the cost of interaction between buyers and sellers, providing more options, facilitating promotion, and providing opportunities to expand market share without the need to possess large amounts of capital and invest large sums of money. According to the findings of his study, e-marketplaces have a positive and significant effect on marketing performance, aided by social media promotion as a form of digital promotion.

### **The role of e-marketplaces in mediating the effect of marketing innovation on marketing performance**

The VAF calculation reveals, based on the hypothesis test, that e-marketplace usage can partially influence marketing innovation and marketing performance. According to these results, H7 is acknowledged. This indicates that E-Marketplace Usage is able to mediate the relationship between marketing innovation variables and marketing performance; thus, the greater the E-Marketplace Usage by MSME participants, the greater the influence of marketing innovation on Balimall.id MSME marketing performance.

Respondents' assessments of marketing performance at Balimall.id UMKM merchants are highly congruent with statements regarding Balimall.id UMKM merchants, as indicated by the descriptive statistics summaries of their evaluations. This study revealed that respondents concurred that the number of company product returns experienced by MSME merchants on Balimall.id had decreased from year to year, allowing the company to minimize losses and increase sales results. Respondents strongly concurred with the statement that

the number of company product sales experienced by MSME merchants on Balimall.id had increased year over year. Respondents strongly concurred with the statement that the number of customers experienced by MSME merchants on Balimall.id had increased from one year to the next. Respondents strongly concurred with the statement that the company's product sales were capable of generating net income.

The results of this study corroborate the findings of Yadnya and Santika (2017) that innovation has a positive and significant influence on marketing performance, as well as the positive and significant effects of adopting e-marketplaces on marketing performance. E-Marketplace has a significant and positive impact on marketing performance (Helmalia and Afrinawati, 2018; Setyorini et al., 2019; Hardilawati). If this relationship is established, the e-marketplace can be examined as a variable that moderates the effect of marketing innovation on marketing performance. This study demonstrates that the utilization of e-marketplaces can mediate the relationship between marketing innovation and marketing performance.

### **Implications of Research Results**

The implications of the results of this study include two things, namely, theoretical implications and practical implications. Theoretical implications relate to its contribution to the development of theories regarding the variables of social media promotion, marketing innovation, E-Marketplace Usage and marketing performance. While the practical implications relate to research contributions to Balimall.id MSME merchants as material for consideration in formulating marketing policies related to social media promotion, marketing innovation, and the E-Marketplace Usage to create good marketing performance.

Based on the research that has been done, it can be seen that theoretically, this research as a whole supports several previous studies and is in line with the theory of resource based view and the theory of technology acceptance model. This research is expected to provide an empirical contribution regarding the relationship between the variables of social media promotion, marketing innovation, E-Marketplace Usage, and marketing performance for the development of marketing science

Based on the results of research showing that social media promotion and marketing innovation have an effect on the E-Marketplace Usage and marketing performance, the use of e-marketplaces is able to mediate the influence between social media promotion and marketing innovation on marketing performance. Based on these findings, the results of this study are able to enrich the development of marketing management science, especially related to the marketing performance of Balimall.id MSME merchants and support other empirical studies related to the influence of social media promotion and marketing innovation on marketing performance mediated by the E-Marketplace Usage.

This research has implications for business actors or Balimall.id merchants. Based on the research results, there are six practical implications that can be applied by Balimall.id MSME business actors or merchants.

Balimall.id business actors or merchants can pay attention to content, context, continuity, interaction, acceptability, and credibility in promoting on social media, such as content and context in promoting on social media that are relevant to the audience, carry out promotions on an ongoing basis, maintain interaction with the audience, such as receiving input/feedback from the audience, making promotions that can be accepted by the audience by doing research or knowing the market share first, and finally, credibility by making promotions whose trust can be justified. Thus the promotion carried out by business actors is able to encourage effective marketing performance in the company.

The E-Marketplace Usage can encourage social media promotion and marketing innovation variables to achieve maximum marketing performance. This is indicated by the facilities, ease of use, site quality, payment, delivery, quality of information provided by the Balimall.id e-marketplace to business actors to be able to carry out digital transactions which ultimately affect the sales volume of business actors, market share, and marketing profitability which is also a measurement indicator used to measure marketing performance. Business actors can carry out a strong understanding of the advantages of using e-

marketplaces in the context of promotion on social media and marketing innovations, such as using e-marketplaces can provide wider access to a larger market, enable more accurate targeting, and increase interaction with customers through features such as reviews and recommendations. Business actors can also identify target markets on social media by conducting research and analysis to identify active target markets on social media.

Credibility can have an impact on promotion on social media and marketing performance because it is able to increase consumer confidence, business actors build trustworthy content and present accurate information, consumers tend to have more trust in the brands and products offered. High trust helps reduce consumer doubts and worries, which in turn can increase interest and purchase intentions. Building long-term relationships, consistent credibility in content and promotion on social media helps build long-term relationships with consumers. When consumers feel that they rely on information and promises conveyed by business actors, consumers tend to become loyal customers who continue to buy the products or services offered. Balimall.id MSME Merchants must be able to create trusted company social media content so consumers don't hesitate to make purchases through digital markets, one of which is creating promotional content on the company's social media by providing accurate and verified information, relying on reliable sources and ensuring that business actors cite clear data or facts related to the products being sold so that it will help build credibility as a business actor and ensure that the information provided to consumers can be trusted.

Good pricing has a close relationship with marketing performance, one of which is consumer purchasing decisions. Product prices can be a determining factor in consumer purchasing decisions, if the price offered is too high, consumers will be reluctant to buy. Conversely, if the price is too low, consumers doubt the quality of the product offered by the business actor. By setting the right price, in accordance with the value offered and consumer perceptions, business actors can influence consumer purchasing decisions and are able to improve marketing performance. Pricing for products made by Balimall.id MSME merchants must be able to provide company profits to be able to maintain the company in the long term by conducting market and competitor analysis, namely to understand market conditions, demand, and consumer behavior. In addition, identify and study competitors' pricing strategies, so that Balimall.id business actors or merchants will be assisted in determining where the product's price position is and how the business actor can compete in the market.

Ease of E-Marketplace Usage, as implemented in Balimall.id, has a close relationship with marketing performance, including increasing customer satisfaction. Customers can easily navigate the site, find the product they are looking for, and complete the purchase process without a hitch, customers will be satisfied with their shopping experience. High customer satisfaction will have a positive impact on marketing performance, because satisfied customers tend to recommend and promote e-marketplaces to others, and return to make purchases in the future. The ease of use of the e-marketplace implemented in Balimall.id has a strong link with overall marketing performance. By providing a good user experience and making it easier for customers to use the platform.

Business actors or merchants at Balimall.id achieved a very positive category in terms of sales volume, reflecting the high demand from consumers and the ability to meet market needs. The high level of sales volume reflects the popularity of the product and the success of the marketing efforts undertaken. Merchants at Balimall.id also achieved a very good category in terms of marketing profitability, demonstrating the success of marketing efforts in generating profitable profits for the company. A high level of profitability indicates the effectiveness of the marketing strategy implemented and the suitability of the costs invested in marketing with the results obtained.

## CONCLUSION

Based on the discussion above, several conclusions are obtained as follows:

1. Social media promotion has a positive and significant effect on marketing performance at Balimall.id MSME merchants. This means that the better social media promotion carried

- out by Balimall.id MSME merchants will improve the company's marketing performance;
2. Marketing innovation has a positive and significant effect on marketing performance at Balimall.id MSME merchants. This means that the better marketing innovations carried out by Balimall.id MSME merchants will improve the company's marketing performance;
  3. Social media promotion has a positive and significant effect on the E-Marketplace Usage. This means that the better social media promotion carried out by Balimall.id MSME merchants will increase the E-Marketplace Usage;
  4. Marketing innovation has a positive and significant influence on the E-Marketplace Usage. This means that the better marketing innovations carried out by Balimall.id MSME merchants will increase the E-Marketplace Usage;
  5. The E-Marketplace Usage has a positive and significant effect on marketing performance. This means that the better the use of the e-marketplace by Balimall.id MSME merchants, the better marketing performance will be;
  6. The E-Marketplace Usage partially mediates the relationship between social media promotion and the marketing performance of Balimall.id MSME merchants. The E-Marketplace Usage mediates the relationship between the two variables because social media promotion influences marketing performance, which means that the E-Marketplace Usage variables here only has a partial or partial effect on these variables. The results of the analysis obtained show that the E-Marketplace Usage mediates social media promotion on marketing performance at Balimall.id MSME merchants;
  7. The E-Marketplace Usage partially mediates the relationship between marketing innovation and the marketing performance of Balimall.id MSME merchants. The E-Marketplace Usage mediates the relationship between the two variables because marketing innovation affects marketing performance, which means that the E-Marketplace Usage variables here only has a partial or partial effect on these variables. The results of the analysis obtained show that the E-Marketplace Usage mediates marketing innovation on marketing performance at Balimall.id MSME merchants.

## REFERENCES

1. Ahsyar, Syaifullah, & Ardiansyah. (2020). E-Marketplace Media Promotion Development for Micro, Small and Medium Enterprises, Pekanbaru City MSME Cooperative Service. *Scientific Journal of Information Systems Engineering and Management*, 6 (1), p. 43-54.
2. Aksoy, H. (2017). How do innovation culture, marketing innovation and product innovation affect the market performance of small and medium-sized enterprises (SMEs)? *Technology in Society*, 51 (1), pp. 133–141.
3. Anggia, M. N., & Shihab, M. R. (2018). Social Media Strategy for MSME Development. *Journal of Applied Information Technology*, 2 (2), p. 159-170.
4. Anggraeni, M., & Sanaji, S. (2021). The Effect of Using Social Media on Marketing Performance During the Covid-19 Pandemic by Mediating Innovation Capabilities and Branding Capabilities (Studies on MSME Actors Using Social Media). *Journal of Management Science*, 9 (2), pp. 752-767.
5. Ardiansyah, P. W. & Nilowardono, S. (2019). The Influence of Brand Image, Product Innovation and Social Media Marketing on Samsung Smartphone's Buying Interest: Case Study on Narotama University Students. *IJEBD (International Journal Of Entrepreneurship and Business Development)*, 2 (2), pp. 210.
6. Bakhri, S. M., & Futiah, V. (2020). Assistance and Development of MSME Product Marketing Management Through Digital Technology During the Covid-19 Pandemic. *Journal of Social Loyalty: Journal of Community Service in Humanities and Social Sciences*, 2 (2), p. 59-70.
7. Baladini, N., Syarief, N., & Gunaedi, J. (2021). The Effect of Sales Promotion, Social Media Marketing and Hedonic Shopping Motivation on Impulsive Buying Behavior (Case Study of Gopay Users in Bekasi City). *National Research Conference on Economics, Management, and Accounting*, 2 (1), pp: 132-1337.

8. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management*, 17, pp. 99-120.
9. Belkaoui, A. R. (2003). Intellectual Capital and Firm Performance of US Multinational Firms. *Journal of Intellectual Capital*, 4 (2), pp. 215-226.
10. Bernady, J. (2013). Web-Based Sales Information System Application at YQ Wheel Store. *ComTech*, 4(2), p. 731-741.
11. Camillo, L. & Riccardo, M. (2022). The impact of e-marketplace on the B2b relationships. Emerald Publishing Limited, 122 (1), pp. 37-54.
12. Cardinal, L. B. (2001). Technological innovation in the pharmaceutical industry: The use of organizational control in managing Research and Development. *Organization Science*, 12 (1), pp. 19–36.
13. Cardinal, L. B., Sitkin, S. B. & Long, C. P. (2004). Balancing and rebalancing in the creation and evolution of organizational control. *Organization Science*, 15 (4), pp. 411–431.
14. Cyasmoro, V., & Ricky, T. (2021). Marketing Innovation and Product Packaging Innovation Improving the Marketing Performance of Food and Beverage MSMEs in the Old Market in Tangerang City. *Journal of Tambusai Education*, 5 (3), p. 10565-10677.
15. Davis, F. D. (1989). Perceived Usefulness, Perceived Ease of Use, and User Acceptance of Information Technology. *MIS Quarterly*, 13 (5), pp. 319-339.
16. Drucker, P. F. (2006). *Innovation and Entrepreneurship*. All rights reserved. Printed in the United States of America.
17. Efrata, T. C., Radianto, W. E. D., Marlina, M. A. E. & Budiono, S. C. (2019). The Impact of Innovation, Competitive Advantage, and Market Orientation on Firm's Marketing Performance in the Garment Industry in Indonesia. In 2019 International Conference on Organizational Innovation (ICOI 19). Atlantis Press.
18. Elwisam, & Lestari, R. (2019). Implementation of Marketing Strategy, Creative Product Innovation and Market Orientation to Improve MSME Marketing Performance. *Journal of Management and Business Research (JRMB)*, 4 (2), p. 277-286.
19. Evans, D., & Jake, M. (2010). *Social Media Marketing*. Indianapolis: Wiley Publishing, Inc.
20. Fachriyan, H. A., Jamhari, J., Irham, I., & Waluyati, L. R. (2021). Changes in Traditional Marketing Mix (4P) in E-Marketplace and Their Impact on Competitive Positional Advantages of Food SMEs. *ACCESS: Journal of Economics and Business*, 16 (2), p. 1-11.
21. Farida, N., Naryoso, A., & Yuniawan, A. (2017). Model of Relationship Marketing and E-Commerce in Improving Marketing Performance of Batik SMEs. *Journal of Management Dynamics*, 8 (1), p. 20-29.
22. Ferdinand, T. (2000). *Marketing Management: A Strategic Approach*, Research Paper Series, MM UNDIP Program, Semarang.
23. Firmansyah, A. A. (2021). Comparative Analysis of Social Media Promotion and Product Reviews on Tokopedia and Lazada Marketplaces on Purchasing Decisions. Undergraduate Thesis, University of 17 August 1945 Surabaya.
24. Fitriyana, F., Anum, N., Tati, R., & Yolanda, G. (2021). Marketplace Utilization Training for MSMEs in the Covid-19 Period. *UNPAM PKM Dedication*, 2 (2), p. 206-2011.
25. Galbreth, M. R., March, S. T., Scudder, G. D., & Shor, M. (2005). A game-theoretic model of E-marketplace articipation growth. *Journal of Management Information Systems*, 22 (1), pp. 295–319.
26. Ghozali, I. (2016). *Multivariate Analysis Application With IBM SPSS 23 Program (Edition 8)*. VIII print. Semarang: Diponegoro University Publishing Agency.
27. Giantari, I. G. A. K., Yasa, N. N. K., Suprasto, H. B., & Rahmayanti, P. L. D. (2021). The Role of Digital Marketing to Improve MSME Business Performance During the Covid-19 Pandemic (Case Study: Culinary Sector in Bali). Bandung: Media Science



- Indonesia.
28. Giantari, I. G. A. K., Yasa, N. N. K., Suprasto, H. B., & Rahmayanti, P. L. D. (2021). The Role of Digital Marketing in Mediating The Effect of The COVID-19 Pandemic and The Intensity of Competition on Business Performance. *International Journal of Data and Network Science*, 6, pp: 217-232.
  29. Gozali, I. & Nugraha, A. (2015). Marketing Performance Analysis to Achieve Competitive Advantage. *National Seminar Proceedings & Call For Papers*.
  30. Grant, M. R. (2010). *Contemporary Strategy Analysis: Concepts, Techniques, Aplocations*. USA: Quebecor Printing Book Press.
  31. Hair, J. F., Hult, G. T. M., Ringle, C. M. & Sarstedt, M. (2014). *A Primer on Partial Least Squares Structural Equation Modeeling (PLS-SEM)*. SAGE Publications, Inc. California. USA.
  32. Halim, H. A., Ahmad, N. H., Ramayah, T., Hanifah, H., Taghizadeh, S. K., & Mohamad, M. N. (2015). Towards an innovation culture: Enhancing innovative performance of Malaysian SMEs. *Academic Journal of Interdisciplinary Studies*, 4 (2), pp. 85.
  33. Hardilawati, W. L. (2019). Models of Customer Relationship Marketing, Innovation, and E-Commerce in Improving SME Marketing Performance in Pekanbaru. *Journal of Accounting and Economics*, 9 (2), p. 213-222.
  34. Harlan, S., Marc, G. W., George, A. & Michelle F. W. (2022). The role of paid media, earned media, and sales promotions in driving marcom sales performance in consumer services. *Journal of Business Research*, 152, pp. 387–397.
  35. Helmalia, H., & Afrinawati, A. (2018). The Influence of E-Commerce on Increasing the Income of Micro, Small and Medium Enterprises in Kota Padang. *JEBI (Journal of Islamic Economics and Business)*, 3 (2), p. 237.
  36. Hurley, R. F. & Hult, G. (1998). Innovation, Market Orientation, and Organizational Learning: An Integration and Empirical Examination. *Journal of Marketing*, 62, pp. 42-54.
  37. Indriyani, R., & Alvin, K. (2022). The Mediation Role of Business Adaptability on Marketing Capability and Innovation Capability in Amplang UKM in Samarinda. *Journal of Marketing Management*, 16 (1), p. 24-31.
  38. Iskandar, Aprillianita, P. Y., Micitia, S., Riki, I., & Siti, H. (2018). Marketing performance in furniture SMEs in Kuningan Regency. *Journal of Equilibrium*, 15, pp: 64-74.
  39. Physical. (2018) Effect of the Role of Customer Value and Brand Image on Marketing Performance (Case Study of PT. Berkah Motor Wonosari). *Independent Journal: Science, Art, and Technology*, 2 (2), p. 263-280.
  40. Karabulut. (2016). Effects of Innovation Types on Performance of Manufacturing Firms in Turkey. *Procedia-Social and Behavioral Sciences*, 195, pp. 1355–1364.
  41. Karinda, M. V. A., Lisbeth, M., & Ferdy, R. (2018). The Influence of Marketing Strategy and Product Innovation on Marketing Performance of Indihome Products PT. Telkom Area Tomohon. *EMBA Journal*, 6(3), p. 1568-1577.
  42. Katz, M. L. & Shapiro, C. (1985). Network externalities, competition, and compatibility. *The American Economic Review*, 75 (3), pp. 424–440.
  43. Kotler, P. & Armstrong, G. (2016). *Principles of Marketing*, 16th Edition, Pearson Education, Inc.
  44. Kotler, P. & Keller K. L. (2016). *Marketing Managemen*, 15th Edition, Pearson Education, Inc.
  45. Kuncoro, M., & Kristiaji, W. C. (2006). *Strategy How to Achieve Competitive Advantage*. Erlangga: Jakarta
  46. Kurniasari, M., & Budiarmo, A. (2018). The Effect of Social Media Marketing, Brand Awareness on Purchasing Decisions with Purchase Intention as Intervening Variables at J.Co Donuts & Coffee Semarang”. *Journal of Business Administration*, 7 (1), p. 152-159.
  47. Li, H. & Hong, J. (2013) Factors Influencing Consumers Online Repurchasing

- Behavior: A Review and Research Agenda. *I Business*, 5 (4), pp. 161-166.
48. Mahdi, A., Siti, S., & Daris, Z. (2022). The Effect of Market Orientation and Promotion Through Social Media on Marketing Performance of JV Orchid (Study on JV Orchid Singosari - Malang Orchid Reseller). *Journal of Commerce/Business Administration*, 11 (2), p. 243-252.
  49. Marco, R., & Bernadheta, T. P. N. (2017). Analysis of E-Marketplace Information Systems in Small and Medium Enterprises (UKM) of Brajan Bamboo Crafts. *DASI Scientific Journal*, 18 (2), p. 48-53.
  50. Methasari, M., Gogi, K., & Rochim S. A. (2018). Analysis of Market Orientation, Innovation and Creativity on Marketing Performance in MSMEs in Madiun Regency. *Governance Dynamics Journal*, 8 (2), p. 176-188.
  51. Mukhsin. (2019). Benefits of Implementing Online Marketing (Using E-Commerce and Social Media) for Micro, Small and Medium Enterprises (MSMEs). *Technikom*, 2 (1), p. 1-9.
  52. Narastika, A. A. R., & Yasa, N. N. K. (2017). The Role of Product Innovation and Competitive Advantage Mediates the Effect of Market Orientation on Marketing Performance. *Maharaswati Journal of Management Science*, 7 (7), p. 1-20.
  53. Nasir, A. (2019). The Influence of Product Innovation on Marketing Performance of the Furniture Industry in Pasuruan Regency. *Reference Journal of Management and Accounting*, 6 (2), p. 17.
  54. Nasrullah, R. (2016). *Social Media Perspective of Communication, Culture, and Sociotechnology*. Bandung: Simiosa Rekatama Media.
  55. Natalya, I., Larisa K. & Andrei D. (2021). Performance of Social Media Marketing Communications of Industrial Companies. *Ural State University of Economics*, 620144 Ekaterinburg, Russia, 93.
  56. Novila, M.D. (2018). The Influence of Social Media Marketing and Perceived Quality on Purchase Intentions of Surabaya Snowcake (Study in East Surabaya Communities). *Journal of Management Science (JIM)*, 7 (2), p. 446–452.
  57. Nurseto, S. (2018). The Influence of Distribution and Promotion Channels on Marketing Performance (Case Study on MSMEs Furniture in Semarang City). *Journal of Administration*, 7 (2), p. 103-107.
  58. Prihadi, D., & Susilawati, A. D. (2018). Effect of E-Commerce Capability and Social Media Promotion on Marketing Performance. *Benefit J. Management and Business*, 3 (1), p. 15.
  59. Prihartini, E., & Sanusi, A. (2019). The Influence of Knowledge Management and Organizational Innovation on MSME Performance. *Journal of Management Economics*, 14 (2), p. 345-355.
  60. Primanto, A. B., & Athia, I. (2020). Are Marketing Skills Still Important in the Age of Social Media Marketing? *Journal of Business and Management Inspiration*, 4 (1), p. 45.
  61. Purwantini, A. H., & Anisa, F. (2018). Antecedents and Consequences of Using Social Media for MSMEs: Organizational Perspective Analysis. *Journal of Economics and Business*, 19 (3), p. 12.
  62. Putri, M. A. L., Yasa, N. N. K., & Giantari, I. G. A. K. (2018). The Role of Product Innovation in Mediating Market Orientation on the Performance of Endek Handicraft SMEs in Klungkung Regency. *INOBIIS: Indonesian Journal of Business and Management Innovation*, 1 (4), p. 522 - 534.
  63. Putri, N. K. N., & Yasa, N. N. K. (2018). The Role of Product Innovation Mediating Market Orientation on Marketing Performance (Studies on Micro, Small and Medium Enterprises Pie Susu in Denpasar City). *Matrix J. Business Strategy Management and Entrepreneurship*, p. 111.
  64. Quantananda, E., & Bambang, H. (2015). The Effect of Entrepreneurial Orientation on Food and Beverage Companies in Surabaya. *Journal of Agro*, 3 (1), p. 706-715.
  65. Quaye, D. & Mensah, I. (2019). Marketing innovation and sustainable competitive advantage of manufacturing SMEs in Ghana. *Management Decision: Emerald*

- Publishing, pp. 0025-1747.
66. Rahmadi, Y., Adam, Y. & Azani, M. (2015). Development of Freemium Module for Tel-Us Application (Telkom University Store) Using Iterative Incremental Method and Laravel Framework. *e-Proceedings of Engineering*, 2 (2), pp. 5437.
  67. Rashid, M. K., Aziz, A. & Niazi, K. (2020). Investigating the Antecedents and Impact of Social Media Usage on the Performance of Women-owned SMEs in Pakistan. *NUML Internasional. Journal of Business & Management*, 15 (1), pp. 15-29.
  68. Ridha, N. (2017). *Research Process, Problems, Variables, and Research Paradigm*. *Wisdom Journal*, Volume 14, No. 1, ISSN: 1829-8419. Medan: Islamic College of Religion (STAI) Sumatra.
  69. Ryiadi, N., & Yasa, N. N. K. (2016). Innovation Capability Mediates the Effect of Entrepreneurial Orientation on IMK Product Performance in the Manakan Industry Sector in Denpasar City. *Udayana University Management E-Journal*, 3 (5), p. 1915-1941.
  70. Santoso, G. J. A. & Napitupulu, T. A. (2018). Factors affecting seller loyalty in business emarketplace: A case of Indonesia. *Journal of Theoretical and Applied Information Technology*, 96 (1), pp. 162-171.
  71. Saputra, G.G., & Fadhilah. (2021). MSME Marketing Strategy as a Seller in E-Marketplace (Study on Shopee Customers in Indonesia). *Open Journal Systems*, 15 (12), p. 5853-5866.
  72. Saragih, L., & Tarigan, W. J. (2021). Improving New Product Development Capability Through Innovation In External Relation and Its Impact on the Marketing Performance of Ulos Simalungun Craftsmen (A Theoretical Approach). *Management: USI Journal of Economics*, 3 (1), p. 15-24.
  73. Sari, A. D., Suharno, A., & Noorlitaria, G. (2021). The Effect of Marketing Innovation on Innovative Performance and Marketing Performance in Micro, Small and Medium Enterprises (MSMEs) in Bontang City. *Sinar Management Journal*, 8 (1), p. 23-28.
  74. Scott, D. M. (2015). *The New Rules of Marketing and PR: How to Use Social Media, Online Video, Mobile Applications, Blogs, News Releases, and Viral Marketing to Reach Buyers Directly*. New Jersey: John Wiley & Sons, Inc.
  75. Setiawan, E. H., & Fauziah, A. (2017). The Influence of Security, Convenience, Trust, and Performance Risk on Online Purchasing Decisions (Case Study of Tokopedia.com in Lumajang Regency). *Journal of Management Science Advantage*, 1 (1), p. 64-75.
  76. Setyorini, D., Nurhayati, E., & Rosmita. (2019). The Effect of Online Transactions (E-Commerce) on Increasing MSME Profits (Case Study of UMKM Iron Processing Ciampea, Bogor, West Java). *Journal of Management Partners (JMM Online)*, 3 (5), p. 501-509.
  77. Sidi, A. P., & Yogatama, A. N. (2019). Intellectual Capital Mediation on the Influence of Digital Marketing on Marketing Performance. *IQTISHODUNA*, 15 (2), p. 129–152.
  78. Sin, K. Y., Osman, A., Salahuddin, S. N., Abdullah, S., Lim, Y. J. & Sim, C. L. (2016). Relative Advantage and Competitive Pressure towards Implementation of E-commerce: Overview of Small and Medium Enterprises (SMEs). *Procedia Economics and Finance*, 35, pp. 434-443.
  79. Soltani, S., Azadi, H., Hosseini, S. J. F., Witlox, F. & Passel, S. V. (2015), Marketing innovation in rural small food industries in Iran. *Journal of Food Products Marketing*, 21 (5), pp. 533-551.
  80. Sugiharto, Abdullah, U., Agung, H. S., & Glory, A. (2019). Utilization of Online Payments for Small and Medium Enterprise E-Commerce. *Business and Management Bulletin*, 5 (1), p. 77-87.
  81. Sugiyono. (2018). *Business Research Methods: Quantitative Qualitative Approach, Combination and R&D*. Bandung: Alfabeta
  82. Suhartono, B. (2013). *Computer Based Management Information System*. Jakarta: Rineka Sipta.
  83. Sumarni, T., & Melinda, L. D. (2020). Social Media and E-Commerce as a Solution to

- Marketing Challenges During the Covid-19 Pandemic (Case Study: UMKM Warung Salapan). *ATRABIS: Journal of Business Administration*, 6 (2), p. 163-171.
84. Suparna, G., & Candra, B. F. (2019). The Role of Brand Image Mediates the Effect of Electronic Word Of Mouth on Purchase Intentions. *Unud Management E-Journal*, 8 (11), p. 6638-6657.
  85. Suparna, G., & Dewi, N. W. P. N. (2017). The Role of Innovation in Mediating the Effect of Entrepreneurial Orientation on the Competitive Advantage of the Endek Fabric Industry. *Unud Management E-Journal*, 6 (9), p. 5144-5174.
  86. Suwarni, E., Sedyastuti, K., & Mirza, A. H. (2019). Opportunities and Barriers to Developing Micro Enterprises in the Digital Economy Era. *Ikra-lth Economics*, 2 (2), p. 29-34.
  87. Syafitri, C. D., & Danny, R. (2022). The Influence of Social Media Marketing and Online Customer Review on Purchase Interest in the Lazada Marketplace (Survey of communities in Karawang Regency). *Wahana Pendidikan Scientific Journal*, 8 (14), p. 21-31.
  88. Tajvidi, R. & Karami, A. (2017). The effect of social media on firm performance. *Computers in Human Behavior*, 1 (1), pp. 1–10.
  89. Thies, F., Wessel, M., & Benlian, A. (2016). Effects of social interaction dynamics on platforms. *Journal of Management Information Systems*, 33 (3), pp. 843–873.
  90. Tjiptono, F. (2019). *Service Marketing*. Malang: Bayu Media.
  91. Triadi, D. & Darnita, C. C. (2021). Strategies for Building Brand Image and Promotion with Social Media for MSMEs Jawet and Arep. *Journal of Education and Entrepreneurship*, 9 (1), pp 326-248.
  92. Tuten, T. L. & Solomon, M. R. (2017). *Social Media Marketing*. California: SAGE Publications, Inc.
  93. Voola, R. (2004). Emotional intelligence and competitive advantage: examining the relationship from a resource-based view. *Strategic Change*, pp. 83-93.
  94. Wahyuni N., Mutaqin, A. I. S., & Gunawan, A. (2018). Introduction and Utilization of the E-Commerce Marketplace for MSEs in the Cirebon Region. *Journal of Dynamics Service*, 5 (1), p. 1-8.
  95. Wang, Y., Hong, A., Li, X. & Gao, J. (2020). Marketing innovation during a global crisis: A study of China firms' response to COVID-19. *Journal of Business Research*, 116, pp. 214-220.
  96. Wardhana, A. (2022). *Entrepreneurship and Small Business: The Importance of Being Creative & Innovative in the Digital Age*. Bandung: Media Science Indonesia.
  97. Wernerfelt. (1984). A resource-based view of the firm. *Strategic Management Journal*, 9 (8), pp. 228-239.
  98. Widagda, I. G. A. N. J., Sukaatmadja, I. P. G., Yasa, N. N. K., & Rahyuda, H. (2015). Traditional Market Development Strategy Based on Local Wisdom to Alleviate Poverty in Bali. *Journal of Management, Business Strategy and Entrepreneurship*, 8 (2), p. 121-129.
  99. Wiener, M., Mahring, M., Remus, U., Saunders, C. & Cram, W. A. (2019). Moving IS project control research into the digital era: The "why" of control and the concept of control purpose.
  100. Electronic Source: [www.bps.go.id](http://www.bps.go.id).
  101. Yadnya, I. P. & Santika, I. W. (2017). The Influence of Innovation, E-Commerce Adoption and Competitive Advantage on Marketing Performance. *Indonesian Business and Finance Forum*, 6 , p. 347-358.
  102. Yunanto, R. (2017). The Role of the Marketplace as an Alternative Business in the Information Technology Era. *Komputa Scientific Journal of Computers and Informatics*, 6 (2), p. 43-48.