

# The Influence of Customer Orientation and Social Media Utilization on MSMe Performance Growth

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## Abstract

This study aims to explore the influence of Customer Orientation and Media Adoption on SME Performance. This study uses a quantitative approach by collecting data from 100 SME respondents in Indonesia. The results showed that Customer Orientation has a significant and positive relationship with SME Performance ( $r = 0.687$ ,  $p < 0.01$ ) and proved to be a significant predictor in the regression model ( $B = 0.387$ ,  $p = 0.012$ ). In contrast, although Media Adoption also had a positive correlation with SME Performance ( $r = 0.665$ ,  $p < 0.01$ ), its effect was not statistically significant in the regression analysis ( $B = 0.250$ ,  $p = 0.276$ ). ANOVA analysis showed that the regression model as a whole was significant in explaining the variation in SME Performance (F-test significant), with an R Square of 0.478, which means that 47.8% of the variation in SME performance can be explained by this model. The conclusion of this study suggests that customer orientation is a key factor in improving SME performance, while media adoption, while important, requires a more strategic approach to make a significant impact. These findings emphasize the importance of focusing on customer orientation and effective media strategies in the management of SMEs to achieve optimal performance.

Keywords: Media Adoption, Customer Orientation, SME Performance

## Introduction

The advent of digital technology has revolutionized the business landscape, significantly impacting Micro, Small, and Medium Enterprises (MSMEs). Social media adoption has emerged as a critical strategy for MSMEs to improve their business performance, serving not only as a marketing tool but also as a platform to foster closer relationships with customers. Research shows that MSMEs face initial hesitation in adopting social media marketing due to concerns about technological complexity, perceived benefits, and costs. However, organizational factors such as top management support and employee capabilities, along with external pressures from consumers and vendors, significantly drive the adoption process, ultimately leading to improved efficacy and operational performance (Chung-Jen Fu, 2024). The Covid-19 pandemic has further underscored the importance of social media for MSMEs, compelling them to adopt creative marketing strategies to sustain and

grow their businesses. Despite challenges in HR competency, the involvement of stakeholders such as the government, academics, and the business community plays a vital role in facilitating social media adoption and improving MSME performance (Ahmad Ahsin Kusuma Mawardi, 2024). In addition, digital technology has leveled the playing field, enabling SMEs to compete with multinational corporations in the international market by formulating effective international marketing strategies (Bahar Divrik, 2024). The application of digitalization skills in social media marketing has been shown to mediate the impact of business activities on SME performance, enabling more efficient product processing, effective distribution, and increased sales (Rully Nurliah, 2024). Overall, SMEs contribute significantly to sustainable economic growth, employment, and local development, and the strategic use of social media is integral to their success in the digital age (Desislava Yordanova, 2024). Thus, integrating social media into business strategies not only enhances marketing efforts but also strengthens customer relationships, driving overall business growth and sustainability. Customer orientation is critical for SMEs aiming to improve their business performance, especially in an increasingly connected environment where social media plays a vital role. Research shows that SMEs with strong customer orientation are more innovative and perform better, as they can leverage customer insights to create customer-focused innovation strategies that enhance open innovation and overall firm performance (Aklilu Tukela Bekata, 2024). Social media serves as a strategic resource that can significantly impact firm performance by strengthening customer-firm relationships, encouraging customer co-creation, and enhancing customer orientation. Effective social media usage capabilities (SMUC) are critical for SMEs, as they mediate the relationship between entrepreneurial orientation and firm performance, especially in dynamic environments (F. Siddiqui, 2024). Furthermore, SMEs that implement well-structured social media marketing strategies, moderated by social media-based customer engagement, can achieve maximum leverage in their social media performance (M. R. Roosdhani, 2024). The importance of customer engagement (CE) is further underscored by the need for SMEs to design their social media communications to generate high levels of engagement, with a focus on providing information, entertainment, added value and personal connections through regular, current and engaging content (Malte Wattenberg 2024). Therefore, SMEs that prioritize customer orientation and effectively leverage social media can significantly improve their business performance by driving innovation, enhancing customer relationships and leveraging customer engagement to drive growth and success.

The relationship between customer orientation, social media adoption, and MSME performance is diverse and influenced by various factors. Social media adoption has been shown to significantly improve MSME performance by increasing operational efficiency and enabling better market reach, as evidenced by the positive impact of strategic social media marketing on MSME performance in Indonesia. However, the adoption process is often hampered by technological concerns and cost issues, which can be mitigated through organizational support and employee capabilities (Chung-Jen

Fu, 2024). In addition, digitalization skills play a significant role in mediating the impact of business strategy on MSME performance, enabling more efficient product processing and effective distribution (Rully Nurliah, 2024). Despite its potential benefits, human resource competency remains a critical factor, as seen in the Jember Regency study, where HR competency significantly affected MSME performance but did not moderate the effect of technology or organizational influence (Ahmad Ahsin Kusuma Mawardi, 2024). In addition, competitive advantage gained through social media can help MSMEs adapt to a dynamic business environment, as demonstrated by the role of an entrepreneurial mindset in utilizing social media for competitive advantage in the Sunan Drajat Lamongan Religious Tourism Area (Siti Shoimah, 2024). Interestingly, while competitor influence and cost effectiveness had a positive impact on non-financial performance, brand exposure alone did not significantly improve performance, suggesting that strategic responses to competitors and cost management are more important (Aidil Hanafi Amirrudin, 2024). Therefore, to fully understand the simultaneous effects of customer orientation and social media adoption on MSME performance, it is important to consider the moderating roles of technological capabilities, organizational support, and HR competencies. This comprehensive approach can provide valuable insights for practitioners and researchers who aim to optimize MSME performance through customer-oriented strategies and effective utilization of social media. In a dynamic and competitive global market, MSMEs must strategically leverage social media to improve their performance while staying in tune with customer needs. Research shows that adopting social media marketing strategies significantly improves MSME performance by addressing technological concerns and leveraging organizational support and consumer pressure (Chung-Jen Fu, 2024). Platforms such as TikTok, Instagram, and Facebook have been shown to positively impact MSME performance, especially when innovation capabilities are effectively leveraged, although the impact varies across platforms (Yordan Hermawan Apidana, 2024). In addition, enhancing entrepreneurial competencies, knowledge, and strategic use of social media are essential to achieving sustainable business practices, although skills and abilities alone may not be sufficient (Ramita Kholifaturrohmah, 2023). Competitor influence and cost effectiveness are also important factors, as they are positively correlated with non-financial performance metrics such as customer satisfaction and operational efficiency, while mere brand exposure does not always translate into improved performance (Aidil Hanafi Amirrudin, 2024). In addition, digital transformation and innovative strategies are essential for MSMEs to remain globally competitive, as they improve operational efficiency, market expansion, and sustainable collaboration (Sutrisno Sutrisno, 2024). By integrating these insights, MSMEs can develop a comprehensive approach that not only maximizes the use of social media but also aligns with customer needs and competitive strategies, ensuring sustainable growth and relevance in the global market.

## Literature Review

### Customer Orientation

Customer orientation, as defined by Narver and Slater (1990), is an organizational culture that prioritizes creating superior value for customers, which can significantly improve business performance. This concept is especially important in today's competitive global marketplace, where products are becoming increasingly homogenous, necessitating a shift from transactional to relationship marketing (Erwin Schlogl, 2024). Companies with a strong customer orientation are better positioned to adapt to changing markets and consumer habits, as they focus on understanding and meeting customer needs through effective management, operational models, and business processes (Diana Zavadzka, 2023).

In addition, customer orientation is related to corporate culture and innovation, where consumer involvement in the development and implementation of innovation is critical to business efficiency. This relationship highlights the importance of balancing product innovation with customer needs, as too much innovation can be as detrimental as too little innovation (Jing Lin, 2023). Furthermore, customer orientation is a powerful tool for improving service quality and customer satisfaction, especially in resource-constrained environments. Building long-term relationships with customers is more cost-effective than attracting new ones, emphasizing the value of retaining existing customers (A.O. Bezmaternykh, 2023). In the context of ecosystems and networks, customer orientation becomes complex and nuanced, as firms often play multiple interrelated roles. Managers must understand and manage customer value creation in these ecosystems, tailoring their strategies to the specific context and dimensions of value promised to customers (Chankoo, 2019). Overall, a strong customer orientation, supported by change management, cross-functional collaboration, and continuous assessment, is critical to fostering strong customer relationships and improving firm performance (A.O. Bezmaternykh, 2023).

### Social Media Adoption by SMEs

Social media adoption by SMEs is influenced by many factors, including perceived benefits, ease of use, and managerial support. Research shows that SMEs are often hesitant to adopt social media marketing due to concerns about technological complexity and costs, despite recognizing the potential benefits for improving operational efficiency and performance (Chung-Jen Fu, 2024). In the context of micro and small enterprises (SMEs), technical knowledge, cost reduction, and external pressure from customers and competitors are significant determinants driving the adoption of social media marketing, leading to higher utilization rates (Renata, 2023). Specifically, in West African SMEs, social media is perceived as a valuable tool to support daily operations and improve

performance, although these firms face challenges in effectively utilizing these platforms (Andrée Roy, 2023). Furthermore, social media adoption has been shown to positively influence business performance, with entrepreneurial orientation playing a mediating role, and government support policies directly improving business outcomes (Weni Novandari, 2023). Collectively, these studies underscore the importance of integrating social media into SME marketing strategies, supported by managerial commitment and external pressure, to fully leverage its benefits for business growth and market expansion.

#### Relationship between Customer Orientation, Social Media Adoption, and MSME Performance

Research underlines the important role of customer orientation in driving the adoption of new technologies, including social media, especially in SMEs. Strong customer orientation encourages SMEs to actively utilize social media as a tool to understand customer needs and improve service delivery. This is supported by research showing that SMEs with higher levels of customer orientation are more innovative and perform better, as they leverage customer insights to create customer-focused innovation strategies, thereby enhancing open innovation and overall performance (Aklilu Tukela Bekata, 2024). Integrating customer orientation with social media strategies significantly improves SME performance by enabling firms to tailor their offerings to customer preferences detected through social media interactions (Chung-Jen Fu, 2024). This strategic integration of social media marketing not only improves operational efficacy but also fosters customer engagement, which is critical for shared value creation in the tourism sector and other industries (H Zhang, 2024).

In addition, the positive impact of entrepreneurial orientation on social media usage capability (SMUC) and customer relationship management capability (CRMC) highlights the importance of investing in training programs and IT to dynamically change business models and customer trends (F. Siddiqui, 2024). SMEs can thus achieve greater flexibility and responsiveness in service delivery, promoting overall value creation and sustainable development (H. Zhang, 2024). The collective insights from this study suggest that a strong customer orientation, coupled with strategic use of social media, can significantly improve SME performance by driving innovation, enhancing customer engagement, and enabling more personalized and effective service delivery (Malte Wattenberg, 2024).

#### Technology Acceptance Model (TAM) and Social Media Adoption

The Technology Acceptance Model (TAM) and Diffusion of Innovations Theory (IDT) are used in this study to assess the factors influencing SMEs in adopting new technologies. The study found that perceived usefulness, perceived ease of use, compatibility, and cost-effectiveness significantly influence SMEs' attitudes and intentions to use applications. Compatibility and cost-effectiveness were identified as important considerations for SMEs when selecting applications,

indicating that these factors play a significant role in the decision-making process for SMEs seeking to adopt new technologies (Iston Dwija Utama, 2022). Similarly, the application of TAM in evaluating the adoption of e-money among students in Banjarmasin showed that perceived ease of use and perceived usefulness significantly influenced attitudes towards use, which in turn influenced actual use (Muthia Harnida, 2023). Furthermore, a comprehensive review of TAM applications in marketing underlines the importance of understanding consumer behavior towards new technology products and services, with mobile and online marketing emerging as significant trends (Hussein Gibreel Musa, 2024) [1]. In the healthcare sector, TAM has been used effectively to assess the implementation of information systems in hospitals, providing valuable insights for decision making and system improvement (Indah Cahyani, 2023). Collectively, this study underscores the versatility and relevance of TAM across sectors, including SMEs, by illustrating how perceived ease of use and usefulness can drive the adoption and effective utilization of new technologies, such as social media, to improve operational efficiency and customer relationships.

#### MSME Performance

MSME performance, often measured through indicators such as sales growth, profitability, and customer satisfaction, is significantly influenced by various factors including market orientation, innovation, and technology adoption. Research shows that entrepreneurial orientation, organizational readiness, knowledge management, and e-commerce adoption are critical to improving MSME performance in the digital era, especially in the food and beverage sector in Indonesia (Himmatul Aliyah, 2024). In addition, financial access, product innovation, and market orientation have been found to have a positive and significant impact on MSME business performance, although digitalization adoption shows a positive but insignificant effect in the context of women's MSMEs in Belitung Regency (Ida Puspitowati, 2024). In Gorontalo City, technology adoption has a significant positive effect on MSME performance, while capital and human resources show insignificant effects (Said Moh Agus B Bakari, 2024).

In addition, the complex interactions between organizational learning capability (OLC), innovation, market dynamism, and market responsiveness also play a significant role in the performance of SMEs in developing African countries, with innovation acting as a mediator in the OLC-performance relationship and market responsiveness strengthening this relationship under certain conditions (Ahmed Agyapong, 2024). Finally, in culinary SMEs in Kesambi Regency, entrepreneurial orientation, market orientation, and product innovation were all found to have positive and significant effects on marketing performance, both individually and simultaneously (Fadel Muhamad, 2024). These findings collectively underscore the multifaceted nature of determinants of SME performance, highlighting the importance of a strategic focus on market orientation, innovation, and technology adoption to achieve superior business outcomes.

## Methods

This study uses a quantitative approach with a survey method to test the relationship between customer orientation, social media adoption, and MSME performance. The design of this study is explanatory, which aims to explain the influence of independent variables (customer orientation and social media adoption) on the dependent variable (MSME performance). The population in this study is MSMEs in the city of Bandung. The research sample will be taken using a purposive sampling technique, with the main criteria being MSMEs that have adopted social media as part of their business strategy. The number of targeted samples is 100 MSMEs, which is considered representative enough to generalize the research results.

### Hypothesis Testing

H1: Customer orientation has a positive influence on MSME performance.

H2: Social media adoption has a positive influence on MSME performance.

H3: Customer orientation and social media adoption simultaneously have a positive influence on MSME performance.

## Results and Discussion

### Data Analysis Test

#### Validity Test

Table. Validity test

#### Correlations

		Customer Orientation	Adoption Media	SME Performance
Customer Orientation	Pearson Correlation	1	,924**	,687**
	Sig. (2-tailed)		0,000	0,000
	N	100	100	100
Adoption Media	Pearson Correlation	,924**	1	,665**
	Sig. (2-tailed)	0,000		0,000
	N	100	100	100
SME Performance	Pearson Correlation	,687**	,665**	1
	Sig. (2-tailed)	0,000	0,000	
	N	100	100	100

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Interpretation

The validity test of the questions in this study showed a significance figure of 0.000, >0.001, thus it can be stated that all question items in this study are declared valid.

Reliability Test

Table.Reliability Test

**Reliability Statistics**

Cronbach's Alpha	N of Items
0,889	3

Interpretation: The results of the Conbach`s alpha test show a figure of 0.889 <0.7 00, thus stating that all items in this study are reliable to be continued.

**F test**

ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	243,292	2	121,646	44,477	,000 <sup>b</sup>
Residual	265,298	97	2,735		
Total	508,590	99			

a. Dependent Variable: SME Performance

b. Predictors: (Constant), Adoption Media, Customer Orientation

**Interpretation**

The F-test result shows a value of 44.477, thus the value is greater than the f table. With a value of 3.088, thus the model in this study is declared valid. *Uji T*

Coefficients<sup>a</sup>

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	4,959	0,951		5,214	0,000
Customer Orientation	0,387	0,150	0,493	2,569	0,012
Adoption Media	0,250	0,228	0,210	1,095	0,276

a. Dependent Variable: SME Performance



### Interpretation

The t-value of 5.214 with a significance of 0.000 indicates that this constant is statistically significant at a 99% confidence level. This means that the constant has a significant influence in this regression model.

Meanwhile, the t-value of 2.569 with a significance of 0.012 indicates that Customer Orientation is statistically significant at a 95% confidence level. This means that Customer Orientation has a significant influence on SME Performance.

The t-value of 1.095 with a significance of 0.276 indicates that Adoption Media is not statistically significant at a 95% confidence level ( $p > 0.05$ ). This means that Adoption Media does not have a significant influence on SME Performance in this model.

### Coefficien Determinance

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,692 <sup>a</sup>	0,478	0,468	1,654

a. Predictors: (Constant), Adoption Media, Customer Orientation

### Interpretation

- R Square of 0.478 indicates that about 47.8% of the variation in SME Performance can be explained by the model involving Media Adoption and Customer Orientation.
- In other words, almost half of the variation in SME Performance can be explained by changes in customer orientation and media adoption. The remaining 52.2% is explained by other factors not included in this model.

### Pearson Correlation Test

Pearson correlation test was used to assess the strength and direction of the relationship between the variables Customer Orientation, Media Adoption, and SME Performance. The correlation results show:

- Customer Orientation has a very strong and significant correlation with Media Adoption ( $r = 0.924$ ,  $p < 0.01$ ). This indicates that SMEs that are more customer-oriented tend to be more active in adopting media for their marketing and operations.
- Customer Orientation also has a strong and significant correlation with SME Performance ( $r = 0.687$ ,  $p < 0.01$ ), indicating that the higher the customer orientation, the better the SME Performance.

- Media Adoption has a strong correlation with SME Performance ( $r = 0.665$ ,  $p < 0.01$ ). This indicates that effective media adoption can contribute positively to improving SME Performance.

### **ANOVA Test**

ANOVA analysis is used to test whether the overall regression model is significant in explaining the variability of SME Performance based on Customer Orientation and Adoption Media. The ANOVA results show:

- The Mean Square of the regression is 121,646 and the residual is 2,735.
- The F value obtained from the comparison between the Mean Square of the regression and the residual shows that this regression model is significant.

### **Linear Regression Test**

A linear regression test is conducted to evaluate the individual influence of Customer Orientation and Adoption Media on SME Performance. The results of the regression test show:

- Customer Orientation has a regression coefficient (B) of 0.387 with a t value of 2.569 and a p-value of 0.012, which is significant at the 95% confidence level. This shows that Customer Orientation has a significant influence on SME Performance.
- Adoption Media has a regression coefficient (B) of 0.250 with a t-value of 1.095 and a p-value of 0.276, which is not statistically significant. This shows that Adoption Media does not have a significant influence on SME Performance in this model.

### **Conclusion**

Based on the results of the data analysis that has been carried out, the following conclusions can be drawn:

#### **1. The Influence of Customer Orientation on SME Performance**

The results of the analysis show that Customer Orientation has a significant and positive influence on SME Performance. The strong correlation value ( $r = 0.687$ ) and significant regression coefficient ( $B = 0.387$ ,  $p = 0.012$ ) indicate that the higher the customer orientation applied by SMEs, the better their performance. This confirms that customer orientation should be the main focus in SME management strategies.

#### **2. The Influence of Media Adoption on SME Performance**

The Media Adoption variable shows a strong relationship with SME Performance ( $r = 0.665$ ). However, in the regression analysis, the effect is not statistically significant ( $B = 0.250$ ,  $p = 0.276$ ). This suggests that although media adoption is important, it may not be the main factor that directly affects SME Performance. Other factors related to how media is used may need to be explored further.

### 3. Overall Model Significance

The regression model involving Customer Orientation and Adoption Media together is significant in explaining the variation in SME Performance (F-test is significant). This shows that both variables, although having different influences, together affect SME Performance.

### 4. Predictive Power of the Model

The R Square value of 0.478 shows that around 47.8% of the variation in SME Performance can be explained by Customer Orientation and Adoption Media. This is quite a significant number, although there is 52.2% of the variation explained by other factors not included in the model.

Based on the data above, it can be concluded that:

Customer Orientation is proven to be a very important factor in improving SME Performance. This emphasizes the need for SMEs to focus on customer orientation to achieve optimal performance. Meanwhile, Adoption Media, although important, does not show a significant direct effect on SME Performance in this model. Therefore, a more sophisticated strategy is needed in using media to support customer orientation and improve SME Performance.

The regression model used in this study is quite strong in explaining the variation of SME Performance, but other factors outside of Customer Orientation and Media Adoption also need to be considered to provide a more complete picture of the factors that influence SME Performance. Thus, focusing on customer orientation, supported by an effective media strategy, can be the key to success in improving SME Performance.

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