

**The impact of SNS marketing use on women entrepreneurs in the new normal era****Ni Putu Nita Anggraini<sup>a\*</sup>, Ni Nyoman Kerti Yasa<sup>a</sup>, I Gusti Ayu Ketut Giantari<sup>a</sup> and Ni Wayan Ekawati<sup>a</sup>**<sup>a</sup>*Faculty of Economics and Business, Udayana University, Bali, Indonesia***CHRONICLE****ABSTRACT***Article history:*

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The goal of this research was to see how network site marketing (SNS marketing) affected marketing performance in terms of customer relationship management (CRM) and marketing capabilities. This research was conducted with a quantitative approach. The population in this study are all female entrepreneurs who use SNS marketing in Bali. The sample is 260 MSMEs taken by purposive sampling. The data will be analyzed descriptively and inferentially. The inferential statistic used is Structural Equation Modeling (SEM) based on variance, namely Partial Least Square (SEM PLS) with SmartPLS 3.0 program. The research findings are that SNS marketing use has a positive and significant effect on CRM capability and marketing capability, CRM capability and marketing capability have a positive and significant effect on business performance, CRM capability and marketing capability as partial mediation influences SNS marketing use on business performance. This research implies that it is expected to help MSMEs in making decisions regarding the use of SNS marketing.

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**1. Introduction**

Micro, small, and medium-sized enterprises (MSMEs) play a critical role in the Indonesian economy. MSMEs can help create jobs, open new job prospects, spur innovation, boost competition, and boost economic growth. MSMEs make a significant contribution to the national economy, consisting of up to 89.2 percent of the total workforce, 99 percent of total employment, and 60.34 percent of total country's gross domestic product (GDP) (BPS, 2016). The growth in the number of MSMEs cannot be separated from the role of women in it, even the fastest growing in the world (Henry et al., 2016). The Central Statistics Agency (BPS, 2016) reported that the number of MSMEs managed by women was 64.5 percent, or around 37 million. The results of a survey conducted by Google-Kantar in 2020 entitled Advancing Women in Entrepreneurship places the highest number of women's participation in the field of entrepreneurship in Indonesia in Southeast Asia (Maranti, 2020). Although the number of female entrepreneurs is higher than that of men, their contribution to GDP is only 9.6 percent, while that of men is 50.74 percent (IFC Annual Report, 2016). This condition is inversely proportional to conditions in Bali, where the number of female entrepreneurs was recorded at 46.96%, which means it is lower than men and the national average (BPS, 2016). Although the number is lower than the national average, the open unemployment rate (TPT) for Balinese women is the lowest in Indonesia (BPS, 2019). The growth in the number of women entrepreneurs in Bali cannot be separated from the development of social network sites (SNS) which are inseparable from the development of the internet. The quantity of web clients in Indonesia has arrived at 175.4 million and the individuals who are dynamic via online media are 160 million (Simon, 2020). A social network site (SNS) is a web-based application where one can create a virtual profile with a "bounded system" which means it is connected and can communicate with users on the relevant platform so that they can interact with each other freely. Some examples of SNS are Facebook, Twitter, Instagram, TikTok, and Youtube. This application is accompanied by

\* Corresponding author.

E-mail address: [nitaanggraini@unmas.ac.id](mailto:nitaanggraini@unmas.ac.id) (N. P. N. Anggraini)

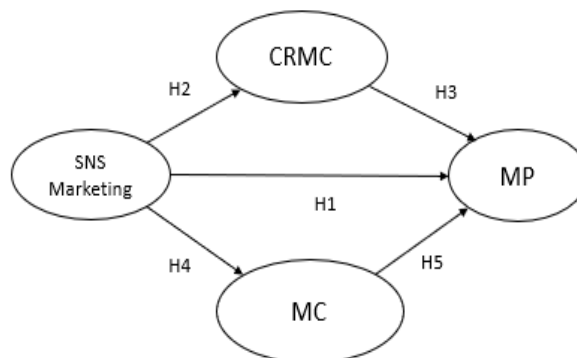
the ability to exchange images, videos, comments and it is done almost in real-time. SNS allows reaching other people and sharing information without boundaries of space and time (Abbas et al., 2019).

The COVID-19 pandemic has increased the use of SNS as a marketing strategy to increase revenue (Kim & Jang, 2021). SNS that is used as a marketing strategy is known as SNS marketing. The impact of using SNS marketing has increased the interest of researchers to research this field. Several previous empirical studies found a positive relationship between the use of digital technology and marketing performance, innovation process performance, financial and non-financial performance, customer loyalty, operational efficiency, and innovation (Chatterjee & Kumar Kar, 2020; Giantari et al., 2022; Marchand et al., 2021; Yasa et al., 2020; Yasa et al., 2021; Muna et al., 2022a). Abedin (2016) found that commerce online through social media plays a potential role for SMEs by building competitive advantage, higher efficiency and effectiveness, improving product development and service quality, sales forecasting and customer analysis, and building customer relationships. However, a study conducted by Ahmad et al. (2019) on SMEs in the United Arab Emirates found that social media adoption did not affect company performance. Eid et al. (2020) in their research on export-oriented SMEs in the UK also found that the use of social media did not have a significant effect on company performance. Garrido-Moreno et al. (2018) in their study in Spain using Facebook, Twitter, Youtube, and Flickr showed that social media had no significant effect on company performance. The business phenomenon and the existing research gap become a gap to conduct further research. The approach that will be used to fill the existing gap is Resource-Based Theory (RBT). RBT provides a theoretical basis for analyzing information technology capabilities and explains how business value lies more in a company's ability to utilize information technology than in the technology itself (Rauth Bhardwaj, 2014; Zhu & Kraemer, 2005). The basic assumption of RBT is that competitive advantage is a function of the heterogeneity of resources and capabilities possessed by an organization (Barney, 1991; Wernerfelt, 1984). Each company has different resources and capabilities, where capabilities greatly affect superior performance for the company compared to others (Song et al., 2007). Capabilities allow companies to use the company's resources to the fullest (Yao & Qin, 2016; Muna et al., 2022b). CRM capability and marketing capability are important capabilities in improving business performance (Day, 1994; Vorhies & Morgan, 2005; Wang & Kim, 2017). Based on this, the solution offered concerning the research gap is to use customer relationship management capability (CRMC) and marketing capability (MC) variables as a mediating variable.

## 2. Literature review

Profit and not-for-profit companies are oriented to improve their business performance. Business performance shows the achievements achieved by a company which is largely determined by its resources and capabilities. Currently, MSMEs use SNS as a marketing strategy to improve their marketing performance. The use of SNS as a marketing tool is called SNS marketing. The impact of using SNS marketing can be understood through RBT. The use of new technologies in business processes encourages the development of new capabilities that can contribute to improving company performance (Lee & Grewal Rajdeep, 2004). SNS marketing as a company resource if managed properly can improve the company's ability to form, maintain and improve long-term relationships with customers and increase the company's ability to respond to market needs and satisfy customers so that superior business performance can be achieved (Chang et al., 2010; Charoensukmongkol & Sasatanun, 2017; Chatterjee & Kumar Kar, 2020; Foltean et al., 2019; Foroudi et al., 2017; Jeong et al., 2019; Tajvidi & Karami, 2017; Yasa et al., 2021).

### 2.1 Research concept framework



**Fig. 1.** Research concept framework

Indicators of SNS marketing use variables adapted from Cao et al. (2018), namely: sharing content, conversing with customers, creating social relationships, managing communities, conducting promotions. CRM capability indicators are adapted from Foltean et al. (2019) namely interacting more closely with customers, identifying customers, fulfilling customer requests, keeping customers, and improving relationship quality. The dimensions and indicators of marketing capability were adapted from (Kachouie et al., 2018), namely: pricing, channel management, marketing research, and marketing implementation.

Marketing performance indicators, namely increasing sales volume, sales growth, increasing profits, new customers, and customer satisfaction, were adapted from Alnawas & Abu Farha, 2020; Charoensukmongkol & Sasanun, 2017; Jeong et al., 2019; Suartina et al., 2022.

## 2.2 Research hypothesis

The research hypotheses that can be generated based on the existing conceptual framework are as follows.

- H<sub>1</sub>** : SNS marketing use has a positive impact on marketing performance.
- H<sub>2</sub>** : SNS marketing use has a positive impact on CRM Capability.
- H<sub>3</sub>** : CRM capability has a positive impact on marketing performance.
- H<sub>4</sub>** : SNS marketing use has a positive impact on marketing capability.
- H<sub>5</sub>** : marketing capability has a positive impact on marketing performance.
- H<sub>6</sub>** : CRM capability mediates the impact of SNS marketing use on marketing performance.
- H<sub>7</sub>** : marketing capability mediates the impact of SNS marketing use on marketing performance.

## 3. Research Method

This study utilizes a quantitative examination plan with causality. This study aims to explain SNS marketing use (SNSM) and its impact on CRM capability (CRMC), marketing capability (MC), and marketing performance (MP), 2) this research was conducted using a survey method, 3) data collection was carried out in stages. The first stage is conducting preliminary interviews related to existing phenomena, then filling out research questionnaires by respondents (women entrepreneurs), 4) the results are used to answer research hypotheses, then research hypotheses are tested using quantitative analysis. The population in this study are all women entrepreneurs in Bali who use SNS marketing use, the sample is 260 respondents taken by purposive sampling technique, namely those who have used SNS marketing for at least 3 years. The instrument used is a questionnaire filled out by women entrepreneurs who are still operating. The questionnaire was planned with a 7-point Likert Scale (1=strongly disagree, 7=strongly agree). Before the questionnaire was distributed, validity and reliability tests were carried out first, where the questionnaire was filled out by 30 respondents. The aftereffects of the examination show that the correlation value of all exploration surveys is  $> 0.30$  and the Cronbach's Alpha all factors is  $> 0.7$ , and that implies that the instrument is valid and reliable. Based on this, the questionnaire can be utilized as an information assortment instrument.

## 4. Result and discussion

### 4.1 Descriptive analysis

The results of the analysis show that the most widely involved business fields are fashion, with 84 people (32.3%), culinary 31.9%, beauty services, and other business fields each with 20.8 %, and craft 14%. Based on the business address, the distribution of female entrepreneurs' businesses is mostly found in Denpasar, as many as 60 (23.1%), this is because Denpasar is the capital city of Bali Province, which is the business center in Bali. A total of 91.9% of businesses owned by women were started from scratch and the remaining 8.9% inherited/continued the business from their parents. Based on age classification, female entrepreneurs are dominated by respondents aged 17-25 years as much as 52.3%, while the percentage smallest is 10% aged 35-43 years. The majority of female entrepreneurs have a high school education, as many as 132 people (50.8%). A total of 189 people (72.7%) female entrepreneurs use social media for 3-5 years. The social media that is widely used is Instagram.

### 4.2 Results of inferential analysis

Data processing for the analysis of this research model uses the SEM-PLS analysis method with SmartPLS 3.0 software. The analysis stages of this research model consist of 2, namely: Inner model test (structural model) and outer model test (structural model).

#### Measurement model

##### Validity

##### Convergent validity

Convergent validity can be seen from the loading factor and AVE. The rule of thumb that is usually used to assess convergent validity is the value loading factor  $> 0.6$  and the AVE  $> 0.5$ . The marketing capability (MC) variable is a constructed second

order with dimensions of pricing, channel management, marketing research, and marketing implementation with indicators reflective. The results of the analysis in Table 1 show that all indicators have a loading factor > 0.6 and an AVE > 0.5 so that all indicators are valid.

#### *Discriminant validity*

Discriminant validity is a criterion of validity that is done by looking at the values of cross loading and loading. If the value loading > cross loading then the discriminant validity are met (Solimun et al., 2017). The results of the analysis show the loading value of 45 indicators > cross-loading of each indicator, so it can be said that all indicators meet the requirements of discriminant validity.

#### *Reliability*

If the composite reliability and Cronbach alpha are both more than 0.70, a measurement is said to be reliable. The results of the analysis show that composite reliability and Cronbach's alpha for each research variable are > 0.70, so the reliability between indicator blocks is declared to have good reliability. The results of convergent validity, discriminant validity, composite reliability, and Cronbach's alpha are presented in Table 1.

**Table 1**  
Model size result

| Construct             | Indicator | Outer loading | Cronbach's Alpha | Composite Reliability | Average Variance Extracted (AVE) |
|-----------------------|-----------|---------------|------------------|-----------------------|----------------------------------|
| SNS marketing use     | SNSM1     | 0.821         | 0.909            | 0.932                 | 0.734                            |
|                       | SNSM2     | 0.870         |                  |                       |                                  |
|                       | SNSM3     | 0.848         |                  |                       |                                  |
|                       | SNSM3     | 0.899         |                  |                       |                                  |
|                       | SNSM4     | 0.844         |                  |                       |                                  |
| CRM Capability        | CRMC1     | 0.831         | 0.910            | 0.933                 | 0.737                            |
|                       | CRMC2     | 0.822         |                  |                       |                                  |
|                       | CRMC3     | 0.849         |                  |                       |                                  |
|                       | CRMC4     | 0.893         |                  |                       |                                  |
|                       | CRMC5     | 0.894         |                  |                       |                                  |
| Marketing Capability  | P1        | 0.609         | 0.941            | 0.949                 | 0.768                            |
|                       | P2        | 0.796         |                  |                       |                                  |
|                       | P3        | 0.769         |                  |                       |                                  |
|                       | CM1       | 0.766         |                  |                       |                                  |
|                       | CM2       | 0.692         |                  |                       |                                  |
|                       | CM3       | 0.791         |                  |                       |                                  |
|                       | MR1       | 0.813         |                  |                       |                                  |
|                       | MR2       | 0.783         |                  |                       |                                  |
|                       | MR3       | 0.844         |                  |                       |                                  |
|                       | MI1       | 0.793         |                  |                       |                                  |
| MI2                   | 0.792     |               |                  |                       |                                  |
| MI3                   | 0.748     |               |                  |                       |                                  |
| Marketing Performance | MP1       | 0.898         | 0.918            | 0.939                 | 0.754                            |
|                       | MP2       | 0.923         |                  |                       |                                  |
|                       | MP3       | 0.885         |                  |                       |                                  |
|                       | MP4       | 0.805         |                  |                       |                                  |
|                       | MP5       | 0.825         |                  |                       |                                  |

Source: data processed, 2022

#### *Inner model test (structural model)*

The accuracy of the model in the research as a whole is measured by the evaluation of structural models (structural model/inner model), which is constructed by numerous variables and their indicators. Several methodologies will be used to evaluate the structural model, including 1) R-Square (R<sup>2</sup>), 2) Q-Square Predictive Relevance (Q<sup>2</sup>), and 3) Goodness of Fit (GoF). Fig. 1 shows the results of the inner model test.

#### *R-Square (R<sup>2</sup>)*

*R-Square (R<sup>2</sup>)* can indicate the strength of the effect caused by the dependent variable to the independent variables. *R-Square (R<sup>2</sup>)* also can indicate the strength of a research model. The results of the analysis show that the R<sup>2</sup> CRM Capability value is 0.614, marketing capability is 0.593, and marketing performance is 0.774. Value R<sup>2</sup> of marketing performance is the highest value that is equal to 0.774, meaning that 77.4% of marketing performance is influenced by the use of SNS marketing, CRM capability, and marketing capability. The value of R<sup>2</sup> is classified as strong because the figures show that close to 1.

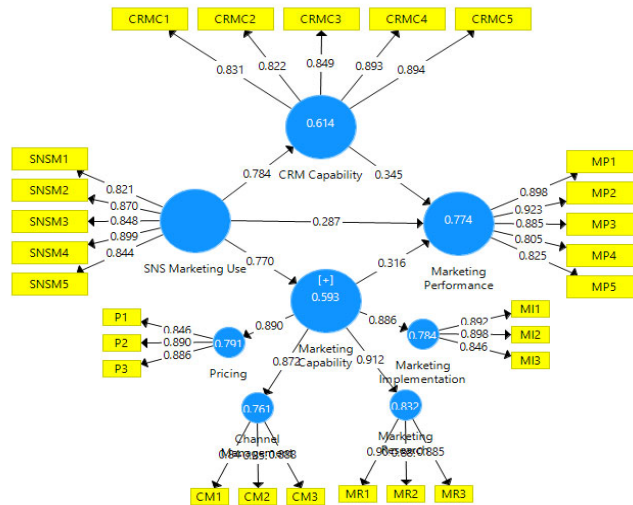


Fig.1. Structural Model

*Q-square predictive relevance (Q²)*

The Q-square predictive relevance (Q²) is a measure of how well observations on the research model are predicted. The value of Q-Square Predictive Relevance (Q²) ranges from 0 (zero) to 1 (one). Q-square can be calculated as follows:  
 Q-Square = 1 - ((1 - R₁²)(1 - R₂²)(1 - R₃²)) = 1 - (1 - 0.614)(1 - 0.593)(1 - 0.774) = 0.9644

According to Chin (1998), the value of Q square is getting closer to 1, which shows that the model has good predictive relevance.

*Analysis of Goodness of Fit (GoF)*

Goodness of Fit (GoF) is a criterion to determine the level of accuracy (fit) of the model. Calculations to analyze Goodness of Fit (GoF):

$$GoF = (\underline{AVE} \times \underline{R}^2) = \sqrt{(0.734+0.737+0.609+0.754)/4 \times (0.614+0.593+0.774)/3} = \sqrt{0.7085 \times 0.660} = 0.683$$

The GoF computation yielded a value of 0.683, which is categorized as a substantial GoF according to the GoF criteria (Aker et al., 2011). This indicates that the study model is extremely accurate.

*Hypothesis Testing*

Each research hypothesis was evaluated in detail based on the results of research data processing processed with SmartPLS 3.0, and the results are presented in Table 3

**Table 3**  
Direct and indirect effects

| Correlation between variables | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (  O / STDEV  ) | P Values | Result    |
|-------------------------------|---------------------|-----------------|----------------------------|------------------------------|----------|-----------|
| CRMCM → MP                    | 4.745               | 0.341           | 0.073                      | 0.345                        | 0.000    | supported |
| MC → MP                       | 4.802               | 0.313           | 0.066                      | 0.316                        | 0.000    | supported |
| SNS Use → MP                  | 4.493               | 0.293           | 0.064                      | 0.287                        | 0.000    | supported |
| SNS Use → CRMCM               | 0.784               | 0.785           | 0.041                      | 19.168                       | 0.000    | supported |
| SNS Use → MC                  | 0.770               | 0.771           | 0.039                      | 19.995                       | 0.000    | supported |
| SNS Use → CRMCM → MP          | 0.270               | 0.268           | 0.059                      | 4.567                        | 0.000    | supported |
| SNS Use → MC → MP             | 0.243               | 0.241           | 0.052                      | 4.674                        | 0.000    | supported |

Table 3 shows the path values SNS marketing use to marketing performance is 0.287 with a t-statistic of 4.493 > critical t (1.96) at a significant level of 0.000, this means that H1 is accepted. The value of the SNS marketing use path to CRM capability is 0.784 with a t-statistic of 19.168 > critical t (1.96) at a significant level of 0.000, this means that H2 is accepted. The value of the CRM capability path to marketing performance is 0.345 with a t-statistic of 19.168 > critical t (1.96) at a significant level of 0.000, this means that H3 is accepted. The value of the SNS marketing use path to marketing capability is

0.770 with a t-statistic of 19.995 > critical t (1.96) at a significant level of 0.000, this means that H4 is accepted. The value of the marketing capability path to marketing performance is 0.316 with a t-statistic of 4.802 > critical t (1.96) at a significant level of 0.000, this means that H5 is accepted. This study also proves that CRM capability can mediate the influence of SNS marketing use on marketing performance, this is evidenced by the t-statistic value of 4.567 > critical t (1.96) at a significant level of 0.000, which means H6 is accepted. Likewise, H7 which states that marketing capability can mediate the influence of SNS marketing use on marketing performance is accepted, this can be proven by the critical t-statistical value (1.96) at a significant level of 0.000.

### *4.3 Discussion of Research Results*

#### *Impact of SNS Marketing Use on Marketing Performance*

The results of the analysis show that SNS marketing uses a positive and significant effect on marketing performance. This indicates that the higher the intensity of adoption of social media marketing will be able to improve business performance by women entrepreneurs in Bali. The findings of this study are in line with research findings (Cao et al., 2018; Yasa et al., 2020; Chatterjee & Kumar Kar, 2020; Marchand et al., 2021; Yasa et al., 2021; Qalati et al., 2021, Giantari et al., 2021; Muna et al. 2022b), where SNS marketing Marketing-focused use can increase brand exposure and awareness, enhance a company's reputation, create and maintain customer contacts, increase sales and revenue, and provide access to potential customers. MSMEs that are managed and owned by women can survive and even increase sales, income, the number of customers, and customer satisfaction during the Covid 19 pandemic, because of the role of SNS marketing use. SNS marketing use is used to share content, build conversations with customers online, carry out promotions, and create social relationships with customers so that although the company's performance trend is generally declining due to the pandemic, the company's performance from using SNS marketing use is increasing.

#### *Impact of SNS Marketing Use on CRM Capability*

The results of the analysis show that SNS marketing use has a positive and significant effect on CRM capability. This indicates that the higher the SNS marketing use the higher the CRM capability of women entrepreneurs in Bali. SNS marketing use is a platform strategy for building positive customer relationships (Rodriguez et al., 2012) through interactions online. SNS marketing can improve customer relationship management capabilities through the interaction is done online. CRM capability is built on customer knowledge captured through the use of social media, which enables companies to better understand customers and develop services and products according to their needs (Garrido-Moreno et al., 2018; Muna et al., 2022b).

#### *Impact of SNS Marketing Use on Marketing Capability*

The utilization of SNS marketing use has a positive and significant impact on marketing capability. It suggests that the higher the rate of SNS marketing adoption, the better the marketing ability of women businesses in Bali in terms of setting prices to compete, managing distribution networks, performing market research, and implementing awareness initiatives. The findings of this study back with previous research by Yasa et al. (2021), who found that using SNS marketing intensively can improve marketing capabilities.

#### *Impact of CRM Capability on Marketing Performance*

The results of the analysis show that the adoption of CRM capability has a significant positive effect on business performance. This indicates that the higher the CRM capability, the higher the business performance of women entrepreneurs in Bali. CRM capability can increase sales and increase customer satisfaction, thorough understanding of customer needs, and specific targeting from appropriate customers (Wang & Kim, 2017; Cheng & Shiu, 2019; Kim & Wang, 2019) The company's ability to build strong relationships with customers will lead to increased sales, sales growth, increased profits, and customer satisfaction. The benefits that customers get from a strong relationship with the company are the convenience or reduction in the perceived risk of purchasing the product and the savings in time in searching for or buying the product.

#### *Impact of Marketing Capability on Marketing Performance*

Marketing capability has a considerable favorable effect on marketing performance, according to the findings of the study. This suggests that the more marketing skills a woman entrepreneur has, the better her business performs in Bali. Women entrepreneurs have a strong marketing ability, according to this survey. Based on the findings of this study, various earlier research findings that showed that the better the marketing competence, the higher the business performance were confirmed. (Trainor et al., 2011; Sok et al., 2017)

#### *CRM capability mediates the Impact of SNS marketing use on marketing performance*

The consequences of the examination show that CRM capacity can partially mediate the impact of SNS marketing on promoting execution. Securing new clients and creating client connections are the main objectives in the utilization of web-based media (Michaelidou et al., 2011). Whenever organizations utilize online media suitably, they can promptly converse with

clients and get ideal input, which permits organizations to send off new items or streamline existing ones to quickly jump all over market chances, upper hand and further develop organization execution (Zu et al.,2019).

#### *Marketing capability mediates the Impact of SNS marketing use on marketing performance*

The results of the analysis show that marketing capability can partially mediate the impact of SNS marketing use on marketing performance. The technology controlled by the company is an important element in increasing the success of an organization (Tajvidi & Karami, 2017). The ability to master technology can be used as a business advantage to be able to compete.

#### *4.4 Research implications*

The consequences of this study give exact proof of the Resource-Based Theory (RBT) that CRM capability and marketing capability can improve company performance. The ability to master technology can be used as a business advantage to be able to compete. Resource-based theory (RBT) states that the ability to master technology is part of the organization's resources. The findings of this study prove that it is very important for companies to use SNS in the context of marketing strategies to improve company performance. The government as the regulator needs to encourage the use of SNS as a marketing tool for female MSME actors and provide technical assistance in using SNS as a marketing tool.

#### *4.5 Research limitations*

This study has several limitations, there are : 1) data collection was carried out in a manner cross-sectional, which made it challenging to catch the unique idea of the peculiarity under study. Longitudinal examinations are expected to reinforce the outcomes got, 2) This research was only conducted in the Province of Bali, so the results cannot be generalized to all women entrepreneurs who use SNS marketing.

### **5. Conclusion**

Based on the research findings, several research conclusions can be drawn as follows: 1) all hypotheses formulated in the research are verified, 2) The suggestions that can be submitted are that women entrepreneurs need to use SNS marketing use to improve their business performance, the government as a regulator needs to assist in the use of appropriate SNS marketing. Future exploration is relied upon to grow the examination region and its exploration isn't simply restricted to females yet additionally male orientation.

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