

THE INFLUENCE OF SOCIAL MEDIA MARKETING, CORPORATE SOCIAL RESPONSIBILITY ON ENTREPRENEURIAL AMBIDEXTERITY TOWARD SMES INNOVATION PERFORMANCE IN JAKARTA

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ABSTRACT. *This study is to describe the association between social media strategy and corporate social responsibility (CSR) also innovation performance in the setting of entrepreneurial SMEs. This article is valuable to extend the comprehension and knowledge of SME entrepreneurship to obtain innovation performance through social media strategies and wherewith these efforts are encouraged by entrepreneurial ambidexterity. This survey targets the manufacturing of small and medium-scale food and beverage SMEs in Indonesia. A total of 400 SME entrepreneurs were selected as the respondent in his preliminary research. The data obtained from the administration of the online questionnaires were analyzed using structural equation modeling with WarpPLS 7.0 for data analysis. The successful entrepreneurial SMEs enhance their innovation performance by improving social media strategy.*

Keywords: Social media strategy, Corporate social responsibility, Entrepreneurial ambidexterity, Innovation performance

1. **Introduction.** Over the past decades, technology has changed the world and people's daily lives. Technological upgrades have introduced faster channels to interact via instant messaging and social media platforms. Responding to these technological advances, the Indonesian government is committed to implementing "Making Indonesia 4.0" with the aim of encouraging innovation and application of technology and to support small and medium enterprises (SMEs) by building e-commerce platforms for SMEs. This includes accelerating the upgrade of digital foundations, high-speed Internet, and digital capacity.

The consequences of technology-based SMEs in most economies cannot be underestimated. Entrepreneurship is very important in the transformation towards a more sustainable prospect. SMEs play an important part in most economies, especially in developing countries. According to the World Bank at www.worldbank.org, formal SMEs provide up to 60% of total employment, and up to 40% of national income (GDP) in developing countries, this circumstance is more significant when including informal SMEs. And the Indonesian economy is significantly supported by SMEs, with the number of SMEs currently around 99% and a contribution to national gross domestic product (GDP) of 60%, as well as large employment absorption.

Technological innovation is an important determinant of a company's competitiveness. Technological innovation is mandatory for businesses that wish to grow and maintain competitive advantage and access new markets. The adoption of innovation empowers SMEs to withstand tough competition, global economic pressures and to compete with

more prominent companies [1]. Among businesses of all sizes, SMEs are generally more resilient, appropriately adapted and adequately regulated to promote and embody new ideas and these are important characteristics for encouraging SMEs to be innovative. However, the knowledge and expertise of SMEs to take advantage of technological innovations are not sufficient [2]. Entrepreneurial SMEs face different hurdles on digital platforms as they may require special resources, capabilities and engagement; greater recognition of these barriers is demanded.

Studies on entrepreneurship and ambidexterity have captured the recognition of scholars [3-5]. Entrepreneurs not only need to manage a variety of new product specifications, processes, systems and compositions, but also be ready to rearrange certain elements and efforts to exploit commodity markets and increase efficiency. Successful SME entrepreneurs improve their capabilities related to digital platforms which will later expand their network capabilities [2]. Therefore, the effects of exploitation and exploration orientation as moderating variables can support directors in entrepreneurial SMEs to improve their performance. However, many entrepreneurial SMEs cannot produce an ambidextrous strategy and must also decide on an exploitation and exploration orientation.

Over the past few years, the ideas of corporate social responsibility (CSR), corporate social performance, environmental management, and corporate sustainability have received high attention from academics and practitioners. [6] confirmed that there is a significant relationship between CSR, innovation and organizational performance. In addition, the use of social media creates value for SMEs in terms of internal operations, marketing, customer service and sales which are very important factors in the case of SMEs [7]. In addition, a handful of other researchers authorized that there is a meaningful relationship between social media capabilities [8], social media strategy and innovation [9] and their effect on organizational performance [10-13]. [2] explored the importance of digital platform capabilities and network capabilities on the financial achievements of SME entrepreneurs and where exploitation and exploration orientations moderate these relationships [2]. Research conducted by [14] emphasized that digital transformation plays a partial mediating role in IT capacity and means of corporate innovation performance. It holds a total mediating function in the company's IT capacity and product innovation performance.

Therefore, this study will adopt the research conducted by [12] for the application of social media strategy and its effect on innovation performance by adopting research conducted by [14] as well as mediation by entrepreneurial ambiance such as research conducted by [2]. However, previous research did not test social media strategy and CSR in one research model. Because of this, researchers will adopt the research conducted by [6] for the application of CSR and its effect on organizational performance [6]. Thus, this study will clarify the correlation between social media strategy and CSR with innovation performance in the context of entrepreneurial SMEs.

This research will focus on exploring the correlation between social media strategy and CSR on innovation performance in the contact of entrepreneurial SMEs. In addition, the use of social media creates value for SMEs in terms of internal operation, marketing, customer service and sales which are key factors to achieve competitive advantage. This study is useful for broadening the understanding and knowledge of SME entrepreneurship to achieve innovation performance by social media and CSR strategies, in which these strategies are built with entrepreneurial ambidexterity capabilities.

2. Review of Literature.

2.1. Social media strategy. Social media involves various construction of online applications such as social networking sites (SNS), forums, micro blogs, blogs, photo sharing, video sharing, communities, product/service reviews, social gambling [15,16]. Social

media features the process of creating content or sharing information by either group or individuals [17]. People use various online networks such as Facebook, Wikipedia, Twitter, YouTube, Instagram, TripAdvisor, online forums, ratings and review forums to share experiences and interact with one another [18]. Social media as a communication channel enables companies to attain various organizational goals including marketing, advertising, branding, public relation, customer service, human resources and problem solving [19]. Thus, social media has been believed as an affectual platform for organizations to connect with a large number of potential customers to spread information about their business. The majority of previous research on network approaches emphasized the advantages of networking for companies [20,21]. However, there is little recognition to the value of online networks for SME performance [22].

H1: Social media strategy significantly affects the innovation performance of SMEs.

2.2. Corporate social responsibility. The result of CSR on economic performance has obtained researchers' interest over the past three decades. According to stakeholder theory, it is predominantly expected that there is a positive relationship between CSR and corporate financial performance. The triumph of an organization depends on their capacity to manage their relationships with its stakeholder's and CSR can be an organizational tool that leads to more effective use of resources [23], which has a positive impact on the company's financial performance. There are several studies that have investigated the relationship between CSR and performance in SMEs [24-26]. However, the existence and nature of the relationship between those two are still ambiguous when it comes to SMEs [27]. This is due to the difficulties in identifying the effects in medium-long term toward SMEs [28] and due to the very nature of CSR strategies, often characterized by informal relationships between SMEs with their stakeholders and lack of codification [29].

H2: Corporate social responsibility significantly affects the innovation performance of SMEs.

2.3. Entrepreneurial ambidexterity. The study of entrepreneurship and ambidexterity investigates broadly two different ideas about the exploration and exploitation of organizational orientations and indications of performance [3]. On the other hand, exploitation concentrates on contemporary internal expertise, skills, including the formation of grounded decisions to maximize the income of existing companies. Exploitation is correlated with fixed income, extraordinary power and efficiency, and short-term benefits [30]. Exploration is centered on acquiring new knowledge, identifying unique capabilities, and examining various company management techniques. Exploration orientation generally has a relationship with unexpected results, high independence, and long-term results [30].

Most of the research on ambidexterity was paired in two orientations [31]. Primarily, ambidexterity can affect a company's performance by enabling the company to achieve efficiency and identification possibilities. An exploitation placement can make SMEs focus on applying platform-enhanced networking skills to seeking productivity in a variety of techniques. Nevertheless, orientation towards contemporary knowledge and applications usually pushes the company into short-term achievement [3]. SMEs usually lack the necessary knowledge and relationships, which, when exploited, ensure long-term sustaining performance, under various circumstances, also in the short term. An exploitation orientation can, as a result, increase the productivity advantage of an enhanced network capability platform. However, those advantages are not sufficient to be managed through a rapidly developing situation.

Conversely, an exploration orientation can manage entrepreneurial SMEs to focus on implementing digital business strategies to seek innovation in various ways. For example, entrepreneurial SMEs can use digital platforms to maintain synergy by centered on frequent communication, spending appropriate judgment on creating new knowledge

and generating distinct associations [4,32]. The way to a variety of fresh knowledge and concepts promotes the development of a value proposition and remains important for the performance of entrepreneurial SMEs [33].

H3: Entrepreneurial ambidexterity significantly affects the innovation performance of SMEs.

H4: Social media strategy affects entrepreneurial ambidexterity.

H5: Corporate social responsibility affects entrepreneurial ambidexterity.

2.4. Innovation performance. In these years, many scientific articles related to innovation performance have been growing. Previous studies on organizational innovation confirm that there are differences in estimating innovation performance across firms. Measurement with product and process innovation is usually used by previous researchers [14,34-39]. Others measure innovation performance with the innovation dimensions of radical and incremental innovation [35,40-43]. Furthermore, this study measures innovation performance in two main areas, namely product and process innovation as shown in Figure 1.

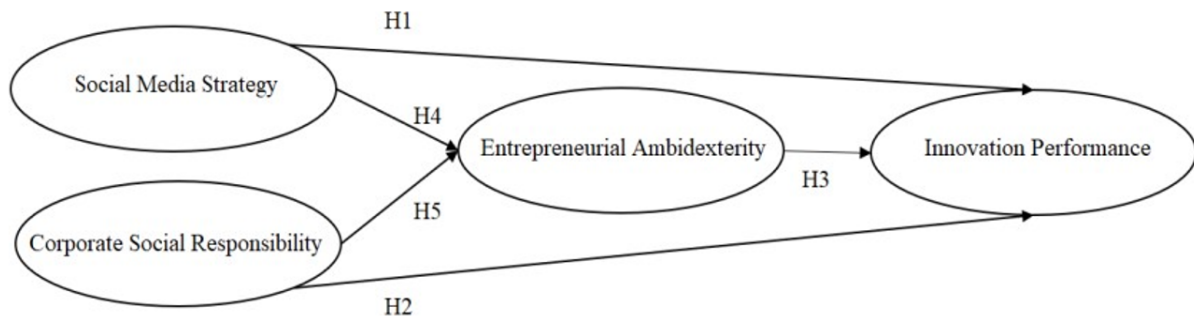


FIGURE 1. Conceptual model

2.5. Small and medium enterprises (SMEs). The role of SMEs is significant for economic development of a country and it is important for the growth of SMEs adopting new technology and social changes such as e-commerce whose user is increasing. According to the World Bank, SMEs can be grouped in three ways, namely: 1) Micro-enterprises (consist of 10 employees); 2) Small Business (consist of 30 employees); and 3) Medium Enterprises (up to 300 employees). From a business standpoint, SMEs are categorized in four groups, namely: informal sector small and medium enterprise, for example, street vendors; Micro SMEs, entrepreneur with the ability of craftsmen but lack the entrepreneurial temperament to develop their business; Dynamic Small Business, group of SMEs capable of entrepreneurship by establishing cooperation (accepting subcontract work) and exports and last fast moving enterprise, SMEs that have adequate entrepreneurship is able to transfigure into a large business.

The development of information technology can be used by SMEs to help market their products to their consumers. There are several main capabilities of information technology, namely: a) Perform numeric computations fast, and huge capacity volume; b) Result in fast, precise, and economical communication within and between organizations; c) Large storage capacity in increasingly small and approachable media; d) Improve the effectiveness of the performance of teams/groups that are spread out/different locations; e) Allow access to a lot of information quickly and cheaply, global scope; f) Business procedure mechanization; g) Typing and editing speed; h) Above capabilities are done at low cost compared to manual methods.

3. Research Methodology. This research establishes an exploratory research at first to get an overview and understanding of the research problem, and then the results of exploratory research will be the input for associative descriptive research. Data was

collected in a time span of “one shoot” – cross sectional, that is, data was collected only once in a certain period and on one particular research object. The unit of analysis in this research is 339,758 food and beverage SMEs in Jakarta [44]. In this study, the data collection techniques used were 1) Literature review, the researcher conducted a literature study to obtain information related to research as a theoretical basis through literature reviews on books, journals and related research results; 2) Interviews (in depth interviews) and questionnaires. In-depth interviews were conducted with representatives of UMKM (2 people) and academics (1 person). While the questionnaire was distributed among SME merchants in Jakarta. Probability sampling with simple random samples was carried out in this research where Bartlett-Categorical Data was used to calculate the number of samples required [45]. Thus, the sample decided to be taken was 400 SMEs units. The sample size for SEM using the maximum likelihood estimation (MLE) estimation model is 100 to 200 samples which are considered adequate [46], or as many as 10 or more of the number of variables in [46].

The research uses quantitative methods, and the path analysis method uses the Smart-PLS version 3 application with the PLS-SEM (Partial Least Square – Structural Equation Modeling) method to analyze the relationship between one variable based on the assumption that the relationship between the determined variables refers to and considers the knowledge base (theory), where each variable is assumed to represent a theoretical concept which is presented in the form of latent variables. The purpose of PLS is to help researchers to obtain latent variable values for predictive purposes. The formal model is to explicitly define latent variables linearly aggregated from observed variables or their indicators [47]. Weight estimates for creating latent variable score components are obtained based on how the inner and outer models are specified. The result is that the residual variance of the endogenous variables is minimized. In this study, there were categories of respondents based on gender, year since established, annual income in rupiah, number of employees. Several questions related to the variables studied using the Likert scale were tabulated and brought to the analysis stage. The amount of data collected using a questionnaire was 154 respondents (response rate 38.5%).

The measurement model (outer model) consists of a validity test and a reliability test. [47] states that the validity test is used to measure whether a questionnaire is valid or not. There are three criteria for assessing the measurement model (outer model), namely: convergent validity (the amount of loading factor for each construct). If the loading value between each indicator is above 0.50, then the instrument/questionnaire that has been designed has good convergent validity based on the loading factor approach. The results of data processes show the results of calculating the loading factor of the instrument/questionnaire between each indicator gain above 0.05 (loading value > 0.8), so that we can conclude that the instrument or questionnaire designed has good convergent validity.

Discriminant validity was analyzed to determine the correlation between latent variables by comparing the square roots value of the average variance extracted (AVE's) that usually is viewed diagonally. Constructs that have good validity are required to have an AVE value that must be above 0.05. Since the square root value of AVE for each latent variable is greater than the correlation value between these latent variables and other latent variables, the designed instrument/questionnaire has good discriminant validity based on the Fornell-Larcker approach. And if the loading value of an indicator is > 0.7 , it means that the latent variable is said to be quite good in terms of representing the indicator.

The loading value between each indicator and its latent variable is higher than the other latent variables, so the instrument/questionnaire that has been designed has good discriminant validity based on the cross-loading approach. After the convergent validity analysis and discriminant validity have been fulfilled, then the reliability testing of each dimension will be carried out. The results of reliability testing can be seen in Table 1 seen

TABLE 1. Construct reliability and validity test

	Cronbach's Alpha	Rho A	Composite reliability	Average variance extracted (AVE)
CSR	0.964	0.966	0.968	0.718
EPA	0.908	0.910	0.929	0.685
INP	0.920	0.922	0.938	0.715
SMS	0.955	0.956	0.961	0.671

Notes: SMS – Social Media Strategy, CSR – Corporate Social Responsibility, EPA – Entrepreneurial Ambidexterity, INP – Innovation Performance

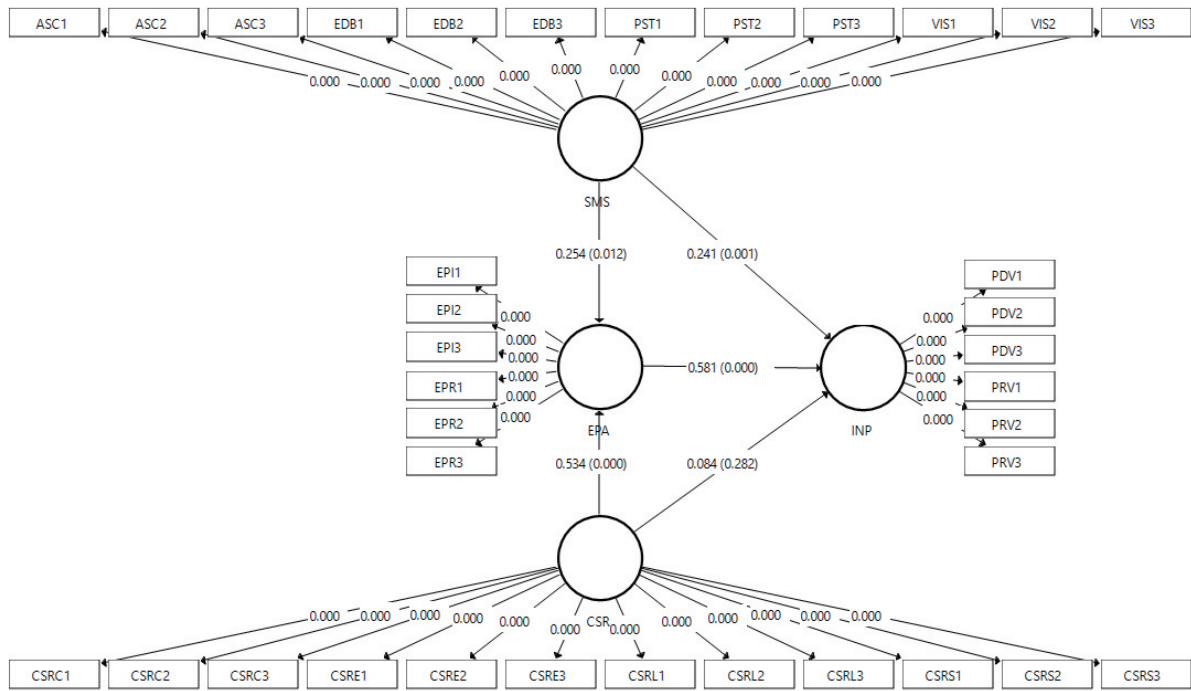
from the Cronbach's Alpha value which is greater than 0.06 (CSR = 0.964; EPA = 0.908; INP = 0.920; SMS = 0.955), then seen from the value of composite reliability coefficients above 0.07 (CSR = 0.968; EPA = 0.929; INP = 0.938; SMS = 0.961) which indicates that all dimensions are reliable.

The multicollinearity test is carried out to determine whether or not there are deviations from the classic multicollinearity assumption, namely the linear relationship between the independent variables in the regression model. The requirement that must be achieved is that multicollinearity does not occur. SmartPLS version 3 uses variance inflation factor (VIF) to evaluate collinearity. The VIF value must be less than 5, because if the value is shown greater than 5, it indicates collinearity between constructs [48]. Based on the data evaluation, the VIF value found for Outer Collinearity was below 5.00, there was no multicollinearity symptom between indicators and the VIF value for inner collinearity was below 10.00 so it could be concluded that there was no multicollinearity symptom between constructs.

Standardized root mean square residual (SRMR) is explained as difference between the observed correlation and the implied correlation matrix model. Thus, it is possible to evaluate the mean magnitude of the difference between the observed and expected correlations as a definite quantification of the fit criterion (model). Values less than 0.10 or 0.08 (in a more conservative version) [49] are considered good fit. [50] introduced SRMR as a goodness of fit measure for PLS-SEM which can be used to avoid model specification errors.

The goodness of fit model test is used to measure the accuracy of the regression in interpreting the actual value. According to [47] the goodness fit model test can be done by measuring the outcome of the coefficient of determination, the value of the F statistic and the statistical value of T. Here are the results of the coefficient of determination test and the F statistical test. The coefficient of determination (R²) is utilized to find out how much the dependent variable construct can be described by the independent variable construct. R² values of 0.75, 0.50, and 0.25 indicate that the model is strong, moderate, and weak [48].

4. Result. Analyzing the findings of the study model, we deduced that there is a significant effect and relation between SMS with EPA (F = 0.251; moderate effect); EPA with INP (F = 0.484; high effect); SMS with INP (F = 0.069; low effect); and CSR with INP (F = 0.007; low effect). It is shown in Table 2 that SMS and EPA gaining P-value 0.012; EPA and INP with P-value 0.000; SMS and INP with P-value 0.001; and CSR and INP with P-value 0.282 which is greater than 0.05 so we could conclude that there is a no significant effect between two variables. Meanwhile, the path coefficient (Table 2) CSR toward EPA is 0.534, CSR to INP is 0.084, EPA to INP is 0.581, SMS to EPA 0.254, and SMS to INP is 0.241 which show that linearly, an increase in CSR will increase EPA standard deviation variation by 0.534, an increase in CSR will increase INP standard deviation variation by 0.084, an increase in EPA will increase INP standard deviation variation by 0.581, while



Notes:

- ASC – Association, VIS – Visibility, PST – Persistence, EDB – Edibility, CSRE – CSR with employees, CSRC – CSR with customers, CSRS – CSR with suppliers, CSRL – CSR with local community, EPI – Exploitation orientation, EPR – Exploration orientation, PDV – Product innovation, PRV – Process innovation.
- SMS – Social Media Strategy, CSR – Corporate Social Responsibility, EPA – Entrepreneurial Ambidexterity, INP – Innovation Performance

FIGURE 2. Full model SEM

TABLE 2. Mean, STDEV, T-value, P-values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P-values
CSR→EPA	0.534	0.526	0.098	5.444	0.000
CSR→INP	0.084	0.081	0.078	1.077	0.282
EPA→INP	0.581	0.584	0.077	7.533	0.000
SMS→EPA	0.254	0.266	0.101	2.511	0.012
SMS→INP	0.241	0.242	0.075	3.193	0.001

an increase in SMS will increase EPA standard deviation variation by 0.254, and lastly, an increase in SMS will increase INP standard deviation variation by 0.241. However, there is no significant relationship between CSR with INP ($F = 0.007$; $T = 4.259$; $P = 0.282$ larger than 0.05) before it is mediated by EPA (shown in Table 3). So, it can be concluded that there is no influence on the proportion of CSR to INP mediated by the EPA. The indirect relationship between SMS is also significant to INP mediated by EPA with a P-value of 0.000 (below 0.05) as shown in Table 3. So, it can be concluded that there is an indirect influence between SMS and INP. However, there is an effect of the proportion of SMS on INP mediated by the EPA.

TABLE 3. Mediation test

Through EPA	Indirect effect	P-values for indirect effect	Direct effect	P-values for direct effect	Total effect	P-values for total effect	Conclusion
CSR→INP	0.310	0.000	0.084	0.282	0.395	0.000	Does not meet the mediation requirement
SMS→INP	0.147	0.016	0.241	0.001	0.388	0.000	Partial mediation

5. **Conclusion.** [6] confirmed that there is a significant relationship between CSR and innovation and organizational performance. CSR is a significant driving project for business to be more efficient, innovative and productive. The ambidexterity of the technology learning routine improves the company's innovative performance [51]. This study found no significant influence between corporate social responsibility on innovation performance. Therefore, we could conclude that the use of corporate social responsibility will not influence or either increase SMEs innovation performance to gain competitive advantages.

In addition, the use of social media generates value for SMEs in terms of internal operations, marketing, sales and customer services which are a very consequential factors in the case of SMEs [7]. Social media can be used to organize the flow of information in teams, so that members have a knowledge management role, and have a significant influence on innovation [30]. Then several other researchers confirmed that there is a notable relationship between social media capabilities [8], social media strategy and innovation [9] and their effect on organizational performance [10-13]. [2] expressed optimization of digital platform capabilities and network capabilities in SME financial entrepreneurs and where exploration and exploration orientation moderate these relationships. The outcomes reveal that digital platform skills produce a definite incidental impact on SME entrepreneurial performance through interfaces. Since the paper only discusses in food and beverage SME in Jakarta and confirms the correlation between 3 major variables, social media strategies, corporate social responsibility, and entrepreneurial ambidexterity toward innovation performance, it was suggested for the further research to broaden the scope of the industry or the variables, vary the response scope, and increase the number of respondents.

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