



The Role of Social Media in Enhancing Marketing Performance of Micro, Small, and Medium-Sized Enterprises: A Systematic Literature Review

Fitriani^{1A-E*}, Muh. Rivaldi^{2B-D}, Irwan Syarifuddin^{3B-D}

^{1,2,3} Universitas Muhammadiyah Mamuju, Kota Mamuju, Indonesia

Email Corresponding Author: fitriyusri19@gmail.com^{1*}

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ABSTRACT

Micro, small, and medium-sized enterprises (MSMEs) often face limited marketing resources while competing to attract and retain customers. Social media offers accessible channels for promotion, interaction, and market information, yet its contribution to measurable marketing performance depends on how businesses use these tools. This systematic literature review examines the conceptual and empirical evidence on the role of social media in improving MSME marketing performance. Following a PRISMA 2020-informed process, studies published within the past decade were searched across Scopus, Web of Science, ScienceDirect, Google Scholar, and GARUDA/SINTA. Ten articles meeting the review focus were synthesized narratively, with findings coded by social media activities, performance outcomes, and enabling capabilities. The evidence shows generally positive relationships between social media use and business or marketing performance. Reported empirical samples varied across studies, including 100 micro and small enterprises, 125 batik MSMEs, 179 food and beverage SMEs, 210 SMEs, 230 MSMEs, 300 MSMEs, 381 SMEs, 384 SMEs, and 423 SME respondents. Across these studies, key pathways included promotional reach, customer engagement, relationship building, knowledge creation, and market sensing. Marketing capabilities, innovation capability, platform compatibility, and organizational readiness helped explain differences in outcomes; social media use did not always produce direct performance gains. The review concludes that social media can strengthen MSME marketing performance when aligned with clear marketing objectives and supported by relevant organizational capabilities. Future studies should use comparable performance measures and longitudinal designs.

Keyword : Social Media Marketing; MSMEs; Marketing Performance; Customer Engagement; Marketing Capabilities

INTRODUCTION

Micro, small, and medium-sized enterprises (MSMEs) often operate with limited financial, human, and technological resources while facing intense competition for customers. Social media platforms offer these businesses relatively accessible channels for product promotion, customer communication, market information, and relationship building. Yet simply having a social media account does not guarantee stronger marketing results. The central issue is whether, and under what conditions, social media use contributes to measurable improvements in marketing performance.

Marketing performance encompasses outcomes such as customer acquisition and retention, sales growth, market reach, brand awareness, and the effectiveness of promotional activities. These outcomes matter because social media can produce visible engagement such as likes, comments, and shares



without necessarily generating sales or durable customer relationships. Research therefore needs to distinguish platform activity from strategic use and from the business outcomes that may follow.

The evidence indicates that the relationship is not always direct or uniform. In a study of 210 SMEs, Odoom et al. (2017) found that social media use was associated with performance benefits, but the relevant motivations differed between product-based and service-based firms. Product businesses placed greater emphasis on cost effectiveness, whereas service businesses valued interactivity. Similarly, evidence from Indonesian SMEs suggests a positive association between social media use and firm performance, although the reported direct effect was modest, indicating that platform use alone may explain only part of performance variation (Hidayat et al., 2023).

Other studies identify the organizational capabilities that may help explain this variation. Tajvidi and Karami (2021) linked social media use with SME growth and profitability, while Fan et al. (2021) found that the association between entrepreneurial orientation, social media adoption, and performance depends partly on innovation capability. Research on social media use and SME business performance has also identified relational social commerce capability and competitive advantage as potential pathways connecting use to outcomes (Marolt et al., 2022). These findings suggest that social media may be most valuable when firms use it to learn about customers, respond to market signals, and develop stronger relationships.

Several theoretical perspectives help explain how social media may influence MSME marketing performance. The technology–organization–environment framework (TOE) focuses on technological conditions, organizational readiness, and environmental pressures that shape adoption. For example, perceived relative advantage, compatibility, and cost can affect whether a business adopts social media, while employee capability and competitive or customer pressure may influence how adoption is implemented. Empirical research applying TOE has examined these factors in relation to SME adoption and performance (Alkhateeb & Abdalla, 2021; Puri Indah Lestari & Sensuse, 2021).

The resource-based view (RBV) offers a complementary explanation: social media creates value when a firm combines the platform with resources and capabilities that competitors cannot easily reproduce. These may include relevant content, customer knowledge, consistent interaction, and the ability to convert feedback into marketing decisions. Consistent with this perspective, research on SMEs finds that marketing capabilities can mediate the relationship between social media use and marketing performance (Hartiani et al., 2025). ejournal.uin-malang.ac.id Dynamic capability theory adds that businesses must adapt their resources as customer preferences and digital environments change. From this view, social media can support market sensing and timely responses, while its effectiveness depends on the firm's ability to translate information into action.

Empirical studies support several elements of this account. Odoom et al. (2017) examined interactivity, compatibility, and cost effectiveness as motivations for social media use. Fan et al. (2021) identified innovation capability as a relevant condition in the adoption–performance relationship. Marolt et al. (2022) focused on relational social commerce capability and competitive advantage, showing why customer-facing digital activity may contribute to broader business outcomes through intervening capabilities. In a B2B SME context, Cao and Weerawardena (2023) connected strategic social media use with market-sensing and customer-linking capabilities and, in turn, marketing and financial performance.

The accumulated literature includes studies of social media adoption, marketing activity, brand outcomes, customer engagement, competitive advantage, and firm performance. Reviews have begun to consolidate parts of this field: Bartoloni et al. (2024) examined two decades of social media marketing research and reported considerable heterogeneity in theoretical foundations, concepts, and methods. Abdol Ghapar et al. (2024) reviewed research on social media engagement and MSME business performance, while Indonesian studies have examined social media marketing adoption and performance in the national context (e.g., the study reported in *Asia Pacific Journal of Marketing and Logistics*, 2025).

Despite a growing body of research, three limitations remain relevant. First, studies use different definitions and indicators of performance. Some focus on financial outcomes such as sales and profitability, whereas others measure marketing outcomes such as brand awareness, customer engagement, or market reach. These outcomes are related but not interchangeable. This variation makes it difficult to compare results and identify which dimensions of performance are most consistently associated with social media use.

Second, much empirical research tests particular links such as adoption and firm performance, or social media use and marketing capability within a single context. Results may therefore depend on

industry, platform, country, business size, or organizational readiness. Evidence that a relationship exists in one setting does not establish that social media produces the same outcomes across all MSMEs. Findings of positive associations, alongside studies emphasizing indirect effects or contextual differences, reinforce the need for an integrated assessment rather than a single-effect assumption (Odoom et al., 2017; Marolt et al., 2022; Cao & Weerawardena, 2023).

Third, existing reviews address distinct parts of the issue, including social media engagement or the wider development of social media marketing, but the literature remains dispersed across adoption, marketing capabilities, customer relationships, competitive advantage, and performance outcomes. A systematic synthesis focused specifically on the role of social media in MSME marketing performance can clarify how these concepts connect, where findings converge, and which factors may explain differences between studies. This gap is especially important for emerging-economy settings, where MSMEs may face constraints in skills, time, and digital resources even as social platforms offer relatively accessible routes to market.

This systematic literature review aims to synthesize conceptual and empirical research published during the past decade on the role of social media in improving MSME marketing performance. It examines (1) the ways social media is used in MSME marketing; (2) the marketing and organizational outcomes associated with that use; and (3) the capabilities and contextual conditions that may strengthen, mediate, or limit the relationship.

The review's novelty lies in bringing these elements together within a single analytical account. Rather than treating social media adoption, engagement, marketing capability, and performance as separate topics, it considers them as connected stages in a potential pathway: adoption enables use; purposeful use supports customer interaction and market learning; and complementary capabilities may help convert those activities into marketing outcomes. This framing also distinguishes marketing performance from broader business or financial performance, allowing the review to identify where evidence concerns customer, brand, or market results and where it concerns firm-level outcomes.

Taken together, the literature suggests that social media can support MSME marketing performance, but its contribution depends on how it is used and whether businesses can convert digital interactions and information into effective marketing action. By systematically organizing the available evidence, this review aims to provide a clearer conceptual foundation for future empirical studies and practical guidance for MSMEs seeking to align social media activity with meaningful marketing results.

METHODS

This study employed a systematic literature review (SLR) to examine how social media contributes to the marketing performance of micro, small, and medium-sized enterprises (MSMEs). The review focused on empirical and conceptual studies published from 2016 to 2026, thereby capturing recent developments in social media marketing and SME research. The review and its reporting structure were guided by PRISMA 2020, which supports transparent reporting of identification, screening, eligibility, and inclusion decisions (Page et al., 2021).

Literature searches were planned across Scopus, Web of Science, ScienceDirect, Google Scholar, and GARUDA/SINTA to include international and Indonesian research. Search terms combined expressions such as social media, social media marketing, MSME, SME, marketing performance, business performance, marketing capability, and customer engagement. Boolean operators were used to link related concepts. The search was restricted to English- or Indonesian-language journal articles published within the review period. Conference papers, theses, editorials, and studies unrelated to MSMEs or marketing outcomes were excluded.

Studies were considered eligible when they addressed social media adoption or use in an MSME context and examined a relevant outcome, including sales, market reach, brand awareness, customer relationships, marketing capability, or marketing performance. Both quantitative and qualitative empirical studies were included, along with conceptual articles that directly explained the relationship between social media and MSME marketing outcomes. This scope reflects evidence that social media's performance effects may involve adoption conditions, organizational capabilities, and customer relationships rather than platform use alone (Odoom et al., 2017; Qalati et al., 2022; Marolt et al., 2022).

The selection process comprised four stages. First, records were identified through database searches. Second, duplicate records were removed. Third, titles and abstracts were screened against the eligibility criteria. Finally, the full texts of potentially relevant articles were assessed, and studies meeting

all criteria were included in the qualitative synthesis. The review set was limited to 10 articles. For this draft, the flow diagram shows provisional counts for the earlier selection stages; these counts must be replaced with the actual results of the completed searches and screening.

Data from each included study were extracted using a structured matrix covering author and year, country or setting, study design, sample, social media platform or activity, theoretical framework, performance indicators, principal findings, and limitations. The synthesis used a narrative approach because the included studies were expected to differ in design, context, and outcome measures. Findings were grouped into themes covering adoption factors, marketing and customer outcomes, and enabling capabilities. This approach allows results to be compared while preserving differences among contexts and measures, including studies of entrepreneurial orientation and innovation capability (Fan et al., 2021), B2B marketing and financial performance (Cao & Weerawardena, 2023), and Indonesian SME marketing performance (Hartiani et al., 2025).

The synthesis also considered the range of engagement and performance indicators used in prior reviews and empirical work (Abdol Ghapar et al., 2024; Bartoloni et al., 2024; Alkhateeb & Abdalla, 2021).

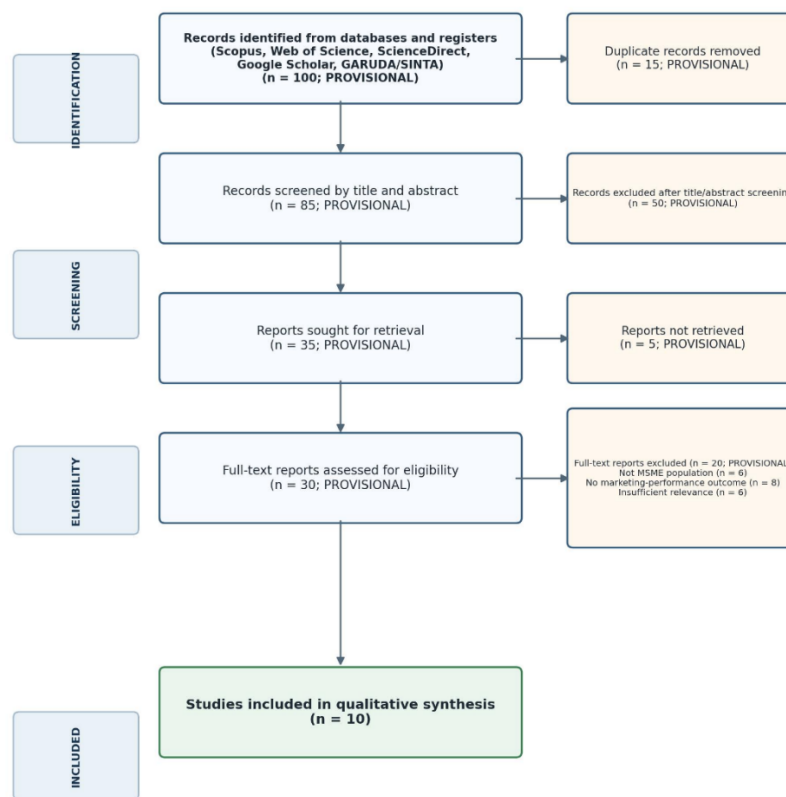


Figure 1. Prisma 2020 flow diagram

RESULTS AND DISCUSSION

Result

Characteristics and synthesis of the included studies

The review synthesized findings from ten studies examining social media use and marketing or business performance among micro, small, and medium-sized enterprises (MSMEs). The studies covered different national and sectoral contexts, including Ghana, the United Arab Emirates, India, Indonesia, the United Kingdom, and Scotland, as well as broader developing-country and international settings. Their methods included surveys, structural equation modeling, qualitative interviews, pilot research, and systematic review.

Across the studies, social media was associated with improved marketing or business outcomes, such as stronger customer engagement, sales, brand performance, innovation, and business sustainability. However, the evidence suggests that the benefits depend on how firms use social media and on their ability to support that use. Adoption provides a means for reaching customers, but outcomes also depend on managerial readiness, digital skills, relevant content, customer interaction, and complementary marketing

capabilities. Because the studies used different research designs and outcome measures, their findings are presented as a narrative synthesis rather than a pooled effect estimate.

Table 1. Empirical and conceptual evidence on social media and MSME performance

Study and setting	Design and sample reported by the study	Main findings
Odoom et al. (2017), SMEs in Ghana	Quantitative survey of 210 SMEs; structural equation modeling	Social media use was associated with performance benefits. Product firms emphasized cost-effectiveness, while service firms emphasized interactivity, suggesting that benefits vary by business type.
AlSharji et al. (2018), SMEs in the United Arab Emirates	SME survey; partial least squares structural equation modeling (PLS-SEM)	Organizational readiness and environmental support significantly explained social media adoption. The overall technology construct was not significant, indicating that technology alone may not ensure adoption.
Chatterjee and Kar (2020), SMEs in India	Survey of 310 SMEs; structural equation modeling	Perceived usefulness, ease of use, and compatibility supported adoption. Social media use was associated with improved sales and business performance, stronger customer connections, better identification of customer needs, and employee creativity. Cost negatively affected use, while facilitating conditions were insignificant.
Olanrewaju et al. (2020), international	Systematic review of 160 studies	The review identified social media as a resource for entrepreneurship beyond promotion, including networking, information acquisition, innovation, crowdfunding, stakeholder access, and resource mobilization. It also highlighted fragmented theory and an excessive focus on adoption alone.
Patma et al. (2021), East Java, Indonesia	130 questionnaires distributed; 123 valid responses; PLS-SEM	Internet and e-business adoption, together with social media marketing, were positively connected with SME sustainability during the COVID-19 disruption. The findings reflect a geographically concentrated and crisis-specific context.
Qalati et al. (2021), SMEs in developing countries	Cross-sectional SME survey; PLS-SEM	Social media adoption mediated the effects of technological, organizational, and environmental conditions on SME performance. This supports the role of adoption as a pathway through which readiness can influence outcomes.
Tajvidi and Karami (2021), hotel SMEs in the United Kingdom	Mail survey of 384 hotels; structural equation modeling	Social media use improved firm performance indirectly through branding and innovation capabilities. The results suggest that social media presence is more effective when supported by complementary organizational capabilities.
Wibawa et al. (2022), Indonesia	Explanatory qualitative pilot study; thematic analysis	Six themes—creative advertising, interaction, trust, customer reach, customization, and low cost—described how social media could support marketing performance. Limited technological knowledge and resources constrained SMEs' ability to benefit.
Setkute and Dibb (2022), Scottish B2B SMEs in the oil-and-gas sector	Qualitative interviews	The study found that external expertise, managerial openness, and strategic fit supported digital marketing. Skills shortages, time and financial constraints, generational resistance, and reliance on traditional networks limited adoption. Generic digital-marketing recommendations were found to be unsuitable for small B2B firms.

Tatik and Setiawan (2025), MSMEs in Indonesia	Survey of 234 MSMEs; PLS-SEM	Social media marketing had a positive effect on MSME performance. The study emphasized acceptance, actual use, and customer connectivity, while also indicating that capabilities and adoption readiness may vary across firms.
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Cross-study findings

Three related findings emerged from the synthesis. First, social media can support marketing performance through customer-facing activities. Interaction, customer connectivity, creative advertising, customization, and trust were repeatedly associated with reaching customers and strengthening relationships. These functions may contribute to sales and broader business outcomes, although the strength and form of the benefit vary across firms and settings.

Second, adoption is shaped by more than technological characteristics. Organizational readiness, managerial support, environmental conditions, affordability, and compatibility with existing routines influence whether MSMEs adopt and sustain social media use. Barriers such as limited skills, time, finance, and infrastructure can restrict implementation, especially for smaller firms.

Third, the relationship between social media and performance often involves complementary capabilities. Branding, innovation, marketing competence, and the ability to learn from customer information help convert online activity into business value. Thus, the reviewed evidence does not support treating social media presence alone as a sufficient performance strategy. Its contribution appears stronger when firms use it purposefully, interact with customers, and adapt their marketing activities to their resources, sector, and audience.

Discussion

Social media as a strategic marketing resource

The findings indicate that social media can improve MSME marketing performance by expanding promotional reach, facilitating direct interaction with customers, and enabling firms to respond to market information. These benefits are particularly relevant to MSMEs, which often have limited budgets for conventional advertising. However, the evidence does not support treating social media presence as a sufficient condition for better performance. The more consistent pattern is that performance gains depend on how effectively firms use social media as part of their marketing activities. This interpretation aligns with the resource-based view: a digital platform becomes valuable when the firm combines it with resources and capabilities that enable it to create and deliver value. Social media itself is widely accessible, so a competitive advantage is more likely to stem from the firm's ability to produce relevant content, engage customers, interpret feedback, and act on market opportunities. In an empirical study of 210 SMEs, Odoom et al. (2017) found that motivations for using social media varied by business type. Product-based firms emphasized cost effectiveness, whereas service firms emphasized interactivity. The result suggests that social media strategies should reflect a firm's offering and customer relationships rather than follow a uniform platform-use formula. Indonesian evidence supports this strategic interpretation. Among 100 micro and small enterprises in Sleman, social media use was associated with service, sales, marketing, internal operations, and innovation performance; interactivity, cost effectiveness, and compatibility were among the factors associated with use (Sari & Hidayatulloh, 2019). A study of 125 batik MSMEs in Semarang likewise found that relative advantage, compatibility, interactivity, cost effectiveness, and top management were significant factors related to social media use, which in turn was associated with business performance (Anjani et al., 2019). These studies show that perceived value, fit with existing operations, and managerial support matter alongside platform access.

From platform activity to marketing outcomes

The reviewed evidence identifies several pathways through which social media may contribute to performance. The first is increased visibility and reach. Social platforms allow MSMEs to present products, promote offers, and communicate with potential customers beyond the immediate local market. In an Indonesian case study, Wibawa et al. (2022) identified branding and promotion, reaching potential customers, and low-cost customized promotion among the principal ways SMEs used social media. Chatterjee and Kar (2020) similarly found that social media can provide business benefits to Indian SMEs, although technical competence and infrastructure can limit effective implementation. Taken together, these findings imply that low-cost reach is a potential advantage, but it must be supported by the capacity to plan, produce, and manage marketing content. A second pathway is customer

engagement. Social media enables two-way communication through comments, direct messages, community interaction, and responses to customer feedback. These interactions can help firms build trust and understand customer preferences. Tajudeen et al. (2018) describe organizational social media use as serving multiple purposes, including customer relations, information gathering, and business performance. In the B2B export context, Eid et al. (2020) found that social media use influenced export performance through the quality of international business contacts, including improved understanding of customer views and preferences, brand awareness, and knowledge of competitors. Thus, the contribution of social media may extend beyond exposure: it can improve the quality of customer and market information available to a firm. A third pathway is knowledge creation and innovation. Moy et al. (2020), studying 384 SMEs in Jabodetabek, did not find a direct effect of social media on business performance. Instead, their results indicated that social media related to performance through knowledge creation and innovation. This qualification is important for interpreting the broader evidence: social media may generate information and ideas, but businesses must absorb and apply them before performance changes become visible. In a study of food and beverage SMEs in Surabaya, Subagja et al. (2022) also reported positive and significant relationships between social media utilization, innovativeness, and business performance. Together, these findings position social media as an enabling resource whose impact may depend on how firms convert interaction and information into product, service, or process improvements.

The importance of complementary capabilities

Marketing and relationship capabilities appear to explain why similar levels of social media activity may produce different outcomes. Hartiani et al. (2025), in a survey of 179 food and beverage processing SMEs in Lombok, found positive relationships between social media use, marketing capabilities, and marketing performance. Their analysis also identified marketing capabilities as a mediator between social media use and marketing performance. Fikriah et al. (2024), using data from 230 Indonesian MSMEs, similarly reported a positive mediating role for marketing capabilities in the relationship between social media use and MSME performance. These results indicate that firms may benefit when they can connect platform use to marketing planning, customer service, information search, and the development of market-oriented content. Capability-based findings also appear in international research. Qalati et al. (2022a) found that social media adoption and customer relationship management capabilities were associated with SME performance, with innovation capability strengthening the adoption–performance relationship. In a related study, Qalati et al. (2022b) found that adoption was associated with performance and that technological, organizational, and environmental conditions helped explain adoption. Marolt et al. (2022) further identified relational social commerce capability and competitive advantage as pathways connecting social media use with SME business performance. For B2B SMEs, Cao and Weerawardena (2023) linked strategic social media use to market-sensing and customer-linking capabilities, which were associated with marketing and financial outcomes. Collectively, these studies suggest that social media is more likely to support performance when it is integrated into a firm's relationship management and market-learning routines.

Adoption conditions and variation across contexts

The Technology–Organization–Environment (TOE) perspective helps explain why MSMEs adopt social media at different rates and with different results. Technological conditions include perceived advantage, compatibility, cost, and interactivity. Organizational conditions include managerial support, employee skills, and innovation capability. Environmental conditions include customer pressure and competition. Qalati et al. (2021) found that social media adoption mediated the relationship between TOE-related factors and SME performance in a developing-country setting. Qalati et al. (2022b) likewise reported that relative advantage, cost effectiveness, compatibility, interactivity, entrepreneurial orientation, and customer pressure were associated with adoption, while some other proposed factors were not significant. The results caution against assuming that every organizational or competitive pressure will automatically lead to effective adoption. Evidence from the United Arab Emirates further illustrates contextual variation. Ahmad et al. (2019) examined social media adoption and firm performance among SMEs, while Abu Bakar et al. (2019) found that compatibility, observability, top management support, and environmental factors influenced SME leaders' adoption decisions. In Indonesia, Apidana and Rusvinasari (2024) surveyed 300 MSME owners and managers in Kebumen and found positive relationships between the use of TikTok, Instagram, and Facebook and MSME performance. However, innovation capability moderated the Instagram–performance relationship but did not have the same moderating role for TikTok or Facebook. Platform effects, therefore, may differ

according to the platform's features, the firm's capabilities, and the way each is used. Studies focused on particular sectors also signal the need to avoid overgeneralization. Odoom et al. (2017) reported different motivations for product and service SMEs. Cao and Weerawardena (2023) examined B2B SMEs, where market sensing and business relationships are central. Wibawa et al. (2022) described Indonesian SMEs' use of social media for branding, customer interaction, and customized promotion. These settings point to different marketing goals and performance indicators. For example, a service business may prioritize customer inquiry and retention, whereas a product-oriented business may monitor product discovery and sales conversion. Results from one sector or country can inform broader theory, but should not be assumed to apply identically across all MSMEs.

Interpreting marketing performance

A further implication of the synthesis is that "performance" is not measured consistently across the literature. Some studies examine broad business outcomes, such as sales or overall firm performance, while others focus on marketing-specific outcomes, including brand awareness, customer engagement, customer relationships, or marketing capability. Abdol Ghapar et al. (2024), reviewing 22 studies on social media engagement and MSME performance, found both financial and nonfinancial performance indicators in the literature. Bartoloni et al. (2024) also reported heterogeneity in concepts, theoretical foundations, and methods across social media marketing research. This variation limits direct comparison between studies and means that a positive association with broad business performance cannot automatically be interpreted as proof of improvement in every marketing indicator. For future research and managerial assessment, marketing performance should therefore be operationalized through distinct but related indicators. These may include customer reach, engagement, inquiries, conversion, repeat purchase, brand awareness, and sales attributable to social media campaigns. Engagement metrics such as likes and comments can indicate interaction, but they should be interpreted alongside business outcomes. A clearer distinction between activity measures and performance measures would strengthen the evidence base and help managers assess whether social media contributes to meaningful outcomes rather than visibility alone.

Implications and synthesis

Overall, the evidence supports a conditional conclusion: social media can contribute to MSME marketing performance, but its effect depends on purposeful use, organizational readiness, and complementary capabilities. The literature identifies promotion, customer engagement, market sensing, knowledge creation, and relationship management as recurring mechanisms. It also identifies barriers, including gaps in technical competence and infrastructure (Chatterjee & Kar, 2020), and shows that platform use may not have a direct performance effect where knowledge creation and innovation are needed to translate digital information into business action (Moy et al., 2020). For MSME managers, the findings support aligning platform choice and content strategy with customer needs and business objectives, developing staff skills, and using feedback to improve marketing decisions. For policymakers and business-support institutions, digital training may be more effective when it builds practical marketing and analytical capabilities, rather than focusing only on account creation or platform access. For researchers, the main priorities are longitudinal designs, comparable marketing-performance indicators, and studies that test how firm size, sector, platform, and digital capability affect outcomes. The review's central contribution is to bring together the adoption, engagement, and capability perspectives: social media provides channels for reaching and interacting with customers; firms' marketing and innovation capabilities help convert those interactions into value; and the resulting contribution should be assessed with clearly defined marketing outcomes. This interpretation is consistent with the systematic review literature, which calls for more integrated frameworks and better explanation of the organizational capabilities that connect social media marketing with firm performance (Olanrewaju et al., 2020; Abdol Ghapar et al., 2024; Bartoloni et al., 2024).

CONCLUSION

This systematic literature review indicates that social media can strengthen MSME marketing performance by expanding promotional reach, supporting customer interaction, improving market information, and enabling relationship building. Empirical evidence is generally positive: studies reported associations between social media use and performance among 210 SMEs (Odoom et al., 2017), 125 batik MSMEs in Semarang (Anjani et al., 2019), 300 MSMEs in Kebumen (Apidana & Rusvinasari, 2024), and 179 food and beverage SMEs in Lombok (Hartiani et al., 2025). Indonesian evidence also shows that

social media may contribute through knowledge creation and innovation rather than through a direct effect alone (Moy et al., 2020).

Conceptually, the findings support a pathway in which platform adoption enables marketing activity, while marketing capabilities, innovation, and customer relationship management help convert engagement and market information into performance outcomes. The benefits are therefore conditional: technical skills, strategic content, platform fit, and organizational readiness influence whether social media use produces measurable results. Because the reviewed studies use different contexts and performance indicators, their findings cannot be combined into one effect estimate. Overall, MSMEs should align platform use with clear marketing objectives and assess outcomes through indicators such as reach, engagement, customer retention, brand awareness, and sales. Future research should use comparable measures and longitudinal designs to clarify how these outcomes develop over time. www.emerald.com

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