

FACTORS THAT INFLUENCE THE PERFORMANCE OF MSMES IN THE CITY OF BATAM

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ABSTRACT

The aim of this study is to examine whether technology, organization, and environment can influence the adoption of social media by SMEs in Batam City, and how this adoption can impact SMEs' performance. The research also investigates the effects of technology, organization, and environment on SMEs' performance in Batam City. The study population consists of SME owners in Batam City, with a sample size of 100 respondents selected using non-probability purposive sampling, focusing on SMEs using social media. SmartPLS 3.0 software was utilized for data analysis. The findings indicate that there is no significant positive influence of technology on social media adoption. However, organization and environment have a positive and significant impact on social media adoption. Social media adoption, in turn, positively and significantly affects SMEs' performance. Additionally, while technology has a positive but insignificant influence on SMEs' performance, organization and environment significantly contribute to SMEs' performance. Nonetheless, there is no significant mediating effect of social media between technology, environment, and organization. The results of this study are expected to benefit SME owners in Batam City and help improve their business performance in the current market conditions.

Keywords: *tecknology, organization, environment, smes performance, social media*

1. INTRODUCTION

Batam city are regions in the Riau Islands province with the highest number of small and medium-sized enterprises (SMEs), reaching 81,575 for Batam city. Batam's large number of SMEs can be attributed to its status as a special economic zone, which has contributed to significant growth in small and medium-sized businesses. Given the substantial number of SMEs in Batam, efforts are needed to support integrated and targeted improvements in SME performance as part of implementing the grassroots economy system. The most suitable implementation of the grassroots economy at present involves cooperatives and SMEs (Wahyu Hati, 2017).

The COVID-19 pandemic, which has spread worldwide, has caused business environments to become unstable due to the implementation of restrictions such as social distancing and lockdowns. As a result, SME performance has declined, and many SMEs have collapsed or struggled to survive (Ratten, 2020). In response to these challenges, many business owners have recognized the importance of understanding digital technology, including the use of social media, in enhancing productivity and SME performance (Papadopoulos, 2020). The development of Industry 4.0 technology has transformed traditional industries and companies into digital ones. The internet and social media have become essential platforms for businesses to market their products and services and to facilitate their growth. SMEs can leverage social media due to its ease of use, low cost, technical management, and the ability to connect with a large number of potential customer (Tajudeen, 20148). Implementing social media in SMEs greatly helps improve business performance. However, adopting social media is not an instant process; it requires monitoring

various factors, such as technology, organization, and the business environment, which are collectively known as the Technology Organization Environment (TOE) model developed by Tornatzky and Fleischer in 1990. These three aspects influence the adoption of social media. Not all SMEs can afford the expected technology, have the motivation within their organization to implement new systems, or possess a favorable environment to support the adoption of new technology and systems.

The application of technology offers many benefits and potentials that are highly advantageous for organizations, as it allows them to meet customer expectations and demands promptly. This is evidenced by increased delivery speed, quality, and cost-effectiveness, leading to continued growth in products, services, and processes (Qalati, 2021). However, Indonesia has only seen 20% of its SMEs adopting the internet, and this becomes a concern as the country faces the ASEAN Economic Community, where goods, services, investments, labor, and capital flow freely (Yuldinawati, 2018). Therefore, the use of the internet is crucial for SMEs to continue growing.

Technology usage significantly impacts organizational strategies and the business environment. Technology employed by organizations can optimize marketing performance, making the organization a key factor in a company's success. The survival of SMEs heavily depends on their ability to seize opportunities in the market due to their limited resources. Top management teams choose organizational strategies that influence the company's performance (Steininger, 2014). The decisions made by the organizational team, including CEOs and managers, will affect the company's future direction and performance as a whole (Kaplan, 2010). Proper decision-making by the organizational team impacts SME performance. The work environment plays a crucial role in a company's success. A positive work environment makes employees comfortable and productive, while a poor work environment can lead to conflicts, and its resolution depends on management capabilities (Alfian Rapali, 2019). Therefore, a company or SME will grow if the surrounding environment is supportive, and support from top management is essential in building a supportive environment and providing adequate resources for adopting new technologies (Lin, 2014).

Based on (Hogan, 2021) found a significant positive influence of both organizations and technology on social media. This emphasizes the crucial role of organizations in shaping social media use strategically and highlights how technology drives the adoption and usage of social media platforms in the digital age. According to (Qalati, 2021), the environment has a relationship with social media adoption. This suggests that the business environment and external factors can influence the decision-making process and implementation of social media in organizations or businesses. Indeed, (Alfian Rapali, 2019) also stated that social media adoption has a significant impact on business performance. This implies that businesses or organizations that effectively utilize social media platforms can experience positive outcomes, such as increased brand awareness, customer engagement, and overall business growth.

The expected result of this research is to provide valuable insights to small and medium-sized business owners in the process of adopting social media to enhance business performance. By understanding the factors of technology, organization, and the environment that influence social media adoption, business owners can make informed decisions. This will enable them to maximize the potential of social media in increasing visibility, efficiency, and customer engagement, ultimately leading to improved business performance and success in their operations.

Section 2 introduces the theories used in this paper, including technology, organization, environment, social media adoption, and SME performance. Section 3 presents the relationships between the variables used in this paper. Section 4 presents the results of this study that have been analyzed using Smart PLS 3.0. Section 5 discusses the managerial implications of the research results, and Section 6 concludes the findings of this research and presents directions for future research.

2. RESEARCH METHOD

According to (Rapali, 2019) (Alfian Rapali, 2019), technology is the process of enhancing added value either through the use or production of a certain type of product, which is not separated from existing products as it becomes part of a system. (Anastasius, 2021) state that technology influences company performance. Similarly, (Tajvidi, 2017) argue that technology is related to quality management and is a crucial feature for the success of any organization. (Julia, 2022) define technology as a program that serves as a tool for action and can reduce uncertainty in undesirable relationships. Technology as a way for humans to fulfill their needs using tools and to save energy.

(Syukran, 2022) state that an organization is a consciously coordinated social entity with the function of achieving common goals. According to (Qalati, 2021), an organization is a group of people working together to achieve the same objectives. (Hahsmi & Siddiqui, 2020) defines an organization as a container where people work together to carry out activities in order to achieve predetermined goals. (Tian, Dogbe, Pomegbe, Sarsah, & Otoo, 2020) also defines an organization as a system of interconnected people forming a network that benefits each other.

According to (Anastasius, 2021), the environment refers to the objects surrounding an individual that influence their activities. (Julia, 2022) define the environment as the objects, conditions, as well as humans and their activities. The environment as interacting factors that can influence and impact an organization. (Farabi, 2020) also states that the environment comprises both internal and external conditions or factors that influence and guide an organization. (Syamsuriadi, 2019) further expresses that the environment is an element with the potential to influence a group or organization.

(Soelaiman, 2021) define social media as a group of internet-based applications that benefit individuals and communities and can provide advantages for both companies and consumers. (Maroufkhani, 2020) argue that social media is an innovative technology as it enhances interactions between customers and organizations. (Alfian Rapali, 2019) also state that social media is a platform used by many people with internet connections, serving the purpose of increasing knowledge, building relationships with others, and functioning as a tool in businesses. (Andriani, 2022) describe social media as virtual communication technology for efficient information sharing. (Liedfray, 2022) explain that social media is an online platform that facilitates sharing, participation, and virtual interaction. There are numerous benefits of social media that can be utilized in companies, such as marketing, networking, and expanding reach when social media is optimally utilized.

Business performance is a crucial aspect that entrepreneurs should pay attention to as it relates to their company (Winata, 2019). (Liedfray, 2022) (Ambarwati, 2021) state that SME performance is a process determined by a specified period or time set by the SME owner. (Harahap, 2017) define SME performance as the results of an employee's work aimed at achieving predefined targets. (Badjuri, 2022) define SME performance as the activities and outcomes achieved from

work. (Nursam, 2017) defines performance as the willingness of individuals to undertake and complete tasks responsibly and achieve desired results. Technology can provide benefits, ease of understanding, and compatibility with existing technology. Performance is a measure used to evaluate the success in achieving predetermined goals, where individuals or groups are deemed successful if practices align with all constituent needs. Performance indicates how well a company can increase its sales compared to the overall total sales (Amri, 2018).

Research presented by (Anastasius, 2021) states that there is no influence of technology on the use of social media. In contrast, (Hogan, 2021) argue that there is a positive and significant influence of technology on social media.

Research presented by (Anastasius, 2021) states that there is no influence of the organization on the adoption of social media. In contrast, Hogan & Strasburger (Hogan, 2021) assert that there is a significant and positive influence of the organization on social media. Subsequent research conducted by (Qalati, 2021) supports the notion that the organization has a positive influence on the adoption of social media. The research by (Tajudeen, 20148) suggests that organizations with an entrepreneurial orientation factor have a positive influence on the adoption of social media.

The research presented by (Anastasius, 2021) states that there is an influence of the environment on the usage of social media. (Qalati, 2021) further assert that the environment has a relationship with the adoption of social media. Similarly. These findings align with the research conducted by (AlSharji, 2018), which indicates that the environment has an impact on social media. Additionally, the study by (Alvionita., 2021) supports the idea that the environmental context affects the adoption of social media.

Several researchers have stated that the adoption of social media is essential for improving business performance (Cao, 2018). Hogan & Strasburger (Hogan, 2021) assert that social media has a positive and significant impact on business performance. (Alfian Rapali, 2019) also emphasize that the adoption of social media significantly influences business performance. These findings are consistent with the research conducted by (Qalati, 2021), which indicates that the adoption of social media significantly affects SME performance. Based on the above statements, it can be concluded that the adoption of social media has a positive influence on SME performance.

According to (Qalati, 2021), the technology construct, which consists of relative advantage, cost-effectiveness, compatibility, visibility, and interactivity, is used to measure the impact of technology on SME performance. (Freixanet, 2020) state that technology contributes to company performance. Based on their research findings, (Haseeb, 2019) assert that the impact of technology has a positive relationship with SME performance. (Freixanet, 2020) also state that technology has a positive influence on performance. This is consistent with the research conducted by (Aswandy & Mariyati, 2022), which indicates that technology has a significant impact on performance. Based on the above statements, it can be concluded that the impact of technology has a positive influence on SME performance.

According to (Qalati, 2021), the organizational construct, consisting of top management support and entrepreneurial orientation, is important and significantly influences SME performance. (AlSharji, 2018) state that the impact of organization, which includes top management support and entrepreneurial orientation, is crucial and affects SME performance. (Fawzi, 2022) assert that organization contributes to company performance. Similarly, presents research findings showing that organization has a positive impact and can enhance business performance. Based on the above

statements, it can be concluded that the impact of organization has a positive influence on SME performance.

According to (Haseeb, 2019), the impact of the environment combines industry structure, and environmental drivers originate from the external climate outside the organization. (Fawzi, 2022) assert that the environment contributes to company performance. Based on the above statements, it can be concluded that the impact of the environment has a positive influence on SME performance.

The research conducted by (Qalati, 2021) found that technology has a positive influence on the performance of SMEs through the adoption of social media. They identified that technology constructs, including relative advantage, cost-effectiveness, compatibility, visibility, and interactivity, play a role in measuring the impact of technology on SMEs' adoption of social media. In this study, they found that the higher the level of social media adoption by SMEs, the better their business performance. Based on this research, it can be concluded that technology has a positive influence on SMEs' performance through the adoption of social media. By effectively utilizing technology and social media, SMEs can enhance their business performance and achieve their set goals.

(Freixanet, 2020) found a significant mediating role of social media adoption between the impact of organization and SMEs' performance. Regarding the relationship between entrepreneurial orientation and social media adoption, entrepreneurial orientation has a significant association with SM adoption. In countries like Pakistan, SMEs act entrepreneurially in relation to social media adoption due to their fear of losing out to competitors (Qalati, 2021). The study by (Alfian Rapali, 2019) states that social media adoption does not significantly mediate the relationship between organization and business performance.

(Cao, 2018) argue that environmental factors and social media adoption show that the impact of the environment significantly influences social media adoption in SMEs. Several researchers suggest that competitive intensity, bandwagon effect, and competitive pressure have a significant influence on social media adoption (Maroufkhani, 2020). The environment can influence social media adoption, thereby enhancing business performance. However, in contrast, the study by (Alfian Rapali, 2019) states that social media adoption significantly mediates the relationship between the environment and business performance.

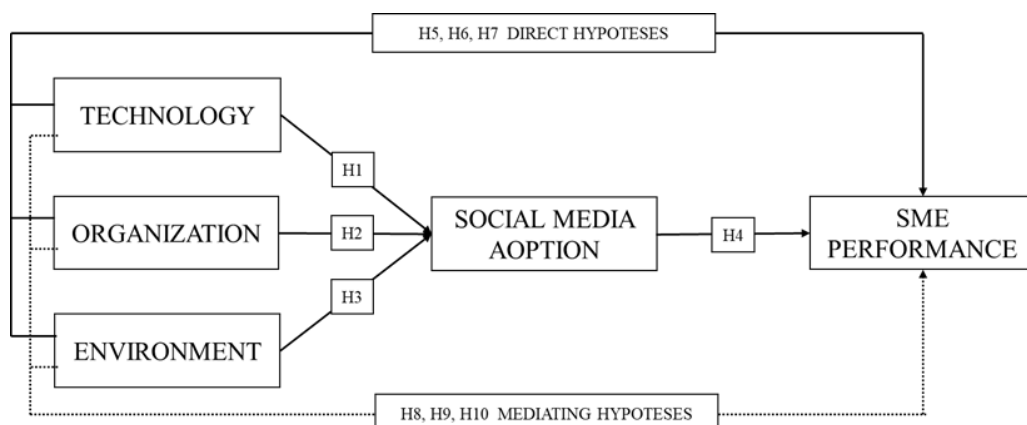


Figure 1. Research Framework, source: authors.

3. RESULTS AND DISCUSSIONS

To determine the results of this research, the researcher used several methods of data analysis as follows: Validity Analysis: a. Convergent Validity: This method is used to assess the extent to which the indicators used in this study collectively measure the same construct. b. Discriminant Validity: This method is used to ensure that the indicators used in this study are distinct and do not overlap in measuring different constructs. Reliability Analysis: This method is used to assess the level of consistency and reliability of the indicators used in this study. One common method used is calculating Cronbach's alpha. Coefficient of Determination (R²) Test: This method is used to measure how well the independent variables in this study explain the variation or changes in the dependent variable. Predictive Relevance (Q²) Test: This method is used to measure the model's ability to predict the values of the dependent variable. Effect Size (f²) Test: This method is used to measure the magnitude of the contribution of independent variables to the dependent variable. Hypothesis Testing: This method is used to test the hypotheses proposed in this research. This is done using various statistical techniques, such as t-test, F-test, or regression analysis. By using these various methods of data analysis, the researcher can determine the results of this research and draw valid and reliable conclusions.

Table 1. Outer Loadings Value

	Technology (X1)	Organization (X2)	Environment (X3)	Social Media (M)	SME Performance (Y)
T1	0,821				
T2	0,917				
T3	0,893				
T4	0,847				
T5	0,899				
O1		0,849			
O2		0,940			
O3		0,894			
L1			0,920		
L2			0,922		
L3			0,901		
MS3				0,932	
MS4				0,951	
MS5				0,920	
KUKM1					0,795
KUKM2					0,915
KUKM3					0,893

Table 2. AVE Value

Variable	Nilai AVE
Technology (X1)	0,768
Organization (X2)	0,801
Environment (X3)	0,836
Social Media (M)	0,873
SME Performance (Y)	0,755

Tabel 3. Cross Loadings Value Results

	Technology (X1)	Organization (X2)	Environment (X3)	Social Media (M)	SME Performance (Y)
T1	0,821	0,849	0,542	0,588	0,639
T2	0,917	0,940	0,609	0,692	0,765
T3	0,893	0,894	0,572	0,656	0,666

T4	0,847	0,764	0,574	0,559	0,686
T5	0,899	0,842	0,589	0,639	0,673
O1	0,821	0,849	0,542	0,588	0,639
O2	0,917	0,940	0,609	0,692	0,765
O3	0,893	0,894	0,572	0,656	0,666
L1	0,518	0,512	0,920	0,630	0,578
L2	0,565	0,539	0,922	0,667	0,634
L3	0,698	0,685	0,901	0,799	0,757
MS1	0,666	0,669	0,727	0,932	0,698
MS2	0,696	0,709	0,666	0,951	0,769
MS3	0,630	0,633	0,643	0,920	0,819
KUKM1	0,652	0,616	0,673	0,673	0,795
KUKM2	0,706	0,712	0,784	0,784	0,915
KUKM3	0,685	0,685	0,737	0,737	0,893

Table 4. Fornell-Larcker Value

	SME Performance	Environment	Social Media	Organization	Technology
SME Performance	0,869				
Environment	0,730	0,914			
Social Media	0,816	0,727	0,934		
Organization	0,773	0,644	0,717	0,895	
Technology	0,785	0,661	0,710	0,981	0,876

Table 5. The Reliability-Test Results

Variable	Cronbach's Alpha	Composite Reliability	Description
Technology (X1)	0,924	0,943	Reliable
Organization (X2)	0,875	0,924	Reliable
Environment (X3)	0,903	0,939	Reliable
Social Media (M)	0,917	0,938	Reliable
SME Performance (Y)	0,836	0,902	Reliable

Table 6. Hypothesis Test Results

Variable	Original Sample	Sample Mean	Standard Dev.	T-Statistics	P-Values	Results
Technology → Social Media Adoption	-0,180	-0,160	0,366	0,493	0,311	Not supported
Organization → Social Media Adoption	0,567	0,582	0,582	1,674	0,047	Supported
Environment → Social Media Adoption	0,462	0,462	0,462	4,004	0,000	Supported
Social Media Adoption → SME Performance	0,437	0,423	-0,132	4,566	0,000	Supported
Technology → SME Performance	0,481	0,497	0,497	1,542	0,062	Not supported
Organization → SME Performance	-0,124	-0,312	0,299	0,415	0,339	Not supported
Environment → SME Performance	0,175	0,179	0,098	1,782	0,038	Supported
Technology → Social Media Adoption → SME Performance	-0,079	-0,069	0,159	0,495	0,311	Not supported
Organization → Social Media Adoption → SME Performance	0,261	0,249	0,167	1,559	0,060	Not supported
Environment → Social Media Adoption → SME Performance	0,202	0,194	0,064	3,152	0,001	Supported

Based on the results of the hypothesis testing, the conclusions regarding the hypotheses in this research are as follows: The test result for the impact of technology on social media adoption shows a non-significant negative effect. This finding aligns with (Anastasius, 2021) study, which stated that there is no influence of technology on social media adoption. However, it differs from (Hogan, 2021) study, which found a significant positive effect of technology on social media adoption. Alvionita & Ie (Alvionita., 2021) also stated that technology influences social media adoption. AlSharji et al. (AlSharji, 2018) also found a relationship between technology and social media. The non-significant influence of technology on social media adoption may be due to business owners' decisions being more influenced by internal factors rather than business-related factors. Technology, as a process to enhance product value, is not solely measured by social media usage. Various types of technology can influence SMEs' performance, such as point-of-sale systems that can streamline operations and increase business performance. The test result for the impact of organization on social media shows a significant positive effect. This finding is consistent with (Hogan, 2021) study, which indicated a significant positive influence of organization on social media. A similar study by (Qalati, 2021) found that organization has a positive impact on social media adoption. Another study by (Tajueen, 2014) (Tajudeen, 20148) showed that organization with an entrepreneurial orientation has a positive impact on social media adoption. However, (Anastasius, 2021) study found no significant influence of organization on social media usage. This discrepancy may be because top management support within an organization affects SME owners' decisions to adopt social media.

The test result for the impact of the environment on social media shows a significant positive effect. This finding aligns with (Anastasius, 2021) study, which indicated an impact of the environment on social media usage. (Qalati, 2021) found that the environment is related to social media adoption. Similarly. This result is consistent with (AlSharji, 2018) finding that the environment influences social media. (Alvionita., 2021) also concluded that the environmental context affects social media adoption. This may be because environmental factors, such as competitive pressure, bandwagon effects, and competitive industry, influence SME owners' decisions to adopt social media, driven by a sense of competitive intensity.

The test result for the impact of social media on SME performance shows a significant positive effect. This finding aligns with (Hogan, 2021) study, which stated that social media has a significant positive impact on business performance. (Papadopoulos, 2020) found that social media has a positive impact in improving SME performance. (Alfian Rapali, 2019) also concluded that social media adoption has a significant influence on business performance. Social media adoption significantly impacts SME performance. This may be because the adoption of social media enhances the value of SMEs when used as part of their marketing strategy. The test result for the impact of technology on SME performance shows a positive but non-significant effect. (E. Aswandy, 2022) also found a significant impact of technology on SME performance. The non-significant influence of technology on SME performance may be due to SME performance being influenced by various factors, such as marketing, legality, capital, and other factors, not solely by technological constructs. The test result for the impact of organization on SME performance shows a non-significant negative effect. This finding contradicts (Haseeb, 2019) study, which stated that the organization's impact, including top management support and entrepreneurial orientation, is crucial and positively affects SME performance. (Fawzi, 2022) stated that organization contributes to company performance. This discrepancy may be because many SMEs are established and managed by individual entrepreneurs without significant organizational structures, thus diminishing the organization's significant influence. The test result for the impact of the environment on SME performance shows a significant positive effect. (Alvionita., 2021) found

that the environment positively influences performance. (Fawzi, 2022) stated that the environment contributes to company performance. The environmental factors significantly influence business performance. The test result for the mediating role of social media adoption between technology and SME performance shows a non-significant effect. This finding is in line with (Alfian Rapali, 2019) study, which found that social media adoption cannot significantly mediate the relationship between technology and business performance. This may be due to the rapid development of technology, leading SME owners to prefer other technological means to enhance their performance, and social media is merely one of the marketing tools. The test result for the mediating role of social media adoption between organization and SME performance shows a non-significant effect. This finding is consistent with (Alfian Rapali, 2019) study, which found that social media adoption cannot significantly mediate the relationship between organization and business performance. This may be because there is not enough association between organization and social media adoption. Organizational decisions, as a collective effort to achieve common goals, may not be strongly influenced by social media in SME operations. Organizations are more influenced by human resources and capabilities within the organization. The test result for the mediating role of social media adoption between the environment and SME performance shows a significant effect. This finding aligns with (Cao, 2018) study, which found that environmental factors and social media adoption have a significant impact on SMEs. Some researchers argue that competitive intensity, bandwagon effects, and competitive pressure have a significant impact on social media adoption (Maroufkhani, 2020). The environment influences social media adoption, which in turn improves business performance. The result suggests that the environment can influence social media adoption, leading to enhanced SME performance (Qalati, 2021).

4. CONCLUSIONS AND SUGGESTIONS

Based on the discussion and data analysis conducted in Chapter 4, the conclusions are as follows:

- 1) There is no significant positive influence of the technology construct on social media adoption.
- 2) There is a significant positive influence of the organization construct on social media adoption.
- 3) There is a significant positive influence of the environmental construct on social media adoption.
- 4) There is a significant positive influence of social media on SME performance.
- 5) There is a positive but non-significant influence of technology on SME performance.
- 6) There is no significant positive influence of the organization construct on SME performance.
- 7) There is a significant positive influence of the environmental construct on SME performance.
- 8) There is no significant mediating effect of social media on the relationship between technology and SME performance.
- 9) There is no significant mediating effect of social media on the relationship between organization and SME performance.
- 10) There is a significant mediating effect of social media on the relationship between the environment and SME performance.

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