ENHANCING MSMES BUSINESS PERFORMANCE USING BEHAVIORAL INTENTION AND USE SOCIAL MEDIA MARKETING: THE MODERATING ROLE OF RESISTANCE TO CHANGE

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Article Information	Abstract
	This study aims to enhancing msmes business performance using behavioral intention and use social media marketing with the moderating role of resistance to change. Social media marketing is a strategic factor in business performance. Behavioral intention and use social media marketing have received special attention in the context of use social media marketing due to its important role in enhancing business performance. This study used a survey method with 300 respondents. For analyzing the data using Smart-PLS (Partial Least Square) for Structural Equation Modelling (SEM). The results show that behavioral intention positively affect on use social media marketing and use social media marketing positively affects on employee performance. Furthermore, resistance to change acts as a negatively moderation between the relation behavioral intention on use social media marketing them. This research provides further suggestions on how behavioral intention can improve use social media marketing and enhancing business performance in their working area.

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INTRODUCTION

According to the World Bank, Micro, Small, and Medium Enterprises (MSMEs) play an important role in the economies of most countries, particularly in developing countries (Asian Development Bank, 2020). The Majority of enterprises worldwide are classified as MSMEs, which play a significant role in employment(International Labour Organization (ILO), 2019). Globally, MSMEs account for about 90% of all businesses and more than 50% of all jobs. Formal MSMEs can contribute up to forty percent of Gross Domestic Product (GDP) in developing countries. This number may be much higher if informal MSMEs are included. As a result of the significant econo mic contribution they make and the large number of people they employ, many governments have made the study of MSMEs a high priority (Dash, 2018; Kumar &

Gajakosh, 2021; Nadaf & Kadakol, 2017). According to the findings of Quaye &Mensah (2018), MSMEs are able to maintain the market advantage of current products by utilizing specialized marketing resources and competencies simultaneously.

MSMEs make a significant contribution to the national economy in Indonesia and are able to make a significant contribution to Indonesia's GDP (Gross Domestic Product) (Muliadi et al., 2020; P. E. Prasetyo, 2020; P. Prasetyo & Kistanti, 2020), but in its development it is still faced with various obstacles in terms of business management, financial management, human resource management and entrepreneurship (Hernita et al., 2021; Mayr et al., 2021; Salamzadeh & Dana, 2021; Sarvari et al., 2021). Human resource competencies and skills and knowledge are still weak compared to large

enterprises (Hernita et al., 2021; Purnamawati et al., 2022; Surya et al., 2021). The human resource practices of many MSMEs are often not conducive to knowledge creation and exchange. Generally, MSMEs also engage in fewer management development activities than large firms (Alhusen & Bennat, 2020; Demirkan et al., 2022; Heenkenda et al., 2022; Madrid-Guijarro et al., 2021).

The Indonesian government through the Ministry of Cooperatives and MSMEs is currently targeting 30 million MSMEs to use information technology by 2024. Based on data from the Ministry of Cooperatives and MSMEs and the Ministry of Tourism and Creative Economy in 2022, the number of MSMEs in Indonesia is 65.46 million, which have adopted digital technology around 70% or around 21 million MSMEs, meaning that the government must encourage 9 million more MSMEs to adopt information technology in order to achieve the target in 2024. It takes mutual cooperation from MSMEs and stakeholders so that what is the government's target can be achieved.

Based on data from BPS in 2022, Central Java has a total of 895,162 MSMEs engaged in the food sector, ranked first in Indonesia, but of the 1.45 million MSMEs in Central Java that use digitalization, only 5.4% or 78,300 MSMEs. The level of use of digital technology based on data from the East Ventures Digital Competitiveness Index (EV-DCI) 2022, Central Java is in 14th position among 34 provinces in Indonesia, meaning that attention is needed from all stakeholders to increase the level of digital adoption, especially for the Central Java region.

Not all MSEs have the courage to try to switch to using technology. Many obstacles they face, regarding resources, (Sharafizad, 2016) limited knowledge of technology and how to determine the right digital business model for their business, MSEs must face this change in order to compete to improve overall company performance (Bouwman et al., 2019). Therefore, it is necessary to provide assistance and provide education regarding the benefits of digital technology for MSEs themselves.

Social media is one of the forms of technological development that can be used without additional resources. Social media is becoming an increasingly popular option for businesses as it allows for personalized communication (Siamagka et al., 2015). Social media provides a relatively inexpensive option for posting products and services, doing content management, tracking, customer segmentation, promotion, services and brands. Social media used for business is called social media marketing

which can be used by micro and small-scale businesses due to its low cost and minimal technical requirements (Ferrer et al., 2013). The use of social media marketing continues to grow exponentially among businesses (Alkhatib, 2014; Mahmudan, 2021).

Social media is a set of online applications built and enabled on Web 2.0 technologies, and enables the creation and exchange of content by users (Abed, 2020). Entrepreneurs have utilized it to manage their business activities, especially in the field of marketing, which is currently better known as social media marketing (Alalwan et al., 2017; Misirlis & Vlachopoulou, 2018). Social media marketing is the use of technology in marketing efforts and business practices by marketing products, services, information, and ideas through the internet, cell phones, display advertisements, and other electronic media (Ahmed & Apparatus, 2018). Data-driven marketing provides various strategies to approach, attract, sensitize, delight, and direct customers to online marketing (Chung & Austria, 2012). Chaffey & Smith (2013) stated that achieving marketing goals through the application of technology. The use of social media is part of corporate innovation to advance business development and ensure better growth and visibility (Pelletier & Cloutier, 2019).

Respondents chose Facebook are 62% as an effective platform to promote their products and services, then businesses who chose Instagram as a social media platform for business were 49% of respondents, followed by Twitter and LinkedIn each with 40% of respondents. Youtube was chosen by 34% of respondents who considered it an effective social media for business, besides that tiktok was chosen by 24% of respondents, whatsapp by 19%, pinterest by 16% and snapchat by 13%. The results of this survey are reinforced by research Alarcón-del-Amo et al., 2018; Chatterjee & Kumar Kar, 2020; Franco et al., 2016; Siamagka et al., 2015; Tajvidi & Karami, 2021) where the use of social media in business has many benefits for business performance.

Some studies that have been conducted related to social media are Ahmad et al. (2019) and AlSharji et al. (2018) this study examines how the TOE model affects social media and the results of technological factors have no influence on the adoption of social media, only organizational and environmental factors (enviroment) have an influence on social media, while social media has no influence on MSME business performance. This explains that the adoption of social media and technology in general has not satisfied MSMEs. This can happen if MSMEs are not right in choosing social

media, because each social media has different segments and objectives, besides that each country also has different MSME characteristics (Khayer et al., 2021).

The importance of social media marketing for MSMEs because it is related to improving its business performance. Many MSMEs are trying to overcome the decline in business performance. Some of them are resistance to change. This effort is interesting to study and is worthy of further research. Based on the above background, the researcher is interested in conducting research with the title "Enhancing MSMEs Business Performance Using Behavioral Intention and Use Social Media Marketing: The Moderating Role of Resistance to Change".

HYPOTHESES DEVELOPMENT
Relationship between Behavioral Intention (BI) on Use Social Media Marketing (USMM)

According to Keegan & Rowley (2017), behavioral intention is a motivating component that determines the likelihood of a certain activity. Meanwhile, Andarwati et al. (2019) defined actual usage as the repeated use of technology over time. Praveena & Thomas (2014) concur that attitude is a significant factor that affects the intent to continue utilizing Web technologies. The behavioral intention of SMEs to use social media marketing (SMM) is a significant component for understanding their behavior toward adopting SMM (Chatterjee et al., 2021; Elbanna et al., 2019). Social media marketing platforms are seen as simple tools for SMEs to communicate online with prospective consumers or for customers to share opinions with other customers. If SMEs believe that implementing SMM will provide them with benefits, they will implement SMM and attempt to align the intentions of their employees to obtain those benefits (Boateng et al., 2022).

Boateng et al. (2022) showed that the behavioral intention has a positive effect on use SMM. This implies that the intention of SMEs to use SMM will motivate them to actually use SMM; thus, when an employee's intention is very strong towards executing a given action, that behavioral is extremely likely to be carried out. Therefore, the investigation is in accordance with previous findings (Andarwati et al., 2019; Chatterjee et al., 2021; Elbanna et al., 2019; Praveena & Thomas, 2014). Thus, the proposed hypothesis is as follows:

H1: Behavioral Intention (BI) has a positive effect on Use Social Media Marketing (USMM)

Resistance To Change (RTC) Moderates Relationship between Behavioral Intention (BI) on Use Social Media Marketing (USMM)

The resistant to change factor is a factor that hinders the behavior of MSMEs in using technology. Based on research conducted by Shahbaz et al. (2020) and Shahbaz et al. (2019) has a negative impact on technology adoption, this research is also supported by Dubey et al. (2020) that usually behavior is easier to withstand changes but it will be different if MSMEs where owners and employees understand the benefits and uses of technology, they easily accept and use the technology. Thus, the proposed hypothesis is as follows:

H2: Resistance To Change (RTC) Moderates Relationship between Behavioral Intention (BI) on Use Social Media Marketing (USMM)

Relationship between Use Social Media Marketing (USMM) on Business Performance (BP)

The use of technology is a factor that has an influence on the performance of MSME businesses, because using technology will improve business performance in accordance with the results of research conducted by (Khayer et al., 2021), the use of technology will increase business productivity. Research Maroufkhani et al. (2020) also proves that technology adoption has a positive influence on business because the adoption of technology can increase the ability of MSMEs. Thus, the proposed hypothesis is as follows:

H3: Use Social Media Marketing (USMM) has a positive effect on Business Performance (BP)

Figure 1. Research Model

METHOD

The investigation was based on descriptive research techniques, which operate on the premise that the primary purpose of the most basic type of investigation, in the cross-sectional survey, is to observe (collect data about) a specific occurrence, often at a single point in time (Esitti & Kasap, 2019). This assumption permits descriptive research methodologies to work under the assumption that the primary goal of the most basic sort of study is to observe (gather data about) certain events. To address the research questions, this study adopts a descriptive research technique and survey measures to capture the objective and social reality of employee performance. This enables the study to address the research's queries. The initial step in this method is to conduct a

study of the relevant literature to identify the listed subjects. An inquiry framework is created after evaluating past work in the field. Following that, structural equation modeling (SEM) was utilized in conjunction with the survey to construct and validate the predicted linkages.

The sample included 300 respondents of MSME Central Java Province, Indonesia. The data gathering period lasted from January 2023 until October 2023. A total of 300 questionnaires were delivered. Nonetheless, only replies from respondents showed that they utilized at least one variation of the form and supplied answers to the questionnaire items for later research. There were 140 valid surveys submitted. The researcher created the questionnaire and collected data using Google Forms. The data from Google Forms was then saved in Google Drive. The respondents' identities were kept private since each questionnaire and invitation to participate in the study were issued without any identifying information.

The construct of behavioral intention has four indicators; the construct of resistance to change has four indicators; the construct of use of social marketing has seven indicators; and the construct of business performance has five indicators. The validity of the theoretical model offered is validated using cross-sectional data. The information was gathered by procedures based on a survey of the target population. The indications were scored on a five-point Likert scale in each area. Anchors on the scale range from 1 (Strongly Disagree) to 5, with 1 signifying Strongly Disagree and 5 representing Strongly Agree. This study employed a 5-point Likert scale since it takes less time and effort and allows respondents to stay neutral by voting for the "neither agree nor disagree" option. On a likert scale. In addition, a five-point Likert scale was used in this study since earlier research has demonstrated the benefits of employing this strategy (Chatterjee et al., 2022; Dubey et al., 2019; Gupta et al., 2021).

The researcher presented the research findings on member trust as a moderator in the impact of workgroup effectiveness on employee performance using Smart PLS software. Based on the conceptual framework of this study, we did data analysis utilizing Structural Equation Modeling (SEM) using Smart-PLS (Partial Least Square) software. After identifying the measurement parameters and structural model in the first step, the researcher constructed an appropriate bootstrap estimation. The purpose of this study was to assess the total and direct impacts of the workgroup effectiveness and employee performance constructs, as well as the indirect effects via moderator, in order to better understand the relationship between the two variables.

RESULT AND DISCUSSION

The Validity Test

Table 1 displays the convergent validity. Indicator reliability, and construct reliability and validity. The reliability test results are shown in Table 3 which are achieved by calculating Cronbach's Alpha, Composite Reliability, and Average Variance Extracted. The reliability test results are presented in Table 1. The researcher found that the numbers ranged > 0.7 which were the highest reported values. Cronbach's Alpha was used to analyse the data collected, and this is the conclusion it yields according to the suggestions given by some researchers (Bjekić et al., 2021; Taber, 2018). The construct composite dependency values vary > 0.7 which is the highest value recorded for composite dependency. Researchers argue that an adequate Critical Composite (CR) threshold should be set at no less than 0.7, and this should be considered acceptable. As result of the results shown in the Table found below, researchers can conclude that the CR criterion has been met. This allows us to draw the conclusion that the CR criterion is met. Composite reliability can be used as an alternative to Cronbach Alpha because the CR value is somewhat higher than the Cronbach Alpha value, but the difference between the two is not very significant (Peterson & Kim, 2013).

Evaluation of validity convergence is done by testing the average variance obtained (AVE). The AVE values are shown in Table 3. The results are > 0.5 which are the highest numbers ever recorded. The absolute minimum value of AVE that may be considered satisfactory is 0.5 (Rouf & Akhtaruddin, 2018). It has been determined that the acceptability threshold has been reached and consequently that convergent validity has been met across all four dimensions. The information presented in the Table that can be seen above serves as the basis of these findings. The convergent validity and the heterotrait-monotonic correlation ratio are three ways that can be used in the process of evaluating discriminant validity hypotheses (Ab Hamid et al., 2017).

Tabel 1. Correlations, Measures of Reliability, and Validity

Constructs	Items	Loadings	Cronbach's Alpha	CR	AVE
Business Intention (BI)	BI1	.739	.842	.865	.675
	BI2	.854			
	BI3	.824			
	BI4	.863			
Resistance to Change (RTC)	RTC1	.950	.906	.915	.779
	RTC2	.838			
	RTC3	.883			
	RTC4	.930			
Use Social Media Marketing (USMM)	USMM1	.743	.858	.858	.541
	USMM2	.787			
	USMM3	.716			
	USMM4	.762			
	USMM5	.794			
	USMM6	.700			
	USMM7	.737			
Business Performance (BPP)	BP1	.818	.791	.802	.547
	BP2	.773			
	BP3	.730			
	BP4	.860			
	BP5	.682			

Structural Relationships

Information about model variables can be found in Table 2. This table includes the structural relationships variable such as means, standard deviations, T-statistics, and p-values. Based on the information presented in Table 2, the researcher can draw the following conclusions: There is a positive and significant influence between BI and USMM ($\beta = 0.560$; $T = 12.700$; $p < 0.01$). There is a positive and significant influence between USMM and BP ($\beta = 0.569$; $T = 14.676$; $p < 0.01$).

Moderation

The structural relationships are shown in Table 3 and Figure 2. As per the Sobel tests conducted, there are positive moderation effects found between BI and USMM. The statistical significance using Smart PLS were found to be similar for moderation. RTC is found to be negatively moderating the relationship between BI and USMM: BI X RTC → USMM [H2: $\beta = -0.054$; $T = 2.706$; $p < 0.05$)].

Table 2. Structural Relationships

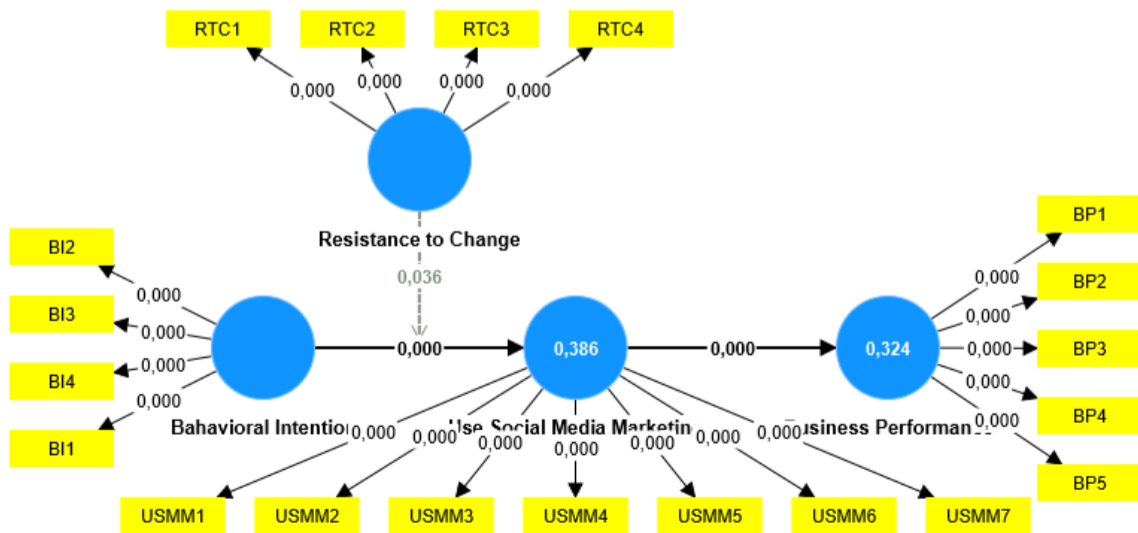| Hypothesis		Path Coefficients	t-value	Results
Business Intention → Use Social Media Marketing	H1	.560	12.700	Support
Business Intention X Resistance to Change → Use Social Media Marketing	H2	-.054	2.706	Support
Use Social Media Marketing → Business Performance	H3	.569	14.676	Support

Figure 2. Structural Model

This study evaluates the enhancing msmes business performance using behavioral intention and use social media marketing with the moderating role of resistance to change. The study seeks to understand more about how caring about use social media marketing and business performance, the need to make a positive impact, and having a positive behavioral intention on use social media marketing and positive use social media marketing on business performance with resistance to change as moderation variable can help encourage people to increasing business performance of MSME in Central Java Province, Indonesia.

The research is motivated by behavioral intention. Use social media marketing must be influenced by behavioral intention. The results indicate that the hypotheses' relationships are supported. The model supports the direct association between behavioral intention and use social media marketing, as business, particularly those who live in MSME in Central Java Province areas, have become more receptive to utilizing use behavioral intention because of their increased concern on social media marketing. This is consistent with H1.

Social media marketing platforms are seen as simple tools for SMEs to communicate online with prospective consumers or for customers to share opinions with other customers. If SMEs believe that implementing SMM will provide them with benefits, they will implement SMM and attempt to align the intentions of their employees to obtain those benefits (Boateng et al., 2022).

This result study in line the results of Boateng et al. (2022) showed that the behavioral intention has a positive effect on use SMM. This implies that the intention of SMEs to use SMM will motivate them to actually use SMM; thus, when an employee's intention is very strong towards executing a given action, that behavioral is extremely likely to be carried out. Therefore, the investigation is in accordance with previous findings (Andarwati et al., 2019; Chatterjee et al., 2021; Elbanna et al., 2019; Praveena & Thomas, 2014).

The structural model demonstrates a considerable moderation of resistance to change between behavioral intention and use social media marketing. Understanding the use social media marketing and the variables that have a negative impact on it has a beneficial effect on use social media marketing. Resistance to change as moderation variable in MSME in Central Java Province. As a result, H2 is supported.

The resistant to change factor is a factor that hinders the behavior of MSMEs in using technology. This result study in line the results of research conducted by Shahbaz et al. (2020) and Shahbaz et al. (2019) has a negative impact on technology adoption, this research is also supported by Dubey et al. (2020) that usually behavior is easier to withstand changes but it will be different if MSMEs where owners and employees understand the benefits and uses of technology, they easily accept and use the technology.

The research is motivated by use social media marketing. Business performance must be influenced by use socia media marketing. The results indicate that the hypotheses' relationships are supported. The model supports the direct association between use social media marketing and business performance, as business, particularly those who live in MSME in Central Java Province areas, have become more receptive to utilizing use social media marketing because of their increased concern business performance. This is consistent with H3.

The use of technology is a factor that has an influence on the performance of MSME businesses, because using technology will improve business performance in accordance with the results of research conducted by (Khayer et al., 2021), the use of technology will increase business productivity. Research Maroufkhani et al. (2020) also proves that technology adoption has a positive influence on business because the adoption of technology can increase the ability of MSMEs.

CONCLUSION AND RECOMMENDATION

Based on the study's results, the Behavioral Intention variable directly influences Use Social Media Marketing and Use Social Media Marketing directly influences Business Performance and contributes to its success. In addition, Resistance to Change as a Moderator in the correlation of Behavioral Intention to Use Social Media Marketing.

This research contains practical implications for implementing Behavioral Intention to improve Use Social Media Marketing and Use Social Media Marketing to improve Business Performance. These implications can be found in the potential to develop Use Social Media Marketing and Business Performance. This is important because almost every MSME in the modern era has recognized the most significant challenges. Using this research approach and data analysis, this study is one of the first in Indonesia to address the issues of Behavioral Intention, Resistance to Change, Use Social Media Marketing, and Business Performance. Therefore, the findings of this study

have the potential to be a starting point for the development of Use Social Media Marketing, and Business Performance and flexible work program actions, as well as their proper implementation.

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