

Social Media Marketing, Brand Loyalty, and Entrepreneurial Growth: A Path toward Sustainable Business Advantage

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Citation (APA 7th): Putra, P., Dinsar, A., Normazi, N. N. B., Ilahi, A. A. A., & Faturahman, F. (2024). Social Media Marketing, Brand Loyalty, and Entrepreneurial Growth: A Path toward Sustainable Business Advantage. *Jurnal Minds: Manajemen Ide Dan Inspirasi*, 11(2), 383–396. <https://doi.org/10.24252/minds.v11i2.51213>

Submitted: 10 September 2024

Revised: 13 & 29 October 2024

Accepted: 19 December 2024

Published: 31 December 2024



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ABSTRACT: This study examines how social media marketing influences business sustainability through the mediating role of brand loyalty among micro, small, and medium enterprises in the trade sector. Academically, it advances marketing and entrepreneurship theory by integrating the Resource-Based View, Customer-Based Brand Equity, and Triple Bottom Line frameworks to explain how digital capabilities transform into sustainable competitive advantage. Using data from 200 respondents analyzed with Partial Least Squares–Structural Equation Modeling, the findings confirm that effective social media engagement enhances customer loyalty, which in turn drives sustainable business performance. The study reveals that digital marketing success is rooted in trust-based relationships rather than short-term promotion, emphasizing that relational value mediates technological advantage. These insights provide practical implications for MSME owners and policymakers to strengthen digital literacy, relational marketing, and sustainability-oriented strategies to ensure long-term business resilience in the evolving digital economy.

Keywords: Social Media Marketing; Brand Loyalty; Business Sustainability; Digital Entrepreneurship; MSMEs

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DOI: 10.24252/minds.v11i2.51213

ISSN-E: 2597-6990

ISSN-P: 2442-4951

<http://journal.uin-alauddin.ac.id/index.php/minds>

Publisher: Program Studi Manajemen, Universitas Islam Negeri Alauddin Makassar 383

INTRODUCTION

Micro, small, and medium enterprises (MSMEs) play a crucial role in Indonesia's economy, contributing approximately 60.5% of the national GDP and employing over 97% of the workforce (Ministry of Cooperatives and SMEs, 2023). Within this structure, the trade sector stands as a primary economic pillar driving both national and regional growth (Cheung et al., 2020). Yet, data from the Regional Development Planning and Research Innovation Agency (Bapperida) of Yogyakarta (2024) reveal stark fluctuations in the number of MSMEs—declining from 175,544 units in 2021 to 46,310 in 2022, before rebounding to 170,090 in 2024. These variations underscore the sector's vulnerability to market shocks and its ongoing struggle to adapt to post-pandemic digital transformation. The recovery since 2023 aligns with heightened social media adoption, signaling that digital engagement has become integral to market revitalization and relationship building. Consequently, understanding how social media marketing (SMM) fosters brand loyalty (BL) and supports business sustainability (BS) becomes essential for MSMEs navigating an increasingly digitalized and competitive environment (Lee et al., 2018; Li et al., 2021; Volkmar et al., 2022).

In the digital economy, social media platforms such as Instagram, TikTok, Facebook, and WhatsApp Business have evolved from promotional spaces into relationship-building ecosystems (Amoah et al., 2021; Appel et al., 2020; Hofacker et al., 2020). Through interactive content, consistent posting, and user-generated material, MSMEs can cultivate trust and emotional attachment, essential precursors to loyalty (Hollebeek & Macky, 2019; Dwivedi et al., 2021; Martin et al., 2020). Nonetheless, despite 89% of MSMEs utilizing social media for promotion, only 35% manage these tools strategically (We Are Social, 2024). This gap reveals that digital activity alone does not ensure sustainable outcomes. Many MSMEs fail to transform engagement into enduring customer relationships, limiting the potential of SMM to drive loyalty and sustainability (Alalwan et al., 2017; Fortunati & Taipale, 2017).

The trade sector, characterized by intense local competition and shifting consumer behavior, requires more than visibility—it demands strategic digital competency and a customer-centric approach (Pallant et al., 2020). While many MSMEs are active online, they often lack coherent digital management that integrates relational and experiential dimensions of marketing. Yet, brand loyalty—rooted in repeated patronage, advocacy, and affective attachment—remains pivotal to resilience (Chaudhuri & Holbrook, 2001; Laksamana, 2018; Lee et al., 2018). The link between SMM and loyalty has been observed in prior research (Alalwan et al., 2017; Appel et al., 2020; Dwivedi et al., 2021; Shareef et al., 2011), but much of this literature focuses on short-term outcomes such as purchase intention or satisfaction. Few studies integrate brand loyalty as a mediating mechanism connecting SMM and long-term sustainability, especially within MSME ecosystems in emerging economies, where the social and environmental dimensions of sustainability remain under-examined.

This study advances that conversation by integrating Resource-Based View (RBV), Customer-Based Brand Equity (CBBE), and Triple Bottom Line

(TBL) frameworks. RBV explains how digital capabilities serve as strategic resources; CBBE elucidates how online interactions shape brand attachment; and TBL extends sustainability beyond economics to encompass social and environmental performance (Chaudhuri & Holbrook, 2001; Martin et al., 2020; Pansari & Kumar, 2017). We thus propose these perspectives as an offering to a multidimensional understanding of how SMM drives brand loyalty by positioning social media not merely as a communication tool, but as a strategic resource that transforms customer interaction into enduring competitive advantage and sustainable entrepreneurial growth.

THEORETICAL REVIEW

Social Media Marketing

Social Media Marketing (SMM) encompasses a set of coordinated activities aimed at creating, communicating, and delivering value through digital platforms to cultivate enduring customer relationships (Appel et al., 2020). Within the trade sector, particularly among micro, small, and medium enterprises (MSMEs), SMM practices typically manifest in four interrelated dimensions: (1) content quality and consistency—the visual appeal, message relevance, and posting rhythm that sustain audience attention; (2) interactivity and responsiveness—timely replies, two-way communication, and effective complaint handling that foster engagement; (3) use of social-commercial features—such as Live Shopping, Reels, Marketplace, paid advertising, and user-generated content (UGC) collaborations; and (4) strategic analysis and adaptation through digital metrics like engagement rate, reach, and conversion. Empirical research confirms that coherent execution across these dimensions enhances brand awareness, trust, and customer intimacy, thereby improving MSME performance through promotional efficiency and market expansion (Dwivedi et al., 2021).

From the perspective of the Resource-Based View (RBV), these digital capabilities—spanning content competence, service responsiveness, platform feature orchestration, and analytical literacy—constitute internal resources that are valuable, rare, inimitable, and non-substitutable (Barney, 1991). When strategically aligned, they enable MSMEs to transform social media engagement into sustained competitive advantage. In saturated and experience-driven markets where physical product differentiation is limited, as in many local trade contexts, competitive strength increasingly rests on the precision, adaptability, and continuity of SMM strategies that integrate relational value with entrepreneurial agility.

Social Media Marketing and Brand Loyalty

Social Media Marketing (SMM) has emerged as a crucial mechanism for cultivating relational value and customer commitment in digital ecosystems (Appel et al., 2020; Dwivedi et al., 2021). Through quality content, interactivity, and feature-based engagement, SMM facilitates the creation of memorable brand experiences that align with the Customer-Based Brand Equity (CBBE) model

(Cheung et al., 2020; Laksamana, 2018). Consistent and visually appealing content communicates authenticity and reinforces brand associations, while two-way communication and responsiveness build emotional attachment and trust—core antecedents of loyalty (Ainin et al., 2020; Hollebeek & Macky, 2019). Likewise, social-commercial features such as Live Shopping, Reels, and Marketplace enhance convenience and transactional intimacy, encouraging customers to remain connected and resistant to competitors' offers. Empirical research confirms that when MSMEs manage these SMM dimensions coherently, customer loyalty intensifies through higher satisfaction, advocacy, and repurchase intention (Dwivedi et al., 2021; Lee et al., 2018).

H1: The quality and consistency of social media marketing content have a positive effect on brand loyalty.

H2: Interactivity and responsiveness on social media have a positive effect on brand loyalty.

H3: The utilization of social-commercial features on social media has a positive effect on brand loyalty.

H4: Digital performance analysis and strategic adaptation have a positive effect on brand loyalty.

Social Media Marketing and Business Sustainability

From the Resource-Based View (RBV) perspective, SMM capabilities—spanning content competence, service responsiveness, feature orchestration, and analytic literacy—constitute valuable, rare, inimitable, and non-substitutable resources that sustain competitive advantage (Barney, 1991; Martin et al., 2020). Beyond short-term promotional gains, these capabilities enhance business sustainability (BS) by fostering adaptive learning, transparency, and stronger stakeholder relationships (Amoah et al., 2021; Shareef et al., 2022). According to the Triple Bottom Line (TBL) framework (Elkington, 1998), sustainable enterprises balance economic, social, and environmental performance. In MSMEs, effective SMM supports this balance by driving stable revenue growth, cultivating community ties, and enabling eco-friendly initiatives such as paperless transactions or efficient packaging (Chang & Lee, 2022; Olanrewaju et al., 2022). Thus, strategic execution of SMM not only expands markets but also consolidates long-term business resilience.

H5: The quality and consistency of social media marketing content have a positive effect on business sustainability.

H6: Digital performance analysis and strategic adaptation have a positive effect on business sustainability.

Brand Loyalty and Business Sustainability

Brand loyalty (BL)—defined as a customer's enduring commitment to repurchase and recommend a brand while resisting alternatives (Chaudhuri & Holbrook, 2001)—plays a vital role in ensuring continuity of cash flow and reducing acquisition costs in competitive markets. Within the CBBE logic, loyalty arises when cognitive recognition evolves into affective attachment and conative intention, translating into repeated transactions and advocacy (Cheung et al.,

2020; Laksamana, 2018). In turn, these loyal behaviors underpin business sustainability, especially across the social and economic dimensions of the TBL, by stabilizing demand and nurturing relational capital between firms and communities (Amoah et al., 2021; Lee et al., 2018).

H7: Brand loyalty has a positive effect on business sustainability.

The Mediating Role of Brand Loyalty

Integrating the RBV, CBBE, and TBL frameworks suggests that brand loyalty functions as a dynamic mediator converting digital marketing resources into sustainable outcomes (Chaudhuri & Holbrook, 2001; Pansari & Kumar, 2017). Well-executed SMM enhances brand experiences that, in turn, cultivate loyalty—an intangible asset that stabilizes sales, increases social goodwill, and reinforces environmental accountability. Prior studies emphasize that while SMM directly influences short-term financial performance (Alalwan et al., 2017; Appel et al., 2020), its long-term impact emerges primarily through the relational continuity embodied in loyal customers. Thus, in competitive and price-sensitive markets, loyalty translates digital engagement into sustained economic, social, and environmental value (Dwivedi et al., 2021; Shareef et al., 2011). Furthermore, this presents the case for the research model as in Figure 1.

H8: Brand loyalty mediates the effect of content quality and consistency on business sustainability.

H9: Brand loyalty mediates the effect of interactivity and responsiveness on business sustainability.

H10: Brand loyalty mediates the effect of social-commercial feature utilization and digital strategy adaptation on business sustainability.

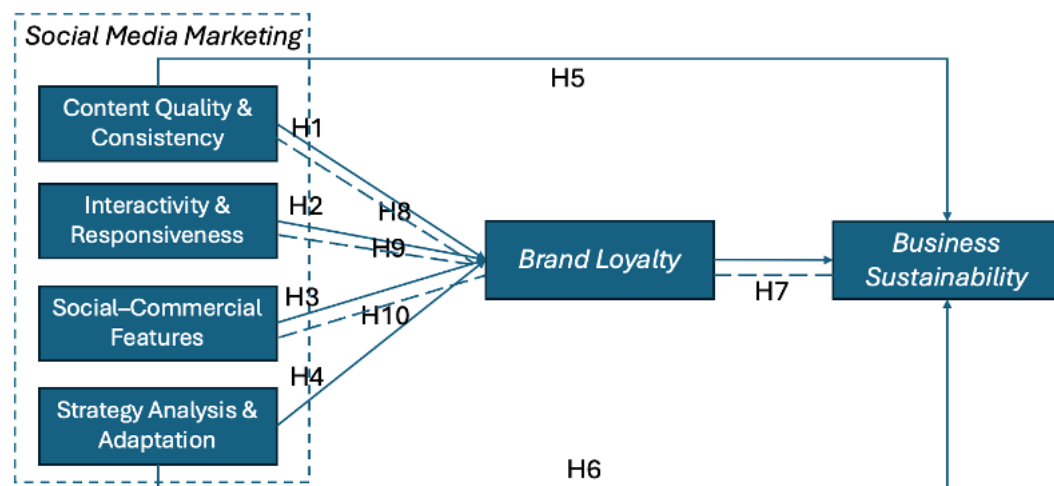


Figure 1. Research Model

METHODOLOGY

This study employs a quantitative associative approach, utilizing the explanatory research method, which aims to elucidate causal relationships among the variables under investigation. This approach was chosen because it

allows empirical testing of variable relationships through statistical analysis. The study focuses on examining the influence of social media marketing strategies on brand loyalty and business sustainability among micro, small, and medium enterprises (MSMEs) in the trade sector within the Special Region of Yogyakarta (DIY), Indonesia. The quantitative approach provides a measurable analytical foundation for understanding the phenomenon of social media utilization in supporting sustainable business performance.

The research was conducted in the Special Region of Yogyakarta, one of Indonesia's major MSME hubs with a relatively high level of digital adoption. This location was selected because the trade sector in Yogyakarta has shown strong post-pandemic growth dynamics and significant increases in social media use for promotion and sales. Data collection took place between July and September 2024 through an online survey using a Google Form-based questionnaire distributed to MSME actors in the trade sector. The population of this study comprises all MSMEs in the trade sector within Yogyakarta, totaling approximately 170,396 business units according to Bapperida DIY (2024). From this population, 200 respondents were selected as the research sample. This sample size is considered sufficiently representative for Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis, following the rule that the minimum sample size should be at least ten times the number of indicators (Hair et al., 2006; Sarstedt et al., 2021). With a total of 30 indicators, the sample of 200 respondents satisfies the statistical requirements. The sampling technique used was purposive sampling, involving the selection of respondents based on specific criteria, (1) active MSME actors in the trade sector, (2) users of social media platforms such as Instagram, Facebook, TikTok, or WhatsApp Business for promotion and customer communication, and (3) individuals located or operating within the Special Region of Yogyakarta.

The study utilized both primary and secondary data. Primary data were obtained directly from the questionnaire responses. In contrast, secondary data were gathered from official sources, including Bapperida DIY reports, publications from the Ministry of Cooperatives and SMEs, and relevant academic literature. The research instrument consisted of a structured questionnaire developed based on the operational indicators of each variable. Each statement item was measured using a five-point Likert scale, ranging from 1 (strongly disagree) to 5 (strongly agree) (Abduh et al., 2023), to assess respondents' perceptions of social media marketing activities, brand loyalty, and business sustainability. The study involved three main variables: social media marketing as the independent variable, brand loyalty as the mediating variable, and business sustainability as the dependent variable. The social media marketing variable was measured through four dimensions: content quality and consistency, interactivity and responsiveness, utilization of social-commercial features, and analysis and adaptation of digital strategies. The brand loyalty variable comprised four dimensions: behavioral loyalty, affective loyalty, advocacy loyalty, and resistance to brand switching. Meanwhile, business sustainability was measured using the Triple Bottom Line (TBL) framework (Elkington, 1998) across three dimensions: economic, social, and environmental (see Appendix 1 for detail).

Data analysis was performed using the Partial Least Squares Structural Equation Modeling (PLS-SEM) technique with SmartPLS version 4.0 software (Sarstedt et al., 2021). The analysis consisted of two stages: measurement model evaluation (outer model) and structural model evaluation (inner model). The measurement model evaluation assessed indicator validity and reliability using thresholds of a loading factor greater than 0.70, an average variance extracted (AVE) greater than 0.50, composite reliability greater than 0.70, and Cronbach's alpha greater than 0.70 (Hair et al., 2013). The structural model evaluation assessed the strength of inter-variable relationships based on path coefficients, R^2 , f^2 , and Q^2 values. Significance testing was conducted using the bootstrapping method with 5,000 subsamples at a 5% significance level (p -value < 0.05) (Hair et al., 2017). Additionally, the study adhered to ethical research principles by ensuring respondent anonymity and voluntary participation. Each participant was informed about the research objectives and benefits prior to completing the questionnaire, and all collected data were used solely for academic purposes without disclosure to third parties.

RESULTS

This study involved 200 respondents who are micro, small, and medium enterprise (MSME) actors operating in the trade sector within the Special Region of Yogyakarta (DIY). Data collection was conducted from March to May 2024 using an online survey method through Google Forms. The data is presented in Table 1.

Table 1. Demographic Characteristics of Respondents

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	74	37.0
	Female	126	63.0
Age	< 25 years	26	13.0
	26–40 years	110	55.0
	41–55 years	52	26.0
	> 55 years	12	6.0
Educational Background	High School (SMA/SMK)	58	29.0
	Diploma	34	17.0
	Bachelor's Degree (S1)	96	48.0
	Postgraduate (S2/S3)	12	6.0
Type of Business	Retail / Online Store	98	49.0
	Culinary / Beverages	46	23.0
	Fashion & Accessories	28	14.0
	Services & Others	28	14.0
Duration of Media Promotion	< 1 year	24	12.0
	1–2 years	36	18.0
	2–3 years	72	36.0
	> 3 years	68	34.0
Social Media Platform	Instagram	90	45.0
	Facebook	60	30.0
	TikTok	40	20.0
	WhatsApp Business	10	5.0

Outer Model

The outer model test was conducted to ensure the validity and reliability of the constructs used in the research model. The evaluation included three main criteria: Cronbach's Alpha, Composite Reliability (CR), and Average Variance Extracted (AVE) (see Tables 4 and 5).

Table 2. Results of Convergent Validity Test

Construct	Indicator	Loading	Alpha	CR	AVE
Social Media Marketing (SMM)	SMM1.1	0.812	0.911	0.934	0.628
	SMM1.2	0.826			
	SMM1.3	0.784			
	SMM2.1	0.801			
	SMM2.2	0.829			
	SMM2.3	0.804			
	SMM3.1	0.776			
	SMM3.2	0.798			
	SMM3.3	0.773			
	SMM4.1	0.828			
	SMM4.2	0.842			
	SMM4.3	0.810			
Brand Loyalty (BL)	BL1.1	0.820	0.883	0.917	0.65
	BL1.2	0.783			
	BL2.1	0.826			
	BL2.2	0.844			
	BL3.1	0.803			
	BL3.2	0.817			
	BL4.1	0.775			
	BL4.2	0.788			
Business Sustainability (BS)	BS1.1	0.842	0.899	0.930	0.667
	BS1.2	0.819			
	BS1.3	0.808			
	BS2.1	0.798			
	BS2.2	0.831			
	BS2.3	0.820			
	BS3.1	0.780			
	BS3.2	0.807			
	BS3.3	0.826			

Following Table 2, the measurement model results demonstrate strong internal consistency and convergent validity across all constructs. Social Media Marketing (SMM), Brand Loyalty (BL), and Business Sustainability (BS) each exhibit Cronbach's alpha values above 0.80 and Composite Reliability (CR) values exceeding the recommended threshold of 0.70, confirming reliability (Hair et al., 2021). The Average Variance Extracted (AVE) values for SMM (0.628), BL (0.650), and BS (0.667) also surpass the 0.50 benchmark, indicating that each construct adequately explains its item variance. These results confirm that all measurement indicators—ranging from social media interactivity and content quality to loyalty behaviors and sustainability dimensions—are statistically valid and theoretically consistent. Having established the robustness of the measurement model, the next stage of analysis proceeds to the hypothesis testing phase, where the structural relationships among SMM, BL, and BS are examined.

to evaluate both direct and mediating effects within the proposed conceptual framework.

Inner Model

After confirming the reliability and validity of the measurement model, the next step involved evaluating the structural model to assess the explanatory and predictive power of the proposed relationships among constructs. The analysis examined the coefficient of determination (R^2), effect size (f^2), and predictive relevance (Q^2) as key indicators of model quality in Table 3. The R^2 value indicates the proportion of variance in the dependent variable explained by its predictors, while f^2 measures the contribution strength of each exogenous variable. The Q^2 value, derived through blindfolding procedures, evaluates the model's out-of-sample predictive accuracy. Collectively, these indices determine how effectively Social Media Marketing (SMM) and Brand Loyalty (BL) predict Business Sustainability (BS) within the tested framework.

Table 3. Results of R^2 , f^2 , and Q^2 Structural Model Testing

Dependent Variable	Independent Variable(s)	R^2	f^2	Q^2	Interpretation
Brand Loyalty (BL)	Social Media Marketing (SMM)	0.642	0.312	0.382	The model exhibits a substantial explanatory power, indicating that SMM accounts for 64.2% of the variance in BL.
Business Sustainability (BS)	SMM, BL	0.701	SMM → BS	0.439	The model explains 70.1% of the variance in BS, demonstrating strong predictive relevance and high effect contribution.

The results summarized in Table 3 reveal the robustness and high explanatory power of the proposed structural relationships. hypothesis testing was conducted to determine the statistical significance and direction of the relationships among Social Media Marketing (SMM), Brand Loyalty (BL), and Business Sustainability (BS). Each hypothesized path was assessed using the bootstrapping technique with 5,000 resamples to obtain t-statistics and p-values, ensuring robust parameter estimates. The analysis included both direct and mediating relationships as outlined in the conceptual framework. Table 4 presents the structural path coefficients, t-values, and p-values, which collectively indicate the strength and significance of each hypothesized effect.

Table 4. Structural Model Results

Inter-Variable Relationship	Path (β)	t-value	p-Value	Result
Content Quality → Brand Loyalty	0.268	3.812	0.000	H1 Accepted
Interactivity → Brand Loyalty	0.225	3.421	0.001	H2 Accepted
Social-Commercial Features → Brand Loyalty	0.117	2.045	0.041	H3 Accepted
Analysis & Strategic Adaptation → Brand Loyalty	0.210	2.965	0.003	H4 Accepted
Content Quality → Business Sust.	0.144	2.155	0.032	H5 Accepted
Analysis & Strategic Adaptation → Business Sust.	0.178	2.641	0.009	H6 Accepted
Brand Loyalty → Business Sust.	0.482	6.876	0.000	H7 Accepted
Content Quality → Brand Loyalty → Business Sust.	0.129	3.244	0.001	H8 Accepted
Interactivity → Brand Loyalty → Business Sust.	0.108	2.732	0.007	H9 Accepted
Features & Adaptation → Brand Loyalty → Business Sust.	0.136	2.945	0.004	H10 Accepted

The structural model results demonstrate that all hypothesized relationships were statistically significant ($p < 0.05$), thereby supporting all ten proposed hypotheses (H1–H10). Specifically, content quality and consistency ($\beta = 0.268$, $t = 3.812$, $p < 0.001$), interactivity and responsiveness ($\beta = 0.225$, $t = 3.421$, $p = 0.001$), and strategic analysis and adaptation ($\beta = 0.210$, $t = 2.965$, $p = 0.003$) exhibited strong positive effects on brand loyalty. Similarly, both content quality and strategy adaptation positively influenced business sustainability, confirming the dual role of SMM in enhancing relational and performance outcomes. Moreover, brand loyalty ($\beta = 0.482$, $t = 6.876$, $p < 0.001$) exerted a substantial effect on business sustainability, emphasizing its pivotal mediating role. The indirect relationships (H8–H10) were also significant, indicating that loyalty effectively translates social media engagement into sustainable business performance. These results collectively affirm the robustness of the proposed model and underscore the strategic importance of loyalty-driven digital marketing for MSMEs' long-term sustainability.

DISCUSSION

This study empirically confirms that social media marketing exerts a significant and positive effect on both brand loyalty and business sustainability among micro, small, and medium enterprises operating in the trade sector. The results of the structural model demonstrate that all proposed hypotheses are accepted, thereby validating the conceptual framework connecting digital marketing activities, customer engagement, and sustainable performance. The positive and significant paths from content quality, interactivity, social-commercial feature utilization, and strategic adaptation toward brand loyalty confirm that Hypotheses 1 through 4 are accepted, signifying that consistent, creative, and interactive social media practices effectively enhance customer attachment to brands. This outcome aligns with the arguments of Appel et al. (2020), Dwivedi et al. (2021), and Hollebeek and Macky (2019), who collectively highlight that well-managed digital engagement fosters emotional connection and advocacy behavior. The findings also corroborate the Resource-Based View (Barney, 1991), suggesting that MSMEs' digital capabilities—such as content competence, responsiveness, and analytics literacy—constitute valuable and inimitable assets that sustain long-term competitive advantage. In highly saturated markets where product differentiation is minimal, as noted by Lee et al. (2018) and Laksamana (2018), competitive strength thus depends more on relational authenticity and the entrepreneur's ability to cultivate ongoing customer dialogue.

The direct relationships from social media marketing to business sustainability also yield significant results, confirming Hypotheses 5 and 6. This means that strategic and data-driven social media activities not only enhance relational capital but also strengthen firms' adaptive capacity and performance consistency. These findings reinforce the notion advanced by Amoah et al. (2021) and Shareef et al. (2022) that digitalization enhances MSME sustainability through improved market transparency, communication efficiency, and customer participation. Furthermore, the path from brand loyalty to business

sustainability is highly significant, leading to the acceptance of Hypothesis 7, which establishes loyalty as a central determinant of economic, social, and reputational endurance. This finding is consistent with Chaudhuri and Holbrook (2001), who argue that affective commitment and trust-based relationships constitute the foundation of enduring competitive advantage. The mediating pathways – linking social media marketing dimensions to business sustainability through brand loyalty – are also significant, confirming Hypotheses 8 through 10. These results affirm that brand loyalty operates as a dynamic mediator that converts digital engagement into sustainable outcomes, as articulated in the integrated perspective of the Customer-Based Brand Equity (Cheung et al., 2020; Pansari & Kumar, 2017) and the Triple Bottom Line frameworks (Elkington, 1998). Collectively, the acceptance of all hypotheses substantiates that effective, relationship-oriented, and analytically informed social media marketing not only elevates customer loyalty but also amplifies business sustainability.

FURTHER STUDY

This study concludes that social media marketing serves as a strategic catalyst for building brand loyalty and achieving business sustainability among micro, small, and medium enterprises. Firms that consistently create meaningful content, engage responsively with customers, and adapt strategically to evolving market dynamics tend to develop stronger relational bonds that translate into enduring competitive strength. Brand loyalty emerges not only as a behavioral outcome but as an emotional and social asset that stabilizes performance, enhances reputation, and nurtures resilience amid intense competition. The study thus reinforces the theoretical nexus between the Resource-Based View, Customer-Based Brand Equity, and the Triple Bottom Line.

Practically, the results highlight that the sustainability of MSMEs depends on the depth of their customer relationships and the authenticity of their digital presence. Entrepreneurs should view social media not merely as a sales tool but as a relational ecosystem that rewards attentiveness, creativity, and transparency. High-quality content, interactivity, and the use of analytical insights can strengthen brand credibility and foster lasting customer engagement. Strengthening digital literacy, creativity, and analytic competence is essential for converting engagement into measurable business value. Meanwhile, policymakers and MSME-support institutions should focus on training programs that integrate digital branding, relational marketing, and sustainable entrepreneurship.

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Appendix 1. Variable and Indicators

Variable	Sub-Variable / Dimension	Operational Indicator	Code	Source
Social Media Marketing (SMM)	1. Content Quality & Consistency	a. Consistency of content posting frequency	SMM1.1	(Appel et al., 2020; Dwivedi et al., 2021)
		b. Quality of visuals and promotional messages	SMM1.2	
		c. Relevance of content to customer needs	SMM1.3	
	2. Interactivity & Responsiveness	a. Ability to respond quickly to customer comments/messages	SMM2.1	(Alalwan et al., 2017; Chaudhuri & Holbrook, 2001)
		b. Two-way communication and customer engagement	SMM2.2	
		c. Handling complaints via social media	SMM2.3	
	3. Utilization of Social-Commercial Features	a. Use of features such as Reels, Live Shopping, Marketplace	SMM3.1	Shareef et al. (2022)
		b. Collaboration with customers/influencers	SMM3.2	
		c. (user-generated content)	SMM3.3	

	4. Digital Strategy Analysis & Adaptation	Implementation of paid advertising targeting specific audiences		
		a. Use of insights and analytics to evaluate content performance b. Adjustment of content strategy based on digital analysis results c. Improvement of interaction quality based on customer feedback	SMM4.1 SMM4.2 SMM4.3	Olanrewaju et al. (2022); Ainin et al. (2020)
Brand Loyalty (BL)	1. Behavioral Loyalty	a. Intention to make repeat purchases b. Frequency of purchasing the same product	BL1.1 BL1.2	Chaudhuri & Holbrook (2001); Keller (2003)
	2. Affective Loyalty	a. Emotional commitment to the brand b. Sense of pride in using the brand	BL2.1 BL2.2	Dwivedi et al. (2021)
	3. Advocacy Loyalty	a. Willingness to recommend products to others b. Providing positive reviews on social media	BL3.1 BL3.2	Ainin et al. (2020)
	4. Resistance to Switching	a. Continuing to use the brand despite competitor promotions b. Level of trust in the brand's quality	BL4.1 BL4.2	Shareef et al. (2022)
Business Sustainability (BS)	1. Economic Dimension	a. Sales stability and revenue growth b. Efficiency of digital marketing costs c. Product or service innovation	BS1.1 BS1.2 BS1.3	Elkington (1998); Ainin et al. (2020)
	2. Social Dimension	a. Good relationships with customers and local communities b. Workforce retention and social engagement c. Positive customer response on social media	BS2.1 BS2.2 BS2.3	Olanrewaju et al. (2022)
	3. Environmental Dimension	a. Efforts to reduce waste and use eco-friendly materials b. Energy efficiency and sustainable packaging c. Awareness of the environmental impact of business operations	BS3.1 BS3.2 BS3.3	Elkington (1998); Shareef et al. (2022)