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DOES SOCIAL MEDIA DRIVE BUSINESS PERFORMANCE? INVESTIGATION OF TOP MANAGEMENT TEAM IN INSPECTION SERVICES COMPANIES

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ABSTRACT: Social media has become a transformative force in both B2C and B2B marketing. This study contributes novel insights by integrating top management participation, absorptive capacity, and customer relationship management capabilities (CRMC) into a single framework to explain how social media marketing (SMM) assimilation shapes firm performance in resource-constrained B2B service contexts. Focusing on inspection service companies in Indonesia, we examine the influence of Top Management Team participation on SMM assimilation, with absorptive capacity as a moderator and CRMC as a mediator. Using a quantitative design and Partial Least Squares Structural Equation Modeling (PLS-SEM) on 222 respondents across 74 business units, findings show that SMM assimilation affects performance differently across marketing functions, strengthening sales through pricing and channels while primarily enhancing relationships via product and promotion. Results confirm that absorptive capacity enhances managerial impact and CRMC mediates performance outcomes. The implications guide managers in strengthening digital competitiveness within inspection service firms.

Keywords: Top Management Team, Absorptive Capacity, Sosial Media Marketing Assimilation, Business Performance, Customer Relationship Management Capabilities

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INTRODUCTION

As marketing activities become more digitalized, marketing professionals are progressively utilizing social media as a strategic instrument to engage with customers and a wider array of stakeholders (Chaker et al., 2022), augment brand awareness (Deng et al., 2021), and enhance organizational performance (Cheng et al., 2021). An increasing number of scholars advocate for companies to utilize social media, as its strategic application is increasingly viewed as a source of corporate competitiveness (Cartwright et al., 2021). While the influence of social media (SM) on business-to-consumer (B2C) performance has garnered significant attention, marketers are now examining its role within the business-to-business (B2B) context (Chaker et al., 2022). Yet, Herhausen et al. (2020) highlight the scarcity of studies assessing the potential organizational performance impacts of social media utilization in B2B organizations. This gap is important because B2C and B2B enterprises exhibit substantial disparities in their operational and contextual aspects (Baabdullah et al., 2021).

Despite the growing recognition of social media's importance, research on the fundamental factors influencing its assimilation into B2B marketing remains limited, impeding firms' ability to understand key drivers, best practices, and performance outcomes (Maduku, 2024). While Maduku (2024) found that 79% of B2B marketers consider social media the most effective marketing channel, earlier studies (e.g., Marx, 2013) suggest that many B2B enterprises still lack the knowledge to deploy it as a true strategic instrument. At the global level, We Are Social (2024) reported 5.22 billion social media users worldwide, while Meltwater (2025) revealed that nearly half of global marketers assess their firms' social media programs as "intermediate," reflecting the presence of strategies but constrained resources. This discrepancy between rising social media adoption and firms' limited capacity to fully leverage it underscores a pressing problem.

In Indonesia, where 185 million people are internet users and 139 million are active on social media (We Are Social, 2024), similar challenges persist. Although platforms such as WhatsApp, LinkedIn, Instagram, and Facebook are widely used in the B2B sector (Brokemier et al., 2015), social media contributes little to client awareness in inspection services only 15.8% of customers are aware of companies' activities through such channels (Customer Satisfaction Survey, 2024). This is particularly critical for PT SCF, one of Indonesia's largest state-owned inspection companies, which has seen a decline in both market share (–0.52% over three years) and customer retention (–1.2%) (PT SCF Annual Report, 2023; SCF Client Satisfaction Survey, 2024).

Existing studies have primarily examined the relationship between social media assimilation in marketing functions such as product development, pricing, channel management, and promotion and business performance outcomes (Maduku, 2024). However, the evidence remains mixed and fragmented: some functions affect relationship development but not sales, others drive sales but not relationships. This reveals conceptual ambiguity in how social media assimilation translates into organizational performance. Furthermore, while top management participation is recognized as vital in technology adoption (Bharati, 2014; Maduku, 2024), its role in shaping B2B service firms' social media strategies remains underexplored. Even less attention has been given to how absorptive capacity (Elena Ji et al., 2024) and Customer Relationship Management Capabilities (CRMC) (Khaki, 2024; Morgan, 2012; Cao & Weerawardena, 2023) may function as moderators or mediators in this relationship.

Thus, the research gap is twofold. First, there is an empirical gap: studies in Indonesia's inspection service industry despite its strategic importance remain absent. Second, there is a theoretical gap: the linkage between top management participation, social media assimilation, and business performance is conceptually ambiguous unless absorptive capacity and CRMC are incorporated into the framework. Addressing both gaps, this study develops and tests an integrated model that investigates how top management participation influences social media marketing assimilation and, in turn, business performance, with CRMC as a mediating factor and absorptive capacity as a moderator.

LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Dynamic Capability Theory

Dynamic Capability Theory provides a useful lens to explain how organizations deploy value-adding initiatives and allocate scarce resources to sustain competitiveness in dynamic markets. It emphasizes a firm's ability to implement innovative strategies and reconfigure resources effectively in response to environmental change. Within this perspective, marketing capabilities and specifically market orientation have been highlighted as critical dynamic capabilities that shape the effectiveness of strategy implementation and organizational performance (Lyer et al., 2020). These capabilities do not emerge automatically; rather, they depend on deliberate organizational support and managerial action in resource allocation. In this study, the theory underpins the argument that top management participation, absorptive capacity, and customer relationship management capabilities are central to enabling social media marketing assimilation as a dynamic capability that enhances firm performance.

Top Management Team Participation

Research consistently underscores the strategic role of top management in fostering organizational innovation and technology adoption. Shen et al. (2020) demonstrate how top managers shape organizational creativity, while Maduku (2024) stresses their pivotal role in IT assimilation establishing vision, allocating resources, and motivating technological routines. As administrators and decision-makers, top managers provide the structural foundation for disseminating knowledge and embedding digital marketing practices across the firm (Gregory et al., 2019). Conversely, weak managerial competence or lack of participation can hinder innovation implementation (Maduku, 2024). From a dynamic capabilities perspective, top management participation enables organizations to sense and seize digital opportunities, particularly in marketing, and to reconfigure resources to sustain performance (Wang, 2020). Yet, prior studies have not sufficiently examined how top management participation directly fosters social media marketing assimilation in B2B service contexts, creating a gap this study addresses.

Social Media Marketing Assimilation

Social media assimilation refers to the extent to which platforms are embedded into marketing functions and become routinized practices (Purvis, Sambamurthy, & Zmud, 2001). The literature identifies four core functions: product development, pricing, channel management, and promotion. Social media enables B2B firms to engage in product development through customer feedback, monitor price strategies and consumer responses (Liu & Ke, 2019), educate and support channel partners (Klaus, 2013), and run promotional campaigns to strengthen brand reputation (Jones, 2019). However, empirical findings remain inconsistent. Maduku (2024) found differential effects across functions, with some improving relationship development but not sales. This indicates conceptual ambiguity in how assimilation translates into performance outcomes. Moreover, while top management recognition of social media's advantages is assumed to encourage assimilation, few studies explain the mechanisms by which managerial participation drives routinization across marketing functions in B2B services.

Customer Relationship Management Capabilities

Customer Relationship Management Capabilities (CRMC) represent an essential marketing capability that converts digital resources into performance gains. Khaki (2024) demonstrates that social media marketing strengthens CRMC, thereby enhancing customer engagement and business outcomes. This view is consistent with the Resource-Based View and Dynamic Capability Theory, which argue that new technologies improve performance indirectly by augmenting capabilities rather than exerting direct effects (Morgan, 2012; Cao & Weerawardena, 2023). Empirical studies confirm that marketing technologies rarely yield performance benefits on their own; instead, they enhance relational and analytical capabilities that drive performance. Thus, CRMC may serve as a mediator through which social media assimilation contributes to sales performance and relationship development. Yet, the mediating role of CRMC remains underexplored in B2B service sectors, especially in Indonesia.

Absorptive Capacity

Absorptive capacity the ability to acquire, assimilate, transform, and exploit external knowledge is widely regarded as a critical learning-oriented capability (Li, Sun, & Dong, 2018). It supports firms in navigating turbulent environments by facilitating innovation through both explorative and exploitative learning. Prior research indicates that absorptive capacity enhances the effect of managerial actions on innovation adoption and performance outcomes (Elena Ji et al., 2024). In the context of social media assimilation, absorptive capacity may strengthen the link between top management participation and routinization of social media practices, as firms with stronger learning capabilities are better positioned to integrate external customer knowledge into marketing processes. However, the moderating role of absorptive capacity in this relationship has not been investigated in B2B service organizations in emerging markets.

Business Performance

Adoption of innovative technologies has been linked to improved performance across industries (Aydiner et al., 2022). With the rise of social media, researchers increasingly emphasize its role in enhancing sales and relationship outcomes (Dessart et al., 2015; Rodriguez, 2012). For instance, Abdullahi et al. (2015) found that Facebook usage improved both financial and non-financial MSME performance, while Tajvidi and Karami (2021) confirmed positive impacts on firm financial results. Nonetheless, evidence remains fragmented, with variation in the strength and scope of effects across contexts and functions. This further reinforces the need to examine not only whether social media assimilation enhances business performance, but also how mediating and moderating mechanisms (CRMC and absorptive capacity) shape this process in the B2B service sector.

Business-to-Business (B2B) Marketing

B2B marketing differs fundamentally from B2C marketing due to its structural and behavioral characteristics. Transactions are typically larger, involve multiple decision-makers, and are shaped by derived demand the linkage between manufacturers' products and the final demand of end consumers (Hutt & Speh, 2023). These dynamics heighten the risks of customer attrition and revenue loss, making long-term relationship management critical for performance. Social media marketing offers opportunities to strengthen relational ties, enhance partner collaboration, and reduce customer churn. Yet, the literature has not fully clarified how dynamic managerial and organizational capabilities, such as top management participation, absorptive capacity, and CRMC, enable B2B service firms to leverage social media as a source of sustained competitive advantage. This unresolved question forms the core motivation of the present study.

Maduku (2024) posits that B2B companies can utilize social media to gather customer feedback during product development through the organization of Q&A sessions, the execution of surveys and polls, engagement with users via comments and direct messages, monitoring of customer discussions, and analysis of sentiments related to the company's products. Bharati (2014) posits that Top management plays a vital role in the adoption of technology. Considering these benefits, Top management is likely to actively participate in the assimilation of social media into the organization to enhance product development (Ernst, 2010). Additionally, social media functions as an important resource for understanding competitors' price strategies and customer reactions to the company, monitoring customer responses to price changes, and improving price skills and frameworks to quickly respond to market variations (Dutta, 2019). B2B enterprises can leverage social media platforms to implement promotional initiatives that inform customers about products and services, improve brand perception among stakeholders, and manage the company's image and reputation (Mangold & Faulds, 2009). Top management's recognition of these advantages will increase their engagement in incorporating social media to strengthen promotional initiatives within their organizations. Additionally, social media serves as an essential platform for informing and interacting with channel partners about the company's value proposition (Andzulis et al., 2012). The advantages of social media in channel management are expected to encourage the active participation of Top management in the assimilation process for effective channel management, as hypothesized.

H1. Top Management Team Participation will enhance (a) product development, (b) price decision-making, (c) channel management, and (d) promotion activities within the social media marketing assimilation process.

Rodriguez et al. (2012) demonstrated that the use of social media has a significant impact on sales performance and relationship development. Agnihotri et al. (2016) conducted a study indicating that salespeople perceived social media usage as indirectly influencing customer responsiveness and satisfaction through communication. Based on the data, Maduku (2024) proposed that the assimilation of social media marketing significantly affects sales performance and relationship development as of these hypotheses.
H2. Increased assimilation of social media marketing in (a) product development, (b) price decision-making, (c) channel management, and (d) promotion activities will enhance sales performance.
H3. Increased assimilation of social media marketing in (a) product development, (b) price decision-making, (c) channel management, and (d) promotion activities will enhance relationship development.

The use of social media marketing as a resource enhances customer relationship management, positively affecting customer engagement and performance in the customer relationship process (Trainor et al., 2014) and improving business performance (Wang and Kim, 2017). Chang et al. (2010) contend that marketing competence mediates the relationship between CRM technology adoption and organizational success. The mediation effect is supported by the resource-based view and dynamic capability theory, which indicate that the adoption of new technology enhances existing capabilities, thereby improving business performance. According to the marketing capabilities framework proposed by Morgan (2012), social media marketing (SMM) is regarded as a resource employed to produce valuable results through customer relationship management capabilities (CRMC). This technology enhances marketing capabilities, thereby improving business performance. The application of SMM may enhance hotel performance by increasing CRMC. Serdar (2024) asserts that customer relationship management plays a crucial mediating role in the relationship between innovation and perceived service quality in the service sector, prompting the researcher to propose these hypotheses.
H4. The Customer Relationship Management Capabilities (CRMC) positively mediate the relationship between Social Media Marketing Assimilation (SMM) and Business Performance in the context of sales performance for (a) product development, (b) price decision-making, (c) channel management, and (d) promotion activities.
H5. The Customer Relationship Management Capabilities (CRMC) positively mediate the relationship between Social Media Marketing Assimilation (SMM) and Business Performance in the context of relationship development for (a) product development, (b) price decision-making, (c) channel management, and (d) promotion activities.

According to Aliasghar, Sadeghi, and Rose (2023), absorptive capacity positively influences a company's innovation capabilities through the assimilation of external knowledge. Increased absorptive capacity is anticipated to enhance the influence of top management participation in the assimilation of social media for marketing functions, as organizations are better equipped to identify, assimilate, and utilize new external information for commercial objectives. Consequently, B2B companies exhibiting greater absorptive capacity are likely to gain advantages from the participation of top management in the assimilation of social media for marketing purposes, leading to this hypothesis.
H6. Increased absorptive capacity within a company enhances the influence of top management participation in social media assimilation on (a) product development, (b) price decision-making, (c) channel management, and (d) promotional activities.

RESEARCH METHOD

This study utilizes a reflective construct, suggesting a consistent content domain where all indicators are considered manifestations of the same latent variable. This conceptual model outlines the role of Top Management Team Participation in strengthening the Social Media

Marketing (SMM) strategy and demonstrates how SMM, through its four processes, improves business performance at PT SCF, with Customer Relationship Management Capability (CRMC) serving as a mediating factor. The conceptual model utilized in this research is presented in Figure 1.

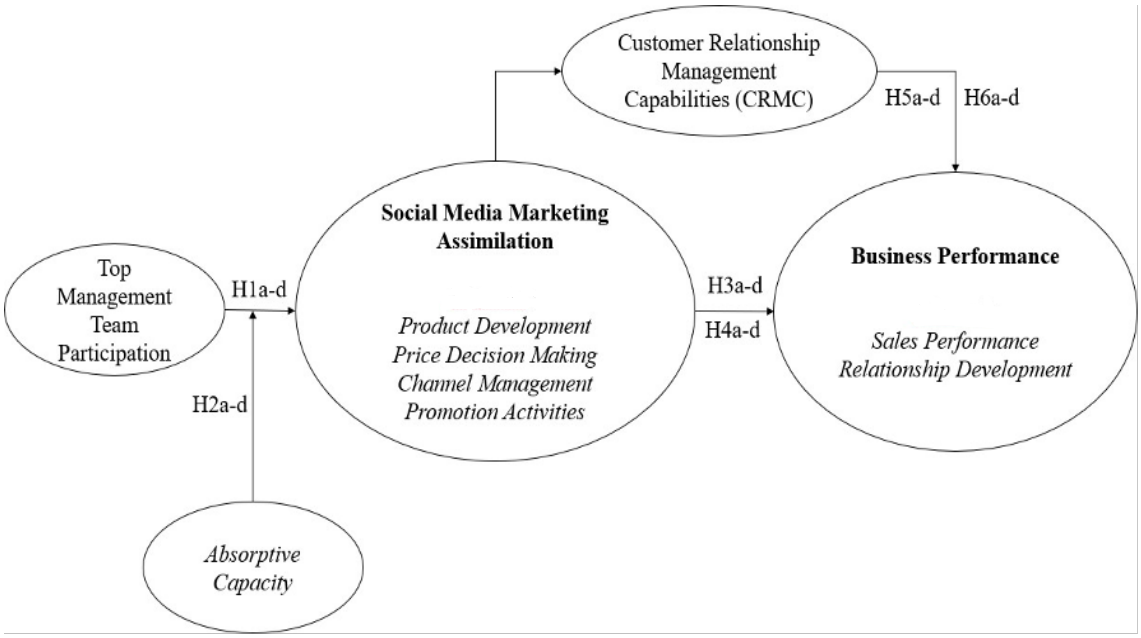

Figure 1. Research Framework

This research employs a quantitative descriptive cross-sectional survey methodology. The research employs primary data for all constructs within the study. The research data were collected through a survey or questionnaire method. The questionnaire employs a 7-point Likert scale to assess respondents' reactions to each statement or question. The questionnaire will be administered online via Google Forms, facilitating efficient distribution and systematic data collection from a varied respondent pool. A pretest will be conducted prior to the widespread distribution of the questionnaire to assess the clarity, comprehension, and reliability of its items. The purpose of this pre-test is to verify that each item in the questionnaire is comprehensible to respondents, thereby minimizing the likelihood of misunderstanding. A pre-test will be administered to a small group of respondents, comprising at least 30 individuals, to represent the target population, as recommended by Hair et al. (2012). The questionnaire will be distributed to respondents through WhatsApp groups or company email, accompanied by a concise explanation of the study's purpose and the significance of participant participation.

The population encompasses the complete set of individuals or objects of interest, as well as the measurements derived from all studied entities. In contrast, the sample represents a subset of the population, as discussed by Lind et al. (2018). The business unit at PT SCF comprises 74 business units, employing a total of 388 individuals at the management level. This study's sample comprises members of the Top Management Team at PT SCF who are involved in or impacted by the implementation of Social Media Marketing Assimilation (SMM) and who influence PT SCF's business performance. This study utilized a sample with the following characteristics:

1. A minimum of six months of experience in a Top Management Team role at PT SCF. Respondents are required to possess a minimum of one year of work experience at PT SCF and demonstrate a comprehensive understanding of the operations and strategies of the Survey Services company. This experience offers a comprehensive analysis of the Social Media Marketing Assimilation strategy and the impact of Top Management Team participation on business performance.
2. The minimum managerial position is at the coordinator level, while the maximum is Vice President (VP) of the business unit, applicable to the head office, branch office, or service unit. Managerial-level respondents were chosen due to their

strategic role in the planning and implementation of marketing strategies and decision-making processes. Managers possess critical information that aids in comprehending the influence of Top Management Team and SMM participation on business performance. This study employed purposive sampling as a methodological approach.

Table 1. Demographic Frequency

Criteria	Frequency	%
	Gender	
Male	182	82%
Female	40	18%
	Age	
21-30	33	14.9%
31-40	73	32.9%
41-50	55	24.8%
> 50	61	27.5%
	Education	
High School	1	0.5%
Diploma	8	3.6%
Bachelor	165	74.3%
Master	48	21.6%
	Working Experience	
3-5 years	14	6.3%
6-10 years	69	31.1%
11-15 years	38	17.1%
> 15 years	101	45.5%
	Position	
Head of sub-unit	72	32.4%
Head of service unit	35	15.8%
Head of Unit	60	27.0%
Branch Head	18	8.1%
Head of sub-section	13	5.9%
Head of section	16	7.2%
Head of PMU	2	0.9%
Head of SBU	6	2.7%

This study employs purposive sampling, a non-random method in which researchers select participants based on specific characteristics aligned with the research objectives, thereby facilitating a relevant response to the research cases (Levine et al., 2017). Each SBU Unit, PMU Unit, Branch Unit, and Service Unit performs four marketing functions: Product Development, Price Decision Making, Channel Management, and Promotion Activities. The quantity of respondents is established according to the number of business units at PT SCF. PT SCF currently operates 74 business units, each comprising 3 to 8 individuals at the management level. The study included a minimum of three management team members from each business unit, resulting in a total of 222 respondents. The study's results represent the aggregation or average of three respondents from each business unit. This study's unit of analysis is a business unit, and the determination of sample size through power statistics can ensure the significance level of the samples (Cohen, 1988). In this study, Gpower statistical tools (Faul, Erdfelder, Buchner, & Lang, 2009) were utilized to determine a minimum sample size of 52 units. This calculation was based on the path coefficient test, a standard medium effect size (f2=0.20), a significance level of 0.05, a statistical power of 0.95, and four predictor variables. The research sample in this study is sufficient to produce adequate statistical data.

Measurement

This study employed 38 indicators across five variables (see Appendix A). For Top Management Team Participation, defined as leaders' actions in strategy development and resource distribution (Wei, Lowry, & Seedorf, 2015), four items were adapted from Maduku

(2024), based on Wu et al. (2003). Absorptive Capacity, the ability to identify, acquire, assimilate, and apply new knowledge (Pavlou & El Sawy, 2006), was measured with four items adapted from Maduku (2024). Business Performance reflects a firm's capacity to transform resources into capabilities and competitive advantage (Paniagua, 2014). It was operationalized into Sales Performance (four items, from Wu et al., 2003, adapted by Maduku, 2024) and Relationship Development (five items: three from Wu et al., 2003; two from Morgan & Hunt, 1994). Social Media Marketing Assimilation was defined as the integration of social media across marketing functions: Product Development (four items from Ernst et al., 2010, via Maduku, 2024), Price Decision Making (four items from Dutta et al., 2002, 2019, via Maduku, 2024), Promotion Activities (four items from Mangold & Flauds, 2009, via Maduku, 2024), and Channel Management (four items from Andzulis et al., 2012, via Maduku, 2024). Finally, Customer Relationship Management Capabilities (CRMC)—the organizational ability to strengthen customer engagement and performance (Trainor et al., 2014)—was assessed with five items adapted from Khaki (2024). All hypotheses were grounded in the conceptual model shown in Figure 1.

Data Analysis Technique

The collected data will be subjected to descriptive and statistical analysis. Descriptive analysis is utilized to clarify the characteristics of respondents and data from each variable using IBM SPSS Statistics 25 software. Furthermore, statistical analysis is performed using the Structural Equation Model (SEM) methodology. Structural Equation Modeling (SEM) is a multivariate approach that combines aspects of factor analysis and multiple regression. Structural Equation Modeling (SEM) is a statistical framework that analyzes the interrelationships among multiple variables while concurrently testing various dependent relationships among them. This methodology is utilized to assess studies that involve two or more variables (Hair et al., 2014). Following the verification of data quality and reliability, analysis will be performed using the Structural Equation Modeling (SEM) approach with the Partial Least Squares (PLS) technique. This study employed the PLS approach due to its ability to predict relationships between constructs, which aligns with the goal of assessing the influence of top management participation and SMM strategy on business performance. Unlike Covariance Based SEM, which focuses on theory validation, PLS SEM is intended for predictive analysis and provides benefits in handling complex models, supporting different sample sizes, and managing various data distributions. Thus, PLS serves as an appropriate method for this study, which aims to explore relationships among variables that are insufficiently supported in existing literature (Hair, 2021).

RESULTS

The online survey ran for three weeks. A first reminder was sent to the managers one weeks after the first invitation. Thereafter, follow-up reminders were sent every day. At the end of the third week, the survey yielded 235 responses. Subsequently, data cleansing and classification were executed in accordance with each business unit. Three management team members were sourced from each business unit, yielding a total of 222 samples. Table 1 shows the profile of 222 samples.

Following Hair et. al. (2017), PLS-SEM analyses comprise 2 (two) stages in measurement quality. The first stage consists of assessing the outer (measurement) model. In the second stage, the inner (structural) model is evaluated. After the validity of the measures had been confirmed, the structural model was examined to test the proposed hypotheses. The quality of the measurement (outer model) was further evaluated based on its construct reliability, convergent validity, and discriminant validity. Reliability was evaluated by Cronbach's alpha and composite reliability (Hair, Risher, Sarstedt, & Ringle, 2019). The findings (refer to Table 2) indicated that the constructs utilized in this investigation demonstrated reliability, with Cronbach's alpha and composite reliability estimations surpassing the 0.70 benchmark (Hair et al., 2019). Convergent validity was evaluated using standardized factor loadings and the average variance extracted (AVE). Table 2 indicates that all build loadings above the 0.708 criterion, with PRO3 recording the lowest value at 0.908. The findings indicated that the minimum estimated AVE (0.872 for customer relationship management capabilities) exceeded the required threshold of 0.5. The results validated the convergent validity of the measurement model. After establishing construct

reliability and convergent validity, discriminant validity was evaluated using the Fornell and Larcker (1981) method. The findings shown in Table 3 validated the model's discriminant validity. This was evidenced by the square root of the AVE for each construct exceeding the correlations between that construct and the other constructs.

Table 2. Reliability and Validity Measurements

Constructs	Dimension	Indicators	Loadings	α	CR	AVE
Top Management Team Participation (TMT)		TMT1	0.964			
		TMT2	0.961			
		TMT3	0.961	0.972	0.980	0.923
		TMT4	0.956			
	Product Development (PRO)	PRO1	0.927			
		PRO2	0.960	0.950	0.964	0.869
		PRO3	0.908			
		PRO4	0.934			
	Price Decision Making (PDM)	PDM1	0.952			
		PDM2	0.937	0.960	0.971	0.892
		PDM3	0.956			
		PDM4	0.933			
	Channel Management (CHM)	CHM1	0.948			
		CHM2	0.941			
		CHM3	0.932	0.955	0.967	0.881
		CHM4	0.932			
	Promotion Activities (PRM)	PRM1	0.961			
		PRM2	0.982			
		PRM3	0.978	0.981	0.986	0.947
		PRM4	0.971			
Customer Relationship Management Capabilities (CRMC)		CRMC1	0.915			
		CRMC2	0.934			
		CRMC3	0.932			
		CRMC4	0.933	0.963	0.971	0.872
		CRMC5	0.954			
Business Performance	Sales Performance (SPE)	SPE1	0.960			
		SPE2	0.967			
		SPE3	0.967	0.975	0.982	0.931
		SPE4	0.966			
	Relationship Development (RED)	RED1	0.951			
		RED2	0.961			
		RED3	0.954			
		RED4	0.943	0.976	0.981	0.911
		RED5	0.963			
Absorptive Capacity (ABC)		ABC1	0.957			
		ABC2	0.964			
		ABC3	0.956	0.974	0.981	0.928
		ABC4	0.976			

Table 3. Discriminant validity (Fornell and Larcker)

Constructs	TMT	PRO	PDM	CHM	PRM	CRMC	SPE	RED	ABC
TMT	0.961								
PRO	0.619	0.932							
PDM	0.572	0.683	0.945						
CHM	0.736	0.658	0.645	0.938					
PRM	0.678	0.535	0.574	0.769	0.973				
CRMC	0.767	0.642	0.697	0.797	0.765	0.934			
SPE	0.740	0.591	0.662	0.789	0.755	0.840	0.965		
RED	0.737	0.754	0.670	0.833	0.730	0.845	0.860	0.954	
ABC	0.162	-0.015	0.149	-0.130	-0.186	-0.086	-0.057	-0.192	0.963

Prior to executing structural model testing, the initial step is to ascertain any collinearity issues by evaluating the Variance Inflation Factor (VIF) value. A VIF score of less than 0.01 or greater than 10 signifies collinearity among the predictor constructs (Ghozali, 2016). The discriminant validity findings indicate that all VIF values are well below the conservative threshold of 5, demonstrating that multicollinearity is not a concern and the constructs are empirically distinct.

The determination coefficient (R^2) was assessed for the endogenous construct in the subsequent phase. Hair et al. (2021) assert that R^2 indicates the proportion of variance elucidated by each endogenous construct and serves to evaluate the model's efficacy in elucidating the phenomenon under investigation. The R^2 value ranges from 0 to 1, with higher values indicating a superior model in elucidating the variability of the endogenous component under consideration (see table 5). This study performed a predictive relevance assessment utilizing the Q^2 value, a validity metric in the PLS approach, to evaluate the model's prediction accuracy. Hair et al. (2019) characterize the Q^2 value as follows: 0.000 indicates low influence, 0.250 signifies moderate influence, and 0.500 denotes significant effect. Table 4 summarizes all model findings.

Table 4. Model Summary

Hypothesis	Path Tested	β	t	p	Conclusion
Direct Effects					
H1a	TMT Participation → Product Development	0.478	3.806	0.000	Not Rejected
H1b	TMT Participation → Price Decision Making	0.307	2.610	0.005	Not Rejected
H1c	TMT Participation → Channel Management	0.655	8.566	0.000	Not Rejected
H1d	TMT Participation → Promotion Activities	0.597	6.987	0.000	Not Rejected
H2a	Product Development → Sales Performance	-0.027	0.333	0.370	Rejected
H2b	Price Decision Making → Sales Performance	0.295	2.861	0.002	Not Rejected
H2c	Channel Management → Sales Performance	0.107	1.098	0.136	Rejected
H2d	Promotion Activities → Sales Performance	-0.033	0.338	0.368	Rejected
H3a	Product Development → Relationship Development	0.236	1.830	0.034	Not Rejected
H3b	Price Decision Making → Relationship Development	0.300	2.679	0.004	Not Rejected
H3c	Channel Management → Relationship Development	0.172	1.692	0.045	Not Rejected
H3d	Promotion Activities → Relationship Development	0.058	0.604	0.273	Rejected
Mediation Effects (via CRM Capabilities)					
H4a	Product Development → CRM → Sales Performance	0.038	0.653	0.257	Rejected
H4b	Price Decision Making → CRM → Sales Performance	0.108	1.663	0.048	Not Rejected
H4c	Channel Management → CRM → Sales Performance	0.160	1.998	0.023	Not Rejected
H4d	Promotion Activities → CRM → Sales Performance	0.148	2.074	0.019	Not Rejected
H5a	Product Development → CRM → Relationship Development	0.033	0.666	0.253	Rejected
H5b	Price Decision Making → CRM → Relationship Development	0.092	1.732	0.042	Not Rejected
H5c	Channel Management → CRM → Relationship Development	0.137	2.194	0.014	Not Rejected
H5d	Promotion Activities → CRM → Relationship Development	0.127	2.307	0.011	Not Rejected
Moderation Effects (Absorptive Capacity × TMT Participation)					
H6a	→ Product Development	0.297	2.747	0.003	Not Rejected
H6b	→ Price Decision Making	0.474	4.185	0.000	Not Rejected
H6c	→ Channel Management	0.228	2.714	0.003	Not Rejected
H6d	→ Promotion Activities	0.243	2.766	0.003	Not Rejected
Model Quality (R^2 and Q^2 Values)					
Product Development			$R^2 = 0.503$	$Q^2 = 0.398$	
Price Decision Making			$R^2 = 0.601$	$Q^2 = 0.513$	
Channel Management			$R^2 = 0.668$	$Q^2 = 0.566$	
Promotion Activities			$R^2 = 0.621$	$Q^2 = 0.562$	
CRM Capabilities			$R^2 = 0.737$	$Q^2 = 0.621$	
Sales Performance			$R^2 = 0.760$	$Q^2 = 0.689$	
Relationship Development			$R^2 = 0.826$	$Q^2 = 0.731$	

The slope analyses depicted in Figures 2-5 reveal the moderating influence of absorptive capacity (ABC) on the relationship between top management team support (TMT) and diverse marketing capabilities within the framework of social media assimilation. Figure 2 reveals that for product development (PRO), higher levels of absorptive capacity strengthen the positive effect of top management support, as evidenced by the steeper positive slope for ABC at +1 SD compared to lower levels. Similarly, Figure 3 shows a pronounced interaction for price decision making (PDM), where high absorptive capacity enhances the positive relationship, while low absorptive capacity (-1 SD) actually produces a negative relationship, suggesting that without sufficient absorptive capacity, top management participation may impede price capabilities. For channel management (CHM) in Figure 4, the moderation pattern exhibits a crossover interaction where at low levels of TMT support, organizations with higher absorptive capacity perform worse, but as TMT support increases, higher absorptive capacity becomes increasingly advantageous. Figure 5 depicts the ABC-TMT interaction for promotion activities (PRM), showing an amplifying pattern where the strength of top management support's positive effect increases with higher levels of absorptive capacity, although the effect is less pronounced than for other capabilities. Collectively,

these interactions demonstrate that the effectiveness of top management support for enhancing marketing capabilities through social media assimilation is contingent upon an organization's level of absorptive capacity, with significant variations in the interaction patterns across different marketing capability domains. All Results of the proposes model can be seen in appendix B.

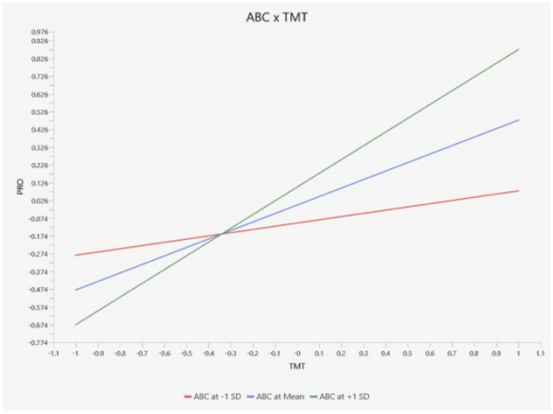

Figure 2. Slope analysis of the absorptive capacity– top management interaction in social media assimilation for product development.

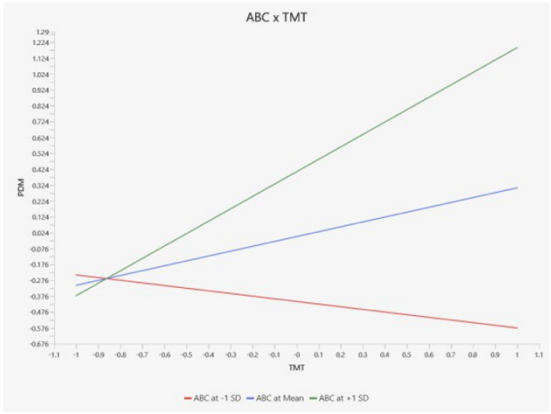

Figure 3. Slope analysis of the absorptive capacity– top management interaction in social media assimilation for price decision making.

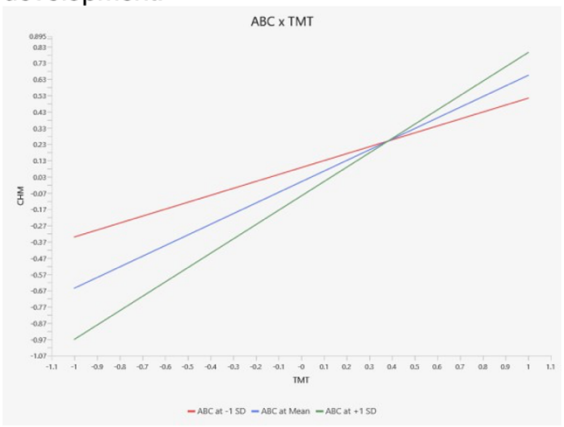

Figure 4. Slope analysis of the absorptive capacity–top management interaction in social media assimilation for channel management.

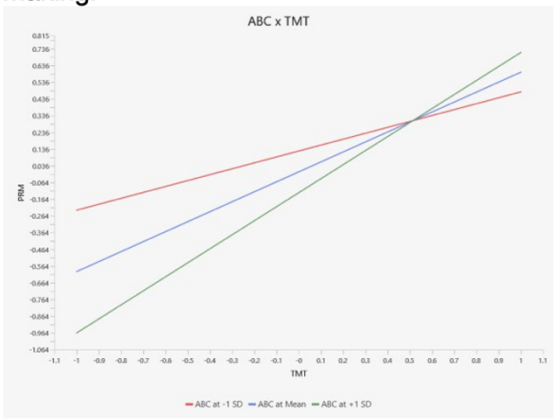

Figure 5. Slope analysis of the absorptive capacity– top management interaction in social media assimilation for promotion activities.

DISCUSSION

This study explored how top management participation shapes social media marketing (SMM) assimilation across core functions—product development, pricing, channel management, and promotion—within inspection service companies. The findings show that leadership engagement is central to successful assimilation, though its influence is not uniform across functions, aligning with Liang et al. (2007). This supports the argument that leadership participation must be understood contextually rather than assumed to be consistent across all innovation processes (Bharati et al., 2014; Maduku, 2024). The study also demonstrates that the mediating role of customer relationship management capabilities (CRMC) and the moderating role of absorptive capacity deepen this understanding. CRMC enhances the effectiveness of SMM assimilation by translating social media use into improved relationship development and sales performance, echoing gaps identified in prior research (Maduku, 2024; Khaki, 2024). Absorptive capacity, meanwhile, strengthens leadership involvement in assimilation, highlighting the significance of organizational learning and dynamic knowledge capabilities in shaping innovation outcomes (Roberts et al., 2012; Liang et al., 2007).

The results further indicate that SMM does not uniformly enhance performance. Price-oriented assimilation strengthens both relationship development and sales, while product development and channel management primarily foster stronger relationships without immediate effects on sales. Promotion-related assimilation shows limited impact, underscoring the importance of blending online with offline efforts. These outcomes support calls to reconsider the assumption of a universal link between social media and business performance (Agnihotri et al., 2016; Bill et al., 2020) and affirm that its influence is contingent on the function and context of use. Theoretically, this study extends innovation assimilation theory by showing differentiated leadership effects across functions (Bharati et al., 2014; Shen et al., 2020), advances CRMC literature by identifying its mediating role (Olanrewaju et al., 2020; Tajvidi & Karami, 2021), and enriches absorptive capacity theory by revealing asymmetric moderation effects (Roberts et al., 2012). Practically, the findings provide evidence that B2B service firms in specialized sectors can benefit from tailored strategies for SMM assimilation, emphasizing digital leadership, learning capabilities, and customer-focused systems to achieve sustained performance gains.

CONCLUSION AND FURTHER STUDY

This study concludes that top management participation exerts a strong influence on social media marketing (SMM) assimilation, though its impact varies across marketing functions. While assimilation into price decision-making significantly improves both sales performance and relationship development, product development and channel management mainly strengthen relationships, and promotional activities show limited direct contribution. The mediating role of customer relationship management capabilities (CRMC) reinforces the importance of relational infrastructure, whereas absorptive capacity amplifies leadership effects, especially in price-related strategies. Together, these findings extend the understanding of how leadership support, organizational learning, and CRM systems interact to shape SMM outcomes, offering new insights into the differentiated pathways through which digital adoption enhances business performance in B2B contexts.

Nevertheless, the study faces limitations. The exclusive focus on inspection service companies in Indonesia may limit generalizability, and the cross-sectional design restricts insights into the evolution of SMM assimilation over time. Future research should expand to diverse sectors, geographies, and firm sizes, as well as employ longitudinal and comparative designs across B2B and B2C settings. Incorporating additional variables—such as digital orientation, cultural traits, or technological turbulence—may deepen understanding of contextual dynamics. For practitioners, the findings imply that firms must craft tailored assimilation strategies, strengthen CRM processes, and foster absorptive capacity through continuous learning and knowledge integration. Rectors, executives, and managers in service-oriented industries should prioritize digital leadership development and institutionalize relational and adaptive capabilities to maximize the performance benefits of SMM adoption.

ETHICAL CONSIDERATIONS

This study was conducted in accordance with ethical research standards. Participation was voluntary, and informed consent was obtained from all respondents prior to data collection. The confidentiality and anonymity of participants were strictly maintained, and all data were used solely for academic purposes.

CONFLICT OF INTERESTS

The authors declare no conflict of interest.

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