



## Inovasi Media Sosial dan Kelangsungan Usaha Mikro, Kecil, dan Menengah: Peran Kritis Literasi Digital

*Social Media Innovation and the Sustainability of Micro, Small, and Medium Enterprises: The Critical Role of Digital Literacy*

Wayan Sri Maitri<sup>1</sup>, Komang Widhya Sedana Putra P<sup>\*2</sup>, Kadek Wulandari Laksmi P<sup>3</sup>, Desak Made Sukarnasih<sup>4</sup>

[shrimaitri@undiknas.ac.id](mailto:shrimaitri@undiknas.ac.id)<sup>1</sup>, [widhyasedana@undiknas.ac.id](mailto:widhyasedana@undiknas.ac.id)<sup>2</sup>, [wulandarilaksmi@undiknas.ac.id](mailto:wulandarilaksmi@undiknas.ac.id)<sup>3</sup>,  
[desaksukarnasih@undiknas.ac.id](mailto:desaksukarnasih@undiknas.ac.id)<sup>4</sup>

Fakultas Ekonomi dan Bisnis, Universitas Pendidikan Nasional<sup>1,2,3,4</sup>

Diunggah: 03/10/2024, Direvisi: 23/10/2024, Diterima: 07/11/2024, Terbit: 25/11/2024

### Abstract

*The purpose of this study is to analyze the effects of social media innovation on the business sustainability of MSMEs, taking digital literacy as a moderating variable. This research was conducted in Bali Province using a quantitative approach with data sources sampled from owners of MSMEs. A structured questionnaire was used. The data analysis used PLS-SEM, a technique of robust statistics that is appropriate for studying a complex relationship between variables. The research findings indicated that social media innovation significantly contributed to the sustainability of businesses within the MSME sector. It means that when MSMEs adopt and implement innovative social media strategies effectively, it leads to their overall sustainability and hence improves business outcomes. In fact, it was established in this study that the relationship can be moderated by digital literacy, meaning that MSMEs with higher levels of digital literacy are better positioned to leverage social media innovation for increased business sustainability. The results raise the need to incorporate social media innovation with digital literacy to promote sustainable practices among MSMEs. In doing this, businesses can keep up with the rapidly changing landscape of new technologies in ways that improve their competitive advantage. The paper, therefore, concludes with managerial implications: Owners of MSMEs need targeted training and resources to improve their digital literacy level so as to fully tap into the potential of social media innovations toward long-term sustainability.*

**Keywords:** business sustainability, digital literacy, MSMEs, social media innovation,

### Abstrak

Penelitian ini bertujuan untuk menganalisis pengaruh inovasi media sosial terhadap keberlanjutan usaha Usaha Mikro, Kecil, dan Menengah (UMKM), dengan literasi digital sebagai variabel moderasi. Dilakukan di Provinsi Bali, penelitian ini menggunakan pendekatan kuantitatif dengan mengumpulkan data dari pemilik UMKM melalui kuesioner terstruktur. Data dianalisis menggunakan Partial Least Squares Structural Equation Modelling (PLS-SEM), sebuah teknik statistik yang kuat yang cocok untuk menguji hubungan kompleks antar variabel. Hasil penelitian menunjukkan bahwa inovasi media sosial memiliki pengaruh positif yang signifikan terhadap keberlanjutan bisnis di sektor UMKM. Hal ini menunjukkan bahwa ketika UMKM secara efektif mengadopsi dan menerapkan strategi inovatif media sosial, keberlanjutan keseluruhan mereka meningkat, yang mengarah pada hasil bisnis yang lebih baik. Selain itu, penelitian ini menemukan bahwa literasi digital memainkan peran penting sebagai moderator dalam hubungan tersebut, mengindikasikan bahwa UMKM dengan tingkat literasi digital yang lebih tinggi lebih mampu memanfaatkan inovasi media sosial untuk meningkatkan keberlanjutan usaha mereka. Temuan ini menekankan pentingnya mengintegrasikan inovasi media sosial dan literasi digital untuk mendorong praktik berkelanjutan di kalangan UMKM. Dengan demikian, bisnis dapat beradaptasi dengan cepat terhadap perkembangan digital yang terus berubah dan meningkatkan keunggulan kompetitif mereka. Penelitian ini diakhiri dengan implikasi manajerial, menekankan perlunya pelatihan dan sumber daya yang terarah untuk meningkatkan literasi digital di kalangan pemilik UMKM, sehingga memungkinkan mereka untuk memanfaatkan potensi penuh inovasi media sosial demi keberlanjutan jangka panjang.

**Keywords:** inovasi media sosial, keberlanjutan bisnis, literasi digital, UMKM

\*Penulis Korespondensi: Komang Widhya Sedana Putra P

### INTRODUCTION

Globalization has significantly reshaped the business landscape, making sustainability challenges a top priority for companies worldwide (Widhya et al., 2024). The MSMEs are highly relevant in most world economies, including Indonesia's (Vinatra et al., 2023). They act as drivers for the economy, stimulating economic growth and raising the income levels of households by opening up more

Peer reviewed under responsibility of Universitas Nusantara PGRI Kediri.

© 2024 Authors, Some right reserved, This is an open access article under the CC BY-SA license (<https://creativecommons.org/licenses/by-sa/4.0/>)

avenues for employment (Qadisyah et al., 2023). For instance, MSMEs in Indonesia contribute more than 60% towards the GDP and employ more than 90% of both the informal and formal sector labor force (Amalina, 2024). This can be taken to mean that MSMEs are not just small horses but form the backbone on which the entire national economy rests (Susilowati et al., 2022).

However, MSMEs frequently experience financial access issues, which limits their capacity to invest in environmentally friendly procedures and innovations (Indriastuty et al., 2024). In addition, sustainability challenges faced by MSMEs are not simple. First of all, they have to be highly competitive and cope with rapid technological changes and fluctuations in consumer behavior (Natsir & Bangun, 2024). Without appropriate strategies to overcome them, MSMEs would be in jeopardy of failing or just staying put (Barus et al., 2023). The rapid advancement of information and communication technology has profoundly affected the business sector, transforming various aspects of human life (I Wayan Andra Wirawan et al., 2024). In this regard, innovation has become crucial for assuring the sustainability of MSMEs-especially in today's ever-evolving digital era (Barus et al., 2023).

At the moment, one innovation that best applies to MSMEs is social media innovation (Yordan Hermawan Apidana & Dian Rusvinasari, 2024). While social media has been initially intended to promote social interaction, it has evolved to become a somewhat effective means of conducting business. As would be defined by the authors, social media innovation in MSMEs is about carrying out marketing activities, customer interactions, and brand management through digital platforms like Instagram, Facebook, TikTok, LinkedIn, and others (Apidana et al., 2024). Continuous use of social media allows MSMEs to create their brand identity and build reputations (Agung et al., 2022). This helps the MSMEs expand into markets that might have been limited locally to access national and even global scales (Badri, 2011).

The innovation of using social media allows UMKM to have quiet conversations with customers, create more personal connections, and conduct more effective and efficient sales compared to traditional methods (Khairunisa & Misidawati, 2024). Through social media, UMKM can use many tools such as paid advertisements, organic content, influencer collaboration, and data-driven marketing strategies that enable them to target customers more precisely (Sanjaya & Tarigan, 2023).

However, according to (Yordan Hermawan Apidana & Dian Rusvinasari, 2024), only about 40% of MSMEs in Indonesia use social media for business, thus showing the wide gap in its adoption despite potential benefits. Whereas some MSMEs have trouble adopting digital technology, others perhaps do not have the wherewithal to implement effective social media strategies, as seen by (Salsabila et al., 2024). One of the important factors that always hinders MSMEs from utilizing social media innovation is the level of digital literacy among owners (Saragih et al., 2024).

Diffusion of Innovation Theory explains how MSME owners accept and start to use social media for sustainability in running a business (Effendi et al., 2020). The theory explained that five stages were involved in the adoption of innovation, namely knowledge, persuasion, decision, implementation, and confirmation. Digital literacy among MSMEs determines the speed at which they can move in their various stages, especially in knowledge and implementation. This social media has become a very important platform for marketing and customer interaction. With these platforms, skilled MSMEs are able to widen their reach, increase sales, and develop better brand awareness. Therefore, these platforms can also act as an effective facilitator of marketing functions among skilled MSMEs in their use (Rizki et al., 2021).

Therefore, according to the Resource-Based View Theory, which emphasizes internal resources as determinants of organizational competitive advantage, digital literacy has been considered one of the critical resources that enable MSMEs to compete in greater market competitions (Masyitoh et al., 2017). The theory raises the hypothesis that those companies which have at their disposal resources unique and difficult to imitate, and which are able to valorize them in an efficient way, will reach a sustainable competitive advantage. Digital literacy is a strategic resource because through it MSMEs could make better use of social media innovation. The MSMEs with high digital literacy will be

able to optimize the use of social media, develop more innovative marketing strategies, and achieve business sustainability in the competitive market.

Thus, digital literacy explains the state of how innovation in social media can determine MSMEs' sustainability. In some cases, when MSMEs are digitally capable, their business sustainability is improved in their capability to adapt to market changes and respond fast to consumer needs. On the other hand, if digital literacy is low, social media innovation might not be able to achieve the desired outcomes, and could hence become a liability for those MSMEs that fail to cope with such technology.

The aim of this research paper is to study the impact that social media innovation has on sustainability in MSMEs while considering the role that digital literacy could play as a moderating variable. Specifically, this research will examine how innovative the usage of social media contributes to MSMEs' sustainability in terms of aspects related to marketing, growth of customers, and financial performance. It will further investigate whether digital literacy weakens or strengthens the impact of social media innovation on business sustainability. These findings then form the basis on which practical recommendations are made to MSMEs and stakeholders on the question of digital literacy and ways in which it needs to be improved among MSME owners.

Drawing on the linkages of social media innovation, digital literacy, and sustainability of MSMEs, this research comes up with two hypotheses that are considered for testing. The first hypothesis involves the direct effect of social media innovation on the sustainability of MSMEs. With such a huge potential of social media as a marketing and customer interaction tool, it is expected that MSMEs that can effectively adopt social media innovation will result in enhanced sustainability to various aspects of their business. The second hypothesis is on digital literacy as the moderating variable. With increased digital literacy, MSMEs will be able to make better use of social media innovation. This, in turn, will have a positive impact on the sustainability of MSMEs due to such innovations.

### **Innovation Theory of Social Media**

Social media innovation refers to digital platforms and tools in order to innovate more active and timely interactions between businesses and consumers (Yordan Hermawan Apidana & Dian Rusvinasari, 2024). This innovation will enable them, especially in MSMEs, to generate better marketing strategies, reach out to wider markets, and have better contact with customers. In turn, such social media analytics can enable the MSMEs to comprehend the consumer preferences and behavior so as to shape their products and services according to the dynamic needs of the market.

### **Theory of Digital Literacy**

Digital literacy refers to that concept where people attain access and understand the ways of effective use of information through the use of digital technology. In this view, digital literacy is very important in the MSMEs, as it can enable owners and employees to apply digital tools in enhancing operational efficiencies and marketing strategies (Nathalia & Yuniasanti, n.d.). With a sophisticated digital literacy rate, MSMEs would be able to conduct data analysis, tap into the powers of social media by interacting with customers, and tailor business practices against continuous market trends. This not only increases productivity but also empowers MSMEs to come out stronger amidst challenges presented by the digital era.

### **Theory of Sustainable Business Practice**

The idea of sustainable business practices involves strategies and measures taken by companies for meeting the needs of the present without necessarily affecting the ability of future generations to meet their needs. The adoption of sustainable practices, from an MSME perspective, entails an abiding commitment to minimize adverse environmental impacts while ensuring positive contributions to society (Rahman & Christina, 2022). This would entail reasonable resource utilization and waste management and development of environmentally friendly products. MSMEs can have an

enhanced brand reputation and a consumer base that is ecologically conscious in the process of practicing sustainability principles, thus making them more competitive and sustainable in the long run.

The three factors-social media innovation, digital literacy, and sustainable business practices-interrelate in their support and reinforcement of the competitive advantage of MSMEs. MSMEs can use social media innovation to spread sustainability values and connect with environmentally conscious consumers. With increased digital literacy among owners and employees, better implementation of sustainable marketing and operational strategies are expected in MSMEs. The integration of the three dimensions would allow the MSME to respond quickly to market changes while building a good brand image and social responsibility contributing towards growth and long-term success in a competitive market.

**Hypothesis 1: Social media innovation significantly influences the sustainability of MSMEs positively.**

This hypothesis refers to the capabilities of social media to enhance marketing, increase customers, and improve the financial performance of MSMEs through the use of social networking sites. MSMEs will have a better brand and be able to interact better with customers, thus enhancing business sustainability by applying the use of social media. This hypothesis corroborates research by (Purwiantoro et al., 2016), which affirms that active usage of social media can raise product sales for MSMEs by over 100%.

**Hypothesis 2: Digital literacy plays a moderating role in enhancing the impact of social media innovation on the sustainability of MSMEs.**

This hypothesis was supported by proof from (Harry Saptarianto et al., 2024) that the higher the digital literacy of MSMEs, the easier and stronger would be their responsiveness to changes in the market, and higher their ability to enhance customer interaction using social media. On the other hand, MSMEs with low digital literacy may not fully take advantage of social media innovation, thereby reducing the positive impact of such innovation.

**METHODS**

This research has been conducted in Bali Province, focusing on MSMEs that have acquired business legality through decentralization funds from the Directorate General of Small and Medium-Sized Enterprises. The reason this research focuses on MSMEs is because the level of involvement in the economy is very high, whereas social media technology has a rapid development.

Quantitative data collection in this research was done by distributing questionnaires to the owners of MSMEs as respondents. The data used in this research is primary data, meaning direct data. The population in this research was 16,650 MSMEs existing in Bali Province. Purposive sampling was selected in order to choose samples, using a total of 200 MSMEs that had obtained business legality through the decentralization funds from the Directorate General of MSMEs.

In the questionnaire, their social media innovation, business sustainability, and digital literacy were relevant variables measured. Measurement for all variables used a Likert scale. An attitude-measurement Likert scale is usually presented in a standard format with a series of statements whereby the respondents are asked to indicate their level of agreement or disagreement by choosing strongly agree, agree, neutral, disagree, or strongly disagree options. These questions were designed to capture the perception and attitude of MSME owners in Bali about aspects relevant to each research variable.

Table 1. Variables, Indicator Codes, and Questionnaire Questions

Variable	Indicator Code	Questionnaire Question
<b>Social Media Innovation (X)</b>	<b>X1</b>	My business routinely uses creative content (images, videos, text) to attract customers on social media.
	<b>X2</b>	My business utilizes various social media platforms (Facebook, Instagram, TikTok, etc.).
	<b>X3</b>	Users actively engage with the content I share on social media (e.g., likes, comments, shares).
	<b>X4</b>	My business frequently uses real-time features (such as live streaming) to interact directly with customers.
<b>Digital Literacy (Z)</b>	<b>Z1</b>	I can assess the accuracy and relevance of information found online.
	<b>Z2</b>	I feel comfortable using digital devices for daily business operations.
	<b>Z3</b>	I am effective in communicating with customers or colleagues through digital platforms.
	<b>Z4</b>	I am aware of digital ethics, such as protecting customer privacy and data security.
<b>Business Sustainability (Y)</b>	<b>Y1</b>	My business pays attention to environmentally friendly practices in daily operations.
	<b>Y2</b>	I believe that my business can maintain profitability in the long term.
	<b>Y3</b>	My business is effective in retaining customers over time.
	<b>Y4</b>	My business is efficient in using resources (human, financial, material) to achieve business goals.

Data analysis in this study used Partial Least Square Structural Equation Modelling (PLS-SEM) Version 4.0. PLS-SEM is a sound, advanced statistical analytical method for complex relationships among the variables in social sciences research. It is intended to consider the evaluation of both the measurement and structural models together, hence suitable for the evaluation of the relationship among the research variables.

## RESULTS AND DISCUSSION

### Reliability and Validity Test

From Table 1, through the above output, it can be seen that the AVE for all the variables is greater than 0.5; hence, all indicators have a legitimate convergence to form their respective variables. Furthermore, there were also the values of Cronbach's Alpha and CR, which came to be more than 0.6 for each variable. It can be said that all the study's variables and their items meet the requirements of validity and reliability to measure the variables.



Table 2. Cosntruct Reliability and Validity

	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
Business Sustainability	0.784	0.927	0.872	0.666
Digital Literacy	0.960	0.968	0.971	0.893
Social Media Innovation	0.838	0.911	0.889	0.671

**Goodness of Fit**

From Table 2, for the combined social media innovation that impact business sustainability R-squared value stands at 0.980, with an adjusted R-squared is 0.979. That indicates that 98.0 % of business sustainability can be explained by the exogenous variables social media innovation. Whereas the adjusted R-square is over 33%, social media innovation has a significant influence on the business sustainability.

Table 3. R-Square

	R-square	R-square adjusted
Business Sustainability	0.980	0.979

**Direct Effects Analysis**

From table 3, we can be observed that the coefficient for the direct effect of social media innovation on business sustainability is 0.34; this means that a social media innovation increasing by one unit will increase the business sustainability by 34%. This effect is positive.

Table 4. Path Coeffisients

	Business Sustainability
Social Media Innovation	0.34

Hypothesis Test

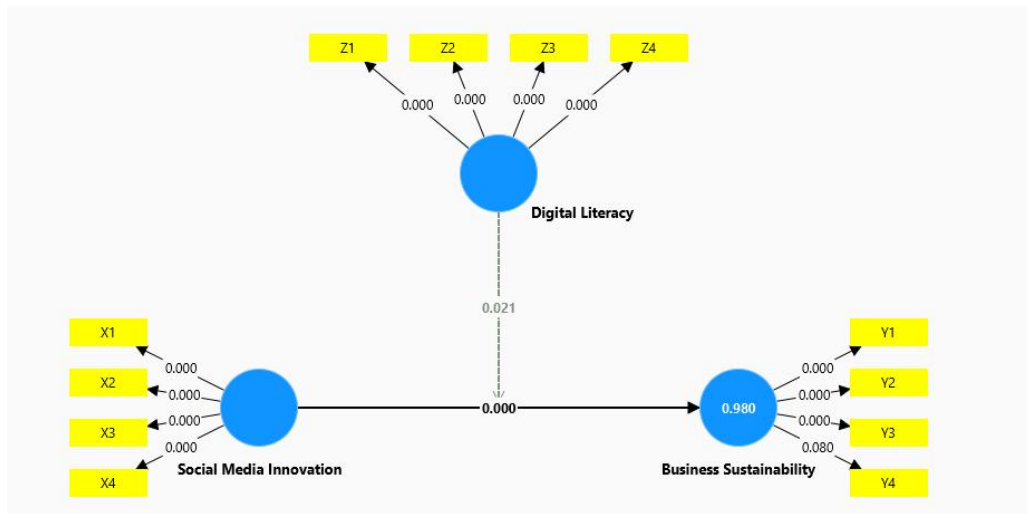


Fig 1. Structural Equation Model Testing

Table 5. Name of Initial Indicator

Variable	Indicator Code	Indicator Name
Social Media Innovation (X)	X1	Creative Content Usage
	X2	Platform Diversity
	X3	User Engagement
	X4	Real-Time Interaction
Digital Literacy (Z)	Z1	Information Evaluation
	Z2	Technical Skills
	Z3	Communication Skills
	Z4	Ethical Awareness
Business Sustainability (Y)	Y1	Environmental Responsibility
	Y2	Long-Term Profitability
	Y3	Customer Retention
	Y4	Resource Efficiency

From table 5, we can read the results:

1. The Effect of social media innovation on business sustainability (0.000): Social media innovation has a positive and significant effect on business sustainability because its effect is 0.340. Therefore, when the social media innovation is good, it will enhance the business sustainability and vice versa. H1 is accepted.
2. Digital literacy as Moderator to the relationship between social media innovation on Social media innovation on business sustainability (0.021): Digital literacy seems to be positive and significant to act as moderator in the effect of social media innovation on business sustainability, which is 0.036. H2 is accepted.

Table 5. Regression Weight Structural Equational Model.

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values
Social Media Innovation -> Business Sustainability	0.340	0.338	0.042	8.138	0.000
Digital Literacy x Social Media Innovation -> Business Sustainability	0.036	0.036	0.016	2.318	0.021

## Discussion

### The Influence of Social Media Innovation on Business Sustainability

The results obtained in this study explain that social media innovation significantly affects business sustainability at a significance value of 0.000 and an effect size of 0.340. This infers that MSMEs, which are more active in innovation using social media, tend to have a higher level of business sustainability. Social media innovation, therefore, provides the avenue through which these MSMEs use platforms like Facebook, Instagram, and even TikTok to communicate with far larger circles and reach customer segments in a much more participatory fashion for greater brand identity. These channels will thus provide an affordable means of marketing, but at the same time, they provide real-time interactions with customers that can take customer loyalty to the next level and thereby have an effect on the sustainability of the entire business venture.

The strong and positive finding confirms the hypothesis that, if MSMEs implement creative and consistent social media strategies, they are likely to be very successful in competitive markets. It agrees with earlier research by (Purwiantoro et al., 2016) on how social media applications can enhance sales and widen market access, as required by contemporary business strategies. The positive correlation between innovation in social media use and business sustainability strongly suggests the trend of growing importance of digital tools in maintaining a competitive advantage, especially for MSMEs in fast-evolving environments.

### Digital Literacy as a Moderator of the Relationship between Social Media Innovation and Business Sustainability

Based on the facts that digital literacy moderates the relationship between social media innovation and business sustainability, this hypothesis (H2) was accepted. These results revealed a significance value of 0.021 with an effect size of 0.036 for positive and significant moderating of digital literacy. In other words, MSMEs that have a higher level of digital literacy are in a better position to maximize the benefit potentials of social media innovations.

Digital literacy further enables entrepreneurs to manage their social media, analytics, and targeted marketing more effectively. This will ensure that the MSMEs can adopt such social media innovations for strategic application in enhancing customer service engagement, optimizing marketing efforts, and refining overall business processes. If the level of digital literacy is lower among the MSMEs, then it will not be able to capitalize on such innovations, hence decreasing the potential impact on business sustainability.



This is by the moderating effect revealed by (Harry Saptarianto et al., 2024), who showed that high levels of digital literacy would enable a firm to provide an apt response to changes in markets and enhance the interaction of customers through social media. This study postulates that digital literacy acts as a critical resource that enables businesses to innovate and sustain their competitiveness in the digital era. The use of social media without sufficient digital skills may not be effective and hence might not entirely permit the full sustainability of the business.

These findings further reinforce that while MSMEs adopt innovative technologies, the workforce also needs to attain the required amount of digital literacy to leverage the usage of those tools effectively. It also justifies the RBV theory by underlining that unique and valuable resources-like digital skills-will lead to a long-standing competitive advantage.

## CONCLUSION

Based on the results of this study, it can be concluded that social media innovation has a positive and significant impact on business sustainability for MSMEs, and digital literacy acts as a moderating variable that strengthens this relationship. Thus, MSMEs that effectively adopt social media innovations and are supported by high levels of digital literacy will be better equipped to survive and thrive in a dynamic business environment. The managerial implications of these findings highlight the importance for MSME owners and managers not only to focus on adopting digital technologies like social media but also to enhance digital literacy among themselves and their employees. Regular digital literacy training and investment in social media-based marketing strategies should be a management priority to improve operational efficiency and long-term business competitiveness.

## REFERENCES

- Agung, S., Arum, C., & Dewi, S. (2022). Understanding the Use of Social Media by MSMEs in Bali Province during the Covid 19 Pandemic. *Budapest International Research and Critics Institute-Journal (BIRCI-Journal)*, 5(1), 7555–7563. <https://www.bircu-journal.com/index.php/birci/article/view/4493>
- Amalina, A. (2024). Peran UMKM (Usaha Mikro, Kecil, Menengah) Dalam Perekonomian Nasional. *Ilmiah Ekonomi Dan Bisnis Universitas Multi Data Palembang*, 13(2), 338–348.
- Apidana, Y. H., Prasetyo, A., & Rusvinasari, D. (2024). *Driving MSMEs' Performance: The Impact of Social Media Adoption, Innovation Capability, and Government Support*. 5(3), 1080–1108.
- Badri, M. (2011). *Komunikasi Pemasaran UMKM Di Era Media Sosial. Corporate and Marketing Communication*. January, Jakarta: Pusat Studi Komunikasi dan Bisnis Progra.
- Barus, D. R., Natanael Simamora, H., Glora Surya Sihombing, M., Panjaitan, J., & Susana Saragih, L. (2023). Tantangan dan Strategi Pemasaran UMKM di Era Teknologi dan Digitalisasi. *Journal of Creative Student Research (JCSR)*, 1(6), 357–365. <https://doi.org/10.55606/jcsrpolitama.v1i6.2958>
- Effendi, M., Sugandini, D., Istanto, Y., Arundati, R., & Adisti, T. (2020). The Technology-Organization-Environment Framework: Adopsi Teknologi Pada UKM. In *Universitas Nusantara PGRI Kediri* (Vol. 01, Issue 1).
- Harry Saptarianto, Shelvi Deviani, Syamas Isti Anah, & Indah Noviyanti. (2024). Menghadapi Tantangan Era Digital, Strategi Integrasi Media Sosial, Literasi Digital dan Inovasi Bisnis. *Jurnal Manuhara: Pusat Penelitian Ilmu Manajemen Dan Bisnis*, 2(3), 128–139. <https://doi.org/10.61132/manuhara.v2i3.955>
- I Wayan Andra Wirawan, Komang Widhya Sedana Putra P, & Ni Wayan Lasmi. (2024). Management of Visual and Interactive Content Development for Banking Services Promotion on Instagram. *ABDIMAS: Jurnal Pengabdian Masyarakat*, 7(3), 1290–1298. <https://doi.org/10.35568/abdimas.v7i3.5039>
- Indriastuty, N., Prilliandani, N. M. I., Sutadji, I. M., Setiyaningsih, T. A., & Gunawan, A. (2024). Opportunities and Challenges: Implementation of Sustainable Business Practices in MSME's. *At-*

- Tadbir : Jurnal Ilmiah Manajemen*, 31–37. <https://doi.org/10.31602/piuk.v0i0.15423>
- Khairunisa, A. N., & Misidawati, D. N. (2024). Pemanfaatan Digital Marketing Dalam Meningkatkan Penjualan Produk UMKM di Indonesia. *Sahmiyya: Jurnal Ekonomi Dan Bisnis*, 3(1), 184–190.
- Masyitoh, S., Azhad, M. N., Program, J. R., Manajemen, S., & Ekonomi, F. (2017). Penerapan Konsep Resource-Based View (RBV) Dalam Upaya Mempertahankan Keunggulan Bersaing Perusahaan (Studi Kaauss Pada Artshop Akifani Mutiara Mataram). *Jurnal Ilmu Administrasi: Media Pengembangan Ilmu Dan Praktek Administrasi*, 14(1), 82–95.
- Nathalia, V., & Yuniasanti, R. (n.d.). *Development of MSMEs : The Relationship Between Digital Literacy and Digital Transformation*. 20, 40–47.
- Natsir, K., & Bangun, N. (2024). STRATEGI UMKM MENGHADAPI PERUBAHAN PERILAKU KONSUMEN DI ERA DIGITAL teknologi untuk menjalankan bisnis mereka . Selain itu pelaku UMKM juga harus memahami. 2(3), 772–777.
- Purwiantoro, M. H., Kristanto, D. F., & Hadi, W. (2016). Pengaruh Penggunaan Media Sosial Terhadap Usaha Kecil Menengah (UKM). *AMIK Cipta Darma Surakarta*, 1(1), 30–39. <http://journal.amikomsolo.ac.id/index.php/ekacida/article/view/19/11>
- Qadisyah, M., Hasanah, A., Hanum, H., & Harahap, N. (2023). Peran UMKM Dalam Pembangunan dan Kesejahteraan Masyarakat di Kabupaten Deli Serdang. *Maninvest: Jurnal Manajemen, Ekonomi, Kewirausahaan, Dan Investasi*, 1(2), 159–168. <https://doi.org/10.37832/maninvest.v1i2.58>
- Rahman, M. A., & Christina, M. (2022). Exploring Sustainable Practices Adoption Among Micro , Small , And Medium Enterprises. *Jurnal Publikasi Ilmu Manajemen (JUPIMAN)*, 1(2), 27–37. <https://ejurnal.politeknikpratama.ac.id/index.php/jupiman/article/view/3632>
- Rizki, A., Rangga, A. H., Indriani, R., & Dkk. (2021). Status Literasi Digital di Indonesia Ringkasan Eksekutif. *Indeks Literasi Digital Indonesia*, 1–73. <https://katadata.co.id/StatusLiterasiDigital>
- Salsabila, A., Adiza, T. N., Irdianti, A. J., & Saraswati, D. (2024). Strategy to Increase the Competitiveness of MSME Businesses in the Era of Digitalization for Rural Communities in the Medan Region of North Sumatra. *Jurnal Pemberdayaan Ekonomi Dan Masyarakat*, 1(3), 11. <https://doi.org/10.47134/jpem.v1i3.409>
- Sanjaya, R., & Tarigan, J. (2023). *Creative Digital Marketing* (Issue July).
- Saragih, J. F. L., Faradilla, A. J., Nasution, R. A., Tafonao, D. F. A., Pitaloka, D., Amelia, B., & Dongoran, D. (2024). Menutup Kesenjangan Digital: Studi tentang Meningkatkan Kehidupan UMKM Melalui Literasi Digital. *Jurnal Kolaboratif Sains*, 7(5), 1788–1795. <https://jurnal.unismuhpalu.ac.id/index.php/JKS>
- Susilowati, H., Ratnaningrum, Andriana, M., Hargyatni, T., & Sholihah, E. (2022). *Kinerja Bisnis UMKM di Era Digital*.
- Vinatra, S., Bisnis, A., Veteran, U., & Timur, J. (2023). Peran Usaha Mikro, Kecil, dan Menengah (UMKM) dalam Kesejahteraan Perekonomian Negara dan Masyarakat. *Jurnal Akuntan Publik*, 1(3), 1–08. <https://doi.org/10.59581/jap-widyakarya.v1i1.832>
- Widhya, K., Putra, S., & Lasmi, N. W. (2024). *Financial Synergy for Sustainable Success : Op6mizing Management , Investment , AI , and Risk SMEs in Bali*. 14(2), 204–219.
- Yordan Hermawan Apidana, & Dian Rusvinasari. (2024). Social Media Usage On MSMEs' Performance: The Moderating Role Of Innovation Capability. *Jurnal Manajemen*, 28(1), 175–199. <https://doi.org/10.24912/jm.v28i1.1805>