



Tittle

(THE ROLE OF ENTREPRENEURIAL ORIENTATION AND SOCIAL MEDIA MARKETING ADOPTION IN IMPROVING THE BUSINESS PERFORMANCE OF PALOPO CITY MSMEs)

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ABSTRACT

This study aims to analyze the influence of entrepreneurial orientation and social media marketing adoption on the business performance of micro, small, and medium enterprises in Palopo City. This study uses a quantitative approach by taking samples from business actors who are the objects of research. Data analysis techniques used include validity tests, reliability tests, classical assumption tests, and multiple linear analysis. The results of the study show that entrepreneurial orientation and social media adoption together have a significant impact on business performance. Each variable also has a positive and significant effect on improving business performance. The implications of this study provide an empirical basis that strengthening entrepreneurial attitudes and abilities and increasing capacity in utilizing social media strategically are important elements in increasing competitiveness and business sustainability in the digital era.

Keywords: *entrepreneurial orientation, social media, adaptation business performance, MSMEs*

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INTRODUCTION

The development of Micro, Small, and Medium Enterprises (MSMEs) in Indonesia continues to show a positive trend and has proven to be one of the important pillars in the national economy. MSMEs play a major role in creating jobs, increasing community income, and strengthening regional economic resilience (Kholifah and Andini, 2024; Munthe et al., 2023; Nst, 2025; Pasaribu et al., 2024). Based on data from the Ministry of Cooperatives and Small and Medium Enterprises (Kemenkop UKM) in 2021, it is known that there are 65.2 million micro, small, and medium enterprises (MSMEs) that contribute 99.62% to the total business units in Indonesia (Limanseto, 2022).

These figures show that the MSME sector has enormous potential to continue to be developed as the main driver of the national economy. In addition, the role of MSMEs is also very important in helping to increase the unemployment rate and labor involvement. However, the increase in income is not always directly proportional to the increase in consumption. Improving people's welfare is closely related to the empowerment and improvement of the performance of Micro, Small and Medium Enterprises (MSMEs) in supporting Indonesia's economic growth in a sustainable manner.

With the rapid advancement of digital technology, the business landscape has undergone significant transformation, including in marketing strategies and business management (Permana et al., 2025). According to Dewi et al., (2023). Consumer behavior that increasingly relies on digital technology forces MSME actors to be able to adapt to remain competitive. One of the strategies that is often used in marketing is the use of social media, because this media allows business actors to reach consumers widely, quickly, and interactively.

In line with the latest research by Amory et al. (2025); Martiah et al. (2024). Social media is not only used as a promotional tool, but also as a forum to build relationships with customers, strengthen brand image, and increase consumer loyalty. Thus, the use of social media is an important factor in efforts to improve the competitiveness and business performance of MSMEs in the current digital era.

Various previous studies have highlighted the important role of entrepreneurial orientation in improving business performance, especially in the MSME sector. Entrepreneurial orientation reflects the mental attitude and behavior of business actors who are innovative, dare to take risks, and are proactive in capturing market opportunities (Hendriati et al., 2024; Rahimi and Manalu, 2023; Sukma et al., 2025; Wuryanto et al., 2023). Research conducted by Perdana and Prasasti (2023); Widianti and Mahfudz (2020); and Yudistira et al. (2025) show that entrepreneurial orientation has a positive effect on the growth and competitiveness of MSMEs. On the other hand, the development of digital technology has brought new strategies in marketing, one of which is through digital marketing that facilitates two-way interaction between business actors and consumers. This is strengthened by Apidana and Rusvinasari, (2024); Hartati et al., (2021); Sinaga, (2025); Wibawa et al., (2022) show that the strategic use of social media can expand market reach, increase brand engagement, and ultimately boost business performance. Thus, both company orientation and marketing strategies through social media have a significant contribution to strengthening competitiveness and the ability to innovate in the digital era.

Entrepreneurial orientation and the use of social media marketing as direct effects. This relationship is important in assessing the business performance of MSMEs in the digital era. Business actors with a high entrepreneurial orientation tend to be more able to accept innovation and technology, including the use of social media as a marketing strategy. (Permana et al., 2025).

A proactive attitude and courage in taking risks can encourage entrepreneurs to explore various digital platforms to expand market reach and improve interaction with consumers. On the other hand, effective use of social media can strengthen the orientation of encouraging

entrepreneurship by providing space for business actors to innovate, receive feedback quickly, and adjust business strategies based on changing market trends. The mutual interaction between these two variables ultimately has a positive impact on improving business performance, both in terms of sales, customer loyalty, and operational efficiency. Thus, a good understanding of the synergistic relationship between the two. The importance of entrepreneurship and the use of social media marketing strategies are key factors in increasing the competitiveness of MSMEs in the midst of increasingly fierce digital market competition. In the local context, Palopo City as one of the developing areas in South Sulawesi Province shows great potential in the Micro, Small, and Medium Enterprises (MSMEs) sector. Based on data from the Cooperatives and SMEs Office, Palopo City has around 12,000 MSME actors engaged in various sectors, such as culinary and fashion.

Handicrafts and services are an important part of the existence of MSMEs, which play a role as the main driver of the regional economy, especially in absorbing local labor and increasing community income. However, most MSME actors in Palopo still face various challenges such as limited capital, low digital literacy, and lack of ability to utilize information technology for marketing activities (Fauzi, 2024; Hasniar, 2024; Sahrir and Sunusi, 2025). On the other hand, internet penetration and social media use in this region continue to increase the use of social media as an increase in the influence of economic policies and regional business independence. This condition reflects the difference between the existing digital potential and the ability to optimize social media to support business development.

On the other hand, internet penetration and the use of social media in this region continue to increase the use of social media as an increase in the influence of economic policies and regional business independence. This condition reflects the difference between the existing digital potential and the ability to optimize social media to support business development. On the other hand, research on social media marketing mostly focuses on large companies or certain industrial sectors, while the context of MSMEs in developing countries such as Indonesia is still relatively underexplored (Wibawa et al., 2022; Yanti et al., 2025). In fact, the characteristics of... MSMEs that have limited resources require an adaptive strategy that combines entrepreneurial skills with optimal use of digital media. Therefore, research on the role of entrepreneurial orientation and social media marketing adoption on MSME business performance in Palopo City is very relevant to be conducted, in order to provide an empirical picture and strategic recommendations for the development of local MSMEs in the digital economy era. In addition to making a theoretical contribution in enriching the digital entrepreneurship literature, the results of this research are also expected to provide practical implications for MSME actors in formulating innovation- and technology-based business development strategies.

METHODE

Metode Analisis

RESEARCH METHODOLOGY

This study uses a quantitative approach. Population is the whole object or subject that is in a region and meets certain criteria related to the research problem. The population in this study includes all individuals within the scope of the study, and the conclusion of the study is taken from the samples taken. Population and samples are an important part of quantitative research, especially in understanding economic behavior patterns and the effect of changes in income on consumption. In this study, the number of samples is determined based on the minimum sample size, which is 10 times the number of measurement items used. Because 7 measurement indicators were used in

this study, the minimum number of samples required is 70., in this study, the number of samples used is 132, which is greater than the minimum number of 70 samples.

Variabel	Item	Indicator	Source
Entrepreneurial orientation (x1)	Innovative	OK1	Venkatraman & (1986)
	Proactive	OK2	Mahmood & Hanafi (2013)
	Risk taking	OK3	
	Autonomy	OK4	
Adoption 1 Social Media Marketing (x2)	Awareness and knowledge	AM1	Lumpkin & (1996)& slevin
	Usage of the platform	AM2	
	Interaction and engagement	AM3	
	Content and creativity	AM4	
Business performance (Y)	Sales growth	KB1	Kaplan &hanlein (2010)Mangold & Faulds (2009)
	Profit growth	KB2	
	Operational efficiency	KB3	
		KB4	

The research used a closed-ended questionnaire with a five-point Likert measurement scale, which was from 1 (strongly disagree) to 5 (strongly agree). The questionnaire was divided into three main sections that each represented the variables of entrepreneurial orientation, social media marketing adoption, and MSME performance. Before being used, the research instrument was tested through validity and reliability to ensure the level of reliability of the data. This concept is crucial in understanding the relationship between changes in income and economic activity.

Thus, a questionnaire was used to measure the extent to which these factors affect the business performance of MSMEs. Data analysis was carried out using multiple linear regression analysis supported by the SPSS program. Before conducting hypothesis testing, a classical assumption test was carried out which included normality, multicollinearity, and heteroscedasticity tests to ensure the feasibility of the regression model.

The results of the regression analysis were used to determine how much influence entrepreneurial orientation and marketing adoption through social media had on the business performance of MSMEs. These results helped in understanding the relationship between these variables partially and simultaneously. In this study, the relationship between independent and dependent variables showed that the increase in entrepreneurial orientation and social media adoption had a significant impact on improving the performance of MSMEs:

$$Y = a + b_1X_1 + b_2X_2 + e$$

Description:

- **Y** = MSME Business Performance
- **a** = constant
- **b₁** = Entrepreneurial Orientation regression coefficient
- **b₂** = Social Media Adaptation regression coefficient
- **e** = Error term

RESULTS AND DISCUSSION

RESEARCH RESULTS

Validity Test

Table.1 Validity Test Results

Variabel	No Item	Corrected Item-Total Correlation	Remarks
<i>Entrepreneurial Orientation</i>	1	0.625	Valid
	2	0.615	Valid
	3	0.384	Valid
	4	0.352	Valid
	5	0.318	Valid
	6	0.615	Valid
<i>Social Media Adaptation</i>	1	0.762	Valid
	2	0.408	Valid
	3	0.454	Valid
	4	0.591	Valid
<i>MSME Business Performance</i>	1	0.382	Valid
	2	0.462	Valid
	3	0.339	Valid
	4	0.473	Valid
	5	0.730	Valid
	6	0.397	Valid
	7	0.485	Valid
	8	0.481	Valid
	9	0.486	Valid

Based on the results of the validity test on the Entrepreneurial Orientation variable (X1), the Corrected Item-Total Correlation value for each indicator ranged from 0.318 to 0.625. All of these correlation values were above the minimum limit of 0.30, so it can be concluded that all statement items on the entrepreneurial orientation variable were declared valid and suitable for further analysis. These results show that each statement item is able to represent the entrepreneurial orientation construct consistently. The Cronbach's Alpha value if the item is deleted is in the range of 0.65–0.73 which reinforces that this instrument has a good level of internal consistency and is reliable in measuring the entrepreneurial orientation of MSME actors. Furthermore, in the Social Media Adaptation variable (X2), the validity test results show a Corrected Item-Total Correlation value between 0.408 to 0.762.

Thus, all indicators in this variable met the validity criteria because the value was above 0.30. The highest correlation value was found in item 1 (0.762), which shows that the indicator has the greatest contribution in representing the concept of social media adaptation. Cronbach's Alpha if Item Deleted value ranges from 0.64–0.77, indicating that the social media adaptation measurement instrument has good enough reliability to be used in this study. This means that all

question items in this variable have been able to describe the extent to which MSME actors adapt and utilize social media in their business activities.

Meanwhile, for the MSME Business Performance variable (Y), the validity test results showed a Corrected Item-Total Correlation value that ranged from 0.339 to 0.730. Thus, all indicators in this variable can be declared valid, because all correlation values are above the minimum limit of 0.30. The item with the highest correlation value is 0.730, which shows that the indicator has the most contribution in explaining the performance of MSME businesses. Cronbach's Alpha if Item Deleted value ranges from 0.60–0.66, which means that the reliability level is still in the fairly good category.

Overall, the results of this validity test prove that all research instruments have been able to measure each variable consistently and relevant to the research objectives. Reliability Test

Table 2. Reliability Test Results

Instruments	Cronbach Alpha	Remarks
<i>MSME Business Performance</i>	0.721	Reliabel
<i>Entrepreneurial Orientation</i>	0.744	Reliabel
<i>Social Media Adaptation</i>	0.653	Reliabel

The results of the reliability test showed that all variables in this study had a good level of internal consistency. The Entrepreneurial Orientation variable (X1) had a Cronbach's Alpha value of 0.721 with a total of six items, so it was classified as reliable because the value was above the minimum limit of 0.70. This shows that all items in the entrepreneurial orientation variable have adequate consistency and stability.

Thus, the instrument used is good enough to measure the level of entrepreneurial orientation of MSME actors. Furthermore, the Social Media Adaptation (X2) variable received a Cronbach's Alpha value of 0.744 with four question points, which indicates a good level of reliability. Meanwhile, the MSME Business Performance variable (Y) has a Cronbach's Alpha value of 0.653 with ten statements, which is slightly below the ideal limit of 0.70 but is still acceptable in the study.

Overall, these results show that all research instruments can be considered reliable, so they can be used to measure each variable consistently and reliably.

Respondent Characteristics

Table 3 Respondent Demographics

Demographics	Category	Quantity	%
Gender	Male	67	50.8%
	Women	65	49.2%
Age	18	26	19.7%
	23-30	48	36.4%
	35-45	57	43.2%
	SMP	12	9.1%
Education Level	High School / Vocational School	40	30.3%
	S1	57	43.2%
	S2	18	13.6%
Business Type	Fashion and clothing	19	14.4%

		Handicrafts and souvenirs	10	7.6%
		General trade (retail stores, wholesale)	10	7.6%
		Culinary (food and beverage)	24	18.2%
		Printing and publishing	11	8.3%
		Agriculture and Livestock	16	12.1%
		Education and Training Services	10	7.6%
		Technology and digital (applications, IT services)	12	9.1%
		Beauty and Care Services	20	15.2%
Long Term of Effort		2 Years	31	23.5%
		3-5 Years	31	23.5%
		6-8 Years	37	28.0%
		9-11 Years	19	14.4%
		12 Years	14	10.6%
Annual business turnover		RP.2 Billion	63	47.7%
		RP.2 Billion - RP. 15 Billion	40	30.3%
		RP. 15 . Billions - 50 Billion	29	22.0%
Social Media Frequency		1 jam	28	21.2%
		2-4 jam	32	24.2%
		5-7 jam	34	25.8%
		8 jam	38	28.8%
Time of Use		Morning(06:00-10:00	16	12.1%
		Daytime (10:00-15:00)	25	18.9%
		Afternoon (15:00-18:00)	15	11.4%
		Evening (18:00-00:00)	19	14.4%
Types of Social Media		Whatsapp	49	37.1%
		Facebook	22	16.7%
		Instagram	31	23.5%
		TikTok	30	22.7%

Based on the results of the study, respondents who are MSME actors in Palopo City are dominated by men as many as 67 people (50.8%), while women number 65 people (49.2%). This proportion shows that the involvement of men and women in the business world is relatively balanced, with a very small difference.

This phenomenon illustrates that both men and women have almost equal roles in economic activities. This also shows that micro business activities have a relationship that goes hand in hand with national economic growth, with women's contributions no less significant, especially in sectors that can be run flexibly in the household environment (Suryaningsih, 2020).

The involvement of women in MSMEs in Palopo shows their strategic contribution in supporting the family economy while encouraging local economic growth.

According to Susanto (2024), women's increasing access to digital technology and social media also supports their ability to manage businesses professionally and creatively. Thus, both men and women are the main drivers in building an inclusive and sustainable entrepreneurial ecosystem in the region. Judging from the age distribution, most MSME actors are in the age range of 35–45 years, namely 57 people (43.2%), followed by 48 people (36.4%) aged 23–30 years old, and 26 people (19%) in 18 years. This composition shows that the majority of MSME actors are in the productive age range and have high adaptability to technology and digital business trends. The young age group tends to be faster in using social media as a means of product promotion and innovation, while the 35–45 year old age group describes a generation with mature managerial

experience. The combination of these two groups creates synergy between innovation and stability in the development of MSMEs in Palopo City (Hutapea et al., 2024).

In terms of education, respondents with a S1 background dominated as many as 57 people (43.2%), followed by 40 high school/vocational school graduates (30.3%), S2 as many as 18 people (13.6%), and junior high school as many as 12 people (9.1%). The high proportion of highly educated business actors shows that more and more university graduates choose business as a career path. Generally, MSME actors with higher education backgrounds have better analysis, innovation, and business management skills, and are easier to adopt digital technology for marketing and customer management (Sutrisno et al., 2023). Meanwhile, business actors with secondary education still have a significant contribution, especially in sectors that require practical skills such as culinary and general trade.

The type of business undertaken by respondents reflects the broad diversity of sectors.

The culinary sector (food and beverages) is the sector with the highest number of actors, 24 people (18.2%), followed by beauty and care services with 20 people (15.2%), and the fashion and clothing sector with 19 people (14.4%). In addition, there are businesses in agriculture and livestock (12.1%), technology and digital (9.1%), printing and publishing (8.3%), and handicrafts, general trade, and educational services at 7.6%, respectively. This diversity reflects the heterogeneous economic structure of MSMEs in Palopo City, with development potential in various fields, both traditional and modern. Based on the length of business, most of the respondents have been in business for 6-8 years as many as 37 people (28.0%), followed by 31 people (23.5%) who have been in business for 2 years and 3-5 years, then 19 people (14.4%) for 9-11 years, and 14 people (10.6%) who have been in business for up to 12 years.

This data shows that the majority of MSME actors have sufficient experience to maintain their businesses in the medium to long term. This resilience is an indicator of the existence of adaptive capabilities and good business management strategies against market dynamics. In terms of business turnover per year, the majority of MSME actors have an income below Rp 2 billion as many as 63 people (47.7%), followed by 40 people (30.3%) with a turnover of Rp 2–15 billion, and 29 people (22.0%) with a turnover of Rp 15–50 billion. This shows that most MSMEs in Palopo City are still in the micro and small business category, although there are groups that are starting to develop towards medium scale. The potential for increasing turnover is very open through the implementation of digital marketing strategies and more intensive product innovation. The frequency of social media use by MSME actors shows a high level of digital engagement.

Most respondents used social media for 5–7 hours per day (25.8%) and 8 hours per day (28.8%), while 24.2% used for 2–4 hours, and 21.2% for 1 hour. This data shows that social media has become an important part of MSMEs' business activities, not just a means of entertainment. The high intensity of use shows that social media is an effective tool in expanding marketing networks and increasing business visibility. Business actors have a great opportunity to optimize digital marketing, expand customer networks, and strengthen product branding online.

Judging from the time of social media use, the majority of use occurred during the day (10.00–15.00) as many as 25 people (18.9%), followed by at night (18.00–24.00) as many as 19 people (14.4%), in the morning (6.00–10.00) as many as 16 people (12.1%), and in the afternoon (15.00–18.00) as many as 15 people (11.4%). This shows that the digital activities of MSME actors tend to be carried out during productive hours and are crowded with internet users. The use of social media from day to night reflects the adaptive strategy of MSME actors in adjusting promotional times to online consumer behavior (Giantari et al., 2025).

In terms of platforms, WhatsApp became the most popular social media with 49 respondents (37.1%), followed by Instagram (23.5%), TikTok (22.7%), and Facebook (16.7%). These results show that WhatsApp remains the main means of transactions and customer service, while Instagram and TikTok are used for more interesting and interactive visual-based promotions. The high use of visual-based platforms shows that MSME actors are increasingly aware of the

importance of creative content-based marketing strategies. The use of features such as stories, reels, and live streaming helps businesses build closer relationships with consumers while strengthening brand image.

Overall, this demographic data shows that MSME actors in Palopo City have a diverse profile, are adaptive to technology, and are increasingly active in utilizing social media to support their business activities.

Digital transformation has become an important part of the local MSME ecosystem and is key to increasing competitiveness in the modern economic era.

Table 4. Respondent Categorization

Variable	Category	Quantity	%
<i>MSME Business Performance</i>	Height	59	44.7%
	Low	73	55.3%
<i>Entrepreneurial Orientation</i>	Height	60	54.5%
	Low	72	45.5%
<i>Social Media Adaptation</i>	Height	61	46.2%
	Low	71	53.8%

Based on the results of the descriptive analysis shown in Table 4, it can be concluded that in general, the condition of MSME actors in Palopo City shows a relatively balanced variation in each research variable. In the MSME business performance variable, the results were obtained that most of the respondents had a low level of performance, namely 73 people (55.3%), while only 59 people (44.7%) had a high level of performance.

These results show that most business actors still face various obstacles in optimizing their business performance, both in terms of management, marketing, and resource management. Meanwhile, in the entrepreneurial orientation variable, it can be seen that the majority of respondents have a relatively high level of orientation, namely 60 people (54.5%), while the remaining 72 people (45.5%) are in the low category. This finding indicates that most MSME actors in Palopo already have a strong entrepreneurial spirit. The entrepreneurial orientation of MSME actors in Palopo City is quite good, which is reflected in their ability to innovate, be proactive, and dare to take risks in running a business. However, there are still some business actors who have not shown an optimal entrepreneurial orientation. Therefore, improvements are needed in terms of training and mentoring so that they are more adaptive to changes and existing business opportunities.

Furthermore, in the social media adaptation variable, it was found that some business actors still did not utilize social media optimally as a means of promotion, communication with customers, and business network development.

Although many business actors have used social media, they are still not strategically and sustainably supporting their business growth.

Overall, these descriptive results show that although the entrepreneurial orientation of MSME actors in Palopo City is quite good, business performance and social media adaptation still require further attention. Efforts to improve skills in utilizing social media and strengthen innovative entrepreneurial attitudes are expected to be the main keys in increasing business competitiveness and sustainability in the current digital era.

The Normality Test was carried out to find out whether the data in this study was normally distributed or not.

The normality test is important in regression analysis because it affects the accuracy of the hypothesis test results (Sugiyono, 2017). This test is carried out using the Kolmogorov-Smirnov method (K-S) on the residual value of the regression model. According to Azwar (2017), if the

significance value (Sig.) is greater than 0.05, then the data is declared to be normally distributed; conversely, if the Sig. value is less than 0.05, then the data is considered not normally distributed.

Table 5 Normality Test

Variabel	N	Test Statistic	Sig. (2-tailed)	Conclusion
Nilai residual Variable	132	0.200	0.200	Normally distributed data

The results of the normality test in Table 5 show that the Test Statistical value is 0.200 with a significance value of 0.200. Because the value of Sig. (0.200) is greater than 0.05, it can be concluded that the residual data in this study is normally distributed. This means that the regression model used has met the assumption of normality, so it is suitable for use for further analysis.

The multicollinearity test was carried out to determine the existence of a strong relationship between independent variables in the regression model (Bungin, 2013).

High multicollinearity can cause the results of the analysis to be inaccurate because the variables are free to influence each other. This test uses the Variance Inflation Factor (VIF) and Tolerance values as indicators. According to Purwanto (2016), if the VIF value is less than 10 and the Tolerance value is more than 0.10, then it can be concluded that there are no symptoms of multicollinearity in the regression model.

Table 6 Multicollinearity Test

Variabel	N	Collinearity Statistic	VIF
Entrepreneurial Orientation	132	0.997	1,003
Social Media Adaptation	132	0.997	1,003

Based on the results in Table 6, the variables Entrepreneurial Orientation and Social Media Adaptation had a Tolerance value of 0.997 and VIF of 1.003, respectively. These two values showed that all independent variables met the criteria of being free from multicollinearity ($VIF < 10$ and $Tolerance > 0.10$). Thus, it can be concluded that there is no strong relationship between variables in the regression model.

The heteroscedasticity test was performed to find out whether there was an inequality of variance from the residual at each level of independent variables in the regression model (Creswell, 2010). A good regression model should not experience symptoms of heteroscedasticity, meaning that residual variance is constant or homogeneous. This test is carried out using the Glejser test, with the decision-making criterion that if the significance value (Sig.) is greater than 0.05, then heteroscedasticity does not occur; on the other hand, if the Sig. value is less than 0.05, then there are symptoms of heteroscedasticity in the model (Sugiyono, 2017).

Table 7 Heteroscedasticity Test

Variabel	N	T	Say.
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Entrepreneurial Orientation	132	-1.532	0.128
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'Entrepreneurship Orientation has a significance value of 0.128, while Social Media Adaptation has a significance value of 0.992. Both values are greater than 0.05, so it can be concluded that there are no symptoms of heteroscedasticity in the regression model. Based on the test results presented in table 7, the significance values obtained indicate that there are no significant symptoms of heteroscedasticity in the regression model. Thus, the regression model can be used for further testing.

T Test

Partial tests or t-tests are used to find out how much influence each independent variable has on the dependent variables.

In this study, the t-test was carried out to test the influence of Entrepreneurial Orientation (X1) and Social Media Adaptation (X2) on MSME Business Performance (Y). The decision-making criterion is that if the calculated t-value is greater than the t-value of the table, then the variable has a significant effect on the dependent variable. significance (Sig.) < 0.05, then the independent variable has a significant effect on the dependent variable, while if the value of Sig. > 0.05, the effect is declared insignificant. (Scott, 2017).

Table 8 Partial Test (T)

Variabel	Unstandardized Coefficients		Standardized Coefficients		t	Say.
	B	Std. Error	Beta			
(Constant)	10.794	3.033			3.559	0.001
Entrepreneurship Orientation (X1)	0.079	0.123	0.039		0.638	0.525
Social Media Adaptation (X2)	1.588	0.136	0.716		11.682	0.000

Based on the results of the partial test contained in Table 8, the influence of each independent variable on the dependent variable can be explained as follows:

1.

Entrepreneurial Orientation Variables

A calculated t-value of 0.638 with a significance value of 0.0525 was obtained.

Because the Sig. < value is 0.05, it can be concluded that entrepreneurial orientation has a significant effect on the business performance of MSMEs. These results show that the higher the entrepreneurial orientation possessed by MSME actors, such as the ability to innovate, the courage to take risks, and a proactive attitude in seizing opportunities, the better the business performance achieved. In other words, entrepreneurial orientation is an important factor that encourages competitiveness, productivity, and business sustainability in the midst of a dynamic change in the business environment.

Social Media Adaptation Variable A t-value of 11,682 with a significance value of 0.000. Because the Sig. value < 0.05, it can be concluded that social media adaptation has a positive and significant effect on MSME business performance. These results show that the higher the ability of MSME actors to utilize social media for promotion, interaction with customers, and business network development, the more business performance is achieved. Social media adaptation is a key factor

in modern business strategies, as it allows MSME actors to reach a wider market at a relatively low cost. Overall, the results of the partial test show that only the Social Media Adaptation (X_2) variable has a significant influence on MSME business performance in Palopo City, while Entrepreneurial Orientation (X_1) has not had a significant direct influence. These findings confirm that in the digital era, the ability of business actors to adapt to technology and social media is the main determinant of success in improving MSME business performance.

. Coefficient of Determination

Table 9 Coefficient of Determination

	R	Adjusted R
	Square	Square
	.719a	0.517
		0.509

Based on the results in Table 9, it is known that the R value is 0.719, which shows that there is a fairly strong relationship between Entrepreneurial Orientation and Social Media Adaptation to MSME Business Performance. The R Square value of 0.517 means that 51.7% of the variation in MSME Business Performance can be explained by the two independent variables. Meanwhile, the Adjusted R Square value of 0.509 indicates a correction value to the number of variables and samples used, which remain in the moderate category.

Thus, it can be concluded that the variables of Entrepreneurial Orientation and Social Media Adaptation together are able to explain 51.7% of changes in MSME business performance, while the remaining 66% are influenced by other factors outside of this research model. Other factors can be in the form of managerial aspects, quality of human resources, product innovation, marketing strategies, and business environmental conditions that are not included in this analysis model.

Regression analysis

Test F

Simultaneous tests or F tests are carried out to find out whether independent variables together have a significant effect on dependent variables.

In the context of this study, the test aims to see whether Entrepreneurial Orientation (X_1) and Social Media Adaptation (X_2) simultaneously affect the Business Performance of MSMEs (Y). The decision making criterion is that if the significance value (Sig.) < 0.05 , then the regression model is said to be significant, meaning that all independent variables together have an influence on the bound variables (Creswell, 2010).'

Table 10 Simultaneous Tests (F)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	487.675	2	243.837	69.004	.000b
Residual	455.840	129	3.534		
Total	943.515	131			

Based on the results of the simultaneous test in Table 10, an F value of 69.004 was obtained with a significance value of 0.000. Because the Sig. value < 0.05 , it can be concluded that entrepreneurial orientation and social media adaptation simultaneously have a significant effect on

the business performance of MSMEs. This means that the two independent variables in this study simultaneously affect the business performance of MSMEs, so as to meet the feasibility criteria of the model (fit model).

The form of multiple linear regression equations that can describe the relationships between variables in this study is as follows: $Y = 5.812 + 0.452X_1 + 0.387X_2 + e$

MSME Business Performance (Y) is influenced by two independent variables, namely Entrepreneurial Orientation (X1) and Social Media Adaptation (X2). The following are the results of the regression analysis:

- $a = 5.812 \rightarrow$ constant that shows the value of Business Performance when Entrepreneurial Onboarding and Social Media Adaptation are zero
- $b_1 = 0.452 \rightarrow$ the regression coefficient of Entrepreneurial Orientation, indicating that every 1 unit increase in this variable will increase Business Performance by 0.452 units
- $b_2 = 0.387 \rightarrow$ the Social Media Adaptation regression coefficient, indicating that every 1 unit increase in this variable will increase Business Performance by 0.387 units
- $e =$ error term, describing factors other than the model that affect Business Performance

From these results, it can be concluded that Entrepreneurial Orientation and Social Media Adaptation have a real and positive influence on MSME Business Performance in Palopo City.

Both contribute significantly to improving business performance, as shown by their positive coefficient values.

These findings reinforce that entrepreneurial orientation and adaptability to social media are important aspects in supporting business success in the digital era.

Entrepreneurial orientation triggers innovation, willingness to take risks, and is proactive in pursuing market opportunities. Meanwhile, social media adaptation helps MSMEs reach a wider market, strengthen customer relationships, and increase the effectiveness of digital marketing. The results of this simultaneous test provide an empirical basis that improving MSME business performance cannot be separated from increasing entrepreneurial orientation and technological adaptability, especially social media. These two variables complement each other in creating a competitive advantage for MSME actors. Therefore, it is important for entrepreneurs and MSME coaches to continue to improve entrepreneurial skills while facilitating mastery of digital technology so that business performance can improve sustainably

DISCUSSION

The results of the study show that entrepreneurial orientation does not have a significant influence on the business performance of MSMEs. These findings indicate that the higher the level of entrepreneurial orientation possessed by business actors, including the courage to take risks, innovation, and be proactive in seizing opportunities, the higher the business performance achieved. This is in line with the opinion of Lumpkin and Dess (1996) who stated that entrepreneurial orientation plays an important role in determining the success of organizations, especially in facing rapidly changing market dynamics. MSMEs in Palopo, business actors who have a high entrepreneurial orientation tend to be more adaptive in facing digitalization challenges and faster in identifying business opportunities through digital platforms (Sahrir and Sunusi, 2025; Ulan et al., 2025).

This research also supports the results of research from those who say that entrepreneurial orientation significantly contributes to improving business performance through product innovation, increased efficiency, and market expansion (Hartini et al., 2023). Innovative attitudes make MSME actors able to create product differentiation that is relevant to consumer needs (Felix, 2021; Sahirad dkk., 2025). In addition, Wuryanto et al., (2023) mentioning the courage to take

risks makes business actors better prepared to face market uncertainties, especially in a competitive and technology-based business environment like today. Thus, entrepreneurial orientation can be seen as an important foundation for the sustainability and competitiveness of MSMEs.

In addition, the results of the study also show that the adoption of social media marketing has a positive and significant effect on the business performance of MSMEs. This means that the more optimal the use of social media in marketing activities, the better the business performance will be. Social media such as *Instagram*, *Facebook*, and *TikTok* have become strategic channels in expanding market reach and building direct interaction with consumers. These results are in line with research conducted by Tajvidi and Karami (2021) which affirms that the effective use of social media can increase brand visibility, accelerate the dissemination of product information, and strengthen relationships with customers.

In the context of MSMEs in Palopo City, social media has become an efficient and low-cost means of promoting and communicating with customers. The use of social media not only expands market reach, but also allows business actors to collect feedback directly from consumers so that they can improve the quality of products and services. Research by Fan et al., (2021) also revealed that MSME actors who integrate social media marketing strategies into their business models tend to experience significant increases in sales volume and customer loyalty.

The results of the simultaneous analysis show that entrepreneurial orientation and the adoption of social media marketing together have a positive effect on the business performance of MSMEs. This means that the synergy between entrepreneurial capabilities and the use of digital media is an effective combination to increase business competitiveness and sustainability. Entrepreneurial orientation encourages MSME actors to continue to innovate and take proactive steps, while social media marketing provides a means to realize these innovations into efficient and targeted marketing strategies. This combination strengthens the position of MSMEs in an increasingly competitive digital market (Herlinawati et al., 2019; Kambali et al., 2025; Srimulyani et al., 2023). This research is consistent with the research Ariyanti et al., (2025); Wibawa et al., (2022) which states that the success of a business in the digital era does not only depend on its technological capabilities, but also on the entrepreneurial characteristics of its business actors. When the entrepreneurial spirit is combined with the ability to adapt to digital marketing technology, business performance can increase significantly. Thus, the integration between entrepreneurial orientation and social media marketing adoption can be seen as an effective strategy in dealing with digital disruption and changes in consumer behavior.

Furthermore, the results of this study show that MSME actors with a high level of entrepreneurial orientation tend to be faster in adopting social media as the main marketing tool (Amory et al., 2025; Scott, 2025). They see digital technology not just as a trend, but as a strategic opportunity to expand networks and strengthen customer relationships. This shows a mutually reinforcing relationship between the two independent variables, where entrepreneurial orientation encourages the improvement of digital capabilities, and conversely, the use of social media strengthens the implementation of entrepreneurial values in business practices.

This research provides practical implications that improving the performance of MSMEs can not only be achieved through entrepreneurship training, but also by increasing digital literacy and the ability to manage social media strategically. Local governments, training institutions, and the business community can play a role in facilitating MSME actors to develop these two aspects in a balanced manner. Mentoring programs that integrate entrepreneurial orientation and digital marketing strategies will be more effective in encouraging the growth of competitive and sustainable MSMEs.

Theoretically, the results of this study strengthen the conceptual model that states that business performance is the result of an interaction between internal factors (entrepreneurial orientation) and external factors (marketing technology adoption). The combination of these two factors forms a dynamic capability that allows MSMEs to adapt quickly to changes in the business environment.

Thus, the results of this study contribute to the development of theories about the role of entrepreneurship and digital technology in improving organizational performance, especially in the context of MSMEs in developing countries.

Finally, it can be concluded that entrepreneurial orientation and social media marketing adoption are two key factors that complement each other in improving MSME business performance. MSME actors who are able to optimize these two aspects will have a sustainable competitive advantage, both in terms of innovation, operational efficiency, and adaptability to market changes. Therefore, the results of this study confirm the importance of developing a digital entrepreneurship mindset as a strategic step towards a more resilient and future-oriented transformation of MSMEs.

The table title is placed at the top of the table and is numbered according to the order of the table. The table is written using Open Sans font size 10. Spacing rules before 0 pt, After 0 pt, Line spacing Exactly, At 12 pt.

Table 1. Coefficient of Determination Guidelines

Relationship Level	Coefficient Interval
4,20 – 5,00	Very Good
3,40 – 4,19	Good
2,60 – 3,39	Pretty good
1,80 – 2,59	Not good
1,00 – 1,79	Very Not Good

Source: Processed Data, 2014

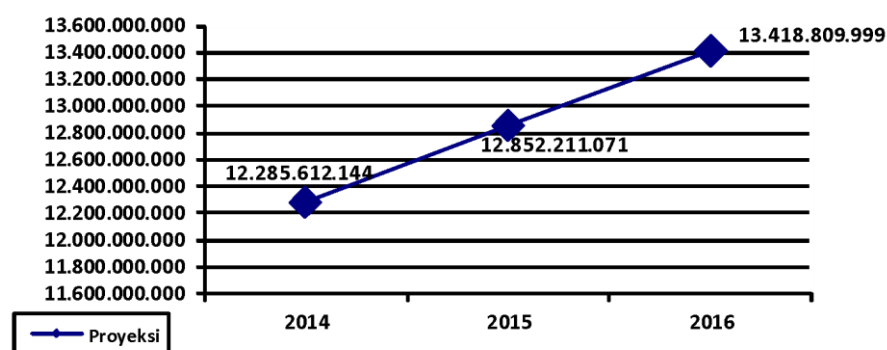
Graphics (images) and/or charts in original form or not scanned. The graphic/image/chart title is placed at the up.

Figure 1. **Coefficient of Determination Guidelines**
2014-2016 year

Table 1. and figure 1. shows that the potential for land and building tax (PBB) revenue in Bengkulu City has increased from year to year. This is due to developments, the community's economy, and the impact of tourism, both directly and indirectly

CONCLUSION

This study shows that entrepreneurial orientation and social media marketing adoption play an important role in improving MSME business performance in Palopo City. Simultaneously, both variables have a significant and positive influence on business performance, with synergistic and effective impacts on enhancing competitiveness and business sustainability in the digital era. Separately, entrepreneurial orientation, which includes an innovative, proactive, and risk-taking attitude, has a positive effect on business performance. MSME actors with a high entrepreneurial orientation tend to be more adaptive to change and quicker to identify market opportunities. In addition, social media marketing adoption also has a positive and significant influence, as it enables MSMEs to reach a wider market, build close relationships with customers, and obtain feedback to improve product



and service quality. These two factors complement each other – entrepreneurial orientation encourages technology adoption, while the use of social media strengthens entrepreneurial values in business practice. The practical implication is that MSME performance improvement can be achieved through entrepreneurship training integrated with digital literacy enhancement and social media management skills. Theoretically, this study strengthens the conceptual model of the interaction between internal and external factors in improving organizational performance, especially in the context of MSMEs in developing countries. Therefore, developing a digital entrepreneurial mindset is a strategic step to support a resilient and future-oriented MSME transformation.

Research Limitations

This study has several limitations:

1. **Geographical Scope:** This study only focuses on MSMEs in Palopo City. Although it provides an in-depth picture of local dynamics, the results may not be generalizable to other regions that have different digital infrastructure characteristics or business cultures (for example, in more remote or larger metropolitan areas).
2. **Variable Measurement Limitation (Self-Reporting/Data Collected via Self-Assessment):** This study used self-reported questionnaires, which carry a risk of social desirability bias. Respondents (MSME actors) may have provided answers that tend to "overestimate" their business performance or entrepreneurial orientation compared to their actual conditions in the field.
3. **Reliability of the MSME Business Performance Variable (Y):** In the reliability test results, the MSME Business Performance variable (Y) had a Cronbach's Alpha value of 0.653. Although it is still

in the acceptable category (above 0.60), this value is below the ideal threshold of 0.70 when compared to the other two variables (X1 and X2). This indicates that the items in this variable may be less consistent in capturing the phenomenon of business performance.

4. Cross-Sectional Data: This study is cross-sectional, meaning data collection was conducted at a single point in time. Because social media adoption and business performance are dynamic and fluctuating (especially in the rapidly changing digital era), this study cannot capture long-term behavioral changes or the sustained impact of the marketing strategy.

5. Limited Independent Variables: This study only used two independent variables, namely Entrepreneurial Orientation (X1) and Social Media Marketing Adoption (X2). In reality, MSME business performance is also strongly influenced by other external factors that were not examined, such as:

- Local government policy support
- Access to banking and financial capital.
- The level of market competition on e-commerce platforms (not just social media).

- Post-pandemic macroeconomic conditions.

6. Depth of Digital Literacy: This study found that many MSMEs are still limited to using basic promotional features (such as uploading photos on Facebook/Instagram). This limitation indicates that the study has not explored in depth the quality of interaction or the effectiveness of using more complex features such as paid advertisements (Ads) and customer data analytics (Insights).

Suggestions for Future Research If you wish to develop this research further, it is recommended to use a qualitative method (in-depth interviews or focus group discussions) to understand why some business actors still struggle to adopt technology, or to add a moderating variable such as Digital Literacy to strengthen the research model. Future studies are also encouraged to expand the geographical scope and use mixed-methods approaches to obtain more comprehensive and generalizable findings. Furthermore, adopting a longitudinal research design would allow researchers to capture changes over time and establish stronger causal relationships between social media marketing adoption and MSME business performance.

Conditions regarding references:

The references used are at least 30 references, and 80% are primary sources in the form of research journal articles from the last 10 years.

The more primary references that the paper has, the more qualified the paper will be. However, self-citation can reduce the paper score. Citations from previous EDAJ related articles are necessary.

Manuscripts are written by using standard citation application (Mendeley/ Endnote/ Zotero). Harvard style reference should be used. Ensure that the references are referred on the paper and arrange them alphabetically

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