

## **Exploring E-Commerce: Social Media's Impact on Brand Awareness and Loyalty for Micro Businesses in Central Java**

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### **Abstract**

This research aims to determine the role of social media in influencing the development of brand awareness and consumer loyalty for micro-businesses in the e-commerce sector. Using a quantitative approach, a survey was conducted on 268 micro business owners who use Instagram in Central Java. Analysis was conducted through structural equation modeling to explore the relationship between the intensity and effectiveness of social media marketing, brand awareness, and consumer loyalty. The findings show that both the intensity and effectiveness of social media marketing have a significant impact on brand awareness, which in turn affects consumer loyalty. This research also identifies the direct influence of social media marketing on consumer loyalty, compared to its influence through brand awareness. The results of this study demonstrate the importance of strategic engagement on social media for e-commerce micro businesses, emphasizing that the quality of engagement is more important than its frequency. This study provides insight into how micro-businesses with limited resources can leverage social media to gain a competitive advantage in the e-commerce sector.

Keywords: brand awareness; consumer loyalty; digital marketing strategy; social media marketing; micro e-commerce.

### **Abstrak**

Penelitian ini bertujuan untuk mengetahui peran media sosial mempengaruhi pembangunan kesadaran merek dan loyalitas konsumen bagi bisnis mikro dalam sektor e-commerce. Dengan menggunakan pendekatan kuantitatif, survei dilakukan pada 268 pemilik bisnis mikro pengguna Instagram di Jawa Tengah. Analisis dilakukan melalui pemodelan persamaan struktural untuk mengeksplorasi hubungan antara intensitas dan efektivitas pemasaran media sosial, kesadaran merek, dan loyalitas konsumen. Temuan menunjukkan bahwa intensitas maupun efektivitas pemasaran media sosial memiliki dampak signifikan terhadap kesadaran merek, yang pada gilirannya mempengaruhi loyalitas konsumen. Penelitian ini juga mengidentifikasi adanya pengaruh langsung dari pemasaran media sosial terhadap loyalitas konsumen, dibandingkan dengan pengaruhnya melalui kesadaran merek. Hasil penelitian ini menunjukkan pentingnya keterlibatan strategis di media sosial bagi bisnis mikro e-commerce, dengan menekankan bahwa kualitas keterlibatan lebih penting dibandingkan frekuensinya. Penelitian ini memberikan wawasan mengenai bagaimana bisnis mikro dengan sumber daya terbatas dapat memanfaatkan media sosial untuk mendapatkan keunggulan kompetitif di sektor e-commerce.

Kata kunci: e-commerce mikro; kesadaran merek; loyalitas konsumen; pemasaran media sosial; strategi pemasaran digital.

## **INTRODUCTION**

The digital era has changed the business landscape dramatically, especially for micro businesses operating in the e-commerce market (Dewi & Lusikooy, 2024). In this highly competitive ecosystem, social media has emerged as a powerful tool for building brand awareness

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and fostering consumer loyalty (Wongkar et al., 2024a). This phenomenon has attracted the attention of researchers and practitioners, given its significant potential in shaping marketing and business communication strategies (Appel et al., 2020a). However, despite widespread recognition of the importance of social media, a deep understanding of the specific dynamics related to micro-businesses in the context of e-commerce is still limited (Wongkar et al., 2024b). Micro businesses, which often operate with limited resources and in a highly fragmented market, face unique challenges in building a strong brand identity and maintaining a loyal customer base (Fardiensyah et al., 2023). Social media offers a relatively affordable and accessible platform for these businesses to connect with their audiences, but its effectiveness in generating real business results is still a subject of debate (Hasan, 1941). Recent studies show that while social media can increase brand visibility, translating online engagement into long-term customer loyalty requires a more nuanced and strategic approach (Safira, 2023). Moreover, social media provides unique opportunities for micro businesses to showcase their products, interact directly with customers, and cultivate a loyal customer base (Yulisa, Utama, and Ruslim 2022).

In the context of e-commerce, where physical interaction between businesses and consumers is often minimal or non-existent, the role of social media is becoming increasingly important (Z. Chen et al., 2020). The platform serves not only as a marketing channel but also as a key point of contact for customer service, reputation management, and community building (Szwajca, 2017). However, the ever-changing social media landscape, with the emergence of new platforms and shifting algorithms, poses additional challenges for micro-businesses in designing and implementing effective and sustainable strategies (Radicic & Petković, 2023). Previous research has explored various aspects of using social media in a business context, including its impact on brand performance, customer engagement, and purchase intent (Putra et al., 2024). Additionally, studies have shown that an effective social media strategy can lead to increased customer loyalty and increased brand awareness, highlighting the importance of a well-crafted online presence (Malkar Vinod Ramchandra, 2023)

This gap in the literature raises important questions about how micro-businesses can effectively leverage social media in the context of e-commerce to build brand awareness and foster consumer loyalty (Manyanga et al., 2024). Given the critical role of micro-enterprises in the global economy and the transformative potential of social media and e-commerce, a deeper understanding of these dynamics is essential for the development of effective business strategies and appropriate supporting policies (Vatanasakdakul et al., 2020). Therefore, this study aims to explore the role of social media in building brand awareness and consumer loyalty for micro businesses operating in the e-commerce market (Jibril, Kwarteng, Chovancová, et al., 2019). Specifically, the study aims to identify the most effective social media strategies used by micro-businesses in the context of e-commerce to increase brand awareness (Purnamasari et al., 2024). Investigate the mechanisms through which social media engagement translates into consumer loyalty for e-commerce micro-ventures (Yadav & Rahman, 2018). Analyze the unique challenges and opportunities faced by micro-businesses in leveraging social media for branding and loyalty purposes in the e-commerce market (Kumar & Nanda, 2023)

Develop a conceptual framework to guide the effective use of social media by micro-businesses in building brand and customer loyalty in the e-commerce environment (Jibril,

Kwarteng, Chovancova, et al., 2019). By addressing these goals, this study aims to make a significant contribution to our understanding of the dynamics of social media marketing in the context of micro-e-commerce businesses. The findings of this study are expected to not only enrich the academic literature on this topic but also provide valuable practical insights for microbusiness owners, policymakers, and marketing professionals working in the sector (Shah et al., 2024).

Social media platforms have evolved from mere communication tools to sophisticated marketing ecosystems. Platforms like Facebook, Instagram, and TikTok now offer advanced advertising capabilities, e-commerce integrations, and analytics tools that were once the exclusive domain of large corporations with substantial marketing budgets (Cheung, Pires, and Rosenberger III 2020). This democratization of marketing tools has opened new avenues for micro businesses to compete effectively in the digital space. The concept of brand awareness, traditionally associated with large-scale advertising campaigns, has been redefined in the social media era. For micro businesses, brand awareness now encompasses factors such as social media presence, engagement rates, and user-generated content. Research (Lian et al. 2023) suggests that consistent and authentic social media engagement can significantly enhance brand recall and recognition, even for businesses with limited resources.

By closing gaps in the literature and providing actionable insights, the research aims to empower micro-enterprises with the knowledge and strategies necessary to navigate the complex social media landscape and effectively harness its potential in building a strong brand and a loyal customer base in a highly competitive e-commerce market (Bastrygina et al., 2024). Based on the background and research gaps that have been identified, the formulation of the problem in this study focuses on how micro businesses can optimize the use of social media to build brand awareness and consumer loyalty in the context of the e-commerce market (Tjokrosaputro, 2024).

This research is expected to provide significant benefits both theoretically and practically. From an academic perspective, this study will contribute to the development of literature on social media marketing, digital branding, and customer relationship management in the context of micro-enterprises and e-commerce. The results of this study are expected to expand our understanding of the unique dynamics that affect the effectiveness of social media strategies for small-scale businesses in an online environment. In practical terms, the findings of this study will provide valuable insights for micro business owners, assisting them in designing and implementing more effective social media strategies to build brand awareness and consumer loyalty. For policymakers and MSME supporting institutions, the results of this research can be a reference in developing training programs and policies that are more targeted to support digitalization and strengthen micro business brands in the e-commerce era. In addition, marketing professionals and business consultants can leverage the findings of this study to better serve their micro business clients in optimizing their social media presence and improving e-commerce performance.

## **RESEARCH METHOD**

This study employs a quantitative approach with a cross-sectional survey design to investigate the role of social media in building brand awareness and consumer loyalty for micro businesses in the e-commerce sector. The research population comprises micro businesses operating in the e-commerce sector in central Java, defined as enterprises with fewer than 10 employees. Sampling is conducted using a stratified random sampling technique, with strata based

on e-commerce product categories. The sample size is determined using Slovin's formula with a 95% confidence level and 5% margin of error, resulting in a sample of 268 micro businesses.

The research instrument is an online questionnaire consisting of closed-ended 32 questions using a 5-point Likert scale. The questionnaire measures variables including social media marketing intensity, brand awareness, consumer loyalty, and social media marketing effectiveness. To evaluate the reliability of a designed questionnaire, to ensure that it produces consistent and stable results when used in the same or similar situations. Reliability refers to how well a questionnaire measures its variables consistently across different conditions or times. Measurement scales are adapted from previous studies and tailored to the context of micro e-commerce businesses. Prior to the main data collection, a pilot test is conducted with 30 respondents to assess the validity and reliability of the instrument. The results of the pilot test are used to refine the final questionnaire.

Research respondents are owners or managers of micro e-commerce businesses who have direct responsibility for the company's social media marketing activities. Data analysis uses SPSS 26 software for descriptive statistics and reliability testing, and AMOS 24 for confirmatory factor analysis (CFA) and structural equation modeling (SEM).

Hypothesis testing is conducted through path analysis in SEM. Hypotheses are accepted if the p-value < 0.05 and the direction of the coefficient is as hypothesized. The structural model is represented by the following equations:

$$BA = \beta_0 + \beta_1 SMI + \beta_2 SME + \varepsilon_1 \quad (1)$$

$$CL = \gamma_0 + \gamma_1 BA + \gamma_2 SMI + \gamma_3 SME + \varepsilon_2 \quad (2)$$

Where:

BA = Brand Awareness

CL = Consumer Loyalty

SMI = Social Media Marketing Intensity

SME = Social Media Effectiveness

$\beta, \gamma$  = Path coefficients

$\varepsilon$  = Error term

H1: Social Media Intensity (SMI) positively affects Brand Awareness (BA)

This hypothesis is accepted because the p-value < 0.001 indicates high significance. The path coefficient of 0.412 shows a moderate positive effect of social media intensity (SMI) on brand awareness (BA). This means that increased social media marketing intensity leads to higher consumer awareness of the brand.

H2: Social Media Effectiveness (SME) positively affects Brand Awareness (BA)

This hypothesis is also accepted, as the p-value < 0.001 indicates high significance. The path coefficient of 0.376 suggests a moderate positive effect of social media effectiveness (SME) on brand awareness (BA). This implies that the more effective the social media marketing efforts are, the more brand awareness increases.

H3: Brand Awareness (BA) positively affects Consumer Loyalty (CL)

This hypothesis is accepted with high significance ( $p < 0.001$ ). The path coefficient of 0.495 indicates a strong positive effect of brand awareness (BA) on consumer loyalty (CL). In other words, higher brand awareness is strongly associated with increased consumer loyalty.

H4: Social Media Intensity (SMI) positively affects Consumer Loyalty (CL)

This hypothesis is accepted because the p-value of 0.012 indicates statistical significance ( $p < 0.05$ ). The path coefficient of **0.183** reflects a weak positive effect of social media intensity (SMI) on

consumer loyalty (CL). Although there is a positive relationship, the effect is relatively small, suggesting that factors other than social media intensity may have a greater impact on consumer loyalty.

H5: Social Media Effectiveness (SME) positively affects Consumer Loyalty (CL)

This hypothesis is accepted with a significant p-value of 0.003 ( $p < 0.05$ ). The path coefficient of 0.229 shows a moderate positive effect of social media effectiveness (SME) on consumer loyalty (CL). This indicates that the more effective the social media marketing strategy, the more likely consumers will remain loyal to the brand.

All hypotheses are supported with  $p < 0.05$ , meaning that the relationships between the variables tested are statistically significant. H1 (SMI  $\rightarrow$  BA) and H2 (SME  $\rightarrow$  BA) show that both social media intensity and effectiveness moderately influence brand awareness. H3 (BA  $\rightarrow$  CL) demonstrates a strong influence, suggesting that brand awareness significantly drives consumer loyalty. H4 (SMI  $\rightarrow$  CL) and H5 (SME  $\rightarrow$  CL) indicate that while both social media intensity and effectiveness positively impact consumer loyalty, their effects are weaker than the influence of brand awareness on loyalty.

This research methodology is designed to provide a comprehensive understanding of the role of social media in building brand awareness and consumer loyalty for micro businesses in the e-commerce sector, in line with the research objectives outlined in the introduction. This section presents a comprehensive analysis of the research findings, followed by an in-depth discussion that interprets these results within the context of existing theories and previous studies on social media marketing for micro e-commerce businesses.

Social media has proven to be an effective tool for micro-businesses to build brand awareness (Appel et al., 2020b) emphasized that social media platforms offer a unique opportunity for small businesses to increase their visibility at a relatively low cost. Their study shows that consistency in posts and interactions with audiences can significantly increase brand awareness, especially among millennial and Gen Z consumers. (Situmorang et al., 2024) revealed that the use of user-generated content on social media can strengthen brand awareness for micro businesses. They found that the authenticity and relevance of content shared by consumers had a greater positive impact on brand awareness compared to content produced by the company itself (Naeem & Okafor, 2019). But (S.-C. Chen & Lin, 2019) warns that while social media is effective in increasing brand awareness, micro-businesses need to be careful in managing consumer expectations that may be formed through online interactions. They suggest a more strategic approach to managing content and interactions on social media to ensure alignment between the projected brand image and the actual consumer experience (Azizan et al., 2023).

Building consumer loyalty through social media is a challenge for micro businesses. (Amin et al., 2021) Identifying that consistent consumer engagement on social media platforms can lead to increased brand loyalty. They emphasized the importance of creating a strong online community around the brand to foster a sense of belonging among consumers (Huang et al., 2021). A longitudinal study by Kim and Yang (2020) shows that personalized interactions on social media can increase consumer loyalty to micro-businesses in the e-commerce market (Haudi et al., 2022). They found that quick responses to consumer inquiries and complaints, as well as rewards for positive feedback, contribute significantly to the formation of long-term loyalty (Cai & Chi, 2018)v. But (Kim & Peterson, 2017) warns that loyalty built through social media can be fragile. His research reveals that consumers who engage with brands through social media are also more likely to be exposed to competitive offers, which can threaten their loyalty if not managed properly (Cai & Chi, 2018).

Micro businesses face unique challenges in leveraging social media for branding and loyalty purposes. (Tafesse & Wien, 2017) Identify resource limitations as a major obstacle for micro businesses in implementing a comprehensive social media strategy. They suggest a more focused and measured approach, with an emphasis on the platforms that are most relevant to the target

audience. Recent research by (Paschen et al., 2020) highlighting the importance of authenticity in social media communication for micro businesses. They found that consumers are more likely to connect with and be loyal to brands that show genuine and consistent personalities on social media, compared to those who adopt an overly formal or "corporate" approach. In the context of e-commerce, (Li et al., 2021) emphasizing the importance of integration between social media strategies and e-commerce platforms. Their study shows that micro-businesses that successfully align their online shopping experience with their social media personas tend to enjoy higher conversion and customer retention rates.

Several emerging trends in the literature indicate potential directions for future research that is the use of artificial intelligence (AI) and big data analytics in social media strategies for micro-businesses is becoming an increasingly relevant topic (Dwivedi et al., 2020), the role of micro-influencers in building brand awareness and loyalty for micro-businesses in the e-commerce market is starting to gain attention (Agustian et al., 2023), the impact of changes in privacy policies and social media platform algorithms on micro business marketing strategies is an area that needs more research (Voorveld, 2019) and the integration of social media, e-commerce, and virtual/augmented reality technologies in the context of micro-enterprises offers exciting opportunities for further exploration (Yim et al., 2017)

## RESULTS AND DISCUSSION

### Descriptive Statistics

The survey yielded 268 valid responses from micro e-commerce business owners, representing a 97.9% response rate. Table 1 summarizes the key characteristics of the sample.

**Table 1 Sample Characteristics**

Characteristic	Percentage	Average Income (IDR)
<b>Business Age</b>		
< 1 year	18.6%	50.000.000-100.000.000
1-3 years	45,2%	100.000.000-250.000.000
3-5 years	26,1%	250.000.000-500.000.000
> 5 years	10.1%	500.000.000-950.000.000
<b>Product Category</b>		
Fashion	32.4%	150.000.000-300.000.000
Electronics	23.7%	300.000.000-600.000.000
Home & Living	19.9%	100.000.000-250.000.000
Beauty & Health	15.2%	100.000.000-200.000.000
Others	8.8%	50.000.000-100.000.000

Source : Processed primary data,2024

The sample predominantly consists of relatively young businesses, with 63.8% operating for three years or less. This aligns with the rapid growth of the e-commerce sector in recent years and highlights the importance of effective social media strategies for newly established micro businesses.

### Reliability and Validity Analysis

Confirmatory Factor Analysis (CFA) was conducted to assess the measurement model. All factor loadings exceeded 0.7, indicating good indicator reliability. The model fit indices ( $\chi^2/df =$

2.34, CFI = 0.961, TLI = 0.953, RMSEA = 0.059) suggested an acceptable fit. Table 2 presents the reliability and validity measures.

**Table 2 Reliability and Validity Measures**

Construct	CR	AVE	MSV
SMI	0.89	0.62	0.48
BA	0.91	0.72	0.53
CL	0.88	0.65	0.53
SME	0.93	0.77	0.48

Source : Processed primary data,2024

\*Note: SMI = Social Media Marketing Intensity, BA = Brand Awareness, CL = Consumer Loyalty, SME = Social Media Effectiveness, CR = Composite Reliability, AVE = Average Variance Extracted, MSV = Maximum Shared Variance All constructs demonstrated good reliability (CR > 0.7) and convergent validity (AVE > 0.5). Discriminant validity was established as the square root of AVE for each construct was greater than its correlations with other constructs.

**Structural Model and Hypothesis Testing**

The structural model was tested using SEM. The model fit indices ( $\chi^2/df = 2.51$ , CFI = 0.952, TLI = 0.944, RMSEA = 0.063) indicated a good fit. Table 3 presents the results of hypothesis testing. All hypotheses were supported, indicating significant positive relationships between the constructs. All hypotheses are accepted with p-value <0.05, indicating that all relationships between the tested variables are significant. H1 (SMI → BA) and H2 (SME → BA) indicate that both intensity and effectiveness of social media marketing have a moderate effect on brand awareness. H3 (BA → CL) shows a strong effect, confirming that brand awareness has a major impact on consumer loyalty. H4 (SMI → CL) and H5 (SME → CL) indicate that both intensity and effectiveness of social media have a positive effect on consumer loyalty, but the effect is weaker than the effect of brand awareness on consumer loyalty. Thus, brand awareness (BA) is an important mediating factor that strengthens the relationship between social media activity and consumer loyalty.

**Table 3 Hypothesis Testing Results**

Hypothesis	Path	Coefficient	p-value	Result
H1	SMI → BA	0.412	<0.001	Supported
H2	SME → BA	0.376	<0.001	Supported
H3	BA → CL	0.495	<0.001	Supported
H4	SMI → CL	0.183	0.012	Supported
H5	SME → CL	0.229	0.003	Supported

Source : Processed primary data,2024

The findings of this study provide valuable insights into the role of social media in building brand awareness and consumer loyalty for micro e-commerce businesses. Firstly, the strong positive effect of social media marketing intensity (SMI) on brand awareness (BA) ( $\beta = 0.412$ ,  $p < 0.001$ ) aligns with the theoretical framework of Keller's Customer-Based Brand Equity model (1993). This suggests that consistent and frequent social media activity significantly enhances brand salience for micro e-commerce businesses. The result corroborates findings Godey et al. (2016), extending their observations from luxury brands to the micro business context.

The significant impact of social media effectiveness (SME) on brand awareness ( $\beta = 0.376$ ,  $p < 0.001$ ) underscores the importance of not just quantity but quality of social media engagement. This finding supports the Social Media Engagement Theory proposed by (Dolan et al., 2016), highlighting that effective engagement strategies can lead to stronger brand recognition even for resource-constrained micro businesses. The strong relationship between brand awareness and consumer loyalty ( $\beta = 0.495$ ,  $p < 0.001$ ) is consistent with Aaker's Brand Equity Model (1991). It suggests that for micro e-commerce businesses, building brand awareness through social media can translate into increased customer loyalty, a crucial factor for long-term success in the competitive e-commerce landscape.

Interestingly, both SMI and SME showed direct effects on consumer loyalty ( $\beta = 0.183$ ,  $p = 0.012$  and  $\beta = 0.229$ ,  $p = 0.003$  respectively), albeit weaker than their effects on brand awareness. This finding extends the work of Laroche et al. (2013) on brand communities, suggesting that social media activities can directly foster customer loyalty, possibly through mechanisms such as increased customer engagement and personalized interactions. The results also provide empirical support for the Resource-Based View (Barney, 1991) in the context of micro e-commerce businesses. Despite resource constraints, these businesses can effectively leverage social media as a strategic asset to build brand equity and customer relationships, consistent with findings by Crammond et al. (2018).

However, the challenges identified Michaelidou et al. (2011) regarding time constraints and technical knowledge remain relevant. The relatively stronger impact of SME compared to SMI on consumer loyalty suggests that micro businesses should focus on developing effective, targeted social media strategies rather than merely increasing posting frequency. These findings contribute to the growing body of literature on social media marketing for small businesses by specifically addressing the unique context of micro e-commerce enterprises. They provide empirical evidence for the effectiveness of social media in building brand awareness and customer loyalty, even with limited resources.

The results also have practical implications for micro e-commerce business owners. They suggest that investing time and effort in developing effective social media strategies can yield significant benefits in terms of brand building and customer retention. However, the focus should be on creating engaging, quality content rather than simply maximizing post frequency. This study demonstrates the significant role of social media in building brand awareness and consumer loyalty for micro e-commerce businesses. It extends existing theoretical frameworks to the specific context of micro enterprises and provides actionable insights for practitioners in the rapidly evolving e-commerce landscape.

### **The Crucial Role of Interaction in Building Loyalty**

Quantitative findings show that active interactions with brands on social media have a significant influence on affective loyalty ( $\beta = 0.54$ ) (Jibril, Kwarteng, Chovancova, et al., 2019). This is reinforced by qualitative findings that reveal that brand responsiveness is highly valued by consumers (Roosdhani, 2024). It has been shown that customer engagement on social media can increase brand loyalty (Febri et al., 2023). This study expands on this understanding by identifying specific mechanisms through which interactions build loyalty in the context of micro-enterprises:

Direct interaction allows micro-businesses to show personal concern for consumers (Mainela & Ulkuniemi, 2012), High responsiveness on social media allows for quick resolution of complaints, improving customer satisfaction (R., 2021). Involving consumers in product or content development through social media can increase a sense of ownership of the brand (Cheung et al., 2021).



Based on the study's findings, several recommendations are proposed. Micro e-commerce business owners should prioritize developing a consistent and strategic social media presence, focusing on quality engagement rather than just frequent posting. They should invest time in understanding platform-specific features, utilize user-generated content, and regularly analyze their social media performance. Policymakers and business support organizations are encouraged to develop targeted training programs, consider providing subsidies for advanced marketing tools, and create networking opportunities for micro businesses. E-commerce platform providers should develop integrated social media marketing tools tailored for micro businesses and offer educational resources on effective strategies specific to different product categories (Dragolea et al., 2023)

The study acknowledges several limitations that provide opportunities for future research. Its cross-sectional design limits the ability to observe changes over time, suggesting future longitudinal studies (Malkar Vinod Ramchandra, 2023) The geographic focus on Indonesia may limit generalizability, calling for cross-cultural studies. The reliance on self-reported measures from business owners may introduce bias, indicating a need for more objective metrics in future research. The study didn't differentiate between various social media platforms or explore potential moderating factors like product type or business age. Future research could explore the impact of emerging social media features, the role of AI in enhancing marketing effectiveness, the interplay between social media and other digital marketing channels, and conduct qualitative studies to gain deeper insights into challenges and success factors for micro e-commerce entrepreneurs researchers (Ariestiningsih & Has, 2024)

## CONCLUSION

The study reveals that social media plays a crucial role in building brand awareness and fostering consumer loyalty for micro e-commerce businesses. It found that both the intensity and effectiveness of social media marketing significantly contribute to enhancing brand awareness, which in turn plays a pivotal role in developing consumer loyalty. While social media marketing also directly impacts consumer loyalty, its influence through brand awareness is stronger. Notably, the effectiveness of social media marketing appears more influential than intensity alone, emphasizing the importance of strategic engagement over mere frequency. These findings support the idea that micro e-commerce businesses can leverage social media as a strategic resource to compete with larger enterprises, aligning with the Resource-Based View in the digital marketing context.

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