



Technological Capital Mediation on the Effect of Digital Marketing in Increasing MSMEs Sales in Batola Regency

Hikmahwati¹, Widya Ais Sahla²

¹²Politeknik Negeri Banjarmasin, Indonesia

Correspondent : hikmahwati@akuntansipoliban.ac.id¹

Received : May 20, 2022

Accepted : July 15, 2022

Published : July 31, 2022

Citation: Hikmahwati., Sahla, W.A (2022). Technological Capital Mediation on the Effect of Digital Marketing in Increasing MSMe Sales in Batola Regency.

Ilomata International Journal of Social Science, 3(3), 337-349.

<https://doi.org/10.52728/ijss.v3i3.497>

ABSTRACT: The digital era for MSMEs is a new era that is full of challenges but has big opportunities. Challenges and opportunities can be used as a strength by MSMEs to face the economic crisis after the Covid-19 pandemic. The impact of the Covid-19 pandemic on MSME actors has caused sales to drop drastically, this is also felt by MSMEs in Barito Kuala Regency. So it is necessary to have a marketing strategy to increase the number of sales by utilizing digital technology. The purpose of this study was to determine the direct and indirect effect of digital marketing in increasing sales of MSMEs in Barito Kuala Regency with the mediation of technological capital. It is hoped that this research will serve as a solution for MSMEs in Barito Kuala Regency in increasing and recovering sales after the Covid-19 pandemic. This study uses a descriptive quantitative approach. The sample in this study amounted to 93 MSME actors around Barito Kuala Regency which were taken randomly. The analysis used in this study is Path Analysis and the Sobel test (Sobel-test) for testing the intervening variables. The results of the study show that digital marketing has a direct or indirect effect and technological capital is an intervening variable that can mediate the influence of digital marketing on increasing sales of MSME actors in Batola Regency.

Keywords: Digital Marketing, Technology Capital, MSME Sales



This is an open access article under the CC-BY 4.0 license.

INTRODUCTION

The Covid-19 pandemic that has hit the whole world has left quite heavy damage to the world economy, including Micro, Small, and Medium Enterprises (MSMEs) in Indonesia ([Anggraini et al., 2021](#); [Bai et al., 2021](#); [Nordhagen et al., 2021](#)). The resources owned by MSMEs are not strong enough to withstand the burden left by this pandemic, so the economic crisis threatens the lives of MSMEs ([Gupta et al., 2022](#); [Shafi et al., 2020](#); [UNICEF, 2021](#)). What is experienced by MSMEs is also a big threat to the national economy, considering that MSMEs are one of the drivers of the domestic economy and the largest workforce in the last few decades ([Kusumastuti, 2020](#)). Surviving and rising from current conditions is a challenge that must be faced by MSMEs ([Susanti & Widajatun, 2021](#)). experienced the impact of a decline in income, so business actors must find strategies to survive ([Putri & Sanica, 2022](#)).

One of the ways that SMEs face to recover after the current COVID-19 pandemic is to use various marketing techniques to increase revenue and sales ([Centobelli et al., 2021](#); [Reyes-Rodríguez, 2021](#)). However, what was done did not have a significant impact on increasing sales. According to survey data conducted by LIPI regarding the rapid assessment of the impact of the Covid-19 pandemic on the performance of MSMEs in Indonesia, which was conducted online from 1-20 May 2020, it was shown that during the pandemic it was around 94.69 %. business actors experienced a decline in sales ([Nugroho, 2020](#)). This is supported by survey data conducted by Bank Indonesia (BI) which stated that as many as 87.5 percent of MSMEs were affected by the Covid-19 pandemic and of this total, around 93.2% of them were negatively affected from the sales side ([Bisnis Indonesia, 2021](#)). The same thing is felt by MSMEs in Barito Kuala Regency, a sluggish market and declining sales have an impact on the sustainability of their business, so there needs to be a strategy to increase the number of sales.

The digital era for MSMEs is a new era that is full of challenges but has great opportunities ([Chatterjee et al., 2022](#); [Lestantri et al., 2022](#); [Reim et al., 2022](#); [Xie et al., 2022](#)). These challenges and opportunities can be used as strengths by MSMEs to face the post-covid-19 economic crisis by having quality resources that master information technology ([Kumala & Junaidi, 2020](#)). Information technology is very important used in the process of marketing and selling the products produced ([Permana et al., 2019](#)). The challenges faced by MSMEs in addition to the sluggish purchasing power of the people are the increasingly rapid changes that occur in the market, technology, and business competition ([Hadi, 2020](#)). Market changes and business competition can be overcome by utilizing information technology, especially in terms of the need to market the products produced ([Yuliati, 2020](#)).

The use of digital marketing began to emerge in the early 2000s, known as the era of new wave technology. Digital marketing is an approach that is expected to help marketing in managing and anticipating the impact of disruptive technology. It was explained that new wave technology is a technology that allows connectivity and interactivity between individuals and groups ([Kotler & Keller, 2016](#)). The forces that influence new wave technology are computers, mobile phones, and the internet as well as open-source. The emergence of this phenomenon in marketing is finally known as digital marketing. Digital marketing is the only marketing technique that is the most reliable to survive during the Covid-19 pandemic so the decline in marketing performance does not reach 100% ([Anjaningrum, 2020](#)).

The results show that digital marketing has a direct and indirect effect on marketing performance ([Anjaningrum, 2020](#); [Gronum et al., 2012](#); [Hendrawan et al., 2019](#); [Putri & Sanica, 2022](#); [Sidi & Yogatama, 2019](#)). This means that the use of digital marketing has a very large impact on increasing sales performance. Research conducted by [Marpaung & Sibarani \(2018\)](#) shows that digital marketing has an effect on the growth of SMEs. Even during the Covid-19 pandemic, the impact of digital marketing has not yet been felt by MSMEs because people's purchasing power has also decreased drastically due to a decline in income and the PSBB policy. A marketing strategy using digital marketing that is considered appropriate for small to large business actors to reach the market. The use of digital marketing in marketing the company will influence buying decisions ([Saputra & Ardani, 2020](#)). This strategy will increase sales volume and profits. Marketing media using digital marketing is in great demand by the public to support various businesses. As stated by [Low et al. \(2020\)](#) that the use of digital marketing will easily get real-time customer information to create and communicate value to customers more effectively through corporate brands. Little by little, starting to leave the conventional marketing model which is done with face-to-face buying and selling transactions, switching to modern marketing, namely digital marketing so as to produce new marketing trends

[Ponzoa & Erdmann \(2021\)](#) explain that the results of digital marketing are able to attract customers and competitors' marketing activities affect the company's focus. Digital marketing contributes significantly to increasing the competitiveness of [García et al \(2019\)](#); Sidi & Yogatama ([Sidi & Yogatama, 2019](#)) revealed that the right sales promotion through digital marketing will increase sales volume. So that the ability to utilize digital marketing technology optimally is expected to improve business performance after the Covid-19 pandemic. In a competitive business environment, intellectual capital is considered as one of the most vital assets for the success and sustainability of organizations in the service and manufacturing sectors. One of the dimensions of intellectual capital is technological capital.

[Salsabila \(2018\)](#) states that technological capital is also an indicator that affects business performance, so having good technological capital can improve business performance. technological capital is one component of intellectual capital (others: human capital, organizational capital, and social capital). Based on the results of Salsabila's research ([Salsabila, 2018](#)), we consider testing that technological capital also has the power as a mediator (just like other components of intellectual capital) in the influence of digital marketing on the sales performance of MSMEs. Technological capital includes information systems, knowledge, and R&D ([Hafidhah et al., 2022](#); [Hashim et al., 2015](#); [Khaliq & Pablos, 2015](#)). Technological capital will assist companies in achieving efficiency in financial performance, with the increasing flow of globalization, technological capital is needed ([Hafidhah et al., 2022](#)).

Globalization demands the development, utilization, and mastery of information systems that are more precise, accurate, and fast to win a business competition. [Nuseir \(2018\)](#) technological capital is a general form that describes any technology that helps in communicating, conveying information, producing, and storing. So technology has an increasingly important position in the business world as it makes businesses grow faster than ever. By utilizing technological capital, market share becomes wider and business people can reduce marketing costs. Moreover, when business people explain their position and characteristics, the concept of technological capital seems to be preferred ([Grigoriev et al., 2014](#)).

The relationship between business performance and technological capital as stated by [Lu et al. \(2010\)](#) and Hashim et al. ([Hashim et al., 2015](#)) that information technology will have a positive impact on company performance. The company will have ease in entering the market, faster distribution of information, and effective product marketing. The positive impact of technology on the company will be able to improve the company's performance in the end. MSMEs can improve their performance by understanding customer needs and developing greater technological capabilities so that ([Salsabila, 2018](#)).

Several research results show that technology capital is one indicator that affects business performance. This research tries to test technology capital as a mediating variable. It is hoped that with mediation technology capital, current MSME actors can survive and recover after Covid-19 to increase sales. Therefore, this study aims to determine the direct or indirect effect of digital marketing on the sales performance of MSMEs in Barito Kuala Regency through technology capital as an intervention variable. The concept of digital marketing and technology capital has theoretical and policy implications in the development of marketing science theory. This concept can be applied by MSME actors in Barito Kuala Regency in recovering the decline in sales during the Covid-19 pandemic. Sales are expected to be achieved by increasing a wider range of consumers, one of the strategies used is the implementation of digital marketing strategies. This strategy was chosen not only because the costs for MSMEs are cheaper, but also

because of the impact of a wider network, and being able to reach a more diverse consumer segment.

METHOD

This research was carried out in Barito Kuala District, Marabahan City during the implementation period in May-September 2021, in the form of a descriptive quantitative approach. The types of data used are primary data and secondary data. The primary data needed is data obtained from respondents' answers to the questionnaire submitted by the researcher. MSME actors around the Barito Kuala Regency area and several fostered persons registered at the Barito Kuala Regency MSME House who has implemented a digital marketing system are respondents in this study. The secondary data used is data related to research problems, both documentation studies, and research journals. The population in this study were MSME actors in Barito Kuala District, 93 MSME actors around the Barito Kuala District were taken as samples taken at random, and questionnaires were distributed using Google Forms.

The variables used to perform the test are the independent variable (independent variable) and the dependent variable (dependent variable). The independent variables in this study are Digital Marketing (X) and Technological Capital (Z) variables. The dependent variable in this study is an Increase In Sales (Y).

Operational definitions and variable indicators in this study are:

1. Digital Marketing (X) is the marketing of goods/products using social media such as Whatsapp, Facebook, Instagram, and other social media to interact and transact with one another and obtain information. The indicators used are cost, time, site design (attractive product display), and interactive ([Liesander & Dharmayanti, 2017](#)).
2. Technological Capital (Z) is the use of communication technology by MSME actors in Barito Kuala Regency in the form of a system device to facilitate information exchange, save production time, and expand market share. The indicators used are: play an important role in business, make product marketing effective, create competitive advantage, ease of running a business, ease of communication with customers ([Salsabila, 2018](#)).
3. Sales (Y) is an increase in the number of products/goods sold in sales made by MSME actors in Barito Kuala Regency. The indicators used are: slowly, achievement, values, numbers, sales, society, and customer satisfaction. ([Salsabila, 2018](#)).

Variables were measured using a Likert scale, and the criteria used were 5, namely: STS (strongly disagree) weighing 1, ST (disagree) weighing 2, R (undecided) weighing 3, S (agree) weighing 4, and SS (strongly agree) weighs 5. The Likert scale is used to measure attitudes, opinions, and perceptions of a person or group of people about social phenomena ([Sugiyono, 2019](#)).

The data analysis used in this research is path analysis using SPSS version 23 software. The first step in Path Analysis is to test the Goodness of Fit Model by testing the reliability, and validity, and performing regression analysis to show whether the path model formed is feasible or not. used to predict the dependent variable. The feasibility of the model used can be seen from 2 types of tests, namely the determination test (R-Square) and the F test. When the model formed is declared feasible to use, a path model will be formed which will then be tested for hypotheses using the t-test for direct effect analysis and indirectly, after that, just conduct a Sobel test to prove whether technological capital is an intervening variable that is able to mediate the effect of digital marketing on increasing sales or not. Sobel-test was carried out using an online calculator ([Ghozali, 2016](#)).

RESULTS AND DISCUSSION

A reliability test was conducted to see whether the data collected in the study showed adequate internal consistency. The instrument used in this test is the Cronbach alpha coefficient. The minimum requirement for the questionnaire to meet the reliability is if the Cronbach alpha value is greater than 0.60 (Ghozali, 2016).

Tabel 1. Item-Total Statistics

	Scale Mean if Deleted	Scale Variance if Deleted	Corrected Total	Item-Correlation	Cronbach's Alpha if Deleted
Digital Marketing	48,34	33,532	0,725		0,794
Sales Increase	48,38	33,194	0,778		0,735
Technological Capital	51,47	43,817	0,689		0,833

Source: SPSS output (2021)

From the table above, it is known that the value of Cronbach's Alpha variable digital marketing, technological capital, and increased sales from the data test results show that the value of Cronbach's alpha is greater than 0.60. This shows that research instruments measuring digital marketing, technological capital, and increased sales are reliable or reliable. So that it can be analyzed further by using path analysis to determine the direct and indirect effect of digital marketing variables on increasing sales with technological capital as an intervening variable.

Pearson's product moment correlation method with a 5% significance basis in the validity test of this study. The test looks at the correlation coefficient (proxy) which states the relationship between the question item scores and the total score (item-total correlation). If the result of the r-count is greater than the r-table and the value is positive, then the questions in the questionnaire are declared valid, otherwise, if the result of the r-count is smaller than the r-table, the question is declared invalid (Ghozali, 2016).

Tabel 2. Correlations

		Digital Marketin g	Sales Increase	Technologic al Capital	Skor_Total
Digital Marketing	Pearson Correlation	1	0,714**	0,601**	0,891**
	Sig. (2-tailed)		0,000	0,000	0,000
	N	93	93	93	93
Sales Increase	Pearson Correlation	0,714**	1	0,676**	0,911**
	Sig. (2-tailed)	0,000		0,000	0,000
	N	93	93	93	93
Technologic al Capital	Pearson Correlation	0,601**	0,676**	1	0,838**
	Sig. (2-tailed)	0,000	0,000		0,000
	N	93	93	93	93
Skor_Total	Pearson Correlation	0,891**	0,911**	0,838**	1
	Sig. (2-tailed)	0,000	0,000	0,000	
	N	93	93	93	93

** Correlation is significant at the 0.01 level (2-tailed).

Source: SPSS output (2022)

The results of the validity test in this study indicate that all the variables used are said to be valid or can be used because the value of r-count > from r-table. because of the value of Sig. (2-tailed) 0.000 is less than 0.05. The results of the r-calculated value for each variable are 0.891, 0.911, and 0.838. This result is greater than the r-table, which is 0,2017. This research uses path analysis. In path analysis, the first step is to test the goodness of the fit model. The aim is to see whether the path model can be used to predict the dependent variable or not. This model is said to be feasible, it can be seen from 2 kinds of tests, namely the determination test (R-Square) and the F test. After the model formed is said to be feasible, a second path model will be formed, using hypothesis testing to analyze the existence of direct and indirect influences. After that, the Sobel test was carried out using an online calculator. The suitability test for this research path analysis model is presented in table 3.

Table 3. The goodness of Fit Model

Model Jalur	R	R square	F-hitung	Sig.
1. (X→Z)	0,676 ^a	0,456	76,419	0,000 ^b
2. (X→Z→Y)	0,732 ^a	0,536	51,984	0,000 ^b
a. Predictors: constant, digital marketing b. Predictors: constant, digital marketing, technological capital Source: SPSS ver 26 output (2021)				

From the goodness of fit table above, it is known that the R-square value of the path 1 model is 0.456, which means that 45.6% of the use of technology capital by MSME actors in Batola Regency can be explained by digital marketing and 54.4% is explained by the variable other F test results show that the value of F-count-1 is 76,419 with Sig. of 0.000 < = 0.05 which means that the path 1 model which can be said is feasible to be used in this study. Likewise, the R-square value in the path 2 models is 0.536, which means that 53.6% of the increase in MSME sales in Batola Regency is explained by digital marketing and technology capital and 46.4% is explained by other variables. The value of uni F-count -2 shows that it is 51,984 with Sig. 0.000 < = 0.05 which means that the path 2 model which is said to be worthy of research or fulfills the requirements of the goodness of fit model.

Table 4. Value of Path Coefficient and t-count

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Dependent Var
		B	Std. Error	Beta			
1	(Constant)	8,820	1,594		5,534	0,000	<i>Technological Capital</i>
	Digital Marketing	0,537	0,061	0,676	8,742	0,000	
2	(Constant)	4,326	2,220		1,948	0,055	Sales Increase

Technological Capital Mediation on the Effect of Digital Marketing in Increasing MSMe Sales in Batola Regency

Hikmahwati and Sahla

	Digital Marketing	0,584	0,100	0,567	5,820	0,000	
	Technological Capital	0,283	0,126	0,218	2,241	0,028	
Source: Output SPSS (2022)							

Based on the data in the Path Coefficient Values table and t-count above, the path 1 model can be arranged, namely $Z = 8.820 + 0.676X + e$, the second path model arrangement is $Y = 4.326 + 0.567X + 0.218Z + e$. The first path model can be explained that the constant in unstandardized B has a positive value of 8.820, while the Standardized Coefficients path from digital marketing is 0.676. The t-count value for digital marketing is 8.742, thus it can be seen that the t-count > t-table is $8.742 > 1.662$ or sig $0.000 < 0.05$, which indicates that digital marketing has a significant positive effect on technological capital. This means that sales made by MSME actors in Barito Kuala Regency can increase the use of technological capital. This is shown by the results of the digital marketing path coefficient test which is positive and significant, where the higher the sales using digital marketing, the higher the technological capital.

In the path 2 models, it is known that the constant in unstandardized B has a positive value of 4.326. That is, the use of digital marketing and technological capital in selling products/goods owned can further increase the number of sales of MSME actors in Barito Kuala Regency. While the path coefficient of digital marketing is positive at 0.584. The digital marketing t-count value is 5,820. From these calculations, it is known that the value of t count > t table, namely for digital marketing is $5.820 > 1.662$ with sig $0.000 < 0.05$. This shows that the use of digital marketing in selling products/goods has a positive and significant effect on increasing sales. In other words, the higher the use of digital marketing in sales, the higher the sales of goods/products owned by MSME actors in the Barito Kuala district. Empirical evidence shows that Hypothesis 1 which states that digital marketing has a direct effect on increasing sales of MSME actors in Batola Regency, is acceptable.

Likewise, technology capital has a positive path coefficient of 0.380 with a t-count value of 2,241, thus it can be seen that the t count > t table is $2.241 > 1.662$ or sig $0.028 < 0.05$. This shows that technology capital has a positive and significant effect on increasing MSME sales in Barito Kuala.

Table 5. Calculation Path Analysis Results

	Direct influence	Indirect Influence	Amount
$X \rightarrow Y$	0,567		= 0,567
$X \rightarrow Z \rightarrow Y$		$0,676 * 0,218$	= 0,147
Total influence			= 0,714

Source: Output SPSS (2022)

Based on Table 5. Direct and Indirect Effects above, it is known that the direct effect of digital marketing on increasing sales of MSME actors in Batola Regency is higher than the indirect effect of digital marketing on increasing sales through technological capital as an intervening

variable. However, technological capital is an intervening variable that can mediate the influence of digital marketing on increasing sales of MSME players in the Batola Regency. This is evidenced by the Sobel-Test calculation below:

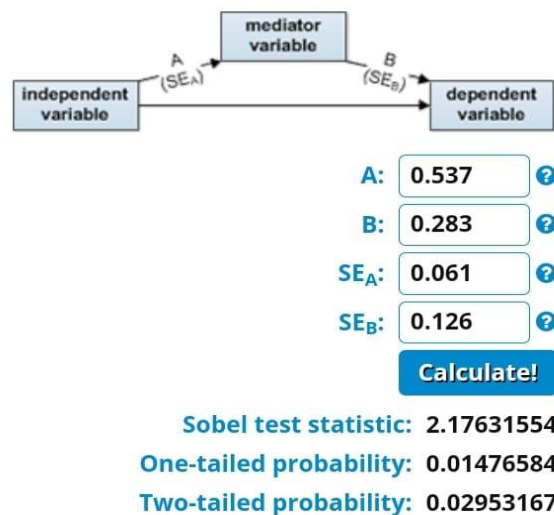


Figure 1. Sobel-test results

Source: <https://www.danielsoper.com/statcalc/calculator>

The results of the Sobel-test calculation show that the Sobel-test-statistic value is $2.17631554 > 1.96$. The results of the Z-score-normal value at $\alpha = 0.05$ with a two-way probability of $0.029 < 0.05$. Thus, the second hypothesis which states that digital marketing is thought to have an indirect effect on increasing sales of MSME actors in Batola Regency through technology capital as an intervention variable, can be accepted. This means that the higher the use of digital marketing in selling MSME products/goods, the higher the technological capital, the higher the technological capital, and the higher the increase in MSME sales in Batola Regency.

Digital marketing in increasing MSME sales in Barito Kuala Regency

The results of the first hypothesis analysis test show that digital marketing has a direct, positive and significant effect on increasing MSME sales in Batola Regency. This means that the higher the use of digital marketing in selling products/goods, the higher the increase in sales generated. The problem faced because MSMEs during the COVID-19 pandemic was a significant decline in sales of public consumption which also declined. One of the efforts made to increase sales post-covid-19 is to implement a marketing strategy using digital marketing. based on the results of this study that digital marketing has a significant effect on increasing sales, so to increase sales of MSMEs in Batola Regency one of them is to use digital marketing in sales. Digital marketing is a way to promote products/goods through the internet. Through internet media, the range of promotion of goods sold will be wider so that it is easier to attract consumers. Plus the use of social media facilitates social interaction among customers, leading to increased trust and intention to buy (Valerio et al., 2019).

This model is mostly used to maintain or increase customers and market share in the current era of globalization. The internet changes consumer behavior through social media, trying to determine the right marketing strategy to reach wider consumers. Currently, social media

applications that are widely used by MSMEs in Batola Regency are WhatsApp, Facebook, and Instagram. By using social media as a means of selling, the goal is to reach consumers and potential consumers quickly and on time, making it easier to market products/goods and increase sales turnover. As well as making it easier for MSME actors to interact directly with consumers so that it is easy to attract them to buy the products/goods being sold.

The results of this study are in line with the results of [Ayuni et al. \(2019\)](#) stated that the use of digital media affects the level of sales of industrial products. Nuseir's research ([Nuseir, 2018](#)) reveals that the performance of MSMEs is financially influenced by digital marketing. Research by Anjaningrum ([Anjaningrum, 2020](#)), Gronum et al. ([Gronum et al., 2012](#)), Hendrawan et al. ([Hendrawan et al., 2019](#)), Mirah et al. ([Putri & Sanica, 2022](#)), Sidi & Yogatama ([Sidi & Yogatama, 2019](#)) shows that there is an influence of digital marketing on sales performance of MSME products and marketing performance. So it is recommended to increase the use of digital marketing so that products/goods can increase so that the sales target every month can increase as well.

Technological capital can mediate the influence of digital marketing in increasing sales of MSMEs in Barito Kuala Regency.

The results of the second hypothesis analysis test show that digital marketing has a direct and indirect effect on increasing sales of MSMEs in Barito Kuala Regency through technology capital as an acceptable intervention variable. This means that the higher the use of digital marketing in selling products/goods, the higher the technological capital, and the higher the technological capital, the higher the increase in MSME sales in Barito Kuala Regency. Mastery or use of technology capital in sales will help increase sales and increase profits for MSME businesses after COVID-19. As research conducted by [Setiawan & Fantini \(2021\)](#) social media technology has a strong influence on increasing sales. The use of technology capital in business needs to be increased to help make product sales effective, create competitive advantages and make it easier for MSME actors to communicate.

Technological capital is a general term that describes any technology that helps generate, store, communicate, and convey information. Technology is increasingly important in the business world because it makes businesses grow faster than ever. By having the use and utilization of technology to be able to market products more effectively. So technology capital plays an important role in increasing sales. most of the MSME actors in Batola Regency have used technology capital/technology capital well in marketing their business, namely by utilizing Ojekin, Kurama food delivery services, and GoFood and GrabFood services. Because it is considered capable of acting as a publication/advertising media for culinary business owners, the need for time and cost efficiency. In addition, by applying technology in an environment that adapts to the speed of business movements, as well as faster communication, attracting and retaining consumers.

There is still no research that states that technological capital mediates the influence of digital marketing on sales performance. However, from the results of research conducted in Barito Kuala Regency, technological capital can provide an indirect influence on the influence of digital marketing in increasing sales. So that MSME actors can increase their knowledge of technology which can affect an increase in sales volume, customer growth, and revenue growth also increases. According to Salsabila ([Salsabila, 2018](#)), technology capital is also an indicator that affects business performance, so having good technology capital can improve business performance.

CONCLUSION

It was concluded that digital marketing is one of the important aspects that must be owned by MSME actors in Barito Kuala Regency in a sales strategy, in order to increase sales and recover post-covid-19 businesses due to sluggish people's purchasing power. This is evidenced in the sobel-test calculation that digital marketing has a direct effect on increasing sales of MSME actors in the BATOLA Regency. Increasing the use of digital marketing, can reduce promotional costs carried out conventionally, shorten transaction time, and product marketing, and create effective and efficient communication with customers that is useful for utilizing technology capital. The use of digital marketing tools for product marketing with the presence of technological capital is also important, to make product marketing effective, create competitive advantages and make it easier to run a business. Because knowledge can be shared quickly and can be accessed by others. The collection, storage, and distribution of information will be easier with the help of technological capital (Ngah & Ibrahim, 2011; Oliveira et al., 2020). So that the products/goods offered are more in line with the wishes of consumers and have an impact on increasing the number of sales, customers, and income.

REFERENCES

- Anggraini, D., Damayanti, & Nurmala. (2021). Strategi Pengembangan Bisnis dengan Pemanfaatan Insentif Pajak dan Digitalisasi UMKM di Era New Normal. *Jurnal Kajian Agribisnis Dwijen Agro*, 11(1), 24–32.
<http://ejournal.undwi.ac.id/index.php/dwijenagro/article/view/1081>
- Anjaningrum, W. D. (2020). Efektivitas Digital Marketing Dan Networks Dalam Mendongkrak Kinerja Pemasaran UKM Di Masa Pandemi Covid-19. *SENABISMA: Seminar Nasional Administrasi Bisnis Dan Manajemen*, 5(7), 50–61.
<https://prosiding.polinema.ac.id/senabisma/index.php/senabisma/senabisma2020/paper/viewFile/28/16>
- Ayuni, Q., Cangara, H., & Arianto. (2019). Pengaruh Penggunaan Media Digital Terhadap Tingkat Penjualan Produk Kuliner Kemasan. *Jurnal Penelitian Komunikasi Dan Opini Publik*, 23(2), 129–141.
<https://jurnal.kominfo.go.id/index.php/jpkop/article/download/2382/1178>
- Bai, C., Quayson, M., & Sarkis, J. (2021). COVID-19 pandemic digitization lesson for sustainable development of micro-and small- enterprises. *Sustainable Production and Consumption*, 27, 1989–2001. <https://doi.org/10.1016/j.spc.2021.04.035>
- Bisnis Indonesia. (2021, March 19). Survei BI: 87,5 Persen UMKM Indonesia Terdampak Pandemi Covid-19. *Bisnis.Com*, 5.
<https://ekonomi.bisnis.com/read/20210319/9/1370022/survei-bi-875-persen-umkm-indonesia-terdampak-pandemi-covid-19>
- Centobelli, P., Cerchione, R., Esposito, E., Passaro, R., & Shashi. (2021). Determinants of the transition towards circular economy in SMEs: A sustainable supply chain management perspective. *International Journal of Production Economics*, 242, 108297.
<https://doi.org/10.1016/j.ijpe.2021.108297>
- Chatterjee, S., Chaudhuri, R., Vrontis, D., & Thrassou, A. (2022). SME entrepreneurship and digitalization – the potentialities and moderating role of demographic factors. *Technological Forecasting and Social Change*, 179, 121648. <https://doi.org/10.1016/j.techfore.2022.121648>
- García, J. J. L., David, L., Ramos, C. M., & Matos, N. (2019). Digital Marketing Actions That

- Achieve a Better Attraction and Loyalty of Users: An Analytical Study. *Future Internet*, 11, 130. <https://doi.org/10.3390/fi11060130>
- Ghozali, I. (2016). *Aplikasi Analisis Multivariete dengan Program IBM SPSS 23* (I. Ghozali (Ed.); 8th ed.). Badan Penerbit Universitas Diponegoro. <http://kin.perpusnas.go.id/DisplayData.aspx?pId=218217&pRegionCode=UN11MAR&pClientId=112>
- Grigoriev, S. N., Yeleneva, J. Y., Golovenchenko, A. A., & Andreev, V. N. (2014). Technological Capital: A Criterion of Innovative Development and an Object of Transfer in the Modern Economy. *Procedia CIRP*, 20(C), 56–61. <https://doi.org/10.1016/j.procir.2014.06.144>
- Gronum, S., Verreyne, M.-L., & Kstelle, T. (2012). The Role of Networks in Small and Medium-Sized Enterprise Innovation and Firm Performance. *Journal of Small Business Management*, 50(2), 257–282. <https://doi.org/10.1111/j.1540-627X.2012.00353.x>
- Gupta, V., Santosh, K., Arora, R., Ciano, T., Kalid, K. S., & Mohan, S. (2022). Socioeconomic impact due to COVID-19: An empirical assessment. *Information Processing & Management*, 59(2), 102810. <https://doi.org/10.1016/j.ipm.2021.102810>
- Hadi, M. Z. (2020). Peluang Implementasi Teknologi Big Data Dan Block Chain Untuk Peningkatan Kinerja Perdagangan Pada Sektor UMKM di Indonesia Pada Era Industri 4.0. *Cendekia Niaga*, 3(1), 71–80. <https://doi.org/10.52391/jcn.v3i1.463>
- Hafidhah, Rusnani, R., & Liyanto, L. (2022). Intellectual Capital dan Kinerja Keuangan pada UKM pada masa Pandemi Covid-19: Apakah terkait? *JAK (Jurnal Akuntansi) Kajian Ilmiah Akuntansi*, 9(1), 103–126. <https://doi.org/10.30656/jak.v9i1.3799>
- Hashim, M. J., Osman, I., & Alhabshi, S. M. (2015). Effect of Intellectual Capital on Organizational Performance. *Procedia - Social and Behavioral Sciences*, 211(September), 207–214. <https://doi.org/10.1016/j.sbspro.2015.11.085>
- Hendrawan, A., Suchyowati, H., Cahyandi, K., Rayendra, A., & Maritim Nusantara, A. (2019). Pengaruh Marketing Digital Terhadap Kinerja Penjualan Produk Umkm Asti Gauri Di Kecamatan Bantarsari Cilacap. *Jurnal Administrasi Dan Kesekretarian*, 4. <https://doi.org/http://dx.doi.org/10.36914/jak.v4i1.189>
- Khalique, M., & Pablos, P. O. de. (2015). Intellectual capital and performance of electrical and electronics SMEs in Malaysia. *International Journal of Learning and Intellectual Capital*, 12(3), 251. <https://doi.org/10.1504/IJLIC.2015.070166>
- Kotler, P., & Keller, L. (2016). *Marketing Management* (15th ed.). Pearson Education Limited. t.ly/TuhY
- Kumala, R., & Junaidi, A. (2020). Strategi Bisnis Dan Pemanfaatan Kebijakan Pajak Di Masa Pandemi COVID-19 Dan Era New Normal (Studi Kasus Pelaku UKM Marketplace). *Prosiding Seminar STLAMI*, 7(2), 98–103. <https://ojs.stiami.ac.id/index.php/PS/article/view/960>
- Kusumastuti, A. D. (2020). Pengaruh Pandemi Covid-19 terhadap Eksistensi Bisnis UMKM dalam mempertahankan Business Continuity Management (BCM). *Jurnal Administrasi Bisnis Fisipol Unmul*, 8(3), 224. <https://doi.org/10.54144/jadbis.v8i3.4188>
- Lestantri, I. D., Janom, N. B., Aris, R. S., & Husni, Y. (2022). The perceptions towards the digital sharing economy among SMEs: Preliminary findings. *Procedia Computer Science*, 197, 82–91. <https://doi.org/10.1016/j.procs.2021.12.121>
- Liesander, I., & Dharmayanti, D. (2017). Pengaruh Digital Marketing Terhadap Organizational Performance Dengan Intellectual Capital Dan Perceived Quality Sebagai Variabel

- Intervening Pada Industri Hotel Bintang Lima Di Jawa Timur. *Jurnal Strategi Pemasaran*, 4(2). <https://publication.petra.ac.id/index.php/manajemen-pemasaran/article/view/5690>
- Low, S., Ullah, F., Shirowzhan, S., Sepasgozar, S. M. E., & Lin Lee, C. (2020). Smart Digital Marketing Capabilities for Sustainable Property Development: A Case of Malaysia. *Sustainability*, 12(13), 5402. <https://doi.org/10.3390/su12135402>
- Lu, W.-M., Wang, W.-K., Tung, W.-T., & Lin, F. (2010). Capability and efficiency of intellectual capital: The case of fables companies in Taiwan. *Expert Systems with Applications*, 37(1), 546–555. <https://doi.org/10.1016/j.eswa.2009.05.031>
- Marpaung, F. K., & Sibarani, H. J. (2018). Bagaimana Pengaruh Digital Marketing dan Capacity Building Terhadap Kinerja UKM di Kota Medan? *Jurnal AKRAB JUARA*, 3(4), 35–41. <https://akrabjuara.com/index.php/akrabjuara/article/view/395>
- Ngah, R., & Ibrahim, A. R. (2011). The Influence of Intellectual Capital on Knowledge Sharing: Small and Medium Enterprises' Perspective. *Communications of the IBIMA*, 2011, 1–13. <https://doi.org/10.5171/2011.444770>
- Nordhagen, S., Igbeka, U., Rowlands, H., Shine, R. S., Heneghan, E., & Tench, J. (2021). COVID-19 and small enterprises in the food supply chain: Early impacts and implications for longer-term food system resilience in low- and middle-income countries. *World Development*, 141, 105405. <https://doi.org/10.1016/j.worlddev.2021.105405>
- Nugroho, A. E. (2020). *Survei Kinerja UMKM di Masa Pandemi COVID19*. LIPI. <http://lipi.go.id/berita/survei-kinerja-umkm-di-masa-pandemi-covid19/22071>
- Nuseir, M. T. (2018). Digital media impact on smes performance in the The Role of Digital Marketing in Business Performance with the Moderating Effect of Environment Factors among SMEs of UAE View project. *Article in Academy of Entrepreneurship Journal*, 24(1). https://www.researchgate.net/publication/339789814_The_Role_of_Digital_Marketing_in_Business_Performance_with_the_Moderating_Effect_of_Environment_Factors_among_SMEs_of_UAE
- Oliveira, M., Curado, C., Balle, A. R., & Kianto, A. (2020). Knowledge sharing, intellectual capital and organizational results in SMES: are they related? *Journal of Intellectual Capital*, 21(6), 893–911. <https://doi.org/10.1108/JIC-04-2019-0077>
- Permana, E., Poerwoko, B., & Widyastuti, S. (2019). Digital Capability and Innovation Strategy to Develop the Performance and Competitive Advantages of Fashion SMEs in Jakarta, Indonesia. *International Journal of Managerial Studies and Research*, 7(11), 5–15. <https://doi.org/10.20431/2349-0349.0711002>
- Ponzoa, J. M., & Erdmann, A. (2021). E-Commerce Customer Attraction: Digital Marketing Techniques, Evolution and Dynamics across Firms. *Journal of Promotion Management*, 27(5), 697–715. <https://doi.org/10.1080/10496491.2021.1880521>
- Putri, A. M. A., & Sanica, G. (2022). Digital Marketing Strategy To Survive During Covid-19 Pandemic. *Business and Accounting Research (IJEBAR) Peer Reviewed-International Journal*, 6(1), 26–32. <https://jurnal.stie-aas.ac.id/index.php/IJEBAR/article/view/4084>
- Reim, W., Yli-Viitala, P., Arrasvuori, J., & Parida, V. (2022). Tackling business model challenges in SME internationalization through digitalization. *Journal of Innovation & Knowledge*, 7(3), 100199. <https://doi.org/10.1016/j.jik.2022.100199>
- Reyes-Rodríguez, J. F. (2021). Explaining the business case for environmental management practices in SMEs: The role of organisational capabilities for environmental communication. *Journal of Cleaner Production*, 318, 128590.

<https://doi.org/10.1016/j.jclepro.2021.128590>

- Salsabila, S. (2018). *Pengaruh Human Capital, Customer Capital dan Technological Capital terhadap Kinerja Bisnis (Studi Kasus pada UMKM Kuliner di Jalan Setia Budi Medan)* [Universitas Sumatera Utara]. <https://repositori.usu.ac.id/handle/123456789/15989>
- Saputra, G. W., & Ardani, I. G. A. K. S. (2020). Pengaruh Digital Marketing, Word of Mouth, dan Kualitas Pelayanan Terhadap Keputusan Pembelian. *E-Jurnal Manajemen Universitas Udayana*, 9(7), 2596. <https://doi.org/10.24843/EJMUNUD.2020.v09.i07.p07>
- Setiawan, E., Fantini, E., & Samsudin, S. (2021). The Effect of Social Media Technology, Packaging and Online Promotion on Increasing Sales of Food Products Group of Mothers in Bojong Kulur Village, Bogor. *Majalah Ilmiah Bijak*, 18(2), 207–225. <https://doi.org/10.31334/bijak.v18i2.1773>
- Shafi, M., Liu, J., & Ren, W. (2020). Impact of COVID-19 pandemic on micro, small, and medium-sized Enterprises operating in Pakistan. *Research in Globalization*, 2, 100018. <https://doi.org/10.1016/j.resglo.2020.100018>
- Sidi, A. P., & Yogatama, A. N. (2019). Mediasi Intellectual Capital atas Pengaruh Digital Marketing Terhadap Kinerja Pemasaran. *IQTISHODUNA*, 15(2), 129–152. <https://doi.org/10.18860/iq.v15i2.7592>
- Sugiyono. (2019). *Metode Penelitian Kuantitatif, Kualitatif, dan R&D – MPKK (I)*. Alfabeta. <https://cvalfabeta.com/product/metode-penelitian-kuantitatif-kualitatif-dan-rd-mpkk/>
- Susanti, N., & Widajatun, V. W. (2021). MSMEs Understanding of Taxation During the COVID-19 Pandemic. *Journal of Innovation and Community Engagement*, 2(1), 35–46. <https://doi.org/10.28932/jice.v2i1.3689>
- UNICEF. (2021). *Analysis of the Social and Economic Impacts on COVID-19 and Strategic Policy Recommendations for Indonesia*. <https://t.ly/jugN>
- Valerio, C., William, L., & Noémier, Q. (2019). The Impact of Social Media on E-Commerce Decision Making Process. *International Journal of Technology for Business (IJTB)*, 1(1), 1–9. <https://doi.org/https://doi.org/10.5281/zenodo.2591569>
- Xie, X., Han, Y., Anderson, A., & Ribeiro-Navarrete, S. (2022). Digital platforms and SMEs' business model innovation: Exploring the mediating mechanisms of capability reconfiguration. *International Journal of Information Management*, 65, 102513. <https://doi.org/10.1016/j.ijinfomgt.2022.102513>
- Yuliati, Y. (2020). Mediasi Customer Satisfaction Dan Intellectual Capitalatas Pengaruh Digital Marketing Terhadap Kinerja Perusahaan. Fokus Ekonomi. *Fokus Ekonomi : Jurnal Ilmiah Ekonomi*, 15(2), 288–306. <https://doi.org/10.34152/fe.15.2.288-306>