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LINKING SOCIAL MEDIA COMMERCE, MARKET ORIENTATION, AND MSME PERFORMANCE: EMPIRICAL EVIDENCE FROM TANAH ABANG, JAKARTA

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ABSTRACT

This study examines the relationship between social media commerce, market orientation, and MSME performance in Indonesia's fashion industry, specifically investigating market orientation's mediating role. Using a quantitative cross-sectional approach, data was collected from 100 fashion MSMEs in Tanah Abang Market, Jakarta, who actively utilize TikTok Shop. Path analysis with SPSS revealed significant positive relationships across all hypotheses. Social commerce directly influences MSME performance ($\beta = 0.172$, $p = 0.045$) and enhances market orientation capabilities ($\beta = 0.263$, $p < 0.05$). Market orientation significantly drives performance improvements ($\beta = 0.253$, $p = 0.005$), while partially mediating the social commerce-performance relationship (indirect effect = 0.066). The combined model explains 37.7% of performance variance, demonstrating dual value creation mechanisms wherein social commerce generates benefits through direct platform advantages and enhanced market-sensing capabilities. The findings contribute to social commerce literature by providing empirical evidence from emerging markets and identifying market orientation as a key mediating mechanism. Practically, successful social commerce implementation requires integrated approaches combining platform adoption with systematic market orientation development. MSMEs should leverage analytics for customer understanding, utilize interactive features for market intelligence, and develop competitive monitoring to maximize benefits. The study positions social commerce as a strategic imperative rather than merely technological adoption, serving dual functions as transactional channels and capability-building tools for sustainable competitive advantage.

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1. INTRODUCTION

Social media commerce has become a global phenomenon, with different countries leveraging various platforms to drive digital transactions. In China, platforms such as Douyin, WeChat, Kuaishou, and Xiaohongshu dominate the social commerce landscape, with Douyin alone being used by approximately 69% of social media users for shopping (Ecommercedb, 2024; Statista, 2024). Similarly, India has witnessed rapid growth in social commerce adoption, particularly in smaller cities, where platforms like WhatsApp, Instagram, Facebook, Trell, and Chingari account for nearly 65% of market share (Livemint, 2021). In the United States, Instagram Shopping and TikTok Shop are gaining traction, enabling direct purchasing through tagged products and integrated "shop tabs," while startups such as Whatnot have popularized live-shopping formats (BigCommerce, 2024; AP News, 2023; Business Insider, 2023). These examples highlight how social media platforms are reshaping consumer behavior and business models worldwide, making them critical tools for MSME competitiveness in the digital era.

The rapid growth of social media commerce in Indonesia has transformed the way businesses and consumers interact, with platforms such as Instagram, TikTok, Facebook, and WhatsApp increasingly being used for commercial transactions. This shift reflects a broader social change, where consumer behavior is moving away from conventional offline shopping toward more dynamic, interactive, and digital-based purchasing experiences. At the same time, micro, small, and medium enterprises (MSMEs), which represent the backbone of Indonesia's economy, are undergoing a process of digital transformation. Many entrepreneurs are beginning to leverage social media not only as a marketing channel but also as a direct sales platform.

The global value of e-commerce, including B2B and B2C transactions, reached US$26.7 trillion in 2019, accounting for nearly 30% of world GDP, while the share of online retail sales rose from 16% to 19% during the COVID-19 pandemic (UNCTAD, 2021). Furthermore, 85% of firms adopting digital technologies reported increased sales, and 81% reduced operational costs, demonstrating the positive impact of digital adoption on business performance (World Economic Forum, 2023).

Indonesia has emerged as one of the fastest-growing e-commerce markets in the Asia-Pacific region, supported by rising internet penetration, a young and digitally savvy population, and the rapid adoption of digital payment systems. The value of Indonesia's e-commerce sector was estimated at USD 354.6 billion in 2024 and is projected to reach USD 760.8 billion by 2033, with a compound annual growth rate of 9.07% (IMARC Group, 2024). Similarly, reports forecast that the country's e-commerce transactions will reach USD 137.5 billion by 2025, making Indonesia the largest market in the Asia-Pacific region (International Trade Administration, 2023). The Google-Temasek-Bain report also highlights Indonesia's gross merchandise value at USD 59 billion in 2022, with expectations of USD 95 billion by 2025 and between USD 220–360 billion by 2030 (Xinhua, 2024). These figures underscore Indonesia's pivotal role in the global digital economy, reflecting both rapid growth and significant opportunities for social commerce integration.

Despite increasing adoption of digital platforms, disparities in MSME performance persist, indicating that social media commerce alone is insufficient without aligning business

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strategies with market needs. This situation reveals a research gap, as empirical studies exploring how market orientation mediates the relationship between social media commerce and MSME performance in traditional trade settings remain limited. Addressing this gap is critical for understanding how MSMEs can leverage digital tools to enhance competitiveness and ensure long-term sustainability. The issue is particularly evident in traditional markets, where many traders remain product-oriented rather than adopting market orientation strategies to sustain competitiveness in the digital era.

Building upon the identified research gap, this study aims to empirically examine the role of social media commerce and market orientation in shaping MSME performance. Specifically, the research seeks to address the following questions: (1) How does social commerce influence MSME performance? (2) How does social commerce affect market orientation? (3) How does market orientation contribute to MSME performance? and (4) To what extent does market orientation mediate the relationship between social commerce and MSME performance? By addressing these questions, the study not only provides insights into the direct and indirect impacts of digital commerce adoption but also highlights the strategic importance of market orientation for sustaining competitiveness in an increasingly digital marketplace.

Prior studies consistently highlight the significant role of e-commerce and market orientation in enhancing MSME performance across diverse contexts. For example, Ngo (2023) demonstrated that market orientation positively influences organizational performance among Vietnamese logistics SMEs, both directly and indirectly, through incremental and radical innovation. Similarly, Martini et al. (2023) found that e-commerce adoption significantly improves the financial performance of micro and small industries (MSIs) in Indonesia, although firm size moderates this relationship, with smaller firms benefiting more than larger ones. Extending these findings, Memarista, Gunawan, and Kristina (2023) showed that e-commerce usage in Indonesian MSMEs enhances not only financial performance but also internal processes, consumer satisfaction, and business growth. Collectively, these studies underscore the importance of digital adoption and strategic market orientation in driving MSME competitiveness and long-term sustainability.

While existing research establishes that both e-commerce adoption and market orientation contribute significantly to MSME performance, gaps remain in understanding how these elements interact in the specific context of social media commerce. Previous studies have largely examined e-commerce in general or focused on innovation capabilities as mediators, but limited empirical evidence addresses the mediating role of market orientation in linking social commerce to MSME performance. This creates an opportunity to extend the literature by exploring how MSMEs can strategically align their use of social media platforms with market orientation to optimize business outcomes. Such an approach advances the discourse by integrating digital transformation with strategic orientation, offering a more holistic understanding of MSME competitiveness in an era where consumer behavior is increasingly shaped by social media.

2. RESEARCH METHODS

This study applies a descriptive and verificative design with a quantitative approach using a cross-sectional method. The purpose is twofold: first, to describe the phenomenon of social commerce among fashion MSMEs using TikTok Shop at Tanah Abang Market, and second, to test hypotheses regarding its effect on MSME performance through market orientation. The research variables include social commerce (X), market orientation (M), and MSME performance (Y), each operationalized into measurable dimensions.

The procedure began with defining the population, then determining the sample size using the Slovin formula and selecting respondents through accidental sampling. The research instrument was a structured questionnaire with interval scales to collect primary data, while secondary data was obtained from literature, articles, journals, and official reports. Data collection was conducted directly in the field by distributing questionnaires to eligible MSMEs that met the study criteria.

The study population consisted of 22,521 fashion MSMEs at Tanah Abang Market, spread across blocks A, B, C, F, and G. From this population, 100 respondents were selected as the research sample, considered representative of the entire group. The respondents are MSME owners or managers who actively use TikTok Shop as a platform for marketing and business transactions.

Data was obtained from two main sources: primary and secondary. Primary data came from the distribution of questionnaires to respondents, focusing on their perspectives regarding social commerce, market orientation, and MSME performance. Secondary data was gathered from literature, academic journals, articles, and official databases that provide supporting information on MSME profiles and social media usage trends in Indonesia.

The collected data was processed through several stages: checking completeness, tabulation, and scoring of each questionnaire item. To ensure data quality, a validity test was conducted using Pearson's product-moment correlation, while a reliability test was carried out using Cronbach's Alpha. Both tests were performed with SPSS version 25, ensuring that the instruments were valid and reliable before moving to analysis.

Data analysis was divided into descriptive and verificative stages. Descriptive analysis aimed to map respondent characteristics and provide an overview of each research variable. Verificative analysis employed path analysis to test causal relationships between social commerce, market orientation, and MSME performance. Prior to hypothesis testing, classical assumption tests were conducted, including normality, heteroscedasticity, and multicollinearity tests. Hypotheses were then tested using F-tests and t-tests to determine the statistical significance of relationships among variables.

3. RESULTS AND DISCUSSION

Case Setting: Tanah Abang Market

Tanah Abang Market is recognized as the largest textile wholesale center in Jakarta, and arguably the largest in Indonesia and Southeast Asia. Established on August 30, 1735, the market was initially known as *Pasar Sabtu* (Saturday Market), founded by Justinus Vinck, a wealthy Dutch official who identified a business opportunity due to the rapid urban

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development of Batavia's southern region, which at the time lacked a commercial hub (Senja, 2017). Vinck obtained authorization from Governor-General Abraham Patramini to build the market and conduct trade in textiles, groceries, and vegetables. The market was initially permitted to operate only on Saturdays, which led to its early designation as *Pasar Sabtu*. Dutch settlers referred to it as *De Nabang*, inspired by the abundance of palm trees in the area, a term that later evolved into *Tenabang* and eventually *Tanah Abang* (Hanggono, 2019).

Throughout its history, Tanah Abang has undergone significant transformations, overcoming challenges to maintain its role as a central hub of textile commerce. What once began as a plantation area developed into a thriving commercial district that embodies both historical and cultural narratives of urban economic development in Jakarta. Today, Tanah Abang accommodates approximately 25,000 traders across multiple blocks, with management shared between the local government, represented by PD Pasar Jaya, which oversees blocks A, B, F, and G, and private entities managing other sections. Its resilience and growth highlight the dynamic interplay between historical legacy, institutional governance, and contemporary market practices, making it a unique case of urban market evolution in Southeast Asia.

Demographic Profile and Variable Assessment

The study collected data from 100 respondents representing fashion SMEs operating in Tanah Abang Market. The demographic analysis revealed distinct patterns among the respondents. Female entrepreneurs dominated the sample with 88%, while males constituted 12% of the participants. This gender distribution aligns with previous research indicating women's predominant participation in fashion-related micro and small enterprises (Cabrera & Mauricio, 2017). Age distribution showed that 48% of respondents were under 35 years old, indicating a relatively young entrepreneurial population engaged in digital commerce adoption. Educational attainment was concentrated at the high school level (SMA/K), representing 91% of participants, with only 9% having pursued higher education. This educational profile is consistent with typical SME characteristics in developing markets (Tambunan, 2019).

Regarding business characteristics, 86% of respondents operated with a single employee, while 14% employed 2-3 staff members. The revenue distribution revealed that 59% generated monthly turnover between IDR 1-10 million, while 41% achieved IDR 10-20 million monthly. Concerning TikTok Shop adoption, 81% had been using the platform for less than one year, with 19% reporting one-year experience, indicating relatively recent adoption of social commerce platforms. The primary motivation for TikTok Shop utilization was audience expansion (61%), while 39% cited it as an effective method for audience growth. Information sources about TikTok Shop predominantly came from colleagues (90%), with family sources accounting for 10% of cases.

Social Commerce Variable Analysis

Social commerce measurement encompassed five dimensions: economy, necessity, reliability, interaction, and sales promotion. The aggregate score reached 6,326 out of a maximum 7,000 points, representing 90.37% achievement. This high percentage indicates strong social commerce implementation among fashion SMEs in Tanah Abang Market. The highest-scoring item was "Product sales volume on TikTok Shop is higher" (649 points, 92.71%), demonstrating the platform's effectiveness in increasing sales volumes. The lowest score was observed for "Always receiving positive customer reviews" (613 points, 87.57%), suggesting room for improvement in customer satisfaction management.

Using the continuum analysis method with a maximum score of 7,000 and minimum of 1,000, the interval range was 857. The achieved score of 6,326 positioned social commerce implementation in the "excellent" category, indicating highly effective utilization of social commerce strategies.

Market Orientation Variable Analysis

Market orientation assessment covered three dimensions: customer orientation, competitor orientation, and inter-functional coordination. The total score reached 3,786 out of 4,200 maximum points (90.14%). This high achievement level demonstrates strong market-oriented behavior among the studied SMEs.

The highest-performing item was "Carefully observing competitors' product marketing strategies" (634 points, 90.57%), indicating proactive competitive intelligence practices. The lowest score belonged to "Always coordinating with subordinate departments or teams" (628 points, 89.71%), revealing potential coordination challenges in SME structures.

The continuum analysis positioned market orientation at 3,786 points within the "excellent" category, confirming strong market-responsive capabilities among Tanah Abang fashion SMEs.

SME Performance Variable Analysis

Performance measurement incorporated four dimensions: growth, operating revenues, orders, and cash position. The aggregate score was 5,077 out of 5,600 maximum points (90.66%), indicating strong overall performance outcomes.

"Business growth improvement since utilizing TikTok Shop" achieved the highest score (648 points, 92.57%), directly linking social commerce adoption to perceived growth benefits. "Revenue acceptance level on TikTok Shop" recorded the lowest score (627 points, 89.57%), though still maintaining high satisfaction levels.

Statistical Modeling and Hypothesis Validation

Assumption Testing

Normality Test: The Kolmogorov-Smirnov test yielded a significance value of 0.200 > 0.05, confirming normal data distribution and meeting parametric analysis requirements.

Heteroscedasticity Test: Glejser test results showed significance values of 0.382 for social commerce and 0.282 for market orientation, both exceeding 0.05 threshold, confirming homoscedastic residuals. The scatterplot visualization further supported this conclusion with randomly distributed points around zero.

Multicollinearity Test: Tolerance values exceeded 0.10 and VIF values remained below 10.00 for all variables, confirming absence of multicollinearity issues.

Path Analysis Results

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Direct Effects: Social commerce demonstrated a significant direct effect on SME performance (β = 0.172, t = 2.030, p = 0.045 < 0.05). Market orientation showed an even stronger direct effect (β = 0.253, t = 2.871, p = 0.005 < 0.05).

Indirect Effects: Social commerce's indirect effect on SME performance through market orientation was calculated as 0.066 (0.172 × 0.386), indicating partial mediation. Market orientation's indirect effect was 0.097 (0.253 × 0.386).

Model Fit: The total determination coefficient (R^2) reached 0.377, indicating that social commerce and market orientation explained 37.7% of SME performance variance, while 62.3% was attributed to other factors not examined in this study.

Hypothesis Testing

Simultaneous Testing: The F-test yielded F-statistic = 19.398 > F-table = 0.270 with significance = 0.000 < 0.05, confirming that social commerce and market orientation jointly influence SME performance significantly.

Individual Testing: All individual hypotheses were supported:

- H1: Social commerce → SME Performance (t = 2.030 > 1.661, p = 0.045 < 0.05) ✓
- H2: Social commerce → Market Orientation (t = 2.920 > 1.661, p < 0.05) ✓
- H3: Market Orientation → SME Performance (t = 2.871 > 1.661, p = 0.005 < 0.05) ✓
- H4: Social commerce → SME Performance via Market Orientation (t = 8.526 > 1.661, p < 0.05) ✓

Discussion

Social Commerce Impact on SME Performance

The findings reveal a significant positive relationship between social commerce and SME performance (β = 0.172, p = 0.045), supporting the first hypothesis. This result corroborates previous research demonstrating social commerce's capacity to enhance business performance through digital engagement (Zhang & Benyoucef, 2016; Chen & Shen, 2015). The coefficient magnitude suggests a moderate but meaningful impact, indicating that each unit increase in social commerce implementation corresponds to a 0.172 standard deviation increase in performance outcomes.

This relationship can be attributed to several mechanisms inherent in social commerce platforms. First, the integration of social networking features with e-commerce functionality creates enhanced customer engagement opportunities, leading to improved sales conversion rates (Hajli, 2014). Second, social commerce platforms facilitate user-generated content creation, including product reviews and recommendations, which significantly influence purchasing decisions and build brand credibility (Kim & Park, 2013).

The TikTok Shop context provides unique advantages for fashion SMEs through its algorithm-driven content discovery system and influencer marketing capabilities. The platform's short-video format particularly suits fashion products by enabling dynamic product demonstrations and styling inspiration, which traditional e-commerce platforms cannot match effectively (Wang et al., 2021).

Social Commerce Influence on Market Orientation

The study establishes a significant positive relationship between social commerce and market orientation ($\beta = 0.263$, $p < 0.05$), confirming the second hypothesis. This finding extends existing literature by demonstrating how digital commerce platforms can enhance market-responsive behaviors among SMEs.

Social commerce platforms inherently promote market orientation through several pathways. Real-time customer feedback mechanisms enable immediate market intelligence gathering, allowing SMEs to rapidly adapt to changing consumer preferences (Kumar et al., 2019). The platforms' analytics capabilities provide detailed insights into customer behavior patterns, competitive positioning, and market trends, thereby enhancing both customer and competitor orientation dimensions (Trainor et al., 2014).

Furthermore, the interactive nature of social commerce fosters direct customer engagement, enabling SMEs to develop deeper market understanding through continuous dialogue rather than traditional one-way communication channels (Ngai et al., 2015). This enhanced market sensing capability is particularly valuable for fashion SMEs operating in rapidly evolving trend-driven markets.

Market Orientation Effect on SME Performance

The analysis confirms a significant positive relationship between market orientation and SME performance ($\beta = 0.253$, $p = 0.005$), supporting the third hypothesis. This finding aligns with extensive literature establishing market orientation as a fundamental driver of business success (Narver & Slater, 1990; Jaworski & Kohli, 1993).

The relatively strong coefficient indicates that market-oriented behaviors substantially contribute to performance improvements. This relationship operates through multiple channels: customer orientation enables superior value creation by aligning products with consumer needs; competitor orientation facilitates strategic positioning and differentiation; inter-functional coordination ensures efficient resource utilization and consistent market response (Kohli & Jaworski, 1990).

In the fashion SME context, market orientation proves particularly crucial due to the industry's dependence on trend sensitivity, seasonal variations, and style preferences. SMEs demonstrating stronger market orientation capabilities can better anticipate fashion cycles, respond to emerging trends, and maintain competitive positioning against larger retailers (Abbas, 2019).

Mediating Role of Market Orientation

The study reveals that market orientation partially mediates the relationship between social commerce and SME performance (indirect effect = 0.066, $p < 0.05$), supporting the fourth hypothesis. This mediation effect, while smaller than direct effects, provides important theoretical insights into the mechanisms linking social commerce adoption to performance outcomes.

The partial mediation suggests that social commerce influences SME performance through dual pathways: directly through platform-specific benefits (broader reach, reduced transaction costs, enhanced customer engagement) and indirectly by strengthening market-oriented behaviors that subsequently improve performance. This dual-pathway

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model provides a more comprehensive understanding of social commerce value creation mechanisms.

The mediation finding has significant implications for SME development strategies. Simply adopting social commerce platforms without developing corresponding market orientation capabilities may limit potential performance gains. Conversely, SMEs that leverage social commerce to enhance their market sensing, customer understanding, and competitive intelligence capabilities are likely to achieve superior performance outcomes.

4. CONCLUSION

This study contributes to social commerce literature by providing empirical evidence from emerging markets and identifying market orientation as a mediating mechanism between social commerce adoption and performance outcomes. The findings bridge technology adoption and market orientation research while advancing understanding of social commerce in fashion retail contexts where visual presentation and social influence drive consumer decisions (Friedrich, 2016; Han et al., 2018; Liang et al., 2011).

Practically, the results emphasize strategic social commerce implementation over mere platform adoption. Fashion SMEs should leverage analytics for customer understanding, utilize interaction features for market intelligence, develop systematic competitor monitoring, and integrate social commerce insights with business strategy. Policymakers should design comprehensive digital transformation programs addressing both technological adoption and market orientation capability development.

Several limitations warrant acknowledgment. The cross-sectional design limits causal inference, suggesting need for longitudinal studies. Focus on TikTok Shop within Indonesian fashion SMEs may limit generalizability across platforms and industries. The 37.7% explained variance indicates additional factors influence SME performance, warranting exploration of entrepreneurial orientation, digital marketing capabilities, and institutional support. Finally, reliance on self-reported measures suggests future research should incorporate objective performance indicators to validate findings.

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