

## How Significant is the Role of Social Media in Driving the Marketing Performance of MSMEs in the F&B?

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### ABSTRACT

This study seeks to investigate the impact of technology resources, managerial support, and halal brand leverage on marketing success, with social media usage acting as a moderating variable. The respondents of this study consisted of 110 micro, small, and medium-sized enterprises (MSMEs) in the food and beverage (F&B) industry from East Kalimantan. Data were collected through an online survey by distributing questionnaires in the form of Google Forms to eligible MSMEs. The collected data were then investigated using descriptive statistics and Partial Least Squares Structural Equation Modelling (PLS-SEM). The hypothesis testing indicates a balanced result: of the six formulated hypotheses, three are substantiated while three are not. Specifically, technological resources and halal brand leverage are found to exert a significant influence on marketing performance, whereas management support does not exhibit a significant effect. The moderating role of social media usage was evident only in the relationship between halal brand leverage and marketing performance. In contrast, social media usage does not operate as a moderator in the relationship between technological resources and marketing performance or between management support and marketing performance. The findings of this study can serve as a basis for providing strategic interventions for MSMEs, enabling them to improve their marketing performance amid intensifying competition.

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### INTRODUCTION

The food and beverage (F&B) business in micro, small, and medium enterprises (MSMEs) plays a crucial role in driving the economy in East Kalimantan province

alongside the mining industry due to its large scale. According to a 2022 survey conducted by BPS in 2022, there are 11,790 food industry units and 2,466 beverage industries, employing more than 50,000 workers. Nevertheless, despite these significant numbers, the sector has not achieved encouraging results, as most businesses still operate using traditional methods in both equipment and marketing. This has resulted in limited production capacity and market reach. The adoption of technology to support production and marketing processes presents an opportunity to enhance the marketing performance of MSMEs.

Based on the empirical study by Morrar et al. (2022), around 37% of MSMEs in Indonesia have the competence to use the Internet, but only 18% utilise it optimally. However, the percentage in East Kalimantan was significantly lower. The use of technology, such as the internet and others, is highly dependent on management support, as it requires commitment and funding allocation (Xie et al., 2021). In addition to utilising technology and management support, F&B businesses can improve significantly when supported by halal certification. Halal labels enhance consumer confidence in the quality and hygiene of these products, particularly in countries with large Muslim populations such as Indonesia. However, according to data from the Halal Product Guarantee Agency (BPJPH), only approximately 4.5% of F&B products have been certified halal, indicating a significant opportunity for products that already carry halal certification.

The causal relationship between technological resources, management support, and halal brand leverage on marketing performance through social media at the MSME level in the F&B sector is highly relevant and urgent. This sector faces significant challenges in adapting to digital disruption and changes in consumer behaviour, particularly after the pandemic. Rahmawati et al. (2024) emphasise the importance of mental preparedness and openness among business actors to uncertainty as key elements in improving business performance, aligning with the need for managerial support and effective utilisation of technological resources. Notably, Rahmawati (2023) explicitly shows that social media use plays a crucial role in sustaining F&B businesses during a crisis. By linking internal organisational elements with the growing appeal of halal branding, this study addresses a gap in understanding how the combination of these aspects, moderated by social media use, can optimise the marketing performance of halal SMEs in the F&B sector amid ever-changing market dynamics (Rahmawati et al., 2023).

The implementation of technology at the MSME level includes the use of social media, which has become a crucial marketing channel as social media penetration reaches nearly 100% of Internet users. By leveraging social media, MSMEs can expand their market reach and enhance their marketing performance. According to Dwivedi (2021) and Ismail et al. (2022), social media is an effective channel for increasing awareness, engagement, and sales because it can overcome the limitations of traditional marketing systems.

Social media plays a crucial role in enhancing the marketing success of F&B companies by enabling MSMEs to reach a wider consumer base more cost-effectively. This study experimentally investigates and clarifies the moderating effect of social media usage on marketing success. The marketing performance of MSMEs in the F&B industry is driven not only by social media utilisation but also by internal factors, including technology resources, managerial support, and the degree to which the product capitalises on its halal branding. This study aims to examine the role of social media in moderating the relationship between technological resources, management support, and halal brand

leverage on the marketing performance of MSMEs in the F&B sector in East Kalimantan. The findings are expected to contribute, both theoretically and practically, to the development of digital and contextual empowerment strategies for SMEs.

## **LITERATURE REVIEW**

### **Technological Resources**

The use of technology is a crucial factor in enhancing business performance, including for MSMEs in the F&B sector. Ownership and utilisation of technology, such as production machinery, computers, Internet networks, and information systems, along with the capability of human resources to operate technology and explore data generated from information technology, are essential resources for business success. Yuwono et al. (2024) state that technology enables businesses to produce goods with standardised quality and to collect important information promptly, allowing organisations to respond more quickly to external changes and make more accurate decisions. Optimal ownership and utilisation of technological resources can enhance a company's marketing performance. Technology also allows companies to gather consumer data more quickly and accurately, facilitating faster and more cost-effective decisions regarding the marketing mix. In addition, Dwivedi et al. (2021) found that SMEs utilising marketplaces and social media can increase sales by 20–30%. In addition to technology ownership and utilisation, data analysis capabilities are crucial to a company's marketing success. The insights derived from data analysis enable companies to craft messages tailored to their target markets. According to a manuscript by Azees (2023), effective communication increases engagement rates by 25% and improves conversion ratios, thereby enhancing a company's overall marketing performance.

### **Management Support**

Management support is crucial to the success of a company's marketing programme. According to Xie et al. (2021), this support includes providing budgets, training programmes, innovation support, and the provision of necessary facilities. Abdullahi et al. (2021) explain that practical management support for company marketing can involve special funding allocations for digital marketing, digital marketing training, technical guidance, and flexibility in implementing new strategies that adapt to changes in the marketing environment. Dwivedi (2021) revealed that MSMEs receiving digital advertising funding allocations can increase customer engagement and conversion rates by 25–30%. Similarly, Gomez et al. (2022), who conducted a study on the F&B sector in Spain, found that training in consumer data analysis boosted online sales by 18%. These findings indicate that management support—through fund allocation, commitment, and fostering a technology-orientated mindset—significantly enhances marketing performance. Management support also provides moral support for creating synergy across all organisational lines, enabling companies to align production with market demand. Strategic decisions are made more quickly, keeping pace with external changes (Kraus et al., 2022).

### **Halal Brand Leverage**

Competing in a market where the majority of consumers are Muslim, a halal certificate provides a competitive advantage because a halal-labelled brand holds positive leverage in the competition. Halal brand leverage enhances the effectiveness of marketing strategies through three key benefits: the brand is recognised for its quality in accordance

with Sharia standards, it is trusted due to hygienic processing, and it gains consumer awareness because of these advantages (Ali et al., 2020; Tikawati et al., 2024). Several previous studies on the positive impact of halal certification on marketing performance indicate that brands with halal claims increase consumer trust and are perceived to be of higher quality than their competitors (Yanti, 2024). Moreover, Tikawati et al. (2024) explain that loyalty, positive word-of-mouth, and ease of entering new markets are significantly influenced by consumers' perceptions of quality and trust in halal brands.

The halal label on a product serves as a shortcut for consumers, enabling them to choose products more quickly without needing to consider all the detailed information. Based on this reality, halal branding leverages consumer behaviour through three mechanisms: first, an increase in trust in halal brands that accelerates purchase conversions; second, the perception that the brand offers superior quality, allowing the brand to implement a premium pricing strategy; and third, enhanced brand awareness, which facilitates word-of-mouth (WOM) promotion, recommendations, and positive responses on digital platforms (Ali et al., 2020; Tikawati et al., 2024). Referring to work by Ali et al. studied consumers in Malaysia, a Muslim-majority country, and found that digital engagement increased by up to 30%, and online sales growth rose by approximately 15% when consumers identified the halal status of promoted products (Ali et al., 2018). The halal label is not only valuable for Muslim consumers but also influences non-Muslim consumers, who perceive halal-certified products as having high quality and hygiene standards, making them more inclined to purchase products bearing halal labels.

### **Social Media Usage**

Currently, almost everyone who uses the Internet has a social media account. Product owners must respond by promoting their products through these channels. Social media enables companies to build two-way relationships with consumers or potential customers, who can directly ask questions about any information they need regarding the company's products or services. For businesses, social media serves as a platform for fostering conversations and interactive relationships with consumers. By employing this strategy, companies share promotional content while monitoring and responding to feedback. The effectiveness of this approach is measured by the frequency of their social media presence, including how often businesses promote content, the variety of formats used (such as photos, videos, or plain text), the level of engagement generated through comments, likes, and shares, and the speed and consistency with which they respond to customer reviews or enquiries (Madhupriya 2024). Social media management skills also include the ability to evaluate and utilise data. Built-in platform analytics features (*e.g.*, Instagram Insights) can be used to evaluate the success and effectiveness of promotions and campaigns. Paid advertising can also help create broader brand awareness (Adistia and Sanaji 2022). Marolt et al. (2022) highlight three key aspects of social media usage: (1) platform diversity—how many platforms are being used, such as Facebook, Instagram, or TikTok; (2) content richness—the extent to which posts demonstrate creativity and variety; and (3) interaction management—the ability to maintain healthy conversations while responding promptly to all inputs.

Numerous global studies have displayed the significant impact of social media management on the marketing performance of SMEs in the F&B. Shandy et al. (2023) found that content variety and depth, feedback responsiveness, and social media richness substantially enhance brand equity, which in turn drives increased sales and customer

loyalty among 232 SMEs in Indonesia. In Surabaya, Adistia and Sanaji (2022) observed that the intensity and innovation of social media content boosted engagement and conversion rates, resulting in a 22% increase in average online sales. Marolt et al. (2022) revealed that the ability to integrate social media with sales and service functions—referred to as relational social commerce capability—serves as a critical link between social media activities and the development of competitive advantages. Dwivedi et al. (2021) emphasised how social media provides opportunities for MSMEs to share their brand stories more honestly and authentically. Through this platform, SMEs can build emotional connections with customers that are difficult to achieve through traditional channels.

### **Marketing Performance**

Marketing performance essentially refers to the degree to which promotional and sales strategies achieve their intended objectives. The metrics used to evaluate performance can vary and may include increased turnover over time, expanded market share, repeat customers, and more efficient use of promotional costs (Ahmed et al., 2022). In the manuscript, common indicators include sales growth, market share growth, return on marketing investment (ROMI), new customer acquisition rate, customer retention rate, and brand awareness—defined as the extent to which a brand is recognised or recalled by the target audience (Hossain et al., 2021; Shandy et al., 2023). Many factors influence the success of MSMEs in the F&B sector in their marketing efforts. For example, technology—through adequate IT infrastructure and precise data analysis—can reduce the costs of digital campaigns while enabling more personalised messaging. Consequently, conversion rates tend to increase (Yuwono et al., 2024). Social media is another critical platform. The frequency of content posting, the variety of formats used (such as text, photos, or videos), and the responsiveness of businesses to customer comments or reviews all contribute to building brand equity and enhancing customer engagement. These efforts often result in increased online sales and stronger customer loyalty (Shandy et al., 2023; Marolt et al., 2022). Equally important is management support. A well-prepared budget and staff training programmes can accelerate the adoption of new marketing tools and shorten decision-making time. This leads to smoother, more targeted campaigns (Gómez et al., 2022; Xie et al., 2021).

Moreover, halal brand leverage is crucial for Indonesian MSMEs of F&B because it targets the dominant Muslim market. Halal certification is not merely a formality; it builds trust, affirms quality, and enables MSMEs to charge premium prices without losing loyal customers (Ali et al., 2020; Tikawati et al., 2024). Field experience also shows similar results. In Surabaya, Adistia and Sanaji (2022) found that when SMEs combined consistent social media content, the use of digital tools, and management support, their online turnover increased by an average of 22%. Meanwhile, in East Kalimantan, Yanti (2024) discovered that the power of halal branding boosted engagement rates by up to 30% and online sales by 15%. Similarly, Dwivedi et al. (2021) showed that consistent brand narratives on social media build emotional bonds, extend customer relationships, and encourage positive WOM recommendations.

### **Proposed Hypothesis**

The linkage between technological resources, management support, and halal brand leverage—both directly and indirectly—on marketing performance through social media usage has been explored in several recent publications. First, Khraim (2022) highlights

that technological innovation capabilities have a significant positive influence on company performance in Jordan, with marketing capabilities being a key dimension. Second, top management support is a crucial component of supply chain orientation that significantly influences the performance of halal SMEs in Kazakhstan, although its effect is relatively smaller than that of credibility and commitment (Usmanova et al., 2022). Third, bibliometric results indicate that strengthening the halal brand is increasingly relevant to marketing performance (Tikawati et al., 2024). Fourth, top management support and technological competence are interrelated in digital business transformation and statistically strengthen organisational resilience (Nelson et al., 2025). Fifth, Garrido-Moreno et al. (2020) found that the use of social media positively impacts the performance of service companies, such as hotels in Spain, by improving organisational capabilities, including marketing orientation, CRM capabilities, and dynamic capabilities. Sixth, within the halal industry, Zamrudi and Il-Hyun (2022) emphasise that social media strategies are crucial for enhancing customer engagement and the competitive advantage of halal brands, as highlighted in most qualitative research.

It is important to note that organisations with adequate technological resources and strong management support provide the foundation for effective digital strategy implementation. Based on the reasoning outlined above, the conceptual framework developed in this study is as follows:

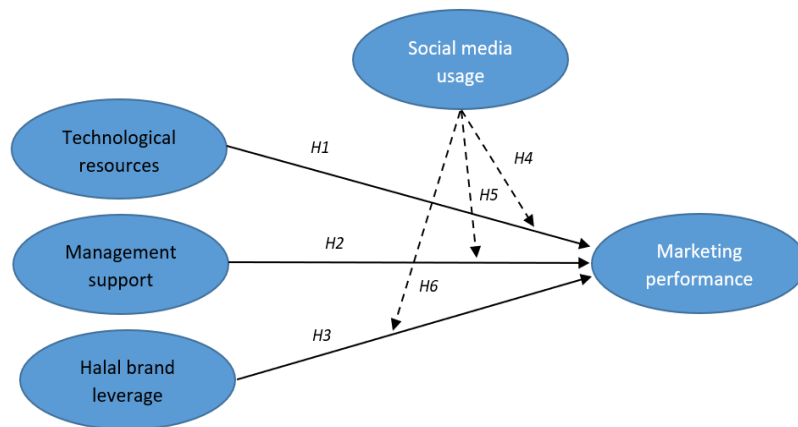


Figure 1. The Relationship between Variables

The conceptual framework was developed to test the following hypotheses:

- H<sub>1</sub>: Technological resources have a significant effect on marketing performance.
- H<sub>2</sub>: Management support has a significant effect on marketing performance.
- H<sub>3</sub>: Halal brand leverage has a significant effect on marketing performance.
- H<sub>4</sub>: Social media usage moderates the effect of technological resources on marketing performance.
- H<sub>5</sub>: Social media usage moderates the effect of management support on marketing performance.
- H<sub>6</sub>: Social media usage moderates the effect of halal brand leverage on marketing performance.

## RESEARCH METHODS

This study aimed to test the hypotheses using numerical survey data and statistical analysis tools. Therefore, the appropriate research method is quantitative research with an explanatory approach that clarifies why an exogenous variable significantly affects an endogenous variable. The two observed pathways include direct and indirect relationships, specifically designed to examine the role of moderating variables—in this case, social media usage. Substantively, among the variables comprising a total of 33 items, some have the same number of items while others do not. Technological resources ( $X_1$ ) and marketing performance ( $Y$ ) each include nine dimensions, whereas management support ( $X_2$ ) has five dimensions, halal brand leverage ( $X_3$ ) has six dimensions, and social media usage ( $Z$ ) has the fewest dimensions, with only four.

The data were obtained from a survey of MSMEs in the F&B sector in East Kalimantan. The sampling method employed purposive random sampling, whereby the sample had to meet criteria established by the researcher, i.e., (1) MSMEs that have been established for at least five years, (2) engaged in the F&B business, (3) possess a halal certificate, (4) use social media as a medium for product marketing, and (5) use technology in their operations, for example, they have production machines or a digital financial recording system. The research instrument was a questionnaire utilising a Likert scale ranging from 1 (never) to 5 (always). The survey collected responses from 110 eligible participants. Data assessment involved descriptive statistics to summarise the respondents' demographics and PLS-SEM to test the hypotheses.

## RESULTS AND DISCUSSION

### Demographics and Descriptive Statistics

As is well known, this study recorded 110 informants who were owners of food and beverage (F&B) businesses operating in East Kalimantan and its surrounding areas. F&B products were categorised into three types: (1) food, (2) beverages, and (3) processed products. Specifically, food products included main courses, snacks/appetisers, and desserts; beverage products comprised both cold and hot drinks; and processed or ready-to-eat products encompassed frozen foods, instant foods, and meal preparations. Regarding service formats, F&B businesses operated as dine-in establishments (such as restaurants and cafes), takeaway outlets, cloud kitchens (delivery only), food trucks or booths, as well as catering and event services.

Table 1 presents the characteristics of respondents based on gender distribution, age range, education level, business operation experience, and number of employees. Among the 110 respondents, the majority of F&B owners were female (62.7%), while males accounted for 37.3% of the respondents. Regarding age distribution, 41.8% of respondents belonged to Generation Y (aged 29–44 years), 35.5% were Baby Boomers (aged 61–79 years), 11.8% were Generation Z (aged 13–28 years), and 10.9% were Generation X (aged 45–60 years). In terms of educational attainment, 45.5% held a bachelor's degree (S1), 25.5% had a master's degree (S2), and 22.7% completed Senior High School (SMA), Vocational High School (SMK), Madrasah Aliyah (MA), or an equivalent level of education. Additionally, 6.4% of the respondents possessed a diploma (D3). Finally, regarding business size, experience, and number of employees, more than half of the respondents (57.3%) had over five years of experience managing F&B businesses, while the remaining 42.7% had five years of experience. The demographics presented in Table 1 also identify that the majority of respondents (67.3%) have 5–7

employees, 23.6% have fewer than 5 employees, and 9.1% employ more than 7 employees. Both business experience and the number of employees reflect the extent of business owners' capacity to manage their F&B operations effectively.

Table 1. Respondent Characteristics

Profiles	Details	Frequency ( <i>n</i> )	Percent (%)
Gender Distribution	Male	41	37.3
	Female	69	62.7
Age Range	Baby boomers (1946–1964)	39	35.5
	Generation of X (1965–1980)	12	10.9
	Generation of Y (1981–1996)	46	41.8
	Generation of Z (1997–2012)	13	11.8
Education Levels	Diploma's degree	7	6.4
	Bachelor's degree	50	45.5
	Master's degree	28	25.5
	Others	25	22.7
Business Experience	5 years	47	42.7
	> 5 years	63	57.3
Number of Employees	2–4	26	23.6
	5–7	74	67.3
	> 7	10	9.1

Table 2. Descriptive Statistics on Observed Variables

Variabels	Items	Maximum	Minimum	Mean	Standard Deviation
Technological Resources	9	5	1	4.7	0.75
Management Support	5	5	1	4.55	0.82
Halal Brand Leverage	6	5	1	4.4	0.78
Social Media Usage	4	5	1	4.1	0.88
Marketing Performance	9	5	1	4.6	0.9

Descriptive statistics summarize respondents' statements regarding the dimensions of all variables, based on a five-point frequency scale with scores of 1 (never), 2 (rarely), 3 (sometimes), 4 (often), and 5 (always). Table 2 concludes that the maximum value for all respondent statements is 5, while the minimum value is 1. The variables are ranked from highest to lowest based on their mean scores as follows: First, technological resources, comprising nine dimensions, has a mean value of 4.7. Second is marketing performance, also consisting of nine dimensions, with a mean value of 4.6. Third is management support, which includes five dimensions, with a mean value of 4.55. Fourth is halal brand leverage, consisting of six dimensions, with a mean value of 4.4. Last is social media usage, comprising four dimensions, with a mean value of 4.1. Overall, the five variables have an average mean value of 4.47. This mean indicates that the majority of respondents tended to select responses close to 5. It also suggests that their perceptions and understanding of the relevance of the statement dimensions in the questionnaire were very positive.

### Hypothesis Testing

Significance testing is used to determine whether exogenous variables have an effect on endogenous variables. The criteria for the test state that if the *t*-statistic value is greater than or equal to the critical *t*-statistic (1.96), or if the *p*-value is less than the significance level of 5% (0.05), then the effect of the exogenous variable on the endogenous variable



is considered statistically significant. The results of the significance testing and the model are presented in Figure 1 and Table 3.

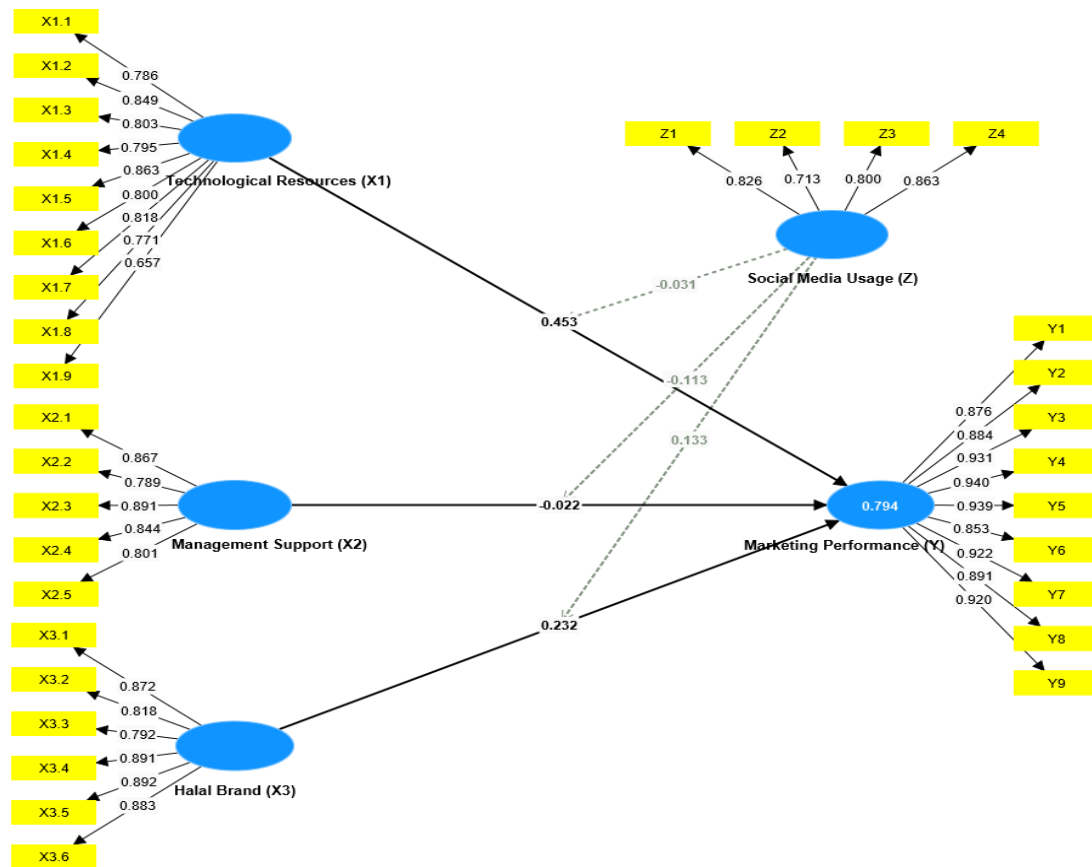


Figure 2. Output of PLS Construction

Table 3. Summary of Hypothesis Testing

Effects	Coefficient	<i>t</i> -statistics	<i>p</i> -values	Hypothesis Verification
Technological Resources -> Marketing Performance	0.453	5.193	0.000	Accepted
Management Support -> Marketing Performance	-0.022	0.243	0.808	Rejected
Halal Brand -> Marketing Performance	0.232	2.843	0.004	Accepted
Social Media Usage X Technological Resources -> Marketing Performance	-0.031	0.325	0.745	Rejected
Social Media Usage X Management Support -> Marketing Performance	-0.113	1.030	0.303	Rejected
Social Media Usage X Halal Brand -> Marketing Performance	0.133	1.982	0.045	Accepted

The data investigation results indicate that, of the six proposed hypotheses, three were accepted and three were rejected. The accepted hypotheses were numbers 1, 3, and 6. These presented that technological resources ( $t = 5.193$ ;  $p = 0.000$ ) and halal brand leverage ( $t = 2.843$ ;  $p = 0.004$ ) have a significant impact on marketing performance, and that social media usage acts as a moderator, strengthening the influence of halal brand

leverage ( $t = 1.982$ ;  $p = 0.045$ ) on marketing performance. Conversely, hypotheses 2, 4, and 5 were rejected. These tested the effect of management support on marketing performance and two moderation hypotheses concerning the moderating role of social media usage on the effects of technological resources and management support on marketing performance.

### **Justification for the First Hypothesis Test (H<sub>1</sub>)**

The hypothesis testing in this study expresses that technological resources have a significant impact on marketing performance. Organisations that effectively acquire, master, and utilise technology are generally more successful in achieving their marketing objectives. This is understandable, as in an increasingly digital business environment, technology plays a crucial role in accelerating processes, enhancing accuracy, and improving the efficiency of marketing strategies. One of technology's key contributions is its ability to manage information. With technological support, companies can more accurately analyse consumer trends and behaviours. As noted by Plangger et al. (2022), the digitisation process greatly facilitates marketing decision-making by providing more accurate data that is available in a timely manner. The use of technology enables organisations to operate with greater flexibility and agility.

A study by Xu et al. (2024) reflects that the ability to review data through information technology helps organisations adapt quickly when market preferences change. Hence, strategic directions—whether related to products, distribution channels, or communication with consumers—can be adjusted swiftly to maintain a competitive position. Wang and Ho (2023) emphasise that an information system designed to integrate work units can reduce coordination complexity. Thus, processes become more streamlined, enhancing marketing performance. When coordination between work units improves, processes simplify, leading to better marketing outcomes. In general, this evidence aligns with the latest literature, which identifies technological resources as the primary determinant of a company's competitive advantage. Digitalisation has become the foundation for companies to remain relevant and competitive. Rust (2020) even asserts that the future of marketing will largely depend on a company's ability to integrate technology into its value creation strategy.

### **Justification for the Second Hypothesis Test (H<sub>2</sub>)**

A study by Xu et al. (2024) reflects that the ability to review data through information technology helps organisations adapt quickly when market preferences change. Hence, strategic directions—whether related to products, distribution channels, or communication with consumers—can be adjusted swiftly to maintain a competitive position. Wang and Ho (2023) emphasise that an information system designed to integrate work units can reduce coordination complexity. Thus, processes become more streamlined, enhancing marketing performance. When coordination between work units improves, processes simplify, leading to better marketing outcomes. In general, this evidence aligns with the latest literature, which identifies technological resources as the primary determinant of a company's competitive advantage. Digitalisation has become the foundation for companies to remain relevant and competitive. Rust (2020) even asserts that the future of marketing will largely depend on a company's ability to integrate technology into its value creation strategy.

The hypothesis testing indicates that management support does not have a significant effect on marketing performance in MSMEs in the F&B. This finding is intriguing because, according to management theory, management support is a crucial factor in fostering a conducive organisational climate that enhances marketing performance. Nonetheless, the results of this study suggest otherwise. What could explain this discrepancy? According to theory, management support is effective only when it involves concrete actions that can be directly implemented by members of the organisation. Support limited to motivational speeches, general attention, or symbolic commitments—without sufficient concrete measures—fails to significantly impact marketing performance. A new study on micro, small, and medium enterprises (MSMEs) in developing countries has revealed an interesting insight: many small businesses struggle to translate management support into genuinely targeted marketing capabilities. Although support is present, it often remains incomplete, preventing substantial improvements in performance (Belitski & Rejeb, 2022). A real-life example of the condition of MSMEs in the F&B reveals limitations in financial, technological, and human resources. In many cases, management support remains limited to commitments that have not been followed by investments in digital technology or improvements in marketing capabilities. Relevant research confirms that management support will only be effective if the organisation possesses the ability to absorb and utilise external resources, known as absorptive capacity (Kahiya & Alon, 2023). Given this limited capacity, it is unsurprising that such support has not yet had a direct impact on marketing performance.

#### **Justification for the Third Hypothesis Test (H<sub>3</sub>)**

This study clearly reveals that leveraging a halal brand significantly enhances the marketing performance of MSMEs in the F&B. Essentially, the halal label on products signals to Muslim customers that the products comply with Sharia law. By establishing a halal reputation and ensuring product quality, MSMEs can increase customer trust, reduce concerns about purchase risks, and boost purchase intent. These findings are supported by Triansyah (2023), who reported that every aspect of halal branding positively influences consumer behaviour when purchasing halal-labelled F&B. Additionally, the strength of halal brand leverage provides MSMEs with a competitive advantage in an increasingly competitive market. When the halal brand image is strong, businesses find it easier to enter new markets and have the flexibility to set prices, preventing their products from being drawn into price wars. Plangger et al. (2024) state that this type of brand strength also enhances overall marketing cost efficiency, as MSMEs can maximise resources and focus more effectively on the right market segments. Sharabati et al. (2024) note that elements such as halal logos, official certificates, and storytelling on digital platforms increase the effectiveness of marketing communications and reduce customer acquisition costs. Zahara et al. (2023) demonstrate that MSMEs that successfully communicate the halal status of their products can set higher prices without sacrificing customer loyalty, as the trust established encourages consumers to pay a premium.

#### **Justification for the Fourth Hypothesis Test (H<sub>4</sub>)**

This study examines how social media usage moderates the relationship between technological resources and the marketing performance of MSMEs in the F&B. However, the findings indicate that social media usage does not have a significant moderating effect. Various theoretical and empirical perspectives can help explain these results. According to the resource-based view (RBV), technology can be a crucial asset for a business.

Production machinery, software, and digital payment systems offer significant opportunities to enhance marketing performance, provided they are used effectively. Technology increases work efficiency, expands access to broader markets, and enables rapid fulfilment of customer needs. Under these conditions, technology becomes a valuable resource. On the other hand, not all social media usage produces the same outcomes. To be truly effective, social media must be managed with organisational expertise and a well-designed strategy. Without these, it becomes merely a crowd rather than a force for creating a competitive advantage (Karim et al., 2022).

Research in the MSME sector has found that social media can significantly enhance business growth when used to strengthen relationships with customers. This implies that merely maintaining social media accounts or routinely posting content is insufficient. Their true value emerges when they are leveraged to understand consumer needs, foster closeness, and actively support business activities. If social media use is limited to formalities, its impact remains minimal and does not substantially influence business performance. This conclusion aligns with the findings of Marolt et al. (2022) as well as Cao and Weerawardena (2023), who emphasise that social media only has a meaningful impact when fully integrated into marketing strategies. In the context of MSMEs in the F&B, this issue is even more pronounced, as many business owners continue to struggle with digital literacy, data interpretation, and the implementation of strategy-orientated digital management. Limited human resources hinder the effective integration of technology and social media. The current paper underscores this point: technology adoption should not be limited to the usage stage. Managerial and operational readiness are essential for its successful implementation and to achieve tangible results (Sharabati et al., 2024; Wu et al., 2023).

#### **Justification for the Fifth Hypothesis Test (H<sub>5</sub>)**

This study found that social media usage does not significantly moderate the relationship between management support and marketing performance in MSMEs of the F&B. In fact, management support itself is often a key factor in the success of marketing strategies. It can take various forms, such as the provision of budgets, policies that allow room for innovation, or decisions that support the use of marketing technology. Several previous studies have also emphasised this point. For example, Al-Henzab, Tarhini, and Obeidat (2018) assert that strong management support is closely linked to increased marketing effectiveness, both through employee motivation and the provision of resources. More recent findings, such as those from Akpan, Udoh, and Adebisi (2022), reaffirm the importance of this factor.

However, the use of social media does not always strengthen this relationship. There are two main reasons for this. First, the effectiveness of social media in enhancing marketing performance depends on how organisations transform it into a strategic capability. If it is used solely for simple promotional activities, its benefits for management support are limited. A recent study confirms that social media has a significant impact only when combined with clear managerial strategies, customer data analysis, and integration into business models (Cao & Weerawardena, 2023; Marolt et al., 2022). In other words, without strategic management, social media tends to become a routine activity that does not enhance the effect of management support on marketing performance.

Second, phenomena in the field reveal the limitations of MSMEs in the F&B regarding digital literacy, analytical skills, and human resource capacity. Although management

support in the form of motivation and provision of facilities exists, it is not accompanied by the organisation's ability to optimise social media use. Studies on SMEs in developing countries indicate that social media does not automatically enhance performance without digital readiness and a supportive organisational culture (Sharabati et al., 2024; Wu et al., 2023). This explains why social media usage does not strengthen the impact of management support on marketing performance, as the activity tends to be more symbolic than strategically effective.

### **Justification for the Sixth Hypothesis Test (H<sub>6</sub>)**

This study found that social media usage does not significantly moderate the relationship between management support and marketing performance in MSMEs of the F&B. In fact, management support itself is often a key factor in the success of marketing strategies. It can take various forms, such as the provision of budgets, policies that allow room for innovation, or decisions that support the use of marketing technology. Several previous studies have also emphasised this point. For example, Al-Henzab, Tarhini, and Obeidat (2018) assert that strong management support is closely linked to increased marketing effectiveness, both through employee motivation and the provision of resources. More recent findings, such as those from Akpan, Udoh, and Adebisi (2022), reaffirm the importance of this factor.

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### **CONCLUSION**

The marketing performance of MSMEs in the F&B is significantly influenced by technological resources and halal brand leverage, while management support does not have a significant effect. Also, social media usage, as a moderating variable, only impacts the relationship between halal brand leverage and marketing performance. An interesting finding from this study is that management support has not had a significant impact because management still lacks the capability to develop technical strategies that can be directly implemented by the marketing team. Furthermore, social media usage has not yet become a strengthening factor, as it is still primarily limited to product display and has

not been effectively utilised as a source of information to convert potential customers into sales.

The limitations of studies examining technological resources, management support, and halal brand leverage on marketing performance—with social media usage as a moderating factor—clearly indicate opportunities for further research. First, the relatively small sample size, which included only MSMEs in the F&B sector in East Kalimantan, restricts the generalisability of the findings to other regions or sectors that may have different market characteristics, consumption cultures, or digital infrastructures. Second, the variable model considered only technological resources, management support, and halal brand leverage as predictors of marketing performance, with social media usage as a moderator, thereby overlooking the potential impact of other mediating or external variables such as digital literacy, consumer trust, or competitive intensity, which may also influence the effectiveness of halal digital marketing strategies. Third, focusing exclusively on MSMEs in the F&B sector limits our understanding of dynamics that may differ in large-scale businesses or other halal industries, such as cosmetics or tourism. Therefore, the current empirical results serve as a foundation for future scholars to employ a broader and more geographically diverse sample, as well as to test more complex conceptual models. This approach will strengthen theoretical contributions to understanding the role of technology and social media in enhancing the competitiveness of halal brands in a more comprehensive manner.

Further implications of the existing limitations provide practical recommendations for various stakeholders. For the government, as an external policymaker, it is advisable to actively promote the digitisation of F&B MSMEs by offering technology access training, digital infrastructure support, and social media literacy programmes focused on strengthening halal brands. This technique is essential, given that technological resources and management support have been shown to play a strategic role in enhancing the effectiveness of social media use, which ultimately positively impacts marketing performance. For F&B business management, it is encouraged not only to invest in digital technology but also to develop an internal support system that enables the marketing team to optimally utilise social media to reinforce halal brand leverage. A collaborative strategy between the government and business actors is necessary to accelerate a competitive and sustainable halal-based digital transformation, especially in regions such as East Kalimantan, which is emerging as a new national economic centre.

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