
Leveraging the Growth of Micro and Small Sector Businesses in Sidoarjo Regency: Antecedents of Social Media and Strengthening Management

Wahyudiono, Gimanto Gunawan, Husni Indrawati Wijaya Putri

Management Study Program, Wijaya Kusuma University Surabaya

Corresponding Author*: wahyudiyono@uwks.ac.id

ABSTRACT

Purpose: This research wants to test the influence of social media on strengthening management and business growth and examine the effect of strengthening management on business growth.

Design/methodology/approach: This research is included in the quantitative research category with an associative /explanatory approach and hypothesis testing. The unit of analysis in this research is micro and small business actors with a population of 186. The sample size in the research is 92. While Taking sample members from the population using a purposive sampling technique, the sample members are also referred to as respondents. The distribution of questionnaires was carried out over one month (1 June 2023 - 30 June 2023); 87 questionnaires were answered and filled in completely (94.57%); therefore, the data collected through this questionnaire was representative enough to represent the total population.

Findings: Testing with Path analysis shows that social media directly and significantly influences strengthening management and business growth with standardized coefficient values of 0.347 (sig. 0.039) and 0.324 (sig. 0.041), while strengthening management directly and significantly influences the growth of micro-businesses and small with a standardization coefficient value of 0.409 (sig. 0.46). The results of this test show that social media, which is used massively to explore market information and is carried out in a structured manner, will encourage optimal management development to provide an adequate contribution to strengthening management, which leads to the creation of sustainable creative behavior in managing micro and small businesses to be more effective and efficient, both in managing market access, implementing management functions, business processes, and business cycles, so as to leverage the growth of micro and small businesses for the better. Therefore, hypotheses H₁, H₂, and H₃ can be accepted because all the antecedents are tested to have a positive and significant influence with a significance figure below 0.05.

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I. INTRODUCTION

A. Background

Micro and small sector businesses in Indonesia are business sectors that continue to exist in any condition even though the national economy is experiencing turmoil in our society, such as the national economic crisis that occurred in 1998 and the Covid-19 pandemic years ago. The progress of micro and small businesses continues to make a real contribution to the domestic, regional, and national economy, even though business growth has slowed down from the beginning of 2022 to the first semester of 2023. The Covid-19 pandemic, declared endemic on July 25, 2023, is a windfall. Fresh for the revival of micro and small businesses in the country. Therefore, this momentum must be used as new enthusiasm to encourage micro and small business activities to return to normal as soon as conditions in 2019. Micro and small businesses whose growth is still slowing will undoubtedly harm economic conditions in the homeland and efforts to restore labor absorption after the Covid-19 pandemic. The

inability of micro and small business actors to adapt responsively and well to environmental changes is an obstacle that is hampering the recovery of their business activities while entering the new normal life era in business from the beginning of 2022 until now (Chang & Cheng, 2019), this situation is getting worse because their ability to utilize social media to manage management and business processes is still less than optimal so that efforts to restore business growth to the situation before the Covid 19 pandemic are still not being appropriately fulfilled (Yoshino & Taghizadeh-Hesary, 2019).

Business growth is an indicator often used to measure the performance of a business unit or organization's performance because business growth results from all activities that occur within the organization (Tseng et al., 2017). If an organization's business performance grows less, it is undoubtedly a sign that management functions and business processes are not running well (Prashar, 2019). Therefore, a careful and in-depth study of why the growth of micro and small businesses is slowing down in the city of Sidoarjo must immediately obtain a quick solution. Furthermore, it is appropriate so that micro and small businesses can revive as an alternative economic force for the residents of the city of Sidoarjo in reducing labor unemployment as well as being able to leverage business growth for the better (Ndiaye et al., 2018). Management as one of the conceptual capital for organizations has a very strategic value to bring the business to growth and development, but this depends on the ability of micro and small business actors to utilize the functional value of management to manage the business well and with strategic value (Rauch, Dallasega, & Matt, 2017). Good business growth requires strengthening management that is developed in a structured and sustainable manner to have adequate capabilities to manage management processes and business processes effectively so that they can adapt to changes in the environment that can hinder the continuity of the business. The growth of micro and small businesses, which is still slowing from quarter 3/2022 to quarter 2/2023, is a problem that needs to be resolved to date, as presented in Figure 1 below.



Figure 1: Business Growth Quarter 3/2022 - Quarter 2/2023

Source: Observation Growth of MSE Quarter 3/2022-Quarter 2/2023

Figure 1 shows that the average growth of micro and small businesses during quarter 3/2022 to quarter 2/2023 is around 0.81%-1.44%/quarter. Meanwhile, the growth of micro and small businesses in quarter 3/2022 was only around 0.71%-0.86%; in quarter 4/2022, growth was around 0.91%-1.02%; in quarter 1/2023 growth was around 1, 10%-1.46%, and in the second quarter of 2023 growth will be around 1.36%-1.58%. Entering the new normal life era phase, micro and small business actors are still in internal consolidation to strengthen and optimize their resources to achieve better business growth. However, the reality that occurs still needs to reflect more feasible business growth. Compared with business growth in 2019 before the COVID-19 pandemic, the growth rate was around 6.9%-13.6%/year. This information shows that leveraging business growth requires serious efforts relevant to environmental changes. This phenomenon shows that the low growth of micro and small businesses has yet to find the right solution, so they have not been able to leverage business growth as expected. Therefore, optimizing the use of social media and strengthening management must be directed at efforts to improve management and business processes effectively in order to be able to leverage the growth of micro and small businesses for the better (Foghani et al., 2017).

After the Covid-19 pandemic, digital business is an inevitability in human life because society and businesses cannot let go of their dependence on digital platforms with various choices made possible through social media (Falihat, Ramayah, Soto-Acosta, & Lee, 2020). The ability of micro and small businesses to utilize social media to manage management and business processes wisely certainly provides added value to their business development. In contrast, if they are slow in optimizing the role of social media, it will certainly hamper their business performance (Hassan & Raziq, 2019). Optimizing the use of social media is also able to provide support for strengthening management for business actors because the added value obtained can be directed towards building new concepts in managing management and making management processes effective and efficient

(Klimczak, Machowiak, Staniec, & Shachmurove, 2017), by Therefore, efforts to optimally utilize the role of social media and strengthen management on an ongoing basis can certainly enable micro and small businesses to grow well (Hassan & Raziq, 2019).

The empirical description above shows that social media and strengthening management are relevant phenomena to explain how social media can provide objective support towards strengthening management through behavior creative and innovative in activity management and business processes in a structured manner to leverage business growth for the better (Wahyuni & Sara, 2020). Therefore, social media and strengthening management should be encouraged to improve internal abilities, application management, and management practical business frame, creating added *value* in higher quality services and products. **This research** aims to empirically prove the influence of: 1) social media on strengthening management, 2) social media on business growth, and 3) strengthening management for business growth. **Therefore**, this research will reveal that optimizing social media and strengthening management will open up space for creativity within applied management to manage a creative and innovative business to leverage the growth of micro and small businesses even more.

B. Literature review

1. Social media

Social media is a digital platform that facilitates users to communicate with each other, interact, and share content to support their social activities, whether business, science, sharing information, or other activities according to their references and interests (Mulolli et al., 2017). Environmental changes often occur unexpectedly, even creating chaos in the business. This is caused by management's inability to adapt and find fast and appropriate solutions (Verdolini, Bak, Ruet, & Venkatachalam, 2018). Social media that can be used wisely and responsive to organizational cultural values can certainly increase new knowledge, which helps develop effective management practices and business processes. Therefore, the commitment of business actors and responsiveness to social media will influence how fast the process changes to improve organizational management and business processes (Mohamad Radzi, Mohd Nor, & Mohezar Ali, 2017). Several research results examine digital media as an antecedent to explain its relationship with innovation, creativity, cultural change, and organizational performance (Ombi, Ambad, & Bujang, 2018; Rauch, Dallasega, & Matt, 2017). Attitude this view means that social media as a component of digital media has a more specific role in explaining its contribution to organizational performance, especially interactions between users in various content and networks so that it can be utilized according to the level of need. People who actively use social media are growing massively to meet their social and other needs, and quite a few have even used it for management and business process development needs to improve their performance (Indrawati, 2021). Social media has a massive role in the knowledge literacy process, which can be transformed towards changing the behavior of people who are social media activists into creative behavior and innovative behavior in management and business processes (Dolz, Iborra, & Safon 2019; Fitriati, Purwana, & Buchdadi, 2020; Goerzig & Bauernhansl, 2018). The development of digital business demands innovative services and products for its users because the sophistication of social media is able to provide various information, social communities, and business communities through networks and virtual content that can be accessed in an easy, fast, flexible, and cheap way without being hindered by space limitations and time. Therefore, environmental changes have initiated business actors to use digital platforms and social media to implement changes in management concepts and business processes to become more responsive to consumer behavior, which demands quality services and attractive products. Referring to this description, the following hypothesis can be put forward:

Hypothesis 1 (H₁). Social media has a significant influence on strengthening the management of micro and small businesses in Sidoarjo Regency.

Hypothesis 2 (H₂). Social media significantly influences the growth of micro and small businesses in Sidoarjo Regency.

2. Strengthening Management

Strengthening management is a planned and conscious activity to make changes in activities that can increase improvements in the application of management concepts to become more characterized, dignified, and effective in managing business processes by prioritizing the value of creativity and innovation, which can increase added value to services and products (Linder, 2019). Businesses that are developing through the use of digital platforms or other virtual media on a massive and sustainable basis can provide support in the process of strengthening management because the application of management concepts becomes more characteristic and effective in managing their business effectively and innovatively (Sawean & Ali, 2020). A caring attitude towards the issue of change, exploring digital-based management ideas, and providing adequate funds for the development of information technology are behaviors that can support the realization of a creative culture within the organization so that it can produce big ideas to create effective and efficient management processes (Falihat, Ramayah, Satooto

-Acosta, & Lee, 2020; Hassan & Raziq, 2019). Strengthening management requires changes in a person's attitudes and behavior in utilizing digital and other virtual platforms to fulfill management processes and their application to manage business processes better to leverage business growth (Krishnan & Scullion, 2017). Several research results that examine management competency as an antecedent to explain its relationship with organizational performance explicitly provide a positive contribution (Lin & Ho, 2019; Rauch, Dallasega, & Matt, 2017; Vásquez et al., 2019), but this study more specifically the value of competence, while the value of management should have characteristics related to ethics, culture, dignity, character and its usefulness in business processes. Therefore, the management strengthening program is an activity that is planned and full of awareness that management must have characteristics related to character, dignity, ethics, efficiency, and culture so that management has a unique conceptual structure for developing management and managing its business processes. Referring to this description, the following hypothesis can be put forward.

Hypothesis 3 (H₃). Strengthening management significantly affects micro and small business growth in Sidoarjo Regency.

3. Business Growth

Business growth is the final result of implementing management processes and business processes through the use of its resources in a wise, effective, and efficient manner. In contrast, the measurement of results can be determined through indicators of growth in market access, profit generation, revenue generation, order acquisition, and market growth (Prashar, 2019). Performance is the final result of various performances processes within an organization do not stand alone but are the result of a collaboration of all functions within it following the contribution of each function (Wahyuni & Sara, 2020). Therefore, optimizing the role of all functions within the organization is a wise action that all stakeholders must support to make a real contribution to the growth of their business. Social media is a digital platform element that has a significant role in the process of transforming management knowledge for business people so that it can provide benefits for the development of new concepts in management processes with unique characteristics and can encourage more innovative business processes in building superior performance (Ndiaye et al., 2018). Business growth is a performance target that must be achieved through implementing various appropriate strategies with effective and efficient use of resources; therefore, the use of social media variables and strengthening management are relevant antecedents to explain why business growth can be achieved at specific results by using the concept and strategy as it is today. Some research developed by Okundaye, Fan, & Dwyer, 2019; Trianni, Cagno, Neri, & Howard, 2019; Xiang, Chen, Tripe, & Zhang, 2019 illustrates that the performance of an organization can be influenced by many antecedents, including digital platforms, employee competency, management quality, organizational culture, and other antecedents, as well as organizational performance can be measured using several different indicators. However, in this research, the use of social media and strengthening management are antecedents to explain the relationship with business growth variables. It is hoped that it will become an alternative research model that provides a different perspective on using concepts and indicators for each variable, thus providing different values in this research concept.

C. Conceptual Framework

Conceptual framework in study this serves appropriate variable classification with its role including the independent variable (X), namely Social Media (SM), the intervening variable (Z), namely Strengthening Management (SMJ), and the dependent variable (Y), namely Business Growth (BG). The model in this research also explains the relationship between the SM variable to the SMJ and BG variables, as well as the relationship between the SMJ variable to the BG variable. Furthermore, this conceptual framework can be presented in Figure 2 below.

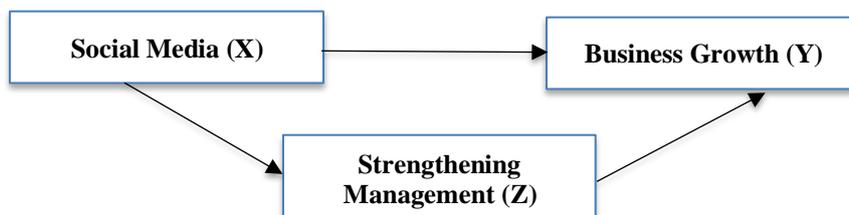


Figure 2: Framework Conceptual

Source: Modification Writer

II. METHODS

A. Population and Sample

The population in study are micro and small business actors spread across four business centers (clusters) in Sidoarjo Regency, which has 186 business actors. Management analysis unit for micro and small businesses, sample size 92 (49.46%), sample members were taken using a purposive sampling method with certain criteria. These micro and small business activities include business; handicrafts, food and drink products, muslim clothing, women's accessories, worship equipment, various souvenirs and various children's toys.

B. Sampling Technique

The sampling technique in this research used purposive sampling with the criteria that micro and small business actors have been active since the beginning of 2019 until the end of 2022, are still in business during the 2020-2021 covid-19 pandemic, are familiar with social media, micro, and small businesses they are located in the central business area of Sidoarjo Regency, business manager and owner. Based on these criteria, 92 micro and small business actors were obtained as samples and as respondents. Questionnaires were distributed and filled in directly by respondents who were members of the micro and small business community in the Sidoarjo district for one month (1 June 2023 - 30 June 2023).

C. Variable Measurement

Social Media is a digital platform that facilitates its users to communicate, interact, and share content that can support activity social good from business, science knowledge, or other activities that provide benefits for users (Dolz, Iborra, & Safón, 2019; Fitriati, Purwana, & Buchdadi, 2020; Goerzig & Bauernhansl, 2018). Measurement of internal variables study was developed based on five indicators, which include: a) optimization of social media, b) building networking on social media, c) behavior of social media users, d) recognizing the market on social media, and e) sharing content on social media.

Strengthening Management is a planned and conscious effort to improve the strategic role of management to be more characterful, dignified, and helpful in managing management processes and business processes better and ensuring business sustainability in the future (Lin & Ho, 2019; Rauch, Dallasega, & Matt, 2017; Vásquez et al., 2019). The variable measurements in this research were developed based on five indicators, which include: a) characterful management, b) dignified management, c) effective management, d) specific management, and e) sustainable management.

Business Growth is the final result of implementing management processes and business processes by using existing resources effectively and efficiently in accordance with the desired planned goals over a certain period (Okundaye, Fan, & Dwyer, 2019; Trianni, Cagno, Neri, & Howard, 2019; Xiang, Chen, Tripe, & Zhang, 2019). Variable measurements in this research were developed based on five indicators, which include: a) revenue growth, b) order growth, c) service growth, d) profit growth, and e) market access growth.

D. Data Source

The data used in this research comes from primary data sources, namely the type of data collected through a questionnaire instrument, which was sent and filled in directly by the micro and small business actors (owners) selected as respondents. The measurement scale uses a Likert scale with five categories (1. Strongly disagree/suitable, 2. Disagree/suitable, 3. Fair, 4. Agree/suitable, 5. Strongly agree/suitable), the data measurement results are categorized as interval data. Meanwhile, the validity testing criteria use the Pearson product-moment correlation coefficient value, while the reliability coefficient value uses Cronbach's alpha. The instrument is declared valid if the Correlated-item-total correlation coefficient value is positive ≥ 0.30 , while the instrument is declared reliable if the Cronbach's alpha value is ≥ 0.60 .

E. Data Analysis

Data analysis in this research uses analysis path (path analysis) by using data originating from primary data sources, namely the type of data collected systematically directly from respondents via charging questionnaire instrument by micro and small business actors (owners) who meet the criteria as respondents. The measurement scale uses a Likert scale with five alternative possible answers chosen in accordance with the picture in the object under study.

III. RESULTS AND DISCUSSION

A. Description of Research Results

Based on a sample of 92 respondents, the questionnaire was sent directly to micro and small business actors in Sidoarjo district over one month. During June 2023, the number of questionnaires that were responded to and filled out was completed by 87 respondents (94.57%). Therefore, the data collected through this questionnaire was representative and processed further.

Table 1: Characteristics Respondents and Activities Business

<i>Gender</i>	<i>Amount</i>	<i>Percentage</i>
<i>Man</i>	8	09.20 %
<i>Woman</i>	79	90.80 %
<i>Total</i>	87	100.00 %

<i>Business Activities</i>	<i>Amount</i>	<i>Percentage</i>
<i>HandyCraft</i>	41	47.13 %
<i>Garments & accessories</i>	29	33.33 %
<i>Various processed foods and drinks</i>	8	09.20%
<i>Various toy products</i>	9	10.34%
<i>Total</i>	87	100.00 %

Source: Data processed by the author

Table: 1 displays the characteristics of respondents who are micro and small businesses consisting of gender and business focus. There were 79 female respondents (94.57%) and 8 male respondents (5.43%). Meanwhile 47.13% of respondents owned handicraft businesses, 33.33% garment and accessories businesses, and 19.54% of various processed food and beverage products as well as (various children's toy products).

Table 2: Characteristics of Age And Experience Respondent

<i>Age of Business Actor</i>	<i>Amount</i>	<i>%</i>
<i>≤ 25 years</i>	7	8.05
<i>26 - 35 years old</i>	29	33.33
<i>36 – 45 years old</i>	37	42.53
<i>46 – 55 years old</i>	9	10.34
<i>≥ 56 years old</i>	5	5.75

<i>Amount</i>	87	100.00
<i>Length of Experience of the Actor as a Business Person</i>	<i>Amount</i>	<i>%</i>
<i>≤ 10 years</i>	12	13.79
<i>11 - 20 years old</i>	31	35.63
<i>21 – 30 years</i>	38	43.68
<i>31 – 40 years</i>	4	4.60
<i>≥ 41 years old</i>	2	2.30
<i>Amount</i>	87	100.00

Source: Data processed by the author

Table: 2 presents information regarding the characteristics of respondents based on micro and small business actors based on age including 8.05% aged ≤ 25 years, 33.33% aged 26-35 years, 42.53% aged 36-45 years, 46-55% aged years 10.34% and aged ≥ 56 years 5.75%. Overall, the respondents in this study were dominated by those of productive age under 45 years, namely 83.91%. This table also presents the characteristics of respondents based on their experience as business actors, with an experience of business ≤ 10 years amounting to 13.79%, with a length of 11-20 years amounting to 35.63%, with an experience of 21-30 years amounting to 43.68%, with 31-40 years old is 4.60%, with ≥ 41 years old is 2.30%. Respondents who have business experience ≤ 20 years dominate the micro and small business group in the city of Sidoarjo, namely 49.42%.

Table 3: Validity Test and Reliability Test

<i>Variables</i>	<i>Correlation Coefficient</i>	<i>Critical Value</i>	<i>Criteria</i>
<i>Social Media</i>	0.314 - 0.741	0.30	Valid
<i>Strengthening Management</i>	0.417 - 0.764	0.30	Valid
<i>Business Growth</i>	0.332 - 0.762	0.30	Valid
<i>Social Media</i>	0.724	0.60	Reliable
<i>Strengthening Management</i>	0.717	0.60	Reliable
<i>Business Growth</i>	0.791	0.60	Reliable

Source: Data processed by the author

Table 3 above presents the results of validity testing for these three variables with a calculated r-correlation coefficient value between 0.314-0.764; thus, these three variables have a value of ≥ 0.30. Meanwhile, the reliability testing results with Cronbach Alpha values are between 0.717-0.791, with all three variables having values ≥ 0.60. Therefore, the results measurement has fulfilled specified criteria, and the instrument research used for data collection is valid and reliable.

B. Model Testing

Analysis path (Path analysis) in this study uses data standardized regression, whereas data processing using software Statistical Product and Service Solutions (SPSS) Version 23. The results of testing the direct and indirect influence path coefficients can be presented in Table 4.

Table 4: Coefficient Results Influence Direct

<i>Independent Variable</i>	<i>Dependent Variable</i>	<i>Standardize Coefficient</i>	<i>Sig. (0.05)</i>
<i>Social Media</i>	<i>Strengthening Management</i>	<i>0,347</i>	<i>0.039</i>
<i>Social Media</i>	<i>Business Growth</i>	<i>0,324</i>	<i>0.041</i>
<i>Strengthening Management</i>	<i>Business Growth</i>	<i>0,409</i>	<i>0.046</i>

<i>Independent Variable</i>	<i>Intervening Variables</i>	<i>Dependent Variable</i>	<i>Standardize Coefficient</i>
<i>Social Media</i>	<i>Strengthening Management</i>	<i>Business Growth</i>	<i>0.194 (sig. A=0.05)</i>

Source: Data processing results

Table 4 shows the results of testing the standardized coefficient of the direct influence of social media on strengthening management and business growth with a coefficient value of 0.347 (sig 0.039) and 0.324 (sig 0.041). In contrast, the coefficient of the direct influence of strengthening management on business growth has a coefficient value of 0.474 (sig 0.046). This shows that the relationship between variables in this study has a positive and significant influence, so hypotheses H₁, H₂, and H₃ are all accepted. This table also shows the calculation of the coefficient results for the indirect influence of social media on business growth through the management strengthening variable of 0.133 (0.324 x 0.409). Therefore, strengthening management can be an influential intervening variable because it also strengthens the influence of social media on business growth. The total influence of social media variables on business growth becomes stronger, namely 0.480 (0.347 + 0.133). Therefore, the management strengthening variable is essential in this research model. The direct influence coefficient can also be expressed in the form of an equation model as follows:

1. $Z_{SMJ} = 0.347 Z_{SM}$
2. $Z_{BG} = 0.324 Z_{SM} + 0.409 Z_{SMJ}$

B. Discussion

1. Influence of Social Media Towards Strengthening Management

Social media has a positive and significant effect on strengthening management, with a coefficient of 0.347 (sig. 0.039). Although the influence of social media on strengthening management is still in the weak category, this shows that micro and small business actors are already interested in utilizing social media platforms for their interests. Management development is still superficial, such as looking at content displays, products that often appear on social media, and other information. Micro and small business actors should have started creating creative and innovative content related to their products so that they can be marketed via social media, have a wider reach of information, and can be accessed by users across social media. Micro and small business actors still need more serious attention from the bureaucracy, academics, and the public to provide social media platform literacy in a massive and structured manner so that the transformation of knowledge, understanding, and benefits of social media platforms can be optimized for the development of better management practices (Domi et al., 2019).

Social media grows and develops along with changes in people's behavior in fulfilling lifestyle tastes, ways of interacting with their social communities, and behavior in their activities in society; therefore, micro and small business actors must be able to read these changes in people's behavior as needs must be met through quality services and products that exceed competitors' (Cantonnet, Aldasoro, & Iradi, 2019). The results of this research are in line with research developed by Mohamad Radzi, Mohd Nor, & Mohezar Ali, 2017; Ombi, Ambad, & Bujang, 2018, that social media platforms have two dimensions that must be understood by micro and small businesses in the city of Sidoarjo if they want their businesses to grow and develop as planned. Firstly, social

media platforms can strengthen more effective management to manage business processes effectively to achieve better performance. Secondly, social media platforms must be developed through creative and innovative ideas from original ideas to create added value, which leads to efforts to improve the quality of services and products following the desires and needs of consumers. Therefore, using social media must contribute to strengthening management practices, which are practical and can leverage business growth for the better (Dolz, Iborra, & Safón, 2019).

2. Influence of Social Media Towards Business Growth

Social media has a positive and significant effect on business growth, with a coefficient of 0.324 (sig. 0.041). Although the influence of social media on business growth is still in the weak category, this shows that micro and small business actors have started to adopt social media to develop and manage their businesses. However, it is still limited to access to information only. Micro and small business actors should start utilizing social media platforms to create a creative culture and behave innovatively in managing their businesses and achieving better performance. The experience of the Covid-19 pandemic provides invaluable learning value. Social media must penetrate markets isolated by the deadlock of direct communication with consumers (Lin & Ho, 2019). Entering the era of new normal life and endemic conditions, it is appropriate that the orientation of the use of social media is more directed at optimizing efforts to extract market information to build added value and create better quality services and products for consumer satisfaction. Therefore, consumer satisfaction must be a target for business actors continuously, ensuring that management processes and business processes only produce added value for customer satisfaction (Sawaeen & Ali, 2020).

As an internet-based platform, social media should be used wisely and correctly for managing management, utilizing literacy for knowledge transformation, developing, and applying it to have management with character, dignity, and efficiency so that every management process has high moral and ethical standards. Micro and small business actors have limited ideas and ideas of creative and innovative value in developing management because what they have done so far has only focused on how their business can generate income that can provide a living for their families, and the business remains sustainable even with a fixed economic scale, even almost went bankrupt during the Covid 19 pandemic in 2020. The results of this research are similar to research developed by Lin & Ho, 2019; Vásquez et al., 2019 that social media platforms can provide positive support for business actors through new ideas and ideas that can be used as a basis for developing more creative and effective management, in line with the suitability of their business level.

3. The Effect of Strengthening Management on Business Growth

Strengthening management positively and significantly effects business growth, with a coefficient of 0.409 (sig. 0.046). Although the effect of strengthening management on business growth is still in the sufficient category, strengthening the management of micro and small businesses still needs to be improved. Of course, this is influenced by factors of commitment and response that are still changing. Therefore, the management models and approaches are also limited, yet they lead to ideas that are more friendly to the value of change. The commitment of micro and small business actors needs to be appreciated positively because moving toward change requires a process and sufficient time. Literacy, understanding, adjustment, and careful implementation are needed to escape the management deadlock that has ensnared their business processes so far (Wahyuni & Sara, 2020). Strengthening management must have a solid basis for the value of change because change is inevitable during the current business cycle. Therefore, commitment and self-awareness are needed, and adapting is the right solution to eliminate the impact of changes that disrupt business processes (Prashar, 2019).

Business growth as an indicator of performance evaluation cannot stand alone. Its success is primarily determined by applying management concepts and business processes, therefore leveraging growth the essence of the effort is to find the proper and correct antecedents to explain changes in the growth value. The results of this research are in line with research developed by Trianni, Cagno, Neri, & Howard, 2019; Xiang, Chen, Tripe, & Zhang, 2019, that strengthening management as an antecedent has indicators that must be addressed so that the implementation of management can produce good performance such as building character, dignity, efficiency, ethics inherent in the development process and management practices, thereby providing support which is vital in the business process and leverages the growth of the business for the better, therefore it requires self-awareness and a strong commitment that management values require a touch of creativity and innovative behavior in building a management concept that has unique characteristics in producing better business growth and guaranteeing the process. Sustainable for the future of the business.

V. CONCLUSION

Referring to the results of the discussion and analysis of data, it can be stated, Conclusion: social media is a digital platform that provides facilities for its users to communicate with each other, share information, share content, communicate, and interact virtually. Using social media wisely and correctly will give hope for a new literacy transformation to support concept development, implementation, and change toward realizing proper management strengthening. Strengthening management is a planned and conscious activity to make better changes to management practices that are characterized, dignified, efficient, and ethical, thereby realizing creative and effective management and business practices that produce added value to the quality of services and products for consumers, by because it can leverage business growth for the better. The description explains that social media has a positive and significant influence on reinforcement management and growth efforts, and reinforcement management has a positive and significant influence on the growth of the business sector in the small town of Sidoarjo. However, the influence of the change is still classified as weak because all transformation processes mark change still not yet walk optimally; therefore, hypotheses H1, H2, and H3 can be accepted because all of their antecedents tested in the study have a positive and significant influence with number significance under 0.05. Contribution theoretical: This research provides support for the importance of effort optimization of the value of social media to the development of creativity and innovation in application draft character management with teak strong self, so push materialized strengthening actual management, because that required literacy in a way structured so that the concept theory this capable bring up growth more effort good. Practical implications: Social media use and reinforcement management as antecedent expected capable reveal in a way deep and detailed that growth business as a specified variable mark change by value antecedent that, though mark the change Still classified weak or enough, therefore necessity optimize the role of social media For realization strengthening complete management creative and innovative Limitations: this research does not directly observe the massive influence of social media on changes in people's behavior, whereas an antecedent outside the model it can undoubtedly have a direct or indirect influence on creative and innovative behavior in micro-small business in pandemic condition. Further research: The need for an in-depth study of changes in society's perspective on digital business among micro and small businesses when entering the new normal life era in business due to changes in social media behavior among business people in a way massive, can undoubtedly bring changes to the commitment to investing in digital platforms that lead to behavior creative and innovative in business processes.

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