Interdisciplinary Social Studies
P-ISSN: 2808-0467
E-ISSN: 2808-5051
Volume 5
Number 4, July 2026

Analysis of Social Media Marketing Capability and Content Marketing Capability on B2B Marketing Performance with Technology Adoption as a Mediating Variable

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Keywords:
social media marketing capability;
content marketing capability;
technology adoption;
B2B marketing performance;
batik MSMEs.

Abstract

This study aims to analyze the influence of Social Media Marketing Capability and Content Marketing Capability on B2B Marketing Performance with Technology Adoption as a mediating variable in batik MSMEs in Cirebon City. This study uses a quantitative approach with a cross-sectional design. The number of samples of 50 respondents was determined through a non-probability sampling technique with a purposive sampling approach. Data collection was carried out through a questionnaire with a Likert scale, then analyzed using the path analysis method with the help of AMOS. The results of the study show that Social Media Marketing Capability and Content Marketing Capability have a positive and significant effect on B2B Marketing Performance. In addition, these two variables also have a positive and significant effect on Technology Adoption. Furthermore, Technology Adoption has been proven to have a positive and significant effect on B2B Marketing Performance and acts as a partial mediation variable, especially in the relationship between Content Marketing Capability and marketing performance. The research model also shows a good fit, so that it can explain the relationship between variables optimally.

INTRODUCTION

The rapid development of digital technologies has transformed the landscape of Business-to-Business (B2B) marketing, particularly through the increasing utilization of social media platforms, content marketing strategies, and digital business technologies. Recent studies have emphasized that social media marketing capability enables firms to strengthen customer engagement, improve communication effectiveness, and enhance business performance in both B2C and B2B environments (Dwivedi et al., 2023; Wang et al., 2017). Likewise, content marketing capability has emerged as a strategic resource that allows firms to deliver valuable information, build trust, and support long-term business relationships throughout the customer journey (Salonen et al., 2024; Hollebeek & Macky, 2019).

In Indonesia, digital transformation is also felt by Micro, Small, and Medium Enterprises (MSMEs) who are the backbone of the national economy and play a major role in the B2B supply chain (S. Mukherjee & Mukherjee, 2022; Novitasari et al., 2025; Saad et al., 2025). One of the MSME sectors that has a significant contribution as well as great potential is batik MSMEs, which not only sell products to end consumers (B2C), but also become suppliers of raw materials, motif manufacturers, and providers of textile products for various fashion companies, hotels, event organizers, and large retailers in B2B schemes (Sönnichsen, 2023).

However, the level of digital marketing capabilities in batik MSMEs is still very diverse. Many batik actors have begun to use social media, marketplaces, websites, and other digital platforms to reach corporate clients. However, they still face various challenges such as limited

resources, low digital literacy, lack of use of analytics, and lack of optimal technology integration in the B2B marketing process (Wahdiniwaty et al., 2025). This causes the use of digital marketing in batik MSMEs to not have a maximum impact on the expansion of business networks and the improvement of B2B marketing performance (Arimbawa et al., 2024; Sönnichsen, 2023).

Although previous studies have demonstrated the importance of digital marketing capabilities, several limitations remain evident in the existing literature (Apasrawirote et al., 2022; Homburg & Wielgos, 2022; Järvinen, 2016). First, most studies have focused on large organizations or firms operating in developed economies, while empirical evidence from MSMEs in developing countries remains relatively limited. Second, prior research has primarily examined the direct effects of social media marketing capability and content marketing capability on business performance, with limited attention given to the mediating role of technology adoption. Third, studies specifically investigating the batik MSME sector, which represents an important component of Indonesia's creative economy and B2B supply chain, remain scarce. Consequently, the mechanisms through which digital marketing capabilities influence B2B marketing performance among batik MSMEs are not yet fully understood.

The formulation of this research problem includes whether Social Media Marketing Capability has a positive effect on B2B Marketing Performance, whether Content Marketing Capability has a positive effect on B2B Marketing Performance, whether Social Media Marketing Capability has a positive effect on Technology Adoption, whether Content Marketing Capability has a positive effect on Technology Adoption, and whether Technology Adoption has a positive effect on B2B Marketing Performance.

The purpose of the study is designed to analyze the influence of Social Media Marketing Capability on B2B Marketing Performance, the influence of Content Marketing Capability on B2B Marketing Performance, the influence of Social Media Marketing Capability on Technology Adoption, the influence of Content Marketing Capability on Technology Adoption, and the influence of Technology Adoption on B2B Marketing Performance.

This research seeks to address these gaps by examining the influence of Social Media Marketing Capability and Content Marketing Capability on B2B Marketing Performance through Technology Adoption among batik MSMEs in Cirebon City. The inclusion of Technology Adoption as a mediating variable provides a more comprehensive explanation of how digital marketing capabilities are translated into superior marketing outcomes. Therefore, this study extends existing literature by integrating digital marketing capability theory and technology adoption perspectives within the context of MSMEs operating in a developing economy.

METHOD

Research Design

According to (Sugiyono, 2019), this study used a quantitative approach with a cross-sectional design or cross-section to explain the correlation between fundamental variables, namely Social Media Marketing Capability, Content Marketing Capability, Technology Adoption, B2B Marketing Performance. The quantitative method was chosen specifically because of the need to evaluate social phenomena by utilizing data collected through structural

instruments that allow statistical analysis to be carried out (Alaimo, 2022; S. P. Mukherjee et al., 2018). This research was conducted in Cirebon City in November 2025.

Population and Sample

1. Population

The population in this study is the whole subject or individual who has certain characteristics that are in accordance with the purpose of the research. According to (Creswell 2014), a population is a group of individuals or objects that are a source of data for researchers to draw conclusions. The population in this study is the community in Cirebon City.

2. Sample

According to (Sugiyono, 2019), the determination of the subjects of this study adopts a Non-Probability Sampling framework, which means that each observation unit does not have the same probability of being selected, specifically using the Accidental Sampling (Convenience Sampling) method. The choice of this method is based on convenience considerations, where samples are taken from respondents who were met directly at the location and demonstrate willingness to participate in filling out the questionnaire.

$n=\sum variable \cdot 10$

$n=4 \cdot 10$

$n=40$

So the minimum number of samples in the study is 40 respondents.

Data Collection Techniques

The data collection technique in this study uses a survey method through the distribution of a closed questionnaire which is compiled based on the indicators of each research variable, namely. Social media marketing capability (X1), Content marketing capability (X2), Technology Adoption (Z) B2B marketing performance (Y). The questionnaire was designed using a five-point Likert scale, with answer options ranging from "strongly disagree" to "strongly agree", to measure respondents' level of perception and attitude towards the statement submitted. According to (Creswell, 2014), the survey method is an effective data collection technique in quantitative research because it allows researchers to obtain representative information from the population efficiently. The data of this study was obtained directly from batik artisans in the city of Cirebon.

Data Analysis Techniques

The validity test was carried out to ensure that the data collected corresponded to the actual conditions of the research object through a questionnaire, with the criteria that the instrument was declared valid if the r-count was larger than the r-table, while it was invalid if it was smaller. The reliability test uses Cronbach's Alpha to measure the consistency of data from the same object, where a variable is considered reliable if Cronbach's Alpha value is greater than 0.7 and positive r-alpha exceeds r-table, while unreliable if it is less than 0.7 or negative. The main data analysis technique is path analysis that explains the causal relationship between the exogenous variables Social Media Marketing Capability (X1) and Content Marketing Capability (X2) against the mediation variables Technology Adoption (Z) and endogenous B2B Marketing Performance (Y), both direct and indirect influences, allowing testing the role of mediation in the context of Cirebon batik MSMEs.

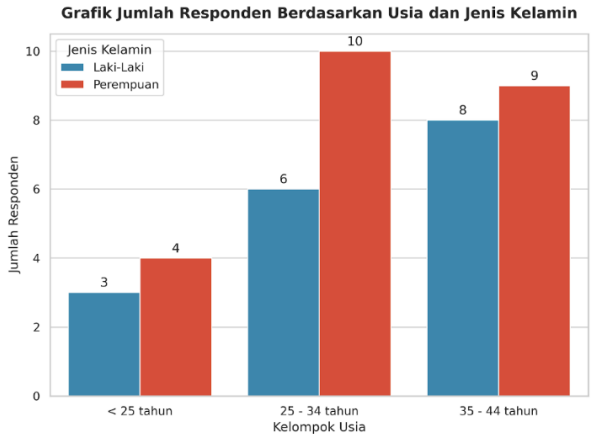
Influence decomposition separates the direct, indirect, and total effects of independent variables on dependents according to Kusnendi (2006) and Garson (2016), as an extension of

linear regression to test causality models based on correlation matrices. The hypothesis test used cr statistics (t-test) via LISREL for the significance of the path coefficient with a rate of 1% (P-count < t-error rate), where the insignificant path is restructured. The best fit model test evaluates external validity through goodness of fit such as P-value ≥0.05, RMSEA ≤0.08, and GFI, AGFI, NFI, TLI, and CFI ≥0.90, ensuring that the model is consistent with the sample data and can be generalized to the population even though it is sensitive to sample size as explained by Kusnendi (2006), Schumacker & Lomax (1996), and Hair et al. (2006).

RESULTS AND DISCUSSION

Gender Attribution Based on Age

Table 1. Gender Distribution by Age



The bar chart above visualizes the distribution of respondents by gender and age group. This visualization provides an overview of the demographic characteristics of batik MSME actors who are research respondents as well as the potential influence of age and gender on business management and marketing strategies.

1. Age Group < 25 Years In Age Group Under 25

The number of respondents is relatively the least compared to other age groups, with 3 male respondents and 4 female respondents.

Interprets:

The low number of respondents in this age group shows that the involvement of the very young generation in the management of batik MSMEs in Cirebon Regency is still limited. This can be caused by limited business experience, capital, and the tendency of the younger generation who are not fully ready or have not received a relay to jump into the main manager in the family batik business.

2. Early Productive Age Group (25–34 years)

In the age group of 25–34 years, the data showed a significant increase in the number of respondents, with 6 male respondents and 10 female respondents.

Interprets:

The increase in respondents in this age range reflects the initial productive phase, where business actors began to actively pioneer, develop, and manage batik MSMEs independently. The much higher number of female respondents indicates the very dominant role of women in

the operation and management of batik businesses, especially in the business growth phase and digital marketing management.

3. Early Productive Age Group (35–44 years)

The age group of 35–44 years is the group with the highest number of respondents overall, namely 8 male respondents and 9 female respondents, with a relatively balanced gender composition. Interpretation:

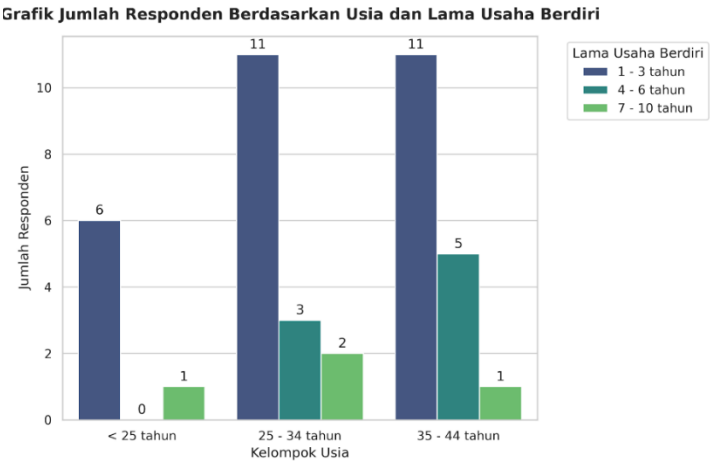
The high number of respondents in this age group shows that most batik MSMEs in Cirebon Regency are managed by entrepreneurs or craftsmen who are at a mature productive age. At this age stage, business actors generally have qualified managerial experience, established business networks (networking), and maturity in strategic decision-making, including the courage to adopt technology and expand into the B2B market.

General Conclusion

Overall, the results of the tabulation of the data show that the study respondents are dominated by batik MSME actors at the productive age (range of 25–44 years) with higher involvement of women (total of 23 respondents) than men (total of 17 respondents). This demographic pattern indicates that the management structure of batik MSMEs in Cirebon Regency is very ideal to support the implementation of digital marketing strategies (social media and content marketing). The majority of business actors are at an age that is adaptive to change, open to technological innovation, and has the capacity to develop B2B marketing performance progressively.

a. Gender Attribution Based on Age

Table 2. Distribution of Standing Batik Business



The bar chart above visualizes the distribution of respondents based on the length of time the batik business has been established. This visualization provides an overview of the level of maturity of batik MSME businesses that are the object of research and the most dominant stages of the business cycle.

1) Business Dominance in the Early Phase (1–3 Years)

Based on the graph, it can be seen that the peak of distribution is very striking in the category of 1-3 years of business. The bar in this category towers the highest compared to other categories, dominating the number of respondents as many as 28 business actors.

Interprets:

The low number of respondents in this age group shows that the involvement of the very young generation in the management of batik MSMEs in Cirebon Regency is still limited. This can be caused by limited business experience, capital, and the tendency of the younger generation who are not fully ready or have not received a relay to jump into the main manager in the family batik business

2) Decline in the Intermediate Growth Phase (4–6 Years)

In the age group of 25–34 years, the data showed a significant increase in the number of respondents, with 6 male respondents and 10 female respondents.

Interprets:

The increase in respondents in this age range reflects the initial productive phase, where business actors began to actively pioneer, develop, and manage batik MSMEs independently. The much higher number of female respondents indicates the very dominant role of women in the operation and management of batik businesses, especially in the business growth phase and digital marketing management.

3) Narrowing in the Mature Business Phase (7–10 Years)

The age group of 35–44 years is the group with the highest number of respondents overall, namely 8 male respondents and 9 female respondents, with a relatively balanced gender composition.

Interprets:

The high number of respondents in this age group shows that most batik MSMEs in Cirebon Regency are managed by entrepreneurs or craftsmen who are at a mature productive age. At this age stage, business actors generally have qualified managerial experience, established business networks (networking), and maturity in strategic decision-making, including the courage to adopt technology and expand into the B2B market.

4) Long-term survival (> 10 years)

The category of more than 10 years is the fewest, with only 2 business respondents.

Interprets:

Although the representation is very minimal, the existence of batik MSMEs in Cirebon Regency that are able to operate and survive for more than a decade shows a high level of resilience and extraordinary adaptability to the dynamics of market changes. Businesses in this category generally have a long empirical track record, a very solid B2B partnership network base, and a much more mature and tested marketing capability foundation than their budding competitors.

General Conclusion

Overall, the graph shows a right-skewed distribution pattern, where most respondents (70%) are in the early stages of business establishment (1-3 years) and the number of business actors is shrinking drastically as the operational age increases. This pattern confirms that the batik MSME ecosystem in this study is dominated by businesses that are still looking for form and are developing. Therefore, increasing social media marketing capability, optimizing content marketing capability, and accelerating technology adoption are very crucial factors. This strategy is a key pillar to prevent high business failure rates in the first years, while supporting sustainability and a surge in B2B marketing performance in the future.

Validity Test

Table 3. Validity Test Results

Variabel	Indicator	r count	r table (Qf=- 2= 48)	Remarks
Social Media Marketing Capability (X1)	X1.1	0, 856	0,312	VALID
	X1.2	0, 838	0,312	VALID
	X1.3	0,812	0,312	VALID
	X1.4	0,832	0,312	VALID
	X1.5	0,870	0,312	VALID
	X1.6	0,805	0,312	VALID
Content marketing Capability (X2)	X2.1	0,835	0,312	VALID
	X2.2	0,702	0,312	VALID
	X2.3	0,895	0,312	VALID
	X2.4	0,814	0,312	VALID
	X2.5	0,775	0,312	VALID
	X2.6	0,716	0,312	VALID
	X2.7	0,777	0,312	VALID
	X2.8	0,843	0,312	VALID
Technology Adoption (Z)	Z.1	0,799	0,312	VALID
	Z.2	0,704	0,312	VALID
	Z.3	0,774	0,312	VALID
	Z.4	0,854	0,312	VALID
	Z.5	0,817	0,312	VALID
	Z.6	0,697	0,312	VALID
	Z.7	0,689	0,312	VALID
	Z.8	0,863	0,312	VALID
	Z.9	0,716	0,312	VALID
	Z.10	0,798	0,312	VALID
	Z.11	0,836	0,312	VALID
	Z.12	0,816	0,312	VALID
B2B Marketing Performance (Y)	Y.1	0,866	0,312	VALID
	Y.2	0,778	0,312	VALID
	Y.3	0,841	0,312	VALID
	Y.4	0,787	0,312	VALID
	Y.5	0,742	0,312	VALID
	Y.6	0,836	0,312	VALID
	Y.7	0,665	0,312	VALID
	Y.8	0,815	0,312	VALID
	Y.9	0,750	0,312	VALID

The validity test is used to measure the validity or validity of a questionnaire. A questionnaire is said to be valid if the questions on the questionnaire are able to reveal something that the questionnaire will measure. The validity test in this study was carried out by comparing the value of r calculated with the r table.

Based on the number of samples (N) of 55 respondents, the degree of freedom (df) was calculated using the formula df = N - 2 (40 - 2 = 38). With df = 38 and a significance level of 5% (0.05), the table r value of 0.312 is obtained.

The testing criteria are as follows:

a. If r counts > r table, then the statement item is declared VALID.
b. If r counts < r table, then the statement item is declared INVALID.

The following is a description of the validity test results for each variable:

1. Validity of Social Media Marketing Capability Variables (X1)

Social Media Marketing Capability variables were measured using 6 statement indicators (X1.1 – X1.6). Based on the table of test results, all statement items have a correlation value (r calculated) that varies between 0.805 to 0.870. The lowest value is found on the X1.6 indicator (0.805) and the highest value on the X1.5 indicator (0.870). Because all calculated r values are greater than the r of the table (0.312), all indicators that form the Social Media Marketing Capability variable are declared valid and can be used for further analysis.

2. Validity of Content Marketing Capability Variable (X2)

The Content Marketing Capability variable is measured using 8 statement indicators (X2.1 – X2.8). Based on the table of test results, all statement items have a correlation value (r calculated) that varies between 0.702 to 0.895. The lowest value is found on the X2.2 indicator (0.702) and the highest value on the X2.3 indicator (0.895). Because all calculated r values are greater than the r of the table (0.312), all indicators that form the Content Marketing Capability variable are declared valid and can be used for further analysis.

3. Validity of Technology Variable (Z)

The Technology variable is measured using 1 statement indicator (Z.1). The test results showed that the Z.1 indicator had a calculated r-value of 0.799. This value is much larger than the r-value of the table (0.312). Thus, the research instrument for the Technology variable is declared valid and can be used for further analysis.

4. Validity of B2B Marketing Performance Variables (Y)

The B2B Marketing Performance variable was measured using 9 statement indicators (Y.1 – Y.9). Based on the table of test results, all statement items have a correlation value (r calculated) that varies between 0.665 to 0.866. The lowest value is found in the Y.7 indicator (0.665) and the highest value in the Y.1 indicator (0.866). Because all r values are calculated to be greater than the r of the table (0.312), all indicators that form the B2B Marketing Performance variable are declared valid and can be used for further analysis.

Reliability test

Table 4. Results of Reality Test

Reliability Test Results				
Variabel	**Result Reliability Coefficient SPSS**		**Nilai Cronbach Alpha**	**Remarks**
Social Media Marketing Capability (X1)	0,913	>	0, 70	Reliabel
Content marketing Capability (X2)	0,916	>	0, 70	Reliabel
Technology Adoption (Z)	0,941	>	0, 70	Reliabel
B2B Marketing Performance (Y)	0,923	>	0, 70	Reliabel

After the validity test is carried out, the next step is to conduct a reliability test. Reliability tests aim to measure the extent to which the measuring tool (questionnaire) is trustworthy or reliable. An instrument is said to be reliable if the results of repeated measurements of the same object still show consistent results.

In this study, the reliability test was carried out using Cronbach's Alpha method. The decision-making criterion refers to the provision that a variable is said to be reliable if it gives Cronbach's Alpha value > 0.70.

Based on the table of data processing results above, the following is a summary of the reliability test results for all research variables:

Interpretation of Results:

1. Variable Social Media Marketing Capability (X1)

This variable obtained a Cronbach's Alpha value of 0.913. This figure is far above the minimum criterion required, which is 0.70. This indicates that all of the statements used to measure the Social Media Marketing Capability variable have an excellent level of reliability and consistency when tested to respondents.

2. Variable Content Marketing Capability (X2)

The test results showed that Cronbach's Alpha value for this variable reached 0.916. Because the value exceeds the standard limit of 0.70, it can be concluded that the questionnaire instrument on the Content Marketing Capability variable has proven to be very reliable and stable to be used as a measurement tool in this study.

3. Variable Technology Adoption (Z)

This variable recorded the highest Cronbach's Alpha coefficient, which was 0.941. This very high value and above the threshold of 0.70 confirms that the measurement items in the Technology Adoption variable have a very strong internal consistency and are very reliable in collecting data from respondents.

4. Variable B2B Marketing Performance (Y)

Based on the test results table, the Cronbach's Alpha value obtained for this variable is 0.923. This figure convincingly exceeds the cut-off value of 0.70. Thus, the indicators that make up the B2B Marketing Performance variables are declared reliable and have high consistency to measure B2B marketing performance.

Path Analysis

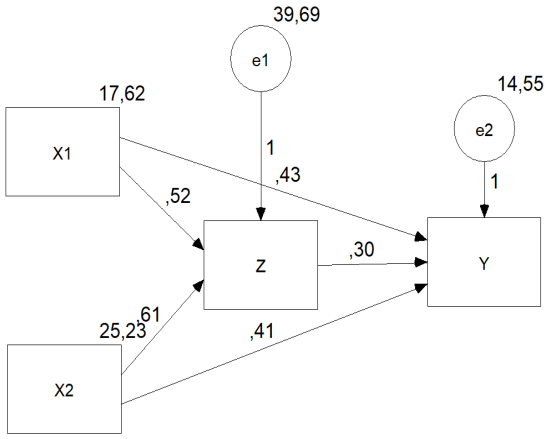


Figure 1. Track Analysis Results Picture

1. Standardized Regression Weights

The standard path coefficient shows the strength of the relationship between variables in the standard unit deviation.

Table 5. Standardized Regression Weights

Path Relationships	Estimation	S.E.	C.R.(t-count)	P-Value	Remarks
X1 □ Z	0,503	0,240	2,177	0,029	Signifikan
X2 □ Z	0,615	0,201	3,060	0,002	Signifikan
Z □ Y	0,300	0,097	3,099	0,002	Signifikan
X1 □Y	0,429	0,154	2,786	0,005	Signifikan
X2 □Y	0,413	0,135	3,051	0,002	Signifikan

Based on the Regression Weights Table above, hypothesis testing was carried out by comparing the probability value (P) with the significance level of a = 0.05. The test results show that:

a. The Influence of Social Media Marketing Capability (X1) on Technology Adoption (Z):

The results of the analysis showed that the estimated parameter value was 0.503 accompanied by a probability value (P-Value) of 0.029. Given that the significance value is below the tolerance limit of 0.05 (P < 0.05), the hypothesis is supported or accepted.

Interprets:

Social media marketing capabilities have a positive and significant impact on technology adoption. This means that the better and more reliable the company is in managing marketing capabilities on social media, the higher the level of readiness and implementation of technology adoption within the company.

b. The Influence of Content Marketing Capability (X2) on Technology Adoption (Z):

Based on the test, the estimated coefficient was obtained at 0.615 with a P-Value of 0.002. Since the probability value is much smaller than 0.05 (P < 0.05), this indicates that the hypothesis is acceptable.

Interprets:

There is a positive and significant influence of content marketing capabilities on technology adoption. This means that designing and presenting increasingly quality marketing content will encourage a faster and more effective technology adoption process in companies.

c. The Influence of Technology Adoption (Z) on B2B Marketing Performance (Y):

Testing on this path yielded an estimated value of 0.300 with a probability level (P-Value) of 0.002. The significance requirement is met because the P-Value < 0.05, so that the hypothesis is declared valid or accepted.

Interprets:

Technology adoption has been proven to have a positive and significant influence on B2B marketing performance. It can be understood that the more optimal the company is in adapting and implementing new technologies, the resulting business-to-business (B2B) marketing performance will increase.

d. The Influence of Social Media Marketing Capability (X1) on B2B Marketing Performance (Y):

From the output data, it was recorded that the parameter estimation value for this path was 0.429 with a P-Value of 0.005. A probability value smaller than the standard of 0.05 (P < 0.05) proves that this hypothesis is accepted.

Interprets:

Social media marketing capabilities have a direct positive and significant influence on B2B marketing performance. Practically, mastering a competent social media strategy and management will directly contribute to improving the success of B2B marketing performance.

e. The Influence of Content Marketing Capability (X2) on B2B Marketing Performance (Y):

The statistical results show an estimated value of 0.413 for this relationship, with a P-Value of 0.002. Referring to the P-Value which < 0.05, it can be concluded that the hypothesis is accepted.

Interprets:

Content marketing capabilities have a direct, positive, and tangible (significant) effect on B2B marketing performance. This suggests that the ability to design valuable and relevant B2B content will directly boost the achievement of the company's marketing performance targets.

2. Decomposition Influence

The next step is to analyze the magnitude of the influence between variables. This analysis is carried out through the decomposition of influences that divide the relationships between variables into three components: Direct Effects, Indirect Effects, and Total Effects.

The coefficients used in this decomposition are standardized estimates, which allow the comparison of the strength of influence between independent variables against dependent variables.

The following is a summary of the decomposition results of the influence of independent variables on dependent variables based on AMOS output:

Table 6. Decomposition Influence

Variabel	Direct Influence	Indirect Influence	Total Impact
Social Media Marketing Capability (X1) □ Technology Adoption (Z)	0,299	0,000	0,299
Content Marketing Capability (X2) □ Technology Adoption (Z)	0,420	0,000	0,420
Social Media Marketing Capability (X1) □ B2B Marketing Performance (Y)	0,313	0,000	0,383
Content Marketing Capability (X2) □ B2B Marketing Performance (Y)	0,360	0,115	0,427
Technology Adoption (Z)□ B2B Marketing Performance (Y)	0,383	0,000	0,383

Interpretation of Results:

Based on the table above, the decomposition of the influence of each variable can be described as follows:

a. The Influence of Social Media Marketing Capability (X1) on Technology Adoption (Z)

Based on the results of the influence decomposition analysis, social media marketing capabilities (X1) were proven to contribute a direct influence of 0.299 to the adoption of technology (Z). Since this variable acts as a direct antecedent without going through intermediaries, the total influence value is equal to the direct influence.

Discussion: This indicates that the more capable batik MSME actors in Cirebon Regency are in managing and utilizing social media for business purposes, the higher their motivation and readiness to adopt new technology. The mastery of social media platforms basically requires batik artisans and entrepreneurs to continue to be sensitive to the latest digital trends. The need to respond to market dynamics and consumer interaction on social platforms is ultimately a catalyst for batik MSMEs to update their infrastructure and adopt more cutting-edge technology in their internal operations.

b. The Influence of Content Marketing Capability (X2) on Technology Adoption (Z)

Furthermore, the content marketing capability variable (X2) showed a fairly dominant direct influence on technology adoption (Z), which was 0.420. In the absence of a mediating variable in this path, the total influence produced purely from the direct path is 0.420.

Discussion: Practically, this finding explains that the ability of batik MSMEs in Cirebon Regency to design, produce, and distribute marketing content is directly proportional to the level of technology adoption. The creation of high-quality business (B2B) content such as digital catalogs of Megamendung motifs, videos of the process of making written batik, or infographics on the philosophical value of Cirebonan motifs requires qualified hardware and software support. The demand to produce aesthetically pleasing and competitive visualization of batik products is what significantly spurs MSME actors to accelerate the process of transformation and adoption of new technologies.

c. The Influence of Social Media Marketing Capability (X1) on B2B Marketing Performance (Y)

In relation to final performance, social media marketing capabilities (X1) have a direct influence of 0.313 on B2B marketing performance (Y). Based on the summary of the table, it was recorded that the total influence given was 0.383.

Discussion: The discussion of these findings confirms that the interaction and visibility built through social media platforms are actually able to boost B2B marketing performance in the batik MSME sector in Cirebon Regency. Through the strategic use of social media, batik entrepreneurs can establish more professional and targeted networking relationships with potential large-scale business partners, such as government agencies, corporate uniform wholesalers, or clothing designers. The visibility of good Cirebon batik works on social media not only increases brand awareness, but is also effective in capturing orders from large parties which leads to an increase in overall marketing performance.

d. The Influence of Content Marketing Capability (X2) on B2B Marketing Performance (Y)

The influence of content marketing capabilities (X2) on B2B (Y) marketing performance is a very interesting finding because it proves the role of mediation. There was a direct influence

of 0.360, as well as an indirect influence mediated by the technology adoption variable (Z) of 0.115. Overall, the table recorded a total influence of 0.427.

Discussion: This means that a solid marketing content narrative, educational, and highlighting the authenticity and quality of Cirebon batik has an immediate impact on attracting the interest of B2B clients (direct influence). However, more importantly, the impact of content promotion will be amplified (enlarged) when these MSMEs are also supported by a good level of technology adoption (indirect influence). In other words, mastery of technology plays a role as a facilitator that strengthens the effectiveness of content dissemination strategies in winning tenders or cooperation contracts for the provision of large-scale batik fabrics.

e. The Influence of Technology Adoption (Z) on B2B Marketing Performance (Y)

Finally, technology adoption (Z) plays a crucial role by having a direct influence of 0.383 on B2B (Y) marketing performance. As an intervening variable that is just before the dependent variable, the total effect is purely based on the direct path (0.383).

Discussion: The success of batik MSMEs in Cirebon Regency in integrating modern technology into their operational and marketing systems is a very strong predictor for the success of B2B marketing performance. The use of appropriate technology such as digital inventory management systems, integrated transaction recording applications, or wholesale e-commerce platforms allows batik artisans and entrepreneurs to respond to order dynamics and B2B client needs more agilely, accurately, and efficiently, which ultimately boosts business performance and turnover.

3. Test Model Fit

Table 7. Test Model Fit

Fit Index	Model Results	Standard Fit	Interpretasi
Chi-square	1,206	Expected small	Good Fit
GFI	0,985	> 0,90	Good Fit
CFI	0,995	> 0,90	Good Fit
NFI	0,976	> 0,90	Good Fit
RMSEA	0,073	< 0.08	Good Fit

The following is a description for each test indicator:

1. Chi-square: The test results show a Chi-square value of 1.206. In structural modeling analysis, the Chi-square value is expected to be as small as possible in order to show that the sample covariance matrix is in line with the model's estimated covariance matrix. Because the value is relatively small, this indicator confirms that the research model has a good fit (Good Fit).
2. GFI (Goodness of Fit Index): The GFI value obtained is 0.985. This index serves to measure how much proportion of variance in the sample data is able to be explained by the model. Given that the value of 0.985 is well above the standard threshold (> 0.90), this indicates that the research model has an excellent level of fit (Good Fit).
3. CFI (Comparative Fit Index): The test results recorded a CFI coefficient of 0.995. This index compares the match rate of the tested model with the null model (an independent model in which the variables are assumed to have no relationship). Because the value

exceeds the minimum required criteria (> 0.90), the proposed model is proven to be very feasible and acceptable (Good Fit).

4. NFI (Normed Fit Index): Based on the results of the analysis, an NFI value of 0.976 was obtained. This index shows how much the model is successful in lowering the level of mismatch (discrepancy) compared to the base model. Because this number has met and exceeded the standard criteria (> 0.90), this test is conclusively declared to meet the eligibility requirements (Good Fit).
5. RMSEA (Root Mean Square Error of Approximation): The RMSEA value obtained in this test is 0.073. This index measures the estimated deviations (errors) of the model that occur in the population. Given that the eligibility requirements for this indicator are less than 0.08 (< 0.08), a value of 0.073 proves that the model has a low error rate and is able to represent the population well (Good Fit).

Hypothesis Test

Table 8. Hypothesis Test

Path Relationships	Estimation	S.E.	C.R.(t-count)	P-Value	Remarks
X1 □ Z (H1)	0,503	0,240	2,177	0,029	Signifikan
X2 □ Z (H2)	0,615	0,201	3,060	0,002	Signifikan
Z □ Y (H3)	0,300	0,097	3,099	0,002	Signifikan
X1 □Y (H4)	0,429	0,154	2,786	0,005	Signifikan
X2 □Y (H5)	0,413	0,135	3,051	0,002	Signifikan

Based on the Regression Weights Table above, hypothesis testing was carried out by comparing the probability value (P) with the significance level of a = 0.05. The test results show that:

1. Social Media Marketing Capabilities (X1) to Technology Adoption (Z) [H1]:

The test results showed an estimated parameter value of 0.503 with a probability value (P-Value) of 0.029. Since the probability value < 0.05, the first hypothesis (H1) is accepted.

Interprets:

Social media marketing capabilities have a positive and significant effect on technology adoption. The more capable batik MSMEs in Cirebon Regency are in utilizing social media platforms (such as Instagram, TikTok, or Facebook) to reach an audience, the higher the readiness and encouragement of craftsmen/entrepreneurs to adopt new technology in their business systems. This mastery of digital interaction effectively triggers MSMEs to update their technological infrastructure to support promotional activities.

2. Content Marketing Capabilities (X2) against Technology Adoption (Z) [H2]:

The test results showed a parameter estimation value of 0.615 with a probability value (P-Value) of 0.002. Since the probability value < 0.05, the second hypothesis (H2) is accepted.

Interprets:

Content marketing capabilities have a positive and significant effect on technology adoption. The more creative and quality the content produced (for example, videos of the process of making written batik or catalogs of Megamendung motifs), the more encouraged batik MSMEs in Cirebon Regency to adopt adequate hardware and software. The demand to present aesthetically pleasing visual content has been proven to accelerate the digital transformation process for MSMEs.

3. Technology Adoption (Z) to B2B Marketing Performance (Y)[H3]:

The test results showed an estimated parameter value of 0.300 with a probability value (P-Value) of 0.002. Since the probability value < 0.05, the third hypothesis (H3) is accepted. Interpretation: The adoption of technology has a positive and significant effect on B2B marketing performance. The more optimal batik MSMEs in Cirebon Regency are in integrating technology (such as B2B e-commerce platforms, digital ordering systems, or stock management applications), the more the performance of transactions between businesses is achieved. The appropriate use of technology to successfully improve service efficiency for business partners, distributors, and large-scale agencies.

4. Social Media Marketing Capabilities (X1) to B2B Marketing Performance (Y) [H4]:

The test results showed an estimated parameter value of 0.429 with a probability value (P-Value) of 0.005. Since the probability value < 0.05, the fourth hypothesis (H4) is accepted.

Social media marketing capabilities have a positive and significant effect on B2B marketing performance. The more active, responsive, and professional the management of social media accounts belonging to batik MSMEs in Cirebon Regency, the greater the opportunity to attract the interest and trust of business partners (resellers or corporates). Strong visibility in cyberspace is effectively successfully converted into lucrative large-scale business networks and deals.

5. Content Marketing Capabilities (X2) to B2B Marketing Performance (Y) [H5]:

The test results showed an estimated parameter value of 0.413 with a probability value (P-Value) of 0.002. Since the probability value < 0.05, the fifth hypothesis (H5) is accepted.

Interprets:

Content marketing capabilities have a positive and significant effect on B2B marketing performance (Terho et al., 2022; Wang et al., 2018). The deeper and more authentic the narrative of the content shared (such as raising the historical value, philosophy, and authenticity of Cirebon batik dyes), the more positive the assessment from potential business partners (B2B buyers). The message and quality of the content proved to be a crucial asset that was transferred into major party purchasing decisions and long-term cooperation contracts (Wang et al., 2019).

The urgency of this study is further reinforced by the accelerating digital transformation of Indonesian MSMEs and the increasing competitive pressure faced by batik enterprises in both domestic and international markets. As business customers increasingly rely on digital channels to identify suppliers, evaluate products, and establish partnerships, MSMEs must develop stronger digital capabilities and technological competencies to remain competitive. Understanding the factors that drive B2B marketing performance is therefore critical for both academics and practitioners. The findings of this study are expected to contribute theoretically by enriching the literature on digital marketing and technology adoption in B2B contexts, while practically providing strategic guidance for batik MSMEs in designing more effective digital marketing and technology adoption initiatives.

CONCLUSION

Based on the results of data analysis and discussion on the influence of Social Media Marketing Capability, Content Marketing Capability, and Technology Adoption on B2B Marketing Performance in batik MSMEs in Cirebon City, it can be concluded that Social Media Marketing Capability (X1) has a positive and significant effect on B2B Marketing Performance

(Y), showing the ability of MSME actors to manage social media effectively to improve B2B marketing performance both in expanding business networks and transaction opportunities; Content Marketing Capability (X2) also has a positive and significant effect on B2B Marketing Performance (Y), where the quality and good content strategy increase the trust and interest of business partners so that it has a direct impact on improving marketing performance; Social Media Marketing Capability (X1) has a positive and significant effect on Technology Adoption (Z), because the higher the ability to utilize social media, the greater the incentive to adopt technology to support digital marketing; Content Marketing Capability (X2) has a positive and significant effect on Technology Adoption (Z), where the ability to create and manage quality content encourages the use of technology for more optimal production and distribution; and Technology Adoption (Z) have a positive and significant effect on B2B Marketing Performance (Y), because technology adoption increases efficiency, effectiveness, and service quality to business partners. For academic advice in the next research, it is recommended to develop mediation variables such as Customer Relationship Management (CRM) or Brand Image considering that Technology Adoption is not significant as a mediator, as well as the expansion of the sample to a wider geographical area or comparison with the non-batik MSME sector for model consistency. Practical advice for batik MSME actors includes focusing on improving social media marketing capabilities as the main driver of B2B performance, strengthening content strategies to support credibility in the eyes of business partners, and adapting technology that is directly integrated with sales strategies, especially in the early phase (1-3 years) to increase business effectiveness.

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