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# Adoption of Social Media Marketing: Contribution of Knowledge Management and Market Orientation to Competitive Advantages

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## Abstract

In the current era of digitalization, marketing strategies in the MSME sector are expected to adapt quickly to technology advances and increasingly complex consumer demands. One way to adapt and develop the present popular business is the use of content marketing based on social media, knowledge management, and market orientation. This study aimed to develop a concept that begins with an empirical research model to build optimal competitiveness. Thus, to bridge the objective, this study discussed several indicators as new aspects, including the factors in adopting social media marketing, knowledge management, and market orientation to improve competitiveness with the direct influence empirical model. The sample used in this study was 284 business players engaged in the food and beverage sectors in Pematangsiantar City, Indonesia. The data collection process was carried out from July to September 2020. The data were collected using a survey with 25 question constructs, summarized in four manifest variables. This study used Structural Equation Modeling with a variance-based or component-based approach with Partial Least Square. The results showed that the adoption of social media marketing and market orientation had a significant effect on competitive advantages. Furthermore, for the effect of knowledge management on competitive advantages, the results were not significant.

**Keywords:** Social Media Marketing, Knowledge Management, Market Orientation, Competitive Advantages

**JEL Classification Code:** C8, L8, L81, L84, M31

## 1. Introduction

Small and medium enterprises (SMEs) are recognized as one of the main contributors to economic development and employment growth. Despite playing a major role in the current world economy, SMEs are known for having restrictions and acceptance barriers to adopting new technologies even though the internet revolution and communication channels have changed the way people carry out business (Dahnil et al. 2014). Seen from the perspective of value creation for customers, the crystallization process of business performance is process-oriented to disseminate the values of the company's competitive advantages optimally (Garg et al. 2020). This definitely requires some skills and a feedback system that allows businesses to understand consumer needs and expectations. At this point, an entrepreneur needs concrete action through the use of social media, basic knowledge management, and application of market orientation to produce the expected competitive advantages (Omotoso 2020); (Fernandes et al. 2020).

Every company needs to understand the way to organize and coordinate resources (Lie et al., 2019), through its dynamic capabilities to achieve competitive advantages in the market competition (Yi, Han, and Cha 2018). To achieve competitive advantages from the marketing aspect, instruments are required in the market, one of which is the use of social media. Social media is not only a communication tool for entertainment, but also an important part of marketing strategy in contemporary business (Öztamur and Karakadilar 2014). Social media is very helpful as a link for information and communication from producers to consumers wherever they are and regardless of the distance (Nugroho and Mudiantono 2019). Many types of social media, such as Facebook, Twitter, Path, and Instagram have been adopted to be implemented in marketing functions related to business-to-customer-oriented brand marketing management and product advertising as well as business-to-business relationship management (Howells 2011).

Besides being a marketing instrument, social media tools are useful for corporate value in making breakthrough innovations, developing human resource management, external communication medium for relationships with customers, suppliers, and partners (Rapp et al. 2013); (Pham and Johnson 2017). Thereby, a number of small and medium enterprises (SMEs) adopt social media marketing in their daily transactions, due to the minimal costs (Derham, Cragg, and Morrish 2011). Various types of social media are still in the development stage and the practice of using social media in organizations is still far from mature. The findings of the use of social media across the chain involved, including suppliers, partners, and customers will provide guidance on practice and insights

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for startups that are intended to become entrepreneurs (Cao et al. 2018). The implementation of marketing using social media is crucial to carry out to understand market needs, wants, and demands. Promotional activities using social media can increase sales turnover, market share, and business profits (Zhang and Ahmed 2018).

Competitive advantages will emerge when there is knowledge management (Torres, Ferraz, and Santos-Rodrigues 2018); (Gholami et al. 2013). Knowledge management is defined as a systematic approach or strategy to discover, understand, and use knowledge to create value that can increase the efficiency and productivity of internal resources (Gholami et al. 2013). Knowledge management can be presented as a process of obtaining, storing, understanding, sharing, and applying knowledge (Kiessling et al. 2009). This process is important for the culture and strategy of the organization as a representation of assets owned (Nghah and Wong 2020). Due to the importance of knowledge management, it is necessary to further develop a business product to gain competitive advantages (Zhang and Zhang 2014). Based on a previous study, the urgency of the purpose of knowledge management is to increase the effectiveness of knowledge circulation, which consists of knowledge creation, usefulness, and internalization (Lee, Lee, and Kang 2005).

Adopting a market-oriented marketing strategy is considered to be one of the most effective ways to manage and minimize the impact of changes in the external environment changes, such as the development of information technology globally (Mahmoud 2011). In practical terms, increasing the competitiveness of the SME sector is not only affected by general knowledge about the management and use of social media, but can also be affected by the market orientation applied to the marketing system (Anabila et al. 2019); (Yasa et al. 2020). According to (Evanschitzky 2007), market orientation can be interpreted as a company's method of creating excellent performance and the behaviors needed to improve company performance. Business players can assess their internal or external performance by determining the market achievement of their products. Externally, company performance can be improved with a market-oriented approach (Giantari and Jatra 2019). Therefore, market orientation has a significant role in increasing the competitive advantage and business performance of a business (Pratono et al. 2019); (Correia, Dias, and Teixeira 2020).

The urgency of this study was to examine more deeply the role of social media marketing, knowledge management, and market orientation in driving the creation of competitive advantages with a different construct model from previous studies. The social media variable was developed from the results of the study by (Erdoğan and Çiçek 2012), by adding and combining new indicators adapted from the results of the study by (Yadav and Rahman 2018), which consisted of indicators of interactivity and trendiness. The knowledge

management variable was developed from the results of the study by (Bhatti et al. 2011), by adding and combining new indicators adapted from the results of the study by (Im, Kim, and Bond 2020), which consisted of the acquisition of channel knowledge and application of channel knowledge. This study is expected to contribute to the literature on the competitive advantages of SME products in the food and beverage sector and add insight for SMEs to be able to take advantage of technological advances based on their management knowledge and an overview of the targeted market orientation. Furthermore, besides contributing to the literature review, this study is expected to be able to provide a stimulus to create competitive advantages in the business world to face the current pandemic situation.

26

## 2. Literature Review

### 2.1. Social Media Marketing

Social media marketing offers various marketing tools that can be used easily and at no cost, compared to other marketing tools (Rugova and Prenaj 2016). The social media-based marketing model is a form of business-to-consumer (B2C) model that makes marketers quickly realize the value of social media marketing as an opportunity to market their products (Puspaningrum 2020). Social media marketing can be seen as a new field in terms of business practice that reflects the involvement of marketing of goods, services, information, and ideas through online information dissemination (Dahnil et al. 2014). Marketing activities through online applications are believed to increase the production of information from collaboration among users (Kaplan and Haenlein 2010) and utilizing mobile and web-based technology to create interactive media between producers and consumers (Kietzmann et al. 2011). Besides, factors such as compatibility, cost-effectiveness, and interactivity were identified as factors that affect the use of social media among SMEs (Ainin et al. 2015). Several research findings that examine the use of social media to market their products, especially the use of Facebook social media among SMEs, are considered to be able to provide solutions to marketing problems, such as innovations in providing services to customers that are delivered quickly (Meske and Stieglitz 2013) and cost efficiency after utilizing social networks (Beloff and Pandya 2010).

### 2.2. Knowledge Management

Knowledge is an important element for organizations in compiling strategic planning. Decisions about the type of comprehensive knowledge for an organization in realizing its mission and strategic goals are required (Bhatti et al. 2011). Thus, the knowledge gained will be useful when it is disseminated among employees and is used as the foundation for decision-makers in an organization (Kamya, Ntayi, and Ahiauzu 2010). Disseminating knowledge is a critical way to drive success from both the internal and external sides of the organization (Al-Alawi, Al-Marzooqi, and Mohammed 2007). (Christensen 2010) describes strategy as the foundation for implementing a management plan that must



be managed carefully, structured, and transparently to achieve the planned goals. The emergence of knowledge management has offered new opportunities for small and medium enterprises in the suburban area to utilize knowledge as a source of competitive advantage (Harris et al. 2013). Therefore, one of the tasks of knowledge management is to assist organizations to enhance and expand process innovation (Karadsheh et al. 2009) and maintaining competitive advantages (Mahdi, Almsafir, and Yao 2011).

### 2.3. Market Orientation

Companies that make customers their main focus to run their business are market-oriented (Syafuruddin et al. 2020). A business that has made market orientation the basis of external needs, follows market demands, and is oriented towards business demand, will have implications for long-term business development (Retnawati and Retnaningsih 2019). A representation of a company with a strong market is reflected in the skills to integrate business practices with market orientation based on customer demand (Bamgbade, Kamaruddeen, and Nawi 2017). Integrated efforts are made as to the basis for developing and maintaining excellent performance based on the culture of that market orientation (Pantouvakis, Vlachos, and Zervopoulos 2017). Companies that develop market orientation in their marketing system will obtain higher sales and profit targets than companies that do not implement them (Kumar et al. 2011). Market orientation is a valuable, rare, cannot be imitated

imperfectly asset that is capable of producing a sustainable competitive advantage for the future of the business (Fernandes et al. 2020).

### 2.4. Competitive Advantages

Reflection of competitiveness is a characteristic that a business has based on a combination of the internal and external factors to surpass companies that are considered competitors (Kamya, Ntayi, and Ahiauzu 2011). Business performance interpreted as competitive advantages is central to strategic management, which has an essential role in measuring organizational effectiveness and as a tool to test the implementation of business strategies as a basis for recommending future performance improvements (Nuvriasari et al. 2020). Business players are very responsible for managing SMEs and trying to obtain a better scale of business from the resulting performance through new procedures, plans, and strategies during the entrepreneurial life cycle (Rugraff and Hansen 2011). Competitive advantages are related to the way in which companies select and put general strategies into practice (Herman, Hady, and Arafah 2018). Everything owned by the company, both in the form of resources and activities within the organization, can be used as a competitive advantage (Lestari et al. 2020). The competition faced by companies this time is increasingly high and always changes with the times, so that competitiveness that is not easily imitated, durable, and attractive is required (Russell and Millar 2014).

## 3. Research Framework and Hypothesis Development

The urgency of explaining the research framework is to describe the path of study, make a basic theory, and construct variables. The overall objective of the research framework is to design and interpret the results of studies to be more relevant, so that they can be accessed theoretically and generalizations can be created (Adom, Hussein, and Agyem 2018). Figure 1 shows all the causal relationships between variables consisting of exogenous variables, including social media marketing, knowledge management, and market orientation, also the endogenous variable, the competitive advantage. Besides, the development of the hypothesis in this study are as follows:

**H1:** Social media marketing affects competitive advantages

**H2:** Knowledge management affects competitive advantages

**H3:** Market orientation affects competitive advantages

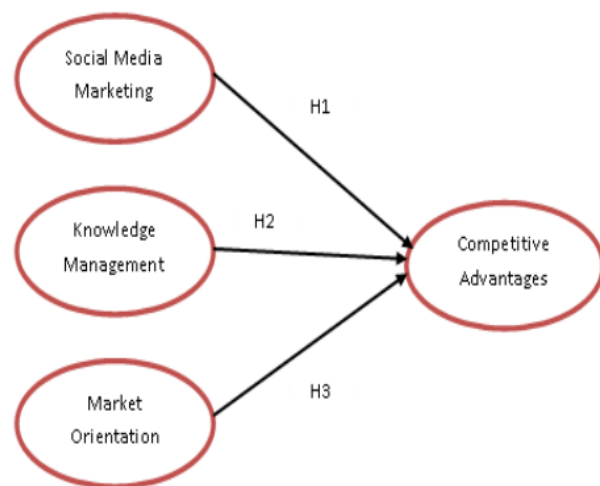


Figure 1: Conceptual Framework

## 4. Methodology

### 4.1. Location and Samples

This study was conducted in Pematangsiantar City, North Sumatera, Indonesia. The reason for choosing the location of this study was because Pematangsiantar City is the second-largest city after Medan in North Sumatera, Indonesia. The population in this study were 372 SMEs engaged in the food and beverage sectors. The determination of the number of samples in this study was oriented to the purposive sampling approach, so that the number of samples used in this study was 284 SMEs. The number of samples was obtained based on the results of sorting the incomplete and invalid answers of 88 respondents. The criteria for respondents used were business owners and were engaged in the food and beverage business, with the data collection period from July to September 2020.

### 4.2. Measurement and Research Design

Measurement of variable components used surveys to measure respondents' perceptions (See Appendix 1). The measuring scale used is the 1-6 Likert scale from strongly disagree to strongly agree. The use of question items was oriented towards the results of previous studies, in which the social media marketing variable used studies by (Erdogmus and Çiçek 2012) and (Yadav and Rahman 2018), which consisted of advantageous campaigns, relevant content, popular content, various platforms, and applications on social media. The knowledge management variable used the results of research development by (Bhatti et al. 2011); (Im et al. 2020), which consisted of processes, intellectual capital, culture, strategy, acquisition of channel knowledge, application of channel knowledge. Furthermore, the market orientation variable used the construct results of studies by (Asikha 2010); (Sulaiman Awwad and Agti 2011), which consisted of value-added for consumers, understanding consumer needs, customer satisfaction, information sharing competitors, competitor action responses, competitor strategy responses, inter-functional coordination, information sharing between parts, cooperation formulate strategies. Meanwhile, the dependent variable, the competitive advantages, adopted the construct results of studies by (Wingwon 2012); (Mahmood Hosseini, Azizi, and Sheikhi 2012); (Hsu 2012), which consisted of cost, quality innovation, customer relationship, and difference.

## 5. Result and Discussion

### 5.1. Demographics of Respondents

The questionnaire was distributed online via WhatsApp and Telegram social media. The number of respondents who had filled out the questionnaire was 284 business owners. The general characteristics of respondents in this study will clearly be described in

Table 1 below:

Table 1: Demographics of Respondents

Category	Details	Number	Percentage
Sex	Male	114	40.14%
	Female	170	59.86%
Age	21-30 years	37	13.03%
	31-40 years	104	36.62%
	41-50 years	82	28.87%
	> 50 years	61	21.48%
Education Level	Senior High School	215	75.70%
	Bachelor's Degree	65	22.89%
	Master's Degree	4	1.41%
Income Per Month	< 1 million	85	29.93%
	1 million – 3 million	117	41.20%
	3 million – 5 million	44	15.49%
	> 5 million	38	13.38%
Length of Business	< 1 year	121	42.60%
	1-5 years	65	22.89%
	6-10 years	53	18.67%
	11-15 years	26	9.15%
	> 15 years	19	6.69%

### 5.2. Outlier Model Measurement

In measuring the outer model, the tests carried out were validity test and reliability test. Convergent validity testing was determined by the loading factor and AVE in which the loading factor should be above 0.7 and the AVE value is 0.5 (Hair 2014). The model reliability testing according to (Hair 2014) is seen from the value of Cronbach's alpha and composite reliability (CR) which has a value above 0.7. Based on the validity test presented (See Table 2), it is known that the value of each loading factor on the indicators of social media marketing, knowledge management, market orientation, and competitive advantages was above 0.7, while the acquisition of AVE values for all variables was above 0.5. Furthermore, the value for each of the reliability above which was interpreted through the composite reliability value and the Cronbach's alpha value showed that all research variables had a value above 0.7, so it can be concluded that all research variables had a good reliability value. This good-value indicated that it can be used as an overview of the good relationship between variables, so that further tests can be carried out related to the calculation of the R-Square value.

10

Table 2: Validity and reliability tests

Variables	Item	Outer Loading	Average Variance Extracted (AVE)	Composite Reliability	Cronbach's Alpha
Social Media Marketing	Advantageous campaigns	0.924	0.756	0.956	0.945
	Relevant content	0.797			
	Popular content	0.937			
	Various platforms	0.829			
	Applications on social media	0.750			
	Interactivity	0.916			
	Trendiness	0.915			
Knowledge Management	Processes	0.949	0.900	0.982	0.978
	Intellectual capital	0.929			
	Culture	0.952			
	Strategy	0.963			
	Acquisition of channel knowledge	0.937			
	Application of channel knowledge	0.963			
Market Orientation	Value-added for consumers	0.905	0.755	0.965	0.960
	Understanding consumer needs	0.917			
	Customer satisfaction	0.903			
	Information sharing competitors	0.828			
	Competitor action responses	0.860			
	Competitor strategy responses	0.861			
	Interfunctional coordination	0.851			
	Information sharing between parts	0.820			
	Cooperation formulate strategies	0.868			
Competitive Advantages	Quality innovation	0.826	0.678	0.894	0.844
	Cost	0.866			
	Customer relationship	0.772			
	Difference	0.828			

Table 3: R-Square

Variable	R-square	R-square Adjusted
Competitive Advantages	0.787	0.785

Seen from the R-square value of the endogenous variable, the value was 0.787, which showed that the overall ability of exogenous variables to explain the endogenous variable was weak. If the R-square value is above 0.67, it can be concluded that the relationship between the exogenous variables forming the endogenous variable is strong (Ghozali 2014).

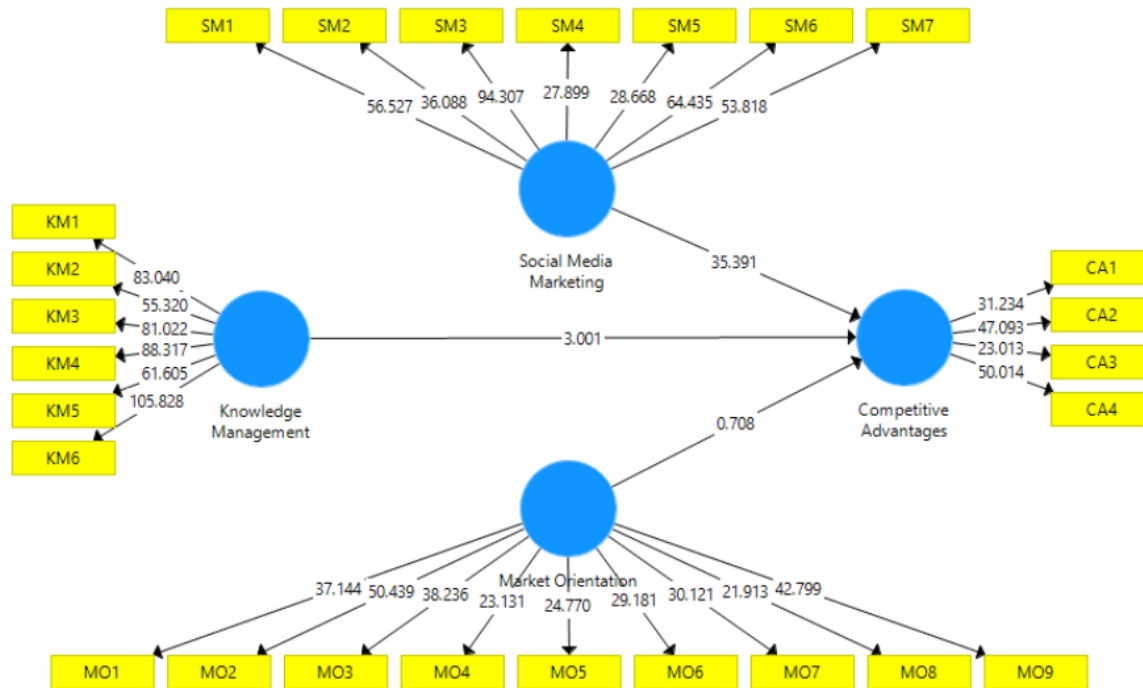
### 5.3. Hypotheses Test

Furthermore, to prove the hypothesis testing, a significance test was carried out to determine the

relationship between the exogenous variables and the endogenous variable. The significance criterion was seen from the p-value. With a significance level of 5%, if the p-value between the exogenous variables and the endogenous variable is less than 0.05, it means that the exogenous variables have a significant effect on the endogenous variable. In contrast, if the value is higher than 0.05, it means that the exogenous variables do not have a significant effect in building the endogenous variable. The results of the hypothesis test are presented in Table 4 below:

**Table 4:** Path Coefficients

Between Variables Path	Coefficients	t Statistics	P-Value	Information
Social Media Marketing ( $X_1$ ) → Competitive advantages (Y)	0.821	35.391	0.000	Significant
Knowledge Management ( $X_2$ ) → Competitive advantages (Y)	0.022	0.708	0.479	Not Significant
Market Orientation ( $X_3$ ) → Competitive advantages (Y)	2.809	2.981	0.003	Significant

**Figure 2:** Path Coefficients Result

## 5.4. Discussion

The results of this study showed that social media marketing had a positive and significant effect on competitive advantages. The adoption of social media technology in the SME sector is instructed by top management by requiring employees to use it in tactical operations and marketing communications operations. Findings by (Chai, Das, and Rao 2011) concluded that social media had a major role in improving business performance. Results of the study conducted by (Kaplan and Haenlein 2010) proved that business development was inseparable from the involvement of the use of social media which had the implication of increasing high efficiency rather than using traditional marketing communications. The findings of this study are consistent with the results of several studies by (Nugroho and Mudiantono 2019); (Agustiana 2020); (Alalwan et al. 2016); (Ainin et al. 2015); (Odoom, Anning-Dorson, and Acheampong 2017); (Thornhill, Xie, and Lee 2017), in which the results of the study stated that there was a significant effect of the use of social media marketing on competitive advantages. Oppositely, the results of this study contradict the study presented by (Saerang 2020), which stated that there was no significant effect of using social media marketing on competitive advantages.

Furthermore, for the effect of knowledge management on competitive advantages, the results were insignificant. The results of this study are in line with the studies presented by (Chen et al. 2013) and (Mao et al. 2016) which stated that knowledge management skills did not have a significant effect on competitive advantages. Developing competitive business relationships can be difficult for organizations if knowledge management is not implemented in a comprehensive and structured manner (Chatterjee and Ravichandran 2013). The findings of this study contradict the results of several studies (Mahdi, Nassar, and Almsafir 2018); (Kusuma and Devie 2005); (Nguyen, Neck, and Nguyen 2009); (Maharani, Maupa, and Aswan 2020); (Mahdi et al. 2011); (Sari, Marnis, and Samsir 2014), in which the results of the study stated that knowledge



management had a significant effect on competitive advantages. Integrating knowledge management into business practices will offer new opportunities for small and medium enterprises (SMEs) as a source of competitive advantage (Harris et al. 2013). Results of the study by (Joshi, Farooque, and Chawla 2016) argued that it is important for a business owner to implement knowledge management in the design of strategic business activities.

The results of this study showed that market orientation had a positive and significant effect on competitive advantages. This can happen because they are able to create market opportunities and customer value (such as experience, product attributes, and perceptions of product quality) in meeting market demands. The findings of this study are consistent with the results of several studies (Pratono et al. 2019); (Muhajirin, Kamaluddin, and Ernawati 2020); (Na, Kang, and Jeong 2019); (Talaja et al. 2017); (Kamya et al. 2011); (Anabila et al. 2019); (Udriyah, Tham, and Ferdous Azam 2019), in which the results of the study stated that there was a significant effect of market orientation on competitive advantages. Adopting a market-oriented marketing strategy is considered able to change customer value for the better, so that the implications of good customer value will drive an acceleration in increasing product competitiveness (Mamun et al. 2018). However, the results of this study are not in line with some studies Narver, Slater, and Tietje (1998) and Bantara, Zulfadil, and Samsir (2018), which stated that market orientation did not have a significant effect on competitive advantages.

#### 5.4. Managerial Implication

To achieve competitive advantages, four aspects of the business are required to compete, including: 1) Quality innovation, which is the ability of businesses to provide and improve products and services that are oriented towards innovation and quality. 2) Cost, which is the selection of suitable technology and raw materials in accordance with market needs so that the budget use is more efficient. 3) Customer relationship, which is the ability of the business in terms of responsibilities to customers. Thus, implementing a good relationship with customers is an absolute aspect to carry out. 4) Difference, which is to create a product that is unique from competitors' products. The uniqueness must be oriented towards the target market conditions and consumer needs. Besides the four aspects mentioned earlier, support from the adoption of social media marketing is also required, which is regarding the importance of adopting social media marketing in the product marketing process through the channels available on social media platforms, so that it is expected to create competitive advantages. Moreover, implementing knowledge management is not only oriented to the innovation aspect, but it is necessary to encompass relationships and the ability to provide learning within the scope of business organizations. Additionally, the results of this study have implications for SMEs regarding the importance of carrying out market orientation to create competitive advantages.

## 6. Conclusions

Based on the results of hypothesis testing, the results of testing the social media marketing variable showed a significant effect on competitive advantages. Furthermore, the results of testing the knowledge management variable showed an insignificant effect on competitive advantages. Then, the results of testing the market orientation variable showed a significant effect on competitive advantages. Moreover, seen from the R-square value of the endogenous variable, it can be seen that there was a strong relationship between the variables of social media marketing, knowledge management, market orientation, and competitive advantages.

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**Article Error** You may need to remove this article.



**Missing ","** You may need to place a comma after this word.



**Prep.** You may be using the wrong preposition.



**Missing ","** You may need to place a comma after this word.



**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.

PAGE 4

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**S/V** This subject and verb may not agree. Proofread the sentence to make sure the subject agrees with the verb.





**Hyph.** You may need to add a hyphen between these two words.



**Missing ","** You may need to place a comma after this word.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Article Error** You may need to use an article before this word.



**Article Error** You may need to use an article before this word.



**Missing ","** You may need to place a comma after this word.



**Missing ","** You may need to place a comma after this word.



**Prep.** You may be using the wrong preposition.



**Missing ","** You may need to place a comma after this word.



**Article Error** You may need to remove this article.



**Prep.** You may be using the wrong preposition.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Run-on** This sentence may be a run-on sentence. Proofread it to see if it contains too many independent clauses or contains independent clauses that have been combined without conjunctions or punctuation. Look at the "Writer's Handbook" for advice about correcting run-on sentences.

PAGE 5

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**Missing ","** You may need to place a comma after this word.



**Missing ","** You may need to place a comma after this word.

PAGE 6

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**P/V** You have used the passive voice in this sentence. Depending upon what you wish to emphasize the sentence, you may want to revise it using the active voice.



**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Article Error** You may need to use an article before this word. Consider using the article **the**.

PAGE 7

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**Article Error** You may need to use an article before this word. Consider using the article **the**.



**Article Error** You may need to use an article before this word.



**Missing ","** You may need to place a comma after this word.



**Missing ","** You may need to place a comma after this word.