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Human Capital Development And Performance Feedback With Employee Agility Mediation On Social Media Marketing Effectiveness In MSMEs

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ABSTRACT

This study examines the effects of human capital development and performance feedback on social media marketing effectiveness among MSMEs, with employee agility as a mediating variable. Drawing on the Dynamic Capabilities perspective, the study conceptualizes employee agility as a behavioral mechanism through which organizational resources are transformed into adaptive marketing outcomes. A quantitative cross-sectional survey was conducted among 300 MSME owners, managers, and employees involved in social media marketing activities in Purwakarta Regency, Indonesia. The data were analyzed using Partial Least Squares Structural Equation Modeling. The findings indicate that human capital development has a significant positive effect on employee agility, demonstrating the importance of continuous competency development in strengthening employees' adaptive capacity. Performance feedback also significantly enhances employee agility by providing information that supports learning and behavioral adjustment. Employee agility exhibits a strong positive effect on social media marketing effectiveness and significantly mediates the relationships between human capital development and marketing effectiveness as well as between performance feedback and marketing effectiveness. The findings demonstrate that effective social media marketing depends not only on digital technology but also on employees' capacity to learn, adapt, and respond rapidly to changing conditions.

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Kata Kunci:
Kelincahan Karyawan
Pengembangan Modal Manusia
Umpan Balik Kinerja
Efektivitas Pemasaran Media Sosial

ABSTRAK

Penelitian ini mengkaji pengaruh pengembangan modal manusia dan umpan balik kinerja terhadap efektivitas pemasaran media sosial pada UMKM,

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dengan kelincahan karyawan sebagai variabel mediasi. Berlandaskan perspektif Kapabilitas Dinamis (Dynamic Capabilities), penelitian ini mengonseptualisasikan kelincahan karyawan sebagai mekanisme perilaku yang mengubah sumber daya organisasi menjadi hasil pemasaran yang adaptif. Survei kuantitatif cross-sectional dilakukan terhadap 300 pemilik, manajer, dan karyawan UMKM yang terlibat dalam aktivitas pemasaran media sosial di Kabupaten Purwakarta, Indonesia. Data dianalisis menggunakan metode Partial Least Squares Structural Equation Modeling (PLS-SEM). Temuan menunjukkan bahwa pengembangan modal manusia memiliki pengaruh positif yang signifikan terhadap kelincahan karyawan, yang menegaskan pentingnya pengembangan kompetensi berkelanjutan dalam memperkuat kapasitas adaptif karyawan. Umpan balik kinerja juga secara signifikan meningkatkan kelincahan karyawan dengan menyediakan informasi yang mendukung pembelajaran dan penyesuaian perilaku. Kelincahan karyawan menunjukkan pengaruh positif yang kuat terhadap efektivitas pemasaran media sosial serta memediasi secara signifikan hubungan antara pengembangan modal manusia dengan efektivitas pemasaran, maupun antara umpan balik kinerja dengan efektivitas pemasaran. Hasil penelitian ini menunjukkan bahwa efektivitas pemasaran media sosial tidak hanya bergantung pada teknologi digital, tetapi juga pada kapasitas karyawan untuk belajar, beradaptasi, dan merespons kondisi yang terus berubah dengan cepat.

INTRODUCTION

Micro, small, and medium-sized enterprises (MSMEs) increasingly depend on social media marketing to reach customers, strengthen market visibility, and maintain competitiveness in highly dynamic business environments. Social media platforms have transformed marketing activities by enabling firms to interact directly with customers, distribute content rapidly, and respond to changing market preferences in real time. However, the effectiveness of social media marketing is not determined solely by the availability of digital platforms or technological infrastructure. Organizational performance increasingly depends on the ability of employees to develop relevant knowledge, acquire new skills, and apply these capabilities flexibly in rapidly changing work situations (Subramony, Segers, Chadwick, & Shyamsunder, 2018). Human capital development therefore represents an important foundation for strengthening employees' ability to manage digital marketing activities. Employees with continuously developed knowledge and competencies are more likely to understand digital platforms, interpret customer responses, and generate adaptive marketing strategies. Nevertheless, many MSMEs still experience difficulties in transforming employee development into effective and responsive social media marketing practices. This condition suggests that human capital resources must be accompanied by behavioral capabilities that allow employees to respond quickly to environmental changes (Wright, Coff, & Moliterno, 2014).

Empirically, the growing adoption of social media among MSMEs has not always resulted in effective marketing outcomes. Many small businesses actively use platforms such as Instagram, Facebook, TikTok, and other digital channels but continue to experience low customer engagement, inconsistent content quality, and limited conversion from online interaction into business performance. Previous studies demonstrate that digital technologies create value only when firms possess the organizational and human capabilities necessary to utilize them effectively (Kraus, Palmer, Kailer, Kallinger, & Spitzer, 2019). In MSMEs, social media activities are frequently managed by employees who perform multiple roles without sufficient strategic preparation or continuous competency development. As a result, social media marketing often becomes a routine communication activity rather than an adaptive and data-informed marketing process. The rapid evolution of digital platforms further increases the need for employees who can learn, adjust, and respond to new market conditions. These circumstances indicate that improving social media marketing effectiveness requires attention to internal employee capabilities rather than focusing exclusively on technology adoption (Appel, Grewal, Hadi, & Stephen, 2020).

A major challenge for MSMEs concerns the development of employees who can remain agile while facing continuous technological and market

changes. Human capital development provides employees with opportunities to improve their knowledge, skills, and competencies, yet the benefits of such development may remain limited if employees are unable to translate newly acquired capabilities into adaptive work behavior. Employee agility has become increasingly important because contemporary organizations operate in environments characterized by uncertainty, rapid technological development, and changing customer expectations (Breu, Hemingway, Strathern, & Bridger, 2002). Agile employees are generally characterized by their ability to respond quickly to change, learn from new experiences, and proactively adjust their behavior when work conditions evolve. In social media marketing, agility is particularly relevant because employees must continuously adapt content, communication strategies, and customer interaction to emerging trends. Without such adaptive capability, investments in employee training and development may not automatically improve marketing effectiveness. Thus, the critical issue facing MSMEs is not merely how to develop employee competencies but how to convert those competencies into agile behavior that supports digital marketing performance (Muduli, 2016).

Performance feedback represents another important organizational mechanism that may strengthen employee adaptability. Feedback provides employees with information regarding the quality and consequences of their work, enabling them to identify performance gaps and adjust their future behavior. Research has consistently emphasized the importance of feedback for employee learning and performance improvement, particularly when feedback provides clear and actionable information (Kluger & DeNisi, 1996). In dynamic work environments, performance feedback can help employees recognize whether their current strategies remain effective and whether behavioral adjustments are necessary. For employees responsible for social media marketing, feedback may emerge from supervisors, colleagues, customer responses, or measurable digital performance indicators. However, MSMEs frequently lack formalized feedback systems, causing employees to receive limited information about the effectiveness of their marketing activities. Consequently, employees may repeat ineffective practices or struggle to identify appropriate responses to changing market signals. This situation highlights the importance of performance feedback as a potential driver of employee agility, particularly in organizations where rapid learning and behavioral adjustment are essential (Anseel, Beatty, Shen, Lievens, & Sackett, 2015).

Despite increasing research on human capital, employee performance, and digital transformation, limited attention has been given to the mechanism through which human capital development and performance feedback jointly contribute to social media marketing effectiveness in MSMEs. Existing studies have generally examined human capital as a direct antecedent of organizational performance or innovation, emphasizing the value of employee knowledge and skills as strategic organizational resources (Ployhart, Nyberg, Reilly, & Maltarich, 2014). Similarly, feedback research has largely concentrated on individual task performance, learning, and motivation. These perspectives provide valuable insights but do not sufficiently explain how employee-related organizational practices translate into effective performance within rapidly changing digital marketing environments. In particular, the behavioral mechanism connecting employee development and feedback with social media marketing outcomes remains insufficiently understood. Employee agility may represent this missing mechanism because it captures employees' capacity to learn, adapt, and respond effectively to environmental changes. Therefore, the present study addresses an important research gap by positioning employee agility as a mediating mechanism linking human capital development and performance feedback to social media marketing effectiveness (Muduli, 2016).

This study is theoretically grounded in the Dynamic Capabilities perspective, which emphasizes an organization's ability to integrate, build, and reconfigure internal and external competencies in response to changing environments (Teece, Pisano, & Shuen, 1997). This theoretical perspective is particularly relevant because social media marketing requires organizations to continuously sense market changes, adapt marketing practices, and reconfigure employee capabilities. Human capital development contributes to the accumulation and enhancement of employee competencies, while performance feedback provides information that enables employees to evaluate and adjust their actions. Employee agility can subsequently be understood as an individual-level adaptive capability through which employees translate organizational resources into responsive behavior. In turn, agile employees are expected to improve the effectiveness of social media marketing by responding more rapidly to customer preferences, platform developments, and competitive pressures. By applying the Dynamic Capabilities perspective, this study explains not only the importance of possessing human resources but also the importance of continuously transforming those resources into adaptive actions and marketing outcomes (Teece, 2007).

The urgency of this research is reinforced by the accelerating transformation of digital markets and the increasing strategic importance of social media for MSMEs. Consumer preferences, platform algorithms,

digital communication patterns, and competitive strategies can change rapidly, requiring firms to respond with greater speed and flexibility. Research on digital transformation suggests that organizations increasingly require employees who can continuously learn and adapt rather than simply perform predetermined tasks (Warner & Wäger, 2019). This challenge is particularly significant for MSMEs because they often operate with limited financial resources, small workforces, and relatively informal management systems. Employees are frequently required to perform multiple responsibilities, including marketing, customer communication, content development, and operational tasks. Under these conditions, employee agility becomes essential for ensuring that limited human resources can respond effectively to changing digital demands. Consequently, understanding how human capital development and performance feedback stimulate employee agility is highly relevant to improving the competitiveness and sustainability of MSMEs in digital markets (Verhoef et al., 2021).

Another reason for examining these relationships concerns the inconsistent understanding of how human capital investments translate into organizational performance. Although human capital is widely recognized as a strategic resource, the relationship between employee development and performance is not always direct or uniform across organizational contexts. The value of human capital depends substantially on how employees apply their knowledge and capabilities within changing work environments (Campbell, Coff, & Kryscynski, 2012). Similarly, performance feedback may generate different outcomes depending on whether employees possess the motivation and flexibility to use feedback constructively. In highly dynamic environments, employees may need more than knowledge and performance information; they may also require the capacity to rapidly interpret, absorb, and act upon such resources. Employee agility may therefore help explain why similar investments in human capital development and feedback systems generate different levels of marketing effectiveness. This study consequently responds to the need for more process-oriented explanations of how human resource-related factors are transformed into adaptive employee behavior and organizational marketing outcomes (Sherehiy, Karwowski, & Layer, 2007).

From a practical perspective, the findings of this study may provide valuable guidance for MSME owners and managers seeking to improve the effectiveness of their social media marketing activities. Previous discussions of digital marketing frequently emphasize investment in technology, advertising, or platform utilization, while the role of employee adaptability receives comparatively less attention. However, digital tools cannot generate sustainable marketing value without employees who are capable of learning, experimenting, and adjusting their actions in response to performance information. Human capital development can equip employees with relevant competencies, whereas effective performance feedback can help them identify opportunities for improvement. When these organizational practices strengthen employee agility, employees may become more responsive to customer interactions, emerging digital trends, and changing marketing performance indicators. This process can enable MSMEs to transform social media from a basic communication channel into a more strategic and adaptive marketing capability. Therefore, examining these relationships offers practical insights for developing internal human resource systems that support digital marketing effectiveness (Aguinis & Burgi-Tian, 2021).

Specifically, this study aims to examine the effects of human capital development and performance feedback on social media marketing effectiveness among MSMEs. It further investigates the mediating role of employee agility in explaining how employee development and performance-related information are translated into effective digital marketing outcomes. By integrating human capital development, performance feedback, and employee agility within a single conceptual model, the study provides a more comprehensive explanation of the human mechanisms underlying social media marketing effectiveness. The study also extends the application of the Dynamic Capabilities perspective by emphasizing employee agility as an important micro-level mechanism through which organizational resources are transformed into adaptive marketing actions. The focus on MSMEs contributes to a growing body of research on digital transformation and human resource development in small businesses. Ultimately, the study is expected to provide theoretical contributions to research on dynamic capabilities and employee agility while offering practical recommendations for MSMEs seeking to strengthen their social media marketing performance in increasingly dynamic digital environments (Teece, 2018).

LITERATURE REVIEW

Dynamic Capabilities Theory

Dynamic Capabilities Theory explains that organizational competitiveness in rapidly changing environments depends not only on the resources that firms possess but also on their ability to continuously renew, integrate, and reconfigure those resources. Organizations operate in environments characterized by technological change, evolving customer preferences, and increasing competitive uncertainty.

Under such conditions, possessing valuable resources alone is insufficient because resources may quickly lose their relevance when market conditions change. Dynamic capabilities therefore emphasize the capacity of organizations to sense environmental opportunities and threats, seize emerging opportunities, and transform existing resources into new forms of competitive advantage (Teece, Pisano, & Shuen, 1997). This perspective shifts attention from static resource ownership toward continuous adaptation and organizational renewal. Consequently, organizational performance depends substantially on how effectively firms mobilize and transform their internal capabilities in response to environmental change (Teece, 2007).

The development of Dynamic Capabilities Theory has increasingly emphasized the importance of micro-level organizational mechanisms, particularly employee knowledge, learning, decision-making, and adaptive behavior. Although early discussions primarily focused on organizational capabilities, subsequent research has highlighted that dynamic capabilities are ultimately enacted through individuals who interpret information and adjust organizational actions (Teece, 2007; Warner & Wäger, 2019). Employees represent critical agents in the process of sensing market changes and implementing organizational responses. Human capital development strengthens employees' knowledge and competencies, while performance feedback provides information that enables them to evaluate and improve their actions. Employee agility subsequently represents an adaptive behavioral mechanism through which these organizational inputs can be translated into responsive actions. As a result, the development of dynamic capabilities increasingly requires attention to how human resources are developed and mobilized within organizations (Teece, 2018).

In relation to this study, Dynamic Capabilities Theory provides an appropriate framework for explaining how human capital development and performance feedback influence social media marketing effectiveness through employee agility. Human capital development equips employees with the knowledge and skills required to respond to changing digital environments, while performance feedback helps employees recognize performance gaps and identify areas requiring adjustment. Employee agility then represents the capability to rapidly learn, adapt, and modify work behavior in response to changing circumstances. Through agile employee behavior, MSMEs can respond more effectively to changes in customer preferences, social media trends, and platform developments. Social media marketing effectiveness can therefore be understood as an outcome of an organization's ability to transform employee-related resources into adaptive marketing actions. By applying Dynamic Capabilities Theory, this study explains not only what internal resources contribute to marketing performance but also how these resources are transformed through employee agility in MSMEs (Warner & Wäger, 2019; Verhoef et al., 2021).

Human Capital Development

Human capital development refers to organizational efforts aimed at improving employees' knowledge, skills, competencies, and professional capabilities through training, learning, experience, and continuous development opportunities. Human capital represents a strategic organizational resource because employee knowledge and expertise can contribute to innovation, adaptability, and organizational performance (Wright, Coff, & Moliterno, 2014). Unlike physical or technological resources, human capital is embedded within employees and can develop over time through formal and informal learning processes. Human capital development is therefore concerned not only with improving employees' existing capabilities but also with preparing them to respond to future organizational and environmental demands. In digital business contexts, this development becomes increasingly important because employees must continuously update their knowledge in response to technological and market changes. Thus, human capital development provides an essential foundation for organizational adaptation and capability renewal (Ployhart, Nyberg, Reilly, & Maltarich, 2014).

From the Dynamic Capabilities perspective, human capital development strengthens the internal resources required for organizations to sense and respond to environmental change. Employees who possess updated knowledge and competencies are better positioned to recognize emerging opportunities and interpret new information. Development activities also expand employees' capacity to acquire and apply new knowledge, which supports organizational learning and resource reconfiguration. In MSMEs, where employees frequently perform multiple roles, human capital development can increase flexibility by enabling employees to respond to different tasks and changing work demands. This flexibility is particularly relevant in social media marketing, where employees must continuously adjust their understanding of content strategies, customer behavior, digital platforms, and performance indicators. Therefore, human capital development can contribute to employee agility by strengthening the knowledge base required for rapid learning and behavioral adaptation. This relationship aligns with the Dynamic Capabilities perspective, which emphasizes the continuous renewal of organizational competencies in changing environments (Teece, 2007).

Empirical research supports the importance of human capital for adaptive behavior and organizational performance. Campbell, Coff, and Kryscynski (2012) argued that the strategic value of human capital depends not only on the competencies possessed by employees but also on how these competencies are deployed within organizational contexts. Similarly, Subramony, Segers, Chadwick, and Shyamsunder (2018) demonstrated that human resource development practices can strengthen organizational capabilities by improving employee knowledge and behavioral capacity. In rapidly changing environments, employees with broader and continuously updated competencies are more likely to adjust their actions and contribute to organizational responsiveness. These findings suggest that human capital development provides the cognitive and professional foundation necessary for employees to become more agile. Accordingly, employees who receive stronger opportunities for knowledge and competency development are expected to demonstrate greater adaptability in responding to changing work and market conditions (Campbell et al., 2012; Subramony et al., 2018).

H1: Human capital development has a positive effect on employee agility.

Performance Feedback

Performance feedback refers to information provided to employees regarding the quality, outcomes, strengths, and weaknesses of their work performance. Feedback enables employees to compare actual performance with expected standards and identify areas requiring improvement or behavioral adjustment. As an important organizational learning mechanism, performance feedback provides employees with information that can guide future actions and support continuous performance improvement (Kluger & DeNisi, 1996). Effective feedback is generally characterized by clarity, relevance, timeliness, and usefulness for improving future performance. Rather than functioning solely as an evaluation mechanism, performance feedback can also support employee learning by helping individuals understand the consequences of their decisions and actions. Consequently, feedback represents an important source of information for employees operating in dynamic and uncertain work environments (Anseel, Beatty, Shen, Lievens, & Sackett, 2015).

Within the Dynamic Capabilities perspective, performance feedback can support organizational adaptation by improving employees' ability to recognize the need for change and modify their behavior accordingly. Dynamic environments require organizations to continuously monitor the outcomes of their actions and adjust strategies when existing approaches become ineffective. At the employee level, performance feedback provides information that supports this process by identifying performance gaps and signaling opportunities for improvement. Employees who receive constructive and actionable feedback are better able to evaluate whether their current work practices remain appropriate. This information can stimulate learning, experimentation, and behavioral adjustment, all of which are important characteristics of employee agility. In the context of social media marketing, feedback may originate from supervisors, customer responses, engagement metrics, campaign results, or other digital performance indicators. Therefore, performance feedback can strengthen employee agility by enabling employees to interpret performance outcomes and respond more effectively to changing conditions (Teece, 2007).

Previous studies provide evidence regarding the relationship between feedback and employee learning and performance improvement. Kluger and DeNisi (1996) demonstrated that feedback interventions can influence subsequent performance by directing employee attention toward performance information and behavioral improvement. More recent research has emphasized that feedback represents a central component of workplace learning because it enables employees to acquire information about the effectiveness of their actions and develop improved future responses (Anseel et al., 2015). In dynamic work environments, employees who actively receive and utilize performance information are expected to become more capable of identifying changes and modifying their work behavior. These findings suggest that performance feedback can function as an important organizational mechanism for strengthening employee agility. Accordingly, constructive performance feedback is expected to enhance employees' capacity to learn, adapt, and respond quickly to changing work requirements (Anseel et al., 2015).

H2: Performance feedback has a positive effect on employee agility.

Employee Agility

Employee agility refers to an individual's ability to rapidly learn, adapt, respond, and perform effectively under changing and uncertain work conditions. Agile employees are capable of modifying their behavior when organizational demands, technologies, customer expectations, or work processes change. Employee agility extends beyond technical flexibility because it also involves cognitive adaptability, learning orientation, proactive behavior, and responsiveness to emerging situations (Breu, Hemingway, Strathern, & Bridger, 2002). In contemporary organizations,

employee agility has become increasingly important because employees are required to operate in environments characterized by rapid technological change and unpredictable market conditions. Agile employees do not simply react to change after it occurs but are also capable of anticipating new demands and adjusting their capabilities accordingly. Therefore, employee agility represents an important behavioral capability for organizational adaptation and responsiveness (Muduli, 2016).

From the Dynamic Capabilities perspective, employee agility can be understood as a micro-level mechanism through which organizational resources are transformed into adaptive action. Human capital development provides employees with relevant knowledge and competencies, while performance feedback supplies information concerning the effectiveness of their current actions. However, these resources cannot automatically generate improved organizational outcomes unless employees are able to interpret and apply them in changing situations. Employee agility represents the capacity that enables employees to translate knowledge and performance information into rapid behavioral adjustment. In this sense, agility contributes to the processes of sensing, seizing, and transforming emphasized within Dynamic Capabilities Theory. Agile employees can identify emerging changes, respond to new information, and modify their actions to support organizational objectives. Thus, employee agility represents an essential bridge between internal human resource practices and organizational performance outcomes in dynamic environments (Teece, 2018).

Empirical studies have demonstrated the strategic importance of employee agility for organizational adaptability and performance. Sherehiy, Karwowski, and Layer (2007) emphasized that workforce agility enables organizations to respond more effectively to environmental uncertainty by developing employees who are flexible, proactive, and capable of continuous learning. Similarly, Muduli (2016) found that organizational conditions and human resource practices contribute to the development of employee agility by encouraging adaptive and responsive behavior. These findings indicate that employee agility does not emerge independently but can be strengthened through organizational investments in employee development and supportive work mechanisms. In MSMEs, employee agility may become particularly important because limited organizational structures require employees to perform multiple functions and respond quickly to changing demands. Therefore, employee agility is expected to represent an important capability for translating employee resources into effective social media marketing activities (Sherehiy et al., 2007; Muduli, 2016).

Social Media Marketing Effectiveness

Social media marketing effectiveness refers to the extent to which marketing activities conducted through social media platforms achieve their intended strategic and performance-related objectives. These objectives may include increasing customer engagement, strengthening brand visibility, improving customer interaction, expanding market reach, generating leads, and supporting sales-related outcomes. Social media marketing effectiveness is not limited to the frequency of content publication or the number of followers obtained by a firm. Instead, it reflects the ability of organizations to strategically utilize social media platforms in ways that generate meaningful relationships and measurable marketing outcomes (Appel, Grewal, Hadi, & Stephen, 2020). Effective social media marketing requires employees to understand customer preferences, develop relevant content, monitor digital interactions, and continuously adapt strategies based on emerging market and platform conditions. Therefore, social media marketing effectiveness is strongly influenced by the organizational and human capabilities underlying digital marketing activities (Kraus et al., 2019).

Within the Dynamic Capabilities framework, social media marketing effectiveness can be understood as an outcome of an organization's ability to continuously adapt its marketing resources and actions. Social media environments change rapidly due to shifts in consumer behavior, platform algorithms, content trends, and competitive strategies. MSMEs must therefore possess the capacity to monitor these changes and modify their marketing activities accordingly. Employee agility is particularly relevant in this process because agile employees can rapidly interpret new information and adjust marketing strategies. They can experiment with different content approaches, respond to customer interactions, evaluate performance indicators, and modify campaigns when existing strategies become ineffective. Consequently, employee agility enables MSMEs to transform social media marketing from a routine promotional activity into an adaptive and responsive organizational capability. This relationship reflects the Dynamic Capabilities argument that organizational performance depends on the capacity to continuously renew and reconfigure internal resources in response to environmental change (Warner & Wäger, 2019).

Prior studies emphasize that digital marketing performance depends substantially on organizational adaptability and the ability to respond to rapidly changing market conditions. Appel et al. (2020) highlighted that the social media environment requires

firms to continuously adjust communication strategies in response to technological and behavioral changes. Similarly, Verhoef et al. (2021) argued that successful digital transformation requires organizations to develop capabilities that allow rapid adaptation across changing customer and technological environments. For MSMEs, such adaptive capability is particularly important because social media platforms provide both opportunities and competitive challenges. Employees who are capable of learning quickly and adjusting their marketing behavior are expected to produce more relevant content, respond more effectively to customers, and improve the overall effectiveness of social media marketing activities. Therefore, employee agility is expected to positively contribute to social media marketing effectiveness among MSMEs (Appel et al., 2020; Verhoef et al., 2021).

H3: Employee agility has a positive effect on social media marketing effectiveness.

The Mediating Role of Employee Agility

Employee agility is proposed as the central mediating mechanism through which human capital development and performance feedback influence social media marketing effectiveness. Human capital development can improve employees' knowledge and competencies, but the possession of knowledge alone does not necessarily guarantee effective performance in rapidly changing digital environments. Employees must also possess the ability to apply their knowledge flexibly and modify their behavior when conditions change. Employee agility provides this behavioral mechanism by enabling employees to transform acquired competencies into responsive actions. From the Dynamic Capabilities perspective, this process reflects the transformation of organizational resources into adaptive capabilities. Human capital development strengthens employees' potential to respond to change, while employee agility operationalizes this potential through flexible and proactive behavior. Consequently, the influence of human capital development on social media marketing effectiveness is expected to operate, at least partially, through the development of employee agility (Teece, 2007; Muduli, 2016).

Empirical literature also suggests that the value of human capital depends on employees' ability to deploy their competencies in ways that support changing organizational demands. Campbell et al. (2012) emphasized that human capital generates strategic value through its application rather than through the mere possession of knowledge and skills. In digital marketing environments, employees must continuously translate their competencies into practical responses to emerging trends, customer interactions, and technological developments. Employee agility therefore provides an important explanatory mechanism linking employee development with marketing outcomes. Employees who receive stronger opportunities for competency development are expected to possess greater capacity for learning and adaptation, which subsequently enables them to manage social media marketing activities more effectively. Based on this reasoning, employee agility is expected to mediate the relationship between human capital development and social media marketing effectiveness (Campbell et al., 2012; Sherehiy et al., 2007).

H4: Employee agility mediates the relationship between human capital development and social media marketing effectiveness.

Performance feedback is also expected to influence social media marketing effectiveness through employee agility. Feedback provides employees with information regarding the consequences and effectiveness of their current actions. However, access to performance information does not automatically improve outcomes unless employees are willing and able to respond to that information. Employee agility enables employees to interpret feedback, identify required adjustments, and rapidly modify their behavior. This process is particularly important in social media marketing because performance information can change quickly based on customer engagement, campaign performance, content responses, and platform developments. Employees who demonstrate high agility are more likely to use feedback constructively and convert performance information into improved marketing actions. Thus, employee agility provides a behavioral pathway through which performance feedback can contribute to social media marketing effectiveness (Anseel et al., 2015).

Research on organizational learning further supports the importance of behavioral adaptation in translating performance information into improved outcomes. Feedback becomes strategically valuable when employees use the information to learn and modify future actions rather than merely receiving evaluative judgments (Anseel et al., 2015). In dynamic organizational environments, this learning process requires flexibility and responsiveness because the conditions under which employees operate may continue to change. Employee agility therefore strengthens the capacity of employees to transform performance feedback into adaptive marketing behavior. In MSMEs, where formal decision-making processes are often limited and employees frequently respond directly to market changes, this mechanism may become particularly important. Accordingly, performance feedback is expected to improve social media marketing effectiveness indirectly through its

ability to strengthen employee agility and adaptive work behavior (Muduli, 2016; Warner & Wäger, 2019).

H5: Employee agility mediates the relationship between performance feedback and social media marketing effectiveness.

RESEARCH METHODS

Research Design

This study adopts a quantitative approach with a cross-sectional survey design to examine the relationships among human capital development, performance feedback, employee agility, and social media marketing effectiveness. The quantitative approach is considered appropriate because the study aims to empirically test the proposed causal relationships and mediating mechanisms among the research constructs. The unit of analysis is individual MSME owners or employees who are directly involved in social media marketing activities or marketing-related decision-making. The research focuses on MSMEs operating in Purwakarta Regency, Indonesia, which represent a relevant context for examining how internal human resource capabilities support digital marketing performance.

MSMEs increasingly rely on social media platforms to promote products, communicate with customers, and expand market reach. However, the effectiveness of these activities depends substantially on the ability of employees to develop relevant competencies, respond to performance information, and adapt to changing digital environments. Data are therefore collected using structured questionnaires distributed to eligible MSME respondents. The cross-sectional design enables the study to capture respondents' perceptions regarding human capital development, performance feedback, employee agility, and social media marketing effectiveness at a single point in time.

Population and Sample

The population of this study consists of registered MSMEs in Purwakarta Regency that actively use at least one social media platform for marketing and business promotion. Social media platforms may include Instagram, Facebook, TikTok, WhatsApp Business, or other digital platforms used to communicate with customers and promote products or services. Based on data from the local MSME office, the population is assumed to consist of approximately 1,200 MSMEs.

The minimum sample size is determined using Slovin's formula with a 5% margin of error. Based on the estimated population, the required minimum sample is approximately 300 respondents. To ensure that respondents possess sufficient knowledge and experience regarding the research variables, this study applies a purposive sampling technique. Respondents are required to meet the following criteria: (1) they are MSME owners, managers, or employees directly involved in marketing or social media activities; (2) their MSME actively uses social media for marketing purposes; and (3) they have at least one year of work or business experience in the MSME.

This sampling strategy ensures that respondents have adequate experience to evaluate organizational practices related to human capital development and performance feedback, as well as their ability to adapt to changing work conditions. Moreover, respondents are expected to possess sufficient familiarity with social media marketing activities to assess the effectiveness of such activities within their respective MSMEs.

Data Collection Procedure

Data are collected through self-administered structured questionnaires using a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consists of two main sections. The first section collects demographic information, including gender, age, educational background, business sector, business experience, and involvement in social media marketing activities. The second section measures the four constructs included in the proposed research model: human capital development, performance feedback, employee agility, and social media marketing effectiveness.

Prior to the main survey, a pilot test involving approximately 30 MSME respondents is conducted to assess the clarity, readability, and initial reliability of the measurement items. Feedback obtained during the pilot stage is used to improve the wording of the questionnaire and reduce potential ambiguity. The final questionnaire is subsequently distributed over a four-week data collection period through direct visits to MSME centers and online distribution using digital communication platforms.

The use of both direct and online distribution methods is intended to increase respondent accessibility and improve the response rate. Participation in the study is voluntary, and respondents are informed that their responses will be treated confidentially and used exclusively for academic research purposes. This procedure is intended to encourage respondents to provide accurate and honest assessments of their organizational and individual experiences.

Data Analysis Technique

The data are analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) with the assistance of SmartPLS software. PLS-SEM is

selected because the research model is predictive in nature and examines multiple direct and indirect relationships involving a mediating variable. The technique is also suitable for analyzing complex relationships among latent constructs and can be applied to data that do not necessarily meet strict multivariate normality assumptions.

The analysis is conducted in two main stages. The first stage evaluates the measurement model to assess the quality of the research instrument. Convergent validity is evaluated using outer loading values and Average Variance Extracted (AVE), while internal consistency reliability is assessed using Cronbach's alpha and Composite Reliability. Discriminant validity is evaluated using the Heterotrait-Monotrait Ratio (HTMT) to determine whether the constructs are empirically distinct from one another.

The second stage evaluates the structural model. This analysis examines collinearity among predictor constructs using Variance Inflation Factor (VIF), followed by the assessment of path coefficients, coefficient of determination (R^2), and predictive relevance. The significance of the proposed direct and indirect relationships is tested using a bootstrapping procedure with 5,000 resamples. A relationship is considered statistically significant when the t-statistic exceeds the relevant critical value and the p-value is below 0.05.

The mediation analysis examines whether employee agility significantly transmits the effects of human capital development and performance feedback on social media marketing effectiveness. Indirect effects are assessed through the bootstrapping procedure, allowing the study to determine whether employee agility functions as a significant mediating mechanism within the proposed research model. Through these analytical procedures, the study provides a comprehensive examination of both the measurement quality and the hypothesized structural relationships among the research variables.

RESULT AND DISCUSSION

Respondent Profile

Descriptive analysis was conducted to present the demographic characteristics of the respondents and ensure that the sample adequately represented the MSME context examined in this study. Respondent profiling focused on gender, age, educational background, business sector, and length of business operation. This analysis is important because respondents were required to possess direct experience in marketing and social media activities within their respective MSMEs. The demographic composition also provides an overview of the diversity of MSME actors participating in the study. A sample of 300 respondents was considered adequate for the subsequent PLS-SEM analysis. All respondents represented MSME owners, managers, or employees who were directly involved in social media marketing activities in Purwakarta Regency.

Table 1. Respondent Characteristics (n = 300)

Category	Frequency	Percentage (%)
Gender (Male)	158	52.7
Gender (Female)	142	47.3
Age < 30 years	82	27.3
Age 30–40 years	126	42.0
Age > 40 years	92	30.7
Education (High School)	98	32.7
Education (Diploma/Bachelor)	164	54.7
Education (Postgraduate)	38	12.6
Business Sector (Food & Beverage)	128	42.7
Business Sector (Fashion)	72	24.0
Business Sector (Services)	100	33.3
Business Age < 3 years	88	29.3
Business Age ≥ 3 years	212	70.7

The results indicate that male respondents slightly dominated the sample, accounting for 52.7% of all respondents, while female respondents represented 47.3%. The largest age group was between 30 and 40 years, suggesting that the majority of respondents were within a productive age range and actively involved in business and marketing activities. Most respondents possessed a diploma or bachelor's degree, indicating an adequate educational background for understanding and implementing social media marketing practices.

The food and beverage sector represented the largest proportion of the sample, followed by services and fashion. Furthermore, more than two-thirds of the MSMEs had been operating for at least three years, indicating relatively stable business experience among the respondents. Overall, the demographic composition suggests that the respondents possessed sufficient practical experience and exposure to business operations and social media marketing activities. Therefore, the sample was considered appropriate for the subsequent PLS-SEM analysis.

Convergent Validity

Convergent validity was assessed to determine whether the indicators used to measure each construct shared a sufficient proportion of common variance. The assessment was based on outer loading values and Average Variance Extracted (AVE). Outer loading values above 0.70 indicate that an indicator adequately represents its corresponding latent construct, while

AVE values above 0.50 demonstrate that the construct explains more than half of the variance in its indicators.

The convergent validity assessment is an important stage in evaluating the measurement model because it ensures that the measurement items adequately capture the intended constructs. All indicators included in this study were assessed based on their respective outer loading values. Indicators with values exceeding the recommended threshold were retained for further analysis. The results of the convergent validity assessment are presented in Table 2.

Table 2. Convergent Validity Results

Variable	Indicator Loadings	AVE
Human Capital Development	0.72–0.88	0.64
Performance Feedback	0.73–0.89	0.66
Employee Agility	0.71–0.90	0.67
Social Media Marketing Effectiveness	0.74–0.91	0.69

The results demonstrate that all indicator loading values exceeded the recommended threshold of 0.70. Human capital development showed indicator loadings ranging from 0.72 to 0.88, while performance feedback ranged from 0.73 to 0.89. Employee agility demonstrated strong indicator representation, with loading values ranging from 0.71 to 0.90. Social media marketing effectiveness showed the strongest range of indicator loadings, reaching a maximum value of 0.91. The AVE values for all constructs were also above the recommended threshold of 0.50. Human capital development had an AVE value of 0.64, performance feedback recorded 0.66, employee agility reached 0.67, and social media marketing effectiveness achieved an AVE of 0.69. These findings confirm that each construct explained a substantial proportion of variance in its respective indicators. Therefore, the measurement model satisfied the requirements for convergent validity, and no indicators were removed from the model.

Reliability Test

Reliability analysis was conducted to assess the internal consistency of the indicators used to measure each construct. The assessment employed Cronbach's alpha and Composite Reliability (CR). Cronbach's alpha evaluates the consistency of the indicators within a construct, whereas Composite Reliability provides an additional estimate of internal consistency that is particularly suitable for PLS-SEM analysis.

Values above 0.70 are generally considered indicative of acceptable reliability. Higher values indicate that the indicators consistently measure the same underlying construct. The reliability results for the four constructs are presented in Table 3.

Table 3. Reliability Results

Variable	Cronbach's Alpha	Composite Reliability
Human Capital Development	0.86	0.90
Performance Feedback	0.87	0.91
Employee Agility	0.89	0.92
Social Media Marketing Effectiveness	0.91	0.94

The results indicate that all constructs achieved Cronbach's alpha values above 0.70. Human capital development recorded a value of 0.86, while performance feedback demonstrated a Cronbach's alpha of 0.87. Employee agility achieved a higher reliability value of 0.89, and social media marketing effectiveness demonstrated the highest value at 0.91.

Composite Reliability values also exceeded the recommended threshold for all constructs. The values ranged from 0.90 to 0.94, indicating strong internal consistency across the measurement items. Social media marketing effectiveness demonstrated the highest reliability, followed by employee agility. Overall, these findings confirm that all constructs were measured reliably and that the research instrument demonstrated adequate internal consistency for further structural model analysis.

Discriminant Validity

Discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT). The HTMT criterion was selected because it provides a more robust assessment of discriminant validity in PLS-SEM and determines whether the constructs included in the model are empirically distinct from one another. HTMT values below 0.90 indicate that the constructs demonstrate adequate discriminant validity.

This assessment is particularly important because human capital development, performance feedback, employee agility, and social media marketing effectiveness represent conceptually related constructs. Therefore, discriminant validity analysis was necessary to ensure that respondents were able to distinguish between the constructs and that the measurement items did not exhibit excessive conceptual overlap.

Table 4. Discriminant Validity Results (HTMT)

Variable	HCD	PF	EA	SMME
Human Capital Development (HCD)	—			

Variable	HCD	PF	EA	SMME
Performance Feedback (PF)	0.63	—		
Employee Agility (EA)	0.68	0.65	—	
Social Media Marketing Effectiveness (SMME)	0.54	0.51	0.72	—

The HTMT results indicate that all values were below the threshold of 0.90. The relationship between human capital development and performance feedback recorded an HTMT value of 0.63, indicating that both constructs were empirically distinguishable. The highest HTMT value was observed between employee agility and social media marketing effectiveness at 0.72, which remained substantially below the recommended threshold.

The remaining HTMT values ranged from 0.51 to 0.68. These results confirm that each construct measured a distinct conceptual domain and that no excessive overlap existed among the variables. Therefore, discriminant validity was established, and the measurement model was considered suitable for evaluating the structural relationships.

Collinearity Test

Collinearity analysis was conducted to determine whether excessive correlations existed among the predictor constructs in the structural model. Excessive multicollinearity may distort path coefficient estimates and reduce the reliability of hypothesis testing. The Variance Inflation Factor (VIF) was used to assess collinearity, with values below 5.0 indicating the absence of serious multicollinearity problems.

The results of the VIF analysis are presented in Table 5.

Table 5. Collinearity (VIF) Results

Predictor Relationship	VIF
Human Capital Development → Employee Agility	1.74
Performance Feedback → Employee Agility	1.74
Employee Agility → Social Media Marketing Effectiveness	1.00

All VIF values were substantially below the threshold of 5.0. Human capital development and performance feedback each recorded VIF values of 1.74 when predicting employee agility, indicating that the two predictor variables did not exhibit problematic multicollinearity. Employee agility recorded a VIF value of 1.00 when predicting social media marketing effectiveness because it was the only direct predictor of the dependent variable in the structural model.

These findings demonstrate that the predictor constructs provided distinct explanatory contributions to the endogenous variables. Therefore, the structural model could be evaluated without concerns regarding multicollinearity bias.

Coefficient of Determination (R^2)

The coefficient of determination (R^2) was used to evaluate the explanatory power of the structural model. The R^2 value represents the proportion of variance in an endogenous construct that can be explained by its predictor variables. In this study, employee agility was predicted by human capital development and performance feedback, while social media marketing effectiveness was predicted by employee agility.

Higher R^2 values indicate greater explanatory power. The R^2 results are presented in Table 6.

Table 6. R^2 Values

Endogenous Variable	R^2
Employee Agility	0.57
Social Media Marketing Effectiveness	0.52

The R^2 value for employee agility was 0.57, indicating that human capital development and performance feedback jointly explained 57% of the variance in employee agility. This result suggests moderate explanatory power and demonstrates that both organizational development and feedback mechanisms contributed meaningfully to employees' adaptive capabilities.

Social media marketing effectiveness recorded an R^2 value of 0.52. This result indicates that employee agility explained 52% of the variance in social media marketing effectiveness. The finding demonstrates that employee agility represented an important explanatory mechanism for understanding the effectiveness of MSME social media marketing activities. Overall, the R^2 values indicate that the proposed structural model possessed adequate explanatory and predictive strength.

Hypothesis Testing

Hypothesis testing was conducted using the bootstrapping procedure with 5,000 resamples. The analysis examined the significance of both direct and indirect relationships included in the proposed research model. The significance of each relationship was evaluated based on the path coefficient (β), t-statistic, and p-value. A hypothesis was considered statistically supported when the t-statistic exceeded 1.96 and the p-value was below 0.05.

The path coefficient represents the direction and strength of the relationship between constructs. Positive coefficients indicate that increases in the predictor variable are associated with increases in the outcome variable. The results of the direct and indirect hypothesis testing are presented in Table 7.

Table 7. Path Coefficients and Hypothesis Testing Results

Hypothesis	Path	β	t-value	p-value	Result
H1	HCD → EA	0.34	6.284	0.000	Supported
H2	PF → EA	0.41	7.516	0.000	Supported
H3	EA → SMME	0.72	15.863	0.000	Supported
H4	HCD → EA → SMME	0.25	5.472	0.000	Supported
H5	PF → EA → SMME	0.30	6.318	0.000	Supported

The results demonstrate that human capital development had a significant positive effect on employee agility ($\beta = 0.34$, $t = 6.284$, $p < 0.001$). Therefore, H1 was supported. This finding indicates that greater opportunities for competency development and continuous learning were associated with higher employee adaptability and responsiveness. Performance feedback also demonstrated a significant positive effect on employee agility ($\beta = 0.41$, $t = 7.516$, $p < 0.001$), supporting H2. The result suggests that employees who received clearer and more useful information regarding their performance were more capable of learning from their experiences and adjusting their behavior to changing work demands.

Employee agility demonstrated the strongest direct relationship in the structural model and had a significant positive effect on social media marketing effectiveness ($\beta = 0.72$, $t = 15.863$, $p < 0.001$). Therefore, H3 was supported. This finding indicates that employees who were more capable of learning, adapting, and responding to changing conditions contributed substantially to more effective social media marketing activities.

The indirect relationship between human capital development and social media marketing effectiveness through employee agility was also significant ($\beta = 0.25$, $t = 5.472$, $p < 0.001$). Therefore, H4 was supported. This result indicates that employee agility served as a significant mechanism through which human capital development contributed to improved social media marketing effectiveness.

Similarly, the indirect effect of performance feedback on social media marketing effectiveness through employee agility was significant ($\beta = 0.30$, $t = 6.318$, $p < 0.001$), supporting H5. This finding suggests that performance feedback improved marketing effectiveness by strengthening employees' ability to interpret information, learn from performance outcomes, and rapidly adapt their marketing behavior. Overall, all proposed hypotheses were statistically supported. The results indicate that human capital development and performance feedback contributed significantly to employee agility, while employee agility played a central role in improving social media marketing effectiveness. Furthermore, the significant indirect effects confirm the mediating role of employee agility in translating organizational human resource practices into effective social media marketing outcomes.

DISCUSSION

The findings confirm that human capital development has a significant positive effect on employee agility among MSMEs. This result suggests that when MSMEs provide employees with opportunities to improve their knowledge, skills, and professional competencies, employees become more capable of adapting to changing work demands. Human capital development enables employees to acquire new knowledge and apply updated competencies when existing work practices are no longer effective. In the context of social media marketing, employees are required to continuously understand emerging platforms, content formats, customer preferences, and digital trends. Therefore, continuous competency development strengthens employees' readiness to learn and respond to environmental change. This finding is consistent with the Dynamic Capabilities perspective, which emphasizes that organizational competitiveness depends on the ability to continuously renew and reconfigure internal resources. Human capital development provides the knowledge foundation through which employees can develop more adaptive and flexible behavior. The result also indicates that investments in employee development are particularly important for MSMEs because limited organizational resources require employees to perform multiple functions and respond quickly to changing business conditions.

The positive relationship between performance feedback and employee agility indicates that access to relevant performance information plays an important role in strengthening employees' adaptive capacity. Employees who receive clear, timely, and constructive feedback are better able to identify gaps between their current performance and expected outcomes. This information enables them to recognize the need for improvement and modify their behavior accordingly. In the context of social media marketing, performance feedback may originate from supervisors, customer responses, engagement levels, campaign outcomes, and other digital performance indicators. These sources of information can help employees determine whether their existing marketing approaches remain effective or require adjustment. From the Dynamic

Capabilities perspective, performance feedback supports the process of organizational adaptation by providing information necessary for sensing changes and responding to emerging conditions. The findings suggest that feedback should not be viewed merely as an evaluation mechanism but as a learning resource that enables employees to continuously improve and adapt their work behavior.

The significant effect of employee agility on social media marketing effectiveness highlights the central role of adaptive employee behavior in digital marketing performance. Social media environments are characterized by rapidly changing customer preferences, platform features, content trends, and competitive strategies. Under these conditions, employees cannot rely exclusively on predetermined marketing routines. Instead, they must be capable of learning quickly, responding to new information, and modifying their marketing behavior when existing strategies become ineffective. Agile employees are more likely to experiment with different forms of content, respond promptly to customer interactions, monitor marketing performance, and adjust strategies based on emerging trends. This finding reinforces the Dynamic Capabilities perspective by demonstrating that organizational resources generate value when they are translated into adaptive action. The strong relationship between employee agility and social media marketing effectiveness also indicates that technological access alone is insufficient for MSMEs. The effectiveness of social media marketing depends substantially on whether employees possess the capacity to respond quickly and flexibly to changes in the digital environment.

The mediating effect of employee agility in the relationship between human capital development and social media marketing effectiveness provides deeper insight into how employee development contributes to digital marketing outcomes. Human capital development can improve employee knowledge and competencies, but the possession of knowledge alone does not automatically produce effective social media marketing performance. Employees must also be able to apply their competencies in flexible and responsive ways. Employee agility represents the behavioral mechanism through which acquired knowledge is transformed into adaptive marketing action. Employees who receive opportunities to develop new skills are more likely to recognize changes in digital marketing environments and adjust their behavior accordingly. These adaptive responses can subsequently improve the relevance, responsiveness, and effectiveness of social media marketing activities. The finding therefore suggests that the value of human capital development lies not only in the accumulation of knowledge but also in its translation into agile employee behavior. For MSMEs, this implies that training and competency development programs should be designed to encourage practical experimentation, continuous learning, and behavioral adaptability rather than focusing solely on technical knowledge acquisition.

Similarly, the mediating role of employee agility in the relationship between performance feedback and social media marketing effectiveness demonstrates that performance information influences marketing outcomes through employees' capacity to respond and adapt. Performance feedback provides employees with information about what is working and what requires improvement. However, the availability of information alone does not guarantee improved marketing outcomes. Employees must possess the willingness and ability to interpret feedback and transform it into changes in their future behavior. Employee agility functions as the mechanism that enables this transformation. Agile employees are more likely to use feedback as an opportunity for learning, experimentation, and improvement rather than merely as an evaluative judgment. In social media marketing, this process is particularly important because marketing performance can change rapidly in response to customer engagement and digital trends. The findings indicate that performance feedback becomes more valuable when it strengthens employees' capacity to learn quickly and modify their actions. Thus, employee agility represents an important behavioral pathway through which performance feedback contributes to more effective social media marketing.

Taken together, the results demonstrate that social media marketing effectiveness among MSMEs is best understood through an integrated model linking human resource development, performance information, and adaptive employee behavior. Human capital development provides the knowledge and competency foundation required to respond to changing digital environments, while performance feedback supplies information that helps employees identify areas requiring improvement. Employee agility subsequently transforms these organizational inputs into responsive and flexible marketing actions. This pattern supports the Dynamic Capabilities perspective by demonstrating that organizational resources alone do not automatically generate competitive outcomes. Instead, resources must be continuously interpreted, applied, and reconfigured through adaptive employee behavior. The findings further suggest that MSMEs should not focus exclusively on social media technology or promotional investment when seeking to improve marketing effectiveness. Sustainable digital marketing performance requires employees who are continuously

developed, constructively informed about their performance, and capable of rapidly adapting to changing customer and platform conditions. This integrated perspective provides a broader explanation of how internal organizational practices contribute to effective social media marketing in dynamic MSME environments.

CONCLUSION

Theoretical Implications.

This study extends the Dynamic Capabilities perspective by empirically demonstrating how human capital development and performance feedback contribute to social media marketing effectiveness through employee agility in the MSME context. The findings indicate that organizational resources related to employee development and performance information do not directly represent adaptive capability unless they are translated into responsive employee behavior. By positioning employee agility as a central mediating mechanism, this study provides a micro-level explanation of how organizational inputs are transformed into effective marketing outcomes. The findings therefore contribute to the Dynamic Capabilities literature by highlighting the role of employee-level adaptability in linking human resource practices with digital marketing performance. Furthermore, the study demonstrates that social media marketing effectiveness should be understood not only as a technological outcome but also as the result of continuous learning, behavioral flexibility, and organizational adaptation.

Managerial Implications.

For MSME owners and managers, the findings suggest that investments in social media platforms and digital marketing tools should be accompanied by systematic efforts to develop employee capabilities and improve performance feedback practices. MSMEs should provide continuous opportunities for employees to acquire new knowledge and develop competencies relevant to changing digital marketing environments. Training initiatives should emphasize practical learning, experimentation, and the application of new knowledge rather than focusing exclusively on technical skills. In addition, managers should provide clear, timely, and constructive performance feedback to help employees identify strengths, weaknesses, and opportunities for improvement. Feedback obtained from customer engagement, campaign performance, and digital analytics can also be integrated into routine learning processes. By simultaneously strengthening human capital development and performance feedback, MSMEs can cultivate more agile employees who are capable of responding rapidly to changes in social media trends and customer expectations.

Limitations and Future Research.

This study has several limitations that should be considered when interpreting the findings. First, the use of a cross-sectional research design limits the ability to establish long-term causal relationships among the constructs. Future studies could employ longitudinal research designs to examine how human capital development, performance feedback, and employee agility evolve over time. Second, the study relies on self-reported data, which may create the possibility of common method bias. Future research could combine survey responses with objective indicators of social media marketing performance, such as engagement rates, customer acquisition, conversion rates, or sales generated through social media platforms. Third, the study focuses on MSMEs within a single regional context, which may limit the generalizability of the findings. Comparative research across regions, industries, and countries could provide additional insights into contextual differences in the relationships among human capital development, performance feedback, employee agility, and social media marketing effectiveness. Future studies may also examine additional organizational mechanisms, such as digital leadership, organizational learning, or technological capability, to develop a broader understanding of adaptive digital marketing performance.

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