

Social Media Marketing, Consumer Engagement, and Organizational Equity in Indonesia's Furniture Industry

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ABSTRACT

Social media has become an essential element of digital transformation, encouraging organizations to use social media as a strategic communication instrument to build relationships with stakeholders. Although previous studies have widely examined the effectiveness of social media marketing in commercial companies, research on its use in industrial association organizations remains limited. This study aims to analyze the influence of social media marketing on consumer engagement and organizational equity in the Indonesian furniture industry association context. This research employed a quantitative approach with an explanatory survey design. Data were collected through questionnaires distributed to followers of ASMINDO's official Instagram account who met the research criteria. The research instrument was measured using a six-point Likert scale and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The findings indicate that social media marketing has a positive and significant effect on consumer engagement and organizational equity. These results suggest that digital communication activities through Instagram not only enhance audience engagement but also strengthen positive perceptions of the organization as a representation of the Indonesian furniture industry. This study extends the application of social media marketing concepts to industrial association organizations and highlights organizational equity as a strategic outcome of organizational digital communication.

Keywords: consumer engagement; furniture industry; Instagram; organizational equity; social media marketing

Pemasaran Media Sosial, Keterlibatan Konsumen, dan Ekuitas Organisasi dalam Industri Furnitur Indonesia

ABSTRAK

Media sosial telah menjadi elemen penting dalam transformasi digital, yang mendorong organisasi untuk memanfaatkan media sosial sebagai instrumen komunikasi strategis dalam membangun hubungan dengan para pemangku kepentingan. Meskipun berbagai penelitian sebelumnya telah banyak mengkaji efektivitas pemasaran media sosial pada perusahaan komersial, kajian mengenai penggunaannya pada organisasi asosiasi industri masih relatif terbatas. Penelitian ini bertujuan untuk menganalisis pengaruh pemasaran media sosial terhadap keterlibatan konsumen dan ekuitas organisasi dalam konteks asosiasi industri furnitur Indonesia. Penelitian ini menggunakan pendekatan kuantitatif dengan desain survei eksplanatori. Data dikumpulkan melalui kuesioner yang disebarakan kepada pengikut akun Instagram resmi ASMINDO yang memenuhi kriteria penelitian. Instrumen penelitian diukur menggunakan skala Likert enam poin dan dianalisis menggunakan Partial Least Squares Structural Equation Modeling (PLS-SEM). Temuan penelitian menunjukkan bahwa pemasaran media sosial berpengaruh positif dan signifikan terhadap keterlibatan konsumen dan ekuitas

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organisasi. Hasil ini menunjukkan bahwa aktivitas komunikasi digital melalui Instagram tidak hanya meningkatkan keterlibatan audiens, tetapi juga memperkuat persepsi positif terhadap organisasi sebagai representasi industri furnitur Indonesia. Penelitian ini memperluas penerapan konsep pemasaran media sosial pada organisasi asosiasi industri dan menegaskan ekuitas organisasi sebagai luaran strategis dari komunikasi digital organisasi.

Kata-kata Kunci: keterlibatan konsumen; industri furnitur; Instagram; ekuitas organisasi; pemasaran media sosial

INTRODUCTION

Digital transformation has fundamentally changed the way organizations build relationships with their stakeholders. The development of social media no longer merely provides a new channel for delivering information but has shifted the paradigm of organizational communication from one-way communication to a more dialogic, participatory, and relationship-oriented form of communication. Social media has transformed organizational communication by enabling more interactive, participatory (Nkegbe and Abor, 2023), and user-centered communication practices (Cui, 2025), where audiences are no longer passive recipients but active participants in meaning-making and relationship development (Mujahid, Rahmawati and Setiawati, 2025). In the digital environment, organizations are required not only to produce attractive content, but also to build interactions that can increase audience engagement, strengthen trust, and create sustainable organizational value. Therefore, Social Media Marketing has developed as a digital communication strategy that integrates communication, marketing, and relationship management functions through various social media platforms. Social Media Marketing is no longer understood merely as a promotional activity, but as a strategic communication instrument that supports organizations in building more open and sustainable relationships with their audiences. In this regard, social media marketing can be understood as a strategic process that allows organizations to create value through content, interaction, community building, and electronic word of mouth, which collectively influence audience perceptions and relational outcomes. Through social media, organizations can deliver information, build interaction, obtain feedback, and strengthen emotional closeness with stakeholders. Thus, the use of social media has become an important part of strengthening organizational communication in the digital era, particularly when organizations are expected to build trust and value through consistent (Wuersch, Neher and Peter, 2023), relevant, and participatory communication (Milenkova and Lendzhova, 2021).

This transformation does not only occur in commercial companies, but also in membership-based organizations, including industry associations. Unlike companies that are oriented toward selling products and services, industry associations have broader functions as collective representatives of a business sector. These organizations play a role in building networks among members, strengthening industry identity, delivering policy advocacy. In this context, social media has evolved beyond a digital communication platform into a strategic communication instrument that enables organizations to establish, maintain, and strengthen relationships with diverse stakeholders. According to Siluo (2025), social media facilitates the creation and exchange of user-generated content, allowing organizations to engage in two-way communication rather than one-way information dissemination. Similarly, Kent and Taylor (2021) argue that social media supports meaningful stakeholder engagement through interaction, participation, and relationship building. Consequently, organizations can foster

more open, interactive, and sustainable communication with members, government institutions, business actors, academics, the media, and the broader community, thereby enhancing collaboration, trust, and long-term organizational legitimacy.

Improving the capacity of business actors and building public trust in the industry they represent. The use of social media by industry associations is not only related to the dissemination of institutional information, but also to how organizations build legitimacy, credibility, and collective representation in the eyes of the public (Zhou and Ye, 2021). From an organizational communication perspective, consistent and credible communication contributes to the formation of organizational reputation, trust, and legitimacy, which are essential intangible assets for organizations operating in complex stakeholder environments (Pekün, 2026). Therefore, social media can be understood as a communication space that enables industry associations to expand message reach, strengthen stakeholder relations, and build positive perceptions of the industry they represent.

The Indonesian furniture industry is one of the creative manufacturing sectors with great potential to support national economic growth and enhance Indonesia's competitiveness in the global market. The availability of natural resources, the skills of craftsmen, and the richness of locally based cultural designs are competitive advantages possessed by the national furniture industry. Indonesian furniture products possess distinctive aesthetic, functional, and cultural values rooted in the country's rich craftsmanship traditions and the use of high-quality natural materials such as teak, rattan, and bamboo, providing a unique competitive advantage in international markets (Fadli and Fatchurrohman, 2024). A notable example is Jepara furniture, which has earned global recognition for its intricate wood-carving craftsmanship and is exported to major markets, including the United States, the European Union, Japan, and the Middle East, while Indonesia also remains one of the world's leading exporters of rattan furniture due to its abundant natural resources and artisanal expertise (Setiawan *et al.*, 2023). Nevertheless, these strengths have not been fully translated into a stronger position in the global furniture market, as Indonesia's export performance still lags major exporters such as China, Vietnam, and Poland.

This disparity suggests that superior product quality and strong cultural identity alone are insufficient to enhance international competitiveness without complementary strategies such as branding, digital marketing, innovation, and multi-stakeholder collaboration to increase global market visibility and strengthen Indonesia's position in the international furniture industry (Phelan *et al.*, 2026). The export value of Indonesian furniture remains below several Southeast Asian countries, such as Vietnam and Malaysia, indicating that improving industrial competitiveness cannot rely solely on product quality (Patunru, 2023), but also requires stronger communication efforts to enhance industry image, expand market exposure, and build public trust in Indonesian furniture products (Setiawan and Ferdinand, 2021). This condition shows that strategic communication plays an important role in strengthening industrial competitiveness (Andersson, 2025), particularly with social media as a means of introducing the potential, quality, and identity of the national furniture industry to a wider audience.

As an organization that represents national furniture industry actors, ASMINDO utilizes Instagram as one of its main digital communication platforms. Through its official Instagram account, the organization consistently publishes information regarding industry developments, exhibitions, member product promotions, education about Indonesian furniture, and various organizational activities aimed at increasing industrial competitiveness.

The visual-based characteristics of Instagram enable information to be delivered in a more attractive, interactive, and shareable manner to various audience groups. Instagram, as a visually oriented platform, provides organizations with opportunities to construct identity, communicate value, and strengthen audience relationships through visual storytelling, interactive features, and continuous digital presence (Ratih, Putra and Wajdi, 2025). Instagram also allows organizations to build two-way communication with followers through comments, likes, content sharing, and other forms of digital interaction. In this context, Instagram is no longer positioned merely as an organizational publication medium, but as a strategic communication platform that enables the organization to build closer relationships with its stakeholders (Romadhan, 2026). The use of Instagram by ASMINDO is relevant to examine because these digital communication activities are not only related to increasing organizational visibility but also have the potential to build Consumer Engagement and strengthen Organizational Equity as a representation of organizational value within the Indonesian furniture industry.

Previous studies have shown that the implementation of Social Media Marketing contributes positively to various communication and marketing outcomes. Social media activities have been proven to increase consumer engagement, strengthen organizational image, build trust, improve loyalty, and encourage users' behavioral intentions in various industrial sectors. Studies by Samarah *et al.* (2022) indicate that effectively managed social media activities can strengthen relationships between organizations and audiences through informative, attractive, relevant, and interactive content. Rehman, Gulzar and Aslam (2022) also show that integrated social media strategies can improve organizational communication effectiveness, while Shahbaznezhad, Dolan and Rashidirad (2021) found that communication activities through Instagram contribute positively to user engagement. Consumer engagement is closely related to the psychological and behavioral involvement of audiences in their interactions with organizations, brands, or communities, especially when digital platforms provide opportunities for continuous interaction and participation (Bowden and Mirzaei, 2021). These findings demonstrate that social media has developed into one of the strategic organizational assets in building relationships with stakeholders. In other words, Social Media Marketing not only plays a role in increasing organizational exposure, but also serves as an important instrument in building communication experiences that encourage engagement and positive audience perceptions toward the organization.

Nevertheless, most studies on Social Media Marketing are still dominated by commercial company contexts, such as e-commerce, tourism, cosmetics, and retail. Research examining the implementation of Social Media Marketing in industry association-based organizations remains relatively limited. In fact, the communication characteristics of association organizations are fundamentally different from those of commercial companies. Association organizations do not market a single brand, but build the legitimacy, credibility, and collective representation of an industrial sector. Although social media marketing has been widely examined in brand and consumer contexts, its application in non-commercial or association-based organizations remains underexplored, particularly in relation to how digital communication contributes to organizational value and stakeholder trust (Kesar, 2025). These differences indicate that the mechanism of organizational value formation through social media cannot be fully explained using models developed in commercial company contexts. Thus, there remains an empirical gap regarding the effectiveness of Social Media Marketing in the context of industry association organizations. This gap is important to examine because

association organizations have broader communication objectives, namely not only building relationships with consumers or audiences, but also strengthening the organization's position as an industry representative, building public trust, and increasing institutional legitimacy among various stakeholders.

In addition to the empirical gap, previous studies also indicate a conceptual gap. Most studies use brand image, brand trust, brand loyalty, or purchase intention as indicators of the success of Social Media Marketing implementation. This approach is highly relevant for organizations oriented toward product marketing, but it does not fully describe communication success in association organizations. In the context of industrial organizations, the success of digital communication is not only reflected in the level of user interaction, but also in its ability to build Consumer Engagement as a form of audience involvement and Organizational Equity as a representation of organizational value. In this context, Organizational Equity reflects the credibility, reputation, relevance, and trust of stakeholders toward the organization (Senyapar, 2024). Therefore, the use of Organizational Equity as a strategic outcome of digital communication is important to broaden the research perspective, which has so far focused more on marketing outcomes (France, Davcik and Kazandjian, 2025). By positioning Organizational Equity as one of the main variables, this study seeks to explain how Social Media Marketing activities contribute to the formation of organizational value, particularly in industry association organizations that have representative and institutional functions.

Based on these conditions, this study offers two main contributions. First, this study expands the application of the Social Media Marketing concept to the context of industry association organizations, which has rarely been examined in digital communication literature. Second, this study introduces Organizational Equity as one of the strategic outcomes of organizational digital communication, thereby broadening the research perspective that has previously focused more on marketing outcomes. In this study, Social Media Marketing is understood as digital communication activities conducted through ASMINDO's official Instagram account to deliver information, promote organizational activities, educate the public about the Indonesian furniture industry, build interaction with followers, and strengthen organizational relationships with various stakeholder groups. Consumer Engagement is understood as audience involvement reflected in attention, participation, and relationships formed between the audience and the organization through social media. Meanwhile, Organizational Equity is understood as organizational value formed from stakeholders' positive perceptions of the organization's credibility, reputation, relevance, and trustworthiness. By using communication activities through ASMINDO's official Instagram account as the empirical context, this study is expected to provide a more comprehensive understanding of how Social Media Marketing contributes to building Consumer Engagement and Organizational Equity in an industrial organization.

Based on the above discussion, this study aims to analyze the effect of Social Media Marketing on Consumer Engagement and to analyze the effect of Social Media Marketing on Organizational Equity in Indonesia's furniture industry organization. This objective is formulated to respond to the academic need to understand the effectiveness of digital communication in industry association organizations, which have different characteristics from commercial companies. This study is also directed at explaining how communication activities through Instagram can build relationships with audiences, increase stakeholder engagement, and strengthen positive perceptions of the organization as a representation of

the Indonesian furniture industry. The findings are expected to contribute to the development of digital communication and organizational communication theories, particularly in expanding the understanding of Social Media Marketing, Consumer Engagement, and Organizational Equity. Practically, the findings are expected to serve as a basis for industry association organizations in designing more effective, interactive, and relationship-oriented social media communication strategies. Thus, this study is expected to strengthen the use of social media as a strategic communication instrument to build audience engagement and enhance organizational value in a sustainable manner.

RESEARCH METHOD

This study employed a positivist paradigm because it aimed to examine causal relationships among variables based on empirical data that could be measured objectively and analyzed statistically. The type of research used in this study was quantitative research with an explanatory survey method. The quantitative approach was considered appropriate because this study sought to explain the effect of Social Media Marketing as the independent variable on Consumer Engagement and Organizational Equity as the dependent variables through numerical data obtained from respondents. The explanatory survey method was used because this study did not only describe the phenomenon of social media use by an organization but also tested the extent to which digital communication activities through Instagram could influence audience engagement and organizational value. The research subjects were Instagram users who had experience viewing, following, accessing, or evaluating ASMINDO's digital communication activities. The object of this study was Social Media Marketing activities carried out through ASMINDO's official Instagram account as an industrial association organization representing the Indonesian furniture industry, particularly in relation to the formation of Consumer Engagement and Organizational Equity. The research was conducted online through Instagram-based communication and the distribution of online questionnaires to respondents relevant to the research context. The research period may be adjusted to the actual data collection periods January – Juni 2026.

The population of this study consisted of Instagram users who had the potential to be exposed to ASMINDO's digital communication activities. The sample was determined using purposive sampling, which is a sampling technique based on specific criteria relevant to the research objectives. This technique was used because not all Instagram users have sufficient experience to assess ASMINDO's digital communication activities. The criteria for respondents in this study included individuals who were at least 17 years old, were Instagram users, had followed or accessed ASMINDO's official Instagram account, had seen content published by ASMINDO, and were willing to participate voluntarily in the study. A total of 206 respondents participated in this research. Primary data were collected through an online questionnaire using Google Forms, which was distributed through social media and communication networks related to the furniture industry. The use of an online questionnaire was considered appropriate because this study focused on digital audiences and Instagram-based communication activities. In addition, online questionnaire distribution enabled the researcher to reach respondents more effectively, particularly those who were familiar with social media as a communication space.

The research instrument was developed based on constructs and indicators that had been used and validated in previous studies and was then adapted to the context of an

industrial association organization. All indicators were measured using a six-point Likert scale, ranging from 1, meaning strongly disagree, to 6, meaning strongly agree. The use of a six-point scale was intended to reduce respondents' tendency to choose neutral answers and to encourage them to provide clearer evaluations of each statement. The Social Media Marketing variable was measured through five dimensions, namely entertainment, interaction, trendiness, customization, and electronic word of mouth. The Consumer Engagement variable was measured through cognitive, emotional, and behavioral engagement, which indicate the extent to which audiences pay attention to, feel connected with, and participate in ASMINDO's digital communication activities. Meanwhile, the Organizational Equity variable was measured through audience perceptions of organizational credibility, reputation, trust, relevance, and organizational value. A summary of the research variables and measurement indicators is presented in Table 1.

Table 1. Research Variables, Dimensions, and Measurement Indicators

Variable	Role in the Model	Dimensions/Indicators	Main References
Social Media Marketing	Independent variable	Entertainment, interaction, trendiness, customization, and electronic word of mouth	Gill <i>et al.</i> (2026)
Social Media Marketing	Independent variable	Entertainment, interaction, trendiness, customization, and electronic word of mouth	Adiningtyas and Hasanah (2023)
Social Media Marketing	Independent variable	Entertainment, interaction, trendiness, customization, and electronic word of mouth	Ibrahim and Aljarah (2023)
Consumer Engagement	Dependent variable	Cognitive engagement, emotional engagement, and behavioral engagement	Roderick, Linda and Ana (2011) Schivinski, Christodoulides and Dabrowski (2016)
Organizational Equity	Dependent variable	Organizational credibility, reputation, trust, relevance, and organizational value	Hussain <i>et al.</i> (2020) Rua and Santos (2022)

Source: *Researcher's Compilation (2026).*

RESULT AND DISCUSSION

Respondent Characteristics

This study involved 206 respondents as the basis for analyzing the influence of Social Media Marketing on Consumer Engagement and Organizational Equity in the context of an Indonesian furniture industry association. Based on social media usage characteristics, most respondents were active Instagram users. A total of 83.98% of respondents stated that they used Instagram almost every day. This finding indicates that the respondents had a high level of familiarity with Instagram, making them relevant participants for evaluating organizational digital communication activities through social media. The high intensity of Instagram use also suggests that the respondents had sufficient experience in accessing,

observing, and responding to digital content published by organizations.

This condition is important because the Social Media Marketing activities analyzed in this study were centered on ASMINDO's official Instagram account. Therefore, the respondent profile, which was dominated by active Instagram users, provides an appropriate empirical basis for assessing how organizational social media activities can build audience engagement and strengthen perceptions of organizational value.

In terms of exposure to ASMINDO's Instagram account, 38.84% of respondents stated that they had seen or followed ASMINDO's Instagram account, while 61.17% had not been directly exposed to it. This composition shows that audience exposure to ASMINDO's digital communication remains varied. The finding not only reflects the perceptions of audiences who already have direct familiarity with the organization's Instagram account, but also indicates the opportunity for ASMINDO to expand its digital communication reach to a wider public.

This finding is significant because Social Media Marketing is not only related to maintaining relationships with existing audiences, but also to expanding communication reach to potential audiences who may not yet be familiar with the organization. In the context of an industry association, audiences who have not been directly exposed to ASMINDO's Instagram account represent a strategic opportunity for the organization to increase visibility, strengthen public recognition, and build positive perceptions of ASMINDO as a representative of the Indonesian furniture industry.

Most respondents in this study were from younger age groups. Respondents under 20 years old accounted for 62.62%, while those aged 20–29 years accounted for 35.44%. This composition shows that the study mainly represents the perceptions of young digital users who are familiar with Instagram as a visual communication platform. Young audiences generally have high social media usage intensity and tend to be more responsive to visual, interactive, and informative content. Therefore, their perceptions of ASMINDO's digital communication activities are important for understanding the effectiveness of Social Media Marketing in building engagement and organizational value in the digital space.

In terms of educational background, most respondents had a senior high school or vocational high school education level. Meanwhile, based on domicile, most respondents were in DKI Jakarta. These characteristics indicate that respondents came from social media user groups that were relatively close to urban and digital communication environments. Thus, the respondent profile supports the relevance of this study in examining social media as an organizational communication instrument, particularly in building relationships with young audiences who are part of today's digital communication ecosystem.

Table 1. Characteristics of the Respondents

Characteristic	Category	Percentage
Instagram usage intensity	Almost every day	83.98%
Exposure to ASMINDO Instagram	Have seen or followed ASMINDO Instagram	38.84%
Exposure to ASMINDO Instagram	Have seen or followed ASMINDO Instagram	38.84%
Exposure to ASMINDO Instagram	Have not been directly exposed	61.17%
Exposure to ASMINDO	Have not been directly exposed	61.17%

Instagram		
Age	Under 20 years old	62.62%
Age	20–29 years old	35.44%
Education	Mostly senior high school/vocational high school	Dominant
Domicile	Mostly DKI Jakarta	Dominant

Source: *Researcher's Compilation (2026)*

The respondent characteristics show that the study is highly relevant to Instagram-based communication because most respondents actively use Instagram. The dominance of young respondents also indicates that ASMINDO's social media strategy should consider visual, interactive, and youth-oriented content formats. Meanwhile, the relatively high percentage of respondents who had not been directly exposed to ASMINDO's Instagram account indicates that ASMINDO still has a large opportunity to increase public awareness and expand its digital reach.

Measurement Model Evaluation

The measurement model evaluation shows that all indicators in this study met the criteria for convergent validity. The outer loading values of all indicators were above 0.70, both for first-order constructs and main constructs. This indicates that the indicators used in this study were able to represent the research constructs adequately. The indicators of Social Media Marketing, Consumer Engagement, and Organizational Equity had strong contributions in explaining their respective constructs. The fulfillment of convergent validity also indicates that the research instrument was able to consistently capture the concepts being measured.

This is important because the constructs in this study are latent variables that cannot be measured directly. Instead, they must be measured through several indicators that represent the dimensions of each concept. Therefore, the fulfillment of convergent validity indicates that the instrument used in this study was appropriate for further analysis in the structural model evaluation.

The reliability of the constructs also showed strong results. The Cronbach's Alpha value for Social Media Marketing was 0.939, Consumer Engagement was 0.934, and Organizational Equity was 0.953. All of these values were above the minimum criterion of 0.70, indicating that each construct had excellent internal consistency. In addition, the Composite Reliability values of all constructs were also above 0.70, further confirming that the indicators in each construct had adequate reliability.

The Average Variance Extracted values also met the criteria for convergent validity. The AVE value for Social Media Marketing was 0.671, Consumer Engagement was 0.752, and Organizational Equity was 0.659. All AVE values were above 0.50, indicating that each construct was able to explain more than half of the variance of its indicators. Based on these results, the measurement model in this study can be considered reliable and valid according to the requirements of PLS-SEM analysis.

The fulfillment of validity and reliability criteria has important implications for the quality of the research results. A valid and reliable instrument shows that the measurement of Social Media Marketing, Consumer Engagement, and Organizational Equity was conducted consistently and in accordance with the theoretical concepts used. In the context

of Social Media Marketing, the indicators consisting of entertainment, interaction, trendiness, customization, and electronic word of mouth were able to represent organizational digital communication activities through Instagram. In the context of Consumer Engagement, the indicators were able to capture cognitive, emotional, and behavioral engagement. Meanwhile, in the Organizational Equity construct, the indicators representing credibility, reputation, trust, and organizational value were able to describe audience perceptions of ASMINDO as an industry association organization.

Table 2. Measurement Model Evaluation

Construct	Cronbach's Alpha	AVE	Interpretation
Social Media Marketing	0.939	0.671	Reliable and valid
Consumer Engagement	0.934	0.752	Reliable and valid
Organizational Equity	0.953	0.659	Reliable and valid

The measurement model results show that the research instrument has strong methodological quality. High Cronbach's Alpha values indicate that the items used to measure each variable are consistent. Meanwhile, AVE values above 0.50 indicate that each construct explains its indicators well. In simple terms, the variables used in this study are statistically valid and reliable, so the analysis can proceed to the structural model.

Structural Model Evaluation

The structural model evaluation shows that Social Media Marketing explained 28.9% of the variance in Consumer Engagement, with an R^2 value of 0.289. This value indicates that Social Media Marketing contributes to the formation of audience engagement, although other factors outside the research model may also influence Consumer Engagement. In the context of social media, audience engagement can be influenced by various factors, such as content characteristics, posting frequency, visual appeal, information relevance, user experience, and audience familiarity with the organization or issue being communicated.

Therefore, the R^2 value of 0.289 can be interpreted as evidence that Social Media Marketing is an important factor in building audience engagement, but it is not the only determining factor. This finding is relevant in the context of an industry association because audience engagement is not always directed toward consumption or purchase behavior. Instead, engagement may take the form of attention, participation, support, and recognition of the organization as a representative of an industrial sector.

Meanwhile, the structural model also shows that Social Media Marketing explained 70.7% of the variance in Organizational Equity, with an R^2 value of 0.707. This value indicates that the model has strong explanatory power, particularly in explaining the formation of Organizational Equity. This finding confirms that digital communication activities through Instagram have a major contribution in shaping audience perceptions of organizational value.

In the context of ASMINDO, social media functions as a space of organizational representation, where audiences obtain information about the organization's activities, contributions, professionalism, and relevance to the Indonesian furniture industry. The more consistent and valuable the digital communication activities carried out by the organization, the greater the possibility that audiences will form positive perceptions of the organization. Therefore, the high R^2 value for Organizational Equity shows that social media

does not only function as a communication channel, but also as an instrument for building organizational credibility, reputation, trust, and legitimacy.

Table 3. Coefficient of Determination

Endogenous Variable	R ² Value	Interpretation
Consumer Engagement	0.289	Moderate explanatory power
Organizational Equity	0.707	Strong explanatory power

The R² results show that Social Media Marketing has a stronger explanatory power for Organizational Equity than for Consumer Engagement. This means that Instagram-based communication is especially effective in shaping how audiences perceive ASMINDO as an organization. While engagement may still be influenced by other factors, organizational value is strongly shaped by the quality, consistency, and credibility of ASMINDO's digital communication.

Hypothesis Testing

The hypothesis testing results show that Social Media Marketing has a positive and significant effect on Consumer Engagement, with a path coefficient of 0.537, a t-statistic of 10.937, and a p-value of less than 0.001. This result indicates that the better the Social Media Marketing activities conducted through Instagram, the higher the level of audience engagement with the organization. The effect size value, or f^2 , was 0.406, indicating that the influence of Social Media Marketing on Consumer Engagement falls into the large category. Therefore, the first hypothesis in this study is accepted.

This finding proves that informative, attractive, interactive, relevant, and shareable digital communication activities can become stimuli that encourage audiences to pay more attention, respond, and become involved with the organization. In the context of ASMINDO, content related to exhibitions, member products, industry education, and organizational activities can serve as an important medium for building relationships between the organization and its audiences through social media.

The second hypothesis testing result shows that Social Media Marketing also has a positive and significant effect on Organizational Equity, with a path coefficient of 0.841, a t-statistic of 31.472, and a p-value of less than 0.001. The effect size value, or f^2 , was 1.656, indicating that the effect is very large. Therefore, the second hypothesis in this study is accepted. This finding is one of the most important results of the study because it shows that Social Media Marketing has a dominant role in shaping positive perceptions of the organization.

The very strong effect indicates that audiences evaluate organizational value through the quality of digital communication they observe on social media. In the context of an industry association, social media becomes a reputational showcase that displays professionalism, consistency, contribution, and organizational relevance. Therefore, effective Instagram management can strengthen Organizational Equity by building perceptions that ASMINDO is a credible, relevant, trustworthy, and strategically valuable organization for the Indonesian furniture industry.

Table 4. Hypothesis Testing Results

Hypothesis	Relationship	Path Coefficient	t-statistic	p-value	f ²	Decision
H1	Social Media Marketing → Consumer Engagement	0.537	10.937	<0.001	0.406	Accepted
H2	Social Media Marketing → Organizational Equity	0.841	31.472	<0.001	1.656	Accepted

Both hypotheses are accepted because the p-values are below 0.05 and the t-statistics are higher than the minimum threshold. The results indicate that Social Media Marketing significantly increases Consumer Engagement and Organizational Equity. However, the effect on Organizational Equity is stronger than the effect on Consumer Engagement. This means that ASMINDO's Instagram communication is particularly powerful in building credibility, reputation, and trust in the organization.

The Influence of Social Media Marketing on Consumer Engagement

The results show that Social Media Marketing has a positive and significant effect on Consumer Engagement. This finding confirms that digital communication activities through Instagram can increase audience engagement with the organization. In this study, ASMINDO's Instagram content, which is informative, interactive, and relevant to the development of the furniture industry, can build audience attention, interest, and participation. Social media allows organizations to present information in attractive and easy-to-understand visual formats, enabling audiences to recognize organizational activities, roles, and contributions more easily.

In addition, Instagram's interactive features provide opportunities for audiences to respond, share content, and follow organizational developments more actively. Therefore, Consumer Engagement in this study is not only understood as technical activities such as liking or commenting, but also as a relationship that develops through digital communication experiences between audiences and the organization.

This finding is in line with the concept of engagement, which views audience involvement as the result of repeated interactions between organizations and audiences. Engagement does not emerge instantly, but is formed through continuous communication, meaningful experiences, and positive perceptions of the organization. Social media enables such relationships to develop because audiences do not only receive information, but can also respond, share content, follow activities, and build a sense of connection with the organization.

The important contribution of this finding is the extension of the Consumer Engagement context from commercial companies to industry association organizations. Most previous studies place engagement in the context of consumer-brand relationships, especially in sectors directly oriented toward sales. This study shows that engagement is also relevant for organizations that do not directly sell products, but represent the collective interests of an industrial sector. In this context, audience engagement is not only directed toward purchasing decisions, but also toward attention, support, participation, and recognition of the organization's existence.

The Influence of Social Media Marketing on Organizational Equity

The strongest finding in this study is the influence of Social Media Marketing on Organizational Equity. The very high path coefficient shows that digital communication activities through Instagram play a dominant role in shaping positive perceptions of the organization. This means that social media not only increases audience engagement, but also builds organizational value reflected in image, reputation, credibility, relevance, contribution, and public affection toward the organization.

In the context of ASMINDO, Instagram becomes a space of organizational representation that displays activities, concern, professionalism, and the strategic role of the organization in supporting the Indonesian furniture industry. When audiences observe consistent, informative, and relevant digital communication, they not only understand the message being delivered, but also form judgments about the quality of the organization. Thus, Organizational Equity is formed through the accumulation of audience communication experiences with the organization in the digital space.

This finding is important because it shows that social media in industry association organizations has a more strategic function than merely serving as a publication medium. For an organization such as ASMINDO, Instagram becomes a platform to demonstrate professionalism, consistency, concern for the industry, and real contribution to business actors. When audiences see accurate, relevant, and consistent content, they not only obtain information, but also develop perceptions of organizational quality and credibility.

In the context of an industry association, Organizational Equity can be understood as an intangible asset. This asset is important because the organization carries not only its institutional identity, but also the collective interests of the sector it represents. Therefore, ASMINDO's digital communication does not only build perceptions of the organization, but also has the potential to strengthen public perceptions of the Indonesian furniture industry more broadly. In this context, Instagram functions as a reputational showcase that allows the public to see the organization's contribution in supporting members, strengthening networks, organizing exhibitions, and introducing Indonesian local furniture.

Overall Explanation

Overall, the findings show that Social Media Marketing plays a strategic role in strengthening both audience engagement and organizational value. The effect of Social Media Marketing on Consumer Engagement indicates that Instagram can encourage audiences to pay attention, respond, and become involved in ASMINDO's digital communication activities. Meanwhile, the stronger effect on Organizational Equity indicates that Instagram is particularly effective as a medium for building organizational credibility, reputation, and trust.

These findings suggest that ASMINDO should manage Instagram not only as a publication channel, but as a strategic communication instrument. The organization needs to produce content that is informative, visually attractive, interactive, credible, and relevant to the needs of stakeholders. By doing so, Instagram can function as a bridge between ASMINDO, its members, industry actors, and the wider public, while also strengthening ASMINDO's position as a credible representative of the Indonesian furniture industry.

CONCLUSION

This study concludes that Social Media Marketing plays a significant strategic role in

strengthening both Consumer Engagement and Organizational Equity within the context of an industrial association. The findings demonstrate that social media communication through ASMINDO's official Instagram account extends beyond promotional activities by fostering stronger relationships with stakeholders, encouraging active participation, and enhancing organizational value. Furthermore, the results confirm that effective social media marketing contributes positively to stakeholder engagement and reinforces the organization's reputation and competitive position in the digital environment. These findings indicate that optimizing social media as a strategic communication platform is essential for industrial associations seeking to improve stakeholder relationships and organizational sustainability.

The scientific contribution of this study lies in extending the application of Social Media Marketing from a commercial marketing perspective to the context of organizational communication within industrial associations. The findings demonstrate that Social Media Marketing not only influences stakeholder engagement but also contributes to the development of Organizational Equity. This indicates that social media serves as a strategic communication platform capable of creating institutional value for organizations representing collective industry interests rather than individual commercial products. Consequently, this study broadens the understanding of Social Media Marketing by demonstrating that its outcomes extend beyond consumer-related behavior to encompass organizational credibility, reputation, trust, legitimacy, and long-term organizational value.

The findings also provide a new argument that, in the context of industrial association organizations, the strength of digital communication may have a more direct effect on Organizational Equity than on engagement behavior alone. This can be understood because audiences tend to evaluate an association organization based on the credibility of its information, the relevance of its activities, and its contribution to the industry it represents. Therefore, Organizational Equity becomes an important strategic outcome in measuring the success of digital communication among industrial association organizations. For organizations such as ASMINDO, the success of social media communication should not only be measured through the number of followers, likes, comments, or shares, but also through the extent to which digital communication can strengthen public trust, organizational legitimacy, and positive perceptions of the organization.

Practically, the results of this study indicate that the management of ASMINDO's Instagram account should be directed not only toward increasing interaction metrics, but also toward strengthening the organization's image, credibility, and legitimacy. Content that presents ASMINDO's role in advancing the furniture industry, supporting members, building networks, organizing exhibitions, and introducing Indonesian local furniture should be positioned as part of a broader strategy to build Organizational Equity. In this regard, Instagram can serve as a reputational showcase that demonstrates the organization's professionalism, consistency, contribution, and relevance to the Indonesian furniture industry. This is important because the communication activities of an industrial association do not only represent the organization itself but also influence public perceptions of the industry it represents.

Overall, this study emphasizes that Social Media Marketing has two main functions in the context of industrial association organizations. First, Social Media Marketing Builds Consumer Engagement through relevant, attractive, interactive, and participatory digital communication experiences. Second, Social Media Marketing strengthens Organizational

Equity by improving credibility, reputation, trust, legitimacy, and positive public perceptions of the organization. These two functions position social media as a strategic asset for industrial association organizations in responding to communication challenges in the digital era. In the context of the Indonesian furniture industry, the strategic management of Instagram-based Social Media Marketing can become an important approach for ASMINDO to strengthen stakeholder relationships while enhancing its position as a credible representative of the national furniture industry.

The conclusion above emphasizes three main points. First, the research findings confirm that Social Media Marketing has a dual role: it increases audience engagement and strengthens organizational value. Second, the theoretical contribution is highlighted by showing that Social Media Marketing is not only relevant for commercial companies but also for industrial association organizations. Third, the practical implication is directed toward ASMINDO's Instagram management, where content should not only aim for interaction but also build credibility, trust, legitimacy, and long-term organizational equity.

The findings of this study demonstrate that Social Media Marketing serves as an effective strategic communication instrument for strengthening Consumer Engagement and Organizational Equity within industrial associations. The results further indicate that effective social media utilization enhances stakeholder participation, reinforces organizational credibility and reputation, and creates long-term institutional value. These findings contribute to a broader understanding of the strategic role of social media in organizational communication and provide practical implications for industrial associations seeking to strengthen stakeholder relationships and organizational competitiveness through digital communication.

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