



Enhancing Marketing Performance through Social Media Marketing, and Affiliate Marketing: The Mediating Role of Online Reviews in Shopee's Skincare Industry

Neira Arindha^{1*}, Firdaus², Nurhayati³

^{1,2,3}Universitas Muhammadiyah Semarang, Indonesia

Abstract

To address the intense competition within the Shopee Indonesia skincare market, this study aims to apply the Stimulus-Organism-Response (S-O-R) theory to examine how social media marketing, affiliate marketing, and online reviews collectively affect overall marketing performance. Utilizing a quantitative approach, data were gathered through an online survey of 127 purposively sampled Shopee skincare consumers and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM). The results reveal that while affiliate marketing directly and positively enhances both online reviews and marketing performance, social media marketing significantly influences only online reviews. Furthermore, online reviews significantly drive overall marketing performance and act as a crucial partial mediator between social media marketing and marketing outcomes, though they do not significantly mediate the impact of affiliate marketing. Theoretically, this research validates the applicability of the S-O-R framework within digital skincare marketing. Practically, the findings imply that to translate digital engagement into tangible marketing success, businesses must strategically deploy affiliate partnerships while actively managing and optimizing customer online reviews as a vital bridge between social media efforts and final performance.

Keywords: *Social Media Marketing, Affiliate Marketing, Online Review, Marketing Performance, Stimulus-Organism-Response.*

OPEN ACCESS
ISSN 2528-4649 (online)

ISSN 2338-4409 (print)

*Correspondence:

Neira Arindha

arindhaneira4@gmail.com

Citation:

Received : July, 28, 2026

Accepted : September, 13, 2026

Published : September, 29, 2026

JBMP: Jurnal Bisnis, Manajemen dan Perbankan.

Vol: 12 / No. 02

doi: 10.21070/jbmp.v12i2.2418

1. INTRODUCTION

Major shifts have occurred in marketing as a result of the expansion of the digital economy on a global scale. The proliferation of mobile internet access and internet-connected devices has spurred a move away from analog marketing strategies toward digital ones Dwivedi et al., (2021), who contend that widespread internet access and social media have revolutionized business practices and customer habits, opening up enormous possibilities for cutting costs, raising brand recognition, and boosting revenue. Nowhere is this shift more visible than in Indonesia's e-commerce sector, where Shopee has become the dominant platform for skincare products, commanding an 80.96% share of the facial moisturizer category and 80.71% of the serum and essence category in the third quarter of 2024 Magpie, (2024). Among the digital marketing tools driving this growth, social media marketing (SMM) and affiliate marketing have proven to be key factors in marketing performance, particularly for e-commerce businesses Tatik & Setiawan, (2024); Liadeli et al., (2022); by 2031 the global affiliate marketing industry alone is projected to exceed USD 31 billion, with the fastest growth expected in the Asia-Pacific region.

Despite this growth, the effectiveness of SMM and affiliate marketing in tangibly improving marketing performance as opposed to simply purchase intention still requires empirical validation, since existing evidence remains incomplete and does not yet explain the underlying mechanism in a measurable way. This gap is especially consequential in Shopee's skincare industry, where competition is intense and no brand holds a permanent position: understanding what actually converts digital marketing activity into durable marketing performance is therefore a critical, unresolved question for skincare businesses operating on the platform.

The scale of the problem is evident in the numbers. Indonesia has more than 221 million internet users and is one of Southeast Asia's leading e-commerce markets, valued at an estimated USD 125 billion by 2027. Its skincare market alone was valued at approximately USD 3.21 billion in 2024, projected to grow at a CAGR of 9.4% Meiyume, (2024). Yet brand rankings are highly volatile: in the facial skincare Top Brand Index (TBI), Garnier led with 12.10% and Wardah with 11.80%, while Ponds, Glow and Lovely, Citra, and Skintific each held 5.80% (Frontier Research, 2024). In e-commerce market share for facial moisturizers (January–July 2024), The Originote led with 7.8%, followed by Skintific (6.1%), Glad2Glow (5.1%), Ms Glow (3.6%), and Wardah (3.5%) (Databoks, 2024). In serums and essences, Skintific led with 10.8%, followed by Elformula (7%), Y.O.U (4.2%), The Originote (4.2%), and Skin1004 (3.6%) in the third quarter of 2024 Magpie, (2024). Interestingly, Skintific's share declined over the quarter, opening space for Glad2Glow, Somethinc, and Y.O.U to strengthen their positions. This constant reshuffling confirms that no brand enjoys permanent dominance in Shopee Indonesia's skincare industry, making the effectiveness of digital marketing strategy a decisive factor separating high performers from their competitors.

Online reviews sit at the center of this dynamic. As a form of eWOM, online reviews significantly affect consumer choices in e-commerce Feng et al., (2023), and the credibility of information on social media including eWOM positively affects purchase intention for skincare products, with trust in the online community acting as an important intermediary Ranjith et al., (2025). Because skincare consumers rely heavily on others' experiences before buying, online reviews function as a risk-reduction mechanism that links digital marketing activity to final purchasing choices, and by extension, to marketing performance.

This phenomenon can be explained through Uses and Gratifications Theory (UGT), which describes how users turn to digital media to obtain relevant information, and the S-O-R Theory, which explains how digital marketing stimuli shape consumer reactions through an evaluation process. Under the S-O-R model, marketing performance is the end result of a chain reaction that begins with social media marketing and affiliate marketing as stimuli, continues through online reviews as the organism representing the consumer's internal evaluation including the formation of trust and risk perceptions and culminates in marketing performance as the response. These three factors interact with one another to determine the efficacy of digital marketing; UGT and S-O-R theories, combined, provide a theoretical framework for understanding this relationship.

Several independent studies support parts of this chain. Gunawan et al., (2024) found that on the Shopee Indonesia

platform, purchase decisions are influenced jointly by affiliate marketing, online customer reviews, and online customer ratings. Adriana & Syaefulloh, (2023) found that Shopee buyers rely heavily on online evaluations when responding to affiliate marketing and forming purchase decisions, and demonstrated that online customer reviews mediate the effect of affiliate marketing on buying choices. Ash Shiddiqy & Arifiona Faradila, (2024) confirmed a positive effect of affiliate marketing on purchase decisions for Skintific products specifically. However, these studies still use purchase decision as the dependent variable, and thus do not explain the impact on marketing performance in a broader sense. Several other studies more directly link these variables to marketing performance: Nursal et al., (2022) concluded that affiliate marketing and social media each influence marketing performance by increasing sales, market reach, and promotional efficacy; Cao & Weerawardena, (2023) found that brand management capability mediates the relationship between social media use and marketing success for B2B SMEs; and Liu et al., (2020) found that responding to online customer reviews boosts sales, suggesting that reviews can affect marketing outcomes directly, beyond purchase intent alone. In line with these results, Feng et al., (2023) emphasize that the quality and credibility of online reviews influence both consumer evaluation and the success of product marketing in the digital environment. Across this body of work, however, the relationships are consistently examined separately; to date, no study has integrated social media marketing, affiliate marketing, online reviews, and marketing performance into a single comprehensive research model, and the mechanism by which digital marketing activities generate marketing performance through online reviews as a consumer evaluation process remains inadequately explained.

This leaves three concrete gaps. First, most studies measure purchase intention or purchase decision, while marketing performance encompassing sales growth, market share, and brand value remains insufficiently analyzed for skincare e-commerce in Indonesia. Second, the role of online reviews as a mediator between social media marketing and affiliate marketing in relation to marketing performance has received limited empirical attention, even though, in theory, online reviews serve as a link between digital marketing activities and market outcomes. Third, no study has comprehensively integrated these three concepts into a single mediation model focused on the skincare industry on the Shopee platform. Underlying all three is a more fundamental theoretical gap: previous studies have mostly treated online reviews as a standalone independent or moderating variable, and have therefore not fully explained the transmission process of influence from digital marketing stimuli, through consumer evaluation in the form of online reviews, to the formation of marketing performance as the final response. It is this gap that underscores the need for an empirical test of this mediation mechanism.

Despite these caveats, this study is novel in that it fills a gap in the literature by investigating the role of online reviews as a mediator between affiliate marketing, social media marketing, and the success of skincare brands' Shopee Indonesia campaigns. Theoretically, it positions online reviews as an organism that mediates the correlations among the stimuli of social media marketing and affiliate marketing, thereby extending the S-O-R Theory, and offers an integrated model linking social media marketing, affiliate marketing, online reviews, and marketing performance within the skincare business on Shopee Indonesia a combination that has not previously been tested together in this context.

Accordingly, this study aims to provide digital skincare businesses with theoretical insight and evidence-based strategic advice by examining the effect of social media marketing, affiliate marketing, and online reviews on marketing performance on the Shopee Indonesia platform. More specifically, it seeks to explain how this process occurs namely, through consumers' evaluation of online reviews rather than merely testing whether such an effect exists.

2. LITERATURE REVIEW

2.1 Stimulus-Organism-Response (S-O-R) Theory

This research is grounded in the Stimulus-Organism-Response (S-O-R) Theory, first proposed by (Mehrabian & Russell, 1974) and since extensively developed in the fields of consumer behavior and digital marketing. The theory explains that stimuli from the external environment are received and processed by an organism in this case, the consumer thereby generating a specific behavioral response. Unlike purely stimulus-response frameworks, S-O-R explicitly inserts an internal evaluative stage

between exposure and outcome, which makes it particularly suited to situations where consumers do not react to marketing stimuli automatically, but instead form judgments before responding.

S-O-R theory is deliberately chosen for this study over simpler behavioral models for three reasons. First, digital marketing on Shopee through social media content and affiliate recommendations rarely converts directly into purchase or brand performance; consumers typically pass through an evaluative step in which they weigh the credibility of the information they receive, a process S-O-R is specifically designed to capture. Second, S-O-R has already been validated in closely related digital and e-commerce marketing contexts, including social media marketing activities in e-commerce Sohaib et al., (2022), live-streaming shopping Rahmadini Yolanda, (2024), and consumer response to online reviews and ratings Rachmiani et al., (2024), which supports its applicability to the present skincare-on-Shopee setting. Third, because this study's central concern is not merely whether social media marketing and affiliate marketing affect marketing performance, but how that effect occurs, a framework that models an intermediate organism state is more appropriate than a direct stimulus-response model that would treat the relationship as a single, unmediated link.

Within the S-O-R model of this research, "stimulus" (S) refers to inputs from the digital marketing environment in the form of social media marketing and affiliate marketing. Social media marketing activities carried out by skincare brands on Shopee such as creating informative content, collaborating with beauty content creators, interacting with consumers through live commerce, and providing transparent product information serve as communication stimuli for consumers. Affiliate marketing, meanwhile, functions as a stimulus grounded in interpersonal trust, delivered through recommendations from affiliates across various digital platforms.

The "organism" (O) in S-O-R theory refers to an individual's internal state that mediates the relationship between stimulus and response, encompassing cognitive, affective, and evaluative dimensions. This study positions online reviews as that organism, and this positioning requires explicit justification rather than assumption. Online reviews differ fundamentally from social media marketing and affiliate marketing in origin and function: whereas SMM and affiliate marketing are stimuli that originate externally from the brand or its affiliates, online reviews are consumer-generated evaluative content that a prospective buyer must actively read, judge for credibility, and weigh against their own risk perceptions before it can influence behavior Cheung & Thadani, (2012). This act of interpreting and synthesizing other users' experiences is itself an internal cognitive-affective process precisely the kind of processing the S-O-R model assigns to the organism stage rather than a further external stimulus or a final outcome. When a brand demonstrates credible and consistent digital marketing activity, consumers do not respond to that activity directly; instead, they process it alongside reviews from fellow users, forming a collective judgment of the brand's quality, trustworthiness, and risk that only then translates into a behavioral response Rachmiani et al., (2024). It is this internal evaluative state not the reviews as a standalone communication channel that functions as the bridge between digital marketing stimuli and consumer responses, and it is this mechanism that justifies testing online reviews as a mediator rather than as a second independent stimulus.

The "response" (R) is the reaction that arises from the organism's processing of a stimulus. In this study, that response is the marketing performance of skincare brands on Shopee Indonesia, encompassing increases in sales volume (GMV), market share, and brand position in the Top Brand Index (TBI). Marketing performance is thus modeled as the end product of the S-O-R process: the measurable outcome of digital marketing stimuli social media marketing and affiliate marketing being processed by the organism, online reviews, before manifesting as a market response. Prior applications of S-O-R theory in digital marketing research have shown that this chain is capable of explaining how e-commerce platform elements function as stimuli that increase consumer engagement and ultimately generate a marketing performance response Sohaib et al., (2022).

2.2 Marketing Performance

A company's marketing performance can be described as the degree to which its marketing efforts contribute to the attainment of its marketing goals. These goals take many forms, but the four most common are sales, market share, the acquisition of new customers, and brand equity Morgan et al., (2002). In the skincare e-commerce industry on Shopee

Indonesia, marketing performance can be measured through several quantitative and qualitative indicators. Quantitatively, it is reflected in Gross Merchandise Value (GMV), unit sales volume, market share based on Kompas and Magpie data, and a brand's position in the Top Brand Index (TBI). Qualitatively, it encompasses brand strength in consumers' minds, customer satisfaction, and a brand's ability to retain customer loyalty amid intense competition.

Rather than being a static condition, marketing performance is the product of dynamic and sustained digital marketing effort, as illustrated by the swings in TBI observed in the Indonesian cosmetics sector (Clark, 1999). Skintific, which initially led serum market share on Shopee with 10.8%, has since experienced a gradual decline, opening opportunities for Glad2Glow, Somethinc, and Y.O.U to rise Magpie, (2024). Within the S-O-R model, marketing performance represents the final response: the measurable outcome of a process in which digital marketing stimuli (social media marketing and affiliate marketing) are processed by the organism (online reviews) to produce a tangible effect on a brand's competitive position in the market. Nursal et al., (2022) concluded that social media marketing and affiliate marketing together are key determinants of marketing performance because they enhance promotional effectiveness, market reach, and sales.

2.3 Social Media Marketing

Theoretically, social media marketing (SMM) is defined as a company's use of social media to advertise its products, foster customer relationships, and accomplish other marketing objectives Tuten & Solomon, (2018). It allows skincare firms to reach a large audience efficiently and measurably, particularly on platforms like Shopee, through activities such as educational content on active ingredients, collaborations with beauty creators, live commerce broadcasts, and community management on Instagram, TikTok, and YouTube. Within the S-O-R model established in Section 2.1, SMM functions as a stimulus (S) that consumers receive through these social media channels.

Conceptually, SMM is expected to relate to both marketing performance and online reviews, but through two different mechanisms. As a stimulus, consistent and informative SMM can build direct communication between brand and consumer that translates into engagement, purchase, and ultimately marketing performance. At the same time, SMM can also shape the organism stage of the S-O-R chain: when a brand's content is credible, consistent, and interactive, consumers are more inclined to try the product and document their experience in the form of an online review, meaning SMM does not only act directly on performance but also feeds into the evaluative process that online reviews represent.

Both mechanisms are supported by prior research. Tatik & Setiawan, (2024) found that Indonesian MSMEs experienced a notable improvement in performance after implementing SMM, and a meta-analysis by Liadeli et al., (2022) demonstrated that brand-owned social media communication increases sales. Cao & Weerawardena, (2023) further showed that the strategic use of social media strengthens marketing performance by building brand management capability. On the review-generation side, Dwivedi et al., (2021) note that social and digital marketing activity shapes the volume and nature of electronic word-of-mouth that consumers subsequently generate, indicating that SMM's influence extends into the evaluative content consumers produce, not only into direct sales outcomes.

H1: Social media marketing has a positive effect on marketing performance.

H2: Social media marketing has a positive effect on online reviews.

2.4 Affiliate Marketing

Theoretically, affiliate marketing is a form of performance-based marketing in which a brand partners with another party (the affiliate) to promote its products or services in exchange for a share of the resulting sales Frost & Strauss, (2016). Within Shopee Indonesia's ecosystem, affiliate marketing operates chiefly through the Shopee Affiliate Program, which allows content creators, beauty bloggers, and micro-influencers to share product links; globally, the affiliate marketing industry is projected to exceed USD 31 billion by 2031, with the Asia-Pacific region expected to grow fastest. In the S-O-R model, affiliate marketing functions as a stimulus (S) grounded in interpersonal trust, delivered through recommendations on various digital platforms.

As with SMM, affiliate marketing is conceptually linked to both marketing performance and online reviews. Because affiliate recommendations carry interpersonal trust that consumers extend to the affiliate rather than to the brand directly, they

tend to produce a stronger and more immediate conversion effect than conventional advertising, contributing directly to marketing performance. At the same time, purchases made on the strength of an affiliate's recommendation generate first-hand product experience, which consumers are then inclined to document as an online review—positioning affiliate marketing as a stimulus that also feeds the organism stage of the model, in parallel with SMM.

Empirical evidence supports both pathways. Nursal et al., (2022) identify affiliate marketing as a key determinant of marketing performance that enhances promotional effectiveness and market reach, while Gunawan et al., (2024) found that affiliate marketing significantly affects purchasing decisions on Shopee Indonesia. On the review-generation pathway, Adriana & Syaefulloh, (2023) demonstrated that online customer reviews mediate the relationship between affiliate marketing and purchasing decisions, and Ash Shiddiqy & Arifiona Faradila, (2024) confirmed a positive effect of affiliate marketing on purchase-related outcomes for Skintific products specifically, consistent with the view that affiliate-driven trial experiences are subsequently converted into consumer-generated reviews.

H3: Affiliate marketing has a positive effect on marketing performance.

H4: Affiliate marketing has a positive effect on online reviews.

2.5 Online Review

Theoretically, an online review is an experience-based evaluation that consumers voluntarily share via digital platforms regarding products or services they have used Cheung & Thadani, (2012). As established in Section 2.1, online reviews are positioned in this study as the organism (O) in the S-O-R model the internal, evaluative state that consumers construct from the stimuli of social media marketing and affiliate marketing before arriving at a behavioral response. This positioning is central to the study's contribution: rather than treating online reviews as a standalone independent variable, this study tests them as the mechanism through which digital marketing stimuli are converted into marketing performance.

Conceptually, online reviews are expected to relate to marketing performance in two ways. Directly, accumulated reviews function as a trust and quality signal that lowers perceived risk for prospective buyers and thereby supports sales, market share, and brand position independent of any single marketing campaign. Indirectly, because online reviews sit at the organism stage of the S-O-R chain, they are expected to mediate the effect of both social media marketing and affiliate marketing on marketing performance: the stimuli alone are only converted into a market response once they have been processed into consumer-generated evaluative content that other prospective buyers can trust.

This dual role is supported by both market evidence and prior studies. Brands that have successfully dominated the market, such as Skintific (10.8% share for serums) and The Originote (7.8% share for moisturizers), are known to have accumulated a large number of positive reviews with an average rating above four stars (Muhamad, 2024; Intelligence, 2024), while brands with less favorable reviews tend to experience market share erosion despite comparable levels of SMM and affiliate activity. At the empirical level, Feng et al., (2023) show that online reviews, as a form of eWOM, significantly affect consumer decisions in e-commerce; Liu et al., (2020) found that responding to online reviews positively affects e-commerce sales performance; and Ranjith et al., (2025) show that the credibility of eWOM on social media increases purchase intention for skincare products specifically, with trust in the online community acting as an intermediary. Taken together, these findings support both a direct effect of online reviews on marketing performance and a mediating role between digital marketing stimuli and marketing performance.

H5: Online reviews have a positive effect on marketing performance.

H6: Online reviews mediate the effect of social media marketing on marketing performance.

H7: Online reviews mediate the effect of affiliate marketing on marketing performance.

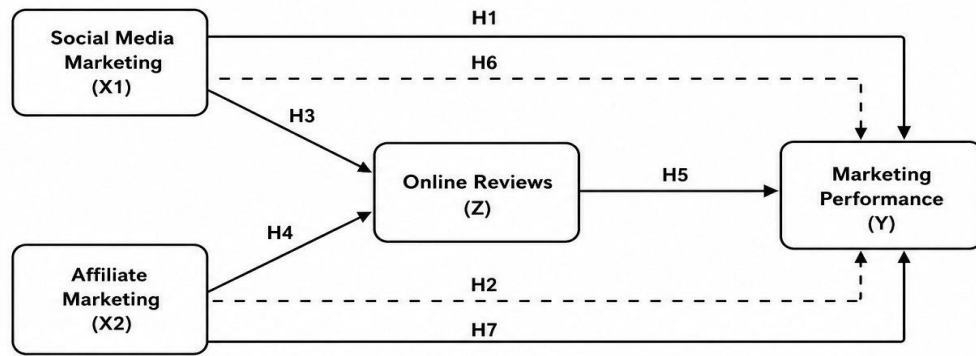


Figure 1. Conceptual Framework

3. RESEARCH METHOD

3.1 Research Sample

All Indonesians who have ever bought skincare goods on Shopee Indonesia are considered part of the study's population. This research made use of purposive sampling, a non-probability sampling technique. It involves picking a sample based on specified criteria that are relevant to the study's objectives, since the population is infinite and cannot be accurately identified. This method is in line with other research that has used purposive sampling to examine the S-O-R model in the context of e-commerce and digital marketing Rahmadini Yolanda, (2024); Rachmiani et al., (2024).

The respondent criteria established in this study include: (1) being at least 17 years old and having the authority to conduct online transactions independently; (2) having purchased at least one skincare product on Shopee Indonesia within the last six months; (3) having been exposed to social media marketing activities by skincare brands, whether through Instagram, TikTok, or YouTube, and/or having made a purchase via an affiliate marketing link; and (4) having read online reviews of a product before deciding to buy. The researchers made sure that the people who filled out the surveys had first-hand knowledge of the organisms, stimuli, and response variables that were part of this study by establishing these criteria.

According to the standard procedure for SEM-PLS, the sample size was determined to be ten times the number of indicators that make up a single latent variable. Hair et al., (2022). The sample size for this study was determined using the 10 times rule guideline in Partial Least Squares-Structural Equation Modeling (PLS-SEM). According to Hair et al., (2022), the recommended minimum sample size is 10 times the largest number of formative indicators, or 10 times the largest number of structural paths leading to a single latent construct. In practice, however, the most commonly used approach is 10 times the number of initial indicators before screening based on outer loading values.

Based on the initial measurement model, this study used a total of 13 indicators/items. Accordingly, the minimum required sample size was $10 \times 13 = 130$ respondents. Given the limitations in access to and availability of respondents during data collection, the number of samples successfully collected in this study was 127 respondents. This number is close to the minimum requirement and is considered sufficiently representative for data analysis using PLS-SEM Hair et al., (2022). The data gathering phase lasted around one month, and it involved administering an online questionnaire (GForm) to user groups on Shopee and social media regarding skincare.

3.2 Definitions and Measurement of Variables

There are a total of four key variables in this research: online reviews, social media marketing, and affiliate marketing (the stimulus variables), and marketing performance (the response variable). To quantitatively capture respondents' impressions of each indication, all variables were measured using a "five-point Likert scale, with 1 representing strongly disagree and 5 strongly agree".

Social media marketing was measured based on the definition by ElSayad & Md Saad, (2024), by adapting the five dimensions of Social Media Marketing Activities that have been widely used in previous S-O-R theory-based research Yuniarti

et al., (2025), namely interactivity (correlations among the brand and consumers), informativeness (the quality of information provided), WOM (consumers' inclination to discuss the brand), personalization (the alignment of content with consumer needs), and trendiness (the up-to-date nature of the content presented). These five dimensions were operationalized into statement items that measure respondents' perceptions of the SMM activities of the skincare brands they follow on Shopee.

Affiliate marketing is measured based on the definition Tan et al., (2025) using indicators that include the credibility of the affiliate/content creator recommending the product, the quality and clarity of the recommendation content, the ease of accessing affiliate product links, the frequency of affiliate promotions on digital platforms used by consumers, and the attractiveness of incentives (discounts or commissions) offered through Shopee's affiliate marketing program.

Online reviews are measured based on the definition Kaur, (2025) using indicators that include review volume (the number of available reviews), review valence (whether reviews tend to be positive or negative), review credibility (the level of trust in the reviews read), and the quality of review information that aids the product evaluation process, in line with the indicators used Rachmiani et al., (2024) to measure online customer reviews and ratings on e-commerce platforms.

Marketing performance is measured based on the definition Fahmi et al., (2024) using indicators that include an increase in sales volume, market share growth, growth in the number of new customers, and the strengthening of brand equity in consumers' minds. In line with the context of the skincare industry on Shopee Indonesia, additional indicators—such as respondents' perceptions of a brand's position in the Top Brand Index and post-purchase satisfaction levels—were also included to enrich the measurement of this variable. These indicators were operationalized into questionnaire items reflecting respondents' own perceptions rather than firm-level financial data; following evaluation of the outer model (Section 4.1.2), three items with the strongest outer loadings were retained as the final indicators for this construct, labeled Y1.1–Y1.3 in Table 1. The same refinement procedure was applied to the Social Media Marketing, Affiliate Marketing, and Online Reviews constructs, whose final retained indicators are likewise presented in Table 1 as X1.1–X1.3, X2.1–X2.3, and Z1.1–Z1.3, respectively.

3.3 Data Analysis Techniques

Using SmartPLS software, the acquired data were analyzed using SEM-PLS. This method was selected for this research due to its applicability to both exploratory and predictive purposes, its capability to manage complicated structural models with mediating variables, and its adaptability to data that does not necessarily adhere to a normal distribution assumption and relatively moderate sample sizes Hair et al., (2022).

Both the outer (measuring) and inner (structural) models were evaluated during the model evaluation process. Tests for convergent validity were conducted using outer loadings (>0.7) and AVE (>0.5) in the evaluation of the outer model. Tests for discriminant validity were conducted using the Fornell-Larcker criterion and the Heterotrait-Monotrait Ratio (HTMT <0.90). Construct reliability was checked using Cronbach's Alpha and Composite Reliability. A threshold of 0.7 or more is considered appropriate Hair et al., (2022).

A number of metrics were used to evaluate the internal model, including the coefficient of determination (R^2), predictive relevance (Q^2), and effect size (f^2), which measure the relative contribution of each exogenous variable. These metrics were used to gauge the extent to which the exogenous variables could explain the endogenous variables. Hypothesis testing was conducted using a bootstrapping procedure with 5,000 resamplings. A hypothesis was considered supported when the path coefficient was in the hypothesized direction and the corresponding t-statistic exceeded 1.96 and/or the p-value was below 0.05, indicating rejection of the null hypothesis at the 5% significance level.

The testing of the mediating role of online reviews in the correlations among social media marketing and affiliate marketing on marketing performance (H6 and H7) was conducted using a bootstrapping approach to assess the specific indirect effect, supplemented by a calculation of the VAF to determine the mediation category, namely full mediation, partial mediation, or no mediation, in accordance with standard procedures used in SEM-PLS analysis Hair et al., (2022).

4. RESULTS AND DISCUSSION

The findings of this study reinforce the S-O-R model, which positions Social Media Marketing and Affiliate Marketing as stimuli, Online Reviews as the organism, and Marketing Performance as the response Mehrabian & Russell, (1974). The finding that Social Media Marketing does not have a significant direct effect on Marketing Performance (H1 rejected), but does have a significant effect on Online Reviews (H2 supported) and exerts a significant indirect effect on Marketing Performance through Online Reviews (H6 supported), indicates that SMM activities on Shopee—such as educational content, collaborations with beauty creators, and live commerce interactions—are not sufficient to directly drive marketing performance without first fostering positive consumer evaluations in the form of online reviews. This pattern is consistent with the view that the effectiveness of SMM is indirect and requires a consumer evaluation mechanism as an intermediary. Liadeli et al., (2023); Tatik & Setiawan, (2024); Dwivedi et al., (2021).

4.1 RESULTS

4.1.1. Data Characteristics

The questionnaire was distributed online to skincare consumers who had previously purchased skincare products through Shopee Indonesia. After data cleaning to eliminate incomplete responses and those that did not meet the established respondent criteria, 127 valid respondent records were obtained and deemed suitable for use in SEM-PLS model testing. The data was subsequently examined using SmartPLS software, which went through two evaluation stages: outer for measuring accuracy and inner for assessing the structural validity of the data.

4.1.2. Evaluation of the Measurement Model (Outer Model)

In order to ensure that the four study variables were valid, reliable, and discriminant, the measuring model was evaluated: Social Media Marketing (SMM), Affiliate Marketing (AM), Online Reviews (OR), and Marketing Performance (MP). Convergent validity was assessed using outer loadings (>0.7) and AVE (>0.5), while reliability was evaluated using Cronbach's Alpha, rho_A, and Composite Reliability (>0.7), according to the criteria suggested by Hair et al., (2022).

Table 1 | Outer Loading, Convergent Validity, and Construct Reliability

Variable	Indicator	Outer Loading	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Social Media Marketing	X1.1	0.818	0.689	0.712	0.826	0.613
	X1.2	0.706				
	X1.3	0.820				
Affiliate Marketing	X2.1	0.831	0.773	0.778	0.868	0.686
	X2.2	0.827				
	X2.3	0.826				
Online Review	Z1.1	0.829	0.784	0.789	0.874	0.698
	Z1.2	0.845				
	Z1.3	0.832				
Marketing Performance	Y1.1	0.802	0.724	0.748	0.841	0.639
	Y1.2	0.750				
	Y1.3	0.844				

Source: Data Processed (2026)

All of the indicators are convergently valid in reflecting their respective constructs, as seen in Table 1, since all of the outer loading values are more than the 0.7 criterion. Every one of the four constructs accounts for over half of the variation in its corresponding indicators, since their AVE values are all greater than 0.5 (range from 0.613 to 0.698). From 0.826 to 0.874, every Composite Reliability rating is higher than 0.7. Given that Cronbach's Alpha tends to be conservative for constructs with a limited number of indicators, the higher values of rho_A (0.712) and Composite Reliability (0.826) suggest that the construct

remains reliable, even though the Social Media Marketing Cronbach's Alpha value of 0.689 is slightly below the ideal threshold of 0.7 Hair et al., (2022). Therefore, convergent validity and reliability are satisfied by all study constructs.

The last step was to see whether the HTMT and the Fornell-Larcker criterion could establish discriminant validity. For each construct to meet the Fornell-Larcker criterion, its square root of the AVE ($\sqrt{\text{AVE}}$) must be higher than its correlation with other constructs, while the HTMT value must be less than 0.90 Hair et al., (2022). The test outcomes are shown in Tables 2 and 3.

Table 2 | Discriminant Validity – Fornell-Larcker Criterion

Variable	Social Media Marketing	Affiliate Marketing	Online Review	Marketing Performance
Social Media Marketing	0.783			
Affiliate Marketing	0.515	0.828		
Online Review	0.544	0.501	0.835	
Marketing Performance	0.455	0.498	0.499	0.800

Source: Data Processed (2026)

Table 3 | Discriminant Validity – Heterotrait-Monotrait Ratio (HTMT)

Variable	Social Media Marketing	Affiliate Marketing	Online Review
Affiliate Marketing	0.697		
Online Review	0.713	0.635	
Marketing Performance	0.615	0.637	0.635

Source: Data Processed (2026)

Table 2 shows that the $\sqrt{\text{AVE}}$ value for each construct (0.783–0.835) is higher than the interconstruct correlation values in the corresponding rows and columns. These results are supported by Table 3, where all HTMT values range from 0.615 to 0.713, well below the threshold of 0.90. All constructs in this study demonstrate discriminant validity, meaning they are empirically separate from one another and may be used in structural equation modeling.

4.1.3. Evaluation of Structural Models (Inner Models)

Before testing the hypotheses, a check for collinearity among indicators and among exogenous constructs was conducted using the VIF. The results of the test demonstrated that there is no multicollinearity in this study model, as all outer VIF values were within the range of 1.305 to 1.721 and all inner VIF values were within the range of 1.361 to 1.598, which is significantly lower than the threshold of 3 (or 5).

As shown in Table 4, the model's capacity to account for the endogenous variables was assessed by calculating the coefficient of determination (R^2) and the effect size (f^2).

Table 4 | Coefficient of Determination (R^2) and Effect Size (f^2)

Endogenous Variable	R Square	R Square Adjusted	Category
Online Review	0.362	0.352	Moderate
Marketing Performance	0.348	0.332	Moderate

Source: Data Processed (2026)

Table 5 | Inter-pathway f^2 Value (Effect Size)

Route	f^2	Category
Social Media Marketing → Online Review	0.174	Moderate
Affiliate Marketing → Online Review	0.104	Small
Social Media Marketing → Marketing Performance	0.026	Small
Affiliate Marketing → Marketing Performance	0.079	Small
Online Review → Marketing Performance	0.072	Small

Source: Data Processed (2026)

Table 4 shows that the model explains 36.2% of the variance in Online Reviews and 34.8% of the variance in Marketing Performance, both of which fall into the moderate category according to Chin's (1998) criteria. Table 5 shows that Social Media Marketing contributes the largest effect size to Online Reviews ($f^2 = 0.174$, moderate category), while the other paths show relatively small contributions to the target endogenous variables.

Overall model fit was evaluated using the SRMR and the NFI. The analysis outcomes showed an SRMR value of 0.085 and an NFI value of 0.682. The SRMR value is slightly above the ideal threshold of 0.08 but still below the tolerance limit of 0.10, so the model is still acceptable (acceptable fit), while the relatively moderate NFI value should be noted in the study's limitations section, given that the NFI tends to be sensitive to model complexity and sample size. Hair et al., (2022). A bootstrapping approach with 5,000 resamplings was used to test the hypothesis for direct effects. When either the t-statistic or the p-value was larger than 1.96 or smaller than 0.05, the hypothesis was deemed supported. Table 6 displays the outcomes of the experiments conducted to determine the direct effects (H1-H5).

Table 6 | Results of the Hypothesis Testing on Direct Effects (Structural Model)

Hypothesis	Route	Coefficient (β)	t-statistic	p-value	Decision
H1	Social Media Marketing → Marketing Performance	0.165	1.406	0.160	Rejected
H2	Social Media Marketing → Online Review	0.389	3.757	0.000	Accepted
H3	Affiliate Marketing → Marketing Performance	0.278	2.959	0.003	Accepted
H4	Affiliate Marketing → Online Review	0.301	2.936	0.003	Accepted
H5	Online Review → Marketing Performance	0.270	2.869	0.004	Accepted

Source: Data Processed (2026)

Table 6 shows that of the five direct effect hypotheses tested, four were statistically supported (H2, H3, H4, and H5), whereas H1 (the effect of Social Media Marketing on Marketing Performance) was not supported because the t-statistic value (1.406) was below 1.96 and p-value (0.160) was higher than 0.05. Affiliate Marketing was found to have a positive and significant effect on both Marketing Performance (H3) and Online Reviews (H4), while Social Media Marketing was found to have a significant effect only on Online Reviews (H2). Online Reviews were also found to have a positive and significant effect on Marketing Performance (H5).

The testing of the mediating role of Online Reviews (H6 and H7) was conducted using the specific indirect effect approach with bootstrapping procedures, supplemented by the calculation of VAF to determine the mediation categories: VAF < 20% is categorized as no mediation, 20%–80% as partial mediation, and > 80% as full mediation Hair et al., (2022). The test results are presented in Table 7.

Table 7 | Mediation Test Results (Indirect Effects)

Hypothesis	Route	Indirect Effect	t-statistic	p-value	Total Effect	VAF	Mediation Category
H6	SMM → OR → MP	0.105	2.139	0.033	0.270	38.9%	Partial Mediation
H7	AM → OR → MP	0.081	1.960	0.050	0.359	22.6%	Not Significant (Marginal)

Source: Data Processed (2026)

Table 7 shows that the indirect effect of Social Media Marketing on Marketing Performance through Online Reviews (H6) is statistically significant ($t = 2.139$; $p = 0.033$), with a VAF value of 38.9%, indicating that Online Reviews partially mediate this relationship. Conversely, the indirect effect of Affiliate Marketing on Marketing Performance through Online Reviews (H7) yielded a t -statistic of 1.960 and a p -value of 0.050, which falls exactly on the 5% significance threshold. Thus, H7 cannot be statistically supported at the 95% confidence level, although the VAF value of 22.6% indicates a mediating contribution that approaches the threshold for partial mediation. These outcomes suggest that Online Reviews play a stronger mediating role in bridging the influence of Social Media Marketing on Marketing Performance compared to that of Affiliate Marketing.

4.2 DISCUSSION

Taken together, the seven hypothesis tests reveal a consistent pattern: the two stimuli in this study, Social Media Marketing and Affiliate Marketing, do not translate into Marketing Performance through the same mechanism. This pattern is discussed hypothesis by hypothesis below, before turning to what it means for the mediating role of Online Reviews.

H1 (Social Media Marketing $\rightarrow$ Marketing Performance) was rejected ($\beta = 0.165$; $t = 1.406$; $p = 0.160$). Read through the S-O-R lens adopted in this study, this outcome is consistent with the central argument advanced in Section 2.1: brand-generated content such as educational posts, creator collaborations, and live-commerce interactions is a stimulus that consumers must still evaluate before it shapes a market outcome, so a simple, unmediated path from stimulus to response is theoretically unlikely to be strong. This finding diverges from Tatik & Setiawan, (2024) and the meta-analytic evidence in Liadeli et al., (2023), both of which report a significant direct effect of social media activity on performance or sales. The divergence is plausibly explained by differences in model specification and unit of analysis: those studies estimate SMM's effect without a mediating organism variable, so the influence that actually passes through consumer evaluation processes may be absorbed into what appears to be a direct effect. In a model that explicitly separates the evaluative stage — as this one does — that same influence is reassigned to the indirect path, which is precisely what H6 confirms below. The rejection of H1 is therefore better read as evidence that the direct-effect models used in prior research may overstate SMM's unmediated influence, rather than as evidence that SMM is ineffective; it is consistent, however, with Cao & Weerawardena, (2023), who likewise found that social media strengthens marketing performance only through an intervening capability rather than on its own.

H2 (Social Media Marketing $\rightarrow$ Online Reviews) was the strongest relationship in the model ($\beta = 0.389$; $t = 3.757$; $p < 0.001$; $f^2 = 0.174$, moderate). This supports the theoretical role assigned to SMM in Section 2.3: consistent, credible, and interactive brand content encourages consumers to try the product and subsequently document their experience as a review. The result is congruent with Dwivedi et al., (2021), who found that digital marketing activity shapes the volume and character of consumer-generated eWOM. Unlike H1, this path did not surface clearly contradicting evidence in the literature reviewed for this study; the studies examined consistently treat brand-driven digital content as an antecedent rather than a substitute for consumer-generated reviews, which strengthens confidence that H2 reflects a genuine mechanism rather than a sample-specific artifact. Combined with the non-significant H1, this indicates that within this sample, SMM's influence on skincare marketing performance operates almost entirely by first shaping consumer evaluation, not by acting on performance directly.

H3 (Affiliate Marketing $\rightarrow$ Marketing Performance) was supported ($\beta = 0.278$; $t = 2.959$; $p = 0.003$), in contrast to H1. This asymmetry is theoretically meaningful: as defined in Section 2.4, affiliate marketing is a stimulus grounded in interpersonal trust in the affiliate or content creator, which functions as a more immediate persuasion cue than brand-owned content and can move a buyer toward a purchase without requiring the same extent of evaluative processing that brand content does. The result aligns with Nursal et al., (2022), Gunawan et al., (2024), and Ash Shiddiqy & Arifiona Faradila, (2024), all of which report a significant, relatively direct effect of affiliate marketing on purchase-related or performance outcomes on Shopee. Not all recent evidence points the same way, however: in a skincare setting closely comparable to the present study, Kholida & Nuvriasari, (2026) found that affiliate marketing did not have a significant direct effect on purchasing decisions for skincare products on

TikTok Shop, with online reviews and product knowledge carrying the significant influence instead. A plausible explanation for this divergence is platform and audience composition: Shopee's skincare buyers in the present sample may place comparatively more interpersonal trust in affiliates than TikTok Shop's more content-driven audience, which would strengthen the direct persuasion effect that Kholida and Nuvriasari's sample did not exhibit.

H4 (Affiliate Marketing $\rightarrow$ Online Reviews) was also supported ($\beta = 0.301$; $t = 2.936$; $p = 0.003$), indicating that affiliate-driven purchases are also converted into consumer-generated reviews, consistent with the dual-pathway role proposed for affiliate marketing in Section 2.4. This is congruent with Adriana & Syaefulloh, (2023), who found that online customer reviews are connected to the relationship between affiliate marketing and purchasing behavior on Shopee. As with H2, no study identified in this review reports a non-significant affiliate-marketing-to-review-generation path specifically; where affiliate marketing's effectiveness is questioned in the literature, it is typically its direct effect on purchase or performance outcomes (see the discussion of H3 below) rather than its capacity to prompt reviews, suggesting that generating post-purchase reviews is a comparatively robust outcome of affiliate-driven transactions.

H5 (Online Reviews $\rightarrow$ Marketing Performance) was supported ($\beta = 0.270$; $t = 2.869$; $p = 0.004$). This confirms the role assigned to Online Reviews as the organism in the S-O-R chain: accumulated reviews function as a trust and risk-reduction signal that lowers perceived purchase risk independent of any single marketing campaign Cheung & Thadani, (2012). The result is consistent with Feng et al., (2023) and Liu et al., (2020), who both report that online reviews affect e-commerce outcomes beyond purchase intention alone, and with Ranjith et al., (2025), who found that eWOM credibility increases purchase intention for skincare products through community trust. This positive link is nevertheless not universal in the wider online-review literature: in their meta-analysis of studies linking review-related factors to product sales, Li et al., (2020) note that Moe (2009) found review volume to have an insignificant effect on sales, illustrating that the review-performance link can weaken or disappear once product category, platform, and review maturity are taken into account. Read against that backdrop, the significant H5 result in the present study suggests that the risk-reduction function of online reviews is particularly salient for skincare products on Shopee Indonesia, where consumers face relatively high perceived risk and rely heavily on peer evaluation before purchase.

The mediation tests (H6 and H7) clarify how these direct effects combine, and this is where the contrast between the two stimuli becomes most informative. For H6 (SMM $\rightarrow$ OR $\rightarrow$ MP), the indirect effect was significant ($\beta = 0.105$; $t = 2.139$; $p = 0.033$) with VAF = 38.9%, which Table 7 classifies as partial mediation under the conventional 20–80% VAF rule. However, because the corresponding direct effect (H1, SMM $\rightarrow$ MP) was not significant, a stricter and more contemporary reading of mediation type — following the significant-indirect / non-significant-direct logic used by Zhao, Lynch, and Chen (2010) — would classify this pattern as indirect-only (effectively full) mediation rather than partial: Online Reviews are not simply one of several channels through which SMM affects Marketing Performance, they appear to be the primary channel through which any SMM effect reaches Marketing Performance at all in this sample. This indirect-only pattern is consistent with Kashif et al., (2025), who likewise found that social media marketing's effect on purchase intention was transmitted almost entirely through an intervening evaluative construct (customer trust) rather than acting directly. Not every study reports such a clean mediation pattern, however: Salhab et al., (2023) found that brand trust did not significantly mediate the relationship between social media marketing and purchase intention, illustrating that an evaluative organism does not automatically transmit a stimulus's effect in every digital marketing context. The mediation observed for H6 in this study is therefore better understood as evidence that online reviews specifically, rather than consumer evaluation in general, are the operative mechanism for skincare SMM on Shopee Indonesia.

For H7 (AM $\rightarrow$ OR $\rightarrow$ MP), the indirect effect sits exactly at the conventional significance boundary ($\beta = 0.081$; $t = 1.960$; $p = 0.050$), and the VAF of 22.6% is only marginally above the 20% threshold Table 7 uses to separate no mediation from partial mediation. Because H3 (AM $\rightarrow$ MP) is significant while this indirect path is only marginal, the same stricter mediation logic applied to H6 would place H7 closer to direct-only, non-mediated influence than to genuine partial mediation: Online

Reviews are not a necessary pathway for Affiliate Marketing to affect Marketing Performance, since affiliate marketing already reaches Marketing Performance directly through the interpersonal trust consumers place in the affiliate. This reading also helps explain the apparent tension with Adriana & Syaefulloh, (2023), who found that online customer reviews are linked to the effect of affiliate marketing on purchase decisions: that study's dependent variable was an immediate behavioral outcome (the purchase decision itself), whereas the present study's dependent variable, Marketing Performance, is a broader and more distal construct. It is plausible that Online Reviews mediate affiliate marketing's effect on immediate purchase behavior more strongly than its effect on longer-run brand-level performance, which affiliate marketing may continue to influence directly through repeated, trust-based conversions even without an intervening review stage. This marginal role for reviews in the affiliate pathway is not an isolated result: Gabriel & Nugroho, (2024) found that online customer reviews had no significant effect on purchase decisions on Lazada even as affiliate marketing itself remained a significant direct predictor, reinforcing the idea that affiliate-driven persuasion can operate largely independently of the review-reading stage that other digital marketing stimuli rely on more heavily.

Read together, H1–H7 support a coherent account of how digital marketing stimuli become Marketing Performance for skincare brands on Shopee Indonesia. Social Media Marketing operates almost exclusively through the evaluative, review-forming stage that Online Reviews represent, so its practical value depends on whether content actually converts into visible consumer evaluation. Affiliate Marketing, by contrast, converts into Marketing Performance both through Online Reviews and, more strongly, through a direct, trust-based channel that does not require a review stage to take effect. This asymmetry is the substantive answer to why H6 is supported while H7 is only marginal: Online Reviews mediate the pathway that needs evaluative legitimization the most (brand-generated content) but are less essential for the pathway already carrying interpersonal trust (affiliate recommendations).

These findings carry both theoretical and practical implications. Theoretically, the study contributes to the development of S-O-R Theory by providing empirical confirmation that Online Reviews function as the organism that mediates the relationship between digital marketing stimuli and marketing performance, rather than as a standalone independent or moderating variable, as online reviews have often been treated in prior research. This directly addresses the theoretical gap identified in Section 1: by explicitly modeling Social Media Marketing and Affiliate Marketing as stimuli, Online Reviews as the organism, and Marketing Performance as the response within a single integrated model, the study demonstrates that the S-O-R framework can meaningfully explain not just whether digital marketing activities affect performance, but the evaluative mechanism through which that effect is transmitted. A further theoretical contribution lies in the asymmetric mediation pattern uncovered by the H6 and H7 tests: rather than showing that Online Reviews mediate all digital marketing stimuli uniformly, the findings indicate that the strength of this mediating role depends on whether a stimulus already carries an alternative, trust-based persuasion mechanism. Social Media Marketing, which lacks this interpersonal trust component, is transmitted to Marketing Performance almost entirely through Online Reviews, whereas Affiliate Marketing, which is inherently grounded in interpersonal trust, reaches Marketing Performance largely through a direct channel that does not require the organism stage. This conditional view of the organism's mediating strength refines the application of S-O-R theory in digital marketing research and offers a theoretical explanation, rooted in the trust-basis of the stimulus, for why some digital marketing channels depend more heavily on consumer evaluation than others. In addition, by integrating Social Media Marketing, Affiliate Marketing, Online Reviews, and Marketing Performance into a single comprehensive model and combining Uses and Gratifications Theory with S-O-R Theory, this study offers a context-specific theoretical framework for the skincare e-commerce industry on Shopee Indonesia that had not previously been tested in this combination.

From a practical standpoint, these results offer concrete guidance for skincare businesses on Shopee Indonesia. For businesses that rely on Social Media Marketing, the finding that SMM affects Marketing Performance almost entirely through Online Reviews (H1 rejected, H2 and H6 supported) means that content activity alone—educational posts, creator collaborations, live commerce—is unlikely to translate into sales, market share, or brand equity unless it also generates visible

consumer evaluations. Business owners are therefore advised to pair every SMM campaign with a deliberate review-generation strategy: prompting satisfied customers to leave reviews after purchase, offering small incentives for honest reviews, and responding promptly and professionally to both positive and negative reviews to sustain their credibility as a trust signal for future buyers. For businesses that rely on Affiliate Marketing, the significant direct effect on Marketing Performance (H3 supported) together with the only marginal mediation through Online Reviews (H7) indicates that affiliate partnerships can be relied upon for a relatively immediate performance impact through the interpersonal trust consumers place in the affiliate. However, because the indirect effect via Online Reviews was close to the significance threshold, businesses should not treat affiliate marketing and review management as separate efforts: encouraging affiliates and the customers they refer to leave product reviews can still reinforce marketing performance over the longer term. In practice, skincare brands are advised to select affiliates and content creators based on credibility and clarity of communication, monitor concrete performance indicators—Gross Merchandise Value, unit sales, market share, and Top Brand Index position—alongside review volume and valence, and treat online review management as a strategic bridge that connects both social media content and affiliate recommendations to sustained marketing performance in a highly competitive market.

5. CONCLUSION

This research aims to analyze the effect of social media marketing and affiliate marketing on marketing performance, with online reviews as a mediating variable in the skincare industry on the Shopee Indonesia platform. Based on the SEM-PLS analysis, it was found that affiliate marketing has a positive and significant effect both directly on marketing performance and on online reviews, whereas social media marketing only has a significant effect on online reviews and has not yet been proven to directly affect marketing performance. Online reviews are proven to play an important role as an organism in the S-O-R model because they have a positive significant effect on marketing performance and partially mediate the effect of social media marketing on marketing performance, while their mediating role in the affiliate marketing path is not statistically significant. These findings reinforce that the effectiveness of digital marketing in the skincare industry on Shopee Indonesia depends on how marketing stimuli, whether through social media content or affiliate recommendations, can shape positive consumer evaluations in the form of online reviews before impacting marketing performance. So, skincare business owners are advised not to just focus on the intensity of social media marketing activities, but also actively encourage and manage customer reviews as a strategic bridge to boosting sales, market share, and brand equity.

6. LIMITATION AND IMPLICATION

While this study significantly advances the Stimulus-Organism-Response (S-O-R) framework by proving that online reviews act as a crucial evaluative bridge especially for social media marketing, which requires this step to drive actual performance its findings are inherently bounded by specific contextual limitations. Because the research focuses exclusively on the high-perceived-risk skincare market within Shopee Indonesia, the observed asymmetric dynamics where trust-based affiliate marketing bypasses the need for reviews to directly boost sales may not universally apply to other product categories or alternative platforms, such as TikTok Shop, where audience behaviors and content consumption differ. Nevertheless, the implications provide a powerful, actionable roadmap for e-commerce brands: producing engaging social media content is fundamentally insufficient on its own. To translate digital marketing stimuli into tangible market share and brand equity, businesses must proactively incentivize and manage customer reviews to validate their social media efforts, while simultaneously leveraging credible affiliate partnerships to secure more immediate, trust-driven sales conversions.

REFERENCES

- Adriana, Y., & Syaefulloh, S. (2023). Pengaruh Influencer Marketing dan Affiliate Marketing terhadap Purchase Decision melalui Online Customer Review Tas Perempuan di Shopee Affiliate (Studi Kasus pada Gen Z di Kota Pekanbaru). *Al Qalam: Jurnal Ilmiah Keagamaan Dan Kemasyarakatan*, 17(6), 3993. <https://doi.org/10.35931/aq.v17i6.2823>
- Ash Shiddiqy, I., & Arifiona Faradila, F. (2024). Pengaruh Affiliate Marketing Terhadap Purchase Decision Melalui Buying Interest (Studi pada Konsumen Produk Skintific). *Jurnal Rimba : Riset Ilmu Manajemen Bisnis Dan Akuntansi*, 2(1), 159–169. <https://doi.org/61132/rimba.v2i1.552>
- Cao, G., & Weerawardena, J. (2023). Strategic use of social media in marketing and financial performance: The B2B SME context. *Industrial Marketing Management*, 111(May 2022), 41–54. <https://doi.org/10.1016/j.indmarman.2023.03.007>
- Cheung, C. M. K., & Thadani, D. R. (2012). The impact of electronic word-of-mouth communication: A literature analysis and integrative model. *Decision Support Systems*, 54(1), 461–470. <https://doi.org/https://doi.org/10.1016/j.dss.2012.06.008>
- Dwivedi, Y. K., Ismagilova, E., Hughes, D. L., Carlson, J., Filieri, R., Jacobson, J., Jain, V., Karjaluoto, H., Kefi, H., Krishen, A. S., Kumar, V., Rahman, M. M., Raman, R., Rauschnabel, P. A., Rowley, J., Salo, J., Tran, G. A., & Wang, Y. (2021). Setting the future of digital and social media marketing research: Perspectives and research propositions. *International Journal of Information Management*, 59(July 2020), 102168. <https://doi.org/10.1016/j.ijinfomgt.2020.102168>
- ElSayad, G., & Md Saad, N. H. (2024). Unmasking the power of social media marketing activities in cultivating customer equity, loyalty, and repurchase intention. *Journal of Marketing Communications*, 1–21. <https://doi.org/10.1080/13527266.2024.2432029>
- Fahmi, M., Prayogi, M. A., Lesmana, M. T., Kencana, M. C., & Syahnitar, S. (2024). Marketing Performance: Unpacking Market Orientation Mediated Innovation Capability and Sustainable Competitive Advantage of Small and Medium Enterprises Food. *Indonesian Journal of Sustainability Accounting and Management*, 8(2). <https://doi.org/10.28992/ijSAM.v8i2.960>
- Feng, M., Feng, Y., & Li, Y. (2023). Online reviews, customer Q&As, and product sales: A PVAR approach. *PLoS ONE*, 18(11 November), 1–17. <https://doi.org/10.1371/journal.pone.0290674>
- Frost, R., & Strauss, J. (2016). *E-Marketing*. Pearson Education. <https://books.google.co.id/books?id=RfAvAAAAQBAJ>
- Gunawan, A., SM, A. I., Matondang, R. Y., Barleany, D. R., Umami, N., Khatili, P. B., & Hardi, I. (2024). Analisis Tingkat Kepuasan Konsumen Terhadap Kualitas Pelayanan Menggunakan Metode Importance Performance Analysis Dan Customer Satisfaction Index. *Journal of Systems Engineering and Management*, 3(1), 21. <https://doi.org/10.62870/joseam.v3i1.24765>
- Hair, F. J., William, Rolph, J., B. B., & Babin. (2022). A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM). In *Sage*.
- Kaur, G. (2025). Understanding the Influence of Online Reviews on Consumer Decision-Making Process. *International Journal of Scientific Research in Engineering and Management*, 09(12), 1–9. <https://doi.org/10.55041/ijSREM55266>
- Liadeli, G., Sotgiu, F., & Verlegh, P. (2022). EXPRESS: A Meta-Analysis of the Effects of Brand Owned Social Media on Social Media Engagement and Sales. *Journal of Marketing*, 87, 002224292211232. <https://doi.org/10.1177/00222429221123250>
- Liadeli, G., Sotgiu, F., & Verlegh, P. W. J. (2023). A Meta-Analysis of the Effects of Brands' Owned Social Media on Social Media Engagement and Sales. *Journal of Marketing*, 87(3), 406–427. <https://doi.org/10.1177/00222429221123250>
- Liu, G., Fei, S., Yan, Z., Wu, C. H., & Tsai, S. B. (2020). An Empirical Study on Response to Online Customer Reviews and E-Commerce Sales: From the Mobile Information System Perspective. *Mobile Information Systems*, 2020. <https://doi.org/10.1155/2020/8864764>
- Magpie, I. (2024). *E-commerce market intelligence*. Magpie Intelligence.
- Mehrabian, A., & Russell, J. A. (1974). *An Approach to Environmental Psychology*. M.I.T. Press. <https://books.google.co.id/books?id=upV9AAAAMAAJ>
- Meiyume. (2024). *Beauty trends 2024: Navigating the future of beauty*. Meiyume.
- Morgan, N. A., Clark, B. H., & Gooner, R. (2002). Marketing productivity, marketing audits, and systems for marketing performance assessment: integrating multiple perspectives. *Journal of Business Research*, 55(5), 363–375. [https://doi.org/https://doi.org/10.1016/S0148-2963\(00\)00162-4](https://doi.org/https://doi.org/10.1016/S0148-2963(00)00162-4)
- Nursal, M. F., Hadita, H., Marundha, A., & Komariah, N. S. (2022). Determination of Marketing Performance: Display Media, Affiliate Marketing and Social Media (Literature Review). *International Journal of Advanced Multidisciplinary*, 1(2), 83–93. <https://doi.org/10.38035/ijam.v1i2.41>
- Rachmiani, R., Kintan Oktadinna, N., & Rachmat Fauzan, T. (2024). The Impact of Online Reviews and Ratings on Consumer Purchasing Decisions on E-commerce Platforms. *International Journal of Management Science and Information Technology*, 4(2), 504–515. <https://doi.org/10.35870/ijmsit.v4i2.3373>
- Rahmadini Yolanda, D. D. M. (2024). Consumer Response to Live Streaming Shopping using the Stimulus, Organism and Response (SOR) Method Approach. *Jurnal Ilmiah Manajemen Kesatuan*, (Vol. 12 No. 3 (2024): JIMKES Edisi Mei 2024), 691–700. <https://jurnal.ibik.ac.id/index.php/jimkes/article/view/2570/1825>
- Ranjith, P., Nisansala, S., Jayasingha, N., Weerasekara, K., Wisenthige, K., & Dayapathirana, N. (2025). Does social media information credibility influence social commerce purchase intention of skincare products? Evidence from Facebook. *Plos One*, 20(10 October), 1–29. <https://doi.org/10.1371/journal.pone.0334126>
- Sohaib, M., Safeer, A. A., & Majeed, A. (2022). Role of social media marketing activities in China's e-commerce industry: A stimulus organism response theory context. *Frontiers in Psychology*, 13(August), 1–16. <https://doi.org/10.3389/fpsyg.2022.941058>

- Tan, D. M., Alexia, K. R., & Bunda, U. (2025). the Influence of Tiktok Affiliate Content Quality and Credibility on Purchase Decisions Via the Yellow Basket Feature. *JUMDER: Jurnal Bisnis Digital Dan Ekonomi Kreatif*, 1(2), 58–79.
- Tatik, T., & Setiawan, D. (2024). Does social media marketing important for MSMEs performance in Indonesia? *Asia Pacific Journal of Marketing and Logistics*, 37. <https://doi.org/10.1108/APJML-01-2024-0090>
- Tuten, T. L., & Solomon, M. R. (2018). *Social Media Marketing*. SAGE Publications. <https://books.google.co.id/books?id=euPEtwEACAAJ>
- Yuniarti, Y., Johannes, Junaidi, & Octavia, A. (2025). Advancing the understanding of consumer behavior in social media marketing: An extended S-O-R perspective. *Multidisciplinary Science Journal*, 8(6), 1–14. <https://doi.org/10.31893/multiscience.2026247>

Conflict of Interest Statement: The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

Copyright © 2026 *Neira Arindha**, *Firdaus*, *Nurhayati*. This is an open-access article distributed under the terms of the Creative Commons Attribution License (CC BY). The use, distribution or reproduction in other forums is permitted, provided the original author(s) and the copyright owner(s) are credited and that the original publication in this journal is cited, in accordance with accepted academic practice. No use, distribution or reproduction is permitted which does not comply with these terms.