

Analysis of Organizational Behavior on Marketing Strategy in Facing Business Competition in the Digital Era among MSMEs in Soppeng Regency

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Abstract

This research aims to analyze in depth the influence of organizational behavior on digital marketing strategies among Micro, Small, and Medium Enterprises (MSMEs) in the Soppeng Regency area in facing the dynamics of business competition in a massive technological transformation era. The research approach used is qualitative descriptive with data collection techniques through participatory digital observation and documentation studies of the cyber business activities of local entrepreneurs in Soppeng. The focus of the observation is directed at the dimensions of work discipline, digital literacy, and adaptive behavior of individuals within the organization as the main driving variables for the effectiveness of local product promotion. The results show that professional and disciplined organizational behavior in managing digital content in the Soppeng Regency area contributes significantly to increasing brand awareness and customer engagement across various social media platforms. The digital literacy of business actors in Soppeng is proven to be an innovation engine that allows market reach to expand beyond conventional geographical boundaries, thereby strengthening the bargaining position of local products on the national stage. The synergy between planned real actions and intelligent utilization of cyber technology is the main key to the economic sustainability of MSMEs in Soppeng Regency to achieve robust competitive advantage amidst the continuous flow of digitalization. This research provides strategic implications regarding the importance of strengthening human resource capacity based on adaptive-digital organizational behavior as a foundation for community economic growth in the region.

INTRODUCTION

Digital transformation in today's global economic landscape is no longer merely an option, but a fundamental operational paradigm shift for the sustainability of Micro, Small, and Medium Enterprises (MSMEs). Amid globalization driven by massive advancements in information technology, geographical boundaries in the business world are gradually being eliminated. This phenomenon creates both pressure and significant opportunities for local business actors,

particularly in Soppeng Regency, to promptly abandon conventional, static marketing methodologies. The integration of digital technology into every business value chain has become an absolute prerequisite to maintain the relevance and competitiveness of local products in an increasingly dynamic market. Digitalization is a strategic instrument that enables MSMEs in Soppeng to expand their markets both vertically and horizontally with significantly higher cost efficiency compared to traditional marketing models (Asnia Minarti et al., 2025) (Masyadi; Amrial; Andi, 2024).

Field realities show that the adoption of digital technology in Soppeng Regency still faces various complex structural and behavioral challenges. Although telecommunications infrastructure continues to develop, the effectiveness of digital platform utilization by local entrepreneurs heavily depends on the readiness of human resources to operate it consistently. Business competition in the current digital era demands high organizational flexibility and rapid adaptability to changing consumer trends. Aggressive digital marketing strategies will not generate significant economic impact without a deep understanding of the continuously evolving cyber ecosystem. Therefore, for the business community in Soppeng Regency, digital transformation must be understood as a process of work culture evolution that requires a shift in mindset—from merely producing goods to becoming smart and responsive managers of digital interactions aligned with global market needs (Adawiah et al., 2024).

Within the framework of modern management, organizational behavior in MSMEs in Soppeng Regency is a strategic determinant of the success or failure of comprehensive modern marketing strategy adoption. Organizational behavior not only encompasses interactions among individuals within a business unit, but also how the organization responds to external pressures in the form of massive technological change. Success in facing business competition in the digital era in Soppeng is largely determined by the extent to which organizational behavior demonstrates agility in effectively adopting new marketing platforms. A focus on internal capacity development through talent management and productive performance is a key pillar in addressing the increasingly complex challenges of the 21st-century economy. The performance of MSME organizations in Soppeng Regency is strongly influenced by the adaptive behavior of individuals in utilizing digital tools in their daily business activities, which demands a high level of professionalism (Puji Rahmah & Adawiah, 2024) (Amrial & Masyadi, 2022).

One key variable of organizational behavior that is highly crucial for MSMEs in Soppeng Regency is the level of sustained work discipline in the digital domain. In this context, discipline is reflected in the consistency of business actors in managing brand presence in cyberspace, ranging from timely updates of promotional content to prompt responses to customer interactions across various platforms. Amid massive technological transformation in Soppeng, work discipline becomes the main differentiator between business units that are able to build digital credibility and those that use technology sporadically without proper planning. Without strong operational discipline, investment in advanced marketing platforms such as social media and marketplaces will merely become a cost burden without producing tangible economic returns for the long-term development of MSMEs in the region (Asmini et al., 2024).

Digital literacy among business actors in Soppeng Regency is also a crucial variable that determines the ability to process cyber information for accurate strategic decision-making. This digital intelligence includes technical skills in operating complex features of digital platforms as well as analytical abilities in sharply evaluating market demand trends. For MSME actors in Soppeng, digital literacy is not merely the ability to upload product photos, but rather the competence to build marketing narratives that create intense and emotional customer

engagement. An adequate level of literacy enables entrepreneurs in Soppeng to conduct more precise audience targeting, making marketing strategies more effective and efficient in improving product bargaining power (Ginoga & Suhairi, 2023) (Masyadi et al., 2024).

The synergy between discipline and digital literacy produces proactive MSME behavior in winning business competition in the highly competitive digital era. This adaptive action results from an internalization process of organizational values that prioritize innovation, integrity, and work professionalism. In Soppeng Regency, strengthening digital intellectual capacity through continuous training and mentoring is key to enhancing the competitiveness of local products at both national and global levels. With strong digital literacy, business actors in Soppeng do not merely act as passive technology users, but transform into digital economic actors capable of creating added value through creativity and originality in unique and highly attractive marketing content (Puji Rahmah, 2025).

The implementation of effective digital marketing strategies for MSMEs in Soppeng Regency focuses on strengthening brand awareness as the main gateway for introducing local products to a wider digital audience. Through digital channels such as TikTok, Instagram, and Facebook, the potential advantages of original Soppeng products can be communicated more broadly, attractively, and interactively to potential consumers. This strategy has a positive and significant impact on increasing business competitiveness through the creation of strong and distinctive brand identities in the eyes of customers. The consistent use of digital technology by entrepreneurs in Soppeng has been proven to expand market reach beyond regional administrative boundaries, ultimately leading to increased sales volume and sustainable improvement in local business welfare (Asnia Minarti et al., 2025).

The integration of digital marketing strategies and professional organizational behavior creates a healthy business ecosystem for the future development of MSMEs in Soppeng Regency. Customer engagement built through active two-way interaction becomes a highly valuable social capital in maintaining consumer loyalty toward local brands. By intelligently utilizing cyber technology, MSMEs in Soppeng can build a positive and globally competitive business reputation without abandoning local wisdom. Therefore, research on the influence of organizational behavior on marketing strategy is highly urgent to provide a scientific foundation for the development of people-centered economic policies in Soppeng Regency, in order to face the inevitable wave of technological transformation and increasingly unpredictable business competition challenges (Asnia Minarti et al., 2025; Puji Rahmah, 2025).

METHOD

1. Descriptive Qualitative Research Approach in Soppeng Regency

This study employs a qualitative approach using a descriptive analytical method aimed at deeply examining the phenomenon of organizational behavior in relation to digital marketing strategies among MSME actors in Soppeng Regency. The selection of a qualitative approach is based on the need to capture social reality and human actions naturally without restricting respondents' expressions into rigid statistical figures. The main focus of this study is to understand how patterns of work discipline, digital literacy, and adaptive behavior among entrepreneurs in Soppeng are formed and implemented in their daily business activities amid massive technological transformation. Using a descriptive method, this research seeks to provide a transparent overview and a strong narrative regarding the competitiveness of local Soppeng products in the broad cyberspace market through the observation of real actions taken by business actors in facing increasingly competitive business conditions today (Asnia Minarti

et al., 2025; Puji Rahmah & Adawiah, 2024).

The selection of Soppeng Regency as the research location is based on its dynamic growth in the creative economy sector, where many local business units are beginning to transition from conventional operational models to digital ecosystems. The methodological framework of this study is designed to ensure high scientific validity through honest and factual interpretation of field data. The analysis process is directed at identifying logical relationships between human resource capacity and the effectiveness of promoting regional flagship products on social media. This aligns with the development of management literature, which emphasizes that the success of information technology implementation at the regional level is highly dependent on the behavior of individuals who operate it professionally (Adawiah et al., 2024; Asmini et al., 2024).

2. Research Subjects and Field Phenomenon Exploration

The subjects of this study were purposively selected using a purposive sampling technique, focusing on Micro, Small, and Medium Enterprises (MSMEs) in Soppeng Regency that have actively adopted digital platforms as their primary communication tools. The selection of subjects is not based on statistical population size but on the depth of information and the representation of business units relevant to the research problem concerning organizational behavior.

The exploration focuses on business units in Soppeng that demonstrate consistency in managing digital identity, whether through social media such as Instagram, TikTok, Facebook, or through instant messaging applications for customer service. This is conducted to ensure that the collected data truly represents authentic organizational behavior and contributes meaningfully to the understanding of digital marketing strategies in the region (Ginoga & Suhairi, 2023; Asmini & Adawiah, 2023).

Field exploration procedures in Soppeng are conducted by prioritizing indirect interaction through digital traces and observing business communication patterns built by entrepreneurs. The researcher deeply examines MSME business accounts in Soppeng to assess the level of discipline in content updates and creativity in delivering product value to online audiences. Through this approach, the researcher captures the qualitative aspect of digital literacy without rigid formal procedures, resulting in organic data that reflects real business competition conditions in Soppeng. This exploration also includes studying business profiles to understand the background of adaptive behavior shown by local entrepreneurs in responding to rapidly evolving technological transformation (Puji Rahmah, 2025; Asnia Minarti et al., 2025).

3. Data Collection Techniques Through Digital Observation and Document Study

Primary data collection in this study is conducted through participatory digital observation of MSME marketing activities in Soppeng Regency. Observations are carried out by regularly monitoring how organizational behavior responds to market dynamics, the frequency of product content uploads, and the quality of cyber interactions between sellers and buyers in Soppeng. In addition, the researcher observes the language style and visual narratives used by business actors as indicators of their digital literacy levels. This technique allows the researcher to obtain an objective overview of work discipline and professionalism without bias from rigid instruments such as questionnaires or structured interviews (Ginoga & Suhairi, 2023).

In addition to primary observational data, data collection is also supported by document study techniques involving public archives, MSME development reports from relevant

institutions in Soppeng Regency, and mass media publications on regional economic trends. Digital documentation such as posting history and customer reviews serves as empirical evidence supporting the analysis of marketing strategy effectiveness. The combination of direct observation and document study aims to build a solid and comprehensive data foundation regarding how MSMEs in Soppeng manage their competitiveness in the digital era. All data collection processes are conducted with scientific integrity to ensure that the findings provide practical benefits for local economic development in Soppeng (Adawiah et al., 2024; Puji Rahmah & Adawiah, 2024).

4. Data Analysis Procedures and Validity Checking

Data analysis is conducted systematically through several stages, including data reduction, data presentation, and conclusion drawing based on field findings in Soppeng Regency. The data reduction stage involves selecting and filtering raw observational data directly related to organizational behavior variables, discipline, and digital literacy. Subsequently, the data is presented in descriptive narrative form that chronologically and logically illustrates the relationship between entrepreneurs' actions in Soppeng and the success of their digital marketing strategies. This analysis is interpretative, where the researcher connects field phenomena with contemporary management theories to produce academically robust and practically relevant conclusions for MSME development in the region (Asnia Minarti et al., 2025; Ginoga & Suhairi, 2023).

Data validity is ensured through source triangulation and persistent observation to confirm that the generated narrative is valid and not subjective. The researcher compares digital observation results with official documentation on business development in Soppeng Regency to examine the consistency of organizational behavior over time. In addition, periodic discussions with management literature are conducted to deepen the analysis of the competitive positioning of local Soppeng products in the national market. This in-depth analytical procedure is expected to contribute significantly to strengthening human resource capacity in the region in facing massive digital transformation. Thus, this research is not only an academic work but also a strategic guideline for the sustainability of MSME economic development in Soppeng Regency (Puji Rahmah, 2025; Asnia Minarti et al., 2025).

RESULTS AND DISCUSSION

1. The Reality of Organizational Behavior Transformation among MSMEs in Soppeng Regency

Based on in-depth observation and exploration of digital phenomena occurring throughout Soppeng Regency, highly valid sociological and managerial findings were identified regarding changes in the organizational behavior of local business actors. The observed phenomenon shows that the work discipline of entrepreneurs in Soppeng has evolved into a strong cyber commitment, where business operations are no longer limited to physical store opening hours in commercial centers such as Watansoppeng. MSME actors in Soppeng Regency now demonstrate remarkable consistency in maintaining brand presence through structured and tightly scheduled digital activities every day. This real action reflects healthy organizational behavior, where business actors in Soppeng realize that in a highly dynamic cyber ecosystem, consumer trust is built through stable visual presence and continuously updated product information in real time (Adawiah et al., 2024; Asnia Minarti et al., 2025).

Field findings also show that the level of digital literacy among MSME actors in Soppeng Regency has reached a highly adaptive and solution-oriented level amid global economic

challenges. Observations of marketing narratives used for flagship products such as Soppeng silk and local culinary goods indicate that business actors have been able to process visual messages using simple yet effective cinematographic techniques through personal communication devices. The ability to utilize interactive features such as live streaming directly from business locations or traditional markets in Soppeng is clear evidence that local human resources possess strong technological adaptability. This digital literacy is not merely technical understanding, but has become an innovation engine that enables local Soppeng products to remain competitive and maintain strong bargaining power among new consumer generations who heavily rely on accessible information through cyber platforms (Ginoga & Suhairi, 2023; Puji Rahmah, 2025).

2. Effectiveness of Digital Marketing Strategy and Local Competitive Advantage in Soppeng

The implementation of digital marketing strategies carried out massively by business actors in Soppeng Regency has had a highly significant impact on expanding market reach beyond the geographical boundaries of South Sulawesi. Through the smart use of social media platforms, the identity of local Soppeng products is now able to compete with national brands in various leading marketplaces. Marketing strategies based on professional organizational behavior have been proven to increase brand awareness through content that highlights Soppeng's local wisdom, packaged with modern aesthetics. The phenomenon of highly intense customer engagement, such as quick responses to complaints and public reviews in digital spaces, serves as valid evidence that marketing strategies in Soppeng have successfully built harmonious emotional relationships between producers and consumers (Puji Rahmah & Adawiah, 2024; Asnia Minarti et al., 2025).

The competitiveness of MSMEs in Soppeng Regency is further strengthened by the ability of business actors to create a transparent and trustworthy business ecosystem through positive digital footprints. This strategy creates unique added value, where the authenticity of Soppeng products becomes a major attraction for customers seeking originality amid the flood of mass-produced goods. The adaptive actions demonstrated by entrepreneurs in Soppeng in responding to changes in cyber market behavior prove that dynamic organizational behavior is the key to successful marketing strategies. Marketing effectiveness in Soppeng today is no longer solely about posting frequency, but rather about the depth of business actors' analysis of customer desires, which is reflected in excellent after-sales service and personalized digital interactions (Asnia Minarti et al., 2025; Puji Rahmah, 2025).

3. Synthesis of Digital Economic Sustainability and Regional Competitiveness in Soppeng

Overall, the analysis of economic activities in Soppeng Regency confirms that the synergy between disciplined organizational behavior and strong digital literacy is the main pillar driving regional economic growth independently. The success of MSMEs in Soppeng in winning business competition in the era of technological transformation is clear evidence that local human resource capacity is capable of responding to global challenges through directed and innovative actions. The utilization of digital infrastructure in Soppeng, supported by boundless creativity, has created new economic opportunities for both younger generations and senior business actors in the region. Business competition challenges have been transformed into growth opportunities through the strengthening of professional mindsets and the smart use of digital data by all organizational elements of MSMEs in Soppeng Regency (Adawiah et al., 2024; Ginoga & Suhairi, 2023).

In the future, the sustainability of local product competitiveness in Soppeng will heavily depend on the consistency of business actors in maintaining an adaptive and inclusive organizational culture toward future technological developments. Strengthening the digital

ecosystem in Soppeng Regency requires continuous collaboration focused on improving cyber service quality and reinforcing business integrity in the global market. The findings of this study provide strong evidence that local entrepreneurs in Soppeng have great potential to become a benchmark for the digital economy in South Sulawesi through the harmonious integration of local cultural values and modern management strategies. Therefore, strengthening organizational behavior must continue to be a strategic priority in every community economic empowerment program in Soppeng Regency to ensure sustainable regional development amid rapidly evolving market dynamics (Asnia Minarti et al., 2025; Puji Rahmah, 2025).

CONCLUSIONS AND SUGGESTION

Conclusion

Organizational behavior in Soppeng Regency indicates that the success of digital adaptation largely depends on the mental readiness and agile work culture of local business actors. The synchronization between leaders' vision and the adaptive behavior of organizational members in utilizing information technology serves as the main foundation in facing the complexity of business competition in the current digital era.

Work discipline in MSME operations in Soppeng is no longer limited to time management alone, but is manifested in consistent promotional content management and professional digital responsiveness. A high level of discipline in maintaining brand presence in cyberspace has proven to be the main driving force in enhancing the credibility and bargaining position of local flagship products in the national market.

Digital literacy is a crucial instrument for the business community in Soppeng Regency to transform cyber data into creative and innovative strategic decisions. Analytical abilities in evaluating market trends and a deep understanding of digital algorithms enable MSME actors to create precise marketing narratives while maintaining the originality of Soppeng's local identity.

The massive implementation of digital marketing strategies through social media platforms has significantly contributed to strengthening competitiveness and increasing sales volume of local Soppeng products. The integration of interactive communication technology with local wisdom values is the key for MSMEs in building customer loyalty and achieving sustainable regional economic independence.

Theoretically, the competitiveness of MSMEs in Soppeng Regency is the result of a harmonious synergy between mature organizational behavior, disciplined human resources, and strong digital literacy. Digital infrastructure serves only as a supporting tool, while the main driving force remains human capacity in a professional manner to transform global challenges into sustainable local economic growth opportunities.

Suggestions

1. MSME actors in Soppeng Regency are advised to continuously improve an adaptive and agile work culture to accelerate digital transformation in all business operational lines.
2. There is a need to strengthen managerial discipline, particularly in maintaining consistent content publication and customer interaction across various digital platforms in a scheduled manner.
3. Local government and related institutions are expected to provide continuous digital literacy training for local business actors to enhance analytical skills in understanding

cyber market trends.

4. Local entrepreneurs in Soppeng should be more courageous in exploring creativity in digital marketing strategies while still prioritizing the uniqueness of local wisdom as a product added value.

Strategic collaboration between academics and business practitioners is needed to continuously strengthen human resource capacity in Soppeng, so that a more resilient and globally competitive digital economic ecosystem can be created.

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