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The Influence of Digital Marketing and Internal Control on the Financial Performance of MSMEs in Bangun Jaya Village

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Abstract
This study aims to examine the effect of digital marketing and internal control on the financial performance of Micro, Small, and Medium Enterprises (MSMEs) in Bangun Jaya Village, Rokan Hulu Regency. The research employs a quantitative associative approach, with a sample of 100 MSME operators determined through purposive sampling from a population of 3,567 registered MSMEs, based on the criteria of being registered with the Rokan Hulu Regency Office of Cooperatives, MSMEs, Transmigration, and Manpower, and having adopted a digital marketing system. Data were collected through a Likert-scale questionnaire and analyzed using multiple linear regression, following validity, reliability, and classical assumption tests. The results show that digital marketing has a positive and significant partial effect on MSME financial performance ($t = 6.238$; sig. = 0.000), internal control has a positive and significant partial effect ($t = 7.535$; sig. = 0.000), and, simultaneously, digital marketing and internal control have a significant effect on MSME financial performance ($F = 201.115$; sig. = 0.000), with an Adjusted R Square of 0.802, indicating that the two variables jointly explain 80.2% of the variance in MSME financial performance. These findings suggest that internal control exerts a somewhat stronger individual effect than digital marketing, underscoring the importance of disciplined financial recording and oversight alongside digital promotional efforts in strengthening MSME financial outcomes in rural village settings.

Introduction

Indonesia is home to a substantial base of Micro, Small, and Medium Enterprises (MSMEs), positioning the sector as one of the main pillars of the national economy. MSMEs represent the principal source of income for a large share of the Indonesian population, contributing significantly to Gross Domestic Product and to job creation that helps reduce unemployment (Aziz et al., 2022).

MSMEs play an important role in driving local economic development and community empowerment across regions, including Bangun Jaya Village, Rokan Hulu Regency, Riau Province, home to a substantial number of MSMEs. As a flexible economic sector capable of absorbing labor and withstanding economic shocks, MSMEs in Bangun Jaya Village nonetheless continue to face a persistent challenge: weak financial management. Left unaddressed, poor financial management can turn an otherwise promising business into a loss-making one and constrain its long-term growth, a risk compounded by the fact that many MSMEs in Bangun Jaya Village still operate largely traditionally, both in production and in marketing.

MSME financial performance reflects the extent to which operators run their businesses in accordance with sound financial management practice, closely tied to financial understanding and literacy, since such understanding helps operators accurately gauge profit from sales (Ardiansyah & Sadikin, 2023). Financial performance is reflected in net profit generated, efficient cost management, and sound cash-flow management; MSMEs that have adopted internal control and digital marketing practices tend to manage costs more efficiently and grow revenue, whereas those that have not often struggle to monitor cash flow, control costs, and maximize profit (Ardiansyah & Sadikin, 2023).

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In the Society 5.0 era, digital technology increasingly permeates daily life and business practice alike, with the economic sector now firmly engaging digital marketing (Syukri & Sunrawali, 2022). Technology continues to reshape consumer habits and drive the shift from classic to digital business models, in turn shaping the development and application of digital marketing instruments (Ajik Yunamahindra & Ariyani, 2025). Digital marketing offers MSMEs access to broader markets, stronger customer interaction, and added value through service personalization (Aryani, 2021); even so, many MSMEs continue to face weak financial record-keeping, limited marketing strategy, and insufficient use of technology, all of which can constrain financial performance (Al-Ajib & M.K., 2022).

Beyond digital marketing, internal control is a further factor believed to affect MSME financial performance. Internal control aims to safeguard business assets and prevent errors or fraud (Satria et al., 2019), producing the reliable financial information needed for sound decision-making; many Indonesian MSMEs, however, continue to manage financial records and reporting manually, a weakness that can lead to inaccurate reporting and, in turn, flawed decision-making (Satyawati et al., 2017). Internal control functions optimally only when supported by adequate accounting practice within MSME operations, and empirical evidence indicates that internal control significantly affects financial performance (Satria et al., 2019; Rustan et al., 2023).

This background motivates the present study's interest in Bangun Jaya Village's MSMEs: operators there need to build stronger technological capability, particularly in marketing, to remain competitive and profitable amid rivals with more advanced technology or more modern business practices, while internal control across these MSMEs remains poorly structured from an accounting standpoint, a gap that can constrain financial performance. This study accordingly examines the effect of digital marketing and internal control on the financial performance of MSMEs in Bangun Jaya Village, both partially and simultaneously, offering a quantitative contribution to a research setting a rural, village-based MSME population that remains comparatively underexamined relative to prior studies conducted mostly in urban centers, and using both current primary and secondary data analyzed through multiple linear regression to provide empirical evidence grounded in MSME operators' own perceptions.

Literature Review and Hypotheses Development.

Digital Marketing

Digital marketing is a marketing strategy that makes use of continually advancing information technology, encompassing internet-connected devices, creative strategy, and digital media aimed at communicating with prospective customers (Sari, 2016; Andy et al., 2022). As marketing has shifted from traditional media newspapers, magazines, radio, and television toward internet-based technology, digital marketing has become a central point of contemporary business practice, offering MSMEs access to broader markets, stronger customer interaction, and added value through service personalization (Tresnavati, 2018; Aryani, 2021). Among its documented advantages are lower cost and time efficiency relative to traditional marketing, interactivity unconstrained by time or place, measurable content performance, and unlimited audience reach, offset by challenges such as unstable internet connectivity, data-privacy and security concerns, and the risk of diminished consumer trust from manipulated or misleading advertising (Andy et al., 2022). This study measures digital marketing through the indicators of accessibility (users' ability to access the information and services digital advertising provides), interactivity (the degree of two-way communication between advertiser and consumer), entertainment (advertising's capacity to provide enjoyment to consumers), credibility (the degree to which advertising information can be trusted, unbiased, and knowledgeable), irritation (disruptions in online advertising, such as manipulated advertising or poor consumer experience), and informativeness (advertising's core capacity to convey accurate and engaging information) (Aryani, 2021).

Internal Control

Internal control is the system encompassing organizational structure used to safeguard organizational assets, verify the reliability of accounting data, promote efficiency, and encourage adherence to organizational policy (Krismiaji, 2015). Reflecting a persistent challenge among Indonesian MSMEs, many operators still manage financial records and reporting manually, a weakness that can lead to inaccurate reporting and flawed decision-making (Satyawati et al., 2017). Internal control functions optimally only when supported by adequate accounting practice within MSME operations, with COSO's (2013) integrated framework identifying five interrelated components the control environment (organizational ethical values, structure, authority, and responsibility), risk assessment (objective clarity, risk management, and fraud potential), control activities (authorization procedures, asset safeguarding, segregation of duties, and documentation), information and communication (existence, completeness, accuracy, classification, and timeliness), and monitoring (frequency of activity assessment, internal audit function, and reconciliation). This study measures internal control through five indicators drawn from this framework: control environment, risk assessment, control activities, information and communication, and monitoring.

MSME Financial Performance

Financial performance is an analysis conducted to assess the extent to which an MSME has carried out its business activities in accordance with sound financial management practice (Fidhyatin, 2012). Financial performance not only reflects the outcome of an MSME's operations in a given period, but also serves as an indicator of business sustainability and adaptive capacity amid market dynamics (Lestari et al., 2020). MSMEs that have adopted accounting information systems and digital marketing tend to manage costs more efficiently and grow revenue, whereas those that have not often struggle to monitor cash flow, control costs, and maximize profit (Ardiansyah & Sadikin, 2023). This study measures MSME financial performance through four indicators drawn from Winbaktianur and Siregar (2021): liquidity, solvency, profitability, and business stability.

Previous Research

Table 1. Summary of Previous Research

Researcher (Year)	Research Object	Main Findings
Rahmadani et al. (2025)	MSMEs, Medan City	Digital marketing and technopreneurship implementation contribute to firm performance, including financial performance.
Rustan et al. (2023)	MSMEs (financial management quality)	Internal control system and human resource competence each have a positive and significant partial effect on financial management quality.
Sunanti et al. (2022)	MSMEs, Losari District	Accounting systems and internal control each have a significant partial effect on MSME success, and a significant simultaneous effect.
Widiastuti & Indriastuti (2026)	MSMEs, Jatiyoso District	Financial literacy, financial technology, and digital marketing each have a positive and significant partial effect on financial performance, and a significant simultaneous effect.
Harahap et al. (2024)	MSMEs, Padang Lawas Regency	Digital marketing has no significant effect on MSME growth; financial literacy moderates the effect of financial access on MSME growth.
Ridwan et al. (2026)	MSMEs (Islamic financial literacy mediation)	Internal control has no significant direct effect on MSME financial performance; its effect operates through Islamic financial literacy as a mediating variable.

Conceptual Framework

Based on the theoretical review above, the conceptual framework of this study describes the relationship between digital marketing (X1) and internal control (X2) as independent variables, and MSME financial performance (Y) as the dependent variable, as presented in Figure 1.

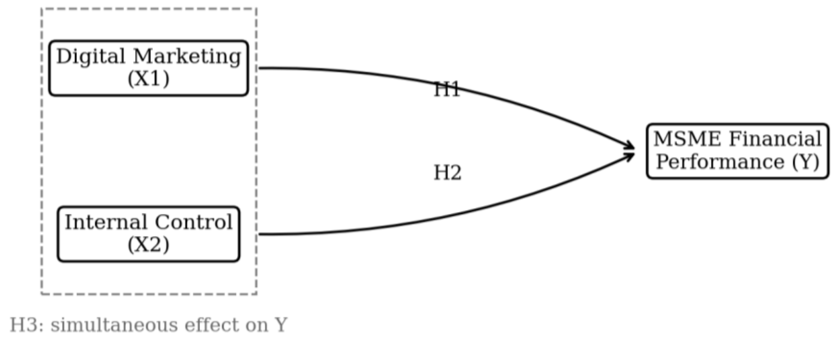

Figure 1. Conceptual Framework of the Study

Hypotheses Development

Digital marketing is theorized to strengthen MSME financial performance because it enables operators to build stronger customer relationships through two-way communication, personalized promotion, and more efficient access to product information, fostering the customer loyalty that in turn supports revenue stability and growth. This is supported by Rahmadani et al. (2025), who found that digital marketing implementation contributes to firm financial performance. Based on this, the following hypothesis is proposed:

H1: Digital marketing has a significant effect on the financial performance of MSMEs in Bangun Jaya Village.

Internal control is theorized to strengthen financial performance because it safeguards business assets, ensures accurate financial recording, and helps prevent errors and fraud in financial management; systematic internal control enables MSME operators to plan and oversee their finances in a more structured manner, supporting stronger financial outcomes. This is supported by Rustan et al. (2023) and Sunanti et al. (2022), who found internal control to have a significant positive partial effect on financial management quality and MSME success. Based on this, the following hypothesis is proposed:

H2: Internal control has a significant effect on the financial performance of MSMEs in Bangun Jaya Village.

Digital marketing and internal control are theorized to jointly strengthen financial performance because, applied together, they enable MSMEs to grow revenue while managing costs and business risk more effectively digital marketing expanding market reach and internal control safeguarding the resulting resources. This is supported by Widiastuti and Indriastuti (2026), who found comparable factors to jointly and significantly affect MSME financial performance. Based on this, the following hypothesis is proposed:

H3: Digital marketing and internal control simultaneously have a significant effect on the financial performance of MSMEs in Bangun Jaya Village.

Research Methods

This study employs a quantitative associative field-research approach, conducted in Bangun Jaya Village, Rokan Hulu Regency, in June 2026, aimed at examining the effect of digital marketing and internal control on the financial performance of MSMEs in the village.

The study population comprised 3,567 MSMEs operating in Bangun Jaya Village. The sample was determined through purposive sampling, based on the criteria of being registered with the Rokan Hulu Regency Office of Cooperatives, MSMEs, Transmigration, and Manpower, and having adopted a digital marketing system in business operations; applying these criteria yielded a sample of 100 respondents. The independent variables are digital marketing (X1) and internal control (X2), while the dependent variable is MSME financial performance (Y).

Table 2. Operational Definitions of Variables

Variable	Indicators	Measurement
Digital Marketing (X1)	Accessibility; interactivity; entertainment; credibility; irritation; informativeness (Aryani, 2021)	Likert scale
Internal Control (X2)	Control environment; risk assessment; control activities; information and communication; monitoring (COSO, 2013)	Likert scale
MSME Financial Performance (Y)	Liquidity; solvency; profitability; business stability (Winbaktianur & Siregar, 2021)	Likert scale

Data comprised primary data, collected directly from respondents through a five-point Likert-scale questionnaire (1 = strongly disagree to 5 = strongly agree) (Sugiyono, 2020). The research instrument was tested through a validity test (comparing the calculated r-value with the table r-value at $df = n - 2$) and a reliability test (a minimum Cronbach's Alpha of 0.60). Data were analyzed through classical assumption tests normality (One-Sample Kolmogorov-Smirnov), multicollinearity (tolerance and VIF), and heteroscedasticity (scatterplot) followed by multiple linear regression with the equation $Y = a + b1X1 + b2X2 + e$, the coefficient of determination (Adjusted R^2, following the criteria of Ghozali (2018), under which a value above 0.5 is considered good), and hypothesis testing through the t-test (partial) and F-test (simultaneous) at a 5% significance level, using SPSS.

Results and Discussion

Respondent Characteristics

Of the 100 respondents, the majority were female (75%) compared with male respondents (25%), reflecting the more dominant role women play in operating and managing MSMEs in Bangun Jaya Village. By age, most respondents were 25–30 years old (46%), followed by 31–40 years (35%), indicating that most respondent MSME operators are of productive age and thus well positioned to manage their businesses, adapt to technological change, and apply strategies to strengthen financial performance. By education, most respondents held a senior-high-school education (69%), followed by a bachelor's degree (23%) and a diploma (8%). By business tenure, most respondents had operated their business for more than five years (40%), followed by four to five years (28%) and one to three years (32%), indicating that most respondent operators have accumulated meaningful business experience alongside a share of MSMEs still in an earlier growth stage.

Validity and Reliability Tests

All 19 questionnaire items across the three variables (6 items for digital marketing, 5 for internal control, 8 for financial performance) were declared valid, with calculated r-values ranging from 0.667 to 0.914, all exceeding the table r-value of 0.197 ($df = 98$; $\alpha = 0.05$) with a significance of 0.000. The reliability test produced Cronbach's Alpha values of 0.933 for digital marketing, 0.925 for internal control, and 0.921 for MSME financial performance, all well above the 0.60 threshold, confirming the instrument's reliability.

Classical Assumption Tests

The One-Sample Kolmogorov-Smirnov normality test produced an Asymp. Sig. (2-tailed) value of 0.200 (> 0.05), indicating normally distributed residuals and confirming that the regression model is suitable for further analysis. The multicollinearity test showed a tolerance value of 0.416 and a VIF value of 2.402 for both independent variables, well within acceptable limits (tolerance > 0.10; VIF < 10), indicating the regression model is free from multicollinearity. The heteroscedasticity test, examined through a scatterplot of standardized residuals, showed points randomly scattered without a discernible pattern, indicating no heteroscedasticity in the model.

Multiple Linear Regression Analysis and Hypothesis Testing

The multiple linear regression analysis produced the equation Y = 1.044 + 0.592X1 + 0.822X2, as detailed in Table 3. The positive constant of 1.044 indicates the baseline value of MSME financial performance when both independent variables are held at zero. Both regression coefficients were positive, with internal control contributing a somewhat larger effect (0.822) than digital marketing (0.592).

Table 3. Multiple Linear Regression and t-Test Results

Variable	B	t-value	Sig.	Description
Constant	1.044	0.632	0.529	–
Digital Marketing (X1)	0.592	6.238	0.000	Significant
Internal Control (X2)	0.822	7.535	0.000	Significant

Source: SPSS processed data, 2026. Table t-value = 1.984; a = 0.05.

Table 4. Coefficient of Determination Results

R	R Square	Adjusted R^2	Std. Error of the Estimate
0.898	0.806	0.802 (80.2%)	2.20408

Source: SPSS processed data, 2026.

Table 5. F-Test Results (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1,954.017	2	977.008	201.115	0.000
Residual	471.223	97	4.858	–	–
Total	2,425.240	99	–	–	–

Source: SPSS processed data, 2026. Table F-value = 2.697.

The t-test results show that digital marketing has a calculated t-value of 6.238, exceeding the table t-value of 1.984, with a significance of 0.000 (< 0.05), so H1 is accepted: digital marketing has a significant positive partial effect on MSME financial performance. This finding is consistent with Rahmadani et al. (2025), who similarly found that digital marketing implementation contributes to MSME financial performance, though it contrasts with Harahap et al. (2024), who found no significant effect of digital marketing on MSME growth in Padang Lawas Regency a difference plausibly attributable to variation in outcome measures (financial performance versus broader business growth) and regional market conditions.

Internal control has a calculated t-value of 7.535, exceeding the table t-value of 1.984, with a significance of 0.000 (< 0.05), so H2 is accepted: internal control has a significant positive partial effect on MSME financial performance. This result is consistent with Rustan et al. (2023) and Sunanti et al. (2022), who found internal control to significantly affect financial management quality and MSME success, though it contrasts with Ridwan et al. (2026), who found internal control to have no significant direct effect on MSME financial performance, with its influence operating instead through Islamic financial literacy as a mediating variable suggesting that internal control's effect on financial performance may be more direct in some MSME populations than others, depending on the presence of intervening financial-literacy factors.

The F-test produced a calculated F-value of 201.115, exceeding the table F-value of 2.697, with a significance of 0.000 (< 0.05), so H3 is accepted: digital marketing and internal control simultaneously have a significant effect on MSME financial performance, together explaining 80.2% of its variance (Adjusted R^2 = 0.802), while the remaining 19.8% is explained by factors outside the model. This finding is consistent with Widiastuti and Indriastuti (2026), who similarly found comparable factors to jointly and significantly affect MSME financial performance. The combination of digital marketing and internal control indicates strong explanatory power for financial performance in this rural MSME population: digital marketing expands market reach and strengthens customer relationships, while internal control safeguards the resulting resources through more structured financial planning and oversight, together shaping the level of financial performance achieved by MSME operators in Bangun Jaya Village.

Implication and Conclusion

Conclusion

Based on the analysis and discussion, it can be concluded that: (1) digital marketing has a significant positive effect on the financial performance of MSMEs in Bangun Jaya Village; (2) internal control has a significant positive effect on financial performance; and (3) digital marketing and internal control simultaneously have a significant effect on financial performance, together explaining 80.2% of its variance.

Implications and Recommendations

MSME operators are encouraged to strengthen their use of digital marketing through social media, marketplaces, and other digital platforms to broaden market reach and increase sales, alongside sound internal control practices such as regular transaction recording and clear separation of personal and business finances, to support more effective business management. Government agencies and related institutions are encouraged to provide training, mentoring, and education on digital marketing strategy and internal control implementation to help MSME operators strengthen competitiveness and financial performance. Future researchers are encouraged to incorporate additional variables likely to affect MSME financial performance, such as product innovation, access to capital, entrepreneurial orientation, or information technology use, and to extend the sample size, research location, and MSME sectors examined for more comprehensive findings.

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