

## **ABSTRACT**

The outbreak of Covid-19 has made the number of transactions increase significantly and poses opportunities for Small and Medium-sized Enterprise (SME) to expand to digitalize the market. With the rise of demand and urgency for digital adoption, the SMEs require a quick way to maximize the implementation of e-commerce. Numerous articles have confirmed the affiliation and achievement of e-commerce enablers with multinational brands and Fortune 500 companies. However, there are limited scientific research findings concerning the e-commerce enablers, especially in the SMEs. The purpose of this study is to analyze factors influencing the e-commerce implementation & e-commerce enablers utilization and the impact of e-commerce implementation towards firm advantage and firm performance. This study focuses on the SMEs involving a total of 576 respondents collected through a purposive sampling, consisting of business owners, directors, or managers who understood about the practice of e-commerce enablers. The relationship between the proposed variables was tested using Partial Least Squares Based Structural Equation Modeling (PLS-SEM). The research confirms that performance expectancy, effort expectancy, and subjective norms have a positive and significant effect on the general technology acceptance. Further, all independent variables including the performance expectancy, effort expectancy, attitude towards expansion and subjective norms are proven to have a positive and significant effect on the business owner decision to utilize the e-commerce enablers in their operation. It happened mainly due to the opportunity appeared during the outbreak of Covid-19 which made the e-commerce as one of the ways for the SMEs to continue to

sustain. The results also revealed that the general technology adoption did not contribute significantly to the e-commerce implementation in the SMEs in Indonesia. Furthermore, the study confirms that the e-commerce enabler utilization has a significant and positive effect on the implementation and most importantly, the e-commerce implementation has a positive and significant effect on both firm advantage and firm performance. Lastly, this study also concludes that the enabling service capabilities were not moderating the relationship between e-commerce implementation and firm advantage as well as firm performance.

**Keywords:** E-commerce Enablers, E-commerce Implementation, Enabling Service Capabilities, Firm Advantages, Firm Performance

