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SOCIAL MEDIA ADOPTION AND ORGANIZATIONAL PERFORMANCE: A CASE OF DARLING LIMITED

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ABSTRACT

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This study examined the relationship between social media adoption and organizational performance at Darling Limited, focusing on three key areas: the impact of social media platform usage, social media engagement, and the role of social media influencers. Using a cross-sectional research design and a quantitative approach, data was collected from a sample of 117 respondents, derived from a population of 240 using simple random sampling. The results revealed a significant, positive relationship between all three independent variables—social media platform usage, engagement, and influencers—and organizational performance. The study concluded that each of these factors plays a critical role in enhancing performance. Based on these findings, the research recommends that other hair manufacturing industries focus on creating high-quality, visually appealing, and relevant content to engage their target audience effectively. Such content should be tailored to the specific strengths and demographics of each social media platform, with clear objectives and Key Performance Indicators (KPIs) guiding content creation. The study emphasises the importance of consistently sharing valuable content to establish the organization's brand as an industry authority.

KEY WORDS: ***Social Media, Adoption, Organizational Performance, Darling Limited***

INTRODUCTION

Organizational performance, defined as the capacity of an organization to respond to both competitive pressures and shifts in the consumer environment, is central to the success and sustainability of businesses globally (Rekarti, Doktoralina, & Saluy, 2018). This capacity is influenced by various factors, including consumers, competitors, and other external forces that shape business dynamics. It serves as a critical benchmark for assessing an organization's effectiveness in achieving its objectives. Globally, strong organizational performance is strongly associated with competitive advantage, profitability, and long-term sustainability. Companies that perform well often see substantial returns, with research from Kaplan and Norton (2008a) showing that firms in the top quartile of organizational performance deliver 3.5 times the total return to shareholders compared to those in the bottom quartile.

The increasing interconnectedness of global markets due to globalization has heightened competition, pushing businesses to focus on improving organizational performance. As a result, organizations are implementing innovative solutions, expanding markets, and refining strategies to stay competitive (Nikatsu & Muyigayi, 2023; Bujang, Abdullah, & Hamali, 2021). A McKinsey & Company survey further emphasizes this, with 89% of executives acknowledging the pivotal role of organizational performance in driving business success (Rasiel & Friga, 2001). Key performance indicators (KPIs), such as revenue growth, profit margins, market share, and customer satisfaction, are essential metrics for

evaluating organizational performance across diverse sectors and regions.

In the African context, the performance of organizations is shaped by a host of socio-economic challenges, including poor infrastructure, political instability, and limited access to capital. Despite these hurdles, African businesses have demonstrated resilience, adopting innovative strategies to drive growth. For instance, the African Development Bank (2021) reported a 3.4% average GDP growth rate across Africa in 2021, with some countries surpassing this average. However, significant performance disparities remain, particularly between multinational corporations and local enterprises. Small and Medium-sized Enterprises (SMEs) are pivotal to the African economy, contributing up to 45% of employment and 33% of GDP in some countries (World Bank, 2020a). Despite their importance, SMEs often face barriers such as limited access to finance, inadequate infrastructure, and regulatory challenges, which significantly affect their performance.

In East Africa, the performance of organizations is intricately linked to regional integration efforts spearheaded by the East African Community (EAC). With an average GDP growth rate exceeding 5%, East Africa has shown significant economic vitality (World Bank, 2020b). The establishment of a common market and the facilitation of regional trade have opened doors for businesses to expand their operations. However, challenges persist, including infrastructural deficits and regulatory disparities among East African countries, which continue to raise operational costs and create business barriers.

In Uganda, SMEs form the backbone of the economy, contributing significantly to employment and GDP. According to the Uganda Investment Authority (UIA, 2018a), small enterprises employ between 5 and 49 people and possess assets ranging from 10 to 100 million Ugandan Shillings, while medium-sized enterprises employ 50 to 250 people and have assets between 100 and 360 million Ugandan Shillings. Despite their substantial contribution, SMEs in Uganda face challenges, including limited access to finance, high operational costs, and poor infrastructure, which impede their overall performance. Research has shown that many SMEs struggle to break even, resorting to offering discounts that reduce profitability (Harris & Jenkins, 2023). This poor performance among SMEs negatively affects Uganda's broader economic growth, exacerbating issues like poverty, unemployment, and income inequality.

Despite Uganda’s steady economic growth, projected at 3.3% in 2021 due to investments in infrastructure, agriculture, and services (World Bank, 2021c), the performance gap among SMEs remains significant. There is considerable room for improvement, particularly in leveraging digital tools and social media to enhance productivity, expand markets, and drive innovation. This research focuses on Darling Limited, a cosmetic manufacturing company in Uganda, which serves as a case for exploring how social media adoption can impact organizational performance.

Darling Limited, with its headquarters in Luzira, is a company specializing in hair extensions and hair products, with a workforce of 240 employees. Known for its innovative approach, Darling Limited faces challenges in maintaining profitability due to the widespread use of discounts and a shrinking market share. The company’s performance remains below expectations despite its promotional efforts and Corporate Social Responsibility (CSR) initiatives. Given the increasing role of digital platforms in business success, this study seeks to investigate how social media adoption can impact the organizational performance of Darling Limited, with particular focus on its usage, engagement, and influencer strategies. This study aims to explore the effects of social media adoption on the organizational performance of Darling Limited, with specific objectives as follows: (1)To examine the effect of social media platform usage on the organizational performance of Darling Limited, (2) To investigate the impact of social media engagement on the organizational performance of Darling Limited and (3) To analyze the effect of social media influencers on the organizational performance of Darling Limited. This study addresses a critical gap in the literature by investigating the impact of social media on the organizational performance of SMEs, particularly in developing economies like Uganda. The significance of the study is threefold: First, the findings will contribute to the academic body of knowledge on the role of social media in enhancing organizational performance, offering valuable insights for scholars and practitioners in the fields of business, marketing, and digital transformation. Second, the study will provide actionable insights that can guide organizations in refining their digital marketing strategies. By understanding the effectiveness of social media, businesses can better allocate resources, optimize marketing efforts, and improve overall performance. Third, in an increasingly competitive business environment, companies must leverage emerging technologies and platforms like social media to maintain an edge. This research will help businesses understand the potential of social media to improve organizational performance and capitalize on digital opportunities, thereby enhancing their competitive position in the market. Additionally, by examining how Darling Limited integrates social media to improve its organizational performance, this study offers valuable insights into how SMEs in Uganda and other developing economies can enhance their productivity, market presence, and overall growth

through digital platforms. The remainder of this paper is structured as follows: the next section provides a review of relevant literature to develop a conceptual framework for the study. This is followed by a detailed discussion of the research methodology and presentation of the findings. The final section offers a discussion of the findings, conclusions, and recommendations for policy and practice.

2. LITERATURE REVIEW

In this study, two key theoretical frameworks were utilized to understand the relationship between social media adoption and organizational performance: the Balanced Scorecard (BSC) and the Uses and Gratifications Theory (UGT). These theories provide complementary perspectives on how organizations can leverage social media to optimize their performance and outcomes.

The Balanced Scorecard (BSC), developed by Kaplan and Norton (1992), serves as a strategic management tool that enables organizations to translate their vision and strategy into measurable objectives across four critical perspectives: financial, customer, internal processes, and learning and growth. This approach shifts the focus from purely financial indicators, which are typically lagging measures, to include lead indicators, such as customer satisfaction and internal process efficiencies, which are critical for future success (Brown, 2000). The BSC allows organizations to evaluate their performance holistically, ensuring alignment between strategic goals and operational activities.

The framework's effectiveness is demonstrated in the case of AT&T Canada, which, in 1998, successfully utilized the BSC to reverse its financial instability, reduce operational losses, and improve employee morale (AT&T, 1998). The BSC's dual focus on both lagging and lead indicators is particularly useful for organizations aiming to enhance both short-term outcomes and long-term sustainability. As Poll (2001) emphasized, while the BSC includes historical performance measures, it also incorporates forward-looking indicators that guide organizations in managing their strategies over time. Despite its widespread applicability, some challenges with the BSC exist, such as the cost and complexity of developing and maintaining a comprehensive scorecard, and the potential for lack of engagement from managers if not properly implemented (Appelbaum & Reichart, 1998).

Uses and Gratifications Theory (UGT), proposed by Katz, Blumler, and Gurevitch (1973), focuses on how individuals actively select media to satisfy specific needs and desires. Unlike traditional theories that view media consumers as passive, UGT posits that users are active agents who consciously choose media based on personal motivations, such as entertainment, information, or social interaction (Vinney, 2019). This theory is highly relevant in the context of social media adoption, as it explains why individuals and organizations engage with platforms like Facebook, Twitter, and Instagram to meet particular needs.

In a business context, UGT can be used to understand why organizations engage with social media platforms. By analyzing the specific gratifications sought by consumers (e.g., entertainment, information, or social interaction), companies can tailor their social media strategies to enhance engagement and improve customer relationships (Daniel et al., 2017). For example, businesses use social media to not only increase visibility but also foster customer loyalty and improve brand perception through direct interaction with their audience. Thus, combining the BSC's comprehensive performance measurement framework with the insights from UGT enables organizations to better align their social media strategies with broader business objectives, ensuring both operational effectiveness and customer satisfaction.

Social Media and Organizational Performance

Social media has increasingly become a central tool in modern business strategy, providing organizations with new opportunities to engage with customers, build brand visibility, and enhance overall performance. However, the impact of social media adoption on organizational performance is multifaceted, with both positive and negative outcomes.

Social Media Platform Usage

The growing prevalence of social media platforms in business environments has transformed how companies engage with customers. Research by Schwemmer and Ziewiecki (2018) shows that social media usage can amplify a company's brand and product visibility, which is essential in a highly competitive digital marketplace. Social media allows companies to expand their reach, engage with customers on a deeper level, and foster long-term relationships, contributing to improved market performance (Hallock et al., 2019).

Felix, Rauschnabel, and Hinsch (2017) argue that strategic use of social media, when aligned with business goals, can significantly enhance organizational performance. Companies that effectively integrate social media into their marketing strategies can achieve better brand visibility, improved customer engagement, and competitive advantage. For instance, businesses in China have seen increased sales and improved customer relations through strategic use of platforms like WeChat and Weibo (Liu & Zhang, 2018).

However, as Malthouse, Calder, and Kim (2018) note, excessive or poorly managed social media use can lead to negative outcomes, such as brand dilution or resource misallocation. Similarly, Zhang and Mao (2018) point out that improper use of social media platforms can result in increased operational costs and inefficiencies, undermining potential performance gains. The risk of misinformation, customer disengagement, and operational distractions further complicates the impact of social media usage on organizational performance (Khan & Yoon, 2020).

Social Media Engagement

Effective engagement with customers on social media is a key driver of organizational success. Engagement refers to the level of interaction between a brand and its audience, including actions like liking, sharing, commenting, and direct messaging. According to Hallock, Roggeveen, and Crittenden (2019), strong engagement strategies allow businesses to maintain constant communication with their customers, enhance customer loyalty, and generate valuable real-time feedback. By addressing customer concerns, offering assistance, and interacting in meaningful ways, companies can build a loyal customer base, which ultimately contributes to higher sales and profitability (Noble, 2023).

Hollebeek et al. (2018) found that high levels of engagement can lead to improved organizational performance by fostering stronger customer relationships and increasing brand equity. Moreover, Kohli and Melnyk (2020) demonstrated through a systematic review that engagement on social media often leads to favorable outcomes, such as increased brand trust and financial performance. However, excessive or poorly managed engagement can result in reputational risks. Negative comments and public dissatisfaction can spread rapidly on social media, potentially damaging a company's reputation (Joo & Choi, 2017). Furthermore, poor content quality or mismanagement of engagement strategies can lead to resource wastage and diminished returns (Luo, Zhang & Duan, 2021). Consequently, businesses must balance high engagement levels with effective content management to prevent negative outcomes.

Social Media Influencers

Social media influencers, individuals who have established credibility and a large following on platforms like Instagram, YouTube, and TikTok, play a significant role in shaping consumer behavior and influencing organizational performance. Influencers, unlike traditional celebrities, build their influence through social media content, such as blogs, tweets, and posts, and often specialize in specific niches (Lin, Bruning & Swarna, 2018). Their ability to sway consumer preferences and purchasing decisions makes them valuable partners for brands aiming to enhance visibility and drive sales.

Kim and Ko (2019) argue that well-executed influencer partnerships can lead to increased brand awareness, customer engagement, and sales performance, all of which contribute positively to organizational performance. Influencers can also enhance brand loyalty and trust by acting as intermediaries between the brand and its audience, creating a sense of authenticity (Casalo, Flavian & Guinaliu, 2018). However, Marques and Costa (2022) caution that if influencers' values or behaviors do not align with the brand's message, it can lead to reputational damage and reduce the effectiveness of the partnership. Similarly, controversial actions by influencers can have a detrimental impact on the brand's image and performance (Evans & Mullen, 2022).

De Veirman, Cauberghe, and Hudders (2017) further highlight the potential risks associated with influencers, noting that while influencers' credibility and relevance can enhance brand perception, poor fit or exaggerated claims can lead to skepticism and reduced consumer trust. Sokolova and Kefi (2020) emphasize the importance of maintaining authenticity and trustworthiness in influencer collaborations to ensure positive organizational outcomes.

In Summary, therefore, the theoretical foundations of this study, based on the Balanced Scorecard and Uses and Gratifications Theory, provide valuable insights into how organizations can strategically align their social media efforts with broader business goals to improve performance. The Balanced Scorecard framework enables businesses to measure performance across multiple dimensions, while UGT highlights the active role of consumers in selecting and engaging with media based on their specific needs and desires.

The literature reviewed reveals that social media adoption can have significant positive impacts on organizational performance, including enhanced brand visibility, improved customer engagement, and increased sales. However, these benefits are contingent on effective management and strategic alignment with organizational goals. Mismanagement of social media resources, poor engagement strategies, and influencer misalignment can lead to negative outcomes, such as reputational damage and resource inefficiency. Ultimately, the literature emphasizes the importance of carefully managing social media adoption and engagement to maximize its benefits while mitigating potential risks. By doing so, organizations can leverage social media to enhance performance, build customer loyalty, and maintain a competitive edge in the digital age. Figure 1 (Conceptual Framework) represents the relationship between social media and organizational performance at Darling Limited. Its constructed based on

theoretical underpinnings, captures the dynamics of this relationship as discussed.

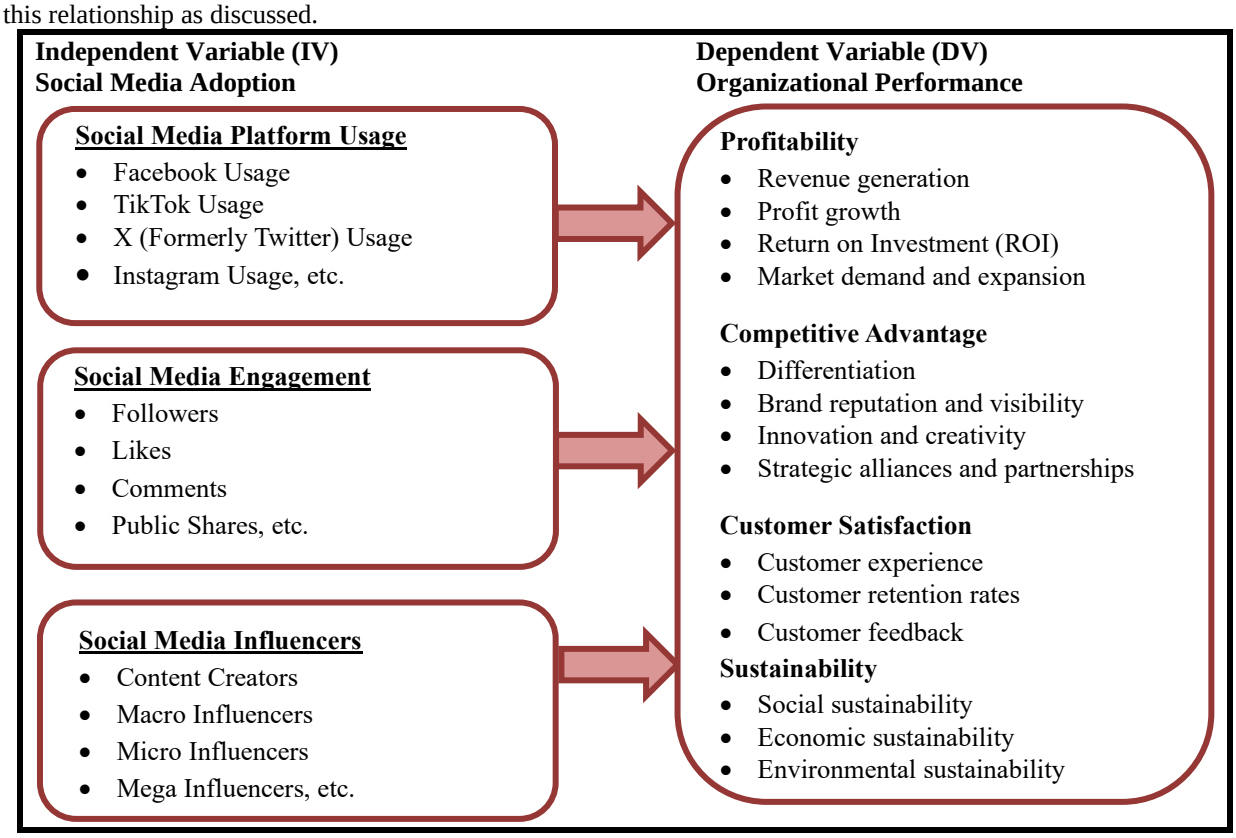


Figure 1: Conceptual Framework

3. RESEARCH METHODOLOGY

This study adopted a cross-sectional research design, which allows for data collection at a single point in time across a diverse sample. This design was chosen because it offers insights into various characteristics, behaviors, and relationships, providing a snapshot of the phenomena under study (Amin, 2005). The cross-sectional approach is well-suited for understanding current patterns and trends within the population. A quantitative research approach was utilized, as it enables the collection of numerical data that can be analyzed statistically. This approach was selected due to its objectivity and the ability to test hypotheses, ensuring reliability and generalizability of the findings (Creswell, 2014). It allows for systematic and measurable evaluation of the research variables. The study targeted a population of 240 respondents at Darling Limited's Luzira branch, consisting of males and females from various departments, including management, supervisors, wholesalers, and retailers. This diverse group was selected to ensure a representative sample, thus enhancing the reliability and validity of the study's outcomes. Using Krejcie and Morgan's (1970) Sample Size Determination Table, a minimum sample size of 148 respondents was calculated from the study population of 240 individuals. This sample size is deemed adequate to ensure statistical power and the validity of the findings. Details of the sample size calculation are provided in Appendix A simple random sampling technique was employed to select the 148 respondents. This method ensures that every individual in the population had an equal chance of being chosen, thereby minimizing selection bias and increasing the representativeness of the sample. Data was collected through both primary and secondary sources. The primary data was gathered via a questionnaire survey, which allowed for direct interaction with the study participants. Secondary data was used to supplement the primary data, offering a broader understanding of the research context. The researcher used directly-administered questionnaire forms (see Appendix I), particularly due to the literacy levels of some respondents. Research assistants were tasked with filling out the questionnaires based on information obtained from the respondents. The questionnaire consisted of both open-ended and closed-ended questions, structured around the research objectives. A Likert scale was used for closed-ended questions, which allowed respondents to indicate their level of agreement on various statements.

The questionnaire was pretested and refined based on feedback from experts and the research supervisor to ensure clarity, validity, and relevance. The instrument's content validity was assessed using the Content Validity Index (CVI), with a CVI of 0.7 or above considered acceptable (Amin, 2005). was used to determine the internal consistency of the instrument. A Cronbach's Alpha coefficient of 0.7 was

considered acceptable, indicating that the instrument produced consistent results across respondents (Amin, 2005; Ahuja, 2005).

Descriptive and inferential statistics were used to analyze the data. Descriptive statistics such as mean, frequency, and percentages were employed to summarize the basic characteristics of the data. For inferential statistics, Pearson's correlation coefficient and regression analysis were used to examine the relationships between social media platform usage, social media engagement, social media influencers, and organizational performance. Pearson's correlation coefficient was selected for its ability to quantify the strength and direction of relationships between variables (Oso & Onen, 2008).

Data analysis was conducted using SPSS Version 29. Descriptive statistics provided a summary of the dataset, while inferential statistics, including Pearson's correlation, were used to assess the relationships among the study variables. Measurement of Variables were as follows: *Social Media Platform Usage* was assessed using questions that captured frequency of use (e.g., daily, weekly), duration of use (e.g., hours per day), types of activities (e.g., posting, liking, sharing), and platforms used (e.g., Facebook, Instagram). *Social Media Engagement* was measured by capturing user interactions such as likes, shares, comments, time spent, and frequency of interaction with content. *Social Media Influencers* was assessed through questions on the reach, engagement, content quality, and impact of influencers on purchasing decisions. Organizational performance was measured using the Balanced Scorecard approach (Kaplan & Norton, 1992). The scorecard evaluates performance across four perspectives: Financial, Customer, Internal Business Processes, and Learning and Growth. This comprehensive approach captures both financial and non-financial aspects of performance, offering a holistic view of organizational success.

4. RESULTS

The response rate in this study was 79.05%, with 117 out of the 148 targeted respondents participating. This high rate is well above the 50% threshold recommended by Amin (2005), ensuring that the findings are robust and representative of the broader population within the company. The demographic profile of the respondents was analyzed based on key factors such as gender, age, education, work tenure, position, and familiarity with social media. These characteristics provide context for understanding the perspectives of those involved in the study. The respondent pool was predominantly female, comprising 64.1% of the sample, while males accounted for 35.9%. This reflects the beauty and personal care industry's trend, where women are often employed due to their greater understanding of female customer needs. As such, the influence of female employees on Darling Limited's social media engagement strategies is notable. The majority of respondents (51.3%) were aged 18-30 years, followed by 25.6% in the 31-40 age group, and 19.7% in the 41-50 range. The youthful demographic highlights the significant role younger employees play in shaping social media strategies at Darling Limited. Respondents exhibited a diverse range of educational qualifications. A substantial portion (29.9%) held Diplomas, followed by 28.2% with A-level certificates, and 16.2% with Bachelor's Degrees. This varied educational background is indicative of a skilled workforce, likely capable of contributing effectively to social media management and digital engagement strategies. Findings reveal that 39.3% of respondents had worked at Darling Limited for 2-5 years, followed by 26.5% who had been with the company for 6-10 years. This distribution suggests a stable workforce with a significant portion having a good understanding of the company's culture and operations, which influences their perspective on social media's role in organizational performance. The respondents held various positions within the company, with 52.1% categorized as 'Others' (including casual workers and retailers), 31.6% being wholesalers, 14.5% supervisors, and 1.7% managers. This distribution reflects a hierarchical structure where managers guide strategic decisions, and wholesalers and other roles contribute directly to market reach and customer engagement.

Data shows that 97.4% of respondents were familiar with social media, with only 2.6% reporting no familiarity. This high level of familiarity emphasises the potential for leveraging social media platforms to drive organizational growth, particularly in marketing and customer relations. Respondents frequently used a variety of platforms, with TikTok leading at 47.0%, followed by Facebook at 39.3%. This reflects the preference for dynamic, video-based platforms like TikTok among younger audiences, while Facebook remains relevant for broader demographic engagement. Instagram, with 9.4%, shows potential for targeted visual campaigns, and platforms like X (2.6%) and WhatsApp (1.7%) may require more strategic focus to enhance their role in communication and marketing. When asked about their most preferred platform, 65.0% of respondents chose TikTok. This highlights TikTok's significant influence, particularly among younger users who engage with its interactive, short-form video content. Facebook (15.4%) and Instagram (12.0%) followed, while WhatsApp and X ranked lower, aligning with their more niche functions in messaging and real-time communication. The study explored the types of social media influencers respondents followed. The majority (80.3%) preferred macro-influencers, who offer a balance of reach and relatability. Mega-influencers (11.1%) and micro-influencers (8.5%) were less preferred, reflecting a shift towards influencers who

maintain substantial, yet authentic connections with their audiences. This suggests that Darling Limited's social media strategies could benefit from collaborations with macro-influencers for broad engagement while ensuring authenticity. In terms of engagement, 59.8% of respondents preferred liking posts, the simplest form of interaction. Following (17.1%) and commenting (15.4%) were the next most common forms of engagement, with reposting being the least popular (7.7%). These preferences suggest that social media content strategies should focus on encouraging likes and follows, with less emphasis on reposting.

A significant 94% of respondents affirmed that social media platforms enhance Darling Limited's market share in terms of demand and expansion, with a mean score of 4.33 (SD = 0.670). Despite this, a small minority (1.8%) disagreed, indicating a slight variance in opinions. Similarly, 94% expressed agreement that social media strengthens Darling Limited's brand reputation and national visibility (mean = 4.21, SD = 0.680). These results suggest a strong consensus on social media's role in boosting brand recognition and market presence.

Further, 53% of respondents confirmed that social media platforms have helped Darling Limited form strategic alliances both domestically and internationally (mean = 3.47, SD = 0.961), implying the significance of social media in fostering business partnerships. Regarding customer satisfaction, 88% believed social media has improved customer experiences and retention (mean = 4.03, SD = 0.703), highlighting the positive impact of social media on customer relations.

Regarding the influence of social media personalities, 89.8% of respondents agreed that influencers have effectively promoted brand awareness (mean = 4.05, SD = 0.668). A similar proportion (84.6%) noted that influencers have contributed to market expansion (mean = 3.98, SD = 0.765). Additionally, 85.4% indicated that influencers have enhanced Darling Uganda's brand visibility (mean = 3.95, SD = 0.680). However, 46.2% expressed uncertainty about whether influencers contributed directly to revenue generation (mean = 3.15, SD = 0.952).

A substantial majority (86.4%) agreed that Darling Limited enjoys a favorable Return on Investment (ROI) (mean = 4.15, SD = 0.690), which reflects the company's efficient capital use. A similarly high proportion (92.3%) affirmed that Darling Limited commands a significant market share relative to its competitors (mean = 4.19, SD = 0.787). Furthermore, respondents expressed confidence in the company's innovation, customer service (mean = 4.29, SD = 0.708), and customer retention strategies (mean = 4.23, SD = 0.687). These findings illustrate that Darling Limited is not only competitive in the market but also emphasizes sustainable growth, customer loyalty, and community engagement.

The Pearson's correlation analysis revealed significant positive relationships between the key variables. Social Media Platform Usage (SMPU) showed a moderate positive correlation with Organizational Performance (OP) ($r = .468$, $p < 0.01$), indicating that increased platform usage is linked to improved organizational outcomes. Social Media Engagement (SME) also exhibited a moderate positive correlation with OP ($r = .514$, $p < 0.01$), further suggesting the importance of engagement strategies in driving performance. Social Media Influencers (SMI) showed the strongest correlation with OP ($r = .618$, $p < 0.01$), demonstrating their critical role in enhancing organizational success.

A multiple regression analysis was conducted to assess the predictive power of SMPU, SME, and SMI on organizational performance. The model explained 42.8% of the variance in organizational performance (Adjusted $R^2 = 0.428$, $p < 0.01$), with SMI being the strongest predictor (Beta = 0.446, $p < 0.01$), followed by SME (Beta = 0.404, $p < 0.01$), and SMPU (Beta = 0.149, $p > 0.05$). This suggests that social media influencers and engagement have the most substantial influence on Darling Limited's performance, while platform usage alone has a lesser impact. The overall model was statistically significant ($F = 13.273$, $p < 0.01$), affirming the importance of social media in shaping organizational outcomes.

In conclusion, the findings illustrate that social media platforms, engagement, and influencers are integral to the success of Darling Limited, influencing its market share, customer satisfaction, revenue generation, and overall organizational performance. While platform usage is beneficial, it is the active engagement and influencer strategies that drive the most significant improvements. These results emphasize the need for Darling Limited to continue leveraging social media to maintain competitive advantage and foster long-term growth.

5. DISCUSSION OF RESULTS, LIMITATIONS AND FUTURE RESEARCH

The findings of this study, in relation to the use of social media platforms, engagement, and influencers, offer valuable insights into their impact on the organizational performance of Darling Limited. This section connects these findings to the established objectives, drawing on theoretical and empirical perspectives.

The study found a significant moderate positive correlation between Social Media Platform Usage (SMPU) and Organizational Performance ($r = 0.468$, $p<.01$), indicating that increased use of social media

platforms contributes positively to organizational performance. Specifically, the linear regression analysis revealed that for each unit increase in SMPU, organizational performance is expected to improve by 0.149 units. These results align with previous studies that suggest that social media platforms, when effectively utilized, enhance brand visibility, customer engagement, and financial performance. Zhang and Mao (2018) found that social media engagement increases sales and financial outcomes, while Kaplan and Haenlein (2020) noted that social media platforms can strengthen a company's sustainability profile. Thus, Darling Limited's social media strategy positively influences key performance indicators (KPIs) such as profitability, competitive advantage, and customer satisfaction.

A significant moderate positive correlation ($r = 0.514$, $p<.01$) was also found between Social Media Engagement (SME) and Organizational Performance, suggesting that active engagement on social media platforms plays a crucial role in improving organizational outcomes. The linear regression showed that each unit increase in SME resulted in a 0.404 unit increase in organizational performance. This finding corroborates the work of Sweeney and Soutar (2020), who argued that engagement boosts brand awareness and profitability, and Culnan and Williams (2018), who noted that engagement fosters customer loyalty and competitive advantage. Furthermore, Hutter et al. (2018) emphasized the role of interactive engagement in enhancing customer satisfaction. Therefore, Darling Limited's focus on fostering active engagement with customers can generate significant benefits, including customer loyalty, increased brand equity, and improved market position.

The study revealed a significant moderate positive association between Social Media Influencers (SMI) and Organizational Performance ($r = 0.618$, $p<.05$), with a 0.446 unit increase in organizational performance for each unit increase in SMI. This finding aligns with previous research that highlights the impact of influencers on brand perception and sales. Kim and Ko (2019) found that influencers can enhance brand performance through greater consumer engagement and market reach. Casaló et al. (2018) further argued that influencers contribute to brand credibility, while Schouten et al. (2020) noted the importance of alignment between influencers and brand values in fostering customer trust. This suggests that Darling Limited can leverage influencers to strengthen brand visibility, foster trust, and enhance customer loyalty, all of which contribute to improved organizational performance.

This study demonstrates that social media, through its various facets, has a positive impact on organizational performance at Darling Limited. The findings show that SMPU, SME, and SMI each contribute moderately to organizational performance in terms of profitability, competitive advantage, customer satisfaction, and sustainability. These results underscore the importance of a well-structured and managed social media strategy to leverage the benefits of increased engagement and influencer partnerships. The alignment of social media activities with organizational goals is critical to maximizing these benefits and enhancing brand perception, loyalty, and financial performance.

The moderate positive correlation between SMPU and organizational performance suggests that Darling Limited's current use of social media platforms contributes positively to its performance. Social media provides valuable opportunities for advertising, customer engagement, and brand building. Therefore, the company should continue optimizing its social media strategies and ensure that its activities are aligned with organizational objectives, enhancing visibility, customer engagement, and competitive advantage.

The positive relationship between SME and organizational performance suggests that Darling Limited's social media engagement strategy has been effective in improving key performance indicators such as profitability and customer satisfaction. Engaging with customers actively and effectively enhances brand equity, fosters customer loyalty, and strengthens the organization's competitive position. Therefore, it is crucial for Darling Limited to develop a more structured engagement strategy, focusing on high-quality, relevant content that resonates with the target audience.

The study found that social media influencers significantly contribute to organizational performance, particularly in enhancing brand visibility and customer engagement. Influencers help build trust, increase customer loyalty, and boost sales. Darling Limited should continue leveraging influencers to strengthen its brand image and foster a loyal customer base. However, it is essential to ensure that influencer partnerships align with the company's values and goals to maintain a consistent brand message.

Based on the findings, the following recommendations are proposed for Darling Limited to enhance its use of social media to improve organizational performance: Darling Limited should conduct a review of its social media strategies to ensure they are aligned with organizational goals, enhancing efficiency and effectiveness. Focus on creating high-quality, relevant content that engages the target audience and strengthens brand messaging. Provide continuous training to social media teams to enhance their strategic planning and content creation skills.

About Social Media Engagement, Darling Limited should establish a clear social media engagement strategy with specific KPIs and goals to ensure effective engagement. Regular monitoring and optimization of social media activity can help improve engagement metrics and performance outcomes.

For Social Media Influencers, Darling Limited should carefully select influencers who align with its values and goals to ensure that partnerships strengthen the brand image. Regular monitoring of influencer activities is necessary to ensure their contributions positively impact organizational performance.

Limitations and Areas for Further Study

While this study provides valuable insights into the relationship between social media and organizational performance, there are several limitations. First, some respondents were reluctant to share sensitive financial data, which may have impacted the study's comprehensiveness. Second, some incomplete questionnaires and time constraints limited the scope of the research. Future studies could focus on longitudinal analysis to assess the long-term impact of social media strategies, comparative studies across industries, and the specific effects of different social media platforms on organizational performance. Additionally, exploring the impact of social media adoption on brand equity and operational efficiency could provide a more holistic view of its organizational benefits.

In conclusion, social media strategies, including platform usage, engagement, and influencer partnerships, play a significant role in enhancing organizational performance. Darling Limited can benefit from optimizing its social media approach to improve brand visibility, customer loyalty, and overall business outcomes.

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