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INFLUENCE OF SOCIAL MEDIA USAGE ON ORGANIZATIONAL PERFORMANCE
AN EMPIRICAL STUDY FROM ENTERPRISE IN GHANA

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ABSTRACT

The purpose of the article is to investigate social media use (Face book, Twitter, You Tube, Instagram) and its influence on companies in Ghana. The research selected eight firms from each of the 16 regions in Ghana. A total of 128 questionnaires were administered to the companies. By employing the Smart PLS3, the article analysis the proposed hypothesis developed for the research. The findings of the investigations indicated that cost benefit, interactivity, management support, entrepreneurial orientation had an insignificant affiliation with social media use. However, environmental factors such as competition, supplier needs, and customers needs had a positive and a material nexus with social media usage. Finally, social media use had a positive and a favorable association effect on the organisations. This article recommend that organizations may use social media to get a lot of information about their consumers and rivals. Customers' preferences, requirements, expectations, and frustrations are all understood by them. Social media aids in the retrieval of more information about the company's rivals, their actions, strategies, and brand feelings, allowing them to improve their goods and services and have a bigger influence on the company's performance.

KEYWORDS: ***Social media usage, organizational performance, enterprise in Ghana, environmental factors, technological factors, organizational factors.***

INTRODUCTION

Web 2.0 technologies have had three impacts, according to Berthon et al. (2012): a movement in the location of activity from the desktop to the Web, a shift in the locus of value generation from the firm to the customer, and a shift in the locus of power from the business to the consumer. User-generated material has been shown to be more successful than traditional marketing communications in influencing the attitudes and actions of other users on social media (Thackeray et al., 2008). Web 2.0's technological roots have given rise to social media, which is the result of Internet-based apps. Web 2.0 is a platform on which many players generate and develop software and information in a continuous and collaborative way (Laroche et al., 2012). Common people have gained the ability to generate web content (to write) thanks to the widespread usage of Web 2.0 technologies such as blogs, wikis, and social networking sites (Shi, 2013).

Many businesses have implemented enterprise social media (ESM) in recent years, believing that increased internal communications, knowledge sharing, and collaboration will boost employee performance (Cai, Huang, Liu, & Wang, 2018). However, ESM installations are fraught with problems, and many ESM initiatives fail within the first six months (Hughes, 2014). Few workers, in particular, regularly utilize ESM to access and share material. Only a third of people read material more than once a week, and only 40% leave a comment once a month, according to research (Deloitte, 2013). The commercial benefit of ESM use cannot be realized without active employee participation.

Several researches have looked into ways to get employees to utilize social media. Providing training and management assistance, as well as broadcasting visible actions from supervisors and coworkers, have all been recommended as ways to persuade potential users. This means that past experiences may be utilized to better illustrate social media

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usage, and the findings can be used to better manage the development, deployment, and modification of such systems. Because many public social media platforms (for example, Twitter, Instagram, Facebook), employees' general attitudes toward social media platforms, particularly their public social media experience, may have an impact on the enterprise social media engagement in the workplace, particularly in terms of accessing/sharing information and social interaction on social media platforms.

The purpose of this study is to learn about organization motivations for utilizing social media use and the influence of their usage. This study explores the influence of social media use and effect on the enterprise by taken the TOE theory into consideration. The article purpose to discover answers to the following questions by polling 128 people who utilize social media use at their workplaces: Which factors influence whether or not employees use social media? Is it possible that public social media experience will lead to the organization been more effectively?

This study adds to the existing social media literature in numerous ways by answering these issues. To solve the challenges with social adoption, it first determines the motivations of workers to engage in social media use in the business The literature review on social media is presented in the next section. The theoretical underpinning is next introduced, followed by the development of hypotheses. In the last part, we examine the findings and consequences after presenting the methodology and data analysis.

LITERATURE REVIEW

Social media is a platform that allows users of the media to share information and participate in the creation and/or distribution of content (Steenkamp and Hyde-Clarke, 2014). These platforms have moved the focus of Internet services away from consumption and toward collaboration, resulting in new potential for engagement between businesses and the general public. The usage of social media has exploded. Facebook and YouTube, for example, draw 68 percent and 73 percent of the adult population in the United States, respectively (Smith & Anderson, 2018).

Because of the benefits of social media in connecting businesses to end-consumers directly, quickly, and at a low cost (Kaplan and Haenlein, 2010), by facilitating various aspects of marketing such as promotions, marketing intelligence, sentiment research, public relations, marketing communications, product, and customer management. In many sectors, social media has become the center of attention. Because social media is so much more efficient than other traditional communication channels, industry experts have said that businesses must engage in Facebook, Twitter, Myspace, and other social media sites in order to compete in online settings. Many writers have been inspired to do study in this subject as a result of the rising popularity of social media. However, the majority of social media research are performed from an individual perspective (DeKay, 2009; Pelling and White, 2009). The number of research on organizational adoption of social media is limited; some of the studies that looked at organizational adoption of social media are described below.

"Social networking at a high level is described as the convergence of technologies that allow individuals to effortlessly connect, exchange information, and establish new communities online," according to Assaad and Gomez (2011). Weblogs, wikis, social networking sites, and instant messaging are the most well-known social software applications. Collaboration projects, blogs, content communities, social networking sites, virtual gaming worlds, and virtual social worlds are all examples of social media applications that may be classified into more precise categories based on their features. Increasing the impact of popular cohesiveness and message spread by like or sharing social media messages. To effectively control risk, communicators can use social media technologies.

HYPOTHESIS DEVELOPMENT

Technological factors and social media

Users are intended to build social media technologies (Selwyn, 2012). Humanity has been significantly affected by social media technology. Co-creating products, demand forecasting, distributing business processes, conducting market research, marketing communications, lead generation, social commerce, customer care, collaboration, and matching talents to roles were among the ten ways that social media technologies added value to human society, according to the McKinsey study.

Aside from the qualities of innovation described by Rogers (1983), the cost of IS adoption is seen as an essential technological element in IS adoption. Chong and Chen (2012) In this study, cost is defined as the perceived cost-effectiveness of social media. According to studies, cost effectiveness is a critical factor in the adoption of new technology. When compared to traditional communication methods, companies may engage in timely and direct end-consumer engagement via social media at a relatively cheap cost, and better levels of efficiency can be reached. Social media's cost-effectiveness draws not just major multinational corporations, but also small and medium-sized businesses, as well as nonprofit and governmental organisations (Kaplan and Haenlein, 2010). As a result, the cost-effectiveness of social media may be regarded one of the significant variables connected with social media usage in companies, and therefore included in the TOE framework's technical context for further research. As a result, the following theory is proposed:

H1a. The cost benefit is positively affiliated with social media usage.

Users are more inclined to accept and embrace interactive developments or technology. The critical importance of interactivity in e-commerce and other WWW technologies has prompted academics and practitioners to better grasp the idea of interactivity and how to use it effectively (Jiang et al. 2010). The term "interactive media" refers to social media. Instead of one-way transmissions or distributions of information to an audience, it allows for two-way conversation (Mayfield, 2008).

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E-business sites have rushed to integrate social networking features into their websites, enabling enhanced interactive communications between consumers or between consumers and organisations (Lee and Kozar (2009). Social-networking platforms, such as Facebook, YouTube, and Twitter, have become pervasive; e-business sites have rushed to integrate these social networking features into their websites, enabling enhanced interactive communications between consumers or between consumers and organisations. Including social networking capabilities improves the site's trustworthiness as well. The interaction element has never been investigated before in the TOE framework's technical environment. However, because of the interactive character of social media, the interactivity element is included in this study, and its influence on the use of social media in companies is investigated. As a result, the hypothesis for experimentally testing this link is as follows:

H1b. The is a positive nexus between Interactivity and social media usage.

Organizational factors and social media

Top management is widely viewed in the literature on innovation assimilation as the agency responsible for transforming an organization's norms, values, and culture, allowing other organizational members to adapt to the new technical artefact. Purvis et al., (2010) social media is a "double-edged sword" in that it offers numerous benefits while also having certain drawbacks that may prompt senior management to reconsider their decision to embrace it. They' use of social media may have an impact on productivity since employees squander time on social media sites. In addition, while using social media, reputation management is essential because disgruntled customers or workers might post bad information about a business that could harm its reputation Zyle (2009); (Selwyn, 2012). Furthermore, efficient social media employed in an organization needs regular monitoring and competent employees to update the content on the site, thus adequate resources should be supplied. Given all of these considerations, senior management's support for social media use might be a critical element, and it is thus included in the TOE framework's organizational context to investigate its relationship with social media usage. As a result, the following theory is proposed:

H2a. There is a favorable correlation between management's support and social media usage.

Entrepreneurial orientation is regarded as a valuable asset for firms competing in an electronic environment, according to a resource-based view theory Colton and Roth (2010). The methods, practices, and decision-making styles that managers use to act entrepreneurially are referred to as entrepreneurial orientation. In terms of innovation, it is proposed that businesses with a strong entrepreneurial orientation are more willing to try new things, support new ideas, and break away from old habits. The company's proclivity to engage in projects with uncertain outcomes or high profits and losses is linked to the risk-taking element Lumpkin and Dess (1996). Social media is a technology that has advanced significantly in recent years and is now regarded as a collaborative technological resource. Managers should act entrepreneurially when it comes to technologies like social media, which demand open and two-way communication, and organisations must be prepared to face both positive and negative consequences from audiences. As a result, an organization's entrepreneurial orientation is a key factor in social media usage. The influence of entrepreneurial attitude in an organizational environment has not been explored previously utilizing the technology, organization, and environment framework. As a result, entrepreneurial orientation was included in this study as part of the organizational context in order to investigate its impact on social media usage.

H2b. There is a positive relationship between entrepreneurial orientation and social media usage.

Environmental factors and social media

The addition of an environmental context, which is missing from other firm-level information system adoption theories, is a key component of the TOE framework. Institutional theory appears to be a good fit for this study's environmental setting. Environmental influences, such as institutional pressures, are said to push organisations to accept innovations, according to institutional theory (Henderson et al., 2012). Institutional pressure is the pressure that comes from institutional contexts that can lead to businesses adopting common norms and procedures DiMaggio and Powell (1983). Customers, suppliers, rivals, and the government are examples of agents who can put pressure on a company (Ke et al.,2009). Several research (Lui et al.,2010; Purvis 2001) have used an institutional approach to investigate the adoption and use of Internet technologies. Even in the case of social media, companies are likely to be compelled to adopt it owing to external constraints. As a result, institutional pressure is incorporated in the TOE framework's environmental context to investigate its link to social media use. As a result, the hypothesis is as follows:

H3. There is positively nexus affiliation between environmental factors and social media usage

Social media and organizational impact

The study looked at the antecedents of social media use as well as the influence of social media on companies. Previous research has revealed substantial findings when it comes to the link between system utilization and performance. Higher Internet usage, for example, was found to have a greater impact on companies in terms of increased revenue, improved relationships, and cost and time savings (Apigian et al., 2005) 55. Shuai and Wu (2011) [56] discovered that an Internet marketing tool is positively related with the firm's success in their research of E-marketing. Literature indicates that social media may have a significant influence on companies in the areas of digital advertising and promotion, customer service difficulties, mining creative ideas, and customer interactions Solis, (2010) [57]. As a result, when businesses use social media

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effectively for a variety of tasks such as marketing, customer service, and information searching, it is likely to have a positive impact on the business, particularly in terms of cost savings, improved customer service, and increased information accessibility. This may be scientifically investigated by formulating the following hypothesis:

H4. Social media usage will have a material influence on enterprises.

CONCEPTUAL FRAMEWORK

This investigation developed a framework to measure variables and test the hypothesis. A social media usage model that incorporates three key concepts is built in this article: technological factors, organizational factors and environmental factors. The article aimed to identify social media usage effects on the enterprises that adopt it. Figure 1 shows the hypothesis model designed.

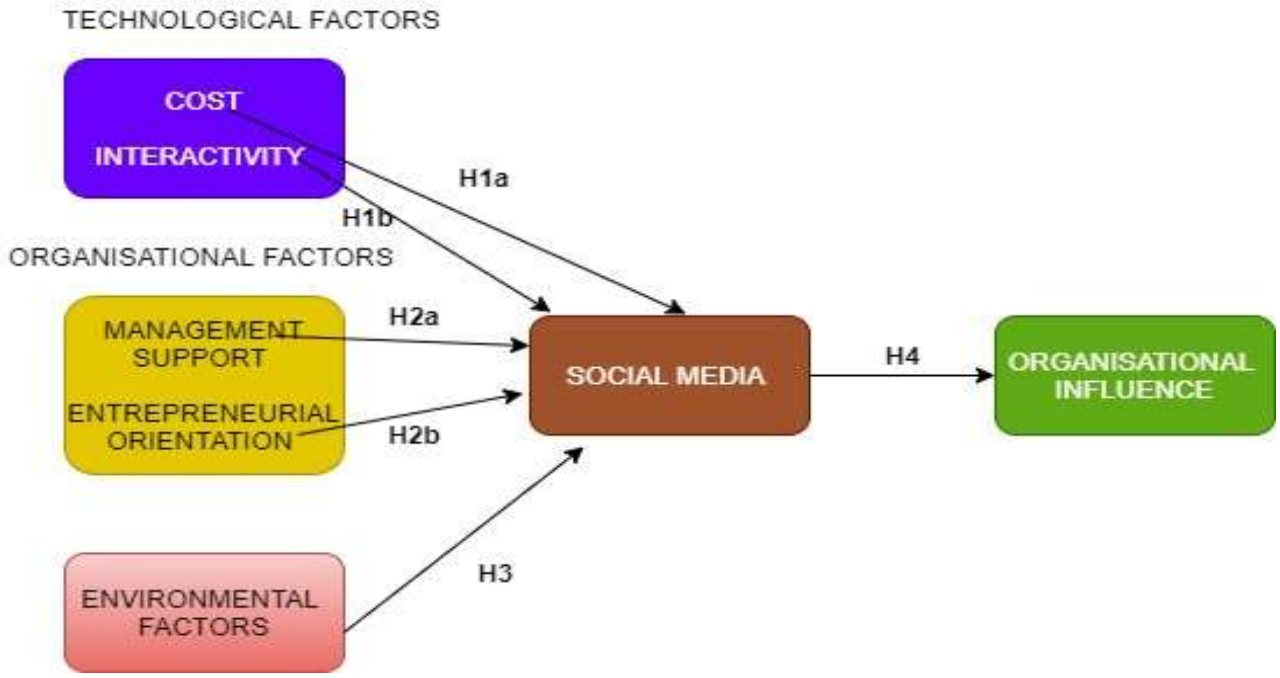

Figure 1: model framework development.

METHODOLOGY

A list of Ghanaian business organizations was compiled from different sources, including the Ghana Stock Exchange (GSE) and the SME Corporation, in order to select the sample for this study (list of small- and medium-sized enterprises). A total of 128 organizations were discovered. Eight firms from each of the 16 areas were chosen from the 128 surveys. Some businesses were left off the list due to website issues and content. The data was collected from organizations with an official social media presence. The survey approach was employed to collect data using a cross-sectional design after identifying the organizations that use social media. The Survey Monkey website was used to generate the online questionnaire. After speaking with them over the phone and receiving their agreement to participate in the survey, the survey link was forwarded to the management in charge of social media in the organizations. After the reminders were sent out, 120 people responded, resulting in a response rate of 93.75 percent.

Measures of variable indicators

The majority of the variables' measurements were adopted from prior research. An appendix lists the things as well as their sources. The respondents were given a five-point Likert scale to complete since it is simpler for them and takes less time than open-ended questions (Churchill, 1979) [58]. In this study, the items for the social media usage factor were created from scratch. Facebook, Twitter, Instagram, and other social media technologies are all used in the organisations for diverse objectives. Furthermore, this research divides social media usage into three categories: marketing, information, and customer relationship management. Organizational performance, technical considerations, environmental concerns, and organizational variables are all defined and measured in this article.

RELIABILITY AND VALIDITY OF THE MEASUREMENT

Reliability. It is generally believed that if Cronbach's a coefficient is above 0.7, the reliability is good. By examining the scale, we find that Cronbach's a coefficient of all construct dimensions is all greater than 0.7. Deletion of any item can't make a significant increase in Cronbach's a coefficient of each

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scale. This indicates that the scales have high reliability and internal consistency.

Validity. The content validity of the questionnaire is ensured through literature collection, expert interviews and pre-testing in enterprises. The construct validity of the questionnaire is tested through exploratory factor analysis by Smart PLS 3. Table 2 demonstrates the findings for discriminatory validity by using the Fornell-Larcker condition. It was found that the AVEs' square root on the diagonals is greater than the connections among develops (relating line just as section esteems), proposing a solid relationship between the idea and their separate markers in contrast with different ideas in the model (Fornell and Larcker, 1981; Chin, 1998). As per Hair et al. (2014), this shows great discriminant legitimacy. Moreover, exogenous builds have a connection of under 0.85 (Awang, 2014). Eventually, both buildings were pleased with their discriminatory validity.

Table 1: Factor loading for indicators of latent constructs

Factor loading for indicators of latent constructs							
Variables	**Construct**	**Loadings**	**Cronbach's Alpha**	**Rho_A**	**CR**	**AVE**	**VIF**
Cost benefit			0.886	0.896	0.972	0.814	
	CB1	0.865					2.219
	CB2	0.906					2.657
	CB3	0.934					3.244
Interactivity			0.868	0.879	0.918	0.789	
	IA1	0.916					2.422
	IA2	0.905					2.269
	IA3	0.842					1.552
	GPRI 4						
Management support			0.858	0.858	0.914	0.780	
	MU1	0.919					1.789
	MU2	0.904					1.623
	MU3	0.823					1.571
Entrepreneurial orientation			0.826	0.849	0.897	0.746	
	EO1	0.901					2.803
	EO2	0.926					1234
	EO3	0.753					1.481
Environmental factors			0.924	0.927	00952	0.868	
	EF1	0.932					2.108
	EF2	0.946					1.601
	EF3	0.918					1.803
Social Media Usage			0.966	0.967	0.972	0.854	
	SMU1	0.912					1.004
	SMU2	0.914					1.463
	SMU3	0.925					1.930
	SMU4	0.949					1.420
	SMU5	0.941					1.505
	SMU6	0.903					1.042
Organizational influence			0.871	0.888	0.902	0.607	
	OP1	0.703					1.667
	OP2	0.787					1.111
	OP3	0.718					1.929
	OP4	0.785					2.178
	OP5	0.864					2.471
	OP6	0.808					2.206

** *Note: CR = Composite Reliability, AVE = Average Variance Extracted.*

***model fit: SRMR-0.673; Chi-Square 862.780; NFI-0.740*

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Table 2: Discriminant Validity (Fornell-Larcker Criterial)

	Environmental factors	Management support	Organizational	Social media usage	Cost benefit	interactivity	Entrepreneurial orientation
Environmental factors	**0.932**						
Management support	0.604	**0.883**					
Organizational	0.692	**0.762**	**0.779**				
Social media usage	0.847	0.653	0.695	**0.924**			
Cost benefit	0.557	0.812	0.752	0.607	**0.902**		
Interactivity	0.648	0.866	0.769	0.672	0.841	**0.888**	
Entrepreneurial orientation	0.564	0.919	0.769	0.623	0.897	0.857	**0.864**

** Note: Diagonals represent the square root of the average variance extracted while the other entries represent the correlations.*

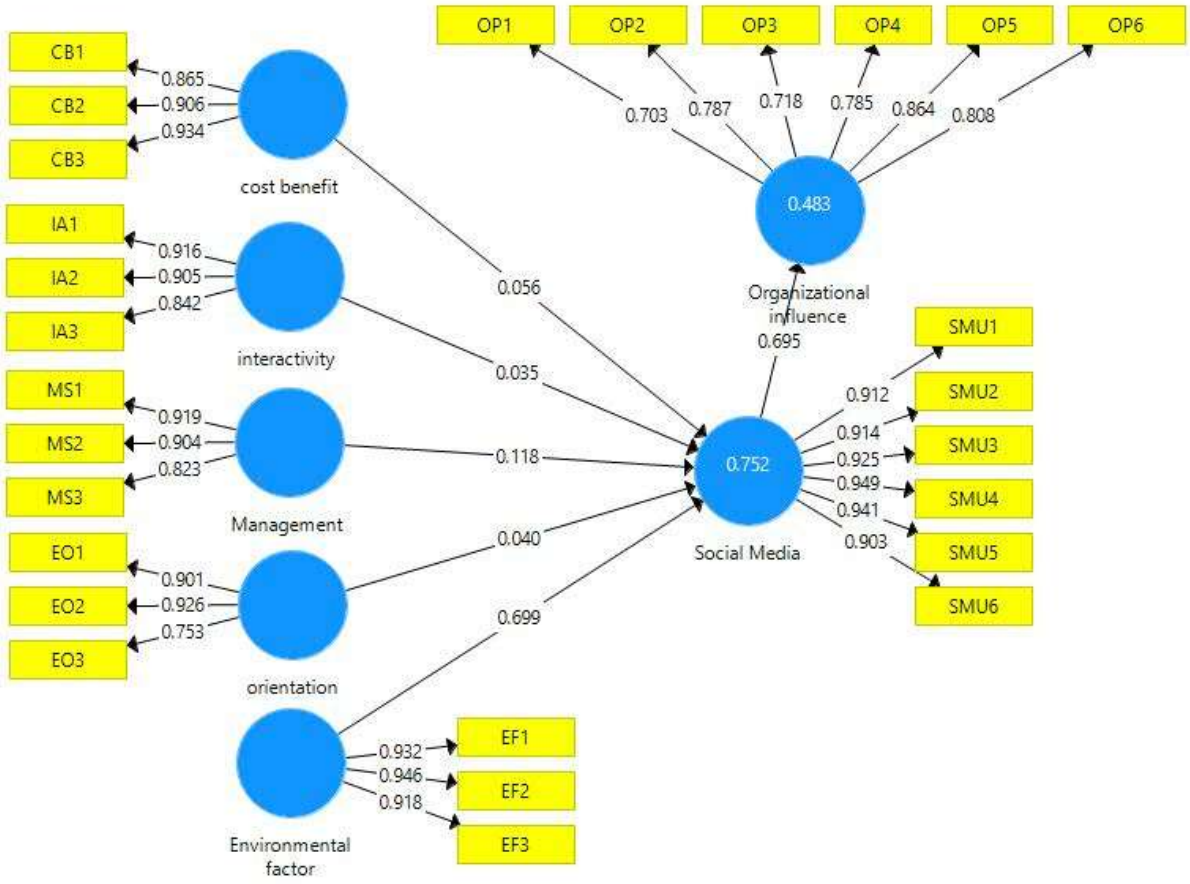

Figure 2: Presenting the final path model

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STRUCTURAL MODEL ASSESSMENT

The Smart PLS model ***(Figure 2)*** is authenticated by Endogenous Latent Variable and Goodness of fit (GoF). The proposed goodness of fit is 0.673 (RMS-Theta) which surpasses the suggested threshold values of GoF>.36 suggested by **Woetzel wt al., (2018)**. Thus, this study confirmed and concluded that the research model developed by the researcher has an on the whole or overall goodness of fit. Smart PLS software was used to observe the structural model as confirmed in the research. Path coefficient assessment is included in the structural model indicating the power of the relations among the R-square value ***of*** independent variable, and dependent variable. The structural model can be checked by beta (β), R^2 and corresponding t-values using a bootstrapping technique with a resample of 5,000 (Hair, Hult, Ringle, & Sarstedt, 2017). A 5 percent significance point (p<0,05) is used as a statistical inference test. The degree of significance using the magnitude of the equivalent estimate of the factor between the constructs is shown in the corresponding t-value.

Table 3: Path Coefficients along with their bootstrap values and 'T' Values

Factors	Original sample (0)	Sample mean(M)	Standard deviation (STDEV)	T statistics(lO/stdevl)	P values	Decision
Environmental factor-> Social Media Usage	0.699	0.686	0.089	7.874	0.0000	Accepted
Management -> Social Media Usage	0.118	0.105	0.195	0.604	0.546	Rejected
Social Media Usage -> organizational influence	0.695	0707	0.071	9.804	0.0000	Accepted
Cost benefit -> Social Media Usage	0.056	0.606	0.093	0.606	0.545	Rejected
interactivity-> Social Media Usage	0.035	0.054	0.120	0.292	0.771	Rejected
orientation-> Social Media Usage	0.040	0.046	0.211	0.191	0.848	Rejected

** *Path coefficient bootstrapping. T Statistic > 1.96 for 5%; p< .005*

The affiliation between environmental factors and social media usage was positive and significant accepted with a T value of 7.874 and an original sample (β) 0.699. The positive correlation between environmental factors and social media usage indicates that when social media is properly used in the organization firms can communicated with suppliers, consumers, and to achieve competitive advantage.

On the part of the nexus between management support and social media usage was not significant with an original sample (β) 0.118, T value of 0.604. which was below the threshold value of 1.96 and therefore was rejected. This finding shows that the selected firms management don't support the use of social media in their organizations as this can lead to low productivity as employees spend much time chatting. Negative comments can be posted on the organizations website when customers are not satisfied with the firm's services.

similarly, cost benefit relation with social media usage was rejected with an original sample (β) 0.056 t statistics of 0.606 and p value of 0.545. The unfavorable affiliation between cost benefit and social media usage could be the result of high cost in the adoption of new innovation technologies by organizations.

Again, interactivity and social media usage resulted in an immaterial nexus. with an original sample (β) 0.035, t statistics of 0.292 and p value of 0.771. An interactivity social media sites like twitter, Facebook, YouTube have made the marketing, promotion and end-end fast communication between customers and firms. The rejected results indicates that enterprises in the selected regions do not engage customers on e-commerce on social media.

On the part of entrepreneurial orientation and social media usage predicted a positive but an insignificant influence. The results show an original sample (β) 0.040; T figure of 0.191 and p value of 0.848. The immaterial effect of entrepreneurial orientation implied enterprises does not use Facebook, Twitter, Instagram for innovative policies, decision, and management of the firm.

Finally, the nexus between social media usage and organizational influence was predicted with an original sample (β) vale of 0.695; t statistics vale of 9.804 and a p value of 0.0000. The positive and a material effect of the correlation between social media usage and organizational influence implied, if firms involve in social media usage it will a have positive effect on the organization.

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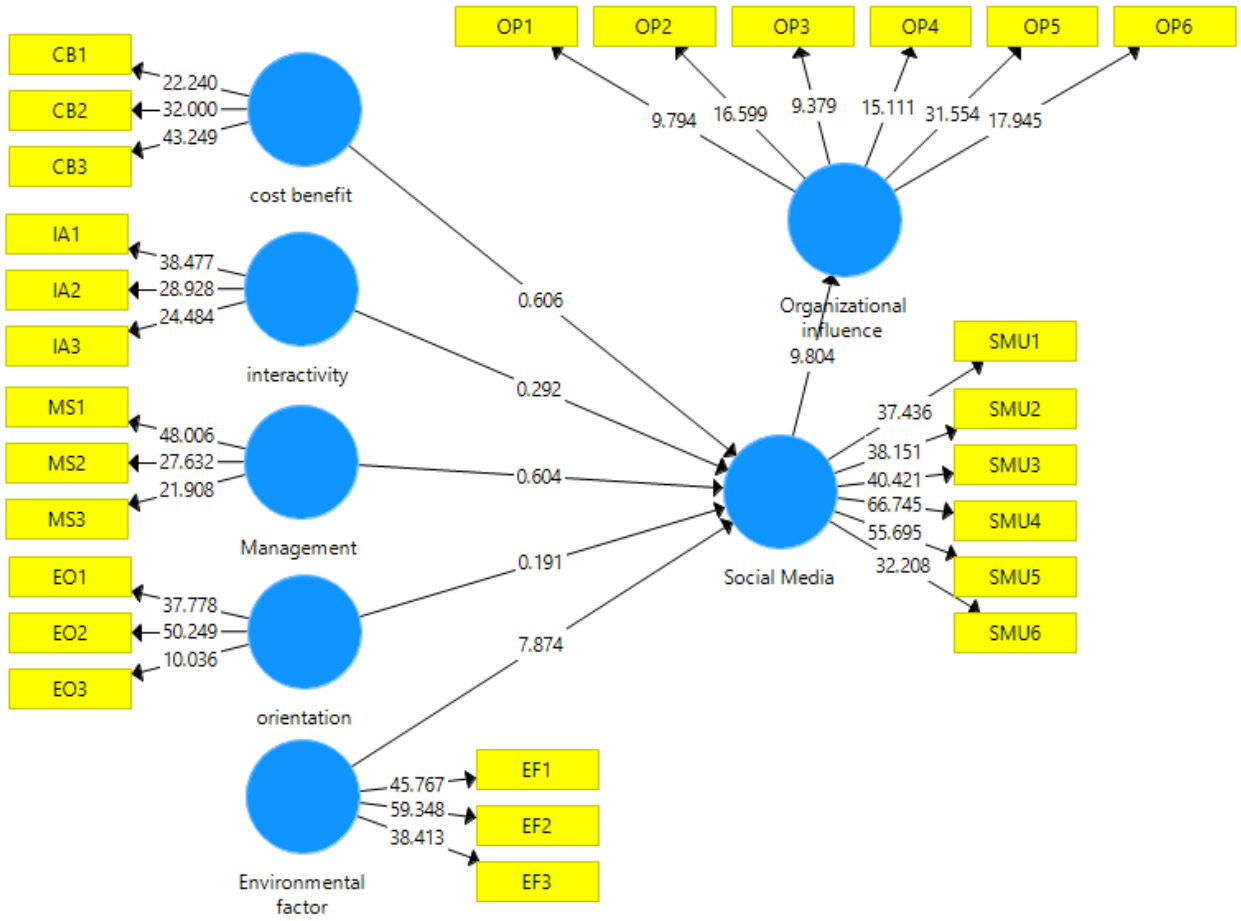

Figure 1: Showing the Bootstrapping Diagram

DISCUSSIONS

The purpose of this article is to investigate the social media use and its influence on the organization. This study developed some hypothesis to test the nexus between the variable's relationships. ***Hypothesis 1a: test was on the affiliation between cost benefit and social media usage by enterprises.*** The finding of the research indicates that, there exit a positive but an insignificant relation between the two indicators. with a t - statistics of 0.606 and p value of 0.545. The findings of this study contradict that of Kaplan and Haenlein (2010) which study concluded that the purpose of firms use of social media is as a results of cost benefits. The insignificance is the results is due to small size of organizations in Ghana and cost affiliated with technology to implement and properly manage social media. ***Hypothesis 1b: test the connection between interactivity and usage.*** According to Jiang et al. (2010) social media plays an important role as an interactivity means between an organization and its stakeholders. The findings of this investigate produce a favorable relation but insignificant connection. With a T- value of 0.292 and a p value of 0.771. The meaning of this indication is that due to the brand image of the firms in Ghana and the negative effects associated with the use of social media.

Hypothesis 2a. management support has a positive affiliation with social media usage. The result from the analysis indicates an insignificant correlation. Shirky (2008) in his book Here Comes Everybody. The Power of Organizing Without Organizations. Reputation management is critical when using social media, and dissatisfied customers or employees can post negative information about an organization that might affect its reputation. The finding of this analysis produces a T value of 0.604 and p value 0.546. Moreover, social media usage in an organization also requires continuous monitoring and proper staff to update the information on the site, so proper resources should be provided for the successful usage of social media. ***Hypothesis 2b. The entrepreneurial orientation of the firm is positively associated with social media usage.*** The use of technologies has help managers to communicate with end-end

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responses. The results shows that entrepreneurial orientation had a favorable nexus with social media but it was insignificant (t value 0.191 and p value 0.848). The results of the article imply organizations in the 16 regions of Ghana are not using social media for entrepreneurial orientation in their methods, practices, and decision-making styles. ***The hypothesis 3. Test for the environmental factors is positively associated with social media usage.*** The results of the study show a positive and a significant affiliation between environmental factors and social media usage. Institutional pressure refers to the pressure that emanates from institutional environments that can induce firms to adopt shared norms and routines. As the firms have competitors in the same industry, and adoption of social media like Face book, Twitter, Instagram and others media will force other firms to quickly adjust to the new innovations.

Finally, the last hypothesis on the relationship between social media use and organizational influence was tested. H4. Social media usage will have a positive influence on the organizations. As per Trainor (2012); "social media technologies are helping more incredible firm performance through the CRM module." Social media has four major potential strengths: collaboration, participation, empowerment, and time. In terms of time, social media technologies allow users to immediately publish information in near-real-time. The positive affiliation between environmental factors and social media use implies firms in Ghana when properly adopt to the innovations in social media will help improve the firms. However, studies by previous researchers indicates that overuse of social media is associated with low work performance (Kuss, Griffiths, Karila, and Billieux, 2014; Xanidis and Brignell, 2016).

CONCLUSION

In an era of technology and innovation, this article investigation aims to understand social media use and its influence on institutions. The article sampled 8 enterprises from the 16 regions of Ghana. At the end a total of 128 questionnaires were retrieved from the firms. Firms that employ social media platforms like Face book, Twitter, Instagram, YouTube, and other were purposely selected. The analysis of this study was carried out through Smart PLS3. The article developed hypothesis to test the relations between social media use its effects on the enterprise variables by employing the technology, organization and environmental factors theory. Two hypothesis was developed under technological factors; the affiliation between cost benefit and social media use, and interactivity and social media usage ***(H1a & H1b).*** The two hypothesis was rejected after the analysis as they all both produce and insignificant correlation.

The second part of the analysis focus on the organizational factors and social media use. Similarly, like the first hypothesis another two variables was adopted to test the association. Management support has a positive nexus with social media and entrepreneurial orientation has a positive association with social media usage ***(H2a & H2b).*** The findings of the investigation indicated that both management support and entrepreneurial orientation has a positive but an immaterial affiliation with social media use. Again, the last variable of the TOE theory was tested. Hypothesis 3 ***(H3)*** enquire the associational link between environmental factors and social media usage. The results indicated a positive and a significant nexus between the two variables. This implies that firms in the 16 regions of Ghana take into accounts the environmental factors such as competitors, supplier, consumers, and other stakeholders to adopt with to employ Face book, Twitter, Instagram, You tube, etc. Finally, the correlation between social media use and organizational influence was tested in hypothesis 4 ***(H4).*** The article adopted three variables to measure for social media use (marketing, information search, and customer relation) on organizational influence. The investigation concluded a favorable and a significant material affiliation. Organizations may utilize social media to learn a lot about their customers and competitors. They are aware of the preferences, requirements, expectations, and frustrations of their customers. More information about the company's competitors, their activities, tactics, and brand sentiments may be retrieved via social media, allowing them to enhance their goods and services and have a greater impact on the company's performance.

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APPENDIX

Variables of construct definition

Measurements	Contract symbols	Definition
Technological Factors	**Cost benefits**	**CB1-** social media saves costs related to time and effort in marketing, branding, and customer service
		CB2- social media is more cost-effective than other types of marketing or customer service technologies
		CB3-Organization can avoid unnecessary cost and time by using social media.
	Interactivity	**IA1-**The social media sites provide features for interactive communication with our customers
		IA2-The social media sites contain components to help the interaction between it and consumers.
		IA3-The social media sites provide an appropriate number of interactive features (e.g., graphics, pop-up windows, animation, music, voices).
Organizational Factors	**Management support**	**MS1-**Top management is likely to invest funds in social media technology
		MS2-Top management effectively communicates its support for the use of social media
		MS3-Top management considers social media adoption as important to the organization
	Entrepreneurial orientation	**EO1-**Our company is often the first to do marketing for new products and service
		EO2-Our company frequently tries out new ideas
		EO3-Our company is creative in its methods of operation
Environmental Factors	**Environmental factors**	**EF1-** Our suppliers that are crucial to us wish us to use social media.
		EF2- Our main customers that matter to us believe that we should use social media.
		EF3- Our main competitors that have adopted social media benefited greatly.
Social media usage	**Marketing, sales, promotion, branding**	**SMU1-** social media is used for conducting marketing research
		SMU2- social media is used for branding
	Information searching	**SMU3-** social media is used to search for customer information
		SMU4- social media is used to search for general information
	Customer relations	**SMU5-**social media is used to develop customer relations
		SMU6- social media is used for customer service activities
Organizational performance	**Information accessibility**	**OP1-** Enabled faster delivery of business information to customer
		OP2- Enabled easier access to competitor information
	Customer relations and services	**OP3-** Increased customer loyalty and retention
		OP4- Improved customer relationship
	Cost reduction	**OP5-** Reduced the cost to communicate with customers
		OP6- Reduced the cost of advertising and promotion

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Indirect effects

Factors	Original sample (0)	Sample mean(M)	Standard deviation (STDEV)	T statistics(lO/stdevl)	P values
EF->SMU->OP	**0.486**	**0.483**	**0.070**	**6.988**	**0.0000**
MS-> SMU->OP	**0.082**	**0.074**	**0.139**	**0.589**	**0.556**
CB-> SMU->OP	**0.039**	**0.044**	**0.067**	**0.580**	**0.562**
IA-> SMU->OP	**0.024**	**0.037**	**0.085**	**0.288**	**0.774**
EO-> SMU->OP	**0.028**	**0.035**	**0.152**	**0.185**	**0.854**

*****Note: EF is environmental factors; SUM is social media usage; organizational influence; MU is management support; CB is cost benefit; IA is interactivity; EO is entrepreneurial orientation.**