

# The Impact Of Social Media Marketing Channel Usage On Business Performance In SME's

**Muhammad Haris Mirza**

Lecturer Department of Business Administration Federal Urdu University of Arts, Science and Technology.

---

## **Abstract**

This study aims to investigate the relationship between social media marketing channel usage and business performance of SME's along with the mediators of cost reduction, innovation, and marketing capabilities in the context of Pakistan. The research applies quantitative analysis via PLS-SEM for finding out the structural relationships among study constructs. The sample size consisted of 322 respondents who are either owners or workers at a decision-making level belonging to SMEs' in Pakistan. The purposive sampling technique is used to reach the respondents. The findings of the structural model indicate a statistically significant effect of social media marketing channel usage on the business performance of small business enterprises. The two mediating effects of cost reduction and innovation in between social media marketing channel usage and business performance proved statistically significant. Also, the moderating role of age in the relationship between innovation and business performance is supported by data. Further research may incorporate the role of moderators like culture to investigate the interaction effect of culture and social media marketing channel usage on the business performance of SME's. This study will help construction managers and policymakers to adopt social media marketing to enhance their business performance.

**Keywords:** SME's, Business Performance, Social Media Marketing, Innovation, Cost. Reduction.

## **Introduction**

The marketing world has witnessed a big adjustment over the previous few decades, as it conducts itself and changes its marketing strategy for client engagement. The dynamics of market and business activities through the internet, electronic commerce and personal computers is now common (Alves et al. 2018; Porter, 2001), and have been profoundly affected to those businesses who are less adaptable (Porter, 2001). The internet and media portals have revolutionized consumer buying and eating habits by making product evaluation, selection, and purchase easier (Albors et al., 2008). Companies have created their own marketing channels because of the

popularity of social media marketing. A strong position and following current market trends necessitates complex, strengthened and diversified integrated marketing relationships with consumers (Li et al., 2020). Companies and consumers are increasingly expending on social media marketing as a means instead of a source of entertainment (Guttman, 2019).

Marketing with social media allows consumers to connect and share content (Kaplan & Haenlein, 2010). Social networking has facilitated three major market developments. To begin with, consumers can connect to their favourite platforms via social media, something which was previously difficult. Many platforms have enabled social networking, including Facebook, Twitter, and YouTube (Content communities). In addition, these tools enable people to develop social networks based on shared values (Kaplan & Haenlein, 2010). Second, social media has changed how businesses engage with and influence customers (Chen et al. 2011). The data can also be utilised to track customer purchases. Social media can thus be a significant source of consumer data, statistical surveys, and popular support for new ideas, while simultaneously enhancing marketing methods (Gnizy, 2019).

When companies cooperate to create marketing literature, they expand their marketing capabilities by pooling their knowledge, skills and available resources to achieve the company's profitability and long-term growth, which constitute the strategic goals. Capabilities are hence intrinsically linked information trends and knowledge, which are integrated into routine organizational over-time operations (Parveen et al. 2015) and distinguished when performed more efficiently than competitors (Krasnikov & Jayachandran, 2008). Successful companies have in recent years adopted cross-functional marketing skills, which require a smart merge of highly specialized marketing skills (Theodosiou et al., 2012). Product, pricing, location, and promotion are the four components of marketing skill (Morgan et al. 2009).

The low cost and ease with which SMMCU can be integrated into business practises are major considerations (Kaplan and Haenlein, 2010). SMMCU makes it possible for small and medium-sized businesses to create a coordinated marketing plan for a lesser price (Kim and Ko., 2012). SMMC-based businesses benefit from low costs, high output, and efficient operations (Tobing&Siregar, 2020). A study by Parveen et al. (2016) found that by decreasing costs, enhancing customer relations, and offering material contacts through market sensing, SMMCU boosts company performance. It is possible that SMMCU will have a substantial impact on small and medium-sized enterprises' internet advertising and promotion, customer service and problem solving, and customer service management, as well as on innovative company strategies (Solis, 2010). SMEs benefit from SMMCU adoption since it is simple and low-cost to implement. It is as a result of this growth that SMMCU is becoming increasingly popular, especially among start-up businesses (Mourtada and Alkhatib., 2014).

With the quick advent of social media marketing, marketers have changed their tactics. Social media marketing benefits firms, according to Dodokh and al Maaitah (2019); Kumar et al., (2013). So companies that adapt to marketing skills and are prepared to include new marketing tactics on

the market (Dodokh and Al Maaitah, 2019) are able to compete efficiently to reach its objectives (Kumar et al., 2013). Marketers should have technical knowledge and abilities in today's competitive climate and constantly seek technology opportunities (Huang, 2011).

According to Ainen et al., (2015), adopting SMMCU at work provides several benefits. Many academics have discovered that SMMCU improves corporate performance. Over the last two decades, development of internet has been critical for companies looking to improve (Tajvidi & Karami, 2017; Kim et al., 2014). In order to fulfil their business objectives, most companies use a social media platform that incorporates their marketing expertise. Numerous web applications enable small and medium-sized businesses to create and improve client relations using social media marketing channels (Tajvidi & Karami, 2017). With SMMCU, you get major benefits including the lack of a physical point of sale and low costs. It's possible to reach a significant number of people using free programmes like Facebook, Twitter, and Instagram. Several countries, including Switzerland, have recently published research on this topic. Companies need to be more imaginative and adaptable to new technology if they want to stay competitive (Dodokh & Al Maaitah, 2019). Customers are influenced by SMMCU because it ensures that the brand adheres to current market norms and client requirements. As long as this effect persists, the customer relationship will be profitable for the business. Using SMMCU improves a company's profitability and long-term growth, according to the findings of the research.

The age of the organisation also influences creativity and learning (Hitt et al. 1997). The age of a company affects the availability of relevant market information (Sinkula, 1994). Customers and stakeholders, internal and external, can generate innovative company ideas in numerous ways. New enterprises tend to be disadvantageous because connections with existing and older enterprises take longer. Current and established companies are able to select and utilize pre-existing relationship information. With its organizational competencies and expertise, age-related companies are able to adjust performance-related innovations to improve their operational efficiency.

Social media marketing networks use a variety of key resolves, and the academic study of their impact on organisational performance is far from comprehensive in connection to these resolutions (Schultz et al., 2012). Studies on the genuine influence of social media on businesses performance are rare (Parveen et al. 2015; 2016). Few studies have explored the elements affecting business success in small and medium-sized companies using social media platforms as an exogenous variable, including their marketing capability, cost reduction and innovation. This study examines SMEs' social media marketing channel usage in Pakistan. This study looked at SMMCU's influence on SMEs. Marketing capability, cost reduction, and innovation impact a company's growth. Pakistan hasn't explored using social media for small and medium-sized businesses. Thus, more research is required to produce supporting literature from many contexts and locations globally (Berthon et al., 2012; Al Tawara& Gide, 2017). Small and medium-sized businesses in Pakistan aren't exactly new to the concept of social media marketing. SMEs still need to find out more about the methods and tools of SMMCU. Such knowledge enables them to gain insight into

the market and to minimize expenses by improving consumer engagement, market sense and appeal. The purchasing behavior of customers in general differs depending on geographical and demographic variables. Most of the research cited in this publication has been conducted in other countries.

SMEs in Pakistan will benefit from this research by better understanding the relevance of SMMCU and how to use it to their advantage. The theoretical component of this study further demonstrates the significance of the findings, as it is the first to present a complete picture of how SMMCU affects Pakistan's performance.

The study's objectives include:

1. Examine the relationship between social media marketing channel usage and business performance.
2. To examine the importance of marketing, cost reduction, and innovation and its relationship with social media marketing usage and small business performance.
3. To learn more about how ageing influences innovation and company performance.

Following are the questions:

RQ1: Does the usage of social media platforms by small businesses is linked to marketing capability, cost-reduction, and innovation?

RQ2: How significant are marketing capability, cost reduction, and innovation in determining SME performance using social media marketing channels?

RQ3: Does age affect the relationship between innovation and performance?

There are a number of useful insights presented in this research that can assist SMEs in making better use of social media technology and working more creatively. In order for SMEs to compete with enterprises that have already profited from new developments, they must implement SMMCU, as this paper shows. Many businesses, both new and old, engage with their customers through social media platforms. Because old companies have a large consumer database hence they have a bigger edge in an unsteady economic and highly competitive market. The deployment of a highly effective set of integrated strategies can maintain a company. SMEs and household enterprises benefit from connecting with their customers through SMMCU. The Food Panda app is the best example. Clients can read and order meals from many of the best food corporations and independent home-based cooks. Most women today run their small businesses using social media marketing channels and, with this research paper, they may improve their usage of these platforms. Each structure helps to explain the greatest possible use of marketing channels.

The study covers Pakistani SMEs. Large industrial and service businesses are excluded. On the other hand, future research can include multinationals and other major firms to replicate the study using the same factors. The significant majority of people surveyed come from Karachi, the most

populated metropolis in Pakistan. Also, this study does not claim to have ruled out all confounding variables that could impact a company's success.

### **Literature review**

People all over the world can now connect with each other with the help of social media marketing tools. Millions of discussions currently take place on social media. Users can create fresh material, share it with millions of people, and bookmark it. Nowadays, there are various social media networks. They allow people to advertise their ideas and products in a dynamic commercial environment with dynamic communities (Roberts & Kraynak, 2008).

These social media channels offer several platforms for posting, editing, tagging, blogging, uploading, downloading and performing multiple functions. The type of content developed through the utilisation of social media as a resource lately made available to people. The potential customers can use this resource to learn a certain topic that is linked to products, promotions, branding, various services and any challenges they confront (Xiang & Gretzel, 2010). For example, Facebook, Twitter, Snapchat, LinkedIn and Instagram are several social media channels. These channels are user-friendly, reach thousands of people instantly and are easy to utilize.

The social media's wealth makes it a trendsetter for issues throughout the world related to the environment, the weather, politics, tourism, technology, etc. In this way, social media outlets are essentially self-promoting instruments. Many special functions make social media an enticing tool to advertise their brand, products and services by companies. (Xiang & Gretzel, 2010).

Because of these features, social media platforms are gradually becoming a marketing phenomenon to increase company performance. Businesses are starting to learn how to use social media to efficiently promote to as many customers as possible.

While companies used to consider social media marketing an unqualified success, this has all changed. For instance, the internet is now used by over 4 billion people, with over 3 billion individuals utilising social media (Chaffey, 2020). The outcome is that organisations must learn how to sell their products using social media as well as enhance traffic to their websites using websites and other social media (Weinberg, 2009).

According to Kaplan and Haenlein (2010), people can create and share content using social media's web-based capabilities. Other social media include review and polling websites, as well as virtual worlds and social networks (Zarella, 2010). In terms of changing user views, social media outperforms traditional marketing communications since it is created by users and shared online.

As the popularity of social media expanded, so did the views on its application in business.

At various times in today's marketing literature, marketing capabilities (MC) is a crucial aspect in determining the performance of the organization (Su et al., 2013). Thus, 'immobile', 'non-replaceable' and 'unique' marketing skills are marketing capabilities (Bharadwaj et al., 1993). Long-term, marketing-savvy firms outperform their competitors (Wong & Karia, 2010). A company's marketing skills are defined by its marketing strategy and execution (MC). However, Morgan (2012) maintains that the ability to market a product or service directly affects profit growth. The researchers found that the capacity to advertise favourably mediates the link between

customer relations (CRM) and company performance. Further research reveals that marketing competence positively impacts corporate profitability in a number of economic situations (Ahmed et al., 2014).

**H1:** Marketing Capabilities has a positive direct relationship as a mediator

Also, firms are more likely to include end users more regularly, immediately, and efficiently via social media than via traditional communication channels (Parveen et al., 2016). Several companies, including multinationals, SMEs, non-profits, and governments, have taken advantage of the low cost of accessing social media (Kaplan & Haenlein, 2010). In addition, companies can integrate marketing activities by using social media as a marketing channel with minimum time and expenses. (Kim & Ko, 2012). Companies who use and adopt the newest and most advanced social media channels to market seem to gain competitive edge and outperform their competitors, as well as get extra benefits like lower costs and more efficient business performance (Harris & Rea, 2009). It enhances consumer interactions and information accessibility. Businesses who use digital marketing to address customer service concerns, generate new ideas, and strengthen client relationships area huge impact because of social media marketing channel usage (Solis, 2010).

**H2:** Cost Reduction has a positive direct relationship as a mediator

Experts sharing ideas and using user-generated content help develop new products and services (Bell & Loane, 2010). Tools help professionals collaborate globally (Schenckenberg, 2009). Innovation is used to gauge success, growth, and efficiency. The goal of the research is to discover how much innovation helps to explain corporate performance and use of social media. Technological and technical expertise in highly competitive industries is crucial for the effective and speedy improvement of corporate performance. The capability to analyse technology opportunities, dynamic business processes, basic technical and technological capabilities, and make independent, innovative R&D decisions (Huang, 2011).

Using technology which incorporates social media platforms, companies may communicate with their customers openly, answer to their grievances and monitor their input continuously for improved results. All of these efforts effect an organization's brand image as innovators and superior to competitors (Zyl, 2009). Several social media apps exist. One of the most important thing is that consumer comments, complaints, requests, and opinions can spur innovation (Matuszak, 2007; Tapscott & Williams, 2006).

**H3:** Innovation has a direct positive relationship as a mediator.

According to previous studies, a company's success and competitive advantage are mostly determined by its skills (Wong & Karia, 2010). According to studies, business success and improved performance depend heavily on intercompany competencies including technology, marketing, and operations (Barney, 2001). Marketing capabilities (MC) are also major predictors of firm performance in existing marketing literature. They all got the same findings from four different groups. Chang et al., (2010) concluded from a meta-analysis of previous research that

marketing capabilities improve customer connections and business performance. Marketing capabilities can increase business performance in many economic conditions, according to Ahmed et al., (2014). Thus, businesses may easily communicate with customers and other businesses via social media. Thus, online marketing improves business performance, creating strong client ties to impact purchasing decisions and general knowledge (Walter et al., 2006). The impact of marketing capabilities on business performance has not been investigated in the research literature (Ramanathan et al., 2016; Tajvidi and Karami, 2017). Moreover, most studies on how marketing capabilities effect firm performance have ignored advanced marketing capabilities (Merrilees et al., 2011). To be specific, this study looked at CRM, brand management and market sensing (Merrilees et al., 2011). These qualities are essential to maintain a business competitive (Hogan&Coote,2014). This study's purpose is to examine how social media marketing abilities effect business performance.

**H4:** Marketing capabilities have a positive direct relationship as a mediator between social media marketing usage and business performance.

The cost reduction target is usually under the realm of the production department, where expenditures are allocated and income is matched. On the reverse side, the marketing department concentrates more on developing sales income by price, market segmentation, product positioning. The recent study signifies a challenge to traditional knowledge. The marketing department may want to take into account reduction in production costs per unit. It might be a useful tool for the success of the company. Also, how much investment is required to optimise cost reduction? In summary, lowering unit costs increased return. Cost reductions lead to increased sales, lower distribution channel expenses, and maybe better quality and strategic management. These benefits should be carefully examined, as should the investments required to achieve unit cost reductions. While lowering unit costs normally targets the company's production department, subsequent research and analysis shows that it can boost any organization's success and business performance.

**H5:** Cost reduction has a positive direct relationship as a mediator between social media marketing usage and business performance

Evidence from earlier studies reveals that innovation has a strong connection with corporate performance. The fundamental question, though, is how can innovation be linked to better corporate performance? Geroski (1995) proposes two distinct ways of answering this question. The initial view is to invent new and improved products and finally to boost the competitive position of each company over its competitors. Profitability and growth, on the other hand, will only last as long as the concept is original and the business can hold its own against its rivals. On the other side, though, the position stresses the value of innovation and its impact. It shows that the innovation process will likely transform organizations primarily by increasing their internal capacities, which makes companies more adaptable and flexible to market forces than companies which do not participate in innovation. It can therefore be proved that innovation tends to improve

the performance of any firm as innovation enhances the competitiveness of any business in the market. The innovation process transforms flexibility and internal capacity.

If every organisation can benefit from innovation, it's reasonable to say that performance and innovation are on an equal footing. Previous research and a review of the literature support this assertion. However, it is important to stress that corporate performance is not defined simply by innovation. In invention, both success and failure can occur. Innovation must therefore be seen as an essential but inadequate tool for improving corporate performance and guaranteeing existence. In the past, numerous studies have been carried out to study the relationship between innovation and corporate performance, directly or indirectly. The results of these research demonstrate a high correlation between the two components of innovation and business performance.

**H6:** Innovation has a positive direct relationship as a mediator between social media marketing usage and business performance.

The impact of organisational size and age on innovation and commercial performance has been proven. The age and size of each firm also contribute to the beneficial relationship (Damanpour & Evan, 1984). However, larger or older companies have shown that innovation and firm success go hand in hand since they can invest more in R&D and innovation. Smaller and newer businesses typically lack the resources and funds required to innovate.

Previous study suggests that ageing may improve the links between innovation and corporate performance (Aiken & Hage, 1971; Sorensen & Stuart, 2000). The findings show that businesses can build skills, organisational structures, and routines through time, allowing them to run more successfully and efficiently. As a result, a younger organization is likely to suffer from comparable routines and structures that are lacking, meaning that innovation takes more attention and work. (Abd Aziz & Samad, 2015). In addition, this study also demonstrated that the effects of any business age on innovation can be totally moderated and made competitive.

So, if a company is under five years old, innovation is more important for gaining a competitive advantage. The importance of innovation increases with the age of the company. That any business age has a big impact on the link between innovation and performance is supported by these data. Companies should focus on new strategies to get a competitive edge and improve company success.

**H7:** Age has a positive direct relationship as a moderator between innovation and business performance.

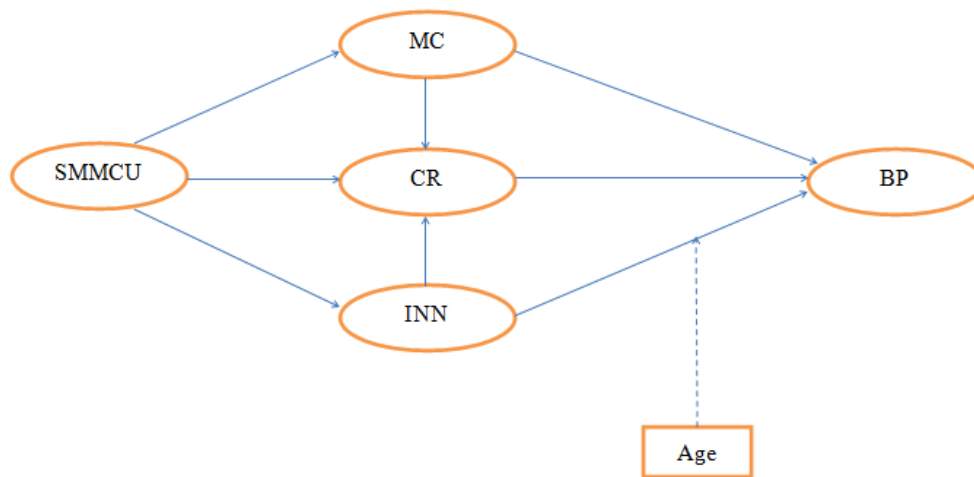
The most effective approach of examining the correlations previously created between the variables in the study may be analysed after comparing the conceptual framework with the existing literature. I studied social media, marketing, cost-reduction, profit-growth, customer interactions, organisational performance, rapid adaptability, and social media. All firms in today's dynamic business world undergo rapid changes in everyday activities irrespective of location, size, industry or age. As the world in which we live evolves, companies have to retain their competitive advantage and adapt to it. As a result, organisations that adapt well to change frequently thrive in



a fast-paced commercial world. The proposed conceptual model has six components: one independent variable, one dependent variable, three mediators, and one moderator. • Age • Business performance • Cost reduction • Innovation • Marketing capabilities • Social media marketing channel usage • innovation.

### Methodology

Sarantakos (2005) claims that philosophy in research is the main motivation for social science research. Many notable scholars like Easter by-Smith as al. (2008) stress the importance of the philosophical framework on three fundamental points which must be taken into account when



adopting a philosophical context. These points are (1) knowledge of the philosophical basis, (2) design and setting of research and (3) researchers' capabilities. Using natural science principles, practises, methodologies, and ethics to investigate social sciences is a beneficial component, according to Kolakowski (1993) and Von Wright (1993). It also uses the same behavioural research methods. Positivism's principal function in social science must be external, according to Easterby-Smith et al., (2008). Research objectives, as well as research philosophy and hypothesis testing, all meet quantitative research requirements. However, only if the characteristics of each are examined with the requirements of the research and its other features can no one approach be considered as best. For these reasons, it is considered that quantitative approaches are superior and more suitable in comparison with qualitative methods for this specific study. It is essential that researchers calculate the importance of variables in order to arrive at a positive and unfair conclusion. The sample method and size must be chosen carefully because a proportion of the population represents the entire population. Many academics agree that sampling is the act of selecting appropriate units from huge populations, organisations, or people. Sample units are selected to collect and analyse data for universal outcomes. These results must properly reflect the behaviour, although based on sample size, of the entire population. The sampling strategy is a four-stage process, according to Aaker et al. (2001). These are the four steps: (2) Select the sample frame, (3) the sampling method, and (4) the sample size. Sekaran (2000) distinguished between probability sampling and non-probability sampling. Despite the small sample size, the 10-time rule

implies PLS-SEM is highly productive. But the study's purpose is to select a target group sample size. It was picked using current research findings, researcher proposals, and researcher opinions. The questionnaire begins with the "Qualification questions." These questions are essentially inquiries that demand either a yes or a no. If the answer is not what the questionnaire needs to do, the form will be stopped. If the expectations are necessary, the person can move to the following phase.

This research has utilized a technique called the partial lower square (PLS) variance-based model in order to satisfy the data analysis requirements and to confirm that the conceptual framework is valid. Structural equation (SEM) is parented to PLS and is therefore considered a second-generation approach. However, researchers may benefit from SEM's adaptability (Hair et al., 2010). PLS is also known as SEM since it produces predictable results. The research's goals and assumptions fit with PLS-SEM data analysis. Also, because this study meets the above criteria, the researcher used PLS-SEM for data analysis. This study also adheres to contemporary management science research techniques and tactics, addressing covariance-based flaws (CBSEM) (Hair et al., 2014).

This section pertains to both the owner's and business's "demographics," which also require questions to be answered. These questions mainly answer a few options that need to be ticked to progress with the questionnaire. These questions deal about the owner's demographics and then on the company's "effect on business by the social media." The Likert scale ranges from 'Never' to 'Always,' and those responses can be found in the section "SMMCU." Social media utilisation as a platform for marketing the company's brand is the first factor to consider. All these problems must be acknowledged and taken into consideration when a firm use social media. This dimension also follows the Likert scale from "never" to "always," with "rare, occasionally, and frequently" in between. It's called the "rare, occasionally, and regularly" dimension. This section focuses on customer service difficulties relating to social media. It considers the link between the business and the client. Following this are section II "MC," which again follows the Likert scale, from "strictly unanimous" to "very unanimous." The first component raises problems concerning the management of consumer relationships. The second component raises problems concerning brand management and the way in which social media is employed. The third component is market awareness and how the company uses this platform to function. The choices are 'strongly disagree,' 'not agree or disagree,' 'agree' and 'strongly agree.' On the Likert scale, "Never True" is the least likely to be true, while "Rarely True" is the most likely to be true. The dimension asks how the company saves money via social media. Section 4 "INN" has all questions from "Never" to "Great." To begin, social media adds to new and creative ideas. Section V "BP" likewise uses an approach similar to those above, i.e. ranging from 'not' to 'high.' The first component concerns the company's growth through social media platforms, while the second concerns the company's profitability.

## **Results and discussion**

The study found no abnormalities. Skewness and Kurtosis were used to test normality. All data are within 1.5 standard deviation (Table 1). All variations are excessive Kurtosis and skewness of -3 or +3, demonstrating the regularity of the variations.

**Table 1** Item Level Descriptive Analysis

	Missi ng	Mea n	Medi an	Min	Ma x	Standar d Deviasi	Excess Kurtosi s	Skewne ss
SMMCUM1	0	4.01 6	4	1	5	1.157	0.045	-0.986
SMMCUM2	0	3.83 2	4	1	5	1.22	-0.287	-0.821
SMMCUM3	0	3.81 1	4	1	5	1.215	-0.427	-0.749
SMMCUM4	0	3.93 8	4	1	5	1.159	0.126	-0.948
SMMCUCR1	0	3.85 4	4	1	5	1.216	-0.338	-0.811
SMMCUCR2	0	3.97 5	4	1	5	1.153	-0.054	-0.942
SMMCUCR3	0	3.94 1	4	1	5	1.147	-0.302	-0.826
SMMCUCR4	0	4.06 5	5	1	5	1.133	-0.101	-0.977
SMMCUCR5	0	3.98 4	4	1	5	1.165	0.213	-1.036
SMMCUIA1	0	4.05 5	5	1	5	1.165	-0.178	-0.937
SMMCUIA2	0	3.90 1	4	1	5	1.167	-0.28	-0.818
SMMCUIA3	0	4.08 4	4	1	5	1.099	0.377	-1.084
SMMCUIA4	0	4.04 7	4	1	5	1.153	0.142	-1.031
SMMCUIA5	0	3.83 2	4	1	5	1.313	-0.307	-0.904
MCCRM2	0	4.05 9	4	1	5	0.877	2.491	-1.584
MCCRM3	0	4.08 7	4	1	5	0.87	2.542	-1.592

		4.02						
MCCRM4	0	5	4	1	5	0.881	2.776	-1.391
		4.15						
MCCRM5	0	2	4	1	5	0.775	3.716	-1.436
		3.95						
MCBM1	0	7	4	1	5	0.825	2.275	-1.184
		3.96						
MCBM2	0	6	4	1	5	0.824	2.757	-1.308
		4.15						
MCBM3	0	2	4	1	5	0.873	2.848	-1.707
		4.07						
MCBM4	0	8	4	1	5	0.794	2.955	-1.299
		4.07						
MCBM5	0	5	4	1	5	0.769	2.524	-1.365
		3.94						
MCMS1	0	7	4	1	5	0.871	2.818	-1.429
		3.51						
MCMS2	0	6	4	1	5	1.148	-0.479	-0.681
		3.90						
MCMS3	0	7	4	1	5	0.81	2.169	-1.414
		4.01						
MCMS4	0	2	4	1	5	0.792	2.123	-1.078
CR1	0	3.63	4	1	5	1.076	0.107	-0.724
		3.98						
CR2	0	1	4	1	5	1.009	0.341	-0.965
		3.84						
CR3	0	2	4	1	5	1.113	0.704	-1.096
		3.80						
CR4	0	1	4	1	5	0.98	0.22	-0.726
		3.80						
CR5	0	7	4	1	5	1.069	0.247	-0.866
		3.34						
INN1	0	5	4	1	5	1.264	-1.445	-0.198
		3.60						
INN2	0	2	4	1	5	1.26	-1.19	-0.5
		3.61						
INN3	0	5	4	1	5	1.239	-1.215	-0.487
		3.51						
INN4	0	9	4	1	5	1.249	-1.366	-0.355

		3.80						
INN5	0	7	4	1	5	1.249	-0.905	-0.727
		3.37						
BPG1	0	3	4	1	5	1.228	-0.793	-0.437
		3.44						
BPG2	0	1	4	1	5	1.122	-0.612	-0.415
		3.24						
BPG3	0	5	3	1	5	1.223	-0.968	-0.243
		3.46						
BPG4	0	3	4	1	5	1.153	-0.685	-0.409
BPP1	0	3.55	4	1	5	1.111	-0.676	-0.46
		3.55						
BPP2	0	3	4	1	5	1.136	-0.694	-0.438
		3.45						
BPP3	0	7	4	1	5	1.125	-0.774	-0.311

We next computed univariate skewness and Kurtosis for all latent variables. They were all univariate normal, with skewness and Kurtosis in the -3 and 3 ranges. The following are the univariate skewness and Kurtosis of the variables.

The multivariate skew and kurtosis of the latent variables indicate a significant degree of skewedness and kurtosis. Determining whether all variables are skewed and kurtosis (p 0.001) is not rejected.

---

#### Univariate skewness and kurtosis

---

	Skewness	SE_skew	Kurtosis	SE_kurt
--	----------	---------	----------	---------

BP	-0.3352646	0.1358746	-0.10679601	0.2709273
----	------------	-----------	-------------	-----------

BPG	-0.2178880	0.1358746	-0.39398277	0.2709273
-----	------------	-----------	-------------	-----------

BPP	-0.4080463	0.1358746	-0.43661634	0.2709273
-----	------------	-----------	-------------	-----------

CR	-0.7523607	0.1358746	0.86852624	0.2709273
----	------------	-----------	------------	-----------

INN	-0.4045197	0.1358746	-0.58774364	0.2709273
-----	------------	-----------	-------------	-----------

MC	-1.3218534	0.1358746	3.82510463	0.2709273
----	------------	-----------	------------	-----------

MCBM	-1.3487107	0.1358746	3.59007802	0.2709273
------	------------	-----------	------------	-----------

MCCRM	-1.6091525	0.1358746	4.61368481	0.2709273
-------	------------	-----------	------------	-----------

MCMS	-1.0605425	0.1358746	2.70275553	0.2709273
------	------------	-----------	------------	-----------

SMMCU	-0.7940095	0.1358746	0.12718170	0.2709273
-------	------------	-----------	------------	-----------

SMMCUCR	-0.8568660	0.1358746	0.02382414	0.2709273
---------	------------	-----------	------------	-----------

SMMCUIA	-0.8353418	0.1358746	0.09926876	0.2709273
---------	------------	-----------	------------	-----------

SMMCUM	-0.8416758	0.1358746	0.08020245	0.2709273
--------	------------	-----------	------------	-----------

---

**Mardia's multivariate skewness and kurtosis**

---

b	z	p-value
Skewness	34.02485	1826.00025 0
Kurtosis	279.65879	38.46252 0

---

Following the population study, the measurement model was examined. PLS-SEM begins with a first-order measurement model analysis. Assessment of internal variables' reliability, internal consistency, convergence validity, and discriminating validity are all required as part of the process.

**First order measurement model**

External loadings assess structural integrity. After 200 samples, all manifest variables should be externally loaded. Hair et al. With 322 samples, the lowest external loading is 0.55.

**Table 2** First order model (Outer Loadings)

	BP				MCB	MCC	MC	SMMC	SMMC	SMMC
	G	BPP	CR	INN	M	RM	MS	UCR	UIA	UM
	0.84									
BPG1	9									
	0.85									
BPG2	8									
	0.81									
BPG3	1									
	0.77									
BPG4	6									
		0.86								
BPP1		6								
		0.89								
BPP2		7								
		0.86								
BPP3		8								
			0.70							
CR1			2							
			0.77							
CR2			9							
			0.77							
CR3			6							
			0.82							
CR4			9							

	0.80	
CR5	3	
INN1	0.75	
	0.78	
INN2	9	
	0.75	
INN3	2	
	0.74	
INN4	7	
	0.69	
INN5	9	
MCBM1	0.762	
MCBM2	0.832	
MCBM3	0.867	
MCBM4	0.86	
MCBM5	0.81	
MCCRM		
1		0.771
MCCRM		
2		0.814
MCCRM		
3		0.805
MCCRM		
4		0.788
MCCRM		
5		0.806
		0.83
MCMS1		5
		0.56
MCMS2		9
		0.84
MCMS3		9
		0.83
MCMS4		5
SMMCU		
CR1		0.782
SMMCU		
CR2		0.832
SMMCU		
CR3		0.863

SMMCU		
CR4	0.857	
SMMCU		
CR5	0.821	
SMMCU		
IA1		0.803
SMMCU		
IA2		0.821
SMMCU		
IA3		0.799
SMMCU		
IA4		0.8
SMMCU		
IA5		0.773
SMMCU		
M1		0.85
SMMCU		
M2		0.894
SMMCU		
M3		0.842
SMMCU		
M4		0.818

Validity reveals how close the indicator measurement is. The extracted average variance is used to validate the structure (AVE). All first order structures have AVEs above 0.5, indicating convergence (Fornell & Larcker, 1981).

Average Variance Extracted (AVE)	
BPG	0.679
BPP	0.77
CR	0.607
INN	0.56
MCBM	0.684
MCCRM	0.635
MCMS	0.61
SMMCU	
CR	0.691
SMMCU	
IA	0.639
SMMCU	
M	0.725



The indicator's explanatory capacity is assessed via discriminant validity. The Fornell Larcker condition and HTMT correlation ratios are calculated. AVE should exceed squared correlation with other latent variables, according to Fornell Larcker, (1981). The study's first-order structures all meet the criteria for discriminatory validity. HTMT ratios below 0.85 indicate discriminating validity (Henseler et al., 2015).

### Second-Order Measurement Model

After evaluating the first order model, latent variables were found. The two-stage technique for second-order reflective model evaluation was adopted.

External loads test the structures' internal reliability. If the sample size is over 200, the external loading of all manifest variables should be over 0.7. (Joseph Hair et al., 2016). The study's sample size is 322, hence the lowest external loading is 0.74.

	BP	CR	INN	MC	SMMC U
BPG	0.927				
BPP	0.914				
CR2		0.784			
CR3		0.788			
CR4		0.858			
CR5		0.832			
INN1			0.751		
INN2			0.789		
INN3			0.752		
INN4			0.747		
INN5			0.699		
MCB					
M				0.908	
MCCR					
M				0.884	
MCMS				0.838	
SMMCUCR					0.949
SMMCUA					0.902
SMMCUM					0.91

They were assessed using Cronbach's Alpha, Rho and Composite. Cronbach's alpha provides construct variation range and meaning (Cronbach, 1946). Cronbach's Alpha >0.7 for all manifest variables in second order models. Composite reliability with external load is 0.7-0.9 in an explanatory model (Gefen et al., 2000). Internal consistency is validated and CR is 0.7-0.9. The

indicators' RH values are also over 0.7; hence meet the highest consistency criterion (Henseler et al., 2016).

**Table 3** Second-Order Model (Internal Reliability)

	Cronbach's Alpha	rho_A	Composite Reliability
BP	0.821	0.825	0.918
CR	0.833	0.838	0.888
INN	0.804	0.812	0.864
MC	0.85	0.85	0.909
SMMC			
U	0.91	0.91	0.943

The convergent validity shows how far the indicator measurement converges. The average extracted variance (AVE) of the structure is used to assess its convergent validity. The authenticity of all first-order constructions is certified (Fornell & Larcker, 1981).

**Table 4** Validity Convergent

	Average Variance Extracted (AVE)
BP	0.848
CR	0.666
INN	0.56
MC	0.769
SMMC	
U	0.847

Every building of the second order has discriminatory validity. The HTMT ratio values below 0.85 show that the (Henseler et al., 2015).

**Table 5** HTMT Ratio

	BP	CR	INN	MC	SMMC U
BP					
CR	0.584				
INN	0.7	0.671			
MC	0.558	0.626	0.599		
SMMC					
U	0.587	0.598	0.673	0.614	

For each indicator, see Table 4.15. It is externally loaded more than other latent variables. This analysis confirms that all latent variables are discriminatory.

**Table 6** Second-order model (Cross Loadings)

	SMMC				
	BP	CR	INN	MC	U
BPG	0.932	0.5	0.543	0.463	0.527
BPP	0.91	0.443	0.523	0.4	0.409
CR1	0.412	0.702	0.391	0.46	0.405
CR2	0.355	0.779	0.435	0.44	0.42
CR3	0.361	0.776	0.332	0.372	0.391
CR4	0.425	0.83	0.503	0.443	0.459
CR5	0.439	0.803	0.551	0.467	0.43
INN1	0.519	0.497	0.751	0.419	0.475
INN2	0.495	0.45	0.789	0.421	0.477
INN3	0.364	0.479	0.752	0.41	0.453
INN4	0.398	0.419	0.747	0.337	0.419
INN5	0.358	0.263	0.699	0.274	0.332
MCBM	0.41	0.47	0.465	0.907	0.472
MCCRM	0.351	0.465	0.397	0.884	0.492
MCMS	0.471	0.538	0.462	0.838	0.454
SMMCU					
CR	0.486	0.503	0.56	0.493	0.949
SMMCU					
IA	0.431	0.446	0.528	0.509	0.899
SMMCU					
M	0.495	0.545	0.522	0.488	0.912

The structural model was assessed after the first and second order measurement models.

In order to evaluate the hypothesis test results, the bootstrapping process with 5000 samples was conducted. The structural model is illustrated below.

SMMCU has a favourable direct effect on BP ( $=0.165$ ,  $t\text{-stat} > 1.64$ ,  $p0.001$ ). No SMMCU value has a statistically significant effect on BP in the class interval (Table 7). So the data confirms the theory.

**Table 7** Effect on Direct

	Coefficient	P	95.00	Decision
	nt	T Statistics	5.00%	%

SMMCU -> BP	0.165	2.971	0.001	0.07	0.255	Supported
----------------	-------	-------	-------	------	-------	-----------

The experiment involves SMMCU's CR, INN, and MC effects on BP. Indirect effects (= 0.165, t-stat > 1.63, p 0.001) and INN (= 0.165, t-stat > 1.64, p 0.001) were found in CR. Notably, the t-stat > 1.64, p 0.001). The relationship's top and lower limits also include zero. (=0.058, t-stat 1.64, p>0.05). Figure 5.11 depicts the overall indirect effect of SMMCU on BP.

**Table 8** Mediation Effects

	Coefficien t	T Statistics	P Values	5.00 %	95.00 %	Decision
SMMCU -> CR -> BP	0.068	1.913	0.028	0.03	0.146	Supported
SMMCU -> INN -> BP	0.199	4.693	0.000	0.13	0.269	Supported
SMMCU -> MC -> BP	0.058	1.583	0.057	0.002	0.114	Not Supported

They examined a moderate hypothesis. (= 0.136, t-stat > 1.64, p0.01). The confidence interval for the moderated effect is not zero. That's good info.

**Table 9** Moderation Effects

	Coeffici ent	T Statistics	P Values	5.00% %	95.00 %	Decision
INN_Age -> BP	0.136	3.132	0.001	0.069	0.207	Supported

## Discussion

This study will look at how social media marketing affects marketing, cost savings, and innovation. It confirmed four of the five main hypotheses. Social media marketing improves company performance through innovation and cost reduction. Also, age hinders inventiveness. This study's innovation is mediated via social media marketing.

This was evident in the sample results (=0.165, t>1.645, p0.05). The success of a company is directly influenced by social media marketing.

This study's findings are conclusive, as in previous studies. Businesses saved money by employing social media marketing tools. Unexpected findings from a cosmetics study Using social media sources also helps decrease expenditures (Dodokh & Al-Maaitah, 2019). Another US production study shows the correlation between lower costs and better business performance (Maiga et al.,

2014). Our study's goal is to first measure and mediate the cost savings associated with the use of social media marketing platforms.

Social media marketing increases marketing capabilities, according to a study titled "The Impact of Social Media on Corporate Performance" (Tajvidi & Karami, 2021). Notably, our analysis discovered no indication of a relationship ( $p$ -stat 1.64,  $=0.058$ ). The conclusions may differ due to the study's economic and cultural origins. Marketer capabilities and firm performance are all context-dependent.

This study found a link between social media marketing and new product creation. There is evidence that social media influences Jordanian cosmetics innovation. Despite similar findings, their effects were far bigger (Dodokh & Al-Maaitah, 2019). A Malaysian study of 254 SMEs found that innovation improves performance (Rosli & Sidek, 2013). The literature benefits from social media's role in innovation mediation.

## **Conclusion**

This paper examines the impact of social media on company performance. Scholars include those who believe that (Siamagka et al., 2015). This has to be clarified further. There are no other studies like this one that have looked at the impact of SMMCU on business performance. These objectives were met and were empirically evaluated, with a high degree of predictive value.

This conceptual framework added additional dimensions to understanding the SMMCU, which should summarise the findings. Following the hypothesis study and specific findings, this section should focus on the overarching thesis results.

According to the findings of this paper, marketing talents have a significant impact. According to research, organisations who have greater marketing skills perform better than their counterparts (Wong & Karia, 2010). A company's ability to sell itself and to attract customers, as outlined by Morgan et al. According to Morgan (2012), a company's ability to advertise itself is helpful for the growth of the business. Marketing skills have little bearing on a company's ability to perform, according to this study. They show the influence of the SMMCU on marketing capability in Tajvidi and Karami (2011a). Economic and cultural factors influenced the findings of these two investigations.

This study's findings show that social media marketing costs must be reduced. A study indicated that cost-cutting mediated the association between social media marketing and company outcomes. While prior research has shown a link between cost savings and social media marketing, this is the first study to focus on cost-saving mediation tactics. As a result, this study's findings are unique.

It appears that employing social media marketing platforms encourages creativity. (Rosil, 2013) This information is enhanced by using social media marketing channels to connect innovators.

The paper focused on adding to marketing research theory development. This thesis integrates, invents, and expands the concept of social media marketing.

Experts exchanging ideas, powered by user-generated material, results in innovation (Bell & Loane, 2010). It enables speedier cross-border and knowledge-based innovation (Schenckenberg,

2009). Marketing innovation often involves a continual commitment to new and past clients via social media networks (Harris & Rae, 2009).

The goals of this study have been reached by adopting a proper research methodology and approach adopted following a review and suggestion by multiple experts (e.g. Bryman and Bell, 2011; Hammersley, 1995). It's clear that all three lines of evidence point to positivism as the best framework for doing research. According to Ladik and Stewart (2008), researchers make a positive impact on their field by developing or refining current methods. An important contribution to technique is made in this study by using PLS-SEM to model structural equations and introducing new designs, sample procedures, and a revised measurement scale. It was chosen since it's relevant to the study's objectives and helps to broaden people's perspective on things.

Given the nature of the study, positivism is the preferred approach. This study's goal is to collect data to support the conceptual model. Techniques and approaches aid in proving the research decision. The novel study design and approach assist support this theory on the impact of social media marketing on business performance.

This study used a simply random procedure that is more rigorous and dependable compared to convenience sampling. This approach is in line with the study's overall goal of improving the findings in a broader context. We can better understand how variables interact with one another thanks to the research methodologies and strategy employed.

Hair et al. (2014), Henseler et al. (2009) use of PLS-SEM worked well for this inquiry. A number of model evaluations were developed by using the step-by-step evaluation model and the structural model in conjunction with this study goal. The explanatory power was assessed using Henseler et al. PLS-SEM relies on covariance, which has been severely criticised (e.g. Chin and Newsted, 1999; Hair et al., 2014; Henseler et al., 2009).

As noted in this paper, contextual contributions should be made. The reason for choosing a city in Pakistan is that the contextual input is extensive. In the studies it has been highlighted that the contribution only refers to a single context, which is the least contributing to knowledge (Ladik and Stewart, 2008).

People in impoverished countries like Pakistan, where social interactions have a significant impact, look forward to receiving social help. The advancement of scientific study, at least in relation to a theoretical contextualization, is important to many academics including John (2001), Tsui (2006) and Rousseau and Fried (2001). The concept of trivial improvements should be understood incrementally, as well (Kuhn,1970). In addition to the United States and Canada, both Europe and Asia are extremely diverse culturally. The findings may help researchers better understand how organisations use social media marketing platforms to reach their target customers.

The research findings could be used in other developing countries besides Pakistan. This study adds to a little explored subject. This thesis may help small and medium-sized firms understand

the SMMCU. As a result, this study's conclusions will benefit both individuals and businesses. This theory will help us understand its practical consequences.

The key to a study's success is that its theories be not just right but also engaging and useful (Davis, 1971). A hypothesis is useless, according to Bennis and O'Toole (2005), if it has no application. This section highlights the practical implications of the study's findings.

1. Findings of this will help SMEs to develop business strategies.
2. It will also aid future SMMCU companies and researchers

This study will enable SMEs to develop strategies for their product marketing. By developing well-integrated strategies, SMMCU may allow domestically based enterprises to communicate with their customers. Most women operate business at home and this marketing channel helps them earn revenues and improve their performance. It also allows marketing companies to strategize by using the social media channel. Discussion will now proceed with the implications for academics.

As stated previously, this study tries to fill a vacuum in SMMCU literature. Academics should instead focus on areas that require more theoretical understanding and are crucial to organisations and society (Corley and Gioia, 2011). Students should also expand their role and suggest valuable theories to broaden the scope. This study provided new research options. The study's findings are explanatory and must be understood. The model can help researchers better understand. We shall now explore the study's limitations.

This study met certain limits during the research process, despite a number of attempts to ensure the integrity of the study by using the highest possible resources and the latest software versions. In order to offer a framework for future research, this study needs to be summarised. Furthermore, the identification of these constraints is predicted to help other researchers undertake more extensive studies. Several of these limitations include:

While the sample size was suitable for PLS-SEM analysis, it would have been better if the sample were big because a broader group sample produced more precise results, but this was seen as a limit due to the time constraints of the study.

Because of the nature of this study, the respondents can give incorrect responses (self-administered questionnaire and the quantitative research approach). In addition, due to the quantitative nature and the research methodology, a closed-end questionnaire was employed to collect data that prevents extensive comments by respondents and could lead to prejudices.

This thesis uses a basic random sample procedure and a self-administered survey questionnaire to collect answers from Pakistan. While this method is appropriate, it might be maintained that it cannot be generalised to other culturally varied individuals.

A study's value is also determined by its ability to spur new research and train future researchers (Ladik and Stewart, 2008). This report is expected to spark more discussion on social media

marketing. But these structures can be evaluated more carefully elsewhere. As a result of this investigation, numerous pathways can be investigated. Unforeseen results from this investigation could lead to further research. The previous portion of this chapter explored numerous research restrictions during the study process and may therefore cover these limitations. The following directions can be derived for further research:

In this study, the function of SMMCU in company performance due to resource restrictions and time constraints was clarified. These characteristics may be used by future researchers to measure the influence of SME performance.

A comparative analysis of different segments of responders could be another way for future research. Because the responses were limited to a single city, respondents from varied cultural backgrounds could not be accommodated. Consequently, future researchers can tackle this problem by using a bigger sample size in their analysis.

The scope of the data gathering in this study was confined to one city due to its limited resources. In addition to the outcomes of this study, other countries' cultures and societal values must also be considered.

The chapter dealt with the conclusions of the investigation. Conclusions that address in particular the importance of these constructions. In general, the discussions centered on the constructions and their importance and new results. The outcomes of these structures lead to the conclusion that each building is vital for understanding the SMMCU idea.

In addition, empirical testing of this model has demonstrated its applicability to properly address the research problem. Dure questions were made and addressed using empirical results during the discussion of the problem statement. Furthermore, the conclusions from this thesis show his achievements. On the basis of these results, we can infer that the study's objectives were satisfied. The results were acquired using adequate research methods and instruments. The researchers' method and technique influenced the SMMCU model testing, according to this thesis' results.

As a result, it is fair to state that this thesis' approach, technique, and design were successful. The suggested model's connectivity and predictability were best assessed using PLS-SEM.

In order to underline SMMCU, the importance of these findings on SMEs is also discussed. This chapter outlines further guidelines for future researchers to undertake further research into SMMCU and its impact on company success in this country.

Despite a few limitations, this study's success in estimating the value of social media marketing is an enormous accomplishment. The thesis also confirms knowledge's theoretical, methodological, and contextual contributions, as well as their logical and meaningful discussion.

## **References**



- Abd Aziz, N. N., & Samad, S. (2016). Innovation and competitive advantage: Moderating effects of firm age in foods manufacturing SMEs in Malaysia. *Procedia Economics and Finance*, 35(2016), 256-266.
- Ahmed, M., Kristal, M., & Pagell, M. (2014). Impact of operational and marketing capabilities on firm performance: Evidence from economic growth and downturns. *International Journal of Production Economics*, 154, 59-71.
- Aiken, M., & Hage, J. (1971). The Organic Organization and Innovation. *Sociology*, 5(1), 63-82.
- Al Tawara, A., and Gide, E. (2017). A comprehensive literature review on the adoption of social media marketing in some retailers in Jordan. *International Journal of Business and Management Studies*, Vol. 6 No. 1, pp.221-256.
- Albors, J., Ramos, J. C., & Hervas, J. L. (2008). New learning network paradigms: Communities of objectives, crowdsourcing, wikis and open source. *International Journal of Information Management*, 28(3), 194–202. doi:10.1016/j.ijinfomgt.2007.09.006
- Alves, H., Fernandes, C., & Raposo, M. (2016). Value co-creation: Concept and contexts of application and study. *Journal of Business Research*, 69(5), 1626–1633. doi:10.1016/j.jbusres.2015.10.029
- Barney, J. B. (2001). Resource-based theories of competitive advantage: A ten-year retrospective on the resource-based view. *Journal of Management*, 27(6), 643-650.
- Bell, J., & Loane, S. (2010). ‘New-wave’ global firms: Web 2.0 and SME internationalization. *Journal of Marketing Management*, 26(3-4), 213-229.
- Bennis, W. G., and O’Toole, J. (2005). How Business Schools Lost their Way. *Harvard Business Review*, 83(5), 1–9.
- Berthon, P. R., Pitt, L. F., Plangger, K., and Shapiro, D. (2012). Marketing meets Web 2.0, social media, and creative consumers: Implications for international marketing strategy. *Business Horizons*, Vol. 55 No. 3, pp.261-271.
- Bharadwaj, S. B., Varadarajan, P. R., & Fahy, J. (1993). Sustainable competitive advantage in service industries: A conceptual model and research propositions. *Journal of Marketing*, 57(4), pp.83–99.
- Bryman, A., and Bell, E. (2011). *Business Research Methods* (3rd ed.). New York, NY: Oxford University Press, Inc.
- Chaffey, D. (2020, August 03). Global social media research summary August 2020.

- Chang W, Chaiky S, Park E. J. (2010) How does CRM technology transform into organizational performance? A mediating role of marketing capability, *Journal of Business Research*. 63(8), 849-855.
- Chen Y, Fay S, Wang Q. (2011) The Role of Marketing in Social Media: How online Consumers Reviews Evolve, Vol 25 No. 2 <https://doi.org/10.2139//ssrn.1710357>
- Chin, W. W., and Newsted, P. R. (1999). Structural Equation Modeling Analysis with Small Samples Using Partial Least Squares. In R. Hoyle (Ed.), *Statistical Strategies for Small Sample Research*
- Corley, K. G., and Gioia, D. A. (2011). Building Theory About Theory Building: What Constitutes a Theoretical Contribution? *The Academy of Management Review*, 36(1), 12–32.
- Cronbach, L. J. (1946). Response Sets and Test Validity. *Educational and Psychological Measurement*, 6(4), 475–494. <https://doi.org/10.1177/001316444600600405>
- Damanpour, F., & Evan, W. M. (1984). Organizational innovation and performance: The problem of "organizational lag." *Administrative Science Quarterly*, 29(3), 392–402.
- Davis, M. S. (1971). That's Interesting! Towards a Phenomenology of Sociology and A Sociology of Phenomenology. *Philosophy of the Social Sciences*, 1(4),309–344.
- Dodokh, A., & Al-Maaitah, M. A. (2019). Impact of Social Media Usage on Organizational Performance in the Jordanian Dead Sea Cosmetic Sector. *European Journal of Business and Management*, 11(2), 75–91. <https://doi.org/10.7176/EJBM/11-2-09>
- Easterby-Smith, M., Golden-Biddle, K., & Locke, K. (2008). Working with pluralism: Determining quality in qualitative research. *Organizational Research Methods*, 11(3), 419-429.
- Geroski, P. A. and Machin, S. (1992), "Do innovating firms outperform non-innovators?", *Business Strategy Review*, Summer, p.79-90.
- Geroski, P., 1995. Innovation and Competitive Advantage. Working Paper No. 159, OECD, Paris.
- Hammersley, M. (1995). *The politics of Social Research*. London; Thousand Oaks, Calif.: Sage Publications Limited Inc.
- Harris, L., & Rae, A. (2009). Social networks: the future of marketing for small business. *Journal of Business Strategy*, 30(5), pp.24-31.
- Harris, L., & Rae, A. (2020). Social networks: the future of marketing for small business.
- Hitt, M. A., Hoskisson, R. E., & Kim, H. (1997). International Diversification: Effects On Innovation and Firm Performance in Product-Diversified Firms. *Academy of Management Journal*, 40(4), 767–798. doi:10.2307/256948

Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*, 67(8), 1609–1621.

Huang, H.C. (2011) 'Technological innovation capability creation potential of open innovation: a cross-level analysis in the biotechnology industry', *Technology Analysis & Strategic Management*, Vol. 23, No. 1, pp.49–63.

Johns, G. (2001). In Praise of Context. *Journal of Organizational Behavior*, 22, 31–42.

Kaplan, A. M., & Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59–68. doi:10.1016/j.bushor.2009.09.003

Karia N, Wong Y. C. (2013) The impact of logistics resources on the performance of Malaysian logistics service providers, *Production Planning and Control*. Vol 24 No. 7. pp.1-18.

Kolakowski, L. (1993). An overall view of positivism. *Social research: Philosophy, politics and practice*, 1-8.

Krasnikov, A., & Jayachandran, S. (2008). The Relative Impact of Marketing, Research-and-Development, and Operations Capabilities on Firm Performance. *Journal of Marketing*, 72(4), 1–11. doi:10.1509/jmkg.72.4.1

Kuhn, T. S. (1970). *The Structure of Scientific Revolutions*. Chicago, USA: University of Chicago Press.

Kumar, V. (2015). Evolution of Marketing as a Discipline: What Has Happened and What to Look Out For. *Journal of Marketing*, 79(1), 1–9.

Ladik, D. M., and Stewart, D. W. (2008). The Contribution Continuum. *Journal of the Academy of Marketing Science*, 36, 157–165.

Matuszak, G. (2007), *Enterprise 2.00: Fad or Future? The Business Role for Social Software Platforms*, KPMG.

Merrilees, B., Rundle-Thiele, S., & Lye, A. (2011). Marketing capabilities: Antecedents and implications for B2B SME performance. *Industrial Marketing Management*, 40(3), 368-375.

Morgan, N. A., Slotegraaf, R. J., & Vorhies, D. W. (2009). Linking marketing capabilities with profit growth. *International Journal of Research in Marketing*, 26(4), 284-293. <https://doi.org/10.1016/j.ijresmar.2009.06.005>

Mourtada, R. and Alkhatib, F. (2014). *UAE Social Media Outlook: Increasing Connectivity Between Government and Citizen*. Mohammed Bin Rashid School of Government and Dubai Press Club. Dubai.

- Parveen, F., Jaafar, N. I., & Ainin, S. (2015). Social media usage and organizational performance: Reflections of Malaysian social media managers. *Telematics and Informatics*, 32(1), 67–78. doi:10.1016/j.tele.2014.03.001
- Parveen, F., Jaafar, N. I., & Ainin, S. (2016). Social media's impact on organizational performance and entrepreneurial orientation in organizations. *Management Decision*, 54(9), 2208–2234.
- Porter, M. E. "Strategy and the Internet. " *Harvard Business Review* 79, no. 3 (March 2001): 62–78. doi:10.1108/eb039075
- Ramanathan R, Ramanathan U., and Zhang Y., (2016), Linking operations, marketing and environmental capabilities and diversification to hotel performance: A data envelopment analysis approach, *International Journal of Production Economics*, 176, pp.111-122
- Roberts, N., Thatcher, J., & Grover, V. (2009). Advancing operations management theory using exploratory structural equation modelling techniques. *International Journal of Production Research*, 48(15), 4329-4353.
- Roberts, R. R., & Kraynak, J. (2008) *Walk like a Giant, Sell like a Madman*, Hoboken, NJ: Wiley.
- Rosli, M. M., & Sidek, S. (2013). The Impact of Innovation on the Performance of Small and Medium Manufacturing Enterprises: Evidence from Malaysia. *Journal of Innovation Management in Small & Medium Enterprise*. <https://doi.org/10.5171/2013.885666>
- Rousseau, D., and Fried, Y. (2001). Location, Location, Location: Contextualizing Organizational Research. *Journal of Organizational Behavior*, 22, 1–13.
- Sarantakos, S. (2005). *Social Research* (3rd ed.). Basingstoke, London: Mac Millan Press Ltd.
- Sarstedt, M., Becker, J.-M., Ringle, C., and Schwaiger, M. (2011). Uncovering and Treating Unobserved Heterogeneity with FIMIX-PLS: Which Model Selection Criterion Provides an Appropriate Number of Segments? *Schmalenbach Business Review*, 63, 34–62.
- Sarantakos, S. (2012). *Social research*. Macmillan International Higher Education.
- Schenckenberg, D. (2009). Web 2.0 and the empowerment of the knowledge worker. *J of Knowledge Management*, 13(6) 509-520.
- Schultz, R. J., Schwepker, C. H., & Good, D. J. (2012). Social media usage: an investigation of B2B salespeople. *American Journal of Business*, 27(2), 174–194. doi:10.1108/19355181211274460
- Siamagka N. T, Christodoulides G, Michaelidou N, Valvi A. (2015) Determinants of social media adoption by B2B organizations, *Industrial Marketing Management*, Vol. 51, pp.89-99
- Sinkula, J. M. (1994). Market Information Processing and Organizational Learning. *Journal of Marketing*, 58(1), 35–45. doi.org/10.1177/002224299405800103

- Solis, B. (2011). *Engage!*. Hoboken, N.J.: J. Wiley & Sons.
- Sorensen, J.B., & Stuart, T.E. (2000). Aging, obsolescence, and organizational innovation. *Administrative Science Quarterly*, 45, 81-112.
- Tajvidi, R., & Karami, A. (2017). The effect of social media on firm performance. *Computers in Human Behavior*, 105174.
- Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. *Computers in Human Behavior*, 115, 105183. <https://doi.org/10.1016/j.chb.2017.09.026>
- Tapscott, D. and Williams, A.D. (2006), *Wikinomics: How Mass Collaboration Changes Everything*, Portfolio, New York, NY.
- Theodosiou, M., Kehagias, J., &Katsikea, E. (2012). Strategic orientations, marketing capabilities and firm performance: An empirical investigation in the context of frontline managers in service organizations. *Industrial Marketing Management*, 41(7), 1058–1070. doi:10.1016/j.indmarman.2012.01.001
- Tsui, A. (2006). Contextualization in Chinese Management Research. *Managerial and Organization Review*, 2, 1–13
- Von Wright, G. H. (1993). *The tree of knowledge and other essays* (Vol. 11). Brill.
- Walter, A., Auer, M., & Ritter, T. (2006). The impact of network capabilities and entrepreneurial orientation on university spin-off performance. *Journal of Business Venturing*, 21(4), 541-567.
- Weinberg, T. (2009). *The new community rules: Marketing on the social web*. O'Reilly Media, Inc.
- Xiang, Zheng, 2010. Role of Social Media in Online Travel Information Search [https://www.researchgate.net/publication/223710865\\_Role\\_of\\_Social\\_Media\\_in\\_Online\\_Travel\\_Information\\_Search](https://www.researchgate.net/publication/223710865_Role_of_Social_Media_in_Online_Travel_Information_Search)
- Zarella, D. (2010). *The Social Media Marketing Book*, Sebastopol, CA: O'Reilly Media.
- Zyl, S., V., A. (2009). The impact of Social Networking 2.0 on organizations. *The Electronic Library*, Vol. 27 No. 6, pp.906-918