

SOCIAL MEDIA ADAPTION IN SMES CONTEXT: LITERATURE REVIEW**Ahmed Abdullah Alhamami, Dr. Noor Azuan Hashim**

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Abstract

Fairly significant studies of social media have been conducted, yet the determinants of their adoption by organizations, particularly small and medium-sized enterprises (SMEs), remain unclear. Prior researchers have focused mostly on people or large organizations' use of social media. Therefore, the current review aims to give an overview of social media usage and its benefits on SMEs searches all relevant research articles on social media adaption in SMEs in the most known and reliable databases, namely, Web of Science and Scopus by using the defined keywords: ("social media" OR "Facebook" OR "Twitter" OR "Instagram" OR "social networking sites") AND (entrepreneur* OR "SME" OR "small business" OR "small and medium"). The final articles of this review are discussed the following aspects: (1) purpose of using social media in SMEs (2) year of publication, (3) nationality of authors, (4) publishing journal, (5) the current research contributes to the literature by providing a detailed review of feasible alternatives and identifying the research gaps. Accordingly, researchers and developers are provided with appealing opportunities to further develop new strategy applications through a comprehensive discussion of the importance of social media and its benefits into various SMEs' aspects.

Keywords: Social Media, Social Network, Small-Medium Enterprise, SMEs, Small Business, Entrepreneur, Literature Review.

1. Introduction

Small and medium-sized enterprises (SMEs) are considered an important engine for economic growth in terms of both employment and gross domestic product (Gherghina, et al., 2020). A number of researchers over the years (Brunswick & Vanhaverbeke, 2015; Odoom, Narteh & Boateng, 2017; Tehseen, et al., 2020) have highlighted the increasing importance of marketing to the competitiveness of small and medium-sized enterprises, noting that the implementation of both market orientation and approaches could help SMEs gain a long-term competitive advantage.

The available literature shows an increasing insight into the potential connection between business practices and the success of SMEs (Carlos Pinho, 2008; Margaretha, & Supartika, 2016). Moreover, small and medium-sized enterprises (SMEs) are considered as the core of the economic development of any country. So, governments around the world are now conducting numerous transformation programs to increase the productivity of SMEs so that they can compete more efficiently and capitalize on new opportunities for business. As a result, many SMEs have advanced into the digital arena through the creation of corporate websites and the adoption of diverse information and communication technologies. These efforts, though worthy and commendable, are far from sufficient (Timans, et al., 2016; Abu Bakar, Ahmad, & Ahmad, 2019). More specifically, business management has changed dramatically as technology has been the facilitator or enabler of speeding up business operations across all business functions. Late there was a significant rise in the use of mobile devices, IT, web systems, internet, etc. In any aspect of the work-life. Reinterpretation and redesign are two important business variables that reflect the value creation and performance of the organization. Focus on data management, the ability of predictive analysis, emphasis on data quality above all process quality that was prioritized earlier. Machine learning interference, and the chance to disrupt business operations. Nonetheless, the ability and willingness of large companies to invest is likely to be better than those SMEs clouded by constraints and capital constraints (Zhou, 2016; Abdullah, et al., 2019; Hoong, et al., 2019).

Academics and professionals have acknowledged the value of consumer involvement in the process of producing new products/services (Mahr, Lievens & Blazevic, 2014; Wang, & Kim, 2017; Al Halbusi, & Tehseen, 2018). In particular, developments in IT lead to explosions of innovative companies (Ostrom, et al., 2015; Adam, Jizat, & Noor, 2016). Apparently, the development of the internet also gave customers an increase in usage on the web, leading to a major shift in company behavior. Recently, social media and social networks have now become leading channels for the development and management of transactional and related activities in companies (Kaplan and Haenlein, 2010; Kumar, et al., 2016), ageing and communicating brands are formed as well (Ekanem & Erukusin, 2017; Sahaym, et al., 2019). Therefore, the increasing nature of the phenomenon needs further studies at different market levels, industries and perspectives to investigate the adoption, use, strategies and outcomes of social media in order to establish theory (Ndiege, 2019). A substantial amount of empirical works on social media, especially for Small and Medium-sized Enterprises (SMEs) from the viewpoint of both companies, while implementing a tool to social media would lead to positive success (Ainin, et al., 2015; Bouargan, et al., 2020). Especially, social media studies emphasized the benefits of it to SMEs success (Roy, et al., 2014; Partanen, et al., 2018). Hence, the current review aims to give a crucial analysis of social media adaption in SMEs context.

In short, as mentioned earlier, the primary objective of this review is to see the role of social media in enhancing SMEs practices. Nevertheless, some of the significant sub-questions addressed below will also be answered in the current review:

1. What is the purpose of using social media in SMEs?
2. Year of publication of the selected study?
3. What is the productivity of authors?
4. What is top publishing journal?
5. What is the top institute?

2. Methodology

The objectives of this study are to examine how social media are applied in SMEs domains that highlight the foundations of social media applications. To achieve such goals, this study adopted a two-staged approach. The first stage involves the initial screening of the downloaded articles. The second step emphasizes the critical review of extant literature in view of the applications of social media. However, the search approach was based on the recommended databases have been selected for search and selection articles. (1) Web of Science (WoS), (3) Scopus, these are the most popular, well-known databases worldwide and the most reliable databases applying this query ("social media" OR "Facebook" OR "Twitter" OR "Instagram" OR "social networking sites") AND (entrepreneur* OR "SME" OR "small business" OR "small and medium").

3. Theoretical Background

Social Media Adoption and SMEs Benefits

There are several potential definitions of social media (Kietzmann et al., 2011), as various people understand and use it differently. However, Kaplan and Hoenlein's (2010) description, since it is simple yet comprehensive, defines social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content." So, social networking helps companies to enhance various business practices if used effectively. This can include, for instance, associations with trading partners, information sharing, and coordination, and logistics management through supply chains (Ainin, et al., 2015; Ojha, et al., 2019). Tools for managing social media that assist business processes include Qwaya, Agency Analytics, and Agora Pulse (Cheing, et al., 2020). A number of studies have been carried out on the adoption of social media and its effect on the success of SMEs, in both developing and advanced nations, although more so in developed countries. It is important to keep in mind that generalizing the findings of previous research on the use of social media in SMEs in developed countries into the context of

developing countries may be of some concern. It is due to several contextual differences in developed and developing countries, such as organizational and environmental factors among SMEs (Dewan and Kraemer, 2000). Table 1 provides the most 20 significant studies of social media and SMEs. Thus, the list of studies in Table 1 offers some insight into studies exploring the effect of social media usage on business performance. Of the 20 studies listed focused on small and medium-sized enterprises benefits of using social media.

Table 1. Summary of the several empirical studies on social media adoption in SMEs.

Authors Name	Method	Article Title	Findings
Zhou et al., (2007)	Quantitative	Internationalization and the performance of born-global SMEs: the mediating role of social networks	Positive
Musteen et al., (2010)	Quantitative	The influence of international networks on internationalization speed and performance: a study of Czech SMEs	Positive
Derham et al., (2011)	Quantitative	Creating value: an SME and social media	Positive
Ahmad, (2012)	Quantitative	Micro, small and medium-sized enterprises development in the Kingdom of Saudi Arabia	Positive
Kim and Ko, (2012)	Quantitative	Do social media marketing activities enhance customer equity? An empirical study of luxury fashion brand	Positive
Malthouse et al., (2013)	Quantitative	Managing customer relationships in the social media era: introducing the social CRM house	Not effect
Durkin et al., (2013)	Quantitative	Exploring social media adoption in small to medium sized enterprises in Ireland	Positive
Jagongo and Kinyua, (2013)	Quantitative	The social media and entrepreneurship growth	Positive
Abeysinghe and Alsobhi (2013)	Quantitative	Social media readiness in small businesses	Positive
He, (2014)	Quantitative	Is social media a fad? A study of the adoption and use of social media in SMEs	Positive
Parveen et al., (2014)	Quantitative	Social media usage and organizational performance: reflections of Malaysian social media managers	Positive
Trainor et al., (2014)	Quantitative	Social media technology usage and customer relationship performance: a capabilities-based examination of social CRM	Not effect
McCann and Barlow, (2015)	Quantitative	Use and measurement of social media for SMEs	Positive
Ainin et al., (2015)	Quantitative	Factors influencing the use of social media by SMEs and its performance outcomes	Positive
Bakri, (2017)	Quantitative	The impact of social media adoption on competitive advantage in the small and medium enterprises	Not effect
Odoom, et al., (2017)	Quantitative	Antecedents of social media usage and performance benefits in small-and medium-sized enterprises (SMEs)	Positive
Ahmad et al., (2018)	Quantitative	Reflections of entrepreneurs of small and medium sized enterprises concerning the adoption of social media and its impact on performance outcomes: evidence from the UAE	Positive
Ahmad, et al., (2019)	Quantitative	Social media adoption and its impact on firm performance: the case of the UAE.	Positive
Sajilan, et al., (2019)	Quantitative	Impact of Facebook usage on firm's performances among Malaysian Chinese retailers	Positive
Ndiege, (2019)	Quantitative	Social media technology for the strategic positioning of small and medium-sized enterprises: Empirical evidence from Kenya	Positive

Small and Medium-Sized Enterprises

There is no single, universally accepted definition of a small enterprise (McCartan-Quinn and Carson, 2003; Ramdani et al., 2013). Several definitions have been put forward. These meanings are also related to the country's economic growth rate and growth (Lin, & Lin, 2016; Ayandibu, & Houghton, 2017). Many investigators used capital assets, whereas others used labor skills and turnover levels, the legal status of the company, or its mode of production, ownership, or industry (Ramdani et al., 2013; Bohari et al., 2014). The most commonly used framework for defining SMEs in different country based on the number of the employees and resources etc. (Kaliannan, et al., 2016; Cowling, Liu, & Zhang, 2018). However, while SMEs continue to be critical to developing countries' development, current literature continues to paint an image of those enterprises struggling for market survival. Wang, (2016), in a study of a survey carried out by the World Bank that covered SME data from 119 developing countries, states that financing is a significant growth obstacle followed by competition. Given these constraints, it would be wise for small and medium-sized companies to implement fairly inexpensive, as well as easily achievable and yet richly rewarding technologies. For these cases digital technology comes in handy (Zhou, 2016; Hoong, et al., 2019). This is because most of these technologies are free and fairly easy to use, and do not necessarily guarantee one to be highly technically skilled in handling them (Timans, et al., 2016; Abdullah, et al., 2019). Such innovations will also provide SMEs with a simple and low-cost approach to communicating with their current and future customers. In particular, SMEs can use the information generated from these platforms to better position themselves strategically, thus enhancing their chances of survival and competitiveness (Wang, & Kim, 2017; Al Halbusi, et al., 2020). In particular, developments in IT lead to explosions of innovative companies (Ostrom, et al., 2015; Adam, Jizat, & Noor, 2016).

Characteristics of Small- and Medium-Sized Enterprises

SMEs vary from large corporations in many ways (Hong, & Yang, 2019; Mallett, et al., 2019). SMEs, for example, appear to be tighter in charge but less likely to employ specialists (Raghavan, et al., 2018). This is because of this emphasis on more critical skills, they could also lack both IT knowledge and the technological experience required to recognize and maximize

its advantages (Jamali, et al., 2017; Al Halbusi, & Tehseen, 2018). Also because small and medium-sized companies have limited financial support, and therefore may be reluctant to invest in significant IT infrastructure or technological expertise (Rizos, et al., 2016), particularly because they are aware that they do not necessarily have the management, human capital and financial capital to handle any problems that may occur as a result (Fatoki, 2011; Hassan, et al., 2020). Therefore, SMEs should be more innovative more creative in order to have a business sustain.

4. Statistical Information of Selected Articles

Years of Publication

This section covers the trend of the publication in the last ten years with regard to the social media adaption and SMEs benefits which revealed as indicated in Figure 1, the scholars have given great attention as seen the publication has considerably increased between 2010 and 2019. However, that delivers a significant indication that the researchers may put the effort into this area as it receives an important consideration in recent years as shown in Figure 1.

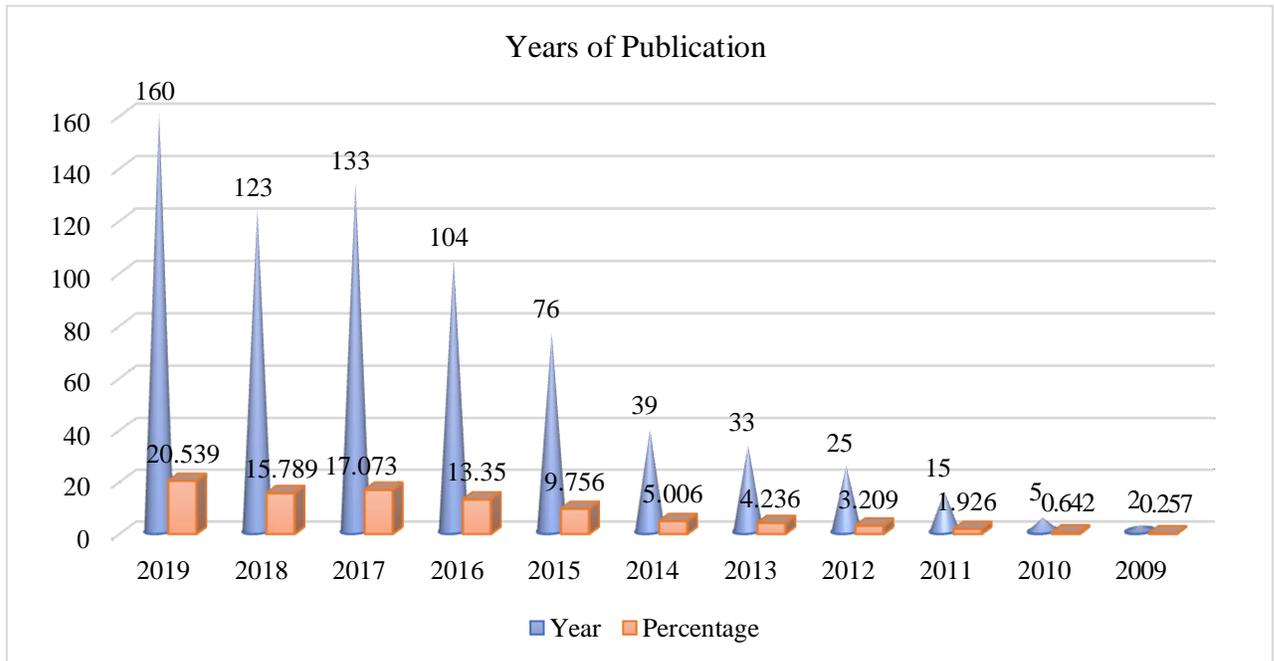


Figure 1.Years of Publication

Author Productively

Table 2 presents the most productive authors from 2009 to 2019. The data showed the highest and most productive author in the last 10 years on “social media adaption in SMEs” BALTAR F is one of the most productive authors with 5 publications in the Web of Science (WOS) database. The second author was DUFFY BE with 5 publications too. Table 2 demonstrated and clarify the ranks of the authors in a sequence. An interesting aspect found in this study is that the authors’ rank is not equal such a difference may result from the publication year or other factors like paper availability. Thus, researchers/authors should have strategies to increase their research visibility and impact both before and after publications (Nader Ale Ebrahim et al., 2013).

Table 2. The most productive authors of “Social Media adaption in SMEs” from 2009 to 2019.

Author Name	Number of Publication	Percentage%
BALTAR F	5	0.642%
DUFFY BE	5	0.642%
BURGESS S	4	0.513%
DEL GIUDICE M	4	0.513%
ELICHE-QUESADA D	4	0.513%
RUS-CASAS C	4	0.513%
SCUOTTO V	4	0.513%
ABU BAKAR AR	3	0.385%
AHMAD SZ	3	0.385%
AININ S	3	0.385%

Top Published Journal

Figure 2 presents the top 10 journals with the highest number of publications on “social media usage in SMEs” in recent years. ‘Technological Forecasting And Social Change’ lead in the field with 10 published articles, which is 14% of total publications searched. ‘Journal of Small Business and Enterprise Development’ has received numbers of publications 9 which is 12% of the total numbers. And, the ‘Journal of Business Industrial Marketing’ has published 8 articles 11% and so on followed by the journals indicated in Figure 2. Thus, none of the journals can be considered as dominant in the field of only the journals that above-mentioned and indicated in the Figure. However, that is giving a golden opportunity for new journals to concentrate on the topic of “ social media and SMEs to gain further publications in order to increase the reputitive.

Journals With Highest Number Of Publication

- TECHNOLOGICAL FORECASTING AND SOCIAL CHANGE
- JOURNAL OF SMALL BUSINESS AND ENTERPRISE DEVELOPMENT
- JOURNAL OF BUSINESS INDUSTRIAL MARKETING
- SOCIAL MEDIA SOCIETY
- INTED PROCEEDINGS
- JOURNAL OF BUSINESS RESEARCH
- ADVANCES IN INTELLIGENT SYSTEMS AND COMPUTING
- COMPUTERS IN HUMAN BEHAVIOR
- IBERIAN CONFERENCE ON INFORMATION SYSTEMS AND TECHNOLOGIES
- INDUSTRIAL MARKETING MANAGEMENT

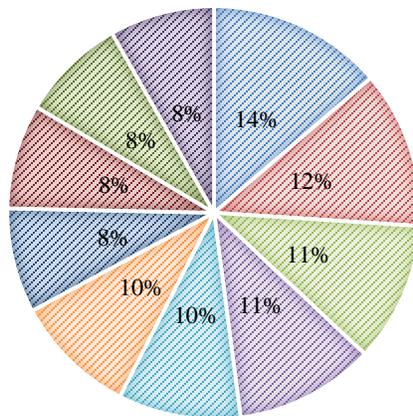


Figure 2. Top 10 journals with highest number of publications in “Social Media Use in SMEs”

Top 10 Intuitions Based on Number of Publications

In today’s dynamic world of research among the universities and institutions; many institutes are in a race to keep being in the top worldwide ranking. Thus, in this section, Figure 3, revealed that the 10 top universities and institutions that have the highest numbers of publications. In Figure 3. The ‘*Queensland University of Technology*’ and the ‘*Michigan State*’

University’ is the most fruitful with eleven and seven articles respectively followed by ‘Temple University’ 8 articles, and other details are shown in the table below.

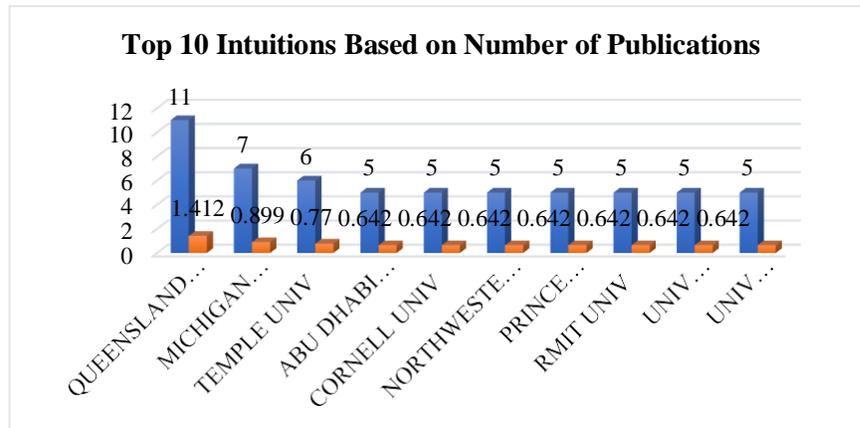


Figure3. Top 10 intuitions based on number of publications

5. Discussion and Conclusion

This study is one of the few that the authors are aware of for undertaking a comprehensive view of the role of adoption of social media on SMEs. The results are especially important as social media is a technology that is targeted to customers. Most technologies that have been embraced by companies and explored in previous research have promoted operational productivity or internal systems such as e-commerce, or cloud technology. Therefore, the implication of the use of social media on organizations is a significant predictor. In addition, the technology construct is important in the decision taken by SMEs to use social networks. The evidence is conclusive about which conditions (internal or external) are most important in technology adoption by SMEs. Hence, these are commonly interpreted rather than actual, and thus rely on the firm's expertise and comprehension (Ostrom, et al., 2015), while small and medium-sized businesses assumed that social media could support their companies successful

In conclusion, this review showed how social media adaption is beneficial to SMEs. The indications of the current review suggest that social media adoption has a great benefit SMEs on business performance in the study organizations because in more sophisticated in term of the advertisement compared to the traditional way, also with social media the firms are not required to spend resource for that as social media is free platforms as the financial resources are the main limitation of the SMEs. Thus, use social media to advances the business is an important strategy. It is hoped that the work in this study will provide a suitable background for further work on social media adoption.

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