

Key Drivers of Social Media Adoption among MSMEs: Evidence from apparel store retailers in Gurugram

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Background- The growing use of technology, rapid digitisation and globalisation across the industry have increased global competition and resulted in both opportunities as well as challenges for Micro small medium enterprises (MSMEs). Numerous studies have looked into the benefits of using social media (SM) in enterprises. Unlike existing studies focusing on business to consumer perspective, the current study focuses on social media adoption from an MSME perspective. The study's goal is to identify if SM platforms are being used by MSMEs as a marketing strategy. The study focuses on different social media platforms like WhatsApp, Facebook, YouTube, Instagram and even LinkedIn to understand which platform is used by MSMEs in doing their business activities, The study also focuses on investigating drivers that lead to social media adoption by MSMEs.

Objective- This study investigates the driving forces influencing social media adoption among MSMEs.

Design/methodology- Study used the TOE framework that includes Technology (TEC), organisation (ORG), Environment (ENV) and Individual factors (INDV) factors to examine how these variables affect MSMEs' use of social media. Data from a random sample was gathered from MSME apparel store retailers in Gurugram using survey questionnaires, 72 respondents were analysed. Later the data is analysed and validated using statistical tools SPSS.

Findings: The study investigated that several aspects of TOE structure have a significant impact on social media adoption among Apparel store retailers. These variables are examined to see their impact on social media adoption. The present study additionally seeks to offer various insights to retailers, research scholars and decision-makers.

Originality: This study will use various factors of the TOE framework which will be tested with the sample of Apparel retailers in Gurugram.

Keywords: MSMEs, social media, social media adoption, TOE framework.

Paper type: Research paper

Introduction

The Internet has changed how businesses communicate with customers and social media adoption doesn't require the use of extra resources (Ismagilova et al. 2017). Due to its affordable price and low technical requirements, social media usage is even possible for Micro small and medium-sized organizations (MSMEs) (S.Z Ahmad et al. 2019). Indian SMEs have been promoting their products through this media. Therefore, the use of social media for business is still expanding rapidly (S.Z Ahmad et al. 2019). Enterprises are choosing SM to manage their business, have good communication and wide reach to their customers (T.M. Nisar & C. Whitehead, 2016). Several research that has demonstrated the advantages of using social media in business. Momani supported the usage of social media. Social media and its adoption have increased the brand equity and brand image of organisations (Momani, A. M. (2020). Similarly, social media adoption enables businesses to better connect and communicate with their customers and other stakeholders (S.Z Ahmad et al. 2019). Social media facilitates access to a wider market, even outside geographic boundaries. Social media also benefits both brands and products (Venkataraman and Das, 2013; Zolkepli and Kamarulzaman, 2015). It is also looked at as an alternate instrument for business administration that is being investigated and has a significant impact on the performance of an organisation (S.Z Ahmad et al. 2019).

Unlike existing studies that focus on business to consumer perspective, the current study will focus on social media adoption from an MSME perspective. Though its perceived value and relevance for MSMEs are growing, research is necessary to explore and analyse the factors that promote the usage of social media by MSMEs at the technological, environmental, organisation and individual level. And to what extent MSMEs are using these platforms as viable marketing tools for their product (Pookulangara and Koesler, 2011; S.Z Ahmad et al. 2019).

Studying the impact of social media adoption on MSMEs has become crucial as SM has drastically changed the focus and approach of marketing. MSMEs have a significant contribution to the economic growth and innovation of an economy (Sawhney & Prandelli, 2000). Therefore, it is crucial to recognize the main factor behind MSMEs' acceptance towards SM in Gurugram Haryana. The district Gurugram has registered the most MSMEs (86820), followed by the districts of Faridabad and Karnal (S.Z Ahmad et al. 2019)

Considering how much the Gurugram emphasizes MSMEs, It would be beneficial to have a more strategic understanding of how MSMEs utilise platforms of social media and the driving factors or factors that influence social media Usage and adoption (Sawhney & Prandelli, 2000). Since cost of adopting Social media is low and can be used without any technical skill. It is shown that social media makes it simpler for companies to get in touch with their clients (Ahmad et al., 2018). Even though social media use is growing quickly in major organizations, there is little research on the factors that influence MSMEs' use of social media (S.Z Ahmad et al. 2019). This study seeks to explore how social media is utilized and investigating the factors influencing its adoption. We will make use of the TOE structure for analysis of quantitative research methods to test hypotheses.

Reviewing the literature is the first stage of the study. Later The study will discuss the methodology and survey results. The study will also discuss on limitations and future scope of research.

Literature Review

MSMEs and Social media adoption

Social media can serve as a useful instrument for communicating with customers by businesses (Hashim et al ., 2021). Companies don't necessarily have to invest large sums of money on advertising. With the usage of SM as an advertising tool it saves both time and cost of the business. It is a good and inexpensive company promotion technique (Rugova and Prenaj,2016). MSMEs are gaining significant benefits with the usage of social media platforms like WhatsApp, Facebook and even Instagram as it helps MSMEs target their customers at low cost (Ainin et al., 2015). Social media consists of a group of Applications based on Web 2.0 that expand upon its conceptual framework and technological underpinnings and that give asses to content created by users (Kaplan and Haenlein, 2010)

There are several comprehensive definitions of SM. People utilize SM, a popular social networking platform, regularly (Hashim et al ., 2021). Even for individuals with limited IT expertise, social media is easily navigable and accessible. Thus, MSMEs simply need basic IT knowledge without any extra IT training (Kaplan and Haenlein, 2010). Numerous research on the adoption of SM and its impact on business performance have been conducted in countries that are both developed and developing, but an investigation into the factors influencing MSMEs' use of social media is necessary. (Sawhney & Prandelli, 2000, S.Z Ahmad et al. 2019). MSMEs in both underdeveloped and developed countries work in different environments therefore in the Indian context, especially in Haryana where the growth of MSMEs has been seen this study focuses on driving forces that motivate MSMEs retailers to adopt and use social media as an instrument of marketing (Sawhney & Prandelli, 2000).

Theoretical Background

To research how various industries are utilising social media TOE framework is used (Tornatzky and Fleischer, 1990). This framework is used to evaluate factors influencing a company's choice to implement IT advances. This framework also discusses the reasons behind and rates at which different people and organizations adopt new ideas and technologies. (Lin, 2014) discussed how the structure of TOE is used to study the adoption of technology in other sectors like e-supply and e-commerce. Numerous empirical research has used the TOE framework. various factors were examined that help in finding how innovation in the IT sector is utilised and implemented in the Hotel and Tourism Industry (Leung et al.) the previous study explore the factors in Hong Kong independent hotels using the TOE framework. An independent depth interview was conducted to understand if the hotel industry in Hong Kong is ready or not to adopt ICT. Various results indicate that environmental factors and especially competitive factors that influence industries to adopt social media adoption (A. Pateli, 2020). Although the T-O-E model is highly regarded by academics, it hardly ever explicitly promotes task and individual factors. Task and individual factors are studied in TAF and UTAUT theories. These theories focus on the Individual level whereas the TOE framework focuses on the organisational level. Since TOE is a more dominant theory when it comes to the organisation level. However many scholars have highlighted that individual factors is missing in TOE Musawa, M. and Wahab, E. (2012). They directly help in shaping firm strategy. These individual factors directly

deal with emotions, attitude and motivation. Other studies have also supported that it is owners' characteristics and knowledge that affect how technology is adopted. (H. O. Awa et al 2017).

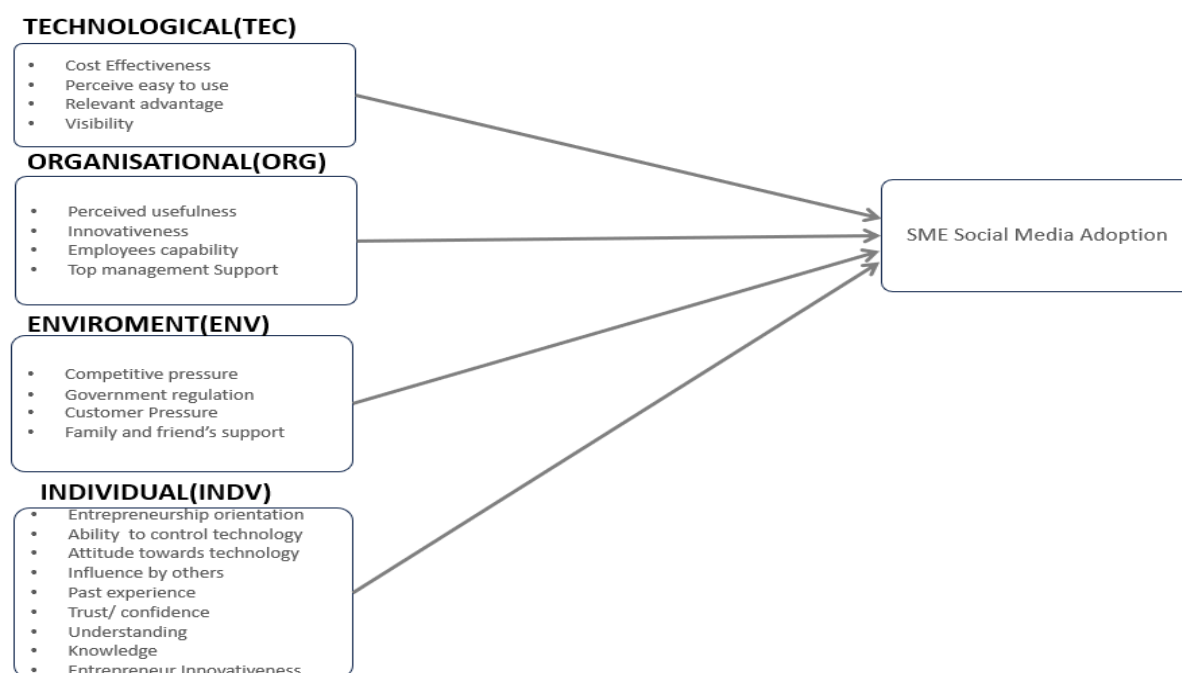
In 2015 Ukaha and Emechata defined that the variety of technologies available to the company, both internal and external influences Technology adoption. These factors include cost, ease to use, compatibility, complexity, visibility and relative advantage (H. O. Awa et al 2017) Organisational context includes various factors that are internal to the organisation and define organisation culture and climate that supports the embracement of technology. Organisational factor comprises the organization's size, capital investment, support and assistance from top management , and the capability of employees to adopt new technology (Musawa and Wahab, 2012). Environmental context reflects the business's operational domains. This includes incentives provided by the government, regulations, pressure from competitors, and pressure from suppliers or vendors (Hossain and Quaddus, 2011). Considering organizational, technological, and environmental settings alone is insufficiently said by other researchers (H. O. Awa et al 2017). it is also individual factors that are considered important to study the adoption of technology. Therefore this study integrates TOE and UTAUT factors that explain about impact of these factors technology, organisation, environment and individual factors on social media adoption.

Indian retailers are facing close competition due to increased customer internet buying behaviour (Hashim et al ., 2021).). Kumar and Singh also discussed how the organised retail sector in Madhya Pradesh is influenced by technology (A. Kumar and Singh, 2022). In India, many favourable factors led to the adoption of social media by the retailers discussed by A. Kumar and Singh. Indian consumers spend a lot of time online purchasing, especially youngsters. Hence, when considering the integration of social media as a marketing tool it is seen that it can bring an advantage for organised retailers (A. Kumar and Singh, 2022). Thus, it becomes crucial to comprehend the factors impacting the uptake of social media among MSMEs. The framework used in this study will analyse technology, environment, organisational and Individual factors that lead to adoption. Across 4 factors construction of the hypothesis is done and under each construct , different items and their impact is analysed.

Table I: Defines various definitions of the xconstructs used in the research

| Construct | Definition | Sources |
|-----------------------|---|---|
| Technological Factor | An organization's internal and external technological features are described by the technology context. | (O. Al-Hujran, 2018) (A. Pateli, 2020) |
| Organisational Factor | The elements and resources within an organization that shape decisions regarding the implementation and utilization of innovations are known as the organizational context. | (O. Al-Hujran, 2018) (A. Pateli, 2020) |
| Environmental Factors | The context of an organization's environment is the circumstances in which it operates; these can include the industry in which the organization operates, competitors in the industry, laws, places of operation, and relationships with the government. | (O. Al-Hujran, 2018) (A. Pateli, 2020) |
| Individual Factors | Adoption of any technological innovation based on motivation, attitude, perception | (H. O. Awa et al 2017) |

Figure I: Theoretical Framework of Research:



Linking Technology Factor with Social Media Adoption (TEC)

Here, technology is more closely related to the alleged behavioural controversy. Adoption of any technology is related to technical expertise and supplier support. It is also internal infrastructure, organisational support and how well organisations exploit their resources (H. O. Awa et al 2017). Many constructs are used for technology as a influencing factor for SM adoption (Tornatzky and Fleischer, 1990). Qalati used relative benefit or advantages which means the extent to which a new idea is perceived by potential users as superior to the alternatives (Rogers, 2003). Relative advantage is a measure of how much an invention is thought to offer advantages above its predecessor is called a Relative Advantage (A. Pateli, 2020). The relative advantage discusses how much of an innovation is anticipated and how these benefits are transferred to the business through the adoption of innovation S.Z Ahmad et al. 2019). Personalized services, more easily accessible information, lower operating costs and less paperwork are considered to be the relative advantage (A. Kumar et al, 2022). Affordability, compatibility, and interactivity (S.A. Qalati et al. 2022). Trialability is the ease with which a new idea can be tried before being embraced. observability is to evaluate and see the outcomes of other people's inventions and adoption of the same to the benefit of business (A. Wulandari, 2020). Effectiveness of cost is explained as the Intensity to which the adoption of an invention generates greater profits or better outcomes relative to its cost. Since SMEs are considered a sector that always has a lack of funds. This factor leads to SMA among SMEs (S.A Qalati et al. 2022). Therefore, out of these factors, the first hypothesis is as follows

H1: Technological Factors have a positive influence on social media adoption by MSMEs.

Linking Organisational Factor with Social Media Adoption (ORG)

Organisational factors determine the capacity of the organisation to use internal resources and their availability (H. O. Awa et al 2017). Internal features of an organisation determine different factors that lead to SMA (Tornatzky and Fleischer, 1990, S.A Qalati et al. 2022). These include its scale, degree of formalization, entrepreneurial orientation, support from top management, centralized power, recruiting, and management media (S.Z Ahmad et al. 2019). Previous studies included factors like Top management support, employee skills, organisational readiness, acceptance of innovation, organisational characteristics, resource availability, Absorption capacity, year of adoption, perception of cost, perceived usefulness, perceived ease to use, and perceived cost (A. Pateli, 2020, S.A Qalati et al. 2022). Approval from management and the Board of Directors is a component of top management support (A. Pateli, 2020). The availability of resources both financial and non-financial influences upper or middle management in the adoption of social media. Additionally, top management can create an atmosphere that supports SMA (O. Al-Hujran, 2018) The vision of top management supports Appel staff in the adoption of social media (S.Z Ahmad et al. 2019). Where perceived usefulness, top management support,

innovation and capability are considered the most significant factors that determine SMA. Therefore, this brings out the construction of the second Hypothesis

H2: Organizational Factors have a positive influence on social media adoption by MSMEs.

The link between Environmental factor and Social media Adoption (ENV)

Numerous environmental aspects have been identified by academics. In 1983 DiMaggio and Powell proposed institutional theory. The scholars explain external factors both normative and mimetic. Normative pressures are those that lead to the adoption of innovation. (H. O. Awa et al 2017) These factors include pressure from consumers, the government, and the legal framework. and due to these external pressures adoption of innovation becomes faster. Mimitic pressure is pressure from competitors that forces the organisation to change to sustain itself in the market. This mimetic pressure creates a vicious circle for organisations as it creates pressure to continuously change (Tornatzky and Fleischer, 1990).

In the year 1985 Porter and Miller explains that changing composition of the industry and adopting innovation helps in outperform competitors. (H. O. Awa et al 2017)

Therefore it is clear that Factors that are Environmental elements are those that are external to the organization's business (Tornatzky and Fleischer, 1990). In the previous research environmental factors like the structure of industries, laws and regulations include the regulatory system (S.Z Ahmad et al. 2019). The reason why MSMEs are using social media platforms also includes competitive pressure that motivates them to use this platform (A. Pateli, 2020). Bandwagon pressure is considered as the main factor that influences social media adoption (S.A Qalati et al. 2022). When a company innovates not because it came up with the original idea but because other competitors are also doing it, it's known as the bandwagon effect, a psychological phenomenon (A. Wulandari, 2020). The term "environmental context" describes the elements that could affect how technology is adopted. Various research has said that external factors in which an organisation deals create pressure that influences retailers to use SM for their business. Technology adoption is dependent on competitive pressure and competitive advantage (A. Kumar et al, 2022). A literature review done in past suggested that bandwagon pressure, family and friend support and even government regulations impact social media adoption among MSMEs (Ali Qualti et al (2020). external, pressure is thought to be among the most crucial elements in adoption of Information technology that includes including influence from rivals, similar businesses, regulators, suppliers, and clients (A. Pateli, 2020). Similar literature reviews have considered bandwagon pressure shows positive impact on the adoption of SM. Fear that non-adopters may appear strange is the source of institutional bandwagon pressure (O. Al-Hujran, 2018). It is also considered as a free to lose customers if innovation is not included as part of an organisation (A. Pateli, 2020). Adoption of social media is thought to be a means of information sharing and communication with commercial partners (S.Z Ahmad et al. 2019). Threats that my organisation will lose the customer, family and support from friends are also considered as social media adoption factors. Therefore, this brings us to the third hypothesis of the study as follows:

H3: Environmental factors have a positive influence on social media adoption by SMEs.

The link between Individual factor and Social media Adoption (INDV)

Since every organisation is unique in itself. The innovation-decision or adopt new technology in business is dependent on its owner or entrepreneur. (H. O. Awa et al 2017) Different factors like feelings, emotions, attitudes, behaviour, perception and motivation of individuals impact adoption. Scholars have used hedonistic desires and social impact to quantify the individual context. social impact to influence is when an individual wants to increase their status or image in society. This also means that another person's opinion or an opinion of a similar group can change your opinion. People adopt innovation or new technology not only to excel but also due to social status Musawa, M. and Wahab, E. (2012). According to the UTAUT paradigm, the enjoyment, fun, pleasure and satisfaction that come from utilizing specific technologies influence their acceptance (H. O. Awa et al 2017). Task interdependence is an additional crucial factor that leads to adoption. Innovation interchange is necessary for high interdependence tasks to define tasks, efficient task performance, create strategies, get performance feedback, and make decisions. To facilitate a thorough information exchange there is human intention and inner motivation to the adoption of new technology into the business. The studies reflect that the effectiveness of social

media increases the task interdependence to outperform competition. This leads to the construction of other hypotheses.

H4: Individual factors have a positive influence on social media adoption by MSMEs.

Research Methodology

The external factors taken for study are derived from TOE framework that includes Technology, environmental and organisational factors and the Individual factor is social media adoption. The latest exogenous factors as displayed in TABLE II. These constructs were assessed using a variety of items. The study utilizes a five-point Likert-type scale, where 1 represents "strongly disagree" and 5 represents "strongly agree.". Earlier validated scale and literature reviews on technology adoption served as the source of the social media adoption items. A minimum of 4 and a maximum of 10 items were used to ensure the reliability to study.

TABLE II: Constructs used in the study and Items sources

| Construct | Construct Used In Study | | Item |
|------------------------------|-------------------------------|---|------|
| | Items | Sources of Measurement Item | |
| Technology Factor | Cost Effectiveness | S.Ali Qualti et al (2020) | 1 |
| | Perceive Ease to Use | Davis (1989) | 1 |
| | Relative Advantage | Chong & chan (2012),M.A.Alkhateeb et al (2021),A. Pateli et al (2020),S. Ali Qualti et al (2020) | 3 |
| | Visibility/Presence | L.T. Mataruka et al (2023),S.A Qalati et al (2020), A. Pateli et al (2020),S. Ali Qualti et al (2020) | 2 |
| Organisational Factor | Perceived usefulness | M.A. Alkhateeb et al (2021),Davis (1989) | 3 |
| | Innovativeness | A.Pateli et al (2020) | 1 |
| | Perceived Employee Capability | G, Ali Abbasi et al (2022) | 2 |
| | Top Management Support | Ahmad et al (2019),A Pateli et al (2020).M.A. Alkhateeb et al (2021) | 1 |
| Environmental Factor | Competitive pressure | Oliveira et al (2014),Alshamaila et al (2013),M.A. Alkhateeb et al (2021),A. Pateli et al (2020) | 1 |
| | Government regulation | Sophonthummapharn (2009) | 3 |
| | Customer Pressure | G, Ali Abbasi et al (2022) | 1 |
| | Family and Friends support | HSA Al Rahbi (2017) | 1 |
| Individual Factor | Entrepreneurship orientation | S. Ali Qualti et al (2020),A Nguyen et al (2022) | 2 |
| | Ability to control Technology | Venkatesh et al (2003),M.A. Alkhateeb et al (2021) | 1 |
| | Attitude Towards Technology | Venkatesh et al (2003),M.A. Alkhateeb et al (2021),H.O Awa et al (2017) | 1 |
| | Influence by others | H.O Awa et al (2017) | 1 |
| | Past experience | Venkatesh, V. (2005). | 1 |
| | Trust/ Confidence | Rosli et al.,(2012). | 1 |
| | Understanding | Premkumar, G. (2003). | 1 |
| | Knowledge | Venkatesh, V. (2005). | 1 |
| | Entrepreneur Innovativeness | S,Tripopsakul, (2018). | 1 |

Instrument validity

Academic staff and the study's target population evaluated the questionnaire's convenience of use and clarity during development to guarantee its psychometric qualities, most respondents said the the questionnaire was clear and straightforward to fill out. Thus, additional changes were not necessary.

Sampling and Data collection

The study's sample was chosen at random from the Gurugram, Haryana from MSMEs. The database from apparel retailers was gathered from websites like Just Dial and sulekha .com. This helps in gathering a reasonable number of retailers in Gurugram. Business owners and managers were the primary responders targeted since they were thought to be the most knowledgeable about their company's ecosystem and achievements (A. Kumar and Singh,2022). 72 possible respondents were given access to the poll online using the Google online form. All possible participants received email invitations and a Google link form was sent to them. online surveys are seen as necessary resources for contemporary research. They are an easy, quick, and affordable way to collect data. Using online collection of data reduces the Period and is considered a good strategy where easy instructions can be provided to the respondents. Email messages and to increase the responses, calls were placed. The reason of low response was MSMEs were not willing to give time to answer the questionnaire.

Results

Descriptive Information

Table III of the paper represents the descriptive and detailed information of 72 respondents. 52% of the responders were male and 47% percent were Female and most of them were managers and owners. This data represents the demographic of owners in the Gurugram. 31% of the respondents were of age group of More than 50 and 34% of the responders were younger than 40 years old. Out of these respondents, the education qualification 55% of postgraduates followed by undergraduates and less than SSC This shows that social media-using SMEs' decision-makers are typically middle-aged and more educated. They are better informed about business advancements both inside and outside of their sector. 30% of the respondents had an experience of 5 years and 33% of the respondents had experience of 10 years. 52% of the retailers fall under the income category between 2 to 5 lacs. 62% of the retailers were from registered category and 37% of retailers belonged to the unregistered category.

The selected store retailers had a decent degree of population representation in Gurugram. The sample contains those retailers who are in the business of ready-made clothes for males, females and Kids of all age groups. The sample also includes retailers who are in boutique services for man and women's clothing. The sample retailers were distributed across different sectors of Gurugram city. Most of the retailers as part of the sample were Micro 83% , and small and medium enterprises 17%. For this reason, the authors are certain that the sample is typical of MSMEs in Gurugram.

Table III also demonstrates that most of the retailers in the sample can be categorized as recent social media adapters. Overall 75% of respondents said they had only recently begun using social media. 61% of the respondents said that they do not use social media much but those who use they use it very frequently for marketing and gaining customer attention. As supported by earlier research also MSMEs are utilizing social media platforms mostly for marketing rather than administrative purpose (S.Z Ahmad et al. 2019). 22% of the retailers are using social media on day and weekly basis and 29% of the respondents are using it on monthly basis.

Table III Demographic Profile and organisational characteristics of the sample

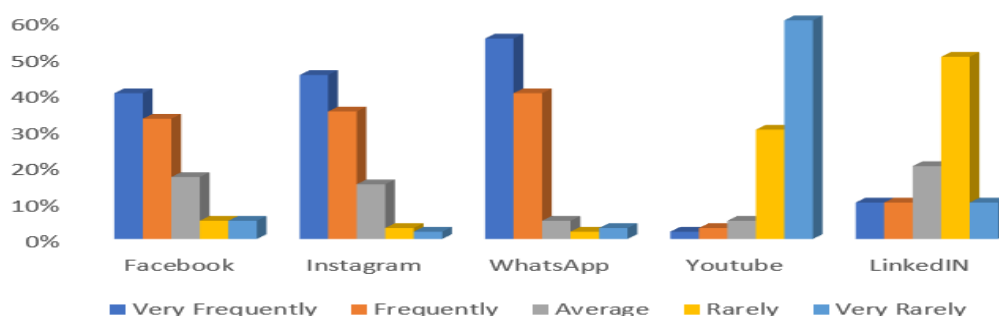
| Construct | Characteristics | Frequency | Per cent |
|-----------|----------------------------|-----------|----------|
| Gender | Female | 34 | 47.22% |
| | Male | 38 | 52.78% |
| Age | Less than 20 | 10 | 13.89% |
| | Between 20 to 30 | 6 | 8.33% |
| | Between 31 to 40 | 25 | 34.72% |
| | Between 41 to 50 | 8 | 11.11% |
| | more than 50 | 23 | 31.94% |
| Education | Less than SSC (12th class) | 16 | 22.22% |

| | | | |
|---------------------------|--------------------------|----|--------|
| Experience in business | Graduation | 16 | 22.22% |
| | Post Graduation | 40 | 55.56% |
| | Less than or equal to 3 | 12 | 16.67% |
| | Less than or equal to 5 | 22 | 30.56% |
| | Less than or equal to 10 | 24 | 33.33% |
| | Less than or equal to 15 | 6 | 8.33% |
| | more than 15 years | 8 | 11.11% |
| Income | Up to 2 Lakh | 26 | 36.11% |
| | 2-5 Lakh | 38 | 52.78% |
| | 5 Lakh or above | 8 | 11.11% |
| Status | Registered | 45 | 62.50% |
| | Unregistered | 27 | 37.50% |
| Category | Micro Enterprise | 60 | 83.33% |
| | Small Enterprise | 3 | 4.17% |
| | Medium Enterprise | 9 | 12.50% |
| | Retailer | 62 | 86.11% |
| Business Activity | Wholesaler | 10 | 13.89% |
| Years of media usage | 0-5 Years | 54 | 75.00% |
| | 5-10 Years | 18 | 25.00% |
| | Everyday | 15 | 20.83% |
| Frequency of Social Media | Once a week | 16 | 22.22% |
| | Twice a week | 7 | 9.72% |
| | Fortnightly | 13 | 18.06% |
| | Monthly | 21 | 29.17% |

The most popular social networking sites utilised by MSMEs are WhatsApp, Instagram, YouTube, Facebook, LinkedIn and Twitter (Kumar, A., & Ayedee, N. (2018). The top 5 platforms used in this study are Facebook, Instagram, LinkedIn, YouTube and WhatsApp. Facebook, Instagram, and WhatsApp are most widely used social media platforms for advertising and marketing. Due to the fact that the majority of retailers have only recently begun using the WhatsApp social media platform, which is popular among them because it facilitates customer feedback and promotion, still the impact highly unpredictable. Businesses have embraced a variety of technologies, including e-commerce and cloud computing (O. Al-Hujran, 2018) and other industries like hospitality and tourism (A. Pateli, 2020). How well it is used by retailers is still unexplored.

Figure:2. Frequency of usage of social media to promote the product and meet business objectives

Preferred Social Media Platform for Advertising & Promotion



Data Purification and Structural Model

Nearly all of the measures were taken from pre-existing scales or modified from them, although before the data analysis, a few of the measurement items needed to be improved and tested for different reliability factors (Gerbing and Anderson 1988). Principal component analysis was used to carry out the EFA. The factor analysis was run for 5 times. After running the items were deleted because they failed to load on any dimension. Deleted items were cost effectiveness, relative advantage 3,4, visibility 2,3, complexity, compatibility, interactivity, customer pressure2, government regulation 2,3, bandwagon 2 and customer pressure2. After excluding these items EFA was repeated. The result of this new analysis is confirmed. Significance of that shows the result of significance at a sample of $(n=72) = 2111.028$ ($P < 0.000$). Kaiser-Meyer-Olkin Measure of Sampling Adequacy which indicates appropriateness of data for factor analysis, was 0.831. As this value of KMO is above 0.800 which means appropriateness of data from factor analysis. 5 Initial Eigenvalues are above 1. There are 78 (24.0%) nonredundant residuals with absolute values greater than 0.05. finally, 7 items of technological factors, 7 items of organisational factors, 4 from the environment and 10 from individual context were included in the study

Table IV : KMO and BTS values in the TOE contexts

| Construct | Measure | |
|--|--|-------------------------------------|
| | Kaiser-Meyer-Olkin (KMO) measure of Sampling Adequacy | Bartlett's Test of Sphericity (BTS) |
| TEC | 0.854 | 488.603($p=0.000, < 0.005$) |
| ORG | 0.783 | 309.475 ($p=0.000, < 0.005$) |
| ENV | 0.781 | 115.545($p=0.000, < 0.005$) |
| INDV | 0.911 | 687.835($p=0.000, < 0.005$) |
| KMO and BTS values in the TOE contexts | | |

The examination of the KMO index and BTS demonstrates that both measures met the suggested criteria. According to Table the analysis revealed that the KMO index values for the three TOE contexts exceeded the recommended threshold of 0.6. Additionally, the significance level of the BTS for these contexts was below 0.05.

The next step to analyse the data is scale reliability. Cronbach's Alpha is used to measure Internal coherence. Cronbach's Alpha is additionally referred to as the reliability measure of the instrument. The questionnaire with 24 constructs and 28 items were sent to the sample of 72 respondents. There are five sections to the questionnaire. Table IV represents first part which defines Technological factors with 7 different items. The loading of each item was reported between ($\alpha = 0.699$ to $\alpha = .941$). Composite reliability of technological factor is reported ($\alpha = .764$). the second part of the questionnaire explains organisational factors with 7 different Items. The loading of subscales reported between ($\alpha = 0.799$ to $\alpha = 0.765$), and composite reliability is reported ($\alpha = .782$) which is at an acceptable level. The third part of the questionnaire explained environmental factors with 4 different items. The loading of sub-items reported between ($\alpha = 0.717$ to $\alpha = 0.647$) for each of the items, composite reliability is reported ($\alpha = .706$) which is also at an acceptable level. Further fourth part consists of Individual factors with 10 different items. The loading is reported to be within the range of ($\alpha = 0.716$ to $\alpha = 0.717$) for

each of the items, composite reliability is reported ($\alpha = .701$). The fifth part of the questionnaire defines social media adoption and the composite reliability reports ($\alpha = .807$). The composite reliability is above 0.70 which is an recommended value by the researchers. the organisational context is found to be more reliable with composite reliability ($\alpha = .782$).

Table V: Loading, composite reliability and p-value.

| Construct | Items | M | S.D | Loading | CR | p-Values | VIF |
|-------------------------------|-------|------|-------|---------|-------|----------|-------|
| <i>Technological context</i> | | | | | 0.764 | | 1.000 |
| Cost Effectiveness | CE1 | 4.42 | 0.832 | 0.699 | | 0.000 | |
| Perceive ease to use | PETU | 4.40 | 0.862 | 0.695 | | 0.000 | |
| Relevant Advantage | RA1 | 4.22 | 0.901 | 0.901 | | 0.006 | |
| Relevant Advantage | RA2 | 4.12 | 0.849 | 0.849 | | 0.000 | |
| Relevant Advantage | RA5 | 3.78 | 0.961 | 0.961 | | 0.000 | |
| Visibility | V1 | 4.47 | 0.835 | 0.855 | | 0.002 | |
| Visibility | V2 | 4.47 | 0.914 | 0.941 | | 0.000 | |
| | | | | | | | |
| <i>Organizational context</i> | | | | | 0.782 | | 1.000 |
| Perceived usefulness | PU1 | 3.71 | 1.307 | 0.765 | | 0.001 | |
| Perceived usefulness | PU2 | 3.47 | 1.214 | 0.763 | | 0.002 | |
| Perceived usefulness | PU3 | 3.59 | 1.393 | 0.719 | | 0.000 | |
| Innovativeness | INNOV | 2.75 | 1.176 | 0.742 | | 0.004 | |
| Employees Capability | EC1 | 2.96 | 1.419 | 0.715 | | 0.045 | |
| Employees Capability | EC2 | 2.58 | 1.311 | 0.799 | | 0.025 | |
| Top Management Support | TMS | 3.84 | 1.302 | 0.762 | | 0.000 | |
| . | | | | | | | |
| <i>Environmental context</i> | | | | | 0.706 | | 1.000 |
| Competitive pressure | CP1 | 3.71 | 1.317 | 0.616 | | 0.000 | |
| Government regulation | GR | 3.89 | 1.231 | 0.575 | | 0.000 | |
| Customer Pressure | CP_1 | 4.11 | 1.161 | 0.716 | | 0.000 | |
| Family and friend's support | FFS | 3.86 | 1.294 | 0.647 | | 0.000 | |
| | | | | | | | |
| <i>Individual context</i> | | | | | 0.701 | | 1.000 |
| Entrepreneurship orientation | EO1 | 4.53 | 0.987 | 0.716 | | 0.000 | |
| Entrepreneurial Orientation | EO2 | 4.01 | 1.112 | 0.705 | | 0.000 | |
| Ability to control technology | AB | 4.21 | 1.013 | 0.656 | | 0.000 | |
| Attitude towards technology | AT | 4.66 | 0.885 | 0.66 | | 0.000 | |
| Influence by others | INFLU | 4.23 | 0.993 | 0.659 | | 0.000 | |
| Past experience | PEX | 4.15 | 1.221 | 0.711 | | 0.000 | |
| Trust/ confidence | TC | 4.37 | 0.936 | 0.659 | | 0.000 | |
| Understanding | UND | 4.41 | 0.879 | 0.637 | | 0.000 | |
| Knowledge | K | 4.26 | 1.131 | 0.702 | | 0.000 | |
| Entrepreneur Innovativeness | INNOV | 4.47 | 0.818 | 0.676 | | 0.000 | |
| | | | | | | | |
| Social Media Adoption | | | | | 0.807 | | |

Multiple regression analysis and Hypothesis testing

A multiple regression model is used to capture the impact of TEC, ORG, ENV and INDV factors on social media adoption. Table 4 below indicates that all of the hypotheses are supported and accepted. The technological factor is found to have a significant positive influence on SMA ($\beta = (0.765)$, $t\text{-value} = (10.01)$, $\text{sig} < 0.000$). R-square (R^2) is 0.585, which means that 58.5% of the variance in the dependent variable can be explained by the model's independent variable. The adjusted R-square (Adjusted R^2) is 0.58, which is very close to the R-square value.

Also, the organisational factor is found to have a positive influence on SMA ($\beta = (0.501)$, $t\text{-value} = (4.88)$, $\text{sig} < 0.000$). R-square (R^2) is 0.251, which means that 25.1% of the variance in the dependent variable can be explained by the model's independent variable. The adjusted R-square (Adjusted R^2) is 0.241, which is very close to the R-square value. This indicates that the model's independent variables are good predictors of the dependent variable.

Further Environmental factors significant positive influence on SMA ($\beta = (0.587)$, $t\text{-value} = (6.106)$, $\text{sig} < 0.000$). R-square (R^2) is 0.344, which means that 34.4% of the variance The adjusted R-square (Adjusted R^2) is 0.335, which is very close to the R-square value. This indicates that the model's independent variable are good predictor of the dependent variable

and Individual factor ($\beta = (0.812)$, $t\text{-value} = (11.7)$, $\text{sig} < 0.000$). EC has a positive significant effect on SMA ($\beta = (0.81)$, $t\text{-value} = (4.42)$, $\text{sig} < 0.001$). R-square (R^2) is 0.659, means that 34.4% of the variance. The adjusted R-square (Adjusted R^2) is 0.655, which is very close to the R-square value This indicates that the model's independent variables are good predictors of the dependent variable

Based on these results, the hypothesis is likely to be accepted. The independent variable(s) in the model have a statistically significant relationship with the dependent variable, and the model is a good fit for the data.

Figure III:

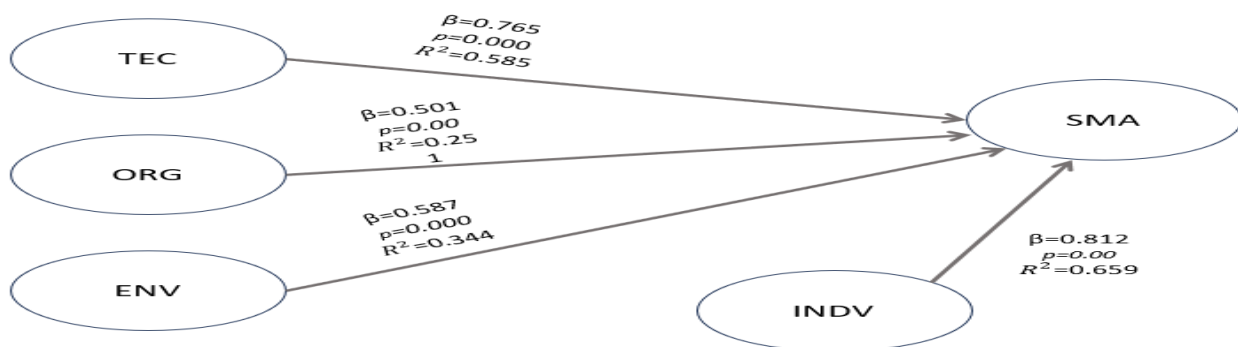


Table:VI

ResultsofMultipleregressionTable

IV

| Hypothesis and Construct | Hypothesis | (R^2) | Adj (R^2) | t-Statistics | p-Value | Result |
|--|--|-----------|---------------|--------------|---------|----------|
| Technological → Social media Adoption | H1: technologic factors have a positive influence on social media adoption by MSMEs | 0.585 | 0.58 | 10.03 | 0.000 | Accepted |
| Organisational → Social media Adoption | H2: Organizational factors have a positive influence on social media adoption by MSMEs | 0.251 | 0.241 | 4.88 | 0.000 | Accepted |
| Environmental → Social media Adoption | H3: Environmental Factors have a positive influence on social media adoption by MSMEs | 0.344 | 0.335 | 6.106 | 0.000 | Accepted |
| Individual → Social media Adoption | H4: Individual Factors have a positive influence on social media adoption by MSMEs | 0.659 | 0.655 | 11.7 | 0.000 | Accepted |

Discussion

The present research is one of the few where the researcher has conducted quantitative research to determine the factors that impact the adoption of social media by MSMEs in Gurugram. Where the registration of MSMEs is registered. The results are especially significant since social media is considered to be a customer-centric technology. Previously many studies on the adoption of E-commerce, cloud-based technology and digital payment systems have supported businesses. Therefore how MSMEs are using this technology for achieving overall business objectives is interesting to study. This quantitative study's main objective is to look into the factors that impact adoption of SM by MSMEs. The findings produced were intriguing. Using the TOE framework, the research demonstrated

The decision of MSMEs to use social media was made by considering technology construct. This means technology construct support social media adoption. Social media is considered cost-effective technology, as it is customer-based technology it also has a characteristic of perceived ease to use. The hypotheses that social media adoption is due to technological factors is supported as it is considered to be easy for retailers in all age groups. In comparison to other factors relevant advantage and visibility shown less impact on retailers in taking decision on SMA. Previously researchers have supported the adoption of ERP, cloud-computing by SMEs but which factor whether it is Internal or external to the organisation is still not clear. The anticipated future benefits of the adoption of technology are the main reason for adoption which means relative advantage is important as discussed in other research (Vishwanath, 2009). However, MSMEs are not aware of to what extent they will get a relative advantage to adopt social media of their business purpose. Social media is adopted by young retailers supported by (S.Z Ahmad et al. 2019). Retailers do not think much about the relative advantage from this innovation as more familiar and comfortable with the use of technology. This argument was not supported by in the study of Malaysian SMES (Ainin et al. 2015).

Organisation factors such as Top management support and perceived usefulness are the factors of great importance that determine social media adoption. However innovativeness of entrepreneurs along with the capability of employees are supportive factors but not as relevant as other factors of social media adoption. It is suggested that top management involvement plays an important determinant of social media adoption as supported in other research. Various researchers have speculated that as young entrepreneurs with higher educations are using these platforms for both personal and business purposes (S.Z Ahmad et al. 2019). They must integrate social media for business purposes as well. In addition, Hoffmann et al. (2014) contended that for an organization to implement social media projects successfully, employees must have the support of their supervisors. The support from top management in terms of skill-based training and investing more in skill-based infrastructure is a critical element in social media adoption.

However, the intention to adopt social media was significantly impacted by competitive pressure. Small organisations are facing a lot of competition from large organisations that have the leverage to invest more in social media. Small organisations face tough competition and this is the reason that competitive pressure is an important factor that contributes to social media adoption among MSMEs. Competitive pressure has a significant positive impact on the adoption of social media for marketing purposes. Customer creates undue pressure on MSMEs to implement social media in their business model. This result was also supported by Lin, 2014.

Individual factors has given further extension to the TOE framework where individual factors like Entrepreneurship orientation, Ability, Attitude, experience, Trust/ confidence, Knowledge Understanding and Entrepreneur Innovativeness show an significant and positive impact of social media adoption.

The main objective of this study was to identify the characteristics that determine SMA, where individual and technological factors have the most influence. Additionally, it is revealed that shops are using these sites for fun and entertainment. The benefits of social media for merchants are still in the experimental stage, as its adoption is still very young. The author stressed the importance of social media adoption and the factors that impacts its adoption but the benefits of social media can be seen in the long run only if it is aligned with the business strategy of the business.

Theoretical contribution

This study contributes to the corpus of literature in a number of ways.. This study reflects many factors that contribute to a developing nation like India, to delivery outcomes. Despite the Gurgaon city displaying many characteristics of a developed city, there is a dearth of literature examining the complexities and potential ramifications of using social media platforms, particularly at the MSMEs level. This study advances theoretical understanding by expanding the Technology-Organization-Environment (TOE) model and connecting it with factors from the Diffusion of Innovations (DOI) theory.

This paper has contributed by broadening the phenomenon of Individual factors with TOE framework. This study makes a small contribution by providing empirical evidence in favour of a conceptual framework with strong explanatory power from the standpoint of social media. In contrast to earlier research that identified variables directly or indirectly influencing the adoption of a certain kind of technology this study Illustrates the combination of TOE and DOI theory factors that contribute to social media adoption among MSMEs.

Practical contribution

This study adds to the body of knowledge on social media in several ways. There are two key implications of this study for MSMEs thinking about utilizing social media technology. This study explores the most widely used social media platforms by MSMEs to promote their product and reach out to customers. WhatsApp, Facebook and Instagram are the main social media platforms used by MSMEs. Other research has mentioned about other technological integration for external communication Batikas et al. (2012). Where this research has contributed in understanding how MSMEs are utilizing social media platforms for external communication with their customers. According to other research, several businesses just used social media because they didn't want to fall behind their competitors in the market. That results in ineffective utilization of social media platforms that do not contribute in the growth of the firm. Therefore this research included individual factors such as entrepreneurial orientation, ability, innovativeness, attitude and ability as key drivers that contribute to social media adoption. For businesses considering implementing social media, this research offers an appropriate place to start.

Limitation

One of the primary constraints of the research was the size and scope of the sample. The majority of MSMEs were wholesalers and retailers in the apparel sector. This research would have been more interesting and contributed more if different sectors like the travelling, fashion, and service sectors were analysed and determined factors that contribute to social media adoption in these sectors. The research was not centered on social media adoption and business performance and linking firms' strategies with social media adoption. The sample was taken from Gurgaon city which is too small to study the factors of adoption. In the future longitudinal studies is suggested

Conclusion

This study has filled in the knowledge gaps about the adoption of social media and broadened our grasp of the subject. It concentrated on MSMEs, an important industry, in emerging nations, an area with little research. This research employed a mixed-methods design to investigate SMA in detail taking technological context, organizational context, environmental and Individual context into account. Examining the adoption of these technologies is becoming more and more important given their growing importance in business. To better understand social media use among MSMEs, this study is intended to be an exploratory step toward future research in this field.

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