

Driving the Impact of Social Media in SMEs for A Better Performance: A Literature Review

Rosa Prafitri Juniarti

Universiti Sains Malaysia, Universitas Negeri Surabaya

Email: rosajuniarti@unesa.ac.id

Azizah Omar*

Universiti Sains Malaysia

Email: aziemar@usm.my

Siti Nur Khairunnisa Mohamad Tahir

Universiti Sains Malaysia

Email: khruniisaworks@gmail.com

** Corresponding Author*

Abstract

Purpose: This study systematically reviews how social media impacts the performance of small-medium enterprises (SMEs) and recommends an agenda for future research.

Design/methodology/approach: This study reviewed and evaluated research articles published through the Scopus database, focusing on social media and SMEs' performance from 2011-to 2021.

Findings: This research identified previous research by analysing the theory applied, construct involved, type of social media, used methods, type of business, and location of studies.

Research limitations/implications: This research only reviews using TITLE-ABS-KEY search features in the Scopus database as trusted sources in terms of quality and impact factors by researchers worldwide. The keywords used are social media, SMEs, and performance.

Practical implications: SMEs can use social media to enhance business performance, as supported in this research.

Originality/value: This research proposes future research avenues for social media and SMEs performance, hopefully enriching the literature.

Keywords: social media; SMEs performance; systematic literature review.

Introduction

The existence of small and medium enterprises (SMEs) has promoted a country's economic and industrial growth (Hossain & Kauranen, 2016), especially during the depression-like Covid-19 pandemic (Ebrahimi et al., 2021). SMEs also create jobs and play a role in distributing development results (Munir et al., 2021). However, Covid-19 makes structural changes in several sectors, including economics, that radically modify current business models across sectors (Qalati, Ostic, et al., 2021). A covid-19 pandemic causes people to start social distancing to reduce the transmission of the disease. It later forces small and medium enterprises (SMEs) to use an online marketing-based approach for their customers (Effendi et al., 2020). Both people and companies rapidly increased the use of social media creatively (Jiménez-Zarco et al., 2021). Thus, the application use of social media to purchase basic needs

is the most effective choice for SMEs to market their products regardless of where their customers are (Effendi et al., 2020).

The dramatic change also happens in the use of social media. Social media networks have increased their popularity during the digital revolution and the Covid-19 crisis, reducing face-to-face activity (Ainin et al., 2015). Social media connects companies, including SMEs, with various people (Chu et al., 2020; Tiwasing, 2021) as an essential part of SMEs' marketing strategies to improve business performance and growth (Naudé et al., 2014). Previous research has also proven the direct influences of social media on business performance (Alhaimer, 2021; Moy et al., 2020). Social media also has been seen as a practical billboard to reach commercial goals and better business performance (Rapp et al., 2013). Kusumo et al. (Kusumo et al., 2021) also agree that social media effectively enhances business performance because consumers find it easier to compare prices and feel at ease when they need to purchase certain products at anytime and anywhere.

In recent years, research related to social media and SME performance has exploded and stimulated the emergence of several relevant studies. The growing empirical literature on social media and SMEs performance are the determinants of social media uses in SMEs (e.g. (Ainin et al., 2015; Qalati, Li, et al., 2021), the impact of social media uses on SMEs performance (e.g. (Ahmad et al., 2019; Tajvidi & Karami, 2021), and other construct related to it such as innovation (Alhaimer, 2021) and brand awareness (Alraja et al., 2020). Therefore, this study systematically reviews how social media impacts SMEs' performance and recommends future research avenues.

Literature Review

SMEs

SMEs, with their limitations, usually operate in uncertain market conditions, which can cause difficulties. SMEs typically specialise in a narrow product range and use it to fulfil a niche market's needs and wants. Because SMEs cannot compete by exploiting economies of scale, their competitive opportunities lie in developing innovative products or processes. SMEs have limited resources which creates a paradox in developing new products and technologies and maintaining expenses low at the same time. This situation encourages entrepreneurs to adopt online activities to use creative and alternative marketing tools (Lányi et al., 2021). Therefore, it is crucial to acknowledge that small and medium enterprises are the backbone of the industry, especially in developing countries such as Indonesia, Malaysia, and Thailand (Ashwini & Hansaraj, 2006).

Furthermore, it is mostly agreed that SMEs are helping to contribute to economic development as they are often associated with uncovering new markets and innovating new ideas (Muriithi, 2017). Modern-day SMEs maintain their customer base using modern advertising channels (Amoah & Jibril, 2021). On the other hand, SMEs face various operational obstacles, including lack of innovation, marketing strategies, human resources quality, and new technology, which hinder their growth (Gupta & Malhotra, 2013).

Performance

Performance is identified into two types, which are financial performance and strategic performance. There are several competitive aspects that represent performance, i.e. profitability, growth, market value, customer satisfaction, environmental performance, and social performance (Liang et al., 2010). In terms of social media uses, business performance

refers to the benefits that a business might receive because of using social media, both financial and non-financial performance (Delone, & McLean, 2003).

Social Media Marketing

Social media provides a convenient way for their user to generate content and keep connected with others. Furthermore, users can find a lot of free social media. Not only for communicating and sharing information, but social media users can also easily do the selling, advertising, and marketing for business using a ready tool (Ainin et al., 2015). Social media is an online platform easily accessible by anyone with an internet network. Social media is also effective for creating special business strategy networks (Moller, 2010; Paniagua & Sapena, 2014) as a catalyst for SMEs capability improvement (Tiwasing, 2021) and leading to sustainability (Mason et al., 2021). It is aligned with a previous study from Shabbir et al. (Shabbir et al., 2016) that discussed the use of social media in today's world had become a valuable tool for small business entrepreneurs and one of the easiest ways to increase productivity. From the customer point of view, social media become forums where customers can gain valuable insights, which are relevant factors in customers' decisions (Alhaimer, 2021). Similarly, a study from Jones et al. (Jones et al., 2015) agrees that using social media platforms is an effective tool for small businesses to actively involve and help engage with target market customers and enhance the image of small businesses.

Relationship between social media and business performance

Social media helps SMEs to boost their business performance. A lot of research has confirmed the impact of social media toward business performance (Alkateeb & Abdalla, 2021; Fan et al., 2021; Fang et al., 2021; Odoom et al., 2017; Oyewobi et al., 2021; Qalati, Ostic, et al., 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021; Rienda et al., 2021; Rozak et al., 2021; Tajvidi & Karami, 2021; Yasa et al., 2021). Some research also relate social media with more specific performance such as financial performance (Ainin et al., 2015; Amoah et al., 2021; Amoah & Jibril, 2021; He & Lu, 2016; Jiménez-Zarco et al., 2021), marketing performance (Munir et al., 2021), and organizational performance (Munir et al., 2021).

Methods

There are 116 results for searching of TITLE-ABS-KEY ("SMEs" AND "performance" AND "social media") which means the searching is focused on title, abstract, and keywords of the paper for the last ten years in Scopus.com. After limiting the result using document type: article, source type: journal, and language: English, the number of documents derived from this search are 79 documents. Then, after reading each article, 38 articles mention SMEs, performance, and social media in the abstract but do not discuss the use of social media and how it affects SMEs performance. So, the number of relevant research used as the basis of this literature review are 41 documents published from 2015 to 2021. The distribution of documents by year is shown in Table 1. No Scopus indexed journal published social media and SMEs performance articles within 2011-2014. However, the number of published papers on social media and SMEs performance became huge in 2020 and 2021. It was indicated because of the popularity of social media in the Covid-19 crisis.

Table 1. Journals List and Year of Published Paper

No.	Journal Name	2015	2016	2017	2018	2019	2020	2021	Total
1.	Academy of Entrepreneurship Journal							✓	1
2.	Academy of Strategic Management Journal						✓		1
3.	Asia Pacific Journal of Information Systems						✓		1
4.	Cogent Business and Management							✓	1
5.	Computers in Human Behavior							✓	1
6.	Estudios de Economia Aplicada							✓	1
7.	European Management Journal							✓	1
8.	Frontiers in Psychology							✓	1
9.	Growth and Change							✓	1
10.	IEEE Transactions on Engineering Management							✓	1
11.	Industrial Management and Data Systems	✓							
12.	Industrial Marketing Management		✓						1
13.	Information Systems Management			✓					1
14.	Innovative Marketing						✓		1
15.	International Journal of Data and Network Science							✓	1
16.	International Journal of Entrepreneurial Behaviour and Research					✓			1
17.	International Journal of Entrepreneurship						✓		1
18.	International Journal of Computational Intelligence Systems						✓		1
19.	International Journal of Information Management						✓		1
20.	Journal of Asian Finance, Economics and Business						✓		1
21.	Journal of Business and Industrial Marketing						✓		1
22.	Journal of Enterprise Information Management			✓					1
23.	Journal of Facilities Management							✓	1
24.	Journal of Fashion Marketing and Management							✓	1
25.	Journal of Internet Social Networking and Virtual Communities						✓		1
26.	Journal of Organizational and End User Computing		✓						1
27.	Journal of Theoretical and Applied Electronic Commerce Research							✓	1
28.	Management and Marketing							✓	1
29.	Management Research Review				✓	✓			3
30.	Management Science Letter						✓		1
31.	Managerial and Decision Economics							✓	1
32.	PLOS ONE							✓	1
33.	SAGE Open						✓		1
34.	Sustainability							✓	1
35.	Technological Forecasting & Social Change			✓					1

No.	Journal Name	2015	2016	2017	2018	2019	2020	2021	Total
36.	Technology Analysis & Strategic Management							✓	1
37.	Technology in Society		✓					✓	2
38.	Telematics and Informatics				✓				1
Total		1	3	3	2	3	11	18	41

Findings

Theory Applied in Previous Research

Most reviewed studies deal with the theoretical approach. There are seventeen theories used in the previous research, as shown in Table 2. Six research used a Resource-based view theory that supports using resources to get a competitive advantage in the market (Fan et al., 2021). Five studies used the Technology-Organization-Environmental (TOE) framework. Previous research showed that the TOE framework highlighted a better explanation on innovation diffusion in a firm (Ahmad et al., 2019). The other theories used in previous studies are Diffusion of innovation and the Technology Acceptance Model (TAM). The theory of diffusion of innovation (DOI) supports spreading innovation in organisations or people to adopt and use innovations for specific purposes (Bass, 1969; Rogers, 1983). However, TAM concentrated on three elements of IT adoption (ease of use, usefulness, and the attitudes of decision-makers) (Alkateeb & Abdalla, 2021). The results showed that many previous studies on social media attempted to involve theory to prove the relationship between the variables studied.

Table 2. Theoretical Approach in Previous Studies

No.	Theory Applied	Amount of Research	Author(s)
1.	Resource-based view	6	(Fan et al., 2021; Fang et al., 2021; Karami et al., 2014; Qalati, Ostic, et al., 2021; Rienda et al., 2021; Tajvidi & Karami, 2021)
2.	Brand image and marketing capability theory	1	(Munir et al., 2021)
3.	Diffusion of innovation	4	(Ahmad et al., 2019; Eid et al., 2020; Odoom et al., 2017)
4.	Media richness theory	1	(Alhaimer, 2021)
5.	Media synchronicity theory (MST)	1	(Wang et al., 2016)
6.	Organizational ecology theory	1	(Odoom & Mensah, 2019)
7.	Social capital theory	1	(Pratono, 2018)
8.	Social cognitive theory	1	(Malik & Mehta, 2020)
9.	Social exchange effectuation theory	1	(Alhaimer, 2021)
10.	Social network theory	1	(Fernandes et al., 2016)
11.	Social presence theory	1	(Ahmad et al., 2018)
12.	System theory	1	(Dong & Yang, 2020)
13.	Technology Acceptance Model (TAM)	4	(Alkateeb & Abdalla, 2021; Chatterjee & Kar, 2020; Eid et al., 2020; Gavino et al., 2019)
14.	Theory of Planned Behaviour (TPB)	1	(Alkateeb & Abdalla, 2021)
15.	Technology-Organization-Environmental (TOE) framework	5	(Ahmad et al., 2019; Alkateeb & Abdalla, 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021)
16.	Word of Mouth theory	1	(Ahmad et al., 2018)
17.	Unified Theory of Acceptance and Use of Technology (UTAUT2)	1	(Chatterjee & Kar, 2020)

Variables Involved in Previous Research

The construct of social media in the previous research used the term of social media, social media adoption, social media engagement, social media business network, social media capabilities, the social media network, social media practices, social media usage, and social network. Furthermore, three research focused on social media marketing. There are also specific social media variables such as artificial intelligence-assisted social media marketing, social media promotion strategy, Facebook advertisements, and Facebook Usage, as shown in table 2. Moreover, there are fourteen research mentions social media indicators in their papers. The previous research also mentioned the dimension of social media adoption and social media technology. The dimension of social media adoption highlighted are social media for marketing, customer relationship, and information accessibility (Fan et al., 2021; Qalati, Yuan, et al., 2021), and the dimension of social media technology is social media technology used to acquire customer information, gather competitor information, and for knowledge sharing (Pérez-González et al., 2017). Social media indicators refer to how the organisation uses social media, the benefit, and the intention to use social media.

Performance was mentioned as business performance, firm performance, impact on business, performance, performance benefit, and SMEs performance in the previous studies. Fourteen research has shown how they measure performance. Overall, the performance was measured by financial and non-financial aspects. However, most of the research uses financial dimension to measure business performance. Furthermore, the business performance measurement can be divided into financial, marketing, and organisation, performance. Previous research also divides firm performance into growth and profitability dimensions (Tajvidi & Karami, 2021). Other research focuses on specific performance measurements such as financial, branding, marketing, organisation, and innovation performance, as shown in Table 2.

Findings from the fourteen previous studies observed positive relationships between social media usage and performance. Thirteen research has a direct positive impact, and one study has an indirect positive impact on social media usage and performance. However, there is one research that cannot prove the impact of social media usage and performance. It happens because most of the companies in the sample (65.3%) can be considered new adopters of social media (using social media less than 2 years) (Ahmad et al., 2019) as Nair (2011) argued that social media use is an experimental process. The company should not measure the results of social media use immediately. The detail of relationships of social media usage and performance is shown in Table 3. It indicates that social media has a significant role in business performance concerning various aspects of financial, marketing, branding, innovation, and customers.

Fifty-six constructs were also involved in the previous research of social media and firm performance. Table 2 indicates that the constructs of social media as antecedents and mediating variable vary with SMEs performance. A few of them also become moderating variables. However, innovation becomes a mediating variable (Alhaimer, 2021; Tajvidi & Karami, 2021) and moderating variable in the other research (Fan et al., 2021).

Table 2. Constructs Involved in Previous Studies

No.	Constructs	References
	Social Media	
1.	Social media/ social media adoption/ social media engagement/ social media	(Ahmad et al., 2018, 2019; Alhaimer, 2021; Alkateeb & Abdalla, 2021; Amoah et al., 2021; Amoah & Jibril, 2021;

No.	Constructs	References
	business network/ social media capabilities/ social media network/ social media practices/ social media usage/ social network	Eid et al., 2020; E.R. & Wardati, 2020; Fan et al., 2021; Fang et al., 2021; Fernandes et al., 2016; Gavino et al., 2019; Ghanem & Hamid, 2020; He & Lu, 2016; Obermayer et al., 2021; Odoom et al., 2017; Odoom & Mensah, 2019; Oyewobi et al., 2021; Pérez-González et al., 2017; Pratono, 2018; Qalati, Ostic, et al., 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021; Rienda et al., 2021; Rozak et al., 2021; Scuotto et al., 2017; Tajvidi & Karami, 2021; Tiwasing, 2021; Wang et al., 2016; Yasa et al., 2021)
2.	Social media marketing	(Chatterjee & Kar, 2020; Jiménez-Zarco et al., 2021; Munir et al., 2021)
3.	Artificial intelligence-assisted social media marketing	(Basri, 2020)
4.	Social media promotion strategy	(Yasa, Giantari, et al., 2020)
5.	Facebook advertisements	(Alraja et al., 2020)
6.	Facebook Usage	(Ainin et al., 2015; Malik & Mehta, 2020)
	Performance	
1.	Brand motivation	(Amoah & Jibril, 2021)
2.	Brand performance	(Odoom & Mensah, 2019)
3.	Business performance/ firm performance/ impact on business/ performance/ performance benefit/ SMEs performance	(Ahmad et al., 2018, 2019; Alhaimer, 2021; Alkateeb & Abdalla, 2021; Basri, 2020; Chatterjee & Kar, 2020; E.R. & Wardati, 2020; Fan et al., 2021; Fang et al., 2021; Ghanem & Hamid, 2020; Malik & Mehta, 2020; Obermayer et al., 2021; Odoom et al., 2017; Pratono, 2018; Qalati, Ostic, et al., 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021; Rienda et al., 2021; Rozak et al., 2021; Tajvidi & Karami, 2021; Tiwasing, 2021; Wang et al., 2016; Yasa et al., 2021; Yasa, Giantari, et al., 2020)
4.	Community building	(He & Lu, 2016)
5.	Export performance	(Eid et al., 2020)
6.	Financial performance	(Ainin et al., 2015; Amoah et al., 2021; Amoah & Jibril, 2021; He & Lu, 2016; Jiménez-Zarco et al., 2021)
7.	Innovation performance	(Pérez-González et al., 2017)
8.	Market share	(Amoah & Jibril, 2021)
9.	Marketing performance	(Munir et al., 2021)
10.	Non-financial performance	(Ainin et al., 2015)
11.	Organizational business performance/ organizational performance	(Alraja et al., 2020; Oyewobi et al., 2021)
12.	Return on Equity	(Pisar & Tomaskova, 2020)
13.	Return on Investment	(Scuotto et al., 2017)
14.	Revenue	(Gavino et al., 2019)
	Other Construct	
1.	Academic	(Jiménez-Zarco et al., 2021)
2.	Attitude toward technology	(Alkateeb & Abdalla, 2021)
3.	Attitude to control technology	(Alkateeb & Abdalla, 2021)
4.	Brand awareness	(Alraja et al., 2020; Eid et al., 2020; Jiménez-Zarco et al., 2021)
5.	Brand orientation	(Odoom & Mensah, 2019)
6.	Brand resonance capability	(Munir et al., 2021)
7.	Branding	(Tajvidi & Karami, 2021)
8.	Business marketing strategy	(Amoah et al., 2021)
9.	Business strategy	(Fernandes et al., 2016)
10.	Business value	(Yasa, Giantari, et al., 2020)
11.	Communication/ communication performance	(Pisar & Tomaskova, 2020; Wang et al., 2016)

No.	Constructs	References
12.	Compatibility	(Ainin et al., 2015; Chatterjee & Kar, 2020; Odoom et al., 2017)
13.	Controlling	(Pisar & Tomaskova, 2020)
14.	Cost/ cost effectiveness	(Ainin et al., 2015; Chatterjee & Kar, 2020; Odoom et al., 2017)
15.	Customer attraction	(Amoah et al., 2021)
16.	Customer perspective	(Amoah & Jibril, 2021)
17.	Customer relationship management capabilities	(Qalati, Ostic, et al., 2021)
18.	Demographic targeting	(Alraja et al., 2020)
19.	Digital skill	(Rozak et al., 2021)
20.	Duration of employee social-network use	(Fernandes et al., 2016)
21.	Ease of use	(Alraja et al., 2020)
22.	Entrepreneurial attitude	(Malik & Mehta, 2020)
23.	Entrepreneurial orientation	(Fan et al., 2021; Fang et al., 2021; Qalati, Ostic, et al., 2021)
24.	Entrepreneurial self-efficacy	(Malik & Mehta, 2020)
25.	Effective business management	(Basri, 2020)
26.	Facilitating condition	(Chatterjee & Kar, 2020)
27.	Female	(Jiménez-Zarco et al., 2021)
28.	Firm age	(Jiménez-Zarco et al., 2021; Rienda et al., 2021)
29.	Firm size	(Jiménez-Zarco et al., 2021; Rienda et al., 2021)
30.	Location (rural, urban)	(Tiwasing, 2021)
31.	ICT utilization	(Rozak et al., 2021)
32.	Industry 4.0	(Pisar & Tomaskova, 2020)
33.	Informational capabilities	(Yasa et al., 2021)
34.	Innovation/ innovation capabilities	(Alhaimer, 2021; Fan et al., 2021; Fang et al., 2021; Odoom & Mensah, 2019; Qalati, Ostic, et al., 2021; Tajvidi & Karami, 2021)
35.	Innovation plan	(Pisar & Tomaskova, 2020)
36.	Interaction/ interactivity	(Ainin et al., 2015; Alraja et al., 2020; Odoom et al., 2017)
37.	International activity	(Rienda et al., 2021)
38.	International business contacts	(Eid et al., 2020)
39.	Local wisdom-based service strategy	(Yasa, Giantari, et al., 2020)
40.	Manager qualification	(Fernandes et al., 2016)
41.	National culture	(Ghanem & Hamid, 2020)
42.	Observability	(Eid et al., 2020)
43.	Organizational learning capability	(Oyewobi et al., 2021)
44.	Perceived ease of use	(Alkateeb & Abdalla, 2021; Chatterjee & Kar, 2020; Eid et al., 2020; Gavino et al., 2019)
45.	Perceived relative advantage	(Eid et al., 2020)
46.	Perceived usefulness	(Alkateeb & Abdalla, 2021; Chatterjee & Kar, 2020; Gavino et al., 2019)
47.	Pricing capability	(Pratono, 2018)
48.	Relational capabilities	(Yasa et al., 2021)
49.	Selling capabilities	(Pratono, 2018)
50.	Strategic plan	(Pisar & Tomaskova, 2020)
51.	Subjective norm	(Eid et al., 2020)
52.	Technological, Organizational, and Environmental construct	(Ahmad et al., 2019; Alkateeb & Abdalla, 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021)
53.	Understanding Competition	(Eid et al., 2020)
54.	Understanding customers' views and preferences	(Eid et al., 2020)
55.	Trademark	(Rienda et al., 2021)
56.	Trust	(Ainin et al., 2015; Pratono, 2018)

Table 3. Relationships of Social Media Usage and Performance

Relationships of Social Media Usage and Performance	Researchers
No impact	(Ahmad et al., 2019)
Positive, direct	(Alkateeb & Abdalla, 2021; Fan et al., 2021; Fang et al., 2021; Odoom et al., 2017; Oyewobi et al., 2021; Qalati, Ostic, et al., 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021; Rienda et al., 2021; Rozak et al., 2021; Tajvidi & Karami, 2021; Yasa et al., 2021)
Positive, indirect	(Pratono, 2018)

Type of Social Media and Previously Used Methods

Thirty-seven previous research did not specify the type of social media in their studies; in other words, they researched social media in general. Only four studies survey Facebook since it is one of the well-known social media platforms (He & Lu, 2016). Business owners can fully utilise its functions for selling, advertising, and marketing at a cheaper cost. They can also promote their products, services, and brands such as sharing, tagging, messaging, commenting, and notifying using Facebook (Ainin et al., 2015).

Thirty-six previous studies used a quantitative approach in their research. The most methods used were Partial-least-squares structural-equation-modelling (PLS-SEM) (16 research) and Structural Equation Model (SEM) (9 research). Furthermore, all research about Facebook also used a quantitative approach. However, only four studies used a qualitative approach and a mixed quantitative and qualitative approach (mix method). The detail of the research can be seen in Table 4. The number of quantitative studies that have been carried out previously are in line with using theories as the basis for research. The number of previous studies that did not involve certain types of social media was due to the search keywords in previous studies not using certain types of social media, but with the keyword "social media".

Table 4. Type of Social Media and Methods Used in Previous Study Matrix

No.	Type of Social Media	Quantitative Approach	Qualitative Approach	Mix Method
1.	Social media in general	<ul style="list-style-type: none"> a. Categorical principal component analysis (CATPCA) (Fernandes et al., 2016) b. Classification and Regression Tree (CART) (Scuotto et al., 2017) c. moderated hierarchical regression (Odoom & Mensah, 2019) d. Multinomial logistic regressions (Tiwasing, 2021) e. Multiple regression (Gavino et al., 2019) f. Partial-least-squares-structural equation-modelling (PLS-SEM) (Amoah et al., 2021; Amoah & Jibril, 2021; Basri, 2020; Chatterjee & Kar, 2020; Fan et al., 2021; Fang et al., 2021; Ghanem & Hamid, 2020; Oyewobi et al., 2021; Pratono, 2018; Qalati, Ostic, et al., 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Rienda et al., 2021; Rozak et al., 2021; Yasa et al., 2021) 	<ul style="list-style-type: none"> a. Case study (E.R. & Wardati, 2020) b. in-depth semi-structured personal interviews (Ahmad et al., 2018) c. Multiple case studies, semi-structured interviews, content analysis (Obermayer et al., 2021) d. Semi-structured interviews (Wang et al., 2016) 	Survey (regression) and interview (computer-assisted qualitative data acquisition software – CAQDAS) (Alhaimer, 2021)

No.	Type of Social Media	Quantitative Approach	Qualitative Approach	Mix Method
		g. Pearson's correlation and stepwise regression (Pisar & Tomaskova, 2020) h. "PROCESS" macro (Jiménez-Zarco et al., 2021) i. Simple Regression (Alkateeb & Abdalla, 2021) j. Structural Equation Model (Eid et al., 2020; Ghanem & Hamid, 2020; Munir et al., 2021; Odoom et al., 2017; Pérez-González et al., 2017; Qalati, Li, et al., 2021; Tajvidi & Karami, 2021; Yasa, Giantari, et al., 2020)		
2.	Facebook	a. the difference-in-means test (t-test), Kolmogorov-Smirnov test (KS-test), and vector-autoregressive model with exogenous covariates (VARX) (He & Lu, 2016) b. Partial-least-squares-structural equation-modeling (PLS-SEM) (Ainin et al., 2015) c. Structural Equation Model (Alraja et al., 2020; Malik & Mehta, 2020)		

Type of Business and Locations of Studies in Previous Research

Most of the studies did not specify the business type in their research or used various kinds of business. However, some studies focused on business to business, construction, creative industry, fashion, financial, garment, hotel, services, silver craft, and wine. In terms of geographical setting, most research has been done in Asia, followed by Europe, Africa, and America. There is two research in Europe conducted in multiple countries. Table 5 shows the matrix of the research details. The results showed that previous research was mostly carried out in developing countries compared to developed countries.

Table 5. Type of Business and Locations of Studies in Previous Research Matrix

No.	Type of Business	Asia	Europe	Africa	America
1.	No specific business type	a. India (Chatterjee & Kar, 2020) b. Indonesia (Munir et al., 2021; Pratono, 2018) c. Kuwait (Alhaimer, 2021) d. Malaysia (Ainin et al., 2015) e. Oman (Alraja et al., 2020) f. Pakistan (Fan et al., 2021; Fang et al., 2021; Malik & Mehta, 2020; Qalati, Ostic, et al., 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021) g. Palestine (Alkateeb & Abdalla, 2021) h. Saudi Arabia (Basri, 2020)	a. Europe (Pisar & Tomaskova, 2020) b. Portugal (Fernandes et al., 2016) c. Spain (Jiménez-Zarco et al., 2021; Pérez-González et al., 2017) d. UK (Tiwasing, 2021)	Ghana (Amoah et al., 2021; Odoom et al., 2017; Odoom & Mensah, 2019)	USA (Gavino et al., 2019; He & Lu, 2016)

No.	Type of Business	Asia	Europe	Africa	America
		i. United Arab Emirates (Ahmad et al., 2018, 2019; Ghanem & Hamid, 2020)			
2.	Business to business	East Asia (Wang et al., 2016)	UK (Eid et al., 2020)		
3.	Construction			Nigeria (Oyewobi et al., 2021)	
4.	Creative industry	Indonesia (Rozak et al., 2021)			
5.	Fashion	Indonesia (Yasa et al., 2021)	a. Italy and UK (Scuotto et al., 2017) b. UK and Ireland (Rienda et al., 2021)		
6.	Financial			Ghana (Amoah & Jibril, 2021)	
7.	Garment	Indonesia (E.R. & Wardati, 2020)			
8.	Hotel		UK (Tajvidi & Karami, 2021)		
9.	Services	Indonesia (Yasa, Giantari, et al., 2020)			
10.	Silver Craft	Indonesia (Yasa, Adnyani, et al., 2020)			
11.	Wine		Hungary (Obermayer et al., 2021)		

Discussion and Conclusion

Theoretical Implication

Several recent studies related to the use of social media and their impact on SMEs performance base their research on the TOE framework (e.g., (Ahmad et al., 2019; Alkateeb & Abdalla, 2021; Qalati, Yuan, et al., 2021; Qalati et al., 2020; Qalati, Li, et al., 2021) to get a complete picture of the antecedents of social media use in SMEs. It is because the previous theories were only focused on technology. For example, constructs from the DOI theory such as relative advantage, compatibility, complexity, observability, and trialability were included among the technological characteristics. Organisational characteristics included top management support of social media adoption decisions. Environmental aspects had competitive intensity, competitive pressure, and the bandwagon effect (Ahmad et al., 2019).

Nevertheless, there is still little research that proves how the TOE framework influences the use of social media, which impacts performance. Future research can research it further and complete the indicators in the TOE framework to ensure that everything is included in it. The other framework that is also interesting for subsequent research is Penta-helix or the ABCGM model, which collaborates with an academician, business, community, government, and media since SMEs development is important for the economic development of a country (Dewi et al., 2021).

Previous studies have involved many other very diverse variables in the relationship between social media and SMEs performance. Some refer to the same thing, and some constructs can

be antecedent, moderating, mediating, and response in previous studies. Although this study has not detailed the various relationships in a chart or table, an attempt has been made to develop a framework based on observations in the framework of previous studies, as shown in Figure 1.

The factors influencing social media adoption are technological, organizational, and environmental characteristics (Ahmad et al., 2019; Qalati, Yuan, et al., 2021). Technological constructs consist of relative advantage, cost-effectiveness, compatibility, interactivity, and visibility (Qalati, Yuan, et al., 2021). Relative advantage refers how the use of social media provides more benefits than other media (Ahmad et al., 2019). Cost-effectiveness is the degree to which social media use is more productive and valuable relative to its cost. (Qalati, Yuan, et al., 2021). Compatibility refers to the extent to which social media use is appropriate with technology infrastructure, value, work practices, and culture in the organization (Chatterjee & Kumar Kar, 2020). Interactivities refer to the degree to which SMEs can interact using a social media platform (Qalati et al., 2020). Visibility refers to the presence of SMEs on social media or traditional forms of media (Qalati, Yuan, et al., 2021). Organizational construct is top management support. It associates with the firm's internal characteristics (Ahmad et al., 2019). Environmental constructs consist of competitive intensity, competitive pressure, and the Bandwagon effect (Ahmad et al., 2019; Qalati, Yuan, et al., 2021). Competitive intensity is a situation that arises when many competitors also use social media (Auh & Menguc, 2005). Competitive pressure is defined as the degree of pressure from rivals within the industry/market as felt by SMEs (Qalati, Yuan, et al., 2021). The bandwagon effect or contagion effect is a psychological term that refers to the use of social media caused by competitors/colleagues using social media or the use of social media because they are involved rather than for strategic reasons (Schmitt-Beck, 2015).

The proposed framework also involves branding, marketing capabilities, innovation, and culture. Social media use will affect branding, marketing capabilities, innovation, and culture and enhance business performance. Further research can refer to the proposed framework or review the variables involved in this research mentioned in Table 3. Although there are many variables involved, there are still few who have examined these variables. It is suspected that researchers are still looking for a relationship. the most appropriate within the framework of social media and performance and other variables involved in the relationship.

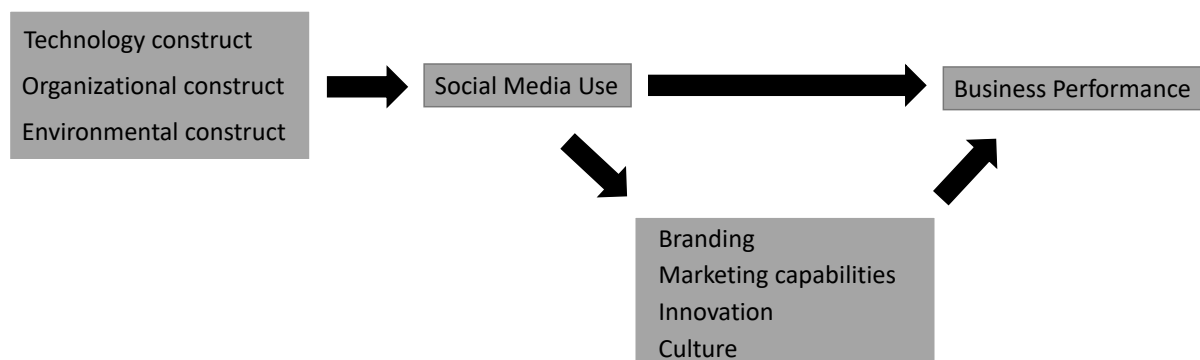


Figure 1. Proposed Framework

Furthermore, a call for studies regarding the critical methodological concern is the lack of qualitative and mixed-method approaches. A qualitative approach will give detailed insight into a phenomenon's real-life context (Miles & Huberman, 1994). Then, a mixed-method approach will be worth conducting to get a holistic view of the studied phenomenon (Alhaimer,

2021). Thus, researchers can further deepen the discussion of social media uses and how it impacts SMEs performances.

For the type of social media used by SMEs, many researchers have investigated the overall use of social media. Future research can also examine specific social media or compare widely used social media for different target markets in each social media brand. It can also relate to the product category and product involvement marketed. Moreover, although previous research has examined the involvement of social media in influencing SMEs performance in specific business categories, research in certain business categories is still very interesting to do. First, there is little research on each business category. Second, business categories become contexts with different natures and may require different treatment in formulating strategies. In terms of geographical setting, a further call is needed for researching social media and SMEs performance in Africa, America, and Australia. Research involving more than one country is still very limited, so it is necessary to further study countries with similar characteristics or compare several countries.

Practical and Social Implication

SMEs managers/owners would take inspiration from the current study's findings relevant to social media usage and SMEs performance. SMEs are advised to use social media and benefit from social media. Of course, the use of social media must be planned and executed correctly to get maximum results. If SMEs only use social media and use it minimally, the use of social media will not have a significant impact on performance.

Limitations and Suggestions for Future Research

This study involved only research published in Scopus indexed journals within ten years under Scopus.com. Although Scopus is a highly reputable indexation, further research should involve other database sources that provide research results from peer-reviewed journals or conference articles. Further research can also research based on social media engagement and performance throughout the body of the article, not only the title, abstract, and keywords. Subsequent literature review research can also focus on quantitative research only and compare it in more detail.

Acknowledgement

Acknowledgement to Ministry of Higher Education Malaysia for Fundamental Research Grant Scheme with Project Code: FRGS/1/2020/SS01/USM/02/4 and the Universiti Sains Malaysia. All references were collected from the institutional account of Universiti Sains Malaysia and Universitas Negeri Surabaya.

Author Disclosure Statement

This study reports no competing financial interests.

References

- Abed, S. S., Dwivedi, Y. K., & Williams, M. D. (2015a). SMEs' adoption of e-commerce using social media in a Saudi Arabian context: a systematic literature review. *International Journal of Business Information Systems*, 19(2). <https://doi.org/10.1504/IJBIS.2015.069429>
- Abed, S. S., Dwivedi, Y. K., & Williams, M. D. (2015b). Social media as a bridge to e-commerce adoption in SMEs: A systematic literature review. *The Marketing Review*, 15(1). <https://doi.org/10.1362/146934715X14267608178686>

- Ahmad, S. Z., Abu Bakar, A. R., & Ahmad, N. (2019). Social media adoption and its impact on firm performance: the case of the UAE. *International Journal of Entrepreneurial Behaviour and Research*, 25(1), 84–111. <https://doi.org/10.1108/IJEBR-08-2017-0299>
- Ahmad, S. Z., Ahmad, N., & Abu Bakar, A. R. (2018). 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. *Telematics and Informatics*, 35(1), 6–17. <https://doi.org/10.1016/j.tele.2017.09.006>
- Ainin, S., Parveen, F., Moghavvemi, S., Jaafar, N. I., & Shuib, N. L. M. (2015). Factors influencing the use of social media by SMEs and its performance outcomes. *Industrial Management and Data Systems*, 115(3), 570–588. <https://doi.org/10.1108/IMDS-07-2014-0205>
- Alhaimer, R. S. (2021). The role of social media in the innovation and performance of Kuwaiti enterprises in the food sector. *Journal of Theoretical and Applied Electronic Commerce Research*, 16(6), 1960–1972. <https://doi.org/10.3390/jtaer16060110>
- Alkateeb, M. A., & Abdalla, R. A. (2021). Social media adoption and its impact on smes performance a case study of Palestine. *Estudios de Economia Aplicada*, 39(7), 1–18. <https://doi.org/10.25115/eea.v39i7.4872>
- Alraja, M. N., Khan, S. F., Khashab, B., & Aldaas, R. (2020). Does Facebook Commerce Enhance SMEs Performance? A Structural Equation Analysis of Omani SMEs. *SAGE Open*, 10(1), 1–14. <https://doi.org/10.1177/2158244019900186>
- Amoah, J., Belás, J., Khan, K. A., & Metzker, Z. (2021). Antecedents of Sustainable SMEs in the Social Media Space: A Partial Least Square-Structural Equation Modeling (PLS-SEM) Approach. *Management and Marketing*, 16(1), 26–46. <https://doi.org/10.2478/mmeks-2021-0003>
- Amoah, J., & Jibril, A. B. (2021). Social Media as a Promotional Tool Towards SME's Development: Evidence from the Financial Industry in a Developing Economy. *Cogent Business and Management*, 8(1), 1–21. <https://doi.org/10.1080/23311975.2021.1923357>
- Apigian, C. H., Ragu-Nathan, B. S., & Kunnathur, A. (2005). Internet technology: the strategic imperative. *Journal of Electronic Commerce Research*, 6(2), 123–145.
- Aral, S., Dellarocas, C., & Godes, D. (2013). Introduction to the Special Issue —Social Media and Business Transformation: A Framework for Research. *Information Systems Research*, 24(1). <https://doi.org/10.1287/isre.1120.0470>
- Ashwini, C., & Hansaraj, T. (2006). A STUDY OF VARIOUS METHODS USED TO GAIN COMPETITIVE ADVANTAGE IN SMALL AND MEDIUM. *S. B. Patil Institute of Management*, 79–83.
- Auh, S., & Menguc, B. (2005). Balancing exploration and exploitation: The moderating role of competitive intensity. *Journal of Business Research*, 58(12), 1652–1661. <https://doi.org/10.1016/j.jbusres.2004.11.007>
- Basri, W. (2020). Examining the impact of artificial intelligence (AI)-assisted social media marketing on the performance of small and medium enterprises: Toward effective business management in the Saudi Arabian context. *International Journal of Computational Intelligence Systems*, 13(1), 142–152. <https://doi.org/10.2991/ijcis.d.200127.002>
- Bass, F. M. (1969). A New Product Growth for Model Consumer Durables. *Management Science*, 15(5), 215–227. <https://www.jstor.org/stable/2628128>
- Chatterjee, S., & Kar, A. K. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management*, 53. <https://doi.org/10.1016/j.ijinfomgt.2020.102103>
- Chatterjee, S., & Kumar Kar, A. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management*, 53, 102103. <https://doi.org/10.1016/j.ijinfomgt.2020.102103>

- Chu, S.-C., Chen, H.-T., & Gan, C. (2020). Consumers' engagement with corporate social responsibility (CSR) communication in social media: Evidence from China and the United States. *Journal of Business Research*, 110. <https://doi.org/10.1016/j.jbusres.2020.01.036>
- Chung, A. Q. H., Andreev, P., Benyoucef, M., Duane, A., & O'Reilly, P. (2017). Managing an organisation's social media presence: An empirical stages of growth model. *International Journal of Information Management*, 37(1). <https://doi.org/10.1016/j.ijinfomgt.2016.10.003>
- Culnan, M. J., McHugh, P. J., & Zubillaga, J. I. (2010). How large US companies can use Twitter and other social media to gain business value. *MIS Quarterly Executive*, 9(4), 243–259. <http://dblp.uni-trier.de/db/journals/misqe/misqe9.html#CulnanMZ10>
- Dewi, A. A. I. A., Dahana, C. D., Kurniawan, I. G. A., Dwijayanthi, P. T., & Mangku, D. G. S. (2021). Strengthening The Economy Of Desa Adat Based On Local Resources: Strategy And Regulation Context . *Journal of Legal, Ethical and Regulatory Issues*, 24(4), 1–9.
- Dong, J. Q., & Yang, C. H. (2020). Business value of big data analytics: A systems-theoretic approach and empirical test. *Information and Management*, 57(1), 1–9. <https://doi.org/10.1016/j.im.2018.11.001>
- Dwivedi, Y. K., Kelly, G., Janssen, M., Rana, N. P., Slade, E. L., & Clement, M. (2018). Social Media: The Good, the Bad, and the Ugly. *Information Systems Frontiers*, 20(3). <https://doi.org/10.1007/s10796-018-9848-5>
- Dwivedi, Y. K., Rana, N. P., Janssen, M., Lal, B., Williams, M. D., & Clement, M. (2017). An empirical validation of a unified model of electronic government adoption (UMEGA). *Government Information Quarterly*, 34(2). <https://doi.org/10.1016/j.giq.2017.03.001>
- Ebrahimi, P., Ahmadi, M., Gholampour, A., & Alipour, H. (2021). CRM performance and development of media entrepreneurship in digital, social media and mobile commerce. *International Journal of Emerging Markets*, 16(1), 25–50. <https://doi.org/10.1108/IJOEM-11-2018-0588>
- Effendi, M. I., Sugandini, D., & Istanto, Y. (2020). Social Media Adoption in SMEs Impacted by COVID-19: The TOE Model*. *Journal of Asian Finance, Economics and Business*, 7(11), 915–925. <https://doi.org/10.13106/jafeb.2020.vol7.no11.915>
- Eid, R., Abdelmoety, Z., & Agag, G. (2020). Antecedents and consequences of social media marketing use: an empirical study of the UK exporting B2B SMEs. *Journal of Business and Industrial Marketing*, 35(2), 284–305. <https://doi.org/10.1108/JBIM-04-2018-0121>
- Elbanna, A., Bunker, D., Levine, L., & Sleight, A. (2019). Emergency management in the changing world of social media: Framing the research agenda with the stakeholders through engaged scholarship. *International Journal of Information Management*, 47. <https://doi.org/10.1016/j.ijinfomgt.2019.01.011>
- E.R., M., & Wardati, N. K. (2020). The Impact of Social Media Functionality and Strategy Alignment to Small and Medium Enterprises (SMEs) Performance: A Case Study in Garment SME in East Java. *Asia Pacific Journal of Information Systems*, 30(3), 568–589. <https://doi.org/10.14329/apjis.2020.30.3.568>
- Fan, M., Qalati, S. A., Khan, M. A. S., Shah, S. M. M., Ramzan, M., & Khan, R. S. (2021). Effects of entrepreneurial orientation on social media adoption and SME performance: The moderating role of innovation capabilities. *PLoS ONE*, 16(4), 1–24. <https://doi.org/10.1371/journal.pone.0247320>
- Fang, G. G., Qalati, S. A., Ostic, D., Shah, S. M. M., & Mirani, M. A. (2021). Effects of entrepreneurial orientation, social media, and innovation capabilities on SME performance in emerging countries: a mediated–moderated model. *Technology Analysis and Strategic Management*, 1–13. <https://doi.org/10.1080/09537325.2021.1957816>

- Fatima, T., & Bilal, A. R. (2019). Achieving SME performance through individual entrepreneurial orientation. *Journal of Entrepreneurship in Emerging Economies*, 12(3). <https://doi.org/10.1108/JEEE-03-2019-0037>
- Fernandes, S., Belo, A., & Castela, G. (2016). Social network enterprise behaviors and patterns in SMEs: Lessons from a Portuguese local community centered around the tourism industry. *Technology in Society*, 44, 15–22. <https://doi.org/10.1016/j.techsoc.2015.11.004>
- Gavino, M. C., Williams, D. E., Jacobson, D., & Smith, I. (2019). Latino entrepreneurs and social media adoption: personal and business social network platforms. *Management Research Review*, 42(4), 469–494. <https://doi.org/10.1108/MRR-02-2018-0095>
- Ghanem, S. K. R., & Hamid, N. A. binti A. (2020). The Effect of Facebook, WhatsApp, Twitter and Email on SMEs Performance: Empirical Evidence from United Arab Emirates. *Journal of Internet Social Networking and Virtual Communities*, 2020, 1–17. <https://doi.org/10.5171/2020.618899>
- Gupta, S., & Malhotra, N. (2013). Marketing innovation: a resource-based view of international and local firms. *Marketing Intelligence & Planning*, 31(2). <https://doi.org/10.1108/02634501311312026>
- He, X., & Lu, H. (2016). Catch a fad or capture a value?: Social media leverage in SMEs. *Journal of Organizational and End User Computing*, 28(3), 67–81. <https://doi.org/10.4018/JOEUC.2016070105>
- Hossain, M., & Kauranen, I. (2016). Open innovation in SMEs: a systematic literature review. *Journal of Strategy and Management*, 9(1). <https://doi.org/10.1108/JSMA-08-2014-0072>
- Jiménez-Zarco, A. I., Clemente-Almendros, J. A., González-González, I., & Aracil-Jordà, J. (2021). Female Micro-Entrepreneurs and Social Networks: Diagnostic Analysis of the Influence of Social-Media Marketing Strategies on Brand Financial Performance. *Frontiers in Psychology*, 12, 1–11. <https://doi.org/10.3389/fpsyg.2021.630058>
- Jones, N., Borgman, R., & Ulusoy, E. (2015). Impact of social media on small businesses. *Journal of Small Business and Enterprise Development*, 22(4), 611–632. <https://doi.org/10.1108/JSBED-09-2013-0133>
- Karami, M., Olfati, O., & Dubinsky, A. J. (2014). Influence of religiosity on retail salespeople's ethical perceptions: the case in Iran. *Journal of Islamic Marketing*, 5(1), 144–172. <https://doi.org/10.1108/JIMA-12-2012-0068>
- Kim, W. G., Li, J. (Justin), & Brymer, R. A. (2016). The impact of social media reviews on restaurant performance: The moderating role of excellence certificate. *International Journal of Hospitality Management*, 55. <https://doi.org/10.1016/j.ijhm.2016.03.001>
- Kusumo, S., Rahayu, A., Wibowo, L. A., & Hendrayati, H. (2021). The Effect of Social Media Marketing on Purchase Intention (Evidence from Indonesia). *Proceedings of the 5th Global Conference on Business, Management and Entrepreneurship (GCBME 2020)*, 187(Gcbme 2020), 390–393. <https://doi.org/10.2991/aebmr.k.210831.077>
- Lányi, B., Hornyák, M., & Kruzslicz, F. (2021). The effect of online activity on SMEs' competitiveness. *Competitiveness Review*, 31(3), 477–496. <https://doi.org/10.1108/CR-01-2020-0022>
- Liang, T., You, J., & Liu, C. (2010). A resource-based perspective on information technology and firm performance: a meta analysis. *Industrial Management & Data Systems*, 110(8). <https://doi.org/10.1108/02635571011077807>
- Malik, Q., & Mehta, A. M. (2020). Measuring SME's productivity using social media: role of entrepreneurship. *International Journal of Entrepreneurship*, 24(3), 1–14.
- Mason, A. N., Narcum, J., & Mason, K. (2021). Social media marketing gains importance after Covid-19. *Cogent Business & Management*, 8(1), 1–29. <https://doi.org/10.1080/23311975.2020.1870797>

- Miles, M. B., & Huberman, A. M. (1994). *Qualitative data analysis: An expanded sourcebook*. Sage Publication.
- Moen, Ø., Koed Madsen, T., & Aspelund, A. (2008). The importance of the internet in international business-to-business markets. *International Marketing Review*, 25(5). <https://doi.org/10.1108/02651330810904053>
- Molla, A., & Heeks, R. (2007). Exploring E-Commerce Benefits for Businesses in a Developing Country. *The Information Society*, 23(2). <https://doi.org/10.1080/01972240701224028>
- Moller, K. (2010). How to influence the birth of new business fields – network perspective. *Strategic Direction*, 26(2). <https://doi.org/10.1108/sd.2010.05626bad.007>
- Moy, M. M., Cahyadi, E. R., & Anggraeni, E. (2020). The Impact of Social Media on Knowledge Creation, Innovation, and Performance in Small and Medium Enterprises. *Indonesian Journal of Business and Entrepreneurship*. <https://doi.org/10.17358/ijbe.6.1.23>
- Munir, A. R., Kadir, N., & Sobarsyah, M. (2021). Brand Resonancing Capability: the Mediating role between Social Media Marketing and SMEs Marketing Performance. *Academy of Entrepreneurship Journal*, 27(1), 1–12. <https://www.abacademies.org/articles/brand-resonancing-capability...social-media-marketing-and-smes-marketing-performance-10098.html>
- Muriithi, S. (2017). *African Small and Medium Enterprises (Smes) Contributions, Challenges and Solutions*. March. www.idpublications.org
- Nair, M. (2011). Understanding and measuring the value of social media. *Journal of Corporate Accounting & Finance*, 22(3), 45–51. <https://doi.org/10.1002/jcaf.20674>
- Naudé, P., Zaefarian, G., Najafi Tavani, Z., Neghabi, S., & Zaefarian, R. (2014). The influence of network effects on SME performance. *Industrial Marketing Management*, 43(4). <https://doi.org/10.1016/j.indmarman.2014.02.004>
- Obermayer, N., Kövári, E., Leinonen, J., Bak, G., & Valeri, M. (2021). How social media practices shape family business performance: the wine industry case study. *European Management Journal*, 1–12. <https://doi.org/10.1016/j.emj.2021.08.003>
- Odoom, R., Anning-Dorson, T., & Acheampong, G. (2017). Antecedents of social media usage and performance benefits in small- and medium-sized enterprises (SMEs). *Journal of Enterprise Information Management*, 30(3), 383–399. <https://doi.org/10.1108/JEIM-04-2016-0088>
- Odoom, R., & Mensah, P. (2019). Brand orientation and brand performance in SMEs: The moderating effects of social media and innovation capabilities. *Management Research Review*, 42(1), 155–171. <https://doi.org/10.1108/MRR-12-2017-0441>
- Oyewobi, L. O., Adedayo, O. F., Olorunyomi, S. O., & Jimoh, R. (2021). Social media adoption and business performance: the mediating role of organizational learning capability (OLC). *Journal of Facilities Management*, 1–24. <https://doi.org/10.1108/JFM-12-2020-0099>
- Öztamur, D., & Karakadılar, İ. S. (2014, September). Exploring the Role of Social Media for SMEs: As a New Marketing Strategy Tool for the Firm Performance Perspective. *Procedia - Social and Behavioral Sciences*. <https://doi.org/10.1016/j.sbspro.2014.09.067>
- Paniagua, J., & Sapena, J. (2014). Business performance and social media: Love or hate? *Business Horizons*, 57(6). <https://doi.org/10.1016/j.bushor.2014.07.005>
- Papastathopoulou, P., & Avlonitis, G. J. (2009). Classifying enterprises on the basis of WWW use: a behavioral approach. *Internet Research*, 19(3). <https://doi.org/10.1108/10662240910965388>
- Parveen, F., Jaafar, N. I., & Ainin, S. (2016). Social media's impact on organizational performance and entrepreneurial orientation in organizations. *Management Decision*, 54(9). <https://doi.org/10.1108/MD-08-2015-0336>

- Pérez-González, D., Trigueros-Preciado, S., & Popa, S. (2017). Social Media Technologies' Use for the Competitive Information and Knowledge Sharing, and Its Effects on Industrial SMEs' Innovation. *Information Systems Management*, 34(3), 291–301. <https://doi.org/10.1080/10580530.2017.1330007>
- Pisar, P., & Tomaskova, A. (2020). The importance of social networks for the SME's innovation potential in Industry 4.0. *Innovative Marketing*, 16(3), 48–61. [https://doi.org/10.21511/im.16\(3\).2020.05](https://doi.org/10.21511/im.16(3).2020.05)
- Pratono, A. H. (2018). From social network to firm performance: The mediating effect of trust, selling capability and pricing capability. *Management Research Review*, 41(6), 680–700. <https://doi.org/10.1108/MRR-03-2017-0080>
- Qalati, Ostic, D., Shuibin, G., & Mingyue, F. (2021). A mediated–moderated model for social media adoption and small and medium-sized enterprise performance in emerging countries. *Managerial and Decision Economics*, 1–16. <https://doi.org/10.1002/mde.3422>
- Qalati, S. A., Li, W., Ahmed, N., Mirani, M. A., & Khan, A. (2021). Examining the factors affecting SME performance: the mediating role of social media adoption. *Sustainability (Switzerland)*, 13(1), 1–24. <https://doi.org/10.3390/su13010075>
- Qalati, S. A., Li, W., Vela, E. G., Bux, A., Barboxa, B., & Herzallah, A. M. (2020). Effects of Technological, Organizational, and Environmental Factors on Social Media Adoption. *Journal of Asian Finance, Economics and Business*, 7(10), 989–998. <https://doi.org/10.13106/jafeb.2020.vol7.no10.989>
- Qalati, Yuan, L. W., Khan, M. A. S., & Anwar, F. (2021). A mediated model on the adoption of social media and SMEs' performance in developing countries. *Technology in Society*, 64, 1–12. <https://doi.org/10.1016/j.techsoc.2020.101513>
- Rapp, A., Beitelspacher, L. S., Grewal, D., & Hughes, D. E. (2013). Understanding social media effects across seller, retailer, and consumer interactions. *Journal of the Academy of Marketing Science*, 41(5). <https://doi.org/10.1007/s11747-013-0326-9>
- Rienda, L., Ruiz-Fernández, L., & Carey, L. (2021). Analysing trademark and social media in the fashion industry: tools that impact performance and internationalization for SMEs. *Journal of Fashion Marketing and Management*, 25(1), 117–132. <https://doi.org/10.1108/JFMM-03-2020-0035>
- Rogers, E. M. (1983). *Diffusion of Innovations* (3rd ed). Free Press.
- Rozak, H., Adhiatma, A., Fachrunnisa, O., & Rahayu, T. (2021). Social Media Engagement, Organizational Agility and Digitalization Strategic Plan to Improve SMEs Performance. *IEEE Transactions on Engineering Management*, 1–10. <https://doi.org/10.1109/TEM.2021.3085977>
- Schmitt-Beck, R. (2015). Bandwagon Effect. In *The International Encyclopedia of Political Communication* (pp. 1–5). Wiley. <https://doi.org/10.1002/9781118541555.wbiepc015>
- Scuotto, V., del Giudice, M., Peruta, M. R. della, & Tarba, S. (2017). The performance implications of leveraging internal innovation through social media networks: An empirical verification of the smart fashion industry. *Technological Forecasting and Social Change*, 120, 184–194. <https://doi.org/10.1016/j.techfore.2017.03.021>
- Shabbir, M. S., Ghazi, M. S., & Mehmood, A. R. (2016). Impact of Social Media Applications on Small Business Entrepreneurs. *Management and Economics Research Journal*, 02(October), 1. <https://doi.org/10.18639/merj.2016.02.200914>
- Shareef, M. A., Mukerji, B., Alryalat, M. A. A., Wright, A., & Dwivedi, Y. K. (2018). Advertisements on Facebook: Identifying the persuasive elements in the development of positive attitudes in consumers. *Journal of Retailing and Consumer Services*, 43. <https://doi.org/10.1016/j.jretconser.2018.04.006>

- Shareef, M. A., Mukerji, B., Dwivedi, Y. K., Rana, N. P., & Islam, R. (2019). Social media marketing: Comparative effect of advertisement sources. *Journal of Retailing and Consumer Services*, 46. <https://doi.org/10.1016/j.jretconser.2017.11.001>
- Sullivan, Y. W., & Koh, C. E. (2019). Social media enablers and inhibitors: Understanding their relationships in a social networking site context. *International Journal of Information Management*, 49. <https://doi.org/10.1016/j.ijinfomgt.2019.03.014>
- Tajudeen, F. P., Jaafar, N. I., & Ainin, S. (2018). Understanding the impact of social media usage among organizations. *Information & Management*, 55(3). <https://doi.org/10.1016/j.im.2017.08.004>
- Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. *Computers in Human Behavior*, 115(105174), 1–10. <https://doi.org/10.1016/j.chb.2017.09.026>
- Tiwasing, P. (2021). Social media business networks and SME performance: A rural–urban comparative analysis. *Growth and Change*, 52(3), 1892–1913. <https://doi.org/10.1111/grow.12501>
- Wang, W. Y. C., Pauleen, D. J., & Zhang, T. (2016). How social media applications affect B2B communication and improve business performance in SMEs. *Industrial Marketing Management*, 54, 4–14. <https://doi.org/10.1016/j.indmarman.2015.12.004>
- Watson, J. (2012). Networking: Gender differences and the association with firm performance. *International Small Business Journal: Researching Entrepreneurship*, 30(5). <https://doi.org/10.1177/0266242610384888>
- Yasa, N. N. K., Adnyani, I. G. A. D., & Rahmayanti, P. L. D. (2020). The Influence of Social Media Usage on the Perceived Business Value and Its Impact on Business Performance of Silver Craft SMEs in Celuk Village, Gianyar - Bali. *Academy of Strategic Management Journal*, 19(1), 1–7. <https://www.abacademies.org/articles/the-influence-of-social-media>
- Yasa, N. N. K., Giantari, I. G. A. K., Setini, M., Sarmawa, W., Laksmit, P., Rahmayanti, D., & Dharmanegara, I. B. A. (2020). Service strategy based on Tri Kaya Parisudha, social media promotion, business values and business performance. *Management Science Letters*, 10(13), 2961–2972. <https://doi.org/10.5267/j.msl.2020.5.029>
- Yasa, N. N. K., Giantari, I. G. A. K., Sukaatmadja, I. P. G., Sukawati, T. G. R., Ekawati, N. W., Nurcaya, I. N., Rahanatha, G. B., & Astari, A. A. E. (2021). The role of relational and informational capabilities in mediating the effect of social media adoption on business performance in fashion industry. *International Journal of Data and Network Science*, 5(4), 569–578. <https://doi.org/10.5267/j.ijdns.2021.8.011>
- Yu, W., Ramanathan, R., & Nath, P. (2017). Environmental pressures and performance: An analysis of the roles of environmental innovation strategy and marketing capability. *Technological Forecasting and Social Change*, 117. <https://doi.org/10.1016/j.techfore.2016.12.005>
- Zhu, G., Sangwan, S., & Lu, T. (2010). A new theoretical framework of technology acceptance and empirical investigation on self-efficacy-based value adoption model. *Nankai Business Review International*, 1(4). <https://doi.org/10.1108/20408741011082543>