Trakya Üniversitesi Sosyal Bilimler Dergisi
Haziran 2021 Cilt 23 Sayı 1 (393-406)
DOI: 10.26468/trakyasobed.824009

Araştırma Makalesi/ Research Article

A RESEARCH ON THE RELATIONSHIP OF FIRMS' SOCIAL MEDIA PERFORMANCE GOALS WITH TECHNOLOGY-ORGANIZATION-ENVIRONMENT FRAMEWORK[1]

İŞLETMELERİN SOSYAL MEDYA PERFORMANS HEDEFLERİNİN TEKNOLOJİ-ORGANİZASYON-ÇEVRE MODELİ İLE İLİŞKİSİ ÜZERİNE BİR ARAŞTIRMA

Özge HABİBOĞLU[*], Serdar PİRTİNİ[**]

Geliş Tarihi:10.11.2020 (Received) *Kabul Tarihi: 03.06.2021 (Accepted)*

ABSTRACT: The study aims to analyze the success of the social media performance goals of the firms using the technology-organization-environment model. For this purpose, the social media goals of the firms are analyzed through determined sub-dimensions of the TOE framework, and the differences in achieving these goals within different target markets are listed. 117 firms are selected with convenience sampling. Correlation and difference analysis applied to the data obtained through the online survey. The results show that social media performance goals are positively influenced by technology adoption dimensions. Specifically, the social media performance is the most affected dimension. Also, success in attaining social media performance goals differ according to the target markets the firms operate in.

Keywords: Technology-organization-environment framework, social media performance goals, target market

ÖZ: Çalışma işletmelerin sosyal medya performans hedeflerine ulaşmalarının teknoloji-organizasyon-çevre modeli boyutları ile ilişkisinin incelenmesini amaçlamaktadır. Bu amaçla firmaların sosyal medya hedefleri, TOÇ modelinin belirlenen alt boyutlar ile olan ilişkisi incelenmiş ve farklı hedef pazarlara göre hedeflere ulaşmadaki ayrım ortaya çıkarılmaya çalışılmıştır. Kolayda örneklem yöntemi ile 117 işletme üzerinde analiz yapılmıştır. Çevrimiçi anket ile elde edilen verilere korelasyon ve farklılık testleri uygulanmıştır. Analiz sonuçlarına göre teknoloji benimseme boyutlarının organizasyonel sosyal medya performansı hedefleri ile pozitif yönde ilişkili olduğu görülmüştür. Özellikle sosyal medya performansi en fazla pozitif ilişkili olan boyut olmuştur. Ayrıca işletmelerin faaliyet gösterdikleri hedef pazara göre de organizasyonel sosyal medya performans hedeflerine ulaşmalarında farklılık görülmüştür.

Anahtar Kelimeler: Teknoloji-organizasyon-çevre modeli, sosyal medya performans hedefleri, hedef Pazar

[1] Bu çalışma Özge Habiboğlu'nun Prof. Dr. Serdar Pirtini danışmanlığında yürütülen doktora tezinden üretilmiştir.

[*] Öğr. Gör., Namık Kemal Üniversitesi, ohabiboglu@nku.edu.tr, ORCID: 0000-0001-5312-5024

[**] Prof. Dr. Marmara Üniversitesi, serdarpirtini@marmara.edu.tr, ORCID: 0000-0002-7838-4863

GENİŞLETİLMİŞ ÖZET

İşletmelerin yaşamlarını sürdürmeleri çevrelerindeki değişikliklere nasıl uyum sağladıklarına ve hedeflerine ulaşmak için bu değişiklikleri nasıl kullandıklarına bağlıdır. Değişimin artan hızı, işletmelerin hızlı karar verme ve kaynakları etkin kullanma yeteneklerinin önemli olduğunu göstermektedir. Sosyal medyayı kullanarak iş hedeflerine ulaşmak, birçok işletmenin araştırdığı ve yatırım yaptığı bir alandır. Sosyal medyada yürütülen pazarlama çalışmaları, işletmelerin gelirlerde artış, maliyetlerde azalma, tüketicilerle etkin iletişim, bilgi yönetiminde verimlilik ve iş ağlarının genişlemesi gibi sonuçlara ulaşmak istediklerini belirtmektedir.

Çalışmada işletmelerin teknoloji benimsemeleri Tornatzky ve Fleischer'ın (1990) geliştirmiş oldukları Teknoloji-organizasyon-çevre (TOÇ) modeli ile incelenmiştir. Model işletmelerin teknoloji benimsemelerini işletmenin yeni teknolojiler karşısındaki tutumu, işletme organizasyonunun yeni teknolojilere olan yaklaşımı ve işletme teknoloji benimseme alanında çevreden gelen baskı fırsatlar açısından incelemektedir. Sosyal bilimler alanında pek çok alanda kullanılan model, işletmelerin yeni teknolojilere olan tutumunun kapsamlı olarak incelenmesine yardımcı olmaktadır.

Çalışmada TOÇ modelinin işletmelerin sosyal medya performans hedefleri ile olan ilişkilerini inceleyen kavramsal bir model oluşturulmuştur. Ayrıca farklı hedef pazarlara göre hedeflere ulaşmadaki ayrım ortaya çıkarılmaya çalışılmıştır. Kolayda örneklem yöntemi ile ulaşılan 117 işletmeden elde edilen veriler SPSS programında analiz edilmiştir. Çevrimiçi anket ile elde edilen verilere korelasyon ve fark testleri uygulanmıştır.

Korelasyon analizi sonuçlarına göre göreceli üstünlük, sosyal medya performansı ile pozitif yönde ilişkilidir. Üst yönetim desteği değişkeni, maliyet azaltma ve sosyal medya performansı ile ilgilidir. Rekabet baskısı değişkeni, bağımlı değişkenin alt boyutlarını da olumlu etkilemekte ve en çok sosyal medya performansını etkilemektedir. Hipotez testlerinin sonucu, teknoloji benimseme boyutlarının en çok sosyal medya performansını etkilediğini gösteriyor. Bu sonuç, sosyal medyayı kullanmanın işletmeler için beklenen çıktıları sağladığını göstermektedir. Maliyet azaltma değişkeninin beklenenden az etkilenmesi beklenmedik bir sonuçtur. Bu sonuç bize işletmelerin teknoloji tercihlerinde maliyet düşürmeden çok olumlu sonuçlara önem verdiğini göstermektedir. Çalışmanın diğer önemli sonucu, işletmelerin sosyal medya performans hedeflerine ulaşmalarının hedef pazara göre farklılık göstermesidir. B2C pazarında faaliyet gösteren işletmelerin daha iyi performansa ulaştıkları görülmektedir. Son tüketiciye hizmet veren işletmelerin sosyal medyadan ve faydalarından daha fazla yararlandıkları sonucuna varılmıştır.

Elde edilen sonuçlar göz önüne alındığında, yeni teknolojileri benimsemek işletmelerin hedeflerini olumlu etkilemektedir ve sosyal medya kaçırılmaması gereken bir kanal olarak görülmektedir. TOÇ çerçevesinin esnek ve kapsamlı yapısı, modelin sosyal bilimlerde birçok alanda kullanılmasına izin vermektedir.

1. INTRODUCTION

The survival of firms depends on how they adapt to changes in their environment and how they use these changes to achieve their business goals. Especially considering the rapid changes in the world since 2010's the market disruptions strike and adoption capabilities to these changes become more vital.

The pace of change shows that the ability of firms to make quick decisions and to use resources effectively is important. According to UNCTAD and NetComm Suisse's report, at the beginning of the pandemic e-commerce volume has increased about 60% and it will be a permanent increase in Turkey[2]. This example shows the importance of the adoption of information and communication technologies for businesses in Turkey. Social media, through which companies create consumer engagement and implement marketing operations, is the output of information and communication technologies, thus has now become indispensable for many businesses.

Achieving business goals using social media is an area that many businesses research and invest in (Kaplan, 2021:147; Alalwan et al., 2017: 1183). Through marketing efforts carried out on social media, businesses want to gain certain outputs. Researchers who examine the relationship of businesses with social media, state these expected outcomes: rise in revenues, reduction in costs, interaction with consumers (AlSharji, Ahmad & Bakar 2018: 302), information management, expansion of business networks, increased market information (Abed, Dwidedi & Williams, 2015: 23).

Alikılıç and Ataberk (2012) investigated the importance of social media adoption for business professionals in Turkey. Lacka and Chang (2016), analyzed social media adoption in B2B market in China. Şengöz ve Eroğlu (2017) studied which social media tools were used, the habit of social media usage, reasons to use and social media perception of the firms in Turkey. Tajudeen, Jafaar and Ainin (2017), investigated the antecedents and impacts of social media adoption and usage in organizations in Malaysia. Matikiti, Mpinganjira and Roberts-Lombard (2018) examined influencing factors of social media adoption in South African firms. Ahmad, Bakar and Ahmad (2018), stated the performance effect of social media adoption in United Arab Emirates firms. Building upon the previous studies, this study also applies TOE framework to explain the elements that firms should consider in order to achieve their social media performance goals.

The study tries to explain research effort through three main questions:

- What are the factors affecting firms in Turkey to adopt social media?
- Which technology determinants are affecting social media performance goals of firms in Turkey?
- Do social media performance goals differ according to target markets?

[2]https://webrazzi.com/2020/10/21/turkiye-de-e-ticarette-pandemiyle-yasanan-hacim-artisinin-yuzde-60-i-kalıcı olacak/?utm_source=notification&utm_medium=email&utm_campaign=email_notification 22.10.2020

To answer the above questions first the study will explain the determinants of technology adoption according to the literature. Second, methodology of the study will be explained. At the end, study findings will be discussed. We believe that understanding the determinants of social media adoption will have useful consequences for firms operating in Turkey.

2. TECHNOLOGY ADOPTION OF FIRMS: TECHNOLOGY-ORGANIZATION-ENVIRONMENT (TOE) FRAMEWORK

This research is based on Tornatzky and Fleischer's (1990) technology adoption model Technology-Organization-Environment (TOE) framework. The model explains how technological innovation acceptance takes place at a firm. The model focuses on both internal and external characteristics of the organization, as well as technological drivers for new technology diffusion (Ahmad et al, 2014:4). The model identifies three aspects of firms' characteristics influencing the process of adoption, implementation and using technological innovations (Ahmad et al. 2014; Scupola, 2003; Matikiti et al., 2018):

- Technological Context: Technological context represents technologies that can be adopted by a firm. This context distinguishes the technologies available for adoption by the firms and the existing equipment (Scupola, 2003: 57).
- Organizational Context: Indicates the source of structures, processes and attributes that constrain or facilitate firms' adoption of technological innovations (Scupola, 2003: 57).
- Environmental context: Focuses on the areas in which the firm operates its business, prioritizing external factors that have a significant impact on the firm and effect the industry, such as government incentives and regulations (Ahmad et al, 2014:4).

2.1 Technological Context

Literature shows that researchers selected different variables of the technological context according to their research objectives. This study is addressing technological context through relative advantage and cost effectiveness.

- Relative Advantage

Relative advantage for companies that has the potential of technology adoption is defined as the degree of anticipating an innovation better than their competitors (Ahmad et al., 2018:5). The relation of this technological context sub-dimensions on social media adoption has been investigated by researchers (Parveen, 2012; Araujo and Zilber, 2016; AlSharji et al., 2018; Tajudeen et al., 2018; Ahmad et al., 2018). The hytpothesis developed based on the related literature are:

H1: There is a positive relationship between relative advantage and social media performance goals.

H1a: There is a positive relationship between relative advantage and cost reduction.

H1b: There is a positive relationship between relative advantage and improved information accessibility.

H1c: There is a positive relationship between relative advantage and social media performance.

- Cost Effectiveness

This sub-dimension states that new technology adoption helps firms to decrease cost of marketing operations and helps effective use of resources. Previous studies used cost as a sub-dimension of technological context (Chong and Chan, 2012; Tajudeen et al., 2017). The hytpothesis developed based on the related literature are:

H2: There is a positive relationship between cost effectiveness and social media performance goals.

H2a: There is a positive relationship between cost effectiveness and cost reduction.

H2b: There is a positive relationship between cost effectiveness and improved information accessibility.

H2c: There is a positive relationship between cost effectiveness and social media performance goals.

2.2 Organizational Context

Organizational context investigates an organization's approach to new technologies. The current study examines it using top management support variable.

- Top Management Support

According to Lin (2014: 83), top management support creates positive environment and is essential to ensure adequate resources for new technology adoption. The organizational context sub-dimension on social media adoption has been investigated by researchers (Parveen, 2012; Sharif et al., 2016; Zhang and Xiao, 2017; AlSharji et al, 2018; Matikiti et al., 2018; Tajudeen et al., 2018). The hytpothesis developed based on the related literature are:

H3: There is a positive relationship between top management support and social media performance goals.

H3a: There is a positive relationship between top management support and cost reduction.

H3b: There is a positive relationship between top management support and improved information accessibility.

H3c: There is a positive relationship between top management support and social media performance.

2.3 Environmental Context

Environmental context refers to peripheral forces which effects firms' decisions on adopting new technologies. In this study environmental context is examined using competitive pressure.

- Competitive Pressure

Jeyaraj, Rottman and Lacity (2006: 9) stated that competitive pressure is one of the most important sub-dimensions of the environmental context, the importance of sub-dimension stems from the fact that adopting new technologies has become a strategic necessity to compete in the market. Previous studies have used competitive pressure to analyze social media adoption (Araujo and Zilber, 2016; Alsharji et al., 2018; Ahmad et al., 2018). The hytpothesis developed based on the related literature are:

H4: There is a positive relationship between competitive pressure and social media performance goals.

H4a: There is a positive relationship between competitive pressure and cost reduction.

H4b: There is a positive relationship between competitive pressure and improved information accessibility.

H4c: There is a positive relationship between competitive pressure and social media performance

2.4 Target Market

Social media adoption has been addressed by researchers in both the B2B and B2C markets. Another focus of this research is whether the target market makes a difference in achieving social media performance goals. Therefore following hypothesis is established:

H5: There is a difference in achieving social media performance goals according to the company’s target market.

3. METHODOLOGY

3.1 Research Model

The research model developed based on the relevant literature shows the relationships between independent variables and social media performance goals in Figure 1.

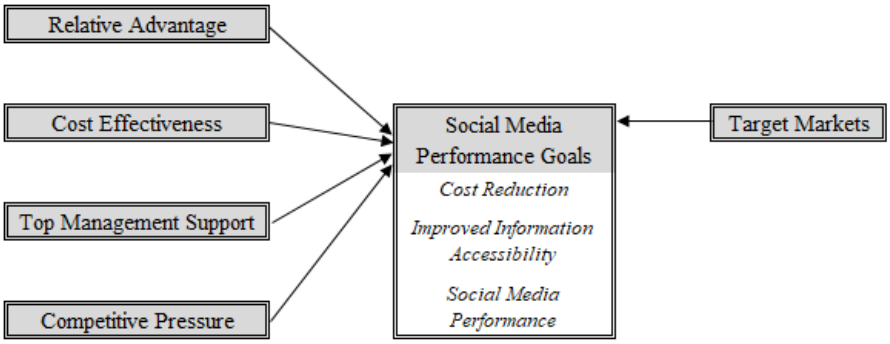

Figure 1: Research Model

3.2 Methodology

In order to collect data for this research, scales with proven validity and reliability were used. Relative advantage scale was taken from the study of Ahmad et al. (2018); cost effectiveness scale was adopted to social media from the study of Chong and Chan (2012); top management support scale was taken from Wang and Yang (2010); competitive pressure scale was derived from the study of Ahmad et al. (2018). Social media performance goals scale was created from the scale adopted by Tajudeen et al. (2018) and it was added to social media performance scale of Tafesse and Wien (2018).

The convenience sampling method was used to determine the study sample. The 5-point Likert scale was used for scale items. Due to the current health environment caused of pandemic, 2.000 online survey was sent to firms through social media and 117 responses were received.

4. FINDINGS

Frequency analysis was made in order to assess firms' characteristics.

Table 1: Firms Frequency Analysis

	Frequency	Percent	Valid Percent	Cumulative Percent
B2C	44	37,6	37,6	37,6
B2B	19	16,2	16,2	53,8
B2C and B2B	54	46,2	46,2	100,0
Total	117	100,0	100,0	

The firms investigated within the scope of the research; operate in the B2C market 37%, B2B market 16.2%, and in both markets 46.2%.

Explanatory factor analysis was utilized to explain the factor structures of the study sample. Kaiser-Meyer-Olkin (KMO) and Bartlett tests were applied to examine the adequacy of the data. Table 2 contains the explanatory factor analysis results.

Table 2: Explanatory Factor Analysis of TEO Framework Sub-Dimensions

Factor	Item	Loadings	KMO	Approx. Chi-Square	df	Bartlett's Test
Relative Advantage	RA1	0,872	0,809	775,412	66	0,000
	RA2	0,889				
	RA3	0,673				
	RA4	0,648				
	RA5	0,759				
Top Management Support	TMS1	0,885				
	TMS2	0,780				
	TMS3	0,860				
	TMS4	0,856				
Competitive Pressure	CP1	0,765				
	CP2	0,725				
	CP3	0,797				

In the explanatory factor analysis, results of cost effectiveness scale statements and RA6 were excluded because they were collected under different factors. The Kaiser-Meyer-Olkin (KMO) test value, which measures the sampling adequacy, should be at least 0.60, and the Bartlett test, which measures the accuracy of the factor analysis, should have a p statistical significance value less than 0.05 ($p<0.05$) (Durmuş, Yurtkoru and Çinko, 2016: 80). Analysis results showed that factor loadings were more than 0.5; KMO test result was more than 0.60, and 0.809 means meritorious and the Bartlett test result was less than 0.05, showing a sufficient level of relationship.

Table 3: Explanatory Factor Analysis of Social Media Performance Goals Sub-Dimensions

Factor	Item	Loadings	KMO	Approx. Chi-Square	df	Bartlett's Test
Cost Reduction	Cr1	0,821	0,821	623,655	45	0,000
	Cr2	0,659				
	Cr3	0,856				
Improved Information Accessibility	IIA2	0,827				
	IIA3	0,882				
	IIA4	0,619				
Social Media Performance	SMP1	0,706				
	SMP2	0,780				
	SMP3	0,786				
	SMP4	0,803				

Table 3 shows dependent variable explanatory factor analysis results. IIA1 was excluded from the analysis because it was collected under a different factor. The results of factor loadings were more than 0.5; KMO test result was more than 0.60, 0.8219 means meritorious and the Bartlett test result was less than 0.05, showing that a sufficient level of relationship. Alpha (Cronbach Alpha Coefficient) model is the most used model among reliability analysis, which measures the reliability of the subject under investigation. Alpha coefficient shows the consistency of the items in the scale (Lorcu, 2015: 207). Table 4 shows reliability analysis result.

Table 4: Reliability Analysis Result

Factor	Cronbach's Alpha
Relative Advantage	0,863
Top Management Support	0,870
Competitive Pressure	0,785
Cost Reduction	0,784
Improved Information Accessibility	0,870
Social Media Performance	0,850

Considering the analysis results, it was seen that the competitive pressure and cost reduction factors were in the reliable range (0.60-0.80), and the other factors were highly reliable since the Cronbach Alpha values are higher than 0.80 (Lorcu, 2015: 208).

Normality test is used to examine the conformity of the distribution of scales to normal distribution (Durmuş, Yurtkoru and Çinko, 2016: 66). Table 4 shows normality test result of research data.

Table 5: Normality Test Results of Research Data

	Skewness	Kurtosis
Relative Advantage (RA)	-3,571	20,873
Top Management Support (TMS)	-0,102	-0,740
Competitive Pressure (CP)	-1,006	2,951
Cost Reduction (CR)	-0,185	-0,585
Improved Information Accessibility (IIA)	-0,521	-0,135
Social Media Performance (SMP)	-0,718	0,273

In social sciences it is stated that the Skewness value can be accepted in the range of -1 / + 1, while the Kurtosis value is very good in the range of -1 / + 1, but it is also acceptable in the range of -2 / + 2 (Maiyaki and Mohd Moktar, 2011: 195). According to the results it was seen that the data were not distributed normally.

The purpose of the study is to investigate the relationship between technology adoption sub-dimensions and social media performance goals and figure out if it differs according to the target markets. For this purpose correlation analysis was made for hypothesis test. Since the distribution of the data was not normal, Spearman's rho analysis was performed.

Table 6: Correlation Result of Relationship Between Relative Advantage and Social Media Performance Goals

			RA	CR	IIA	SMP
Spearman's rho	RA	Correlation Coefficient	1,000	,200*	,356**	,367**
		Sig. (2-tailed)		0,031	0,000	0,000
		N	117	117	117	117

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

In correlation analysis, the p value should be less than 0.05 in order to mention the existence of a relationship between two variables (Durmuş et al., 2016: 144). Among the hypothesis tested according to the correlation analysis results, relationship between relative advantage and social media performance goals was significant and positive. Relative advantage affected the most ($r = 0.367$, $p < 0.05$) the social media performance and it affected the cost reduction ($r = 0.200$, $p < 005$) at least. H1a, H1b and H1c were accepted.

Table 7: Correlation Result of Relationship Between Top Management Support and Social Media Performance Goals.

			TMS	CR	IIA	SMP
Spearman's rho	TMS	Correlation Coefficient	1,000	,209*	0,177	,420**
		Sig. (2-tailed)		0,024	0,056	0,000
		N	117	117	117	117

*. Correlation is significant at the 0.05 level (2-tailed).
**. Correlation is significant at the 0.01 level (2-tailed).

The relationship between top management support and cost reduction and social media performance was significant and positive. Top management support affected most the social media performance ($r=0.420$, $p<0,05$), and it affected the cost reduction ($r=0.204$, $p<005$) the least. H3a and H3c were accepted.

Table 8: Correlation Result of Relationship Between Competitive Pressure and Social Media Performance Goals

			CP	CR	IIA	SMP
Spearman's rho	CP	Correlation Coefficient	1,000	,252**	,359**	,422**
		Sig. (2-tailed)		0,006	0,000	0,000
		N	117	117	117	117

**. Correlation is significant at the 0.01 level (2-tailed).

The relationship between competitive pressure and social media performance goals was significant and positive. Competitive pressure support affected most the social media performance (r=0.422, p<0,05), and it affected the cost reduction (r=0.252, p<005) the least. H4a, H4b and H4c were accepted.

There were three groups under the business target market variable. Since the data were not normally distributed, Kruskal Wallis variance analysis was used to test (Durmuş et al., 2016: 194) the H5 hypothesis. According to the analysis results, it was only seen that social media performance varies according to the target market of the enterprise (p<0.05).

Table 9: Difference Between Target Markets

Test Statistics[a,b]			
	CR	IIA	SMP
Kruskal-Wallis H	2,191	4,502	14,630
df	2	2	2
Asymp. Sig.	0,334	0,105	0,001

a. Kruskal Wallis Test
b. Grouping Variable: Target Market

Analysis results showed that there was a difference in social media performance targets according to the target markets of the business. Especially businesses operating in the B2C market differ in achieving their goals of social media performance.

Table 10: Social Media Performance -Target Market Differentiate

Target Market		N	Mean Rank
SMP	B2C	44	68,61
	B2B	19	33,58
	B2C and B2B	54	60,11
	Total	117	

5. CONCLUSION AND RECOMMENDATIONS

Social media usage is accelerating making it an indispensable channel for firms. This research aims to analyze the underlying dimensions of social media usage by firms. For this purpose, the relationship between the TOE framework, which is one of the models that examine the technology adoption of firms, and the social media performance goals of firms are examined. The findings are compared only with studies in the literature examining the relationship between TOE framework and social media. The reason to focus on social media is to create benefits for both academic researchers and firms.

According to the results of correlation analysis, the relative advantage is positively related to social media performance. The result on relative advantage is consistent with the previous studies, which argued that relative advantage is an important factor in social media (Tajudeen et al., 2018; AlSharji et al., 2017). The top management support variable is related to cost reduction and social media performance. These findings are also consistent with previous studies (AlSharji et al., 2017; Ahmad et al., 2018). According to the literature, competitive pressure has an effect on social media adoption (Ahmad et al., 2018). The competitive pressure variable also positively affects the sub-dimensions of the dependent variable, mostly affecting social media performance. The result of the hypothesis tests shows that the technology adoption dimensions affect social media performance the most. This conclusion proves that using social media delivers expected output for firms. It is an unexpected result that the cost reduction variable is either affected minor or not affected at all by technology motivations. This result shows us that enterprises give importance to positive outcomes rather than cost reduction in their technology choices.

Other important results of the study show that the achievement of the social media performance goals of the firms differs according to the target market. According to the target market based company groups, the results show that B2C delivers better performance. It is concluded that firms serving end consumers utilize more from social media and its benefits.

Considering the results obtained, adopting new technologies positively effects the goals of companies and social media is a channel that should not be missed. The flexible and comprehensive structure of the TOE framework allows the model to be used in many areas in social sciences. For further studies, the adoption of new technology can be explored more extensively with studies covering other dimensions of the TOE framework in the literature. In addition to the importance of social media goals, it is worth to emphasize which activities are carried out to achieve these goals. Therefore, research can be conducted on the impact of the TOE framework on the marketing activities carried out on social media, as well as the social media goals. Last but not least, the sector, the size of the companies or the social media experience of the companies can be considered as variables in addition to the target market differentiator.

REFERENCES

Abed, S., Dwivedi, Y. & Williams, M. (2015). Social media as a bridge to e-commerce adoption in SMEs: A systematic literature review. *The Marketing Review*, *15*(1), 39-57. http://dx.doi.org/10.1362/146934715X14267608178686

Ahmad, S. Z., Abu Bakar, A. R., Faziharudean, T. M. & Mohamad Zaki, K. A. (2014). An empirical study of factors affecting e-commerce adoption among

small-and medium-sized enterprises in a developing country: evidence from Malaysia. *Information Technology for Development, 21*(4), 555-572. DOI: 10.1080/02681102.2014.899961.

Ahmad, S. Z., Bakar, A. R. A. & Ahmad, N. (2018). Social media adoption and its impact on firm performance: the case of the UAE. *International Journal of Entrepreneurial Behavior & Research*, *25*(1), 84-111 DOI 10.1108/IJEBR-08-2017-0299.

Alalwan, A. A., Rana, N. P., Dwivedi, Y. K. & Algharabat, R. (2017). Social media in marketing: A review and analysis of the existing literature. *Telematics and Informatics, 34*(7), 1177-1190. https://doi.org/10.1016/j.tele.2017.05.008

Alikılıç, O. & Atabek, U. (2012). Social media adoption among Turkish public relations professionals: A survey of practitioners. *Public Relations Review, 38*(1), 56-63. https://doi.org/10.1016/j.pubrev.2011.11.002

AlSharji, A., Ahmad, S. Z. & Bakar, A. R. A. (2018). Understanding social media adoption in SMEs. *Journal of Entrepreneurship in Emerging Economies*. *10*(2), 302-328. DOI 10.1108/JEEE-08-2017-0058

Araújo, J. B. D. & Zilber, S. N. (2016). What factors lead companies to adopt social media in their processes: proposal and test of a measurement model. *BBR. Brazilian Business Review, 13*(6), 260-290. DOI: http://dx.doi.org/10.15728/bbr.2016.13.6.5

Chong, A. Y. L. & Chan, F. T. (2012). Structural equation modeling for multi-stage analysis on Radio Frequency Identification (RFID) diffusion in the health care industry. *Expert Systems with Applications, 39*(10), 8645-8654. https://doi.org/10.1016/j.eswa.2012.01.201

Durmuş, B., Yurtkoru, E.S. & Çinko M. (2016). *Sosyal Bilimlerde SPSS'le Veri Analizi*. İstanbul: Beta Yayıncılık.

Jeyaraj, A., Rottman, J.W. & Lacity, M.C. (2006). A review of the predictors, linkages, and biases in IT innovation adoption research. *Journal of Information Technology, 21*(1). 1-23. https://doi.org/10.1057/palgrave.jit.2000056

Kaplan, B. (2021). Uluslararası Girişimci Kobilerde E-Pazarlama Odaklılık. İstanbul: Beta Yayıncılık.

Lacka, E., & Chong, A. (2016). Usability perspective on social media sites' adoption in the B2B context. *Industrial Marketing Management*, *54*, 80-91. https://doi.org/10.1016/j.indmarman.2016.01.001

Lin, H.F. (2014). Understanding the determinants of electronic supply chain management system adoption: Using the technology-organization-environment framework. *Technological Forecasting and Social Change, 86*(C), 80-92. https://doi.org/10.1016/j.techfore.2013.09.001

Lorcu, F. (2015). *Örneklerle Veri Analizi SPSS Uygulamalı*. Ankara: Detay Yayıncılık

Maiyaki, A. A. & Mohd Mokhtar, S. S. (2011). Determinants of Customer Behavioural Responses: A Pilot Study. *International Business Research*, *4*(1), 193-197.

Matikiti, R., Mpinganjira, M. & Roberts-Lombard, M. (2018). Application of the technology acceptance model and the technology–organisation–environment model to examine social media marketing use in the South African tourism industry. *South African Journal of Information Management 20*(1), a790. https://doi.org/10.4102/sajim.v20i1.790

Parveen, F. (2012). Impact of social media usage on organizations. *PACIS 2012 Proceedings*, *192*, http://aisel.aisnet.org/pacis2012/192

Scupola, A. (2009). SMEs' e-commerce adoption: perspectives from Denmark and Australia. *Journal of Enterprise Information Management, 22*(1/2), 152 – 166, DOI 10.1108/09685220910964027

Sharif, M. H. M., Troshani, I. & Davidson, R. (2016). Determinants of social media impact in local government. *In media Influence: Breakthroughs in Research and Practice, 2*(3), 141-164. DOI: 10.4018/JOEUC.2016070106. IGI Global.

Şengöz, A. & Eroğlu, E. (2017). Örgütlerde sosyal medya kullanımı: sosyal medya algıları, amaçları ve kullanım alışkanlıkları. *Gümüşhane Üniversitesi İletişim Fakültesi Elektronik Dergisi*, *5*(1), 503-524.

Tajudeen, F. P., Jaafar, N. I. & Ainin, S. (2018). Understanding the impact of social media usage among organizations. *Information & Management, 55*(3), 308-321, doi.org/10.1016/j.im.2017.08.004

Tornatzky, L.G. & Fleischer, M. (1990). *The Processing Of Technological Innovation*. Lexington: Lexington Books

URL-1https://webrazzi.com/2020/10/21/turkiye-de-e-ticarette-pandemiyle-yasanan-hacim-artisinin-yuzde-60-i-kalici-olacak/?utm_source=notification&utm_medium=email&utm_campaign=email_notification 22.10.202

Zhang, H. & Xiao, J. (2017). Assimilation of social media in local government: an examination of key driver. *The Electronic Library, 35(3),* doi: 10.1108/EL-09-2016-0182.