

MEDIATION ROLE OF SOCIAL MEDIA ADOPTION ON THE ORGANIZATIONAL INNOVATIVENESS AND SMEs PERFORMANCE IN NORTH-WESTERN NIGERIA

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ABSTRACT

The study seeks to examine the relationship between organizational innovativeness and SME performance and the mediating effect of social media adoption. Statistical analyses were based on the data collected, through a survey questionnaire from 396 SMEs in North western Nigeria. The Partial Least Square (PLS) method was used to investigate the relationship between the study variables. The study found that the direct impact of organizational innovativeness is not significantly correlated with SME performance, social media is significant in mediating the relationship between organizational innovativeness and the SME's performance and context-specific nature necessitates tailoring strategies based on industry-specific conditions, market characteristics, and technological landscapes. The study concluded that organizational innovativeness exhibited relatively modest effects on SME performance, and social media adoption as a mediator unveiled a statistically significant relationship, highlighting the pivotal role of social media in influencing SME performance within the context of organizational innovation. Finally, the study recommends that SMEs should emphasize the incorporation of social media platforms as integral components of innovation strategies within SMEs, consider holistic approaches that incorporate diverse elements such as social media adoption to enhance the effectiveness of innovation strategies and encourage SMEs to invest in technological adoption beyond traditional innovation practices.

Keywords: Social media adoption, organizational innovativeness, SME performance.

1. INTRODUCTION

The role of Small and Medium Enterprises (SMEs) in the economic development of North-Western Nigeria is critical as they contribute significantly to job creation, poverty reduction, and overall economic growth (ILO, 2016; Kwon,2019). SMEs are the major employers of labor, promoting entrepreneurship and innovation in the region (Xu et al, 2022). Their performance has a direct impact on the employment situation, creation of new products, and services, development of new industries, improvement of the standard of living of the population (Qalati et al, 2022), boosting overall economic growth and development (Ramadan et al, 2022).

The SME sector in Nigeria has not performed as expected, with evidence of high rates of failure among SMEs in the country. According to SMEDAN (2017), 80% of small businesses fail within their first five years of operation in Nigeria. The World Bank also reports that Nigeria ranks 131 out of 190 countries in the "Ease of Doing Business"

index, which suggests that Nigeria is not an easy place to start or run a business, contributing to high rates of business failure (World Bank Group, 2020). The National Bureau of Statistics (NBS) reports that out of the 30.8 million MSMEs in Nigeria, only 7.7 million are fully operational, while the rest are either dormant or have ceased to exist (NBS, 2017). Additionally, SMEs contributed 5.4 percent to GDP in 2015, 7.13 percent in 2017, and 7.8 percent in 2019 (Muhammad & Teru, 2020).

The failure of SMEs in North Western Nigeria can be attributed to various factors, such as infrastructural deficiencies (SMEDAN, 2017; OECD, 2017; Nimfa, Abdul Latiff & Abdul Wahab, 2023; Ihua, 2009;), inadequate access to markets (Sokoto & Abdullahi, 2013; Abdulkadir et al, 2022; Abdulkadir et al, 2023), lack of skilled labor (Abdullahi, Jakada & Kabir, 2016), regulatory challenges (Gumel, 2017), lack of support from the government (Gumel, 2019), and inefficient business processes (Sulaiman, 2018).

Early efforts to enhance SME performance primarily focused on traditional marketing tactics, such as product differentiation, price competition, and market expansion. While these strategies played a role in driving growth, they often fell short in addressing the rapidly changing business environment, consumer behavior, and technological advancements (Jones & Brown, 2010). In the face of evolving market dynamics, these static approaches became less effective in sustaining SME competitiveness.

The challenges faced by SMEs in North-Western Nigeria have spurred researchers and practitioners to seek innovative solutions. Among the strategies gaining prominence is the notion that organizational innovativeness, when combined with effective social media marketing adoption, can mediate and positively influence SME performance in the region.

Organizational innovativeness, characterized by an organization's ability to foster a culture of innovation and adapt to change, has been identified as a crucial driver of SME success (Eze, 2019). It enables SMEs to stay agile and responsive to market dynamics, customer preferences, and emerging technologies. However, the mere presence of innovativeness does not guarantee success, as its impact can be fully realized when complemented by effective strategies.

The adoption of social media marketing has gained significance as a means to reach wider audiences, engage with customers, and drive sales. However, many SMEs in North-Western Nigeria have yet to harness the full potential of social media (Akintoye et al., 2020). They often lack the expertise and resources needed for strategic social media use.

The combination of organizational innovativeness and social media marketing adoption holds great promise for SMEs in North-Western Nigeria. While organizational innovativeness fosters a culture of adaptation and innovation, social media marketing offers a dynamic channel for customer engagement and market penetration. Together, they create a synergy that mediates and positively influences SME performance in the region. The study aims to examine the effect of organizational innovativeness on SME performance and to determine whether social media adoption mediates the relationship between organizational innovativeness and SME performance in Northwestern Nigeria. The study reviews the relevant literature, methodology, results, conclusion, and recommendation

2. LITERATURE REVIEW

This section will review the conceptual review, theoretical (resource base view), and empirical review. In the concept, the study reviews literature that relates to the variables of the study- the dependents and the independent.

3.1 Conceptual Review

i. SME performance

SMEs (Small and Medium-sized Enterprises) performance refers to the ability of these businesses to achieve their objectives and goals, which may include growth, profitability, and sustainability. SME performance can be measured using various indicators, including financial performance, customer satisfaction, market share, employee satisfaction, and innovation (Certo, 2018).

Financial performance is a critical aspect of SME performance, as it indicates the ability of the business to generate profits and manage its finances effectively. Other indicators of SME performance, such as customer satisfaction and employee satisfaction, are also crucial as they are often linked to long-term success and profitability. In this study, SME performance is measured based on financial performance indicators.

ii. Organizational innovativeness

Organizational innovativeness refers to an organization's ability to create and implement new ideas or processes that improve its products, services, or overall performance. It is the extent to which an organization engages in innovative activities and the degree to which it values, encourages, and rewards such activities (Damanpour, 1991; Leo and Clement, 2022). This emphasizes both the level of innovation activity within the organization and the organization's overall culture and support for innovation.

Damanpour and Schneider (2008) proposed dimensions of organizational innovativeness as a model that includes innovation culture. Lichtenthaler and Lichtenthaler (2009) propose a multidimensional model that includes innovation speed, innovation scope, innovation depth, innovation radicalness, innovation climate, innovation leadership, and innovation resources.

The relationship between organizational innovativeness and organizational performance has been studied in many studies, such as Odumeru (2013); Bellingkrodt and Wallenburg's (2015); Gunday et al. (2015); Dogan (2016); Obunike and Udu (2018); and Arroyo and Diaz (2021). These studies have shown how relevant innovativeness is to different aspects of SMEs' performance. Studies have shown that more innovative SMEs tend to perform better than their less innovative counterparts (Odumeru, 2013).

iii. Social media adoption

Social media marketing adoption refers to the process of businesses or organizations utilizing social media platforms as part of their marketing strategies to promote their products or services (Ainin et al, 2015; Yadav, 2017). It involves the use of social media channels to reach potential customers, build brand awareness, increase website traffic, and engage with target audiences. Social media marketing adoption includes creating and managing social media profiles, developing and sharing content, interacting with followers and customers, and monitoring and analyzing social media performance

(Khan & Menon, 2020). The goal of social media marketing adoption is to leverage the vast audiences on social media platforms to create a more effective and cost-efficient way to market and reach target audiences (Khanna & Mishra, 2018; Kaye, 2021; Nur, 2021). The adoption of social media marketing has grown significantly in recent years due to the increasing popularity of social media platforms among users and their potential for businesses to reach new customers.

Small and medium-sized enterprises (SMEs) are increasingly using social media marketing to promote their products and services, connect with their customers, and improve their overall business performance. According to a study by the European Commission, 67% of SMEs in Europe use social media for business purposes, and this percentage is expected to increase in the coming years (European Commission, 2019).

One of the main advantages of social media marketing for SMEs is that it provides a cost-effective way to reach potential customers. Unlike traditional advertising channels, such as TV or print, social media marketing can be done at relatively low costs, making it accessible to small businesses with limited marketing budgets. According to a study by Buffer, 73% of marketers reported that social media marketing was "somewhat effective" or "very effective" for their business, highlighting its potential to drive results (Buffer, 2019).

Another benefit of social media marketing for SMEs is that it can help to improve their overall brand image and reputation. By engaging with customers on social media, businesses can build stronger relationships with their audience, increase customer loyalty, and enhance their online presence. According to a study by LinkedIn, 81% of small and medium-sized businesses use social media to drive brand awareness, and 94% of them use it to communicate with customers (LinkedIn, 2019). In this study, since the study is in the context of marketing, social media adoption is referred to the social media marketing adoption. The below section covers the empirical review of the study.

2.2 Review of Empirical Studies

i. Organizational innovativeness and SME performance.

This section reviews empirical studies related to organizational innovativeness and SME performance. It also reviews the mediating role of social media adoption in the relationship between organizational innovativeness and the SME's performance.

Numerous scholars have investigated the relationship between organizational innovativeness and SME performance, some of these include, Donbesuur et al, (2020) who examined the impact of organizational innovativeness on SME performance in the context of environmental management. The study found that SMEs that exhibited higher levels of innovativeness in adopting environmentally friendly practices and technologies experienced enhanced financial performance and improved environmental outcomes. Similarly, Gunday et al., (2015) conducted a study on the relationship between innovation and firm performance. The research emphasized that SMEs actively investing in innovation through research and development activities, product/service innovation, and process improvements were more likely to achieve competitive advantages and better financial performance

Oke et al, (2015) examined the impact of innovation strategies on SME export performance. The findings demonstrated that SMEs employing innovative strategies,

such as the development of unique products and the implementation of advanced marketing techniques, had a positive effect on export performance, resulting in increased international market presence. In the same vein, Saritas & Aydin, (2015) studied the role of organizational innovation in enhancing SME competitiveness. The research indicated that SMEs that actively promoted innovation at all levels of their organizations, including management, product development, and marketing, were more competitive and achieved higher financial performance.

Ersari and Naktiyok, (2022) investigated the relationship between entrepreneurial mindset, which encompasses innovativeness, and firm performance in SMEs. Their research found that SMEs with an entrepreneurial mindset exhibited superior financial performance and a higher likelihood of survival and growth in competitive markets. Mo so, Nimfa (2021) investigated the role of organizational innovativeness in SME performance. The study found a strong positive relationship between innovativeness and SME growth and profitability. SMEs that actively fostered a culture of innovation and encouraged employees to propose novel ideas outperformed their counterparts that did not prioritize innovativeness.

The research by Yang (2019) delved into the influence of organizational innovativeness on SMEs' ability to adapt to changing market conditions. Their findings revealed that SMEs with a greater focus on innovativeness displayed higher resilience in the face of market turbulence and were better prepared to seize emerging opportunities. Similarly, Chen et al. (2015) extended the investigation to assess the impact of organizational innovativeness on SMEs' competitive advantage. The results indicated that SMEs that consistently integrated innovative practices into their operations were more likely to achieve and sustain a competitive edge, leading to improved overall performance. Finally, a comprehensive meta-analysis conducted by Wang et al. (2018) synthesized the findings from numerous empirical studies. Their meta-analysis reaffirmed the positive correlation between organizational innovativeness and SME performance. It highlighted the diverse facets of performance, such as financial growth, market share, and customer satisfaction, that can be influenced by innovativeness.

These empirical studies underline the consistent positive relationship between organizational innovativeness and various dimensions of SME performance, including financial success, market expansion, environmental management, internationalization, and competitiveness. They underscore the importance of fostering an innovative culture, embracing change, and continuously seeking novel approaches as pathways to achieving sustainable growth, adaptability, and competitiveness in the SME sector.

ii. Mediating role of social media adoption

Various studies have explored the role of social media marketing adoption in the relationship between organizational innovativeness and SME performance, these include:

Zhan & Zhu, (2021) investigated the use of social media for innovation in SMEs. The study emphasized the role of social media in fostering innovation and positively impacting SME performance. It highlighted how social media can enable collaboration, knowledge sharing, and innovative problem-solving. Similarly, Li, X., et al. (2019) explored the impact of social media marketing on firm performance, specifically focusing on SMEs. Their findings highlighted that social media marketing adoption

positively affects SME performance, including revenue growth and market share, particularly when integrated with innovative strategies.

Moreover, Ahmad et al, (2019) conducted a study on the role of social media in enhancing the innovativeness of SMEs. The research demonstrated that social media can act as a catalyst for innovation, fostering a culture of creativity and providing SMEs with a competitive edge in the market. Similarly, Ferreira et al, (2019) examined the impact of social media on firm performance, with a focus on innovation in SMEs. The study revealed that social media adoption can drive innovation, leading to enhanced SME performance in terms of revenue, customer engagement, and competitive advantage. Additionally, Stojanović-Aleksić, (2019) investigated the use of social media marketing in promoting SME innovativeness. Their research found that SMEs that embraced social media marketing as part of their innovative strategies reported increased innovativeness and improved financial performance.

Oke, A., & Munshi, N. (2015) investigated the impact of innovation strategies, which can include social media marketing adoption, on SME export performance. The study found that SMEs employing innovative strategies, such as the use of digital marketing channels like social media, had a positive effect on export performance, leading to increased international market presence.

Yu, & Ramanathan, (2016) focused on the relationship between social media marketing and SME performance. The study highlighted the role of social media in driving customer engagement and the potential for improving SME performance, especially when combined with organizational innovativeness.

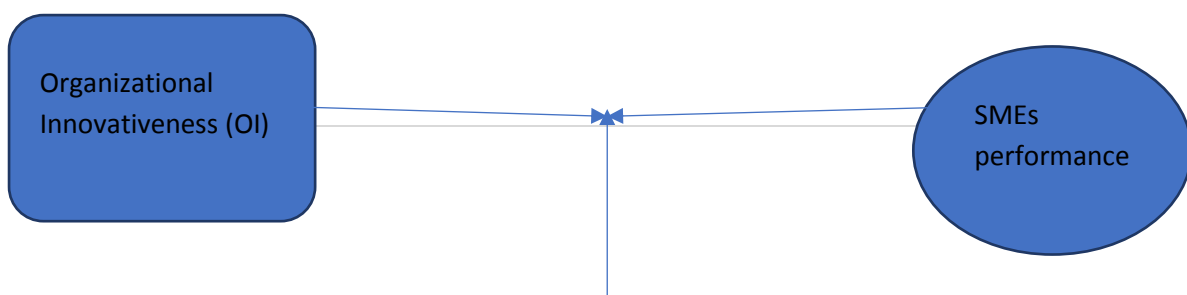
Vial, (2014) examined the integration of social media into marketing strategies and its impact on business performance. The research demonstrated that SMEs embracing social media adoption as part of their innovative marketing efforts could experience increased customer interaction and ultimately improve their performance.

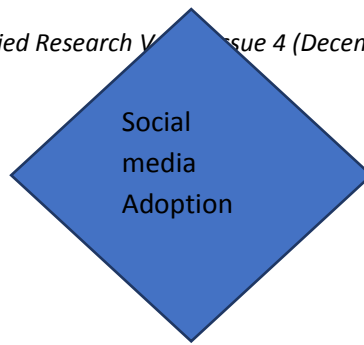
Research by Ahmad (2021) demonstrates the potential of combining organizational innovativeness with social media marketing adoption. The study shows that SMEs that embrace innovative practices within their organizations and integrate these innovations into their social media marketing strategies experience higher levels of performance. The interplay between innovation and social media facilitates dynamic marketing approaches that are attuned to market changes and consumer behavior.

Furthermore, a study by Kareem and Isah (2020) highlights how social media marketing, when mediated by organizational innovativeness, can lead to significant improvements in SME performance indicators, such as increased customer engagement, expanded market reach, and enhanced competitiveness.

These empirical studies collectively suggest that the combination of organizational innovativeness and social media marketing adoption can positively influence SME performance, leading to enhanced market presence, internationalization, and competitiveness.

3.3 Conceptual model





The above conceptual framework shows the relationship between the independent variables and the dependent variables. It also shows the role of mediating variables in linking the relationship between independent and dependent variables. The IV (Organizational innovativeness) has a direct link with the dependent variable with the proxy-financial performance. The model also depicts the position of Social media adoption (SMA) in affecting the relationship between organizational innovativeness and the SME performance dimension

3.4 Theoretical Framework

Researchers such as (Penrose, 1959; Porters, 1980; Barney, 1986; Wernerfelt, 1984, Alvarez & Busenitz, 2001; Mweru & Muya, 2016; and Zakaria, 2016) have identified resource base view (RBV) as one of the most important frameworks used in recent years to serve as a foundation for the link between organizational resources and performance. The ability of a corporation to exploit its internal resources and compete is the fundamental predictor of its competitive advantage and performance, according to RBV (Tajvidi & Karami, 2017).

Social media adoption is considered an organizational resource and capability. It explains how an SME's unique resources and capabilities can create a sustained competitive advantage. RBV theory has been utilized in the past to explain the link between social media use and SME performance. Tajvidi & Karami, (2017) and Zakaria, (2016) are two examples. The goal of this study is to apply this theory to find a correlation between social media adoption variables and performance, as well as the moderating influence of organizational innovativeness in the relationship between social media adoption and SME performance.

3. METHODOLOGY

The research gathered data through 396 closed-ended questionnaires, drawing from previous research, administered to SME owners/managers in the North Western Nigerian states of Jigawa, Kaduna, Kano, Katsina, Kebbi, Sokoto, and Zamfara. Comprehensive checks were conducted for outliers, normality, and multicollinearity within the dataset. The study applied the Partial Least Squares (PLS) path modeling method to delineate the interrelationships among the study variables. For validation and assessment, the research model underwent two sequential evaluations: the measurement models, known as external models in PLS-SEM, and the structural models, referred to as internal models in PLS-SEM. This analysis engaged equations that signify relationships among variables. For instance, considering the relationships between Organizational Innovativeness (OI), Social Media Adoption (SMA), and SME Performance (SMEP), the equations could be represented as follows:

OI→SMEP

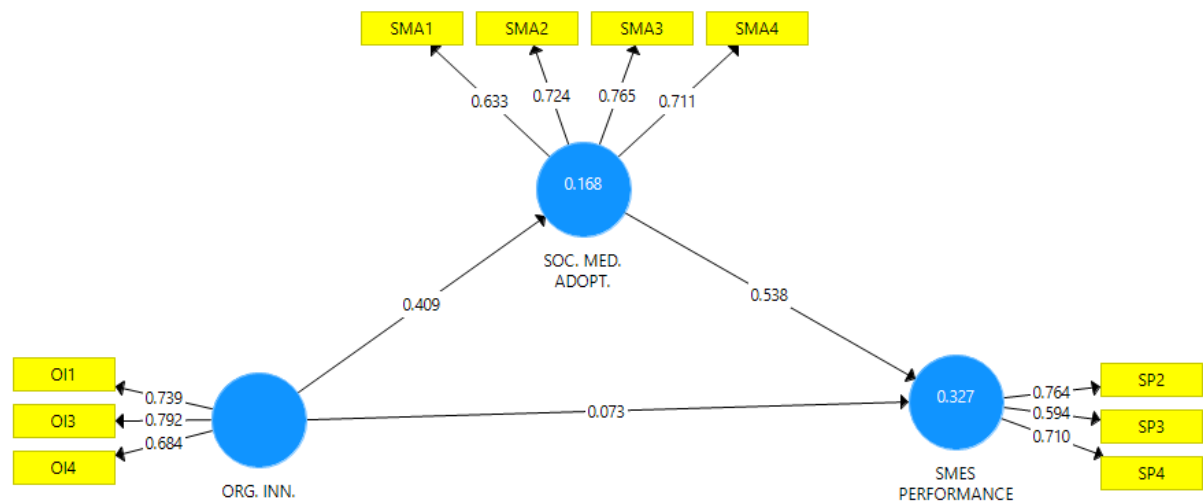
OI→SMA→SMEP

These equations symbolize the paths or connections studied between Organizational Innovativeness and SME Performance, and the mediation effect of Social Media Adoption in the relationship between Organizational Innovativeness and SME Performance. Each variable signifies an aspect under examination: Organizational Innovativeness as the driving factor within SMEs, Social Media Adoption as a mediating mechanism, and SME Performance as the resultant outcome, reflecting the interconnectedness studied between these constructs.

4. RESULTS AND DISCUSSION OF FINDINGS

Before the main analysis, normality and multicollinearity assumptions were met (Hair et al., 2017). After successfully satisfying all assumptions, the data collected were further analyzed using SmartPLS software for Partial Least Squares modeling as a statistical process designed to estimate the causal network between two or more constructs and is defined in terms of a theoretical framework (Vinzi, Trinchera, & Amato, 2010, p. 47). To validate and evaluate the model adopted for this study, Hair et al. (2017) recommended a two-stage assessment. They are measurement models (also known as external models) and structural models (also known as internal models).

i. Measurement Model



To evaluate the measurement model of this study, the researchers evaluated the reliability of the individual items measuring each potential construct, the internal consistency reliability (i.e, composite reliability& Cronbach Alpha), discriminant validity, and the convergence validity of each construct (Henseler et al., 2009). Although, Hair, etc. (2017) proposed an indicator for the scale of development, an outer loading of 0.70, AVE of 0.50, Composite Reliability/Cronbach An alpha of 0.70 is reliable and acceptable. The validity and reliability results are presented in the table below;

Table 1: Measurement Model

Constructs	Items	Outer Loadings	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Organisational Innovativeness	OI1	0.74	0.58	0.78	0.55
	OI3	0.79			
	OI4	0.68			

Social Media Adoption	SMA1	0.63	0.47	0.73	0.50
	SMA2	0.72			
	SMA3	0.77			
	SMA4	0.71			
SMEs Performance	SP2	0.76	0.67	0.80	0.50
	SP3	0.59			
	SP4	0.71			

Table 1 above shows some of the items were deleted for loading below the minimum threshold while all other constructs are reliable since their values are all above the minimum threshold.

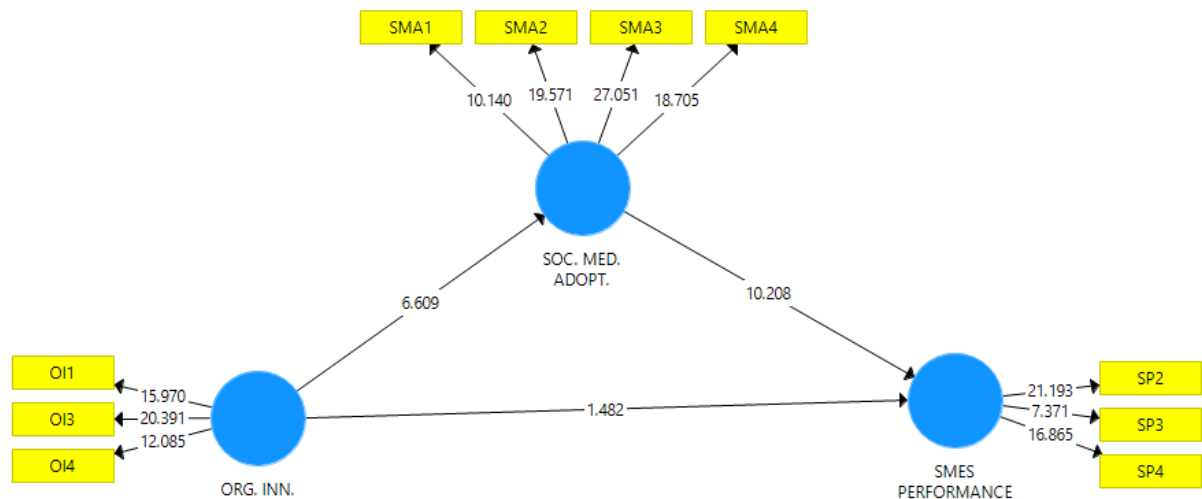
Furthermore, Duarte and Amaro (2018) advocated the usage of a Heterotrait-multimethod (HTMT) matrix as an alternate way to determining discriminant validity as presented in Table 2 below;

Table 2: Table 2: Discriminant validity (Heterotrait-multimethod (HTMT))

Constructs	ORG. INN.	SMES PERFORMANCE	SOC. MED. ADOPT.
ORG. INN.			
SMES PERFORMANCE	0.56		
SOC. MED. ADOPT.	0.65	0.75	

The HTMT result in Table 2 shows that the discriminant validity is achieved since the values are less than 0.85 as recommended by (Hair et al., 2017).

ii. Structural Model



The structural model is evaluated after all the measurement model requirements are satisfied. In particular, bootstrapping was used on a sampled instance of 50 using 5,000 bootstrap samples to examine the relevance of constructs (Hair et al., 2017).

Table 3: Hypotheses Test

Relationship	Beta Values	Standard Deviation	T Statistics	P Values
ORG. INN. -> SMES PERFORMANCE	0.07	0.05	1.48	0.14
ORG. INN. -> SOC. MED. ADOPT. -> SMES PERFORMANCE	0.22	0.04	5.73	0.00

Table 3 presents the results of hypotheses testing for two relationships. For the first relationship (ORG. INN. -> SMES PERFORMANCE), the beta value is 0.07 with a standard deviation of 0.05. The t-statistic is 1.48, and the associated p-value is 0.14, suggesting that the relationship is not statistically significant at the conventional 0.05 significance level. In contrast, the second relationship (ORG. INN. -> SOC. MED. ADOPT. -> SMES PERFORMANCE) exhibits a beta value of 0.22, a standard deviation of 0.04, and a substantially higher t-statistic of 5.73. The p-value for this relationship is 0.00, indicating statistical significance at the 0.05 significance level. These results suggest that the impact of organizational innovation on SME performance is not significant in the first case, while the inclusion of social media adoption as a mediator in the second case reveals a statistically significant relationship, emphasizing the potential importance of social media adoption in influencing SMEs performance within the organizational innovation context.

iii. Coefficient of Determination (R²), Effect size (f²), and Predictive Relevance (Q²)

The coefficient of determination, sometimes referred to as the R-square level, was determined to quantify the amount of variation explained by external latent factors on endogenous latent variables. According to Chin (2010), R² values of 0.67, 0.33, and 0.19 are deemed substantial, moderate, and weak, respectively. The f² values summarize the influence or impact that a certain exogenous variable may have on the endogenous variable. 0.02, 0.15, and 0.35 are the typical criteria for assessing values of small, medium, and large sizes, respectively (Cohen, 1988) as shown in Table 4 below;

Table 4: R-Square and F-Square

Indicator	R Square	R Square Adjusted
SMEs Performance	0.327	0.324
Indicators	SMEs Performance	Effect Size
ORG. INN	0.02	Small
SOC. MED. ADOPT	0.36	Large

Table 4 provides insights into the explanatory power of the model and the effect sizes of key indicators on SME performance. The R Square of 0.327 indicates that around

32.7% of the variability in SME performance can be explained by the variables included in the model, with a slightly adjusted value of 0.324 accounting for the number of predictors. Notably, when assessing individual indicators, organizational innovation (ORG. INN.) exhibits a small effect size of 0.02, suggesting a modest impact on SMEs' performance. In contrast, social media adoption (SOC. MED. ADOPT.) stands out with a large effect size of 0.36, signifying a substantial influence on SMEs' performance. These findings emphasize the significance of social media adoption as a potent predictor, contributing to a better understanding of the factors shaping SMEs' performance in the context of the examined model.

iv. Discussion of the findings

The findings of this study carry substantial implications for both academic understanding and practical applications within the business domain. On a theoretical level, the non-significant direct impact of organizational innovation on SME performance challenges established paradigms that posit a straightforward positive relationship between these variables, which is contrary to many studies such as Wang (2019), which stress that innovation strategies are positively related to firm performance in SMEs. This suggests that the dynamics of organizational innovation in SME contexts are more intricate than conventionally perceived in existing theories. Moreover, the study identified significance when incorporating social media adoption as a mediator, which underscores the importance of considering additional factors in the relationship between technological adoption and organizational innovation. The assertion is in line with Qalati et al. (2020), who offered that social media adoption positively mediates the relationship between technology, organization, and SME performance. This opens avenues for further exploration of mediating variables or alternative conceptual frameworks that capture the complexity of these interactions.

From a practical standpoint, organizations must reconsider their strategic decision-making processes. The non-universal significance of the direct relationship implies that the success of organizational innovation initiatives may depend on factors beyond their immediate impact. Thus, integrating strategies for social media adoption becomes crucial for enhancing overall SME performance. Resource allocation, therefore, needs to extend not only to internal innovation efforts but also to effectively leveraging external platforms for communication, marketing, and customer engagement. The context-specific nature of the findings suggests that businesses should tailor their approaches based on industry-specific conditions, market characteristics, and the technological landscape.

5. CONCLUSION AND RECOMMENDATION

The study's findings reveal crucial insights into the relationship dynamics between organizational innovation, social media adoption, and SME performance. The study validated the theoretical framework by demonstrating a non-significant direct impact of organizational innovation on SME performance, challenging conventional beliefs. However, the inclusion of social media adoption as a mediator unveiled a statistically significant relationship. In other words, while organizational innovation alone did not significantly affect SMEs' performance, its influence became pronounced when mediated by social media adoption. This underscores the pivotal role of social media in augmenting SMEs' performance within an innovative organizational framework.

Based on the study's findings, toward enhancing SMEs' performance, SMEs are recommended:

Emphasize the incorporation of social media platforms as integral components of innovation strategies within SMEs. Encourage businesses to allocate resources and efforts not only toward internal innovation but also towards effectively leveraging external platforms for communication, marketing, and customer engagement.

Reevaluate the approaches to organizational innovation. Acknowledge that direct organizational innovation might not singularly impact SMEs' performance significantly. Hence, consider holistic approaches that incorporate diverse elements such as social media adoption to enhance the effectiveness of innovation strategies.

Encourage SMEs to invest in technological adoption beyond traditional innovation practices. Provide training and resources for employees to harness the potential of social media platforms effectively. Empower them to navigate and utilize these tools for business growth.

Encourage further research to explore additional mediating factors beyond social media adoption. Investigate other variables or alternative conceptual frameworks that capture the complexity of interactions between technological adoption and organizational innovation within SME contexts.

Policymakers should also craft supportive policies fostering innovation and social media adoption, educational initiatives and collaborations between academia and industry can equip SMEs with essential skills, and establishing mechanisms for monitoring social media's impact on performance allows for timely adjustments and sustained growth.

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