Drivers and Performance Outcomes of Social Media Usage in Small and Medium-Sized Mining Suppliers: A Digital Transformation Perspective

Beenzu Siachinji[1], Stella Zulu-Chisanga[1], Yvonne Kabeya-Saini[2], Bruce Mwiya[1], Chanda Sichinsambwe[1]

[1]School of Business, The Copperbelt University, Kitwe, Copperbelt Province, Zambia

[2]Business School, University of Witwatersrand, Johannesburg, South Africa

DOI: https://doi.org/10.47772/IJRISS.2026.101000361

Received: 11 October 2026; Accepted: 16 October 2026; Published: 03 November 2026

ABSTRACT

Despite the growing importance of digital technologies, the drivers and performance outcomes of social media usage remain inconclusive, particularly within resource-constrained B2B supply chains in emerging economies. Grounded in Unified Theory of Acceptance and Use of Technology (UTAUT), Resource-Based View (RBV) and Dynamic Capabilities Theory (DCT), this study examines the drivers of social media usage and its effects on sales growth among Zambian SME mining suppliers. A quantitative, cross-sectional survey design was employed, data was collected from 363 suppliers and analyzed using SPSS. Social media usage is conceptualized as a strategic digital capability that enhances sales growth. Findings reveal that facilitating conditions and personal innovativeness significantly influence social media usage, while perceived financial cost has no significant effect. Social media usage partially mediates the relationships between both facilitating conditions and personal innovativeness with sales growth. The study advances the UTAUT, RBV and DCT by demonstrating that facilitating conditions and personal innovativeness translate into sales growth through social media usage in resource-constrained B2B contexts. Furthermore, the findings inform policies promoting SMEs' digital capabilities.

Keywords: Social Media Usage, Performance, Sales Growth, SME Mining Suppliers, Zambia.

INTRODUCTION

Social media usage among businesses has increased globally, yet empirical evidence regarding its drivers and its effect on performance remains inconclusive, with studies reporting mixed findings (Abdullahi et al., 2021; Ahmad et al., 2019; Ainin et al., 2015; Crammoond et al., 2018; Parveen et al., 2016; Saptarani and Ferdinand, 2023; Tajudeen et al., 2018). However, social media has emerged as an important strategic tool that can enhance firms' visibility, competitiveness and contribute to overall firm performance (Ainin et al., 2015; Kaplan and Haenlein, 2010; Parveen et al., 2016; Tajudeen et al., 2018). Consequently, SMEs are increasingly leveraging social media platforms to drive sales growth, access new markets and achieve competitive advantage in dynamic business environments (Tajudeen et al., 2018; Trainor et al., 2014). As more businesses digitalize, SMEs that are left out of the digital revolution might struggle to survive, let alone thrive in a competitive and continuously changing business environment (Choongo et al., 2025).

While the potential benefits of social media usage have been widely acknowledged, the extent to which these benefits are realized may vary across institutional, industrial and economic contexts (Alraja et al., 2020; Qalati et al., 2021). It is therefore imperative to examine the role of social media usage among SMEs, particularly in the mining sector where suppliers are heavily reliant on large mining companies and face constrained access to procurement opportunities (Akayombokwa, 2021).

ISSN No. 2454-6186 | DOI: 10.47772/IJRISS | Volume X Issue X October 2026

Context of the Study

Zambia's economy is heavily dependent on the mining sector, with copper mining serving as the country's largest source of export earnings, foreign exchange and industrial development (Kanyinji, 2019; Siachinji et al., 2026). Consequently, the performance and competitiveness of SME mining suppliers are critical to the resilience and growth of Zambia's mining value chain (Akayombokwa, 2021). Although the mining sector contributes over 13% to Zambia's GDP and generates 70-80% of the country's export earnings, local SMEs continue to capture only a small share of mining procurement due to limited capabilities, weak business network, low visibility, financing constraints and non-transparent procurement systems (Kanyinji, 2019; Morris, 2012; Weldegiorgis et al., 2021). Despite government efforts to promote local content, SME participation in mining value chains remains limited, hence restricting SME growth and competitiveness (Mutambo et al., 2021; Fessehaie et al., 2015; Siachinji et al., 2026). In this context, social media presents a potential valuable and cost-effective tool through which SME mining suppliers can enhance visibility, strengthen stakeholder relationships, expand business networks and have access to market opportunities, thereby improving resilience and growth prospects (Kaplan and Haenlein, 2010; Trainor et al., 2014; Ahmad et al., 2019).

Surprisingly, a review of literature on social media usage reveals inconclusive findings both on the drivers of social media usage and its corresponding performance outcomes (Abdullahi et al., 2021; Ghobakhloo, 2018; Tajudeen et al., 2017; Ghobakhloo and Ching, 2019; Saptarani and Ferdinand, 2023; Rahman et al., 2020). While existing studies identify a range of drivers of social media usage, empirical evidence on the significance of these factors remain mixed, with some studies reporting strong positive effects while others found weak, insignificant and context -dependent relationships (Abbasi et al., 2022; Ainin et al., 2015; Chatterjee and Kar, 2020; Twum et al., 2021; Venkatesh et al., 2003; Al-zawei,2018, Ghobakhloo and Chingi, 2019). Similarly, performance outcomes of social media usage remain mixed. For example, some studies report that social media usage improves firm performance (Anini et al., 2015; Parveen et al., 2016: Tajudeen et al., 2018), while others have found weak, insignificant or context-dependent relationships (Crammond et al., 2018; Ahmad et al., 2019). Furthermore, existing studies predominantly focus on developed economies and Business- to-Consumer (B2C) contexts, with limited attention given to industrial Business-to-Business (B2B) sectors operating in resource-dependent, emerging economies such as Zambia (Alraja et al., 2020; Qalati et al., 2021; Adetoyinbo and Mithofer, 2025; Pellegrino and Abe, 2023).

Consequently, there remains limited understanding of the factors driving social media usage and the extent to which social media usage contributes to SME performance (Ahmad et al., 2019; Shemi, 2023; Dwivedi et al., 2023). This gap is particularly pronounced in emerging economies where resource constraints, technological challenges and market conditions differ from those in developed countries (Shemi, 2023; Dwivedi et al., 2023).

This study, therefore, examines the drivers of social media usage and its effect on sales growth among SME mining suppliers in Zambia. By doing so, the study contributes to social media and SME performance literature in several ways. Firstly, despite extant literature on the relationship between social media usage and SME performance, findings remain mixed and contradictory, indicating a limited understanding of factors that drive social media usage and the performance outcomes (Abdullahi et al., 2021; Ahmad et al., 2018; Anini et al., 2015; Parveen et al., 2016; Saptarani and Ferdinand, 2023; Tajudeen et al., 2018). This study addresses this gap by examining how facilitating conditions, perceived financial cost and personal innovativeness influence social media usage and subsequently sales growth. Secondly, the study responds to calls for greater contextualization in digital technology by examining the relationship within an under-researched Business-to-Business, SME setting (Alraja et al., 2020; Adetoyinbo and Mithofer, 2025; Pellegrino and Abe, 2023; Qalati et al., 2021; Michaelidou et al., 2011; Dwivedi et al., 2023). Given that technology adoption behaviors and performance outcomes are shaped by institutional, economic and market conditions, investigating SME mining suppliers in Zambia provides insights from a context that has received limited empirical attention despite its growing economic significance and unique resource constraints. Thirdly, the study contributes theoretically by integrating insights from the Unified Theory of Acceptance and Use of Technology (UTAUT) (Venkatesh et al., 2003), Resource-Based View (RBV) (Barney, 2001)

and Dynamic Capability Theory (DCT) (Teece et al., 1997; Teece, 2007) to explain how organizational resources and managerial attributes influence sales growth through social media usage as a strategic capability through which SMEs transform resources into improved performance outcomes.

The following sections present the theoretical underpinnings and hypotheses for the study. This is followed by the research methodology and empirical results. Thereafter, the findings are discussed in relation to existing literature. The final section outlines the study's theoretical and practical implications, limitations and directions for future research.

CONCEPTUAL FRAMEWORK AND THEORETICAL UNDERPINNINGS

This study draws insight from the Unified Theory of Acceptance and Use of Technology (UTAUT), the Resource-Based View (RBV) and Dynamic Capability Theory (DCT) to explain the antecedents of social media usage and its subsequent effects on sales growth among SME mining supplies in Zambia. The integration of these theories is based on their distinct but complementary explanatory roles. UTAUT provides the technology adoption perspective by explaining the conditions that influence a firm's acceptance and use of technology, while RBV explains how organizational resources and capabilities can contribute to superior firm performance. DCT extends this explanation by focusing on how firms mobilize, integrate and reconfigure their resources and capabilities in response to changing market conditions (Venkatesh et al., 2003; Barney, 2001; Teece et al., 1997). Taken together, the three perspectives provide a more comprehensive explanation of not only why SMEs adopt social media, but also how its effective deployment can translate into improved firm performance.

UTUAT provides the primary theoretical foundation for explaining social media adoption (Venkatesh et al., 2003). Facilitating Conditions (FC) represent the technological, infrastructure and organizational support available for social media use. However, to reflect the realities of resource constrained SMEs, the UTAUT is extended to include Perceived Financial Cost (PFC) and Personal Innovativeness (PI). These constructs capture, respectively, the financial constraints associated with technology use and decision makers' willingness to embrace new technologies. This extended UTUAT explains the technological, financial and managerial conditions influencing adoption and utilization of social media.

While UTUAT explains adoption, it provides limited explanation of how technology use translates into firm performance. RBV addresses this by arguing that firms achieve superior results through utilization of its resources and capabilities (Barney, 2001). Since social media platforms are widely accessible, the platforms themselves are unlikely to constitute rare resources. Rather competitive value arises from a firm's capability to utilize them effectively for business purposes, for them to constitute a valuable and difficult-to-imitate organizational resource that contributes to improved performance (Trainor et al., 2014; Tajvidi and Karami, 2021; Qalati et al., 2022). Thus, RBV explains how effective social media capability can contribute to differences in SME performance. DCT complements RBV by explaining how the firms integrate, build and reconfigure internal and external resources in order to achieve sustainable competitive advantage amidst changing market conditions and environmental uncertainties (Teece et al., 1997; Eisenhardt and Martin, 2000). The theory is particularly relevant in resource-constrained and rapidly changing environments where firms must remain flexible and responsive to market opportunities and competitive pressures (Teece, 2007). Whereas RBV explains the strategic value of resources and capabilities, DCT explains how these resources are mobilized and adapted to emerging opportunities and threats (Teece, 2007). Social media can therefore represent an adaptive digital capability through which SMEs respond to changing customer needs, competitive pressures and market opportunities.

The integration of UTAUT, RBV and DCT is particularly relevant to SME mining suppliers in Zambia, which operate in a competitive business-to-business environment while facing financial, technological and managerial resource constraints. Social media provides a digital mechanism for strengthening customer interaction, increasing market visibility and identifying business opportunities, thereby supporting sales growth (Ahmad et al., 2019; Nguyen et al., 2016)

By integrating UTAUT, RBV and DCT, this study posits that facilitating conditions, perceived financial cost and personal innovativeness constitute key organizational and managerial factors influencing social media usage. Additionally, social media usage serves as the digital capability through which these resources are transformed into sales growth. The conceptual framework (see figure 1), proposes that facilitating conditions, perceived financial cost and personal innovativeness influence social media usage, which subsequently affects sales growth among SME mining suppliers in Zambia.

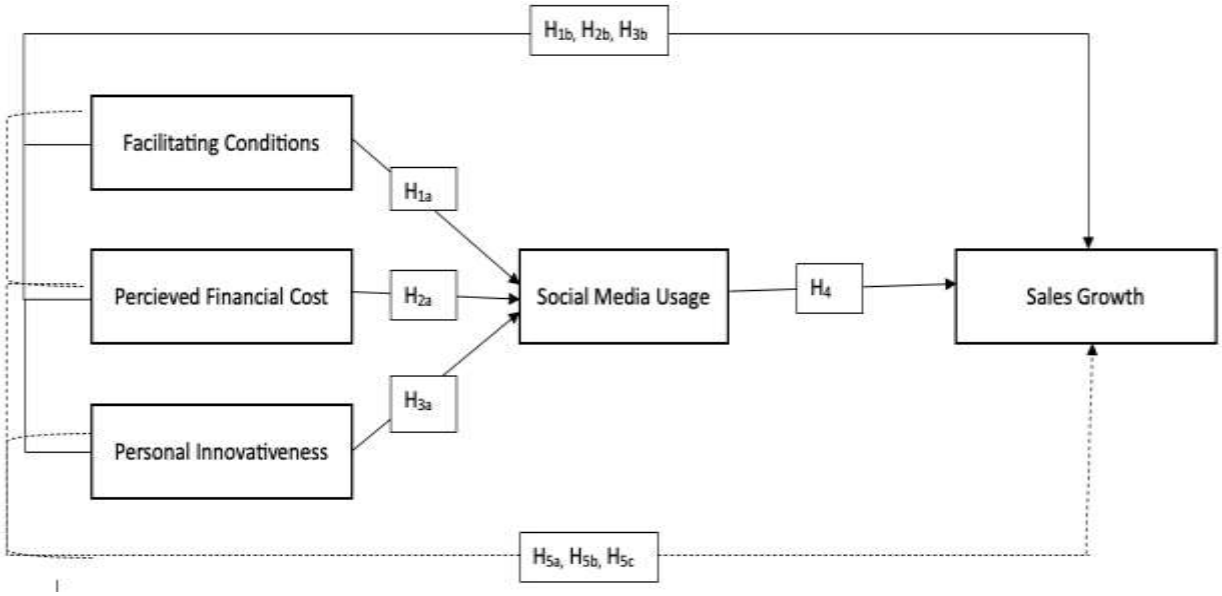


Figure 1: Conceptual Framework

Research Hypotheses

Grounded in the Unified Theory of Acceptance and Use of Technology (UTAUT), the Resource-Based View (RBV) and the Dynamic Capabilities Theory (DCT), this study posits that facilitating conditions, perceived financial cost and personal innovativeness influence social media usage among SMEs. Social media usage is expected to enhance sales growth by improving customer engagement, market visibility and competitive advantage (Ainin et al., 2015; Dyer and Singh, 1998; Nguyen et al., 2016; Ahmad et al., 2019). Furthermore, social media is proposed to mediate the relationships between these antecedents and sales growth. The hypotheses are presented below.

Facilitating Conditions and Social Media Usage

Facilitating conditions refer to the extent to which individuals believe that the organizational and technological infrastructure necessary to support technology use exists (Venkatesh et al., 2003). Within the UTAUT, facilitating conditions reduce barriers to technology adoption by providing users with the necessary organizational and technical support (Venkatesh et al., 2003). From the RBV, facilitating conditions represent valuable resources such as technological infrastructure, technical support and employee training which enable firms to develop valuable digital capabilities that enhance technology adoption and use (Barney, 2001). Prior studies consistently report a positive relationship between facilitating conditions and technology usage (Abbasi et al., 2022; Qalati et al., 2022; Venkatesh et al., 2003). However, limited evidence exists on this relationship among SME mining suppliers operating in resource-constrained environments. Therefore, the following hypothesis is proposed:

H_{1a}: Facilitating conditions have a positive influence on social media usage

Facilitating Conditions and Sales Growth

From the RBV, facilitating conditions constitute strategic organizational resources that enable firms to acquire, deploy and effectively utilize digital technologies to improve operational efficiency and business

performance (Barney, 1991). Recent studies suggest that organizations with stronger facilitating conditions are more likely to achieve superior business performance by leveraging digital technologies effectively (Derus and Bakar, 2024). However, empirical evidence directly linking facilitating conditions to sales growth among SMEs particularly in resource-constrained developing countries, remains scarce. Therefore, this study hypothesizes that:

H_{1b}: Facilitating conditions have a positive influence on sales growth.

Perceived Financial Cost and Social Media Usage

Perceived financial cost refers to the extent to which decision-makers believe that technology adoption requires substantial financial investment (Twum et al., 2021). Although social media is relatively inexpensive, SMEs may still incur costs related to internet connectivity, equipment acquisition, employee training and maintenance (Ainin et al., 2015). From the RBV perspective, financial resources are strategic assets that enable firms to acquire and deploy technologies which create competitive advantage (Barney, 1991). Therefore, high perceived financial costs may discourage SMEs from investing in social media technologies. Prior studies report mixed evidence regarding the role of perceived financial cost in technology adoption. While some studies report perceived financial cost as a significant barrier to technology use (Ahani et al., 2017; Chatterjee and Kar, 2020; Qalati et al., 2022; Abbasi et al., 2022), others found no significant effect (Tajudeen et al., 2018; Skafi et al.,2020). Scholars argue that the relatively low costs of social media usage reduce the importance of financial considerations in adoption decisions (Skafi et al.,2020; Tajudeen et al., 2018; Tan et al., 2009). However, evidence from developing economies suggest that financial constraints hinder the use of digital technologies by SMEs (Qalati et al., 2022; Abbasi et al., 2022). Therefore, the following hypothesis is proposed:

H_{2a}: Perceived financial cost has a negative effect on social media usage among SMEs.

Perceived Financial Cost and Sales Growth

Perceived financial cost may influence SME sales growth by limiting SMEs' ability to invest in strategic resources and digital technologies that can enhance competitiveness, visibility and overall business performance (Yesuf and Fields, 2026). According to the RBV, firms with adequate financial resources are better positioned to acquire valuable capabilities that enhance performance (Barney, 1991). Conversely, high perceived financial costs may constrain investment in digital technologies, thereby limiting opportunities for sales growth. Recent studies suggest that financial resource constraints negatively affect SME performance by reducing the firm's capacity to exploit digital technologies and respond to market opportunities (Marzi et al., 2023; Qalati et al., 2021). However, empirical evidence on the direct relationship between perceived financial cost and sales growth remains limited and inconclusive, especially among SMEs in developing economies (Marzi et al., 2023; Abbasi et al.,2022; Twum et al., 2021; Qalati et al., 2021). Most existing studies have examined perceived financial cost as an antecedent of technology adoption, rather than as a direct determinant of firm performance. Therefore, these gaps warrant the need for research within the context of SME mining suppliers in a developing country context such as Zambia. Hence, the study hypothesizes that;

H_{2b}: Perceived financial cost has a negative effect on sales growth among SMEs.

2.1.5 Personal Innovativeness and Social Media Usage

Personal innovativeness refers to an individual's intrinsic willingness to experiment with and adopt new technologies (Agarwal and Prasad, 1998). Innovative owners or managers represent valuable managerial resources capable of identifying and exploiting emerging technological opportunities (Barney, 1991). Such Managers are generally more receptive to digital technologies and are therefore more likely to adopt social media for business purposes. Recent studies show a positive relationship between personal innovativeness and technology usage, demonstrating that innovative managers are more likely to adopt social media for business (Solomon et al., 2024; Twum et al., 2021; Ausat and Peirisal, 2021). However, empirical evidence

on the relationship among SMEs operating in mining suppliers in developing economies remains limited. Therefore, the following hypothesis is proposed:

H_{3a}: Personal innovativeness has a positive influence on social media usage among SMEs.

Personal Innovativeness and Sales Growth

Personal Innovativeness may enhance firm performance by enabling owner-managers to identify new market opportunities, develop and implement innovative business strategies and respond effectively to changing customer needs (Byukusenge et al., 2021). From the RBV perspective, managerial capabilities constitute valuable intangible resources that contribute to sustained competitive advantage and superior firm performance (Barney, 1991). Recent studies report a positive relationship between managerial innovativeness and social media usage (Nisula et al., 2023; Byukusenge et al., 2021; Senali et al; 2023; Ferdinand and Wahyuninhsih, 2018). However, other studies argue that innovativeness alone may not guarantee improved performance, as its benefits often depend on the availability of organizational resources and capabilities (Kreiser et al., 2013). Furthermore, empirical evidence on the direct relationship between personal innovativeness and sales growth remains limited, particularly among SME mining suppliers in developing economies. Therefore, the following hypothesis is proposed:

H_{3b}: Personal innovativeness has a positive influence on sales growth among SMEs.

Social Media Usage and Sales Growth

Social media usage refers to the extent to which firms use social media platforms to support marketing, customer engagement and relationship management (Ainin et al., 2015; Tajudeen et al., 2018). According to DCT, firms improve performance by leveraging digital technologies to strengthen customer relationships and respond to changing market conditions (Teece et al., 1997). Recent empirical studies have shown that social media usage enhances sales growth (Qalati et al., 2021; Solomon et al., 2024; Ainin et al., 2015; Tajudeen et al., 2018; Kumar 2013). On the contrary, a study by Saptarani and Ferdinand (2023), found that social media usage has no effect on business performance outcomes, hence showing inconclusive findings on the relationship. Therefore, the following hypothesis is proposed:

H_4: Social media usage has a positive influence on sales growth

The Mediating Role of Social Media Usage

Social media usage refers to the extent to which firms utilize social media platforms to support customer engagement, relationship building, information sharing, market research and brand visibility (Ainin et al., 2015; Ahmad et al., 2018). While social media usage has gained scholarly attention, its mediating role in enhancing SME performance remains limited and inconclusive, particularly in developing economies (Ahmad et al., 2019; Crammond et al., 2018; Qalati et al., 2021; Saptarani and Ferdinand 2023).

Social Media Usage as a Mediator between Facilitating Conditions and Sales Growth

The RBV posits that organizational resources create value when effectively deployed (Barney 1991). Similarly, the DCT argues that firms enhance performance by integrating and reconfiguring resources to respond to changing business environments (Teece et al., 1997). In this study, facilitating conditions provide the technological and organizational resources necessary for SMEs to adopt social media effectively. Recent studies indicate that social media usage serves as an important mechanism through which organizational resources are translated into improved SME performance (Qalati et al., 2021; Amoah et al., 2023: Palladan et al., 2023). However, empirical evidence examining this mediating relationship among SMEs in developing economies remains limited (Palladan et al., 2023). Therefore, this study hypothesizes that:

H_{5a}: Social media usage mediates the relationship between facilitating conditions and sales growth.

Social Media Usage as a Mediator between Perceived Financial Cost and Sales Growth

According to the RBV, financial resources determine a firm's ability to invest in strategic technologies that create competitive advantage (Barney, 1991). SMEs that perceive social media usage as financially affordable are more likely to invest in and utilize these platforms to support business activities. DCT further suggests that digital technologies enhance firm performance by improving responsiveness to customer needs, market visibility and access to business opportunities (Teece et al., 1997; Trainor et al., 2014; Tajvidi and Karami, 2021). Consequently, social media usage serves as a key intervening mechanism through which financial resource availability is translated into improved sales growth (Qalati et al., 2021). While previous studies have demonstrated the mediating role of social media usage in enhancing SME performance (Qalati et al., 2021; Amoah et al., 2023), limited empirical studies have examined its mediating effect between perceived financial cost and sales growth. Therefore, the following hypothesis is proposed:

H_{5b}: Social media usage mediates the relationship between perceived financial cost and sales growth

Social Media Usage as a Mediator between Personal Innovativeness and Sales Growth

Personal Innovativeness reflects an individual's intrinsic willingness to experiment with and adopt new technologies (Agarwal and Prasad, 1998). From the RBV, innovative owner-managers constitute valuable managerial resources that enable firms to identify and exploit emerging technological opportunities (Barney, 1991). Social media usage represents the strategic digital capability through which these managerial resources are transformed into improved business performance (Qalati et al., 2021; Solomon et al., 2024; Ainin et al., 2015; Tajudeen et al., 2018; Kumar, 2013). Recent studies have shown that innovative managers are more likely to adopt social media and leverage it to enhance sales performance (Nisula et al., 2023; Byukusenge et al., 2021; Twum et al., 2021; Solomon et al., 2024). However, empirical evidence on the mediating role of social media between personal innovativeness and sales growth remains scarce, particularly among SME mining suppliers in developing economies. Therefore, this study hypothesizes that:

H_{5c}: Social media usage mediates the relationship between personal innovativeness and sales growth.

METHODS: SAMPLING, DATA COLLECTION AND ANALYSIS

This study employed a cross-sectional quantitative design within a positivist paradigm to examine the effect of social media usage on sales growth in Zambia's mining supply chain. Owing to the absence of a reliable sampling frame, the population was treated as unknown and the sample size was determined using Conchran's (1977) formula, resulting in 363 valid responses. However, there were challenges in identifying active firms due to outdated databases, firm closures and mobility, which necessitated the use of non-probability purposive and snowball sampling techniques to identify owners and managers using social media for business. This is consistent with prior studies (Choongo, 2018; Zulu-Chisanga et al., 2021). Data were collected through structured, self-administered questionnaires, distributed both physically and electronically, with follow ups to improve response rates (Hair et al., 2019). Ethical principles of informed consent, anonymity and confidentiality were observed throughout the study. Data was analyzed using SPSS.

Measurement Assessment and Purification

To assess the validity and reliability of the measurement scales, Principal Component Analysis (PCA) with Varimax rotation was conducted. Prior to factor extraction, the suitability for data for factor analysis was examined using Kaiser- Meyer- Olkin (KMO) measure of sampling adequacy and Martlet's Test of Sphericity. The KMO value exceeded the recommended threshold of 0.70, indicating that the sample was adequate for factor analysis, while Bartlett's test of Sphericity was statistically significant ($p<0.001$), confirming sufficient correlations among the items for factor extraction.

The results presented in table 1 below revealed that all measurement items loaded satisfactory on their respective constructs, with factor loadings ranging from 0.530 to 0.853, exceeding the minimum threshold of 0.50 (Hair et al., 2019). Furthermore, all commonalities were above 0.40, indicating that the extracted

factors explained a substantial proportion of variance in each item. Evidence of discriminant validity was also established, all items loaded strongly on their intended factors without significant cross-loadings observed. Reliability analysis using Cronbach's alpha demonstrated satisfactory internal consistency for all constructs ranging from 0.710 to 0.916, exceeding the recommended threshold of 0.70 (Nunally and Bernstein, 1994). Overall, the findings confirm that the measurement scales exhibited adequate reliability, convergent validity and discriminant validity, supporting their suitability for subsequent statistical analyses. Table 1 below presents the detailed results.

Table 1: Factor analysis and reliability results

Variables	Factor Loadings	Cronbach's Alpha (α)
Facilitating Conditions		
My company can provide adequate training on how to use Social Media for business	0.640	
Institutional resources necessary to adopt Social Media for business are available	0.601	
I have the knowledge necessary to use Social Media for business	0.530	0.787
Perceived Financial Cost		
I think the equipment and software cost required to use social Media for business is high	0.775	
My organization's financial status can affect the adoption of Social Media	0.823	
The maintenance cost associated with the use of Social Media can affect the adoption of the platform	0.612	0.710
Personal Innovativeness		
When I hear about new technology, I look for ways to experiment with it	0.627	
I am quick to adopt new technology such as Social Media for business use	0.722	
Among my peers, I'm usually the first one to adopt new technology	0.764	
I easily feel comfortable to experiment with new unfamiliar Social Media platforms	0.765	0.819
Social Media Usage		
My organization uses Social Media for responding to customer inquiries and complaints promptly	0.768	
My organization uses Social Media to create better relationships with our customers by regularly engaging them through messages, comments and interactive content	0.777	
My organization uses Social Media to attract new customers who were previously unaware of our brand	0.783	
My organization uses Social Media to increase visibility and exposure of its products	0.579	0.850
Sales Growth		
Social Media adoption has led to increased sales Inquiries	0.755	
Social Media adoption has helped us to increase our sales volume	0.814	
Social Media has helped us to attract new customers, leading to increased sales	0.853	
Social media has helped us to retain our old customers who contribute to our overall sales	0.840	0.916

RESULTS AND DISCUSSION

Correlation results

Table 2 below shows the mean, standard deviations and correlation coefficients among the variables. The results reveal that facilitating conditions, personal innovativeness and social media usage are positively and significantly correlated with sales growth. In contrast, perceived financial cost was negatively related with sales growth, suggesting that financial cost may hinder sales growth. Among the control variables, education was negatively associated with sales growth, whereas age, firm size and firm experience were generally weakly correlated with the study variable. This suggests that the control variables had a limited influence on the main relationships examined in the study.

Table 2. Correlation Matrix

Variables	Mean	SD	1	2	3	4	5	6	7	8
Sales Growth	3.930	0.912								
Age	2.470	0.958	-0.041							
Education	4.240	1.057	-.221**	0.043						
Firm Size	2.680	0.755	-0.086	0.090	.203**					
Firm Experience	2.040	1.041	0.008	0.000	.159**	.378**				
Facilitating Conditions	3.610	0.908	.522**	-0.065	0.071	0.078	0.072			
Percieved Financial Cost	2.658	0.992	-.283**	-0.006	0.084	-.111*	-0.042	-.446**		
Personal Innovativeness	3.644	0.953	.454**	-.154**	0.061	-.144**	-.163**	.573**	-.144**	
Social Media Usage	4.070	0.886	.666**	-0.001	-.208**	-0.070	-0.059	.532**	-.234**	.466**

Notes: * Correlation is significant at the 0.05 level (2-tailed); ** Correlation is significant at the 0.01 level (2-tailed); N=363

Hierarchical Multiple Regression Analyses

Hierarchical multiple regression analyses in SPSS were conducted to test the effect and strength of the relationship between the independent and dependent variables, three models were estimated. Model 1, only control variables (age, level of education, firm size and firm experience in mine supply) were entered. In Model 2, the independent variables were added (facilitating conditions, perceived financial cost and personal innovativeness). Finally, Model 3 included social media usage to assess its contribution to sales growth.

The results presented in table 3 below reveal that model 1 was statistically significant and the control variables explained 5.5% of the variance in sales growth ($R^{2.}$ =0.055, F Change =5.231, p<0.001). When facilitating conditions, perceived financial cost and personal innovativeness were added in Model 2, the explained variance increased substantially to 38.9% ($R^{2.}$ =0.389) representing an additional 33.4% explained variance (R^2 change=0.334, F change =64.622, p<0.001). Facilitating conditions (β =0.361) and personal innovativeness (β =0.264) exhibited positive relationships with sales growth, while financial cost showed a weak negative relationship (β =-0.065).

In Model 3, Social Media usage was introduced into the regression model, resulting in a significant increase in explanatory power, with the model accounting for 52% of the variance in sales growth ($R^{2.}$ =0.520, R^2 change=0.130, F change =96.059, p<0.001). Social media usage emerged as the strongest predictor of sales growth (β =0.463). The coefficients for facilitating conditions and personal innovativeness declined from β =0.361 to β =0.170 and from β =0.264 to β =0.147, respectively, after the inclusion of social media usage. Suggesting that social media usage may partially transmit the effects of the variables on sales growth. Financial cost remained negatively associated with sales growth (β=-0.068). Therefore, mediation analysis was done. Overall, the findings indicate that facilitating conditions, personal innovativeness and social media usage contributes positively to sales growth, with social media usage exhibiting the strongest influence.

Table 3. Hierarchical Multiple Regression

Variable	Model 1	Model 2	Model 3
Control Variables			
Age	-0.026	0.040	0.004
Education	-0.281***	-0.260**.	-0.143***
Firm Size	-0.065	-0.068	-0.058
Experience	0.067	0.089	0.089*
Independent Variable			
Facilitating Conditions		0.361**	0.170**
Perceived Financial Cost		-0.065	-0.068
Personal Innovativeness		0.264***	0.147**
Mediator			
Social Media Usage			0.463***
R^2	0.055	0.389	0.519
Adjusted R^2	0.045	0.377	0.508
R^2 Change	0.055	0.334	0.130
F	5.231***	64.622***	96.059***

Notes: Dependent Variable= Sales Growth; p<0.001; p<0.05

*** Significant at p<0.001

Mediation Analysis

To examine whether social media usage mediated the relationship between facilitating conditions, perceived financial cost, personal innovativeness and sales growth, a series of regression analyses were conducted

following the procedure proposed by Baron and Kenny (1986). Age, education, firm size and firm experience in mine supplying business were included as control variables.

The results revealed that facilitating conditions (FC) positively and significantly predicted social media usage (SMU) (β =0.410, p<0.001), while social media usage significantly predicted sales growth after controlling for the antecedent variables (β =0.477, p<0.001). The total effect of facilitating conditions on sales growth was also significant (β =0.363, p<0.001). After Social media usage was introduced as the mediator, the direct effect of FC on sales growth (SG) remained significant but diminished in magnitude (β =0.167, p=0.003). The resulting point estimate for indirect effect was 0.196, with a bootstrapped 95% confidence interval of 0.115 to 0.285. Because this range excludes zero, the indirect effect is statistically significant. Therefore, this demonstrates that the effect of facilitating conditions on sales growth were transmitted through social media usage. The resulting pattern confirms a complementary partial mediation, indicating that facilitating conditions influence sales growth both directly and indirectly through increased social media usage.

Personal innovativeness (PI) significantly predicted social media usage (SMU) (β =0.234, p<0.001) and its total effects on sales growth (SG) was significant (β =0.253, p<0.001). Upon entering social media usage into the model, the direct effect of PI decreased to β =0.142 (p=0.003), while retaining statistical significance. The indirect effect point estimate was 0.112 with 95% bootstrapped confidence interval (CI) ranging from 0.052 to 0.180. Since the range does not include zero, the indirect path is statistically significant. Consequently, social media usage (SMU) partially mediates the relationship between PI and SG, demonstrating that individual innovativeness enhances commercial outcomes both independently and through social media usage.

Conversely, perceived financial cost (PFC) exhibited no significant mediation effect. Perceived financial cost did not significantly predict social media usage (SMU) (β =0.006, p=0.882), nor did it display a significant total effect on sales growth (β =-0.061, p=0.162). When controlling for Social Media Usage (SMU), the direct effect remained non-significant (β =0.064, p=0.099), and the estimated indirect effect was statistically non-significant (p=0.003), with 95% Confidence Interval ranging from -0.032 to 0.038. This range includes zero, therefore the indirect effect is non-significant, proving no evidence that SMU mediates the relationship between perceived financial cost (PFC) and sales growth (SG). The structural path parameters, indirect effects and mediation classifications are summarized in Table 4.

Table 4. Structural path parameters, indirect effects and mediation classifications

Path	Total Effects (c) (β, p)	Path a (β, p)	Path b (β, p)	Direct Effect (c') (β, p)	Indirect Effect (ab)	Interpretation
FC → SMU→SG	0.363 (p<0.001)	0.410 (p<0.001)	0.477 (p<0.001)	0.167 (p=0.003)	0.196 (95% CI [0.115, 0.285])	**Partial Mediation**
PFC→SMU→SG	-0.061 (p=0.162)	0.006 (p=0.882)	0.477 (p<0.001)	-0.064 (p=0.099)	0.003 (95% CI [-0.032, 0.038])	**No Mediation**
PI→ SMU→SG	0.253 (p<0.001)	0.234 (p<0.001)	0.477 (p<0.001)	0.142 (p=0.003)	0.112 (95% CI [0.052, 0.180])	**Partial Mediation**

DISCUSSION OF FINDINGS

Social media usage and its implications for SME performance have attracted growing attention from researchers and policymakers, particularly in developing economies where firms often operate under significant resource constraints. This study examined the effects of facilitating conditions, perceived financial cost and personal innovativeness on social media usage and sales growth among SME mining suppliers in Zambia. The findings both support and challenge existing literature. Specifically, facilitating conditions and personal innovativeness positively influence social media usage and sales growth, while

financial cost has no significant effect. Furthermore, social media usage positively influences sales growth and mediates the relationship between facilitating conditions, personal innovativeness and sales growth.

The finding that facilitating conditions positively influence social media usage and sales growth is consistent with recent studies, showing that technological infrastructure, organizational support and access to digital resources remain important enablers of digital technology usage among SMEs (Qalati et al., 2022; Abbasi et al., 2022; Venkatesh et al., 2003; Maduku et al., 2016). Consistent with the Resource-Based View (RBV), facilitating conditions represent valuable organizational resources that enable firms to exploit digital technologies and improve performance (Barney et al., 2001). The mediating role of social media usage further suggests that resources generate value when transformed into capabilities that support customer engagement, market visibility and business development and ultimately sales growth (Tajvidi and Karami, 2021; Qalati et al., 2022).

Similarly, the positive effect of personal innovativeness on social media usage and sales growth supports recent evidence that innovative owners-managers are more likely to embrace digital technologies and exploit emerging market opportunities (Senali et al., 2023). From the Dynamic Capabilities Theory (DCT) perspective, personal innovativeness reflects a managerial capability that facilitates the identification, adoption and effective utilization of new technologies. Consequently, innovative SME owners are better positioned to develop digital capabilities that enhance sales performance (Dwivedi et al., 2023).

Conversely, perceived financial cost did not significantly influence social media usage or sales growth. This finding contrasts with studies that identify financial constraint as a key barrier to technology adoption and use among SMEs (Abbasi et al., 2022; Marzi et al., 2023). However, it supports recent studies suggesting that social media platforms are relatively affordable and accessible, thereby reducing the importance of financial considerations in adoption decisions (Ainin et al., 2015; Qalati et al., 2022; Saptarani and Ferdinand, 2023). Given the low entry barriers and low operational costs associated with social media platforms, SME may perceive the potential benefits as outweighing the required investment (Ainin et al., 2015; Qalati et al., 2022; Saptarani and Ferdinand, 2023).

Interestingly, firm size shows a negative relationship on all models, suggesting that smaller firms benefit more from social media usage, confirming the equalizing role of digital technologies by allowing smaller SMEs to compete with larger firms, who may be more dependent on traditional networks (Beier and Wagner, 2016).

An important contribution of this study is the finding that social media usage exerts a strong positive influence on sales growth and partially mediates the effects of facilitating conditions and personal innovativeness. This suggests that organizational resources and managerial characteristics contribute to performance largely through their ability to facilitate the developments and utilization of social media capabilities. These findings align with recent studies showing that social media enhances SME performance through improved customer engagements, market intelligence and visibility, business networking and market expansion (Qalati et al., 2021; Tajvidi and Karami 2021; Dwivedi et al., 2023).

Overall, the findings extend the UTAUT, RBV and DCT by demonstrating that social media usage functions as a strategic digital capability through which organizational resources and managerial attributes are transformed into sales growth. The study further contributes to the growing literature on digital entrepreneurship in emerging economies by providing evidence from SME mining suppliers operating in a resource constrained B2B environment.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The study examined the influence of facilitating conditions, perceived financial cost and personal innovativeness on social media usage and sales growth among SME mining suppliers in Zambia. The findings reveal that facilitating conditions and personal innovativeness significantly and positively influence

both social media usage and sales growth, while financial cost does not significantly influence either social media usage or sales growth. Furthermore, social media usage was found to positively influence sales growth and partially mediate the relationships between facilitating conditions, personal innovativeness and sales growth.

The findings suggest that the successful use of social media by SMEs is driven more by the availability of enabling resources and the innovative orientation of owner-managers than by financial considerations. The study therefore concludes that social media usage serves as an important mechanism through which organizational resources and managerial capabilities are transformed into improved business performance.

Practical and Policy Implications

The findings suggest that SMEs should invest in digital infrastructure, reliable internet access and digital skills development to enhance social media usage and improve sales growth. The positive influence of personal innovativeness also highlights the importance of encouraging owner-managers to embrace new technologies and innovative digital marketing practices. SMEs should therefore view social media not merely as a communication tool but as a strategic capability for improving customer engagement, market reach and business performance.

From policy perspectives, governments, SME support agencies and industry associations should prioritize the development of an enabling digital environment through improved digital infrastructure and targeted digital literacy programs. Since financial cost was not found to be a significant barrier, policy interventions should focus more on building digital capabilities, promoting innovation and supporting SMEs in effectively leveraging social media technologies to enhance competitiveness and growth.

Contribution to Knowledge

This study makes important contributions to the literature by providing context-specific evidence from Zambia's under-researched B2B mining supply sector, demonstrating that social media plays a broader strategic role beyond marketing by acting as a strategic mechanism for strengthening business networks, enhancing visibility and improving performance outcomes among SMEs. Theoretically, by integrating these theoretical perspectives, the study demonstrates that SME performance depends on both internal capabilities by using social media effectively to enhance visibility, customer engagement and competitiveness and the ability to leverage external networks through building relationships, access new clients and leverage business connections through digital platforms. Methodologically, it strengthens empirical rigor through robust analysis on a relatively large sample and adopts a multi-dimensional measure of performance, offering a more comprehensive understanding of social media usage on SME outcomes in emerging economies.

LIMITATIONS AND FUTURE RESEARCH

Despite the study's contributions, it has limitations that provide opportunities for future research. First, the cross-sectional design captures social media usage and firm outcomes at a single point in time and therefore limits causal interpretation of the relationships among variables. Future studies should employ longitudinal approaches to examine how social media usage and sales growth evolve over time. Second, the study predominantly relies on self-reported measures, which may be susceptible to response and common method bias. Future studies could incorporate objective performance measures to strengthen the validity of findings. Third, the use of purposive and snowballing sampling was appropriate for reaching SME mining suppliers within a difficult-to-identify sampling population, however, it limits the statistical generalizability of the findings. Future studies could employ probability-based sampling where reliable sampling frames are available. Finally, the study focuses specifically on SME suppliers operating within Zambia's mining sector, which may limit the generalizability of the findings to other sectors and countries, therefore future research should replicate the study in different industries and emerging economy contexts.

REFERENCES

1. Abbasi, G. A., Fareen, N., Rahim, A., Wu, H., Iranmanesh, M., Ng, B., & Keong, C. (2022).
2. Determinants of SME's Social Media Marketing Adoption: Competitive Industry as a Moderator. *Sage Open,* 12 (1). https://doi.org/10.1177/21582440211067220
3. Abdullahi, I., Husin, H., & Baharudin, A. S. (2021). Factors Influencing the Adoption of Facebook as a Marketing Channel among SMEs in Nigeria as a Developing Country: A Conceptual Framework Factors Influencing the Adoption of Facebook as a Marketing Channel among SMEs in Nigeria as a Developing Country. *Jurnal Intelek*, 16(1), 99-107. https://doi.org/10.24191/ji.v 16i1.369
4. Adetoyinbo, A., Mithöfer, D. (2025). Inter-firm Relations and Resource-based Performance: A Contingent Relational View of Small-scale Farmers in Zambia. *Journal of Agribusiness in Developing and Emerging Economies,* 15(4), 738-759. https://doi.org/10.1108/JADEE-06-2023-0134 .
5. Agarwal, R., and Prasad, J. (1998). A Conceptual and Operational Definition of Personal Innovativeness in the Domain of Information Technology. *Information Systems Research,* 9, 204-215. https://doi.org/10.1287/isre.9.2.204
6. Ahani, A., Rahim, N.ZA. and Nilashi, M., (2017). Firm Performance through Social Customer Relationship Management: Evidence from Small and Medium Enterprises. *International Conference on Research and Innovation in Information Systems (ICRIIS), 1-6. IEEE.* https://doi.org/10.1109/ICRIIS.2017.8002533
7. 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
8. 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
9. Ainin, S., Parveen, F., and Moghavvemi, S. (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.
10. Akayombokwa, P. S. (2021). Small and Medium Enterprises Strategies for Winning Mining. *Walden University*
11. Alraja, M. N., Khan, S. F., & Khashab, B. (2020). Does Facebook Commerce Enhance SMEs Performance? A Structural Equation Analysis of Omani SMEs. https://doi.org/10.1177/2158244019900186
12. Amoah, J., Belas, J., Khan, K.A., and Metzker, Z., (2023). Antecedents of Sustainable SMEs in the Social Media Space: A Partial Least Square-Structural Equation Modeling (PLS-SEM) Approach. *Management and Marketing. Challenges for the Knowledge Society*, 16 (1), 26-46.
13. Ausat, A.M. and Peirisal, T., (2021). Determinants of E-Commerce Adoption on Business Performance: A Study of MSMEs in Malang City, Indonesia. *Jurnal Optimas Sistem Industri*, 20 (2), 104-114. https://doi.org/10.25077/josi.v20.n2.p104-114.2021
14. Barney, J. (1991). Firm Resources and Sustained Competitive Advantage. *Journal of Management,* 17 (1), 99-120. https://doi.org/10.1177/014920639101700108
15. Barney, J.B.(2001). Resource-Based Theories of Competitive Advantage: A Ten-Year Retrospective on the Resource-Based View. *Journal of Management*, 27, 643-650. https://doi.org/10.1177/014920630102700602
16. Beier, M. and Wagner, K. (2016). Social Media Adoption: Barriers to the Strategic Use of Social Media in SMEs. *Conference: European Conference on Information Systems (ECIS), Istanbul, Turkey*
17. Byukusenge E., Munene, J.C., Orobia, L.A., (2021). Managerial Competencies and Business Performance: Innovation as a Mediator in Rwandan SMEs. *International Journal of Law and Management, 63 (5), 445-463.* https://doi.org/10.1108/IJLMA-09-2017-0217

18. Chatterjee, S. and Kumar K, A. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *Industrial Journal of Information Management*, 53, 102103. https://doi.org/10.1016/j.ijinfomgt.2020.102103.
19. Choongo, P., Chileshe M., Lesa, C.N., Mwiya, B., and Taylor T.K. (2025). Impact of Leadership Styles and their Influences on the Growth of Fintech Start-Ups in Zambia. *New Advances in Business Management and Economics,* (7), 86-117. https://doi.org/10.9734/bpi/nabme/v7/5309
20. Choongo,P., (2018). The Engagement in and the Effect of Sustainable Practices in Small and Medium- Sized Enterprises. (PhD, VRIJE University).
21. Conchran, W.G. (1977). *Sampling Techniques.* (3rd ed.). New York: John Wiley and Sons.
22. Crammond, R.,Omeihe, K.O., Murray, A., and Ledger, K. (2018). Managing Knowledge through Social Media: Modelling an Entrepreneurial Approach for Scottish SMEs and Beyond. *Baltic Journal of Management 13 (3), 303-328.* https://doi.org/10.1108/BJM-05-2017-0133
23. Derus, N.L.A. and Bakar, W.H.R.W.A (2024). Digital Transformation in SME's. The Role of Social Media in Enhancing Economic Competitiveness. *Jurnal al-Sirat*, 24 (2). https://doi.org/10.64398/alsirat.v24i2.359
24. Dwivedi, Y.K., Ismagilova, E., Rana, N.P., Raman, R. (2023). Social Media Adoption, Usage and Impact In Business-To-Business (B2B) Context: A State-Of-The-Art Literature Review. *Information Systems Frontiers* 25, 971–993. https://doi.org/10.1007/s10796-021-10106-y
25. Dyer, J.H., and Singh, H. (1998). The Relational View: Cooperative Strategy and Sources of Inter-Organizational Competitive Advantage. *Academy of Management Review, 23, 660-679.* https://doi.org/10.2307/259056
26. Eisenhardt, K.M., and Martine, J.A. (2000). Dynamic Capabilities: What are they?. *Strategic Management Journal,* 21(10-11), 1105-1121. https://doi.org/10.1002/1097-0266(200010/11)21:10/11<1105::aid-smj133>3.0.co;2-e
27. Ferdinand A.T. and Wahyuningsih, W. (2018). Salespeople's Innovativeness: A driver of Sales Performance. *Management and Marketing*, 13 (2), 966-984, https://10.2478/mmcks-2018-0016
28. Ghobakhloo, M. (2018). Information Technology Adoption in Small and Medium-sized Enterprises ; An Appraisal of Two Decades Literature Information Technology Adoption in Small and Medium-sized Enterprises ; An Appraisal of Two Decades Literature. *Interdisciplinary Journal of Research in Business,* 1 (7), 23-80.
29. Ghobakhloo, M., and Ching, N.T. (2019). Adoption of Digital Technologies of Smart Manufacturing in SMEs. *Journal of Industrial Information Integration,16, Article 100107.* *https://doi.org/10.1016/j.jii.2019.100107*
30. Hair, J. F., Black, W. C., Babin, B. J., and Anderson, R. E.(2019). *Multivariate data analysis* (8th ed.). Cengage Learning.
31. Kanyinji, P., Tembo, G., Elizabetha, G. N., & Lusaka, Z. (2019). Local Content Policies in the Mining Sector in Zambia: A Synthesis of Its Benefits.
32. Kaplan, A.M and Haenlein, M. (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, 53(1), 59-68. https://doi.org/10.1016/j.bushor.2009.09.003.
33. Maduka, D.K., Mpinganjira, M., and Duh, H. (2016). Understanding Mobile Marketing Adoption Intention by South African SMEs. A Multi-Perspective Framework. *International Journal of Information Management, 36 (5), 711-723*
34. Marzi, G., Manesh, M.F., Caputo, A., Pellegrini, M.M., and Vlacic, B. (2023). Do or Do not. Cognitive Configurations Affecting Open Innovation Adoption in SMEs. *Technovation*, 119, https//org/ 10.1016/j.technovation.2022.102585
35. Masood, T. and Sonntag, P. (2020). Industry 4.0: Adoption Challenges and Benefits for SMEs. *Computers In Industry*, 121, Article ID: 103261. https://doi.org/10.1016/j.compind.2020.103261.
36. Michaelidou N., Siamagka, N.T., and Christodoulides, G. (2011). Usage, Barriers and Measurement of Social Media Marketing: An Exploratory Investigation of Small and Medium B2B Brands. *Industrial Marketing and Management*, *40*(7),1153-1159. https://doi.org/10.1016/j.indmarman.2011.09.009.
37. Morris, M., Kaplinsky R., and Kaplan D. (2012) One Thing Leads to Another- Commodities, Linkages and Industrial Development. *Resources Policy* (37), 408-416. https://dx.doi.org/10.1016/j.resourpol.2012.06.008.

38. Mutambo, V., Kangwa, S., Fisonga, M., & Duma, Z. (2022). The effectiveness of policy environment, relevant instruments and factors in the promotion of local content linkages: A case study of the Zambian large-scale mining sector. *International Journal of Development and Sustainability*, 11(4), 128-143.
39. Ngo, Q.D., Nguyen, H.T. and Le, V.H. (2020). A Survey of IoT Malware and Detection Methods Based on Static Features. *ICT Express*, 6, 280-286. https://doi.org/10.1016/j.icte.2020.04.005
40. Nguyen, T.H. (2016). Social Media Marketing for Small and Medium Enterprises in Helsinki Case Meng Loan Oy.
41. Nisula, A., Vanhala, M, Hussinki, H., and Kianto, A. (2023). Role of Managerial Innovativeness for Small Finnish Firms' Product and Market Performance. *Baltic Journal of Management*, 18 (6), 17-25.
Emerald Publishing Limited. https://doi.org/10.1108/BJM-05-2022-0181
42. Nunnally, J.C and Bernstein, I.H. (1994). The Assessment of Reliability. *Psychometric Theory*, 3,248-292.
43. Omondi, O.J. (2017). Impact of Digital Marketing on Sales Growth of Small and Medium Enterprises in Nairobi, Kenya. *Thesis,* University of Nairobi.
44. Palladan, A.A., Abdulkadir, K., Ahmed, I.S., and Abubakar, Y. (2023). Effects of Social Media Adoption on SME Performance: The Moderating Role of Business Strategy. *International Journal of Techoentrepreneurship,* 4 (4), 297-320
45. Parveen, F., Jaafar, N. I., & Ainin, S. (2016). Social media's impact on organizational performance and entrepreneurial orientation in organizations. *Management Decision*, *54*(9), 2208–2234. https://doi.org/10.1108/MD-08-2015-0336
46. Pellegrino, A., & Abe, M. (2023). Leveraging Social Media for SMEs: Findings from a Bibliometric Review. In *Sustainability (Switzerland, 15(8).* MDPI. https://doi.org/10.3390/su15087007
47. Qalati, S.A., Li, W., Ahmed, N., Mirani, M.A. (2021). Examining the Factors Affecting SME Performance: The Mediating Role of Social Media Adoption. *Sustainability*, 12 (1), 75.
48. Qalati, S.A., Ostic, D., Ali, M., Ali, B., Gopang, A.A., Khan, A. (2022) Social Media and SMEs' Performance in Developing Countries: Effects of Technological-Organizational- Environmental Factors on the Adoption of Social Media. *Sage Open*, 12(2). https://doi.org/10.1177/21582440221094594.
49. Rahman, R.,U Shah, S,M., El-Gohary, H., Abbas, M., Khalil, S.H., Altheeb, S.I and Sultan, F. (2020). Social Media Adoption and Financial Sustainability: Learned Lessons from Developing Countries. *Sustainability,* 12 (24). https://doi.org/10.3390/su122410616
50. Saptarani, A.A., and Ferdinand, A.T. (2023). The Study Regarding Social Media Adoption on Business Performance in Micro, Small and Medium Enterprises Using a Service-Dominant Logic View: Empirical Study of Micro, Small and Medium Enterprises. *Indonesia Interdisciplinary Journal of Sharia Economics* (IIJSE), 6(3), 2757-2771. https://doi.org/10.31538/iijse.v6i3.3664.
51. Senali, M. G., Iranmanesh, M., Ismail, F.N., Rahim, N.F.A., Khoshkam, M., and Mirzaei, M. (2023). Determinants of Intention to Use e-Wallet. Personal Innovativeness and Propensity to Trust as Moderators. *International Journal of Human-Computer Interaction, 39 (12), 2361-2373, https://doi.org/10.1080/10447318.2022.2076309*
52. Shemi, A. P. (2023). Adoption of Web 2.0 Social Media eCommerce in SMEs: Conceptualising Theories and Factors for Zambia. In Social Media-Opportunities and Risks. *IntechOpen.*
53. Siachinji, B., Kabeya-Saini, Y., Mwiya, B. and Zulu-Chisanga, S. (2026). Is Marketing Development an Effective Strategy for Enhancing Performance? A Study of SME Suppliers in the Zambian Mining Sector. *SBS Journal of Applied Business Research,* 14(1), 113-135. https://doi.org/10.70301/JOUR/SBS-JABR/2026/14/1/7
54. Skafi, M., Yunis, M.M. and Zekri, A. (2020). Factors Influencing SMEs' Adoption of Cloud Computing Services in Lebanon: An Empirical Analysis Using TOE and Contextual Theory. *IEEE Access, 8, 79169-79181. https://doi.org/10.1109/ ACCESS.2020.2987331*
55. Solomon, H, O., Allen, T., and Wangombe, W. (2024). Analyzing the Factors that Influence Social Media Adoption among SMEs in Developing Countries. *Journal of International Entrepreneurship,22, 247-267.*

56. Tajudeen, F. P., Jaafar, N. I., & Ainin, S. (2018). Understanding the impact of social media usage among organizations. *Information and Management*, *55*(3), 308–321. https://doi.org/10.1016/j.im.2017.08.004
57. Tajvidi, R., Karami, A.(2021). The Effect Of Social Media on Firm Performance. *Computers in Human Behavaviour*. 115. https://doi.org/10.1016/j.chb.2017.09.026. 2021
58. Teece, D.J. (2007). Explicating Dynamic Capabilities: The Nature of Micro foundations of Sustainable Entrepreneurship Performance. *Strategic Management Journal*, 28 (13), 1319-1350.
59. Teece, D.J., Pisano, G. and Shuen, A. (1997). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18, 509-533. http://dx.doi.org/10.1002/(SICI)1097-0266(199708)18:7<509::AID-SMJ882>3.0.CO;2-Z
60. Trainor K.J., Andzulis, J., Rapp, A., and Agnihotri, R.(2014). Social Media Technology Usage and Customer Relationship Performance: A Capabilities-Based Examination of Social Media CRM. *Journal of Business Research*, 67(6), 1202-1208. https://doi.org/10.1016/j.jbusres.2013.05.002.
61. Twum, K. K., Ofori, D., & Keney, G. (2021). Using the UTAUT , personal innovativeness and perceived financial cost to examine student's intention to use E-learning.*Journal of Science and Technology Policy Management, 13*(3), 713–737. https://doi.org/10.1108/JSTPM-12-2020-0168
62. Venkatesh, V., Morris, M.G., Davis, G.B., and Davis, F.D. (2003). User Acceptance of Information Technology: Toward a Unified View. *MIS Quarterly,* 27 (3), 425-478.
63. Weldegiorgis, F.S., Dietsche E., and Franks, D.M.(2021). Building Mining's Economic Linkages: A Critical Review of Local Content Policy Theory. *Resources Policy, 74*,102312.
64. Yusef,Y.M. and Fields, Z. (2026). SME, Digital Transformation and Sustainable Development: A Systematic Review of Barriers, Enablers and Outcomes. *Cogent Business and Management*, 13(1), 2631198. https://doi.org/10.1080/23311975.2026.2631198
65. Zulu-Chisanga, S., Chabala, M., Mandawa-Bray, B. (2021). The differential effects of government support, inter-firm collaboration and firm resources on SME performance in a developing economy. *Journal of Entrepreneurship in Emerging Economies,* 13, 175–195. https://doi.org/10.1108/JEEE-07-2019-0105.
66. Zulu-Chisanga,S., Nalmpanti A.D., Boso, N., Hultman, M., Leonidou C.N. (2025). From Rivals to Allies: Building and Benefiting from Coopetition Capacity. *Industrial Marketing Management,* 126, 85-100