Examining the Social Media Factors Affecting Performance of SMEs' Trade Sector: Effects of Technological-Organizational-Environmental Factors.

Raj Kumar Moulick

Department of Accounting and Information Systems, University of Rajshahi, Bangladesh

DOI: https://doi.org/10.51244/IJRSI.2026.1309000140

Received: 23 September 2026; Accepted: 28 September 2026; Published: 12 October 2026

ABSTRACT

Purpose: Nowadays, SMEs use social media (SM) to interact with stakeholders at a nominal cost. This interaction among stakeholders enables access to information. This sharing of material information supports decision-making, which is key to SMEs' performance. The objective of the study is to explore the social media adoption factors that affect the performance of SMEs' trade sector in the TOE framework in developing countries like Bangladesh.

Approach: The research engaged the TOE framework as social media adoption factors that influence the performance of the SME firms. A closed-ended questionnaire was used to collect information through an online survey. The respondents was selected randomly from Bangladeshi SMEs. SmartPLS has been used for the investigation of 325 respondents from SMEs' proprietors and officials.

Results: The results exposed a positively significant relationship between technological factors (Technological relative advantage, compatibility, information accessibility) and SMEs' performance. Top management support, cost effectiveness, customer relations, and marketing of organizational factors have a positive and significant effect on SMEs' performance. Vendor support, bandwagon effect and competitive pressure impacts a significantly positive on the performance of SME firms.

Originality/value: This research highlights insights for practitioners and researchers interested in examining SM adoption in SMEs. It develops an empirical, multidimensional hypothesized model, including several determinants that may influence social media adoption.

This research study comprises numerous suggestions for decision-makers of SME firms, policy-makers in the country context, and SME interested scholars. It constructs an empirical, integrated structure for social media and SMEs in emerging countries like Bangladesh.

Keywords: Factors of social media adoption, SME performance, TOE framework

INTRODUCTION

SMEs drive socio-economic development by addressing key systemic challenges and accelerating sustainable development by eradicating scarcity and potentially influencing the broader industry through creating new employment and empowering women (Alatawi et al., 2013; Haque et al., 2024; Kapoor et al., 2018; Shareef et al., 2018). This sector offers 80 percent of industry jobs in Bangladesh. Around 96 percent of the construction and manufacturing firms in industrialized countries are formed from SMEs (Abel, 2018; Ahmeti & Fetai, 2021; Badi & Ishengoma, 2021; Oshora et al., 2021). SMEs' contribution to GDP is around 20.25 percent in Bangladesh, whereas its contribution to GDP is 39.1 percent in Malaysia and 60 percent in China (Chatterjee & Kumar Kar, 2022; Khalid & Kalsom, 2022).

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

The adoption of social media (SM) is seen as a key strategy for growing enterprises in developing countries due to its low cost, ease of technical management, low cost in marketing, developing brand awareness, business sustainability, ability to reach a large number of consumers, followed by larger firms using social media and other online-based strategies. Following large firms, SMEs use social platforms due to their simplified communication among firms and customers, allowing businesses to recognize consumer requirements and respond competently and proactively to these needs. Most SMEs prefer SM for its conversion tracking, content management, automated publishing, and customer targeting.

Using SM, SMEs gain several benefits, such as expanding their reach through brand engagement, sharing knowledge, entering international markets via a virtual environment, and connecting with their executives regardless of distance, time, or location. SMEs can maintain their competitive edge by strengthening customer relationships, which positively impacts sales performance.

Most research has focused on the factors influencing the adoption of SM as a brand promoter, in market positioning, and in electronic business. Despite its broad effects and practical significance for SMEs, current research remains limited on how SMEs adopt, select, and implement social media strategies. Some researchers have identified that SM has been used for online business management and its effect on overall performance, and its mediating role.

Furthermore, more issues remain unexplained in the adoption and usage of SM in SME context, the influence of SMEs' survival, and the backgrounds of SMEs' success.

In developing countries, SMEs comprise around 90% of businesses and account for over 50% of employment, representing an ample portion of GDP. In Bangladesh, approximately 90% of its businesses are SMEs, engaging 60% of the labor force and contributing 25% to GDP. Bangladeshi SME faces a lack of globalization and technological adoption, which is important to develop strategic insights into SMEs' adoption of SM like other developed countries (Moulick & Khan, 2025).

Nowadays, SMEs face challenges in today's competitive environment, characterized by increasing uncertainty, rapid market changes, resource constraints (financial, organizational, and human), and heightened competition due to globalization. Additionally, some firms avoid adopting SM due to inadequate technical skills and trust issues, the various forms SM can take, and a lack of understanding of how to implement and monitor its use.

SM provides assistance for SMEs through lower cost, user-friendliness, and helping SMEs expand their customer base. Nonetheless, SM acceptance has increased; privacy anxieties are highly sensitive in Bangladesh.

However, SM adoption by SME in emerging economies, especially in Bangladesh, is steadily focusing on the conditions and contexts under which SM influences SMEs. This research aims to boost understanding of how SM adoption can be implemented at the SME level and the factors influencing it within the technology-organization-environment framework.

The TOE framework clarifies the technology acceptance process within organizations. The framework suggests that technology adoption is affected by three contexts: the Technological context (about present and emerging technologies appropriate for the firm); the organizational context (related to the organization's internal characteristics such as size, type, scope, resources and structure); and the environmental context (referring to external climate like government policies, competitors, industry dynamics).

Different from earlier models, such as the TAM (Technology Acceptance Model) and the UTAUT (Unified Theory of Acceptance and Use of Technology), which do not consider firms and environmental factors, the Technological, Organizational, and Environmental framework (TOE) incorporates human and non-human components in a single model.

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Additionally, inadequate research has concentrated on SM adoption in small and medium enterprises in Bangladesh. For that reason, this research suggests a comprehensive conceptual framework that scrutinizes the significant key factors that affect the managers or owners (decision makers) of the firms in the adoption of SM.

Among the features of the technology (technology's features, compatibility, and ease of use, cost-effectiveness, interactivity, and visibility), organizational support (such as organization's size, structure, available resources (financial, human), technological experience, and management support), and environmental factors (including broader economic conditions, competitive pressures, supplier relationships, and government policies, bandwagon effects, and market intensity).

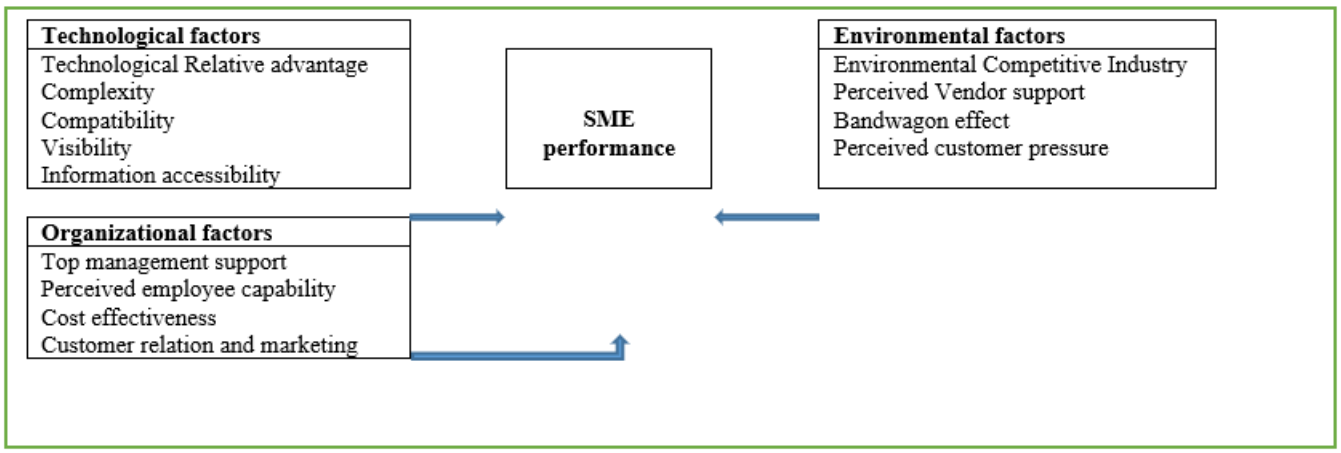
The objective is to examine the effect of factors of SM adoption in SMEs on firms' performance in emerging countries, specifically Bangladesh, which is an underexplored area. The research continues with reviewing the literature on social media and its importance on firms' success, followed by a discussion of the methodology and results.

Research model

$SP= \alpha+\beta_1 TRA+\beta_2 COMPA+\beta_3 COMPL+\beta_4 CE+\beta_5 IA+\beta_6 OTS+\beta_7 PEC+\beta_8 CE +\beta_9 CRM+\beta_{10} ECI+\beta_{11} PVS+\beta_{12} BE+\beta_{13} PCP+\varepsilon$

SP = SME performance; α= constant; TRA = technological relative advantage; COMPA=compatibility; COMPL = complexity; V = visibility; IA = information accessibility; OTS = organizational top management support; PEC=perceived employee capability; CE = cost effectiveness; CRM=customer relationship and marketing; COMPRE = Environmental competitive industry; PCP = perceived customers pressure; PVS = perceived vendor support; BE = bandwagon effect; ; .

CONCEPTUAL FRAMEWORK



LITERATURE REVIEW

Social Media

SM, UseNet is a universal conversation application based on the internet that inspires users to post public messages. It is designed to support and encourage generating, sharing, and exchanging information, ideas, through conversation, liking, comments, and the sharing of information. Now, SM is a platform for promoting and marketing products and information. SM is an collaborative digital stage where users create and share content through different social media platform, like-Facebook, Snapchat, Instagram, X/Twitter, Flipboard, TripAdvisor, Threads, LinkedIn, Reddit, WeChat, Mastodon, YouTube, TikTok, WhatsApp, Telegram, Pinterest, Snapchat, Reddit, Quora, Discord, WhatsApp, Telegram, Messenger, Yelp, and Discord that enable prompt communication, idea discussion across globally and nationally for personal and business.

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Previous research supports that SM adoption significantly lifts SME performance, development, and sustainability, both in emerging and developing nations by improving marketing, consumer relations, and operations(Balogun et al., 2016; Fan et al., 2021; Kaplan & Haenlein, 2010; Long Tuan Kechik et al., 2023; Melović et al., 2020). The benefits of SM adoption in SMEs are developed communication with clients, enlarged brand consciousness, better-quality marketing of products and services, attainment of more business associates, enhanced market study, improved consumer response, cheap communication costs, large disposals, improved client facilities (Amoah et al., 2023; Fan et al., 2021; Pandey et al., 2023; Qalati et al., 2021; Solomon et al., 2024; Tajudeen et al., 2018). Some earlier studies have also recognized the copious challenges and obstacles to the adoption of SM. Among them, shortage of technical skills for implementing, considerable execution costs, lack of trust, resources are crucial for SM adoption(Chatterjee & Kumar Kar, 2020; Geurin & Burch, 2017; Jin & Hurd, 2018; Long Tuan Kechik et al., 2023).

Hypotheses Development

Since liberation, SMEs have made a significant contribution to the growth and sustainability with taking on economic challenges. Governments have increasingly valued SMEs as significant contributors to inclusive growth and sustainability in dealing with economic challenges. Its prospects are vital for the economic growth of a country. SME firms are competing with companies nationally and internationally. To sustain in the market, it has to take numerous forms of digital social interaction. Therefore, it has to adopt a digital platform.

Technological factors

This study considers relative advantage, compatibility, visibility, and complexity as technological factors for determining the influence of technology on the performance of the SME firms. The term, relative advantage, of a firm's SM is advantageous to developing knowledge sharing and organizational performance. Compatibility means how latest technology is stable with the prevailing practices.

Technological Relative advantage of SM adoption

Relative advantage in SM defined as the extent to which how much better potential adopters perceive available options in Facebook, Instagram, or TikTok compared to previous means like calls and letters for communicating, sharing info related to business considering instant benefits like direct global reach, cost-effectiveness, targeted marketing and community development managing the encounters like misrepresentation (Chandrayanti et al., 2020; Khalid & Kalsom, 2014; Reim et al., 2022; Tajudeen et al., 2018a).

Earlier, various researchers have recommended that relative advantage has encouraging effects on the adoption of technology in the performance of SME sector in emerging and developing countries (blockchain technology in Malaysian SMEs, SM in Indonesia, e-commerce in Egyptian)(Ngah & Wong, 2020; Pandey et al., 2023; Qalati et al., 2021). However, relative advantage of the use of social media has a significant relation with the performance of the firm in Bangladesh(Islam & Emon, 2025). Thus, considering the above explanation, the researcher develops a null hypothesis:

H_1: The relative advantages of social media adoption has a significant positive relation on SME performance.

Compatibility of SM and SME performance

Compatibility refers to the extent to which the adoption of SM is appropriate with the present technological structure, values, work practices, and culture of the organizations. Several studies encouraged that better-matched new technology is more likely to be adopted, and it helps in better performance of the SME firms (Ali et al., 2016; Ali Qalati et al., 2020; Chatterjee et al., 2021; Jin & Hurd, 2018; Solomon et al., 2024). Compatibility defined the ability of use of extent innovation in connection with the technological arrangement, work practices, and values that be existence in the firm(Alghamdi, 2024; Moeuf et al., 2018; Prasanna et al., 2019).

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Previous researchers have also identified that use of SM will be easily acknowledged in the if SM is adjustable with the value of SME firms, can fulfill the requirements of the SME firms, and have the suitability in line with the culture (Bongini et al., 2021; Odoom et al., 2017; Reim et al., 2022; Tajudeen et al., 2018).

Additionally, the SME firms will be able to communicate to their target audiences efficiently through instant sharing information about the organization by incorporating social media activities in firm operations through matching firm's objectives, strategies, and beliefs (Chatterjee & Kumar Kar, 2020; Fan et al., 2021; Reim et al., 2022; Stockdale et al., 2012; Tajudeen et al., 2018).

The several findings of prior researches on implementation of social media in the SME viewpoint, call attention to a constructive effect on performance of the firms (Ainin et al., 2015; Chan et al., 2019; Chege & Wang, 2020; Islam & Emon, 2025; Kaplan & Haenlein, 2010a; Kergroach, 2020; Kumar & Ayedee, 2018.; Desiyanti, R. 2025) Thus, we hypothesize:

H_2: The compatibility of SM adoption has a significant positive relation on performance of SMEs.

Complexity of SM and SME performance

Complexity is the state of having numerous interconnected parts, making a system difficult to understand, predict, or manage. Complexity results reluctance to social media due to mental effort, frustration, too complex for marketing and for employees (Alkhateeb & Abdalla, 2021; AlQershi et al., 2020). Formerly, many researchers detected negative and significant effects of the complexity of social media adoption on SME performance (Alkhateeb & Abdalla, 2021; AlQershi et al., 2020). Thus, we hypothesize:

H_3: The complexity of social media adoption has a significantly negative impact on the performance of SME firms.

Information accessibility of SM and SME performance

Adoption of social media can significantly improve the accessibility of information very rapidly. The users can collect information related to organizations, competitors or customers (Ahmad et al., 2019; Alkhateeb & Abdalla, 2021; Amoah et al., 2023; Ur Rahman et al., 2020). Information related to industry associations can also be available in social media (Berto Mulia Wibawa et al., 2022; Hair et al., 2019; Tajudeen et al., 2018). Information accessibility enhances market sensibility and client reliability, while boosted performance. So, the information accessibility, a factor for adoption of social media, can increase and improve the performance of SME firms. So, we hypothesize:

H_4: The information accessibility factor of social media adoption has a significantly positive impact on the performance of SME firms.

Visibility of SM and SME performance

The factor, visibility of social media adoption is the occurrence by which a brand appears in users' feeds and search results. SM is also used as an advertisement to a range of viewers (Abed, 2020; Ainin et al., 2015; Ali Abbasi et al., 2022; Luthen & Soelaiman, 2022; Sarosa, 2012; Trawnih et al., 2021). It also helps to promote our newest products to the customers. It permits seeing the profile of the SME firms that help create brand and trust. This advertisement, brand value and trust help the SME firms to improve performance.

So, we hypothesize:

H_5: The visibility of social media adoption is positively significant relation with the performance of SME firms.

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Organizational factors

Organizational factor includes the organizational structure, marketing processes, business centralization, the firm's strategic plan, and managerial issues (Öztamur & Karakadılar, 2014; Pandey et al., 2023; Qalati et al., 2021; Tiwasing, 2021; Trawnih et al., 2021).

Top management support for adoption of SM and SME performance

Top management support and organizational performance are highly associated because their key strategic decisions are related to overall performance and future operations (Melović et al., 2020). Now, in era of digitalization, adoption of information technology and SM totally depends on capability and resource support of the firm. Previous studies identified that use of TOE framework in the firm depends on management support. Management support includes opinion of the manager or owner to implement a project, policies, or change throughout the firm (Rozak et al., 2023; Samat et al., 2018). The use of technology in SME firms depends on the owner's decision. Several studies have found that top management who are aware of current and future technologies and have a positive attitude toward SM adoption are showing better performance due to adoption of SM in SMEs (Jin & Hurd, 2018; Kaplan & Haenlein, 2010; Long Tuan Kechik et al., 2023; Melović et al., 2020). Therefore, top management teams and organizational performance are highly related to each other. New technology adoption, social media adoption, developing supportive working environment and finally arrangement of requires resources are not possible without top managerial support and all these arrangement are done for the better performance of the firm. Therefore, we hypothesize that:

H_6: Organizational top management support for the adoption of SM has a positively significant effect on SMEs' performance.

Perceived Employee capability and performance of the firm

Employee, the organization construct, obtain key strategic decision that has a significant influence for the SME firms' performance. Managerial support is considered as represents of organizational construct of TOE framework (Ali Abbasi et al., 2022; Ali et al., 2016; Chatterjee et al., 2021; Fang et al., 2022; Qalati et al., 2021; Sarosa, 2012). The responsibility of the manager is to develop new strategies to implement project in the firm. The acceptance of IT in the SME context is the responsibility of top management. Top level managers having current and up to date knowledge about future information technology, are very much positive in SM adoption and SM has a positively significant effect on performance of the SME firms (Chatterjee et al., 2021; Fang et al., 2022). So, managerial support is assumed as important factors in SM adoption which is the key to performance of the firms (Sohn & Kim, 2020; Stockdale et al., 2012). So, Support of the top level manager is a noteworthy issue in generating a supportive environment that enables the essential funds for new-technology adoption.

H_7: Perceived Employee capability for the adoption of SM has a significant effect on SMEs' performance.

Cost-effectiveness of SM adoption

Cost-effectiveness means that the adoption of innovation is effective or feasible compared to its cost. Cost-effective means attaining an anticipated result at the lowest possible cost ; Amoah et al., 2023; Melović et al., 2020; Sohn & Kim, 2020; Stockdale et al., 2012). Whether SME firms would use the technology, it is a crucial determining factor for the firms because there is a problem of insufficient internal capital and limited access to formal debt from banks and other financial institutions (Ali Abbasi et al., 2022; Ali Qalati et al., 2020; Derham et al., 2011; Nuseir, 2018; Oshora et al., 2021).

Recently, numerous studies have highlighted the importance of cost-effectiveness and its impact on social media adoption that helps the SME firms to perform in better way. There is a significant influence of perceived cost on SM adoption identified in a survey of 205 African SMEs ((Cao & Weerawardena, 2023; Pandey et al., 2023; Tajvidi & Karami, 2021)Qalati et al., 2021). Furthermore, the cost-effectiveness of SM is positively and

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

significantly related to SMEs' performance in New Zealand (Jin & Hurd, 2018). Therefore, the researcher hypothesizes:

H_8: The cost-effectiveness of SM adoption has a significant positive relation on SMEs' performance.

Customer relation and marketing with the help of social media and SME performance.

Customer relation means interactivity that firms and individuals are able to interrelate using a SM platforms. Some previous studies show a positive effect of interactivity on SM adoption (Ainin et al., 2015; Basri & Siam, 2019; Chege & Wang, 2020; Stockdale et al., 2012). The interconnectivity characteristic of social media can assist and expand a prevailing relationship of the firms, allow them to improve new associations(Chandrayanti et al., 2020; Salam, 2019; Tiwasing, 2021; Wang et al., 2016; Wardati & Er, 2019). SM is an interactive technology that is to be adopted by general practitioners mostly due to its key role in ecommerce. It is more effective and efficient due to its two–way communication compared to the unidirectional circulation of information to potential consumers. Two way communication helps users expand and modernize their understanding of this concept (Qalati et al., 2021; Samat et al., 2018; Scuotto et al., 2017; Solomon et al., 2024; Tiwasing, 2021). Therefore, SM has become encyclopedic and SMEs have a noteworthy curiosity to online business and have assimilated SM applications into their sites for enhancing cooperative communication between the firms and buyers.

Therefore, to empirically test interactivity's effects on social media adoption in the SME perspective, we postulate as:

H_9: The customer relations and marketing of social media adoption has a significant positive relation on the performance of SMEs.

Environmental factors

Environmental factors affect SME's performance. This factor encompasses customer pressure, competitors' pressure, bandwagon effect, economic sustainability and vendor support.

Customer pressure for SM adoption

Customer pressure means any demands from customers, for example, customers want to visit and act together with brands on SM applications. Moreover, SM new-technology is adopted due to their prospective consumers' demand to do this. So, meeting up with clients' demand and expectations inspires the adoption of social media among SMEs(Ainin et al., 2015; Chatterjee & Kumar Kar, 2020; Fan et al., 2021; Kergroach, 2020). Some previous research have also identified that there is a significant influence of consumer pressure on acceptance of social media in the SME context. Addressing the customers' demand is crucial issue for the performance of SMEs(Ali Qalati et al., 2020; Jin & Hurd, 2018; Nuseir, 2018; Sohn & Kim, 2020). Therefore, customer pressure for the SM adoption has a significant relation with the SMEs' performance. Thus, we hypothesize:

H_{10}: Customer pressure has a significantly positive impact on the performance of SMEs.

Competitive pressure of SM adoption

Competitive or competitor pressure refers to the intensity of rivalry in a market, forcing firms to innovate, lower prices, and improve quality to maintain market share (AlQershi et al., 2020; Annisa & Er, 2019; Audretsch & Belitski, 2021). Driven by competitors, new entrants, and substitutes, it pushes businesses to differentiate or risk obsolescence. High pressure reduces pricing power and profit margins, often requiring strategic pivots, cost management, or increased marketing. Rapid transmission of innovation, digitalization, and technological improvement is an important factor in competitive pressure. New-technology adoption in the competitors' business is an issue of concern for the other SMEs (Berto Mulia Wibawa et al., 2022; Chatterjee & Kumar Kar, 2020; Jung & Jeong, 2020; Kaplan & Haenlein, 2010; Tajudeen et al., 2018).

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Beforehand, many researchers detected a significantly positive effect of competitive pressure on SMEs' performance in the emerging economies in Pakistan (Qalati et al., 2021), in the United Arab Emirates (Nuseir, 2018), and in New zealand (Jin & Hurd, 2018) . Therefore, we hypothesize:

H_{11}: A competitive pressure, a factor of SM adoption, has a significantly positive impact on the performance of SMEs.

Bandwagon effect and SME performance

The bandwagon effect of SM meaningfully promotes the performance by leveraging popularity signs, for example, likes, views, and shares (Odoom et al., 2017; Sarosa, 2012; Solomon et al., 2024). This sign can stimulate consumer behavior and perception. When consumers or users realize high engagement, they often adopt popular opinions or products to fit in, accelerating viral trends and magnifying the impact of marketing or social movements (Abed, 2020; Ainin et al., 2015; Sohn & Kim, 2020; Trawnih et al., 2021; Ur Rahman et al., 2020; Wang et al., 2016). So, we hypothesize:

H_{12}: The bandwagon effect, factor of social media adoption, has significantly positive impact on the performance of SME firms.

Perceived vendor support and SME performance

Vendor support is a systematic process in which vendors manage, assist, and collaborate with the external parties. So they will be able to supply goods or services as per contract (Alkhateeb & Abdalla, 2021; Solomon et al., 2024). The vendor also provides technical support for social media marketing. In addition, they also arrange free training sessions to adopt social media marketing for the SME firms. These social media marketing, training sessions, and maintaining communication with the external parties help the firms to improve performance(Abed, 2020; Imran & Jian, 2018; Solomon et al., 2024; Wardati & Er, 2019). So, perceived vendor support, factor of social media adoption, has a positive and significant effect on SME performance. So, we hypothesize:

H_{13}: There is a positive and significant effect of perceived vendor support on the performance of SME firms.

METHODOLOGY

Methodology is the all-encompassing policy, structure, and logic behind a research process.

Sampling and Data Collection

We haphazardly nominated respondents from SME firms. The researcher managed a web-based closed-ended questionnaire survey (created via Google Forms). The questionnaire link was circulated by means of social media platforms (WhatsApp) and individual emails to gather information from distributed respondents across the country. The researcher also used the direct questionnaire method. This study targeted only those SMEs in the trade industry, manufacturing industry and service industry. Around 500 questionnaires were sent to different SME firms to collect data. Among them, 395 questionnaires were returned, and 325 completed questionnaires were used for research analysis.

Table 1 indicates that 64.61 percent of responding firms' number of employee were below 25, 16.92 percent of firms had 25-50 employees, and 18.46 percent had 51- 150 employees. Most of the SME firms (87.69 percent) use Facebook as their social media platform.

Table 1: Demographic features

No of Employee	<25 25 to 50 51 to 150	210 55 60	64.61 16.92 18.46

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Social Media Platform	Face book WhatsApp Twitter Instagram Others	285 250 45 25 3	87.69 76.92 13.85 07.69 00.92
Respondent	Owner Manager	239 86	73.54 26.46

This research study used a well-established 5-point Likert scale (1 = strongly disagree to 5 = strongly agree), permitting individuals to respond to five different options. This research study includes technology-organization-environmental (TOE) framework (Qalati et al., 2021), information accessibility, customer relation and marketing, and economic sustainability. The relative advantage, cost effectiveness, compatibility, and interactivity are included in the technology scale. The relative advantage scale is measured by five items. Compatibility, cost-effectiveness, complexity and visibility were measured by 4, 4, 4, and 3 factors respectively. Here top management support, considered as organizational factor is measured by 4 factors. Competitive industry, perceived employee capability and perceived customer pressure and perceived vendor support which are considered as environmental factors, are measured by 4, 3, 4 and 3 factors. The other factors, information accessibility, customer relation and marketing, Bandwagon effects and economic sustainability are also considered as important factors that influence in SME performance. The SME performance scale was accessed by four factors collected from (Parveen et al., 2016).

Table 2 illustrates the factor loadings, and data related to reliability and validity.

Data Analysis

The SmartPLS version 4, has been used here to calculate PLS-SEM and its tools, algorithm, blindfolding, and bootstrapping to check the hypothesized model(Ali Qalati et al., 2020; Qalati et al., 2021, 2022). This SmartPLS 4 delivers contemporary examination both for structural and measurement models, which is more accurate results(Abed, 2020; AlQershi et al., 2020; Chege & Wang, 2020; Long Tuan Kechik et al., 2023; Tajudeen et al., 2018). Furthermore, IBM SPSS has also been used for descriptive statistics and the KMO measures the sampling adequacy, which shows the value 0.880, which is much higher than the acceptable threshold of 0.5(Qalati et al., 2022). So, the sample size is adequate for the study.

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.880
Bartlett's Test of Sphericity	Approx. Chi-Square	14111.636
	df	2080
	Sig.	0.000

Common Method Bias (CMB)

PLS-SEM has been used here for the full-collinearity approach (Chandrayanti et al., 2020; Stockdale et al., 2012). Recently, it has also been used in social media adoption in SME (Fan et al., 2021; Qalati et al., 2022a). To test the collinearity problem, VIF is the good one (Long Tuan Kechik et al., 2023b). PLS-SEM has been used in this research work. Greater than equal to 5 is suggestive of collinearity issues among the variables (Ainin et al., n.d.). In the present study, all of the constructs' VIF values were <5 and close to 1. So, it can be concluded that the research data is free from collinearity issues.(see Table 2).

Table-2: outer loadings, Cronbach's alpha, Composite reliability (rho_a), Composite reliability (rho_c), AVE, VIF

	Items	Sample mean (M)	Standard deviation (STDEV)	loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	VIF

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

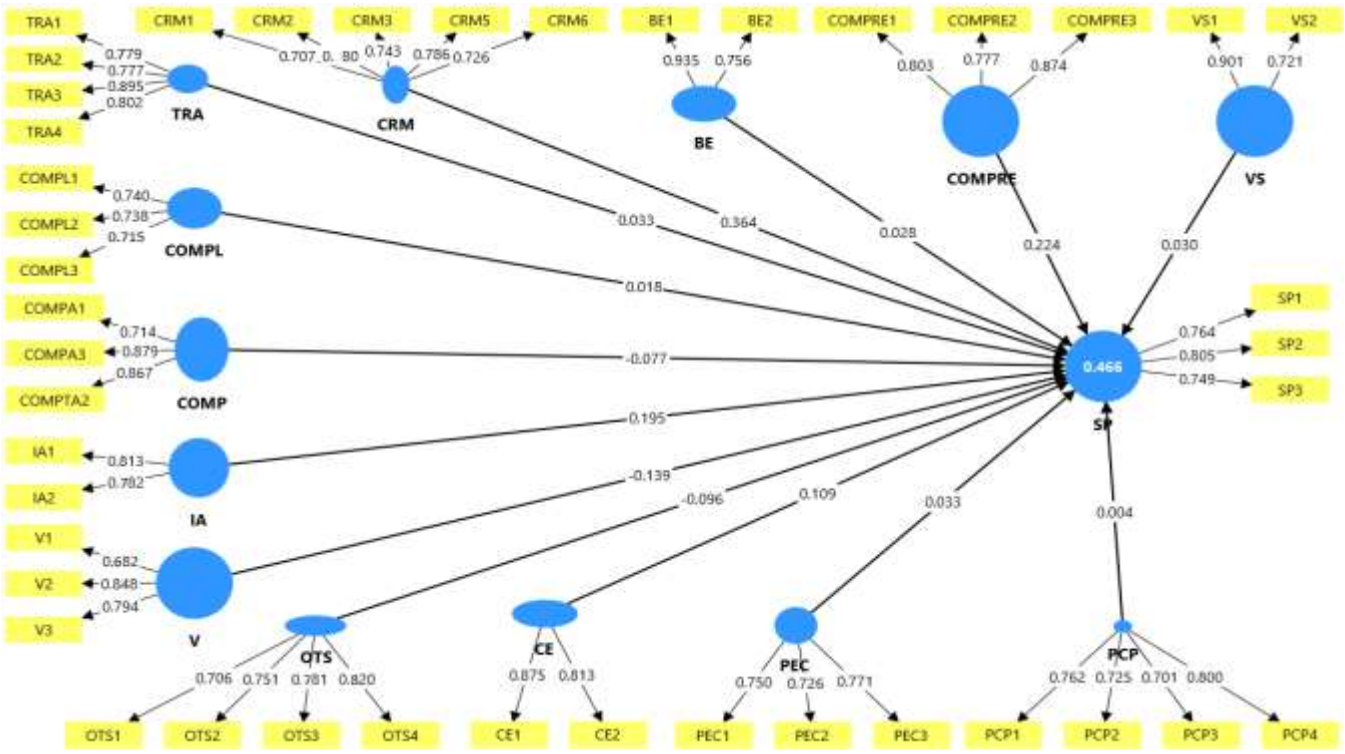
Technological Relative Advantage	TRA1	0.69	0.046	0.779	0.722	0.722	0.828	0.547	1.248
	TRA2	0.768	0.034	0.777					1.557
	TRA3	0.681	0.051	0.895					1.312
	TRA4	0.806	0.025	0.802					1.674
Compatibility	COMPA1	0.716	0.067	0.714	0.767	0.827	0.862	0.677	1.227
	COMPA2	0.716	0.067	0.879	0.767	0.827	0.862	0.677	1.227
	COMPA3	0.882	0.033	0.867					1.413
	COMPL1	0.703	0.044	0.740	0.747	0.749	0.768	0.525	1.652
complexity	COMPL2	0.762	0.039	0.738					1.116
	COMPL3	0.702	0.051	0.715					1.194
Visibility	V1	0.701	0.046	0.682	0.772	0.779	0.820	0.605	1.289
	V2	0.835	0.023	0.848					1.611
	V3	0.789	0.034	0.794					1.331
Information accessibility	IA1	0.781	0.056	0.813	0.728	0.703	0.721	0.564	1.55
	IA2	0.715	0.066	0.782					1.017
Organizational Top Management Support	OTS1	0.69	0.052	0.706	0.736	0.704	0.785	0.578	1.24
	OTS2	0.731	0.038	0.751					1.25
	OTS3	0.699	0.045	0.781					1.21
	OTS4	0.631	0.059	0.820					1.159
Customer Relation and Marketing	CRM1	0.68	0.036	0.707	0.799	0.810	0.855	0.597	1.819
	CRM2	0.677	0.045	0.800					1.426
	CRM3	0.754	0.033	0.743					1.53
	CRM5	0.761	0.039	0.786					1.443
	CRM6	0.695	0.04	0.726					1.677
Cost Effectiveness	CE1	0.892	0.018	0.875	0.701	0.736	0.831	0.711	1.053
	CE2	0.79	0.039	0.813					1.227
Perceived Employee capability	PEC1	0.774	0.049	0.750	0.761	0.723	0.793	0.562	1.248
	PEC2	0.66	0.069	0.762					1.153
	PEC3	0.799	0.038	0.771					1.284
Perceived competitive pressure	COMPRE 1	0.818	0.025	0.803	0.729	0.753	0.795	0.566	1.155
	COMPRE 2	0.769	0.036	0.717					1.325
	COMPRE 3	0.659	0.053	0.874					1.172
Bandwagon Effect	BE1	0.955	0.023	0.836	0.868	0.756	0.717	0.582	1.017
	BE2	0.489	0.108	0.756					1.053
Perceived Customer Pressure	PCP1	0.752	0.048	0.752	0.738	0.744	0.836	0.56	1.481
	PCP2	0.741	0.034	0.742					1.454
	PCP3	0.694	0.044	0.697					1.304

	PCP4	0.799	0.032	0.800					1.525
SME Performance	SP1	0.746	0.033	0.747	0.893	0.799	0.814	0.524	1.358
	SP2	0.804	0.021	0.803					1.556
	SP3	0.634	0.062	0.636					1.25
	SP4	0.698	0.04	0.699					1.328
Vendor support	VS1	0.896	0.023	0.901	0.818	0.850	0.799	0.667	1.139
	VS2	0.729	0.056	0.721					1.139

Table:3 heterotrait-monotrait ratio (HTMT)

	BE	CE	COMP	COMPL	COMPRE	CRM	IA	OTS	PCP	PEC	SP	TRA	V	VS
BE														
CE	0.822													
COMP	0.283	0.364												
COMPL	0.793	0.831	0.353											
COMPRE	0.604	0.849	0.299	0.757										
CRM	0.703	0.716	0.243	0.63	0.802									
IA	0.423	0.440	0.829	0.306	0.552	0.064								
OTS	0.488	0.844	0.48	0.732	0.793	0.773	0.460							
PCP	0.745	0.793	0.146	0.849	0.852	0.779	0.422	0.846						
PEC	0.711	0.487	0.261	0.687	0.734	0.638	0.612	0.514	0.779					
SP	0.781	0.683	0.355	0.715	0.890	0.821	0.452	0.603	0.633	0.635				
TRA	0.737	0.668	0.496	0.849	0.219	0.684	0.498	0.857	0.741	0.751	0.713			
V	0.703	0.747	0.413	0.722	0.688	0.811	0.477	0.835	0.856	0.707	0.689	0.77		
VS	0.665	0.768	0.349	0.776	0.847	0.828	0.463	0.753	0.855	0.746	0.783	0.808	0.809	

Figure 001



ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

Table-4: T value, P value, and Hypothesis decision

Hypothesis	Relationship	Path Coefficient	T statistics	P values	Decision
H_1	TRA -> SP	0.015	2.206	0.037	Supported
H_2	COMP -> SP	0.084	1.98	0.050	Supported
H_3	COMPL -> SP	0.035	0.565	0.572	Not Supported
H_4	IA -> SP	0.125	1.989	0.047	Supported
H_5	V -> SP	-0.119	1.747	0.081	Not Supported
H_6	OTS -> SP	0.041	2.694	0.037	Supported
H_7	PEC -> SP	0.019	0.274	0.784	Not Supported
H_8	CE -> SP	0.052	2.876	0.001	Supported
H_9	CRM -> SP	0.354	6.101	0.000	Supported
H_{10}	PCP -> SP	-0.057	0.766	0.444	Not Supported
H_{11}	COMPRE -> SP	0.263	3.58	0.000	Supported
H_{12}	BE -> SP	0.127	2.357	0.018	Supported
H_{13}	VS -> SP	0.102	1.977	0.050	Supported

Note. Critical values. R-square = .466. Adjusted R-square =0.406;

Goodness of fit summary = SRMR 0.070. *t-Value= greater than 1.96 (p = less than .05).

Table-5: Construct cross-validated communality

	Construct cross-validated communality						
	SSO	SSE	Q^2 (=1-SSE/SSO)	F-square	R-square	Adjusted R-square	Model Fit
BE	362.000	0.000	1.000	0.005	**0.466**	**0.406**	**SRMR 0.070**
CE	424.000	334.606	0.211	0.000			
COMP	724.000	645.100	0.109	0.136			
COMPL	1448.000	905.975	0.374	0.142			
COMPRE	1448.000	953.026	0.342	0.121			
CRM	1448.000	1034.991	0.285	0.008			
IA	1448.000	925.999	0.360	0.128			
OTS	362.000	0.000	1.000	0.114			
PCP	824.000	668.220	0.189	0.117			
PEC	362.000	0.000	1.000	0.163			
SP	1086.000	797.046	0.266				
TRA	724.000	624.537	0.137	0.001			
V	724.000	589.189	0.186	0.000			
VS	1810.000	1255.173	0.307	0.106			

Appraisal of the Measurement Model

Appraisal of the model comprises the reliability and validity of the individual items (Ali Qalati et al., 2020a; Long Tuan Kechik et al., 2023b). Composite reliability (CR) and Cronbach's alpha (CA) were used to assess reliability. The suggested value for CR and CA is at least 0.7 (Hair et al., 2019; Qalati et al., 2022). The CR and CA values for this study were greater than the recommended values for both measures (Table 2). For validity, the suggested tests are discriminant and convergent validity (Qalati et al., 2022). Factor loadings and average variance extracted (AVE) were recommended to test for convergent validity (Hair et al., 2019). The suggested values for factor loadings should be at least 0.7, and the average variance extracted values must be at least 0.5 (Hair et al., 2019; Qalati et al., 2022). The factor loadings and average variance extracted values for this study

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

were greater than the recommended value (Table-2). For this research, we used the heterotrait-monotrait ratio (HTMT) test, and the recommended value for discriminant validity is less than 0.85 (Qalati et al., 2021c, 2022b). The HTMT value for this research has fulfilled the satisfactory level (Table-3).

Assessment of the Structural Model

Before exploring the structural model of the research, VIF has been used for identifying proof on common method bias. The outcomes of common method bias reported in Table-2, identified that the value is within the acceptable threshold. Then, partial least square method called bootstrapping and used 5000 bootstraps with 325 selected sample to measure the relationship between SME performance and various factors of social media adoption, considering the criteria of t-value and p-value. The result reveals that the influencing factors of social media adoption have a significant influence in SME performance except some factors (table-4). The value of path coefficient, R-square is .446 or 46.6 percent. The recommended value of R-square is 0.19 measured as weak, 0.33 as moderate and 0.60 as substantial (Hair et al., 2019; Qalati et al., 2021b, 2022c). Furthermore, we have also analyzed the cross-validated redundancy measure (Q^2) to assess changes in model (Ali Qalati et al., 2020b). The recommended value of the cross-validated redundancy measure is $Q^2 > 0$ that specify that model has predictive relevance (measuring how correctly a structural model forecasts unseen data) (Cahyadi et al., 2024; Samat et al., 2018). The compatibility, complexity, customer relationship and management, and perceived employee capability, competitive industry, and perceived vendor support have large predictive relevance (Table-5). The rest of the factors have medium predictive relevance. To test the goodness of model-fit, the research study used SRMR with a recommended value of <0.08 considered a good fit, and a value of zero indicates a perfect fit (Qalati et al., 2021b). The outcome SRMR of this research study is 0.070, which is satisfactory.

DISCUSSION OF RESULTS

The quantitative analysis expresses the factors of social media that influence the SME performance of Bangladesh. Here, the TOE framework has been used to identify the factors of social media. The analysis identifies that technological factors, organizational factors, and environmental factors have an influence on the performance of the SME firms. Adoption of social media is very much customer-focused and carry unpredictable for SME performance. This research work provides a complete understanding of SM in the small and medium enterprise context. This study provides a complete picture of social media adoption in the trade sector of SME in the operating countries.

The results of this research indicate that the factors of adoption of SM provide a relative advantage that significantly influences SME performance (Table 4; $p = 0.037$), so the null hypothesis H_1 is accepted. This result shows the similarity with the previous work ((Ainin et al., 2015; Qalati et al., 2021a, 2022c; Solomon et al., 2024b).

At the same time, the result indicates that compatibility, a factor of social media adoption, has a positive and significant influence on SME performance (Table 4; $p = 0.050$), so the null hypothesis H_2 is accepted. The study reveals that any person has access to social media such as Facebook, Instagram through the internet. Access to social media is very simple and the SME firms can adopt very easily. The result is similar with the previous result (Ali et al., 2016; Chatterjee et al., 2021; Odoom et al., 2017b, 2017b; Qalati et al., 2021b; Solomon et al., 2024b). On the subject of complexity, another technological factors, for SM adoption has a positive and insignificant relationship for SME performance (Table 4; $p = 0.572$), so the null hypothesis H_3 is rejected. The outcome reveals that complexity for the adoption of SM does not effect on SME performance. This result is alike with the previous research studies (Ali Qalati et al., 2020a; Derham et al., 2011; Jin & Hurd, 2018b, 2018b; Qalati et al., 2021b). Another factor, information accessibility also has a positive and significant influence on SME performance (Table 4; $p = 0.047$), so the null hypothesis H_4 is accepted.

Another factor, visibility effect also has a negative and insignificant influence on SME performance (Table 4; $p = 0.081$), so the null hypothesis H_5 is rejected. This outcome indicates that the visibility of the firms in the

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

social media do not influence for the adoption of SM and the performance of SME firms. The result shows similarity with previous studies(Abed, 2020a; Adoyi et al., 2022; Chege & Wang, 2020; Qalati et al., 2022c).

In this study, organizational top management support for social media adoption has a negative and insignificant effect on SME performance (Table 4; $p = 0.037$), so the null hypothesis H_6 is accepted. The result is similar with the previous result (Ali et al., 2016; Odoom et al., 2017). The result is dissimilar with the previous result (Ainin et al., 2015; Qalati et al., 2021). Another factor, perceived employee capability, an important organizational factor) does not influence on SME performance (Table 4; $p = 0.784$), so the null hypothesis H_7 is rejected. This outcome indicates that the perceived employee capability for the social media adoption do not influence the performance of SME firms. The result shows similarity with previous studies(Abed, 2020; Adoyi et al., 2022; Chege & Wang, 2020; Qalati et al., 2022).

Another factor, cost effectiveness also has a positive and significant influence on SME performance (Table 4; $p = 0.001$), so the null hypothesis H_8 is accepted. This outcome indicates that the compatibility of SM adoption yields positive benefits for continuing various marketing and operations-related activities compared to traditional marketing in the performance of SME. The result shows similarity with previous studies(Abed, 2020; Adoyi et al., 2022; Chege & Wang, 2020; Qalati et al., 2022).

In this study, customer relations and marketing, factors for SM adoption, have a positive and significant relationship with SMEs' performance (Table 4; $p = 0.000$), so the null hypothesis H_9 is accepted. The outcome reveals that SME firms adopt SM for sustainable economic development, which is a good sign for internationalization, avoiding the fear of potential customers and improving SMEs' performance. This result is alike with the previous research studies (Fang et al., 2022; He et al., 2017; Solomon et al., 2024).

Another factor, competitive pressure on the SM has a positive and significant influence on SME performance (Table 4; $p = 0.000$), so the null hypothesis H_{11} is accepted. This outcome indicates that the competitive pressure helps to sustain in the competitive market and to make good performance of SME firms. The result shows similarity with previous studies(Abed, 2020; Adoyi et al., 2022; Chege & Wang, 2020; Qalati et al., 2022).

Another environmental factor, bandwagon effect for SM adoption has a positive and significant relationship for SME performance (Table 4; $p = 0.018$), so the null hypothesis H_{12} is accepted. The outcome reveals that bandwagon effect for the adoption of SM effects on SME performance.

On the subject of vendor support, one of the important environmental factors, for social media adoption has a positive and significant relationship for SME performance (Table 4; $p = 0.050$), so the null hypothesis H_{13} is accepted. The outcome reveals that vendor support for the adoption of SM effects on SME performance. This result is alike with the previous research studies (Fang et al., 2022; He et al., 2017; Solomon et al., 2024).

CONCLUSION

This research study extends the TOE framework by evaluating the different determinants that affect the SMEs' performance in Bangladeshi context. Most of the previous research have used TOE model employing technological factors such as relative advantage, complexity, compatibility(Ali Abbasi et al., 2022; Ali et al., 2016; Ali Qalati et al., 2020; Chatterjee et al., 2021; Franco et al., 2016; He et al., 2017; Odoom et al., 2017; Odoom & Mensah, 2019; Qalati et al., 2021; Solomon et al., 2024).

The present research provides an exhaustive view of the social media adoption factors that support decision-making and highlight the importance of SM adoption from the SME perspective. This study reveals the key factors influencing technology adoption and its impact on SME performance in Bangladesh. The outcomes of the research disclose that the influencing factors of SM adoption have a positive and significant effect on performance in relation to communication and developing relationships with customers, reducing costs in promotional events, and amplifying consumer loyalty.

In addition, among the technological factors, such as relative advantage, compatibility and information accessibility are supportive to decision making that is very important for the performance of the SME firms. From an organizational factor, top management support, customer relation and marketing, cost effectiveness are also helpful in SME performance. The competitive pressure, vendor support, bandwagon effect factors of the environment also assist in performance in SME firms. The recognized prompting elements deliver a good direction for practitioners and decision-makers, permitting them to give attention on the issues that have a significant impact on the performance of SMEs.

Limitations and Future Research

This research identifies the different factors of SM that regulate the performance of SMEs. There are some other factors, such as Government support and resource shortage (electricity, consistent network), that were not considered in the list of influencing factors. This can be deemed as a limitation of the study. The present study examined various factors influencing social media adoption and its influence on SME performance. This model was used in developing countries like Bangladesh, but has not been used in a comparative study that is necessary to validate the outcomes of the research.

Additionally, this study examined the influence of factors of social media on the financial performance of SME, but non-financial performance was not considered here. This research has been done on the trade sector of SME, but the service sector and manufacturing sector were not included here. The sample size of the study can be measured as a limitation. The specific technique of reaching the respondent may be measured as a limitation.

Future study can be done on the influence of social media on non-financial performance. In addition to the manufacturing sector, the service sector, micro enterprise, and cottage enterprise can be included in the upcoming research. Future studies can also be done on the influencing factors on the non-adoption of social media.

Declaration of Conflicting Interests

The authors confirmed no probable conflicts of interest related to the study and publication of this research.

Funding

No financial support.

Ethics in publishing

The research connecting members were studied and approved and contributors delivered their printed knowledgeable assent to contribute in this study. \

REFERENCE

1. Abed, S. S. (2020). Social commerce adoption using TOE framework: An empirical investigation of Saudi Arabian SMEs. International Journal of Information Management, 53, 102118. https://doi.org/10.1016/j.ijinfomgt.2020.102118
2. Abel, A. B. (2018). Optimal Debt and Profitability in the Trade-Off Theory: Optimal Debt and Profitability in the Trade-off Theory. The Journal of Finance, 73(1), 95–143. https://doi.org/10.1111/jofi.12590
3. Adoyi, J., Nnabuko, J. O., Uduji, J. I., Okoro, D. P., & Iloka, C. B. (2022). The Influence of Social Media on Market Performance of SMEs in Nigeria. 20(20).
4. 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 Behavior & Research, 25(1), 84–111. https://doi.org/10.1108/IJEBR-08-2017-0299
5. Ahmeti, H. G., & Fetai, B. (2021). Determinants of Financing Obstacles of SMEs in Western Balkans. Management Dynamics in the Knowledge Economy, 9(3), 331–344. https://doi.org/10.2478/mdke-2021-0022

6. Ainin, S., Parveen, F., Moghavvemi, S., Jaafar, N. I., & Mohd Shuib, N. L. (2015). Factors influencing the use of social media by SMEs and its performance outcomes. Industrial Management & Data Systems, 115(3), 570–588. https://doi.org/10.1108/IMDS-07-2014-0205
7. Alatawi, F. M. H., Dwivedi, Y. K., & Williams, M. D. (2013). Developing a conceptual model for investigating adoption of knowledge management system in Saudi Arabian public sector. International Journal of Business Information Systems, 14(2), 135. https://doi.org/10.1504/IJBIS.2013.056121
8. Alghamdi, O. A. (2024). Exploring the Link Between Social Media Adoption and Saudi Arabia SME's Sustainable Performance: The Moderating Role of COVID-19. Sage Open, 14(4), 21582440241293043. https://doi.org/10.1177/21582440241293043
9. Ali Abbasi, G., Abdul Rahim, N. F., Wu, H., Iranmanesh, M., & Keong, B. N. C. (2022). Determinants of SME's Social Media Marketing Adoption: Competitive Industry as a Moderator. Sage Open, 12(1), 21582440211067220. https://doi.org/10.1177/21582440211067220
10. Ali, F., Amin, M., & Cobanoglu, C. (2016). An Integrated Model of Service Experience, Emotions, Satisfaction, and Price Acceptance: An Empirical Analysis in the Chinese Hospitality Industry. Journal of Hospitality Marketing & Management, 25(4), 449–475. https://doi.org/10.1080/19368623.2015.1019172
11. Ali Qalati, S., Li, W., Ahmed, N., Ali Mirani, M., & Khan, A. (2020). Examining the Factors Affecting SME Performance: The Mediating Role of Social Media Adoption. Sustainability, 13(1), 75. https://doi.org/10.3390/su13010075
12. Alkhateeb, M. A., & Abdalla, R. A. (2021). Social Media Adoption and its Impact on SMEs Performance A Case Study of Palestine. Studies of Applied Economics, 39(7). https://doi.org/10.25115/eea.v39i7.4872
13. AlQershi, N., Mokhtar, S. S. M., & Abas, Z. B. (2020). Innovative CRM and Performance of SMEs: The Moderating Role of Relational Capital. Journal of Open Innovation: Technology, Market, and Complexity, 6(4), 155. https://doi.org/10.3390/joitmc6040155
14. Amoah, J., Bruce, E., Shurong, Z., Bankuoru Egala, S., & Kwarteng, K. (2023). Social media adoption in smes sustainability: Evidence from an emerging economy. Cogent Business & Management, 10(1), 2183573. https://doi.org/10.1080/23311975.2023.2183573
15. Annisa, L. H., & Er, M. (2019). Impact of Alignment between Social Media and Business Processes on SMEs' Business Process Performance: A Conceptual Model. Procedia Computer Science, 161, 1106–1113. https://doi.org/10.1016/j.procs.2019.11.222
16. Audretsch, D. B., & Belitski, M. (2021). Knowledge complexity and firm performance: Evidence from the European SMEs. Journal of Knowledge Management, 25(4), 693–713. https://doi.org/10.1108/JKM-03-2020-0178
17. Badi, L., & Ishengoma, E. (2021). Access to Debt Finance and Performance of Small and Medium Enterprises. Journal of Financial Risk Management, 10(03), 241–259. https://doi.org/10.4236/jfrm.2021.103014
18. Balogun, O. A., Nazeem, A., & Agumba, J. N. (2016). Determinants Predicting Credit Accessibility within Small and Medium-sized Enterprises in the South African Construction Industry. Procedia Engineering, 164, 473–480. https://doi.org/10.1016/j.proeng.2016.11.647
19. Basri, W. Sha. M., & Siam, M. R. A. (2019). Social media and corporate communication antecedents of SME sustainability performance: A conceptual framework for SMEs of Arab world. Journal of Economic and Administrative Sciences, 35(3), 172–182. https://doi.org/10.1108/JEAS-01-2018-0011
20. Berto Mulia Wibawa, Imam Baihaqi, Ninditya Nareswari, Rachma Rizqina Mardhotillah, & Faras Pramesti. (2022). Utilization of Social Media and Its Impact on Marketing Performance: A Case Study of SMEs in Indonesia. International Journal of Business and Society, 23(1), 19–34. https://doi.org/10.33736/ijbs.4596.2022
21. Bongini, P., Ferrando, A., Rossi, E., & Rossolini, M. (2021). SME access to market-based finance across Eurozone countries. Small Business Economics, 56(4), 1667–1697. https://doi.org/10.1007/s11187-019-00285-z
22. Brighi, P., & Venturelli, V. (2017). Demand and Supply Determinants of Credit Availability: Evidence from the Current Credit Crisis for European SMEs. In G. Chesini, E. Giaretta, & A. Paltrinieri (Eds.),

Financial Markets, SME Financing and Emerging Economies (pp. 41–70). Springer International Publishing. https://doi.org/10.1007/978-3-319-54891-3_4

23. Cahyadi, H., Tarigan, R. P., Masman, R. R., Trisnawati, E., & Wijaya, H. (2024). Exploring the dynamics of fintech usage behavior moderated by customer characteristics in Indonesia. International Journal of Innovative Research and Scientific Studies, 7(3), 997–1008. https://doi.org/10.53894/ijirss.v7i3.2993
24. Cao, G., & Weerawardena, J. (2023). Strategic use of social media in marketing and financial performance: The B2B SME context. Industrial Marketing Management, 111, 41–54. https://doi.org/10.1016/j.indmarman.2023.03.007
25. Catherine, N. (2016). Factors Affecting Credit Access Among Small and Medium Enterprises in Murang'a County.
26. Chan, C. M. L., Teoh, S. Y., Yeow, A., & Pan, G. (2019). Agility in responding to disruptive digital innovation: Case study of an SME. Information Systems Journal, 29(2), 436–455. https://doi.org/10.1111/isj.12215
27. Chandrayanti, T., Nidar, S. R., Mulyana, A., & Anwar, M. (2020). Impact of entrepreneurial characteristics on credit accessibility: Case study of small businesses in West Sumatera – Indonesia. Entrepreneurship and Sustainability Issues, 7(3), 1760–1777. https://doi.org/10.9770/jesi.2020.7.3(21)
28. Chatterjee, S., Chaudhuri, R., Sakka, G., Grandhi, B., Galati, A., Siachou, E., & Vrontis, D. (2021). Adoption of Social Media Marketing for Sustainable Business Growth of SMEs in Emerging Economies: The Moderating Role of Leadership Support. Sustainability, 13(21), 12134. https://doi.org/10.3390/su132112134
29. Chatterjee, S., & Kumar Kar, A. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. International Journal of Information Management, 53, 102103. https://doi.org/10.1016/j.ijinfomgt.2020.102103
30. Chege, S. M., & Wang, D. (2020). The influence of technology innovation on SME performance through environmental sustainability practices in Kenya. Technology in Society, 60, 101210. https://doi.org/10.1016/j.techsoc.2019.101210
31. Derham, R., Cragg, P., & Morrish, S. (2011). Creating Value: An SME And Social Media. Creating Value.
32. Fan, M., Qalati, S. A., Khan, M. A. S., Shah, S. M. M., Ramzan, M., & Khan, R. S. (2021). Effects of entrepreneurial orientation on social media adoption and SME performance: The moderating role of innovation capabilities. PLOS ONE, 16(4), e0247320. https://doi.org/10.1371/journal.pone.0247320
33. Fang, G. G., Qalati, S. A., Ostic, D., Shah, S. M. M., & Mirani, M. A. (2022). Effects of entrepreneurial orientation, social media, and innovation capabilities on SME performance in emerging countries: A mediated–moderated model. Technology Analysis & Strategic Management, 34(11), 1326–1338. https://doi.org/10.1080/09537325.2021.1957816
34. Franco, M., Haase, H., & Pereira, A. (2016). Empirical study about the role of social networks in SME performance. Journal of Systems and Information Technology, 18(4), 383–403. https://doi.org/10.1108/JSIT-06-2016-0036
35. Geurin, A. N., & Burch, L. M. (2017). User-generated branding via social media: An examination of six running brands. Sport Management Review, 20(3), 273–284. https://doi.org/10.1016/j.smr.2016.09.001
36. Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. European Business Review, 31(1), 2–24. https://doi.org/10.1108/EBR-11-2018-0203
37. Haque, R., Senathirajah, A. R. B. S., Khalil, Md. I., Qazi, S. Z., & Ahmed, S. (2024). A Structural Path Analysis Bangladeshi SMEs' Sustainability through Social Media Marketing. Sustainability, 16(13), 5433. https://doi.org/10.3390/su16135433
38. He, W., Wang, F.-K., Chen, Y., & Zha, S. (2017). An exploratory investigation of social media adoption by small businesses. Information Technology and Management, 18(2), 149–160. https://doi.org/10.1007/s10799-015-0243-3
39. Imran, M., & Jian, Z. (2018). Social Media Orientation and SME Export Performance: A Conceptual Framework. 5(6).
40. Islam, F., & Emon, A. A. (2025). Social Media Adoption in Bangladeshi SMEs: Usage Patterns, Challenges, and Benefits.

41. Jin, H., & Hurd, F. (2018). Exploring the Impact of Digital Platforms on SME Internationalization: New Zealand SMEs Use of the Alibaba Platform for Chinese Market Entry. Journal of Asia-Pacific Business, 19(2), 72–95. https://doi.org/10.1080/10599231.2018.1453743
42. Jung, S. H., & Jeong, Y. J. (2020). Twitter data analytical methodology development for prediction of start-up firms' social media marketing level. Technology in Society, 63, 101409. https://doi.org/10.1016/j.techsoc.2020.101409
43. Kaplan, A. M., & 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
44. Kapoor, K. K., Tamilmani, K., Rana, N. P., Patil, P., Dwivedi, Y. K., & Nerur, S. (2018). Advances in Social Media Research: Past, Present and Future. Information Systems Frontiers, 20(3), 531–558. https://doi.org/10.1007/s10796-017-9810-y
45. Kergroach, S. (2020). Giving momentum to SME digitalization. Journal of the International Council for Small Business, 1(1), 28–31. https://doi.org/10.1080/26437015.2020.1714358
46. Khalid, H. A., & Kalsom, A. W. (2014). Financing of small and medium enterprises (SMEs): Determinants of bank loan application. African Journal of Business Management, 8(17), 717–727. https://doi.org/10.5897/AJBM2013.7222
47. Long Tuan Kechik, T. S. M., Luqman, A., Chai Li, C., & Leman, F. (2023). The Impact of Social Media Adoption on SMEs' Performance: A TOE Framework Content Analysis. International Journal of Economics and Management, 17(2), 165–179. https://doi.org/10.47836/ijeam.17.2.02
48. Luthen, M. D., & Soelaiman, L. (2022). Factors Affecting the Use of Social-Media TikTok to Improve SME Performance: 3rd Tarumanagara International Conference on the Applications of Social Sciences and Humanities (TICASH 2021). https://doi.org/10.2991/assehr.k.220404.033
49. Melović, B., Jocović, M., Dabić, M., Vulić, T. B., & Dudic, B. (2020). The impact of digital transformation and digital marketing on the brand promotion, positioning and electronic business in Montenegro. Technology in Society, 63, 101425. https://doi.org/10.1016/j.techsoc.2020.101425
50. Moeuf, A., Pellerin, R., Lamouri, S., Tamayo-Giraldo, S., & Barbaray, R. (2018). The industrial management of SMEs in the era of Industry 4.0. International Journal of Production Research, 56(3), 1118–1136. https://doi.org/10.1080/00207543.2017.1372647
51. Moulick, R. K., & Khan, S. (2025). Determinants of Credit Accessibility to Small and Medium Enterprises (SMEs) in Bangladesh. Rajshahi University Journal of Social Science and Business Studies, 29, 49–67. https://doi.org/10.64102/rujssbs.0466
52. Ngah, R., & Wong, K. Y. (2020). Linking knowledge management to competitive strategies of knowledge-based SMEs. The Bottom Line, 33(1), 42–59. https://doi.org/10.1108/BL-08-2019-0105
53. Nuseir, M. T. (2018). Digital Media Impact on SMEs Performance in the UAE. 24(1).
54. Odoom, R., Anning-Dorson, T., & Acheampong, G. (2017). Antecedents of social media usage and performance benefits in small- and medium-sized enterprises (SMEs). Journal of Enterprise Information Management, 30(3), 383–399. https://doi.org/10.1108/JEIM-04-2016-0088
55. Odoom, R., & Mensah, P. (2019). Brand orientation and brand performance in SMEs. Management Research Review, 42(1), 155–171. https://doi.org/10.1108/MRR-12-2017-0441
56. Oshora, B., Desalegn, G., Gorgenyi-Hegyes, E., Fekete-Farkas, M., & Zeman, Z. (2021). Determinants of Financial Inclusion in Small and Medium Enterprises: Evidence from Ethiopia. Journal of Risk and Financial Management, 14(7), 286. https://doi.org/10.3390/jrfm14070286
57. Öztamur, D., & Karakadılar, İ. S. (2014). Exploring the Role of Social Media for SMEs: As a New Marketing Strategy Tool for the Firm Performance Perspective. Procedia - Social and Behavioral Sciences, 150, 511–520. https://doi.org/10.1016/j.sbspro.2014.09.067
58. Pandey, A., Kumar, A., Pujari, P., & Arora, M. (2023). Strategic Technology Adoption of social media in Indian SMEs. 19(1).
59. 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
60. Prasanna, R., Jayasundara, J., Naradda Gamage, S. K., Ekanayake, E., Rajapakshe, P., & Abeyrathne, G. (2019). Sustainability of SMEs in the Competition: A Systemic Review on Technological Challenges

and SME Performance. Journal of Open Innovation: Technology, Market, and Complexity, 5(4), 100. https://doi.org/10.3390/joitmc5040100

61. Qalati, S. A., Ostic, D., Sulaiman, M. A. B. A., 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), 21582440221094594. https://doi.org/10.1177/21582440221094594
62. Qalati, S. A., Yuan, L. W., Khan, M. A. S., & Anwar, F. (2021). A mediated model on the adoption of social media and SMEs' performance in developing countries. Technology in Society, 64, 101513. https://doi.org/10.1016/j.techsoc.2020.101513
63. Rafiki, A. (2020). Determinants of SME growth: An empirical study in Saudi Arabia. International Journal of Organizational Analysis, 28(1), 205–225. https://doi.org/10.1108/IJOA-02-2019-1665
64. Rahman, A., Belas, J., Kliestik, T., & Tyll, L. (2017). Collateral Requirements for SME loans: Empirical Evidence from the Visegrad Countries. Journal of Business Economics and Management, 18(4), 650–675. https://doi.org/10.3846/16111699.2017.1357050
65. Reim, W., Yli-Viitala, P., Arrasvuori, J., & Parida, V. (2022). Tackling business model challenges in SME internationalization through digitalization. Journal of Innovation & Knowledge, 7(3), 100199. https://doi.org/10.1016/j.jik.2022.100199
66. Rozak, H. A., Adhiatma, A., Fachrunnisa, O., & Rahayu, T. (2023). Social Media Engagement, Organizational Agility and Digitalization Strategic Plan to Improve SMEs' Performance. IEEE Transactions on Engineering Management, 70(11), 3766–3775. https://doi.org/10.1109/TEM.2021.3085977
67. Salam, S. (2019). The role of Social Media and Effect of Relationship Marketing on SME performance in Bangladesh:Multi-Group CFA.
68. Samat, M. F., Yusoff, M. N. H., & Ismail, M. (2018). The Mediating Effect of Social Media Marketing Adoption between Competitive Intelligence and SME Performance. International Journal of Asian Social Science, 8(7), 379–387. https://doi.org/10.18488/journal.1.2018.87.379.387
69. Sarosa, S. (2012). Adoption of Social Media Networks by Indonesian SME: A Case Study. Procedia Economics and Finance, 4, 244–254. https://doi.org/10.1016/S2212-5671(12)00339-5
70. Scuotto, V., Del Giudice, M., & Carayannis, E. G. (2017). The effect of social networking sites and absorptive capacity on SMES' innovation performance. The Journal of Technology Transfer, 42(2), 409–424. https://doi.org/10.1007/s10961-016-9517-0
71. Shareef, M. A., Mukerji, B., Alryalat, M. A. A., Wright, A., & Dwivedi, Y. K. (2018). Advertisements on Facebook: Identifying the persuasive elements in the development of positive attitudes in consumers. Journal of Retailing and Consumer Services, 43, 258–268. https://doi.org/10.1016/j.jretconser.2018.04.006
72. Sohn, J. W., & Kim, J. K. (2020). Factors that influence purchase intentions in social commerce. Technology in Society, 63, 101365. https://doi.org/10.1016/j.techsoc.2020.101365
73. Solomon, O. H., Allen, T., & Wangombe, W. (2024). Analysing the factors that influence social media adoption among SMEs in developing countries. Journal of International Entrepreneurship, 22(2), 248–267. https://doi.org/10.1007/s10843-023-00330-9
74. Stockdale, R., Ahmed, A., & Scheepers, H. (2012). Identifying Business Value From The Use Of Social Media: An Sme Perspective.
75. Tajudeen, F. P., Jaafar, N. I., & Ainin, S. (2018). Understanding the impact of social media usage among organizations. Information & Management, 55(3), 308–321. https://doi.org/10.1016/j.im.2017.08.004
76. Tajvidi, R., & Karami, A. (2021). The effect of social media on firm performance. Computers in Human Behavior, 115, 105174. https://doi.org/10.1016/j.chb.2017.09.026
77. Tiwasing, P. (2021). Social media business networks and SME performance: A rural–urban comparative analysis. Growth and Change, 52(3), 1892–1913. https://doi.org/10.1111/grow.12501
78. Trawnih, A., Yaseen, H., Al-Adwan, A. S., Alsoud, A. R., & Jaber, O. A. (2021). FACTORS INFLUENCING SOCIAL MEDIA ADOPTION AMONG SMES DURING COVID-19 CRISIS. A. S., 24(6).

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

79. Ur Rahman, R., Ali Shah, S. M., El-Gohary, H., Abbas, M., Haider Khalil, S., Al Altheeb, S., & Sultan, F. (2020). Social Media Adoption and Financial Sustainability: Learned Lessons from Developing Countries. Sustainability, 12(24), 10616. https://doi.org/10.3390/su122410616
80. Wang, W. Y. C., Pauleen, D. J., & Zhang, T. (2016). How social media applications affect B2B communication and improve business performance in SMEs. Industrial Marketing Management, 54, 4–14. https://doi.org/10.1016/j.indmarman.2015.12.004
81. Wardati, N. K., & Er, M. (2019). The Impact of Social Media Usage on the Sales Process in Small and Medium Enterprises (SMEs): A Systematic Literature Review. Procedia Computer Science, 161, 976–983. https://doi.org/10.1016/j.procs.2019.11.207

Questionnaire:

Questionnaire for the Respondent

Serial No.-

Department of Accounting and Information Systems

University of Rajshahi

Dear Sir/Madam,

I am conducting a research study under the Department of Accounting and information Systems, University of Rajshahi. The title of my research study is "Examining the Social Media Affecting Performance of SMEs' Trade Sector: Effects of Technological-Organizational-Environmrntal Factors". You are requested to indicate your opinion by putting **tick mark (√)** against each question in the box at the right side of the question. Your opinion has great value to us and will be kept confidential.

In the likert type question, various statements are weighted as follows:

5	4	3	2	1
I strongly agree	I agree	Neutral	I do not agree	strongly disagree

Section-A: Profile of the Respondent

1. Name of the Respondent:…….
2. Name of the Organization:……
3. Designation of the Respondent:……
4. Small or medium enterprise : 1. Employee 31-120 (assets 7.5 m - 150m)
   2. Employee 121-300 (assets 150 m -500m)

5. SM platform used 1. Facebook □ 2. Twitter □ 3. LinkedIn □ 4. WhatsApp □ 5. YouTube □

Section-B: Evaluation of the different Influencing factors of SM adoption.

6. Please state your opinion regarding the different influencing factors of SM adoption

			5	4	3	2	1
Technological Relative Advantage	TRA1	Social media marketing would enable our enterprise to market our products/ services in a better way.					
	TRA2	SM allows us to accomplish specific tasks more quickly.					
	TRA3	Social media marketing would enable our enterprise to communicate with our customers effectively.					

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

	TRA4	SM offers interactive mechanisms for value co-creation with our audience.					
	TRA5	Social media marketing would assist us in developing better relationships with our customers.					
Compatibility	COMP A1	SM adoption is compatible with the company's IT infrastructure.					
	COMP A2	SM adoption is compatible with our business processes and operations.					
	COMP A3	SM adoption is consistent with the company's beliefs and values.					
	COMP A4	Search for general information related to customer and competitors.					
Complexity	COMP L1	The use of social media marketing would require a lot of mental effort.					
	COMP L2	The use of social media marketing would be frustrating.					
	COMP L3	Social media marketing would be too complex for our marketing activities.					
	COMP L4	The skills needed to use social media marketing would be too complex for employees of our enterprise					
Information accessibility	IA1	Social media directly expands information accessibility by allowing real-time sharing.					
	IA2	SM ensures that everyone can access the information related to products and the firms.					
	IA3	SM, interactive tools enables two-way communication.					
Visibility	V1	SM allow us to create brand visibility.					
	V2	SM allows us to promote our newest products					
	V3	SM allows us to increase the visibility of the company.					
Organizational Top management support	OTS1	Social media adoption enables us to advertise, promote and deliver products/ services to the customer.					
	OTS2	Our marketing budgets would be significant enough financial resources to support the adoption of social media marketing.					
	OTS3	Top management emphasis on R&D, technological leadership.					
	OTS4	Top management emphasis on innovations					
Cost effectiveness	CE1	The cost involved in providing support systems for social media marketing would be too high					
	CE2	SM platform saves costs relating to time and effort in marketing, branding and customer service.					
	CE3	The basic training for employees to use social media marketing would be very low					
	CE4	Both way communication is possible with low cost.					
Perceived Employee Capability (PEC)	PEC1	Our employees would be capable of learning new social media marketing related technology easily.					
	PEC2	Our employees would be capable of using social media marketing to interact with our customers.					
	PEC3	Our employees would be capable of providing new ideas on social media marketing use for our enterprise.					
	PEC4	Our employees would be capable of using social media marketing to solve our marketing problems easily.					
Customer relation and Marketing	CRM1	SM allows us to maintain customer relations in real-time sharing.					
	CRM2	It allows to promote the marketing of the products.					
	CRM3	Businesses blend social data into customer relationship management tools to track sentiment and monitor feedback.					
	CRM4	Brands build online spaces that give buyers a sense of belonging, increasing emotional connection and long-term loyalty.					
	CRM5	Customers use social channels for support because replies are fast and they avoid long phone wait times, which builds quick trust.					
	CRM6	Good service on social media praises the brand publicly					
Environmental							
Competitive Pressure	COMP RE1	It is easy for our customers to switch to another company for similar services/products without much difficulty.					
	COMP RE2	There is rivalry among the firms in the industry; our firm is operating in an intense.					
	COMP RE3	Customers are able to easily access to several available products which are different from ours but perform the same functions.					

ISSN No. 2321-2705 | DOI: 10.51244/IJRSI |Volume XIII Issue IX September 2026

	COMP RE4	Our enterprise thinks that social media marketing has an influence on competition in their industry.					
		Some of our competitors have already started using social media marketing.					
Perceived Customer Pressure	PCP1	Our customers would demand that we establish relationships with them using social media marketing					
	PCP2	.Our relationship with our major customers would suffer if we did not adopt social media marketing.					
	PCP3	Customers want to get an instant response.					
	PCP4	Compared to other organizations, customers feel loyalty to be a stakeholder of social media-enabled firms					
Vendor support	VS1	SM helps in B2B Relationship Building					
	VS2	Reliable vendors use social media to broadcast system updates, security patches, or service disruptions proactively.					
	VS3	SM fixes one client while educating the wider user base.					
Bandwagon Effects	BE1	Social media algorithms are built to prioritize engagement, content that gains initial traction is pushed to thousands of other users, creating a powerful loop of psychological pressure to conform					
	BE2	Users like, share, or buy things purely because they see millions of others doing it.					
	BE3	If a piece of news—or misinformation—gains rapid traction, people share it to align with their online peer group. This creates a bandwagon where the speed of sharing outpaces the verification of facts.					
SMEs' performance	SP1	Increased awareness and market Share.					
	SP2	Improved customer service and quality and Increased customer engagement.					
	SP3	Increased company/brand visibility and reputation.					
	SP4	Increased customer loyalty and retention.					

Signature of the respondent