

ORGANISATIONAL CULTURE AND SOCIAL MEDIA INNOVATION FOR PRODUCT PROMOTION
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***¹AWOLEYE O. Michael, **ONYIGEN O. Harrison &
¹OLAPOSI T. Olubunmi**

¹African Institute for Science Policy and Innovation,
Obafemi Awolowo University, Ile-Ife

**Department of Computer Science,
Samuel Adegboyega University, Ogwa.

*Corresponding author email: mawoleye@oauife.edu.ng

Abstract

The study investigate the relationship between organisational culture and the effective use of social media (SM) for product promotion among firms involved in servicing and sales of consumer technology and clothing in Southwestern, Nigeria. The study explored characteristics of the firms capable of influencing their business performance while engaging SM. It further investigated the factors influencing the effective use of SM for product promotion in Southwestern Nigeria and also focused on firms involved in servicing and sales of consumer technology and clothing, located in Lagos, Ogun, and Oyo States. Using a set of questionnaire, a multi-stage sampling technique was employed to gather information from 400 respondents in the selected area. The result indicated that apart from the background prowess of the managers as occasioned by their educational training, other key factors that influence financial performance include: years of experience of use ($\beta = -0.14$, $p < 0.05$), ease of Internet access ($\beta = -0.26$, $p < 0.05$) and a regular Internet connection ($\beta = 0.16$, $p < 0.05$). In addition, the result further showed that due to these influencing factors, it was noted that firms whose performance increased was largely associated with the budget dedicated for SM promotion. Based on these findings, the study recommended the use of SM as a valuable resource for boosting business performance among service firms in the consumer technology and clothing industry.

Keywords: Organisational Culture, Social Media, Consumer Technology, Product Promotion, Clothing Industry.

Introduction

Organisational culture and its relation to the use of social media for product promotion among businesses in the consumer technologies and clothing sectors suggests that organisational culture plays an important role in shaping how businesses use social media for product promotion. Studies found that a culture of innovation and risk-taking is positively associated with a greater willingness to experiment with new and emerging social media platforms, while a culture of caution and conservatism is associated with a greater focus on using established

social media platforms. Additionally, a culture that values employee empowerment and creativity tend to have employees more engaged in using social media for promotion purposes, and organisations with a strong culture of innovation and customer orientation tend to allocate more resources and budget to social media promotion. Therefore, understanding and aligning organisational culture with social media strategy can help businesses in these sectors to effectively use social media to reach their target audience and achieve their promotion goals. The advent of social media platforms has altered the way firms market their products. It has also provided a new way for firms to engage with their customers and market their products. Firm's enhanced engagement with customers increases the chances for customers to be more involved with their product promotion activities (Smith & Zook, 2012). With the deployment of social media platforms, firms can engage their customers directly and in real-time at a relatively low cost. This attribute makes social media platforms appropriate for firms of all sizes be it small, medium or large enterprises (Kaplan and Haenlein, 2010; Lindqvist, 2017). Firms have employed social media for product promotion, sales, customer service, innovation, problem resolution, and for driving cultural change (Negedu & Isik 2020). Firms derive different values for their social media use such as improved product visibility (Sto Khof, Marteus, Bastiaens & Vries 2017), enabling word-of-mouth communication (Chen *et al.*, 2014; Ismagilova *et al.*, 2020), sales increase (Trainor & Lucia, 2013), information sharing and consumers support (Ballantine & Stephenson, Carter & Stranadova, 2011; Lin, Aung, Guo, & Yang, 2020). In the same vein, firms and customers can be networked through social media in order to disseminate valuable information that leads to a positive impact based on trust. Social media has been noted to have the property of developing promotion strategies in firms through trust building between the firms and customers and impacting customers' intention to buy products online (Liang & Turban, 2011). Increasing numbers of firms are leveraging the use of social media platforms and in carrying out their promotion activities. The adoption of social media platforms for promotion by firms might create not only a lot of opportunities but can change the shape and nature of their business all over the world. It is essential to understand the factors that contribute to the adoption of social media promotion among SMEs in conducting promotion activities within business enterprises, individuals and stakeholders. Much more in a developing country context like Nigeria, especially among service firms.

Purpose of the Study

The general objective is to examine the factors influencing the effective deployment of social media platforms for product promotion among firms in Southwestern Nigeria. The specific objectives therefore are to:

- (i) examine the characteristics capable of influencing the financial performance of the firms;
- (ii) investigate factors influencing the effective use of social media for product

promotion among the selected firms in southwestern Nigeria.

Research Questions

- (I) What are the characteristics of the firms capable of influencing the firm's financial performance?
- (ii) What are the factors influencing the effective use of social media platforms for product promotion among the service firms?

Organisational Culture

Organisational culture (OC) refers to the shared values, beliefs, and customs that shape the way an organisation behaves and interacts with its internal and external stakeholders. A growing body of literature suggests that organisational culture plays a significant role in determining an organisation's approach to using social media for product promotion. Social media has become a key promotion tool for organisations, and understanding the relationship between organisational culture and social media use is essential for effective product promotion. Tuten & Solomon (2013) argued that social media promotion is an essential part of an organisation's overall promotion strategy and that it can be used to build relationships with customers, increase brand awareness, and drive sales. They also note that organisational culture can have a significant impact on an organisation's approach to social media promotion, with some cultures being more open to new technologies and others being more traditional and resistant to change. Eddy & Dean (2017) explored the role of organisational culture in shaping the use of social media for intra-organisational communication. They found that organisations with a strong culture of innovation and collaboration were more likely to use social media for communication and decision-making. On the other hand, organisations with a more traditional culture were less likely to use social media in this way. Gao, Li & Shuai (2016) found that organisational culture has a positive impact on customer satisfaction in e-commerce. They noted that organisations with a customer-oriented culture were more likely to use social media to interact with customers and provide a high level of service. Bhatnagar & Bhatnagar (2016) also found that organisational culture plays a critical role in social media promotion. They found that organisations with a strong culture of innovation and customer focus were more likely to use social media to connect with customers and build relationships, while those with a more traditional culture were less likely to do so. Kerchner & Hodges (2011) found that organisations with a culture that values open communication and collaboration were more likely to use social media for communication and information sharing. On the other hand, organisations with a more hierarchical culture were less likely to use social media in this way. Tian, Liu & Fang (2018) conducted research on the impact of organisational culture on social media promotion among Chinese SMEs, they found that organisations with a customer-oriented culture were more likely to use social media as a promotion tool, while those with a production-oriented culture were less likely to do so. Liu & Fang (2014) also found that organisational culture plays a significant

role in determining an organisation's use of social media for promotion. They found that organisations with a customer-oriented culture were more likely to use social media to connect with customers and build relationships, while those with a more traditional culture were less likely to do so. Thus, organisational culture plays a significant role in determining an organisation's approach to using social media for product promotion. Organisations with a customer-oriented culture that values innovation and collaboration are more likely to use social media effectively for product promotion, while those with a more traditional culture may be less likely to do so.

Social Media as a Veritable Resource for Firms

Social media since its advent has been employed as a platform to source useful information which enables customers evaluate and search for products (Constantinides, 2014). As a result of the acknowledgement of the strategic opportunities it provides, recent studies have reported new trends to its usage by customers. This new trend has greatly influenced the way firms and marketers operate strategically and tactically in terms of providing products that can meet customers' needs and demand. Firms venturing into the social media environment could be borne out of the need to face off competition from other firms and to have control. In 2009, Center for Media Research conducted a survey and found out that businesses plan to employ social media platforms strategically for their product promotion activities. A study identified the effects of social media product promotion for three types of businesses, depending on the degree of their adoption and usage of the platforms (Constantinides, 2014). The study examined the experience of the 20% of top performance scorers engaging social media tools for promotion and found out that: (i) 95% of the cases of customers are likely to recommend the products of businesses (ii) 87% of the cases of social media usage enhance return on investment of firms and (iii) it also noted that there is an increase in purchasing rate of customers in about 95% of the cases. The statistics from the studies shows that social media platform when deployed for product promotion by businesses has multifaceted benefits associated with it.

Influencing Factors of Social Media Deployment by SMEs

Wamba & Carter (2013) in their study among managers of Small and Medium Scale Enterprises (SMEs) in the USA, UK, Australia and India found that the innovativeness of the firm, age and geographic location of the enterprise had a significant impact on factors influencing the deployment of social media platforms by SMEs. Some other findings showed that firms will engage more with social media if the platforms provide relevant contents that are of high quality to the firm's business activities (Zeiller & Schauer, 2011). Several studies revealed that factors that influence the use of social media are; cost-effectiveness and privacy (Chong & Chan, 2012; Chai *et al.*, 2011).

Some influencing factors of the use of social media as found in extant

literature are as enumerated as follows. One of the factors identified is usefulness; this is a vital influencing factor for the adoption of social media platforms by several firms. Various pieces of research showed that usefulness influences the use of social media in many areas not only in businesses (Infante & Mardikaningsih, 2022), but also in education (Papademetriou, et al., 2022), workplace (Song *et al.*, 2019; Chatterjee & Kar, 2020) and daily life (Cingel et al., 2022). Choi & Chung (2013) found that usefulness is a vital factor in choosing social networking use. Also, social media is useful in promoting a firm's brands increasing brand popularity (Neti, 2011; Phan, 2011; Laroche, 2013). Another study revealed that social media is capable of increasing viral promotion of firms (Gilfoil, 2012; Yang, 2013). Since the ability of social media to transcend geographical location is evident, it is therefore useful for any business planning to increase its market share to explore the efficacy of using SM to market its products. Another factor as presented in literature capable of influencing product promotion is the '*ease of use*', this is the extent firms/users believe they require less effort in engaging social media platform for their product promotion activities (Amin, 2022). One of the striking benefits of social media adoption is how easily firms can have conversations with their customers on a regular basis (Schivinski, 2014; Adegbuyi, 2015). It is now easier for firms to disseminate information on updates of enterprise products (Tsimonis & Dimitriadis, 2014; Kwok, 2012). Also, with interactive features, social media enables SME firms to display ads in a variety of new ways (Helmi, 2014).

Cost-effectiveness is another important factor in the adoption of new technologies which is primarily premised on the judicious use of funds and its effect (Chong & Chan, 2012). Social media is invaluable for firms because of its relatively low cost, low barriers to involvement as well as the required ICT skills that seem not to be difficult (Derham *et al.*, 2011). It has been shown from studies that, businesses are not likely to adopt social media if the cost of setting it up is high. Therefore, the cost of adoption has a positive and significant impact on a firm's deployment of social media. On the other hand, Tan *et al.* (2009) found that cost had no significant effect on ICT adoption. Firms are likely to use social media platforms since it is a cost-effective technology and they can have direct interactions with customers at relatively low cost (Kaplan & Haenlein, 2010). Among other factors identified to have impacted social media in developed countries are: interaction, managerial skills and the business environment. In the first instance, Interaction has been reportedly played a vital role in influencing the adoption of social media as it relates to customers' response to new technologies (Jiang & Benbasat, 2007). Social media are interactive media that enables a two-way communication between firm and its customers (Mayfield, 2008). The research by Handayani & Lisdianingrum (2012) found that social media such as Facebook could be used as an effective free online promotion tool if it is properly harnessed.

On managerial resource, management facilitates and rationalise the exchange of information in the organisational structure. The decision of management at the top-level assist in no small way in influencing the availability of

resources for the facilitation of a firm's promotion activities.. In addition, the decision among SMEs from daily functions to future investments has been reported to have been influenced by the top management (Michael and Porter, 2016). Management decisions has a direct impact on all levels of workforce who in turn will be committed in driving the resolutions reached at the top. A workforce who are positively disposed towards social media adoption have a great part to play in the deployment of the innovations in collaboration with management.

Past researches showed that users have become more receptive towards internet, but there are concerns about trustworthiness of technology when it comes to the amount invested (Curtis *et al.*, 2010; Stockdale and Standing, 2006). Although, some barriers to SMEs adoption of technology such as spamming and lack of trust were also noted. Lastly, on the ground of business environment, firms perceived technology as a tool to succeed in competition. As social media has been identified as tool for firms to stay ahead of competitors in the context of product promotion and related activities, to thrive (Ifinedo, 2011; El-Gohary, 2012).

Conceptual Framework

The conceptual framework for this study is as shown in Figure 1. It involves integrating the factors influencing the effective deployment of social media platforms by firms for their product promotion activities. These influencing factors comprise certain variables in order to attain sales performance. The framework comprises three components; the middle oval shape represents the a given social media technology employed by any firm. The platforms which include; Facebook, Twitter, Instagram, and YouTube is the link between the various influencing factors and the firm's sales performance. The sales of a firm perform better if any of the social media platforms mentioned are deployed. Meanwhile, the left-hand side of the figure are the hypothetical factors influencing social media platform deployment and they are directly linked with the various deployed platforms. It contains twelve rectangular shaped elements such as; years of experience of use, staff strength, dedicated time, Internet skill of staff, Internet ease of access, regular Internet connection, adequate Internet speed, cost effectiveness, privacy, infrastructural support, management support and perceived usefulness. The variable of years of experience of use was adapted from Papastathopoulou & Avlonitis (2009), cost-effectiveness factor was adapted from Chong and Chan (2012). Privacy was measured using a variable adapted from Chai *et al.* (2011). Also, perceived usefulness was adopted by Choi & Chung (2013). Furthermore, management support was adapted from (Michael & Parker, 2016). Infrastructural support was adapted from the study of Curtis *et al.* (2010), Stockdale & Standing (2006), while the provision of regular Internet connection, Internet ease of access and adequate Internet speed were adapted from the study of El-Gohary (2012) as variables that influence the business environment of firms. Staff strength and Internet skills of staff are another important set of variables that impact on business performance. The right hand is a rectangular shape that represents firm's performance. As shown in the

figure, these factors have the tendency to influence sales performance and may also fast-track the growth of the same.

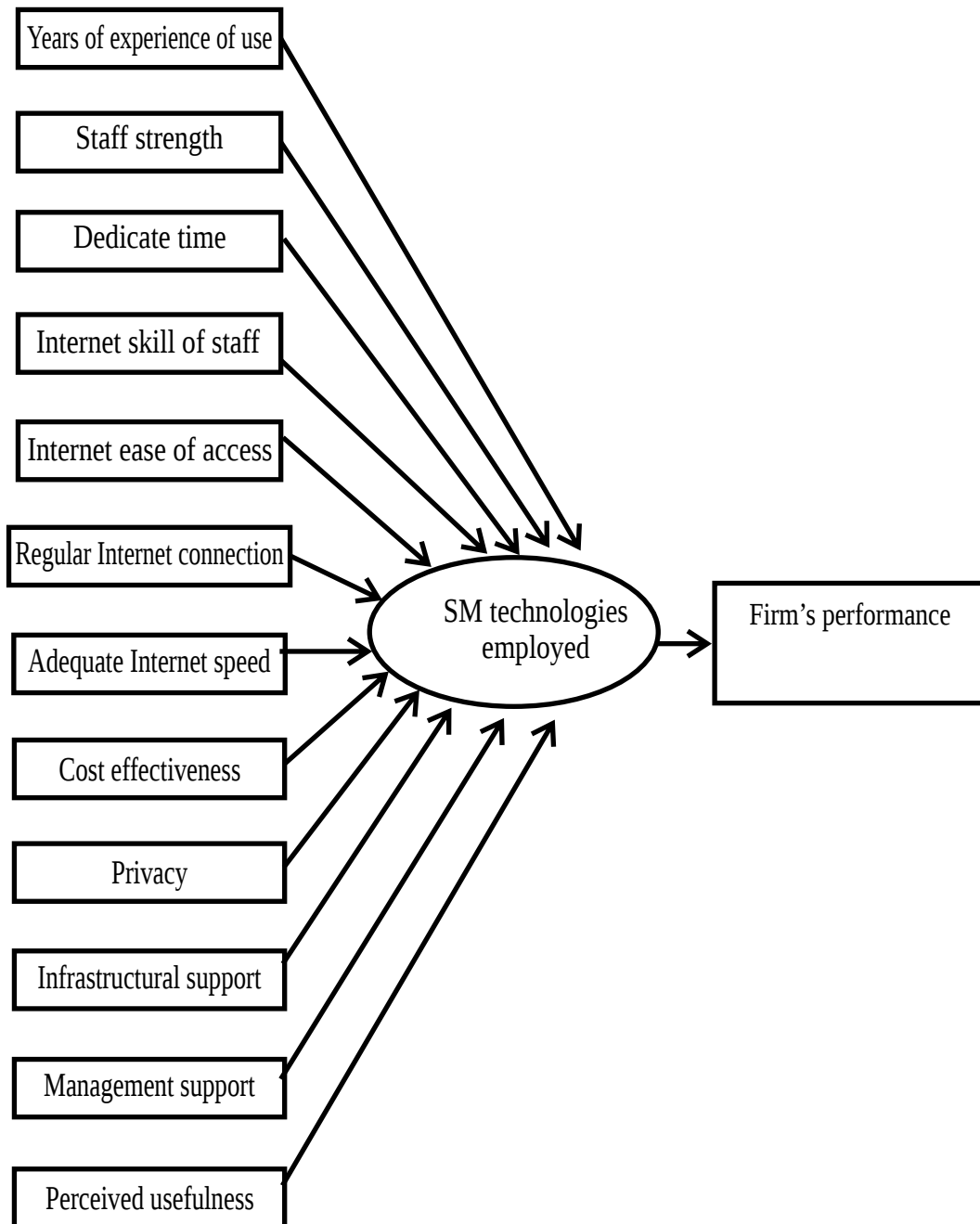


Figure 1 Conceptual Framework of the Study
Source: Adapted from Moghavveni (2015)

Methodology

The study adopted a survey research design involving firms engaged in servicing and sales of consumer technology and clothing. The total population of these firms is unknown due to the inclusion of both registered formal sector firms and unregistered informal sector firms. Therefore, a sample size of 400 firms was determined using an established technique for determining sample size in the case of an unknown population. The sample was stratified among the three selected states in Southwestern Nigeria, with a ratio of 2:1:1 for Lagos, Ogun, and Oyo States respectively. The selection of these states was based on their status as commercial hubs in the region. For instance, Lagos state houses a seaport where companies receive their ordered products or imported goods from abroad, and it is also home to the first international airport in Nigeria. To gather data, a structured questionnaire was utilised to elicit general information about the firms, their characteristics, and the factors influencing the effective use of social media for product promotion, as well as its impact on their financial performance. The questionnaire underwent face, content, and construct validation to determine its validity and appropriateness. Reliability was assessed using Cronbach's alpha, resulting in values was 0.71, indicating good reliability. Data analysis involved descriptive statistics such as frequency counts and simple percentages, as well as regression analysis for inferential statistics. IBM SPSS 20.0 software was employed for the data analysis in this study.

Results

This section shows the outlook of the characteristics of the firms sampled, Table 1 shows that 88 (30.3%) of the firms surveyed had been in business for 1-5 years, and 110 (37.9%) for 6-10 years, while 67 (23.1%) and 19 (6.6%) of the firms had been in business for 11-15 years and 16-20 years respectively. Considering the educational qualifications of the respondents, the Table 1 shows that 3.4% of the business owners/managing directors had primary education, 11.3% had secondary school education, 44.4% had HND/B.Sc., and 23.2% had postgraduate education. The staff of the firms also have a diverse educational background, with 14% having secondary school education, 5.1% trade test, 31.7% NABTEB/OND, 26.3% HND/B.Sc. and 3.4% postgraduate qualifications. The Table also shows that 70.6% of the firms were in the consumer technology business, while 29.4% were involved in clothing sales. Furthermore, Table 1 shows that 119 (40.6%) of the respondents were supervisors of the business enterprises, while 28.3% of the respondents were IT specialist in charge of their social media platforms. The table further reveals that 16.4% and 11.6% were supervisors and CEOs of the organisations.

Table 1: Profile of Firms that Deploy Social Media in the Selected States in Southwestern Nigeria

Parameters		Frequency	Percentage (%)
Age of business (N=290)	1 - 5	88	30.0
	6 - 10	110	37.9
	11 - 15	67	23.1
	16 - 20	19	6.6
	21 over	6	2.1
Qualification (293), CEO	Primary	10	3.4
	Secondary	33	11.3
	Trade test	4	1.4
	NABTEB/OND	48	16.4
	HND/B.Sc.	130	44.4
	Postgraduate	68	23.2
Staff Category (N=293)	CEO/Manager	34	11.6
	Supervisor	119	40.6
	IT	48	16.4
	Specialist	83	28.3
	Others	9	3.1
Main line of Business	Consumer Technology	207	70.6
	Clothing	86	29.4

Source: Author's Survey

The findings from Table 2 suggests that a majority of the business enterprises surveyed (78.4%) had a dedicated budget for their advertising activities tailored for social media platforms. This indicates that these organizations have a strong emphasis on the importance of social media in their promotion strategy, and are willing to allocate resources toward this. However, it is also notable that 21.6% of the sampled business enterprise did not have a budget dedicated for its social media activities for product promotion, which may suggest a lack of emphasis on social media within these organizations or a lack of understanding of its potential impact. This aligns with the literature on the impact of organizational culture on social media adoption. According to a study by Munir *et al.* (2021), organisations with a culture that encourages innovation and risk-taking are more likely to adopt social media for promotion purposes. Similarly, a study by Sánchez-Franco *et al.* (2017), found that organisations with a strong culture of communication and collaboration are more likely to effectively leverage social media for promotion. Furthermore, the findings from Table 3 reveal that a majority of the firms surveyed (49.5%) had a financial

turnover of N1- N 5m after the deployment of social media platforms for their product promotion activities, while 30.5% indicated a financial turnover of N5.1m - N 10m after deployment of social media platforms. This suggests that the adoption of social media for promotion purposes has led to an increase in financial performance for these organizations, further emphasizing the importance of social media in organizational culture and strategy.

Further results as shown in Table 3 show that one hundred and two (71.4%) of the firms had a financial turnover of N1 - N 5m before the deployment of social media platforms, while 21.7% had a turnover of N5.1m- N10m before deployment. Five (3.5%) of the respondent's financial turnover was N15.1m – N20m. Table 3 revealed an increase in financial turnover of the firms after deployment of social media platforms for their product promotion activities. A good proportion (49.5%) had N1- N 5m as turnover, while 30.5% indicated a financial turnover of N5.1m - N 10m after deployment of social media platforms. Six (4.2%) of the respondents had an increase of N10.1m - N 15m after deployment, while, 7.7% had over N20.1m as turnover which maybe as a result of increased sale from the use of social media platforms. The data presented in Table 3 suggests that many of the businesses surveyed had a relatively low financial turnover before implementing social media platforms for product promotion. However, after deployment of these platforms, there was a significant increase in turnover for a majority of the firms. This increase in financial performance can potentially be attributed to the use of social media for product promotion, as it allows for greater reach and engagement with customers. This aligns with literature that suggests the use of social media can have a positive impact on organizational performance. For example, a study by Foltean et al. (2019) found that companies that use social media for promotion and communication purposes have a higher likelihood of revenue growth. Similarly, a study by Kaplan & Haenlein (2010), found that social media usage by businesses can lead to increased market share, customer loyalty, and improved brand reputation.

Table 2: Percentage Distribution of Organisation that has Dedicated Social Media Promotion Budget.

Parameters	Frequency	Percentage (%)
Dedicated social media market budget		
Yes	214	78.4
No	59	21.6
Total	273	100

Parameters	Frequency	Percentage (%)
Firms' social media promotion budget		
₦1 - ₦200,000	118	42.6
₦201,000 - ₦400,000	30	10.8
₦401,000 - ₦600,000	20	7.2
₦601,000 - ₦800,000	30	10.8
₦801,000 - ₦1,000,000	19	6.9
₦1,000,000 over	60	21.7
Total	277	100

Source: Author's Survey

These findings demonstrate the importance of a strong organizational culture that supports the use of social media for promotion and communication. Such a culture can foster creativity and innovation, leading to the identification and implementation of new opportunities for growth, including through the use of social media. Overall, the findings from Table 2 and 3 suggest that organizations with a culture that values and prioritizes the use of social media in their promotion strategy are more likely to allocate resources towards it, and see a positive impact on their financial performance as a result.

Table 3: Financial Turnover one Year Before and one Year after Deployment

Parameters	Frequency	Percentage (%)
One year before		
₦1 - ₦5m	102	71.4
₦5.1m - ₦10m	31	21.7
₦10.1 - ₦15m	1	0.7
₦15.1 - ₦20m	5	3.5
₦20.1 over	4	2.8
One year after		
₦1 - ₦5m	71	49.5
₦5.1m - ₦10m	52	30.5
₦10.1 - ₦15m	6	4.2
₦15.1 - ₦20m	2	1.4
₦20.1 over	11	7.7

Source: Author's Survey

Furthermore, Table 4 also revealed the regression table for the factors, some of these had a positive impact on the firm's sales turnover but were not significant. These factors are Internet skill of staff ($\beta=0.157$, $\rho > 0.05$), regular internet connection ($\beta=0.159$, $\rho > 0.05$), cost-effectiveness ($\beta=0.082$, $\rho > 0.05$), privacy ($\beta=0.065$, $\rho > 0.05$) and infrastructural support ($\beta=0.014$, $\rho > 0.05$). On the other hand, years of

experience of use ($\beta = -0.14$, $\rho < 0.05$) showed a negative relationship with sales turnover but was noted to be significant. However, other factors that are negatively related to firm performance are: staff strength ($\beta = -0.04$, $\rho > 0.05$), ease of access of Internet services ($\beta = -0.261$, $\rho > 0.05$) and perceived usefulness ($\beta = 0.065$, $\rho > 0.05$). The regression model that summarises the relationship of the factors relative to sales turnover are as presented in Equation (1) as follows.

$$Y = 2.912 - 0.344X_1 - 0.009X_2 - 0.179X_3 + 0.388X_4 - 0.633X_5 + 0.397X_6 + 0.228X_7 + 0.208X_8 + 0.155X_9 + 0.046X_{10} + 0.080X_{11} - 0.316X_{12} + 0.294 \text{ -----}$$

equation (1)

A simple ordinary least square regression (OLS) was used to determine the factors influencing the effective deployment of social media for product promotion. The model was estimated using linear regression for the identified factors. The result of Table 4 showed that with a variance of 10.6%; years of experience ($\beta = -0.140$, $\rho < 0.05$), Internet ease of access ($\beta = -0.261$, $\rho < 0.05$), were found to be negatively significant. Regular Internet connection ($\beta = 0.159$, $\rho < 0.05$) was found to be positively significant. Regular connectivity to the Internet from a provider's sides could be a plus for the organisation, much more if the product advertised on the social media is hosted locally on their server. This finding is consistent with the literature that suggests that organisations with better access to the internet and regular internet connection are able to leverage the benefits of social media promotion more effectively (Zhang et al., 2020). Furthermore, Table 4 also revealed the regression table for the factors. Some of which had positive impact on firm's sales turnover but were not significant. These factors are Internet skill of staff ($\beta = 0.157$, $\rho > 0.05$), regular internet connection ($\beta = 0.159$, $\rho > 0.05$), cost effectiveness ($\beta = 0.082$, $\rho > 0.05$), privacy ($\beta = 0.065$, $\rho > 0.05$) and infrastructural support ($\beta = 0.014$, $\rho > 0.05$). This is in line with the literature that suggests that the effective deployment of social media for product promotion is influenced by various factors such as access to the internet, internet skills of staff, cost-effectiveness, and infrastructural support (Qalati et al., 2021; Mwantimwa, 2019). On the other hand, years of experience of use ($\beta = -0.14$, $\rho < 0.05$) showed negative relationship with sales turnover, but was noted to be significant. This finding is consistent with the literature that suggests that organizations with more years of experience in using social media for product promotion may face challenges in leveraging its full benefits (Varadarajan et al., 2022). However, other factors that are negatively related to firm performance are: staff strength ($\beta = -0.04$, $\rho > 0.05$), ease of access of Internet services ($\beta = -0.261$, $\rho > 0.05$) and perceived usefulness ($\beta = 0.065$, $\rho > 0.05$).

Table 4: Linear Regression for Factors Influencing the Effective Use of Social Media for Product Promotion

Model	Unstandardized coefficients		Standardized coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.912	0.294		9.903	0.000
2. Years of experience of use	-0.140	0.061	-0.344	-2.298	0.022
3. Staff strength	-0.004	0.042	-0.009	-0.098	0.098
4. Dedicated time	-0.070	0.082	-0.179	-0.863	0.389
5. Internet skills of staff	0.157	0.096	0.388	1.631	0.104
6. Internet ease of access	-0.261	0.091	-0.633	-2.864	0.005
7. Regular Internet connection	0.159	0.080	0.397	1.987	0.043
8. Adequate Internet speed	0.095	0.076	0.228	1.240	0.216
9. Cost-effectiveness	0.082	0.089	0.208	0.918	0.386
10. Privacy	0.065	0.090	0.155	0.727	0.468
11. Infrastructural support	0.014	0.027	0.046	0.525	0.600
12. Management support	0.032	0.082	0.080	0.394	0.694
13. Perceived usefulness	-1.23	0.083	-0.316	-1.471	0.143

Source: Author's Survey

Y_1 = Sales turnover changes

Adjusted R^2 = 0.106, F change = 2.525,

Sig. F change = 0.004

Discussion of Findings

In summary, the literature suggests that several factors influenced the effective use of social media for product promotion, including internet access, staff internet skills, cost-effectiveness, infrastructural support, years of experience, staff strength, and perceived usefulness. The study found that having a regular internet connection and easy access to the internet significantly impacted the financial turnover of firms after implementing social media platforms for product promotion. The objective of our research was to examine the factors influencing the successful deployment of social media platforms for product promotion by firms. We considered the characteristics of businesses and found that the majority of the firms had been in business for up to 5 years, indicating they may have developed internal capabilities and resilience over time. The study also revealed that managers of these firms had the necessary educational background to strategically navigate competition. Additionally, a significant proportion of the firms allocated a dedicated budget for social media promotion, with many spending around half a million annually. The investment in social media promotion proved to be cost-effective and yielded worthwhile results, as it generated increased revenue compared to conventional methods. Overall, the findings highlighted the potential of social media

platforms to enhance product promotion and drive business success.

Conclusion

The study was able to show that the major factors responsible for influencing the effective use of social media were found to be years of experience of its use, frequency of use, cost-effectiveness, infrastructural support and perceived usefulness. The study is useful for policies at the level of organisations in the service sector, especially for businesses in the related domain. It also provided useful information for chief executives of firms who may aspire to grow their businesses, especially in developing nations; to leverage on the efficacy of social media for the promotion of their products.

Recommendations

- (i) Company should cultivate a culture that values social media and prioritises its integration into their marketing strategy, fostering innovation, risk-taking, communication and collaboration.
- (ii) Business should tailor them to align with the target audience's preferences and behaviours, optimising content messaging for increased engagement and sales.
- (iii) Business should consider cost-effectiveness and infrastructural support to enhance their social media impact.

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