



**NEAR EAST UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES  
DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE IMPACT OF SOCIAL MEDIA ON SMALL AND MEDIUM BUSINESS  
ENTERPRISES PERFORMANCE IN NORTHERN CYPRUS**

**MASTER THESIS**

**CHIKENDU KENECHUKWU CHIOMA**

**Nicosia  
May, 2022**

**CHIKENDU KENECHUKWU CHIOMA**  
**THE IMPACT OF SOCIAL MEDIA ON SMALL AND MEDIUM BUSINESS ENTERPRISES PERFORMANCE IN NORTHERN CYPRUS**  
**MASTER THESIS**  
**2022**

**NEAR EAST UNIVERSITY  
INSTITUTE OF GRADUATE STUDIES  
DEPARTMENT OF BUSINESS ADMINISTRATION**

**THE IMPACT OF SOCIAL MEDIA ON SMALL AND MEDIUM BUSINESS  
ENTERPRISES PERFORMANCE IN NORTHERN CYPRUS**

**MASTER THESIS**

**CHIKENDU KENECHUKWU CHIOMA**

**Supervisor  
Dr. Laith Tashtoush**

**Nicosia  
May, 2022**

### Approval

We certify that we have read the thesis submitted by **CHIKENDU KENECHUKWU CHIOMA** titled **THE IMPACT OF SOCIAL MEDIA ON SMALL AND MEDIUM BUSINESS ENTERPRISES PERFORMANCE IN NORTHERN CYPRUS** and that in our combined opinion it is fully adequate, in scope and in quality, as a thesis for the degree of Master of Educational Sciences.

Examining Committee	Name-Surname	Signature
Head of the Committee:	ASSİST. PROF. DR. AYŞE GÖZDE KOYUNCU .....	
Committee Member*:	DR. TİJEN ZEYBEK .....	
Supervisor:	Dr. Laith Tashtoush .....	

Approved by the Head of the Department

...../...../20...

.....

Title, Name-Surname

Head of Department

Approved by the Institute of Graduate Studies

...../...../20...

Prof. Dr. Kemal Hüsnü Can Başer

Head of the Institute

## **Declaration**

I hereby declare that all information, documents, analysis and results in this thesis have been collected and presented according to the academic rules and ethical guidelines of Institute of Graduate Studies, Near East University. I also declare that as required by these rules and conduct, I have fully cited and referenced information and data that are not original to this research.

CHIKENDU KENECHUKWU CHIOMA

18/05/2022

## **Acknowledgments**

Throughout the writing of this thesis, I have received a great deal of support and assistance.

I would first like to thank my supervisor, Dr. Laith Tashtoush, whose expertise was invaluable in formulating the research questions and methodology. Your insightful feedback pushed me to sharpen my thinking and brought my work to a higher level.

In addition, I would like to thank my parents for their wise counsel and sympathetic ear. You are always there for me. Finally, I could not have completed this thesis without the support of my friends who provided stimulating discussions as well as happy distractions to rest my mind outside of my research.

**CHIKENDU KENECHUKWU CHIOMA**

**Abstract****The Impact of Social Media on Small and Medium Business Enterprises Performance  
in Northern Cyprus****Chioma, Chikendu Kenechukwu****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****May, 2022, pages 101**

Small and medium enterprises have become a vibrant and dynamic sector of the world economy. Social media plays a vital role in improving the productivity and competitiveness of small and medium enterprises. The dynamic business environment has brought fierce competition among small and medium enterprises and, therefore, requires the owners to interact with internal and external members. The research aims to examine the impact of social media on small and medium enterprises performance in Northern Cyprus by taking marketing as a mediator. The target population of this research contain all employees working at 51 small and medium enterprises in Northern Cyprus. By using quantitative method 300 questionnaires were distributed. The findings of this research indicate that social media was statistically significant to marketing and small and medium enterprises performance. Moreover, the results shows that the mediating effect of marketing between social media and small and medium enterprises performance is significantly different from zero. This means that the direct effect of social media on small and medium enterprises performance became significant when controlling through marketing. Research implication suggested that small and medium enterprises managers/owners must seeking to augment their marketing efforts on social media, multiple platforms should be employed since each media may offer unique benefits during their usage. The apparent effect of combining the social media provides enhanced small and medium enterprises performance benefits.

**Keywords:** Small and Medium Enterprises Performance, Social Media, Marketing, Northern Cyprus.

**ÖZ****The Impact of Social Media on Small and Medium Business Enterprises Performance  
in Northern Cyprus****Chioma, Chikendu Kenechukwu****Supervisor, Dr. Laith Tashtoush****MA, Department of Business Administration****May, 2022, pages 101**

Küçük ve orta ölçekli işletmeler dünya ekonomisinin canlı ve dinamik bir sektörü haline geldi. Sosyal medya, küçük ve orta ölçekli işletmelerin üretkenliğini ve rekabet gücünü artırmada hayati bir rol oynamaktadır. Dinamik iş ortamı, küçük ve orta ölçekli işletmeler arasında şiddetli rekabeti beraberinde getirdi ve bu nedenle, sahiplerin iç ve dış üyelerle etkileşime girmesini gerektiriyor. Araştırma, pazarlamayı aracı olarak alarak, sosyal medyanın Kuzey Kıbrıs'taki küçük ve orta ölçekli işletmelerin performansı üzerindeki etkisini incelemeyi amaçlamaktadır. Bu araştırmanın hedef evreni, Kuzey Kıbrıs'ta 51 küçük ve orta ölçekli işletmede çalışan tüm çalışanları içermektedir. Nicel yöntem kullanılarak 300 anket dağıtılmıştır. Bu araştırmanın bulguları, sosyal medyanın pazarlama ve küçük ve orta ölçekli işletmelerin performansı için istatistiksel olarak anlamlı olduğunu göstermektedir. Ayrıca sonuçlar, pazarlamanın sosyal medya ile küçük ve orta ölçekli işletmelerin performansı arasındaki aracı etkisinin sıfırdan önemli ölçüde farklı olduğunu göstermektedir. Bu, sosyal medyanın küçük ve orta ölçekli işletmelerin performansı üzerindeki doğrudan etkisinin, pazarlama yoluyla kontrol edildiğinde önemli hale geldiği anlamına gelir. Araştırma sonuçları, küçük ve orta ölçekli işletme yöneticilerinin/sahiplerinin sosyal medyada pazarlama çabalarını artırmaya çalışması gerektiğini, her bir medyanın kullanımları sırasında benzersiz faydalar sunabileceğinden birden fazla platform kullanılması gerektiğini ortaya koydu. Sosyal medyayı birleştirmenin görünen etkisi, gelişmiş küçük ve orta ölçekli işletmelere performans faydaları sağlar.

**Anahtar kelimeler:** Küçük ve Orta Ölçekli İşletmeler Performansı, Sosyal Medya, Pazarlama, Kuzey Kıbrıs.

## Table of Contents

Approval.....	2
Declaration .....	3
Acknowledgments.....	4
Abstract .....	5
ÖZ .....	6
Table of Contents .....	7
LIST OF FIGURES .....	11
LIST OF TABLES .....	11
CHAPTER I .....	13
Introduction.....	13
Problems of the Research .....	14
Aim of the Research .....	15
Importance of the Research.....	16
Definition of Terms.....	16
CHAPTER II.....	18
Literature Review and Hypotheses Development.....	18
Social Media.....	18
Advantages and Disadvantages of Social Media and the Related Risks .....	22



Type of Social Media .....	24
MySpace .....	26
Facebook.....	27
YouTube .....	27
Traditional Media vs. Social Media .....	28
Social Media Strategy .....	30
Benefits of Social Media for SME .....	31
Social Media and Marketing .....	33
Benefits of Social Media for Marketing.....	34
Small and Medium Enterprise .....	35
SMEs Economic Contribution .....	35
Characteristics of SMEs.....	36
Planning and decision making in SMEs .....	38
Hypothesis Development .....	40
The Relationship between Social Media and SME Performance .....	40
The Relationship between Social Media and Marketing .....	42
The Mediating Role of Marketing between Social Media and SME Performance ..	45
The Relationship between Marketing and SME Performance.....	47
CHAPTER III .....	49
Research Methodology.....	49

Research Design .....	49
Sampling & Sample.....	49
Data Collection Procedures .....	50
Research Variables and Instrument.....	50
Demographic Information.....	51
Social Media .....	51
Marketing.....	51
SME Performance.....	51
Data Analysis Procedures.....	52
Ethical Considerations.....	53
CHAPTER IV .....	54
Research Results .....	54
Descriptive Statistics .....	54
Social Media .....	55
Marketing.....	56
SME Performance.....	57
Demographic Characteristics of Respondents.....	58
Gender.....	58
Age.....	58
Educational Level .....	59

	10
Industrial Type.....	60
Year in Operation.....	61
Position at this Company .....	62
What type of social media channel does your company use?.....	62
What is the main purpose of using social media channel(s) for your business? .....	63
Do you feel customers like to be approached through social media?.....	64
Are you able to reach more customers by social media?.....	65
Correlation Analysis .....	66
Exploratory Factor Analysis.....	66
Hypotheses Testing .....	67
The Relationship between Social Media and SME Performance .....	67
The Relationship between Social Media and Marketing .....	69
Mediating Role of Marketing with Social Media and SME Performance.....	70
The Relationship between Marketing and SME Performance.....	71
Overview of Hypotheses Testing .....	72
CHAPTER V.....	73
Discussion and Conclusion .....	73
Discussion .....	73
Conclusion.....	75
Recommendation.....	76

	11
Limitations and Scope for Future Studies .....	77
Reference.....	78
Appendix X.....	93
Questionnaire .....	93
Turnitin Similarity Report.....	99
Ethical Committee.....	100

### LIST OF FIGURES

<b>Figure 1</b> Types of SM (ISACA, 2010).....	25
<b>Figure 2</b> Traditional business models (Nopanen, 2010) .....	29
<b>Figure 3</b> Social business model (Evans & Mekee, 2008) .....	30
<b>Figure 4</b> Research Model .....	48

### LIST OF TABLES

<b>Table 1</b> The Cronbach's Alpha for Research Variables.....	52
<b>Table 2</b> Correlation Coefficient Scale .....	53
<b>Table 3</b> The Degree of Approval of the Questionnaire Paragraphs .....	54
<b>Table 4</b> The Mean Scores for the SM Items.....	55
<b>Table 5</b> The Mean Scores for the M Items .....	56
<b>Table 6</b> The Mean Scores for the SME Performance Items.....	57

<b>Table 7</b> Sample Distribution by Gender .....	58
<b>Table 8</b> Sample Distribution by Age .....	59
<b>Table 8</b> Sample Distribution by Educational Level .....	60
<b>Table 10</b> Sample Distribution by Industrial Type .....	60
<b>Table 10</b> Sample Distribution by Year in Operation.....	61
<b>Table 12</b> Sample Distribution by Position at this Company .....	62
<b>Table 13</b> Sample Distribution by What type of social media channel does your company use?.....	63
<b>Table 14</b> Sample Distribution by What is the main purpose of using social media channel(s) for your business?.....	64
<b>Table 15</b> Sample Distribution by Do you feel customers like to be approached through social media?.....	65
<b>Table 16</b> Sample Distribution by Are you able to reach more customers by social media? .....	65
<b>Table 17</b> Correlation between Variables .....	66
<b>Table 18</b> KMO and Bartlett's Test.....	67
<b>Table 19</b> Regression analysis of SM on SMEP.....	68
<b>Table 20</b> Regression analysis of SM on M.....	69
<b>Table 21</b> Mediation analysis of M between SM and SMEP .....	71
<b>Table 22</b> Regression analysis of M on SMEP .....	71
<b>Table 23</b> Overview of Hypotheses Testing .....	72

## CHAPTER I

### Introduction

A great many people utilize social media (SM) to associate frequently with each other, keep up with existing connections, and structure new ones. SM destinations have advanced into new ways for foundations and their crowds to interface. SM destinations like Facebook, Myspace, and Twitter permit clients to share data, transfer photographs, and download music. Advertisers have a ton of possibilities and hindrances with regards to contacting youngsters on these stages (Scherer, 2010).

SM assumes an imperative part in the connection among small and medium-sized enterprise (SMEs) and buyers, particularly considering ongoing business sector challenges. To arrive at more customers, worldwide electronic business sectors are basic. It is critical and can't be neglected in light of the fact that it addresses the site's quality, for example, improving adaptability, expanding access, elevating transformation rates to their positions, and supporting customer reliability, in addition to other things. Because of these difficulties, Web 2 has developed into its subsequent age. Which has expanded the highlights of sites, making it more powerful and proficient to observe a major response that takes into consideration more prominent client contact with a site than beforehand (Naido, 2011).

SM has changed the world into a worldwide town by making it more straightforward to acquire missing data, associating organizations, working with virtual gatherings, leading SM meetings, talking, and trading pictures. In numerous countries, it has likewise turned into a significant device for creating occupations and fortifying the economy (Araca, 2012). As indicated by Weber (2009), SM showcasing has turned into a significant part of SM since it gives SMEs a huge benefit, a fabulous chance to promote their items, administrations, and marks, and permits them to associate with their clients all the more promptly. SMEs are utilizing SM in promoting, publicizing, deals, development, client care, data innovation, and HR, just as driving social change and upgrading brand picture.

SMEs plan to utilize customary media and SM to contact the greatest conceivable crowd, thus growing their market (Irman, 2014).

There is a shortage of observational examination on the viability of SM in SMEs. A couple of studies have taken a gander at the effect of online media on independent ventures. This examination will try to clarify the effect of online media on independent ventures, just as the advantages and disadvantages they face. Then again, the significance of SM in publicizing, promoting, and client communications, just as its effect on independent company deals, has been analyzed. The examination additionally remembers an audit of the writing for the field of SM, with an accentuation because of SM on the presentation of SMEs in Northern Cyprus. This examination expects to experimentally inspect the job of promoting on SM and SME performance. Additionally, this exploration will permit SMEs in Northern Cyprus to get why and what SM and showcasing have been meaning for SME performance in Northern Cyprus.

### **Problems of the Research**

SME's who need to remain in business and prosper should stay aware of what's new with the SM, since it has the world's biggest customer base in one spot. The SM works with the procurement of new clients, just as the promoting and advertising of their items. Numerous SMEs still can't seem to execute and exploit SM, placing them in a tough spot in the drive for progress. What's more should proceed to utilize and profit from the SM in SME performance.

Some entrepreneurs are experiencing difficulty utilizing SM showcasing strategies for publicizing, faculty enrolling, and correspondence to help income (Schaupp & Belanger, 2014). In 2015, 31.8 percent of little retail undertakings had sites to exploit web-based advertising, however 67.4 percent couldn't see the value in the advantages of internet showcasing, bringing about a deficiency of portion of the overall industry in web-based business sectors (Cesaroni & Consoli, 2015). The principal business issue was that little retail entrepreneurs were experiencing difficulty utilizing web-based promoting to further develop customer correspondence and improve subsidiary deals. The particular test was

that few little retail location proprietors needed designs for utilizing web advertising to help their deals.

Business chiefs' reasonable utilization of assorted web-based stages prompts new possibilities (Gaikwad & Kate, 2016). Customers utilize the Internet to investigate items and administrations prior to making buys (Smith, 2017). With the perceivability and channels of online deals and SM publicizing becoming strong ways of getting to different business sectors for business development, entrepreneurs utilize the Internet as a showcasing apparatus for monetary achievement and to support building correspondence (Banica, Brinzea, & Radulescu, 2015). In 2013, there were 28.8 million little endeavors, representing 99.7% of all organizations (U.S. Independent venture Administration, 2016). Customers are progressively accepting Internet innovations, as per Jones, Borgman, & Ulusoy (2015), which gives opportunity for organizations to reach and associate with more individuals through sites and online media.

SM promoting and SM sites have become key advertising apparatuses for little and medium organizations to contact and speak with creating more youthful age shoppers. A SME in the Turkish Republic of Northern Cyprus is in a superior situation to further develop its image picture by utilizing online media to draw in more customers. Since there is little contrast between sub-inquiries in various countries, this inquiry might be centered around Northern Cyprus SME, while sub-research questions has been addressed according to a worldwide point of view of SM. Consequently, this examination plans to exactly analyze the job of promoting on SM and SME performance.

### **Aim of the Research**

The essential objective of this examination is to decide the effect of SM on SME performance in Northern Cyprus.

The creator set off to resolve the accompanying inquiries to achieve this objective:

1. What is the target of utilizing online media channels, and what will it mean for the exhibition of independent companies?



2. How significant is SM to SME performance as far as client relations?
3. How significant is online media to the exhibition of a private company subject to showcasing?
4. How does the job of advertising works and influence SM and SME performance?

### **Importance of the Research**

There are various benefits of utilizing SM. It builds up a tight connection between SME achievement and consumer loyalty, bringing about expanded consumer loyalty and an upper hand for the two players (Tucker, 2012). The outcomes of a purchaser's buying decision on a SME item, just as the connection between client conduct and a SM site, are concentrated on utilizing SM innovations. This exploration has both scholastic and useful worth.

The SM apparatuses break down the monetary presentation of neighborhood SMEs by communicating with their delegates on SM destinations, and they draw in clients on SM stages by empowering them to expound on why they like a specific item by offering impetuses; alert ought to be practiced with such advancements (Mohmed & Rahman, 2010).

### **Definition of Terms**

**Social Media:** Online media, such as Facebook and Twitter social networking sites, which are specifically meant for social interactions, communication, relationship management, and contact management with friends, relatives and fans, either publicly or privately.

**SME Performance:** which is closely tied to commercial effectiveness, is determined by the ability of a company to implement optimal organization with the aim of offering a product or service that meets the expectations of consumers and customers.

**Social Media Platforms:** Social Media Platform means any medium whereby content (including, but not limited to images, videos, messages and sound files) is broadcast to, or capable of being broadcast to, the general public or a significant section of the general

public. For the sake of clarity, and by way of example, Social Media Platforms include (but are not limited to) YouTube, Facebook, Twitter and also any “blog” or other type of web journal.

**Marketing:** the action or business of promoting and selling products or services, including market research and advertising.

**Customer Relations:** describes the efforts that a company takes to create ongoing relationships with its customers. Often with a long-term view, these activities can range from updating methods of communication to completely evolving the customer experience.

## CHAPTER II

### Literature Review and Hypotheses Development

#### Social Media

Naidoo (2011) researched the effect of globalization, digitalization, and SM, just as the capacity of publicizing in compelling new customer and friends' models and carrying out inventive corporate strategies. For most SMEs, online media advertising has turned into the standard. Showcasing is done utilizing online media stages like Twitter, Facebook, and YouTube. SM showcasing can draw in and connect on a substantially more customized and dynamic level than customary promoting by outfitting the social side of the web. A survey was conveyed to normal individuals by means of email. Their perspectives toward the research brand, just as their image steadfastness, were researched. Numerous perspectives impact one's viewpoint toward a brand and its real adequacy, as per elucidating insights and relationships. Brand commitment, brand demeanor, brand picture, and shopper commitment are the four parts that add to promoting adequacy on Facebook. To sum up, for notices to be powerful on Facebook, an organization should be grounded and have a solid brand notoriety, as Facebook plugs serve to supplement instead of raising the brand's notoriety. The overview ought to be rethought, and the review ought to be expanded to a not so much separated but rather more multi-social setting.

Exhaust (2012) utilized a field test to examine the impacts of publicizing adequacy in SM and every one of the fundamental cycles for advancing items and administrations via SM. The examination zeroed in on foundation SMEs in North Africa that give instructive grants for young ladies. The members in this review came from three separate Facebook gatherings. The objective of the analysis was to figure out which kind of friendly ad greatest affects them. As per the review, publicizing in public activity is best when it lines up with what individuals are as of now endeavoring to accomplish and pass on with a certain goal in mind on Facebook (they share data with their companions and they find out with regards to what their companions are doing). Promoters ought to try not to use the SM of their adverts, as per the review, since publicizing can be amazingly basic.

Onyinye et al. (2013) examined buyers' information and consciousness of SM promoting, just as the effect of advertisements on buy choices. A sum of 300 examples were procured from electrical SME for this examination, and the information was breaking down utilizing a multi-inspecting strategy. The discoveries uncovered that the best method of publicizing on a SM site was through Facebook. It likewise exhibited that utilizing the SM site to advance SME items is a huge system. Due to measures like area, age, geology, and language, not really set in stone that promoting through SM, especially Facebook publicizing, is restricted.

Pikas and Sorrentino (2014) researched the effect of web promoting on independent companies through client conduct. Research of web promoting strategies was led. To get a fair-minded and delegate test, the survey was controlled indiscriminately and secretly. A wide scope of scholastic degrees and expert jobs were addressed among the 300 examples, which remembered individuals of any age for America. As indicated by the discoveries, 44% of overview members went through 3 to 4 hours every day on the Internet, basically on Facebook, Twitter, and YouTube. Shoppers likewise overlooked plugs on Facebook and skipped promotions on YouTube, as indicated by the discoveries. Shoppers, then again, as SME on Facebook yet don't follow it on Twitter. The specialists reached the resolution that private companies need to foster a compelling technique for cooperating with customers about their items by means of online media stages, especially Facebook, Twitter, and YouTube. SME ought to likewise build up its interest group and buyer, as indicated by the investigators.

Alhaddad (2015) show the capacity of mindfulness in SM and its impact on the brand, which will assist with further developing mindfulness publicizing. To fabricate the review model, the scientist utilized the accompanying aspects: promoting mindfulness, brand mindfulness, brand picture, and brand value. The investigation discovered that promoting mindfulness impacts brand mindfulness, brand picture, and brand value, with an example size of 273 understudies. New media, or SM, is an expression that alludes to an assortment of new advancements and applications that have adjusted the conduct of media organizations (Web 2.0)

The expression "new media" alludes to a media biological system that incorporates both conventional and computerized media, like papers, TV, and radio. It's a critical improvement in the Internet's new media thought, which mirrors the meaning of connection among clients and gatherings with shared interests, and which addresses the most fundamental mainstays of Web 2.0, new media, and stages. The new media is a bunch of utilizations and a story (Network) that endeavors to make cooperation and joint effort simpler to make and convey content. Numerous advancements are utilized in new media, including video sharing, YouTube, Flickr, wikis, picture sharing stages, universes, mashups, web recordings, SM, exchange destinations, microblogging, and numerous others (Boyd and Ellison, 2008).

The utilization of electronic and cell phone innovation for contact and discussion with people is alluded to as SM. SM is an assortment of Web 2.0 applications that let clients to make and share content (Baruah, 2012). Online media alludes to sites that permit clients to make pages and private spaces. On this site, you might speak with your companions just as trade data and messages. Accessible web-based administrations are committed to associating, sharing, and systems administration countless clients from around the world in one site, empowering clients to trade thoughts and data, talk about issues of normal interest among themselves, and appreciate news administrations, moment visit, and offer text and photograph records, video documents, and sound records, just as appreciate news administrations, moment visit, and offer text and photograph records, video records, and sound records (Boyd, 2006). People can use SM destinations, like internet-based administrations, to (1) make a profile framework in the overall structure indicated by the individual, and (2) decide a rundown of different clients with whom the singular wishes to convey (Boyd and Ellison, 2008). SM can likewise be characterized as a more promising time to come for Internet SME and media communications; it is a strong hotspot for expanding the number and improvement of stages on the Internet to advance the trading of data and thoughts for SMEs, just as expanding on the web stages that assistance with text, video, and photograph move (Irman, 2014).

In two terms, the genuine significance of SM might be summarized. People draw in inside the media organization, which assists with distributing commercials to draw in people,

from here might be related with two terms that individual interfaces inside the media organization, which assists with printing promotions to draw in people (Neti, 2011).

SM destinations like Facebook, Twitter, and Myspace empower countless individuals to associate with them and become a fundamental piece of their lives, and there are many SM locales that utilize different innovations. This backings clients' needs and inclinations, and can embody the capacity that these locales play in drawing in people who have shared interests, like culture, religion, and sexual direction (Boyd and Ellison, 2008). As indicated by Edosomwan et al. (2011), SM is a peculiarity that brought about the formation of a substance that permitted people to speak with each other, a peculiarity that isn't new yet has developed over the long run and impacted local area relations, bringing about SM turning into a piece of day-to-day existence for people and organizations. In light of the force of SM locales, expanding the quantity of people who use SM destinations has the advantage of extending the opportunity to find out with regards to a SME's items and the capability of buying them (Easley and Kleinberg, 2010).

Today, propels in correspondences and transportation innovation have empowered SMEs to carry on with work and structure organizations in different countries, just as to fabricate new business sectors in far off nations, to benefit from overall business sectors and the experience of SMEs arranged internationally. SM has supported the fast improvement of business associations, just as the trading of encounters and societies, to cultivate social communications with different SMEs and common advantage over significant stretches (Rauch, 2001).

SME's think that it is hard to work without admittance to a SM site. Directors should be acquainted with SM advancements and approaches, just as how they work. They should likewise know about who utilizes SM and the instruments that are utilized to follow and break down the action. SME should set up specific strategies for workers, including staff preparing, assuming that the messages distributed in the SM reflect general assessment, since they impact decision-production inside the local area, and SM can be fulfilling and valuable assuming that the messages distributed in the SM reflect popular assessment (Chaher and Spellman, 2012). As indicated by Oracle (2012), SM can affect a private venture assuming that the accompanying rules are met:

- Clients' assumptions for the labor and products are rising.
- A change in client perspectives with respect to a brand.
- Set out open doors for the SME to interface with clients, shoppers, and laborers.
- Give new turn of events and development opportunities for SMEs.

Baruah (2012) laid out the significant advantages and disadvantages of SM as a specialized apparatus.

### ***Advantages and Disadvantages of Social Media and the Related Risks***

1. ***Sharing thoughts:*** Social media permits individuals to connect and share their contemplations and activities.
2. ***A specialized apparatus:*** SM are specialized devices that are used between individuals. They're additionally learning instruments, permitting you to assemble bunches on SM for individuals with comparable interests to share data.
3. ***Close the correspondence hole:*** SM attempts to close the hole between individuals. They empower correspondence and commitment among individuals who share a common interest, in any event, when they are isolated by significant stretches.
4. ***Information source:*** SM stages permit clients to look for data. Then, at that point, individuals might download the substance and use it free of charge, regardless of whether they need to message, use pictures, or watch recordings.
5. ***An fundamental advertising apparatus:*** SM fortifies the job of SMEs in advancing their labor and products; SM stages are the main promoting procedures on SM, with the objective of straightforwardly captivating clients.
6. ***Important shopper commitment apparatus:*** SM helps advertisers in communicating with clients, deciding their responses to a SME's items, reacting to their inquiries, and creating social binds with them.

7. **Critical emergency specialized instrument:** In an emergency, online media is quite possibly the main tool accessible. Normal fiascoes might be utilized to instruct individuals and convey information as fast as could be expected. The rate of quakes and volcanoes, just as meteorological conditions, are instances of this, and SME should endeavor to guide the media.

In spite of these advantages, it has a few disadvantages, which are depicted beneath:

People with SM approach others' data, which is an attack of security. At the point when a client is designated, SM can uncover their area just as their age, sexual orientation, and political connection, and numerous people accept that SM locales may open individuals to extortion:

1. **Breakdown of familial ties:** Social media destinations have turned into an essential piece of individuals' day to day existence. Numerous people are becoming dependent on the use of the Internet, which has prompted a shift away from family association and an expanded craving in speaking with others through SM stages.

2. **Reduced representative usefulness:** Many workers squander energy via online media locales, which affects efficiency.

3. **Slightly unoriginal:** Many SMEs accept that independent companies can't manage customers through the Internet. SME sites, similar to SM sites, are thought to simply offer data and adverts to customers, and don't have all the earmarks of being keen on answering to adherents through SM.

Simultaneously, the previously mentioned disadvantages lead to huge risks. Numerous independent companies use SM to advance their items and associate with customers; innovation has turned into a vital part of business activities. Notwithstanding, it is basic to think about innovative danger while building a SM methodology. The utilization of SM may put SME at risk, and therefore negatively affect their exhibition. It is possible for the SME's image to devalue in esteem, just as market extension possibilities, to be lost. SME should utilize apparent alert while considering the utilization of SM to gauge chances versus benefits, and there are different elements to consider (Lester, 2012). It is



basic to evaluate the dangers of utilizing online media apparatuses, and SMEs ought to survey SM devices to gain admittance to customers, just as the dangers of utilizing staff locales. Besides, the page where the SME gives data ought to be observed to keep others from gaining admittance to SME data, getting to the site, and controlling the substance (ISACA, 2010).

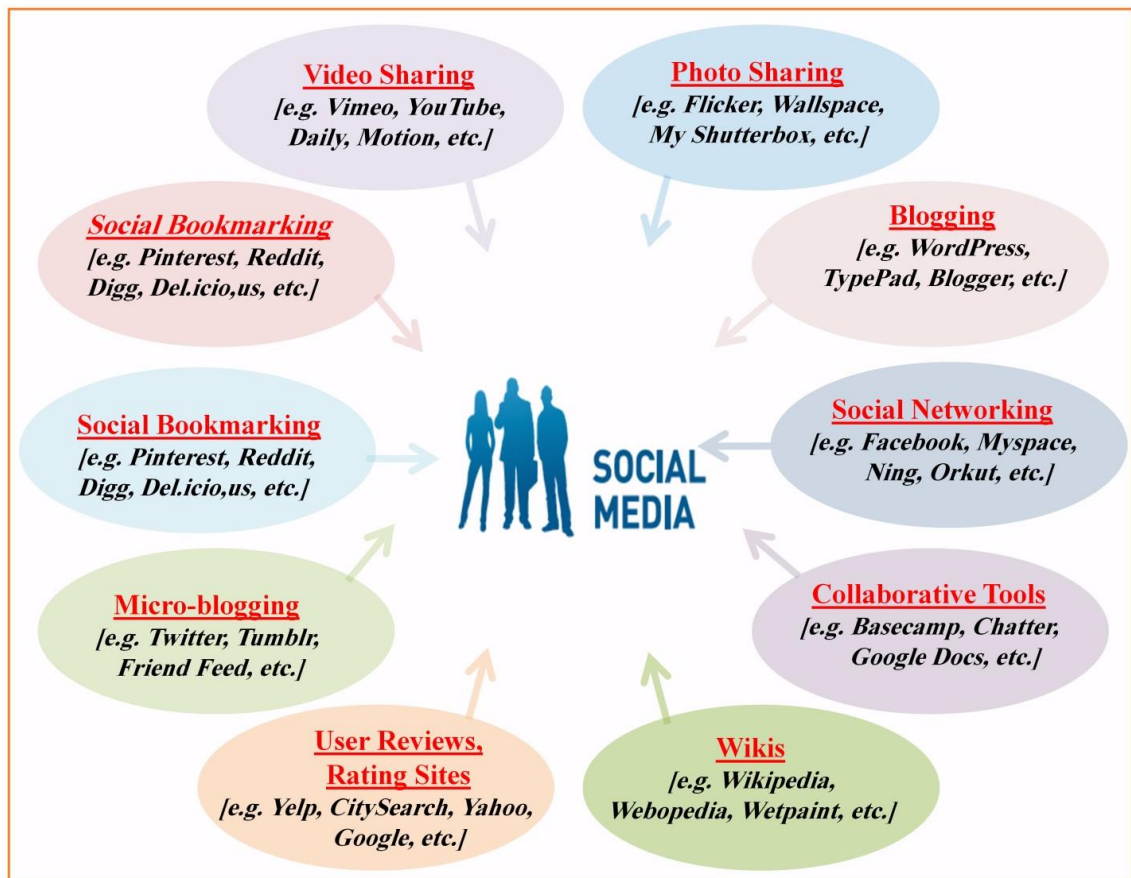
Inside a SME, SM has become perhaps the most fundamental outcomes of telecoms operation. The presentation of new innovations in the SME diagram has brought about the rise of new practices, which address a test to the representative and may bring about changes in information trade and power elements in the SME (Treem and Leonardi, 2012). SME should follow the SM strategy at the work environment and spotlight on Internet security to get the insurance and openness of data, fully intent on contacting the crowd in an ideal and productive way (Merrill et al., 2011). As indicated by Barua (2012), there are concerns with respect to the use of SM stages, including the board worries about specialist usefulness misfortune, information spillage by laborers, mischief to a SME's image, and the danger of a worker posting anything wrong internet based when they are enraged. There is additionally stress that numerous representatives invest an excess of energy via online media destinations, bringing about diminished execution and efficiency.

### **Type of Social Media**

SM is partitioned into five classifications: online media locales, social news, media sharing, websites, and microblogging. This review centers around online media locales, which are more pervasive in the SMEs area. There is a critical distinction and difference among clients of online media destinations, and there are a few stages available, all of which endeavor to draw people from different social settings all through the world. As indicated by an exploration done by Hampton et al. (2011), Americans participate in activities via SM sites, which are of impressive concern; these locales incorporate Facebook, Twitter, MySpace, and LinkedIn, which permit others to take an interest in the material.

Individuals utilize online media locales like Facebook, MySpace, and Twitter to trade data with companions, and this linkage has prompted the foundation of an impressive

degree of trust between people, which has assisted with upgrading the extension of these organizations as of late (Farooq and Jan, 2012). The material is kept up with by people who utilize social contact to trade thoughts and data with different clients, which is the normal association that makes a wide range of SM persuasive (ISACA, 2010).



**Figure 1** Types of SM (ISACA, 2010)

Todi (2008) examined three sorts of online media sites (Facebook, MySpace, and YouTube) and thought of the accompanying four reasons:

1. Reach: The most notable SM sites are Facebook, MySpace, and YouTube, and when a webpage has a major number of clients, SMEs go to these stages to tie down admittance to the greatest number of customers.

2. Popularity: as far as qualities and advantages, these three destinations are the most well known in SM, and advertisers are keen on them. They are endeavoring to acquire a great many clients.

3. Customizability: Small organizations utilize an assortment of strategies to develop a publicizing procedure on those locales, and they use those destinations' foundation to create records for an assortment of purposes, including promoting and distributing data.

As indicated by Pikas and Sorrentino (2014), most people as of now invest most of their energy on the Internet, paying little mind to their age or geographic area, and thus, advertisers give off an impression of being searching for networks via SM. Most SMEs have found that Facebook, Twitter, and YouTube are more well known, and that they have great Internet stages, so they resort to setting up publicizing on such organizations since a huge number of individuals use them across the world.

### *MySpace*

The electronic organization of MySpace is situated in California. It was perhaps the most famous sites in the United State in 2006, however it has been debilitated with the appearance of Facebook as a rival in 2008. (Edosomwan et al., 2011). Until 2007, MySpace was perhaps the most well-known SM stages in the United State. The MySpace network has in excess of 100 million individuals, and it has turned into an effective showcasing and publicizing network that gives individuals admittance to a wide stage to advance themselves, just as permitting independent ventures to set up novel destinations to promote their items and administrations. MySpace, as Facebook and YouTube, gives a great deal of benefits to part region publicizing, and it contains a ton of SME information (Todi, 2008). It was made for individuals to foster associations and collaborations with each other; one of MySpace's most huge procedures is to give a space for everybody (Boyd, 2006). It is basically designed for the utilization of music, and it is used in bunches rather than just by people. MySpace has north of 126 million individuals (Baker et al., 2012).

### ***Facebook***

Facebook was established in 2004 determined to work with correspondence among Harvard University understudies. It is the most broadly involved stage for online media, with more than 200 million clients (Baker et al., 2012). In 2005, Facebook acquired property privileges and reached out to incorporate auxiliary schools and unfamiliar schools. Facebook opened up to all clients in May 2006, and around 14 million individuals joined the Facebook organization. The SME has endeavored to make its own foundation and applications, and before the finish of 2007, the Facebook network had developed to right around 50 million individuals, and the SME had set up a stage for clients' PDAs (Todi, 2008). Facebook clients have the choice of remarking on the situation with companions or different clients, just as showing whether or not they like the status. A great deal of SM destinations doesn't have this choice (Hampton et al., 2011). A SME promotes its organization on Facebook by doing the accompanying, as indicated by Onyinye et al. (2013):

- Divider: A Facebook individual page that permits clients to download photos and recordings, and SME's might have their own divider.
- News source: Displays the latest news stories and occasions on the SME's Facebook page, permitting them to advertise their occasions as a whole.
- Announcements: This simplifies it for a SME to add or erase any post or comment made by anyone; it additionally permits a SME to add or erase any post or remark made by anybody.

### ***YouTube***

YouTube was begun by three companions who met while working at PayPal and concocted the idea of making a site where anybody could transfer recordings to impart to their companions. YouTube was established in California in 2005. YouTube before long extended because of the huge number of clients who transferred recordings from advanced cameras. YouTube has various elements that have made it interesting to promoters (Todi, 2008).

Brief recordings on Twitter are basic for all fields of exploration, writing, and culture, just as human expression, and many individuals depend on the YouTube organization to see logical applications for schooling. SMEs are accepting YouTube to promote; it's easy to get criticism from clients. Also, numerous universities depend on YouTube to communicate narratives, motion pictures, and scholastic talks, just as to speak with understudies and scientists (Kousha et al., 2012).

### *Twitter*

The SM stage "Twitter" is a microblogging administration that permits clients to share continuous data. It is a SM administration that lets clients to make records and individual locales. It is a well-known kind of small scale contributing to a blog, with brief messages not surpassing 140 characters, to show and trade on the Web and through cell phones, PCs, either on a similar website or across other progressed office applications, or by means of short messages (SMS) (Edosomwan et al., 2011).

Twitter was made by three developers in the start of 2006 as a trial idea for correspondence between the Odeo SME and laborers in the city of San Francisco, California (Todi, 2008).

### **Traditional Media vs. Social Media**

Conventional media, like magazines, radio, TV, and papers, are a method of sending news and connecting business ads, which makes them less fruitful than SM. They initially existed before the Internet's development (Irman, 2014). Conventional media, it is said, is unequipped for building up a connection between a private company and its customers.

Stephen and Jalak (2009) expressed that the media scene has moved drastically as of late, with a more prominent reliance on traditional media like papers and TV. Innovation headways, just as the ascent of the Internet and SM stages like Facebook, greatly affected SME item showcasing, just as admittance to and commitment with clients. SM altogether affect deals, promoting, and SMEs' prosperity, and are seen as a channel among SMEs and their customers. Conventional media are as yet considered as a feature of brand mindfulness as far as publicizing, as indicated by (Lee, 2013).

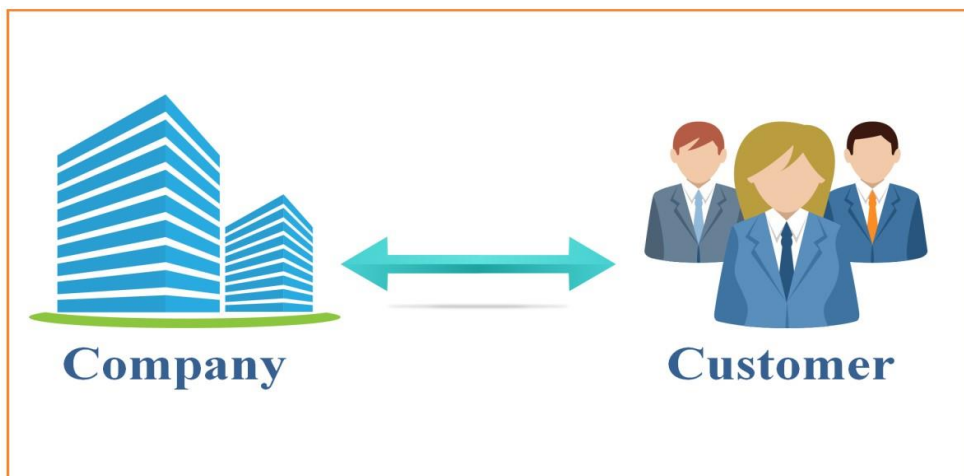
SM is more intelligent than customary media, in which conventional media channels convey data to the general population and the crowd gets it with no cooperation, however SM was made fully intent on working with contact among SME and the crowd (Nopanen, 2010). The differentiations between SM and traditional media depend on customer commitment. Through correspondence stages, anyone might watch and take an interest with SM from anyplace in the globe, and they can unreservedly share data. SM might contact the crowd from anyplace on the planet and accurately distinguish the objective segment (ISACA, 2010).

Customary media attempts to market and offer things to purchasers without giving an intensive clarification of the items, and clients get lacking data through conventional media, bringing about low degrees of association. The regular plan of action is portrayed in Figure 2.



**Figure 2** Traditional business models (Nopanen, 2010)

Figure 3 portrays the social plan of action, wherein a customer sees SME promoting on SM, connects with the SME and requests about the item, and afterward offers criticism and offers information with companions about the item following the buy interaction. This involves furnishing customers with the choice to hear and comprehend, bringing about an immediate demeanor by means of SM.



**Figure 3** Social business model (Evans & Mekee, 2008)

The impact of SM and ordinary media on deals volume is critical. Customary media movement affects deals than SM action, in spite of the fact that deals have developed as the recurrence of online media publicizing has expanded. SM fundamentally affects expanding ordinary media commitment (Stephen and Galak, 2012). Clients might depend on the SM for solid data and a wide determination of things. Conventional media takes a great deal of time and gives right data; however, it is unmanageable, which is an issue for customers (Lee, 2013). SM has turned into the most productive method for correspondence for SMEs, with correspondence moving from regular media to the Internet and afterward to SM. The focal point of SM has changed from writing to the detectable.

### **Social Media Strategy**

Coordination of SM channels into promoting exercises supports the improvement of internet showcasing channels. There are a couple of interesting points prior to starting the formation of the initial step on the excursion. Tolerance, thoughtfulness regarding accuracy, and long stretches of arranging are needed to build up a presence in SM. Recollect that you can't buy impact or consideration, however you can win and develop all things being equal. Achievement won't come effectively; adroitness, just as course and devotion, are fundamental. To be successful, you should lead research, seek after participation, and work gradually, basically to build up an arrangement for social specialized devices (Safko and Brake, 2009).

It is basic to have a SM promoting plan. The advanced cell or cell phone should be a part of your online media methodology; peruses invest a ton of energy perusing data on their telephones, so you should contemplate the client experience on both the work area and the cell phone to keep away from botches later on. A SM procedure is made in four stages (Ontario Government, 2013):

- Do your examination: Listen to discoursed and pick the modern area in which you work, which you need to follow, through the authority of the general public, and afterward figure out how to lock in.
- Setting up targets and benchmarks: Know precisely what you need your crowd to see and when they need to see it. Nonetheless, remember that they cooperate with you, accordingly you've as of now aroused their curiosity. Your examination ought to furnish you with helpful data about your client's very own data. The best measurement is to realize the number of individuals follow you via SM, for example, on Facebook.
- Make an essential message: Each objective requires an unmistakable message to arrive at the interest group; each message should make trust and validity to arrive at people in general.
- Assess and deal with the system: The individual should look at the targets and survey the action's prosperity. Use the measures to evaluate your advancement, and proceed with the starter examination to guarantee that you are on the right street to meet your long and momentary targets. In the earlier month, what number of preferences, tweets, posts, and subsequent meet-ups have you gotten? How could you charge in contrast with your companions? Then, at that point, go behind the details and measurable investigation of what you say and what others say about you. Additionally, remember that having great many adherents isn't anything assuming they aren't focusing on you or drawing in with you.

### **Benefits of Social Media for SME**

The quick progression of innovation, especially in online media stages like Facebook, YouTube, and Twitter, has empowered SMEs to draw in with and gain admittance to a great many customers from one side of the planet to the other. Likewise, by deciding the objective market in SM, publicizing and promoting procedures empower SME to foster



associations and convert purchasers into clients. SM has assumed a basic part in changing SME system from a customary to a contemporary methodology. These organizations have supported the improvement of more grounded client SME ties and unwaveringness (Merrill et al., 2011).

Private ventures might utilize online media stages to reinforce associations with purchasers and opponents. SM powers SME to utilize the Internet and have viable correspondence with workers and clients, screen and track contenders with worked with SM organizing giving SME admittance to contenders and investigation of the business sectors served by contenders, and screen and track contenders with worked with SM organizing giving SME admittance to contenders. Through online media organizing locales like Facebook, Twitter, MySpace, and LinkedIn, clients are urged to interface eye to eye. Advanced cells have additionally helped with the creation and expansion of SM devices and SM, which are generally free, permitting a large number of clients to access such organizations. SME screen enrolling procedures and drives, and use SM applications to associate with customers (Mohmed and Rahman, 2010).

SME might profit from SM by monitoring the market, contenders, and purchasers. A private venture can assess its technique and make changes to functional cycles in its labor and products (ISACA, 2010). Mohmed and Rahman (2010) likewise clarify the main point they found by analyzing the motivations behind why SM is valuable to SMEs. To contact new purchasers; To impart data and thoughts to them; Promoting the results of a private venture and Having admittance to people you don't have the foggiest idea.

Help client brand dependability and further develop your relationship with them. SM can assist a private company with succeeding representing the brand to purchasers. As indicated by Edosomwan et al. (2011), SM are best for the accompanying situations:

- Further develop ties and correspondence among the board and staff.
- SM help in the sharing of data and the structure of cooperation;
- SM help in the reinforcing of connections and correspondence with shoppers; and
- SM help in the coming to of clients.

- SM aids the definition and advancement of an item just as getting input from shippers and clients.

SM has filled in significance as a wellspring of SME enrolling data for people searching for work.

### **Social Media and Marketing**

On Malaysia, Abedniya and Mahmoudi (2010) explored the effect of SM in the showcasing business. An internet-based review was utilized to gather information. An aggregate of 150 examples were conveyed by means of polls among Malaysian college understudies. The examination observed that fostering a showcasing plan to speak with clients via SM might drive and effect buyer conduct. Moreover, the exploration observed that a serious level of local area on the SM site goodly affects SME execution and client discernment on brands among companions who have not connected with the SME. The creators proposed that SMEs foster an arrangement to help their products, speak with purchasers, and provide clients with a positive impression of them.

Pradiptarini (2011) featured the impact of SM destinations like Facebook and Twitter on SME monetary execution and mirrored these locales' interest in SME achievement. The information was gained from five SME who are dynamic on Twitter, and 257 examples were haphazardly disseminated to University of Wisconsin understudies. As indicated by the writer, the most famous stage for following SME was Facebook. SME was trailed by 71% of understudies on Facebook and 35 percent of understudies on Twitter, individually. Besides, under 1% of understudies altogether affect buying choices for a SME's products, while 35% have a characteristic impact and buy. SME should plan a confounded strategy to quantify the return, as per the report.

Farooq and Jan (2012) investigated the effect of showcasing via online media in Pakistan. The review information was gathered utilizing a quantitative strategy, and the members were isolated into two gatherings. As indicated by the aftereffects of a client survey, Facebook is the most well-known site for advertising help. Also, the examination found that SME profited from client input on Facebook. Since the shopper didn't interface with

SME things, the SME didn't get any Facebook criticism on their items, as indicated by the SME research. At last, the scientists suggested that SMEs in Pakistan analyze and survey their objective business sectors, and do all conceivable to get customer certainty and criticism.

Imran (2014) explored the effect of online media communications, publicizing, promoting, and client assistance on Lagos Nigerian SMEs. This examination took a quantitative strategy, with surveys conveyed through email to respondents in a portion of Lagos' independent companies. The measurable data was transformed into graphic information. The overview was finished up and returned by 32 individuals altogether. In contrast with different types of publicizing, Facebook was the most well-known online media webpage in Lagos, Nigeria. The examination, then again, observed that SM might support client bliss, deals, and memorability. Nigeria's Internet administration, as indicated by the examination, is as yet ailing in contrast with different nations.

### **Benefits of Social Media for Marketing**

Through SM destinations like Facebook, YouTube, and Twitter, SM might help SMEs in connecting with the market. SM are quite possibly the best promoting method, outflanking customary advertising (Araka, 2012). When contrasted with customary media, promoting via SM gives more proficient admittance to a major number of the objective market (Keller and Fay, 2012). Promoting via SM might be customized to arrive at specific socioeconomics. SM give for simpler association clients and the capacity to impact their conduct, just as being more affordable as far as special materials (Irman 2014). SM helps the advertiser in following and investigating normal things on SM destinations to satisfy the client's requests; this following and examination supports the advancement of showcasing system, and the advertiser might better serve the customer (Araka, 2012).

SM is a strong advertising instrument. Advertisers have shown that SM can assist with development and that SME are utilizing it more than previously. Worldwide SME have the advantage and realize that SM as an advertising stage can assist with advancement. It additionally helps with the presentation of showcasing endeavors (Neti, 2011). An

independent venture utilizes SM advertising to get its things before individuals in a charming manner for Internet clients. Promoting means to utilize online media to impart, coordinate, engage, and accomplish instructive targets. SM has a wide scope of instruments to assist them with arriving at their goals (Safko and Brake, 2009). SM's technique is unmistakable from that of customary media, and it has various benefits:

To start, offer an assistance that permits clients to communicate their thoughts and get prompt counsel. Second, helping the advertiser in distinguishing gatherings of individuals, learning their necessities and inclinations, and recognizing the leaders for each gathering. At last, when contrasted with conventional media, the expense of publicizing efforts and making customer associations is very negligible (Neti, 2011). With the ascent in prominence of online media, advertising has turned into an objective, empowering clients to impart their contemplations and insights with their companions to measure brand responses. You should recognize the critical points of showcasing and the highlights that are probably going to be more viable to the achievement of publicizing efforts as the most fundamental factors that sway the market (Abedniya and Mahmoudi, 2010).

### **Small and Medium Enterprise**

Solid hierarchical attributes are fundamental for SMEs' endurance, achievement, and advancement, just as the economy's abundance and soundness. The concentrated-on writing uncovered that there were a few examinations on SMEs. Most of distributed exploration looks on different subjects like as arranging, disguise, sending out, and HR. The concentrated-on research observed that the achievement and endurance of SMEs are firmly dependent on their characteristics just as the commitments of proprietors/directors, but there were a couple of distributed distributions in the significant writing that examined the effects of hierarchical attributes.

### ***SMEs Economic Contribution***

The significance of SMEs to a country's economy couldn't possibly be more significant. Inward and outside commitments can be ordered into two classifications. SME endurance,

achievement, and development are generally subject to inward commitments. Outside commitments are generally centered around bringing down joblessness and upgrading the economy's wellbeing. SMEs are indispensable for monetary success and strength (Singh et al., 2010; Alasadi and Abdelrahim, 2008; Bhutta et al., 2008; Golhar and Deshpande, 1997), just as friendly abundance (Singh et al., 2010; Alasadi and Abdelrahim, 2008; Bhutta et al., 2008; Golhar and Deshpande). SMEs increment the economy's and society's abundance by making new firms and business (Andersson and Tell, 2009; Eshima, 2003). They extend to the best potential for employment opportunity creation and are a critical wellspring of advancement (Bjuggren and Sund, 2001; Kuratko et al., 2001; Loan-Clarke et al., 1999). Little and medium-sized organizations (SMEs) can assist with accomplishing these objectives. In Europe, the level of SMEs in complete business was generally 70% (Bjuggren and Sund, 2001; Mulhern, 1995), but there are around 17 million jobless people in Europe, representing over 10% of the whole labor force, with 8-9 million of them being long haul jobless. The job of SMEs in creating new positions in Europe is basic intending to the joblessness emergency (Henriksen, 1999). SMEs are likewise the spine and driving motor of the US economy, offering the greater part of GDP, utilizing the greater part of the labor force, representing over 80% of occupation development, and being the essential generator of new positions (Walker et al., 2002; Kuratko et al., 2001; Deshpande and Golhar, 1994; Schenk and Shrader, 1993). SMEs represent around 38% of the UK's GDP (Williamson and Lynch-Wood, 2001), 90% of work (Quayle, 2002), and are a huge driver of occupation development (Ghobadi an and Gall ear, 1997). SMEs represent around 40% of Canada's GDP, utilize generally 50% of the labor force, and create almost 60% of new work (Golhar and Deshpande, 1997).

### *Characteristics of SMEs*

The quantity of workers, deals volume, remarkable item, advancement, better and more complete client care, new position creation, adaptability, everyday functional activities, and restricted assets – monetary, human, and time – are a portion of the essential elements of SME. Incorporated administration, suitable government backing, advertising contemplations, worldwide openness, proprietor/administrators' level of instruction and preparing, individual credits and characteristics, previous encounters, and political

alliance are on the whole fundamental achievement factors for SMEs. Eye to eye correspondence is the standard (Ghobadi an and Gallear, 1997). With regards to making new products, SMEs utilize a specialty approach, or a generally safe procedure. They accept they can essentially control the blemish kept with the utilization of the arrangement (Mosey et al., 2002). Proprietor/directors get cash from banks and depend on close to home assets to maintain their organizations (Hormoz et al., 2002).

Independent venture the executives is a complicated and moving endeavor because of significant cutoff points and the difficulties featured all through the text. The destinies of SMEs are generally controlled by their proprietors/administrators (Wang et al., 2010; Bhutta et al., 2008). Strength, adaptability, high energy, the capacity to remain cool-headed, insight, schooling, long working hours, difficult work, devotion, capacity to convey well, great client care, a reasonable and wide business thought, independence and freedom, unified proprietor/administrator direction, managing everyday preparation, generally safe taking conduct, and determined worker mentality are exceptionally significant attributes of SME proprietor/supervisors. (Andersson and Tell, 2009; Alasadi and Abdelrahim, 2008; Bhutta et al., 2008; Gilmore et al., 2004; Brand and Bax, 2002; Kickul and Gun-dry, 2002; Mosey et al., 2002; Kuratko et al., 2001; Ghobadian and Gallear, 1997; Luk, 1996; Monk-house, 1995; Acar, 1993; Jenks, 1991). SMEs proprietor/directors' schooling, experience, and preparing, like going to classes and studios (Jeffrey et al., 2010; Wang et al., 2010; Andersson and Tell, 2009; Billington et al., 2009; Zhang and Hamil-ton, 2009; Alasadi and Abdelrahim, 2008; Fletcher, 2000; O'Dwyer and Ryan, 2000), assume a significant part and can assist the business with enduring an aftereffect of instruction and preparing, as per Fletcher (2000), SMEs may quickly find out with regards to unfamiliar societies and adjust their functioning propensities. The development of proprietor/directors prompts the improvement of SMEs, as indicated by Billington et al. (2009), Zhang and Hamilton (2009), Alasadi and Abdelrahim (2008), and O'Dwyer and Ryan (2000). Kink (1999) investigates language use and accentuates the importance of language in diminishing correspondence issues.

### *Planning and decision making in SMEs*

Since the climate is exceptionally powerful and complex, SMEs arranging is unstructured, sporadic, and receptive (Van Auke and Sexton, 1985). It is additionally vigorously impacted by ecological vulnerability, i.e., an absence of information for direction, decision, and choppiness (Wyer and Mason, 1999). In SMEs, physical and information assets for arranging and executing procedure are restricted (O'Toole, 2003). SMEs' essential arranging conduct is intensely impacted by various elements, including the size of the organization, the quantity of workers, time, an absence of data, an absence of comprehension, just as potential execution boundaries like correspondence, time, representative abilities, and the sort of proprietor/administrator (Huang, 2009; O'Toole, 2003; O'Regan and Ghobadian, 2002; Matthews and Scott, 1995; Schwenk and Shrader, 1993; Fasano, 1990; Pleitner, 1989; Shrader et al., 1989; Van Auken and Sexton, 1985).

Independent companies do not have the essential work force, time, and monetary assets to take part in essential preparation, and they rarely do as such (O'Regan and Ghobadian, 2002; Shrader et al., 1989). Also, in SMEs, functional or regulatory plans are more pervasive than vital plans (Andersson and Tell, 2009; Shrader et al., 1989). As indicated by a few examinations, SMEs that occupied with vital and purposeful arranging outflanked those that didn't. SME achievement might be impacted through arranging, which is a helpful instrument for decreasing vulnerability (Kraus et al., 2006; O'Regan and Ghobadian, 2002; Stoner, 1987). As indicated by Kraus et al. (2006) and Van Auken and Sexton (1985), there is a positive relationship between essential arrangement Ning and achievement, and vital plans can assist organizations with making due. Matthews and Scott (1995) research the effects of natural vulnerability on SMEs' arranging conduct and observe that it has an effect. Lyles et al. (1993), Schwenk and Shrader (1993), and Shrader et al. (1989) research the connection between formalized preparation and key choices and organ-binational execution in additional profundity. They accept that involving formal preparation related to key plans in exploring new choices can help proprietors/administrators gain a strategic advantage.

Therefore, proprietors/supervisors are associated with everyday functional preparation and are worried about everyday functional exercises and troubles (Monk-house, 1995;

Schwenk and Shrader, 1993; Shrader et al., 1989). Dealing with an organization with only one individual is extreme, particularly when the organization extends (Pleitner, 1989), but SME proprietors/directors might defeat the deficiency of HR with the board preparing (Gibson and Cesar, 2002). What's more, proprietor/supervisors' insight, instruction, and preparing sway arranging conduct and add to execution (Pleitner, 1989). Most of proprietors and directors don't make organization plans; yet, it is critical to recollect that very much evolved plans bring long haul benefits (Hormozi et al., 2002). Private companies are controlled by a solitary individual, the proprietor/chief. Accordingly, most SMEs' independent direction is unified and moved in the possession of the proprietors/administrators (O'Toole, 2003; Ghobadian and Gallear, 1997). One of the main attributes of seriousness might be viewed as quality (Ghobadian and Gallear, 1997). ISO 9000 accreditation is needed for send out situated SMEs and undertakings that take part in overall business (Huarong, 1998; Ferguson, 1994). Ferguson (1994) accentuates the meaning of gaining an ISO 9000 endorsement, asserting that it might turn into a necessity for trades. Most of SME's battle to accomplish quality necessities (Ghobadian and Gallear, 1997), which are exorbitant to get (Huarong, 1998). Conversely, Rahman (2001) analyzes the hierarchical exhibition of SMEs with and without ISO 9000 endorsement and reports that there is no critical distinction.

Independent companies have restricted assets (Premaratne, 2001), and therefore, most private ventures look for outside help, for example, government backing (Yusuf, 1995) and innovative help (Masen et al., 1995). SMEs should make social, strong, and between firm innovative organizations. These organizations help in the procurement of correlative abilities and assets vital for market intensity and achievement. Monetary help from true sources can be gotten with the utilization of organizations (Premaratne, 2001). SMEs' seriousness is supported through networks also (Rutihinda, 2000). One of the main elements of SMEs is firm adaptability, especially fabricating adaptability. To stay aware of worldwide contest, rapidly evolving innovation, and more limited item life cycles, adaptability is fundamental (Petron and Bevilacqua, 2002; Kuratko et al., 2001; Ghobadian and Gallear, 1997). Tetteh and Burn (2001) call attention to the benefits of utilizing the World Wide Web to build the quantity of clients.



Haynes et al. (1998) take a gander at how SMEs use the Internet and presume that it is an undiscovered asset. They additionally call attention to that the Internet is a moderately minimal expense way for SMEs to develop. James (1997) carefully describes the situation on the Internet's benefits and business potential, just as how it may assist organizations with acquiring an upper hand. Waiker et al. (2002) analyze the use of the Internet in independent ventures and presume that most of SMEs use the Internet as a business instrument, with correspondence being the most widely recognized application. They reason that SMEs ought to use a site page to introduce and keep up with data in their examination. SMEs might contend in a worldwide economy with significant firms by means of the Internet, conquering geographic hindrances and arriving at a bigger potential customer base (Waiker et al., 2002; Poon and Swagman, 1997). As indicated by O'Toole (2003), SMEs took on the Internet yet couldn't get upper hand from it. He likewise guarantees that the page is for the most part missing from SMEs.

## **Hypothesis Development**

### ***The Relationship between Social Media and SME Performance***

Using cyberspace and web-technology has become standard practice in all enterprises in recent decades (Zhang et al., 2017). Organizations have the ability to reach their clients over the Internet at any time and from any location (Chen et al., 2011). "A series of Internet-based apps that build on the ideological and technological underpinnings of Web 2.0, and that allow the creation and sharing of user-generated content," say Kaplan and Haenlein (2010, p. 63). Many various types of online applications are included in social media, including social networking sites (SNSs), blogs, forums, microblogs, picture and video sharing, product/service reviews, assessment communities, and social gaming (Aichner & Jacob, 2015). Individuals may use social media to share information and create content more easily (Kim & Johnson, 2016). People use Facebook, YouTube, Wikipedia, Twitter, Instagram, TripAdvisor, online forums, ratings and review boards, and other online networks to share their experiences and engage with other users (Chen et al., 2011).

Moreover, social media attracts information seekers who want to learn more about the product or service they want to buy, which leads to an increase in consumer purchasing intent (Hajli, 2013). Social media, on the other hand, as a communication medium, assists businesses in achieving a variety of organizational goals, including marketing, public relations, advertising, branding, customer service, human resources, and issue resolution (Kim and Park, 2013, Nisar and Whitehead, 2016). As a result, social media has been seen as an efficient medium for businesses to engage with a large number of potential clients in order to disseminate company information (Schaupp & Bélanger, 2013). The growth of online communities has increased interconnection between businesses and customers, allowing them to communicate more quickly across international borders (Aichner & Jacob, 2015). Furthermore, social media has an influence on a company's brand positioning, brand recognition, consumer loyalty, and purchase decisions (Barreda et al., 2015, Nisar and Whitehead, 2016).

Firm use of social media produces a fantastic network among organizations, customers, and suppliers (Siamagka, Christodoulides, Michaelidou, & Valvi, 2015). Firms are taking use of networking activities that lead to higher performance based on the network approach (Naudé, Zaefarian, Tavani, Neghabi, & Zaefarian, 2014). The majority of earlier research on networking approaches (Ladkin and Buhalis, 2016, Naudé et al., 2014, Trainor et al., 2014, Watson, 2007) focused on the benefits of networking for businesses. However, the importance of internet networking for SMEs' success has received less emphasis (Hajli, 2014, Wamba and Carter, 2016). Given that small and medium-sized businesses (SMEs) are the economic engine of most countries (Cowling, Liu, Ledger, & Zhang, 2015), previous research has primarily focused on the adaptation (Durkin et al., 2013, Wamba and Carter, 2016), as well as the benefits and barriers (Michaelidou, Siamagka, & Christodoulides, 2011) of social media in SMEs. Furthermore, there are few studies that investigate the impact of social media use on boosting business performance in the hotel sector (Harrington and Ottenbacher, 2011, Zhang et al., 2017).

Social media has a significant impact on the hotel sector. It is a free-market research tool, according to Jeong & Mindy Jeon (2008), since focusing on customers' evaluations and comments on various social networking sites gives hotel management an understanding

of their entire company performance. Hotels may influence their potential consumers' purchasing and decision-making behavior through social media (Hajli, 2015). The hotel industry's high degree of social media interaction helps to raise awareness about the company's brand and new products/services (Kim et al., 2016). Customers are encouraged to like, share, comment, and review hospitality businesses on various social media sites, resulting in increased brand exposure among consumers (Gensler et al., 2013). Social media helps with promotion and public relations in addition to branding (Trusov, Bucklin, & Pauwels, 2009). The transformation of social media into a booking channel for hospitality organizations is another advantage driven by social media for improving corporate performance (Harrigan, Evers, Miles, & Daly, 2017). Most clients nowadays are urged to book immediately via social media or through a direct connection to booking websites. This intrinsic capability of social media will have a favorable impact on hotel sales growth (Harrigan et al., 2017). Furthermore, contacting a large number of clients abroad will aid internationalization and lead to increased sales volume and, as a result, improved profitability (Seth, 2012).

Furthermore, social media-generated eWOM (electronic word of mouth) is a powerful marketing tool for small hotels, affecting sales growth, branding, and profitability (Litvin, Goldsmith, & Pan, 2008). Because small hotels have a limited budget for marketing campaigns or print advertisements, utilizing social media has been extremely advantageous to their growth (Litvin et al., 2008; O'Connor, 2008). According to the research, social media participation has a significant impact on the hotel sector. Despite the findings of the aforementioned research pertaining to the SME, knowledge of the effects of social media use on SME performance is still limited. This research focuses on the usage of social media by small businesses to see if it has an impact on their performance. As a result, the following is the initial hypothesis of this research:

**H<sub>1</sub>:** There is a positive impact between Social Media and SME performance.

### ***The Relationship between Social Media and Marketing***

By developing fan groups for businesses and commercials, as well as online surveys, Facebook may provide economic value. The tourist business is also promoted on

Facebook (Nelson et al., 2014; Nguyen et al., 2013; Xie & Lee, 2015; Stankov et al., 2010; Goh et al., 2013). Customer service, low-cost carrier ticket sales, flight cancellations or delays, and post-booking management in airlines are all covered on Twitter. Twitter is utilized for political marketing and promotion (Sobaci & Karkin, 2013; Struik & Baskerville, 2014; Greaves et al., 2014). Organizations and customers may now communicate more easily thanks to social media. Customers become loyal as a result of word-of-mouth marketing and mobile marketing (Mangold & Faulds, 2009; Kozinets et al., 2010; Lee Ventola, 2014; Schultz & Peltier 2013). With the use of social media, social marketing as a consumer-oriented strategy leads to a shift in consumer behavior. Internet marketing via corporate websites, direct marketing via website campaigns, and viral marketing via Web 2.0 all result in a shift in customer behavior (Thackeray et al., 2008; Thackeray et al., 2012; Thackeray & Neiger 2009; Smailhodzic et al., 2016; Seidenberg et al., 2012).

The administration of the tourist and hospitality system, as well as traveler decisions, are heavily influenced by social media (De Moya & Jain, 2013; Zeng & Gerritsen, 2014; Leung et al., 2013; Balatsoukas et al., 2015). YouTube, being the world's most popular video-sharing website, offers enormous potential for reaching and influencing a wide audience. Electronic cigarette sales are carried out on YouTube using promotional films. Also utilized to introduce and promote products and marketing are blogs and microblogging sites, as well as consumer review sites. People use LinkedIn to express themselves, communicate, market, and shape their online identities (van Dijck, 2013; Gerodimos & Justinussen, 2015; Varlamis et al., 2010). The advantages of using the Internet include low costs, immediate access to the international community, and the ability to interact with millions of people and receive real-time feedback.

Customer relationship management (CRM) is a strategy for managing a company's interactions with current and future customers. Customers' data and histories are utilized by the organization to develop business relationships with stakeholders, particularly with customers, with an emphasis on customer retention and acquisition of new customers for sales growth. Customer engagement refers to a customer's association with a company or organization as a consequence of incentive (Van Doorn et al., 2010). Consumer

engagement refers to a customer's experience and contact with a brand; customer engagement with a certain brand creates value (Brodie, Hollebeek, Juri, & Ili, 2011). It's also known as the greatest level of loyalty (Roberts & Alpert, 2010), because it encompasses a wide range of activities. (Libai, 2011).

Firms were able to establish skills for improving customer happiness and experience using social media tools and technology, as well as integrate their customer relationship management (Trainor et al., 2014). While integrating social media integration in current CRM systems, the notion of CRM has been expanded allowing corporations to cooperate, communicate, and focus on relationship management (Wang & Kim, 2017). Greenberg (2010) invented the term "Social CRM" to describe an emerging method for developing and maintaining client relationships. CRM has been combined with the newest technologies and applications of social media to engage customers for cooperation and enhancement of connection establishment with potential customers, according to Trainor et al. (2014). Because the potential benefits of social media use and quick and effective information dissemination to customers enable organizations to reap a variety of benefits, including cost savings and improved performance, investment in social media adoption and technology implementation has increased in recent years. Previous studies have focused on the benefits, challenges, and issues associated with the adoption of social media for business processes and effectiveness; thus, the current research will help to explain how social media can be used to manage relationships while also increasing the capabilities of social CRM, which has been largely unexplored. For CRM strategy, the present research has been conducted on the Indonesian market.

According to research academics, customer relationship applications or technologies are not enough to provide value for effectiveness; they must also be combined with other resources for better and more efficient outcomes (Chang, Park, & Chaiy, 2010; Trainor et al., 2014; Wang & Kim, 2017). However, limited research on social media applications and technology in connection to customer relationship systems and marketing strategies for value addition can be found in the literature. Customers' use of the internet and social media to see and locate their desired items online through websites has quickly risen in recent years, and the trend has emerged. Customers can rapidly locate and compare items

and services they seek anywhere in the globe thanks to digital technology. Customers can now view it online without having to physically visit a store. In light of these advancements, social media has been used by various businesses to allow customers to virtually visit stores and to provide other information such as store opening times or product promotions to influence customer decision-making (U. Ramanathan, Subramanian, & Parrott, 2017).

Consumers' experiences are also displayed on social media applications and sites, which has been proven to be highly helpful and encouraging for future customers to assess items through customer feedback comments, and it has an influence on new customers' purchasing decisions. On the other hand, prior customer remarks, particularly unfavorable ones, may inhibit future sales or customer acquisition (R. Ramanathan, George, & Ramanathan, 2014). Customer comments on social media as feedback immediately harm customers' purchasing decisions as criticism from existing customers is public on social media to everyone, including company executives. Individual client feedback allows SMEs to discover possible problems with their products or services in order to attract new and existing consumers (U. Ramanathan et al., 2017). As a result, social media has been discovered to assist in marketing operations in order to improve client experience and shopping pleasure. Researchers are looking into how to meet both strategic objectives, such as 'satisfaction' and 'profit earning' (Keiningham, Gupta, Aksoy, & Buoye, 2014). Quality service necessitates a thorough grasp of marketing efforts and operations, as evidenced by customer feedback, in order to provide the groundwork for future product and service development. As a result, the sconded hypothesis is as follows:

**H<sub>2</sub>:** There is a positive impact between Social Media and Marketing.

### ***The Mediating Role of Marketing between Social Media and SME Performance***

The level of other people's relevance in interactions and the consequent of interpersonal connection is characterized as social presence theory (Ahmad et al., 2018). SM and marketing can be considered a new area and business practice concerned with the promotion of goods, services, and ideas using the most recent SM technologies (Dwivedi et al., 2020). The use of smartphone and web-based technology to establish synergistic

media in which customers and group members share, co-create, discuss, and modify is known as content. Marketing activities conducted through online platforms enable the production of information and connections between members (Dewnarain et al., 2019). Customers generated content has allowed businesses to better predict their customers' future buying behavior (A. J. Kim & Ko, 2012), increase the popularity of brand posts (Kervin et al., 2012), attract new customers (Chow & Shi, 2015), establish awareness, increase sales, and promote loyalty (Kervin et al., 2012).

In sum, 90 percent of enterprises worldwide are classified as SMEs, and they are said to be responsible for almost 70% of global pollution (Singh & Thakar, 2018). The literature on sustainable development and corporate innovation, on the other hand, focuses mostly on large enterprises, such as multinational corporations, but the sustainability efforts of SMEs are underappreciated and recorded (Li et al., 2020). Small and medium-sized firms are more likely to encounter financial, personnel, and resource management challenges in order to promote sustainability, whereas large SME are believed to have an adequate endowment for green incentive. Small businesses face conceptual knowledge and equipment to analyze and arrange environmental outcomes, according to preliminary research by Barbosa et al. (2020), assuming that sustainability calculates additional expenses.

Sustainability may be defined as a feature that aids in the service, preservation, and upkeep of three widely acknowledged elements: the environment, community, and economy (Garbie, 2014). Organizations and small businesses can obtain a competitive edge by focusing on sustainability (Luthra et al., 2015). Furthermore, Raut et al. (2019) said that SM and marketing have a good impact on SME performance while minimizing negative impacts on the community and the environment. Internal activities in SME have a strong association with economic, environmental, and social performance, as well as long-term benefits for the firm, according to Gotschol et al. (2014). Green issues should be considered by SMEs as a means of gaining a competitive edge and increasing market share in today's market, which is dominated by highly educated customers (Deif, 2011). SME may improve their social reputation by participating in social sustainability initiatives (Marshall et al., 2015). As a result, the third hypothesis is as follows:

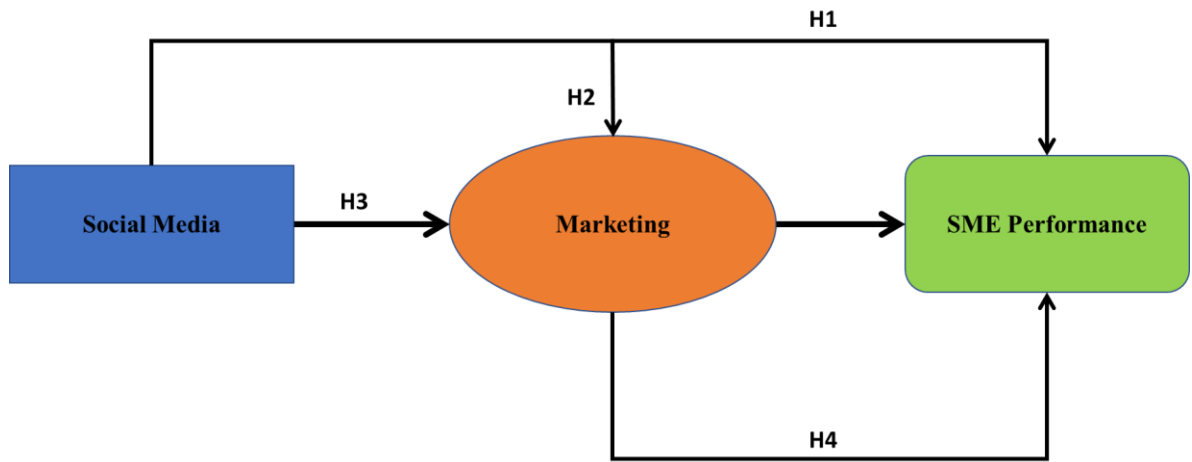
**H<sub>3</sub>:** Marketing mediate the relationship between social media and SME performance

### ***The Relationship between Marketing and SME Performance***

The impact of marketing on the success of small businesses has been studied extensively in the United States and Europe (Hoque et al., 2017a). The majority of the research concluded that there is a strong and favorable association between RM and the performance of SMEs (Hoque, 2018a; Hoque, 2018b; Hoque et al., 2017a; Ibrahim, Keat, & Abdul-Rani, 2017; Al-Dhaafri, Al-Swidi, & Yusoff, 2016; Sin et al., 2005; Gummesson, 1997; Gronroos, 1996; Sheth and Parvatiyar, 1995; Smith, 1991; Jackson, 1985; Berry, 1983; Levitt, 1983). Marketing is a critical component of running a business and expanding an organization through cultivating relationships with key stakeholders (Brito, 2011). As a result, a SME that implements a marketing strategy will improve its business performance (Sin et al., 2002), and because competition is so important in market economies, SMEs engage in relational exchanges with other SMEs and customers when such relationships enable the SME to compete more effectively (Hunt, Arnett, & Madhavaram, 2006). Furthermore, the performance of relationship marketing strategy aids in the development of high levels of company competency (Sansom & Jaroenwanit, 2016). As a consequence, businesses should be aware of the importance of relationship marketing (Laequddin, Sahary, & Waheed, 2012). As a result, the marketing pattern shifts to the relationship, which helps to improve consumer benefits and build value, as well as improve long-term company performance (Sansom & Jaroenwanit, 2016; Luige and Mihai, 2011; Fiol et al., 1991). According to Sansom & Jaroenwanit (2016) and Gronroos (1996), marketing strategy aids in gaining a competitive edge and improving SME performance. As a result, marketing success will represent SME performance and provide consumers with value. Smith (1991) discovered that marketing strategy assists to optimize long-term profitability, while Sin et al. (2005) discovered that RM strategy orientation had a considerable beneficial influence on business performance in Chinese enterprises. Nonetheless, Hoque et al. (2017a) asserted that other factors such as the business setting, organizational culture, and others impact the association between marketing and SME success (Hoque, 2018a). As a result, a variety of factors were considered in order to explain this connection. This research presents the following hypothesis:



**H<sub>1</sub>:** There is a positive impact between marketing and SME performance.



**Figure 4** Research Model

## CHAPTER III

### Research Methodology

#### Research Design

The author elaborates the methodology of this research that has been utilized in revealing the impact of SM on SME performance in Northern Cyprus by taking marketing as a mediator. This research describes the procedures that have been used to analyze the data and check the hypotheses by collecting data, measuring the variables in the research model, and the types of analysis methods that have been used (SPSS v25). Before conducting research, there must be several important issues, such as the type of research, the reasons for investigation, and the methods that used to collect data by taking an idea, construct, or thought, at that point, building up a measure or scale to monitor it empirically (Creswell, 2009).

In conclusion, based on a deductive approach the quantitative research relates to layout, measurement, and sampling issues that focusing on detailed planning to data collection and data analysis. The author applied quantitative research methods and the procedures are created systematically before unifying data collection. Besides, data analysis relies on the use of statistical methods, Tables, or figures and discusses how to link the result to hypotheses. Therefore, the nature of this research is completely quantitative.

#### Sampling & Sample

The main objective of designing the research sample was to generate a comprehensive and ideal sample of Northern Cyprus SME. The target population of this research contain all employees working at 51 SME in Northern Cyprus which selected based on the manufacturing SMEs which are the members of Turkish Cypriot Chamber of Industry (TCCI) in Northern Cyprus. According to TCCI, SMEs are defined as firms employing fewer than 99 people. The TCCI further divides the SMEs into the following categories: 5 firm are micro firms (1-5 employees), 41 firm are small firms (6-49 employees), and 5 firm are medium-sized firms (50-99 employees). The sample represented a wide range of industries. The questionnaire has been applied between February 2022 and April 2022. A

questionnaire has been distributed by hand within the SME. Once all responses had been received, they were recorded in the database using SPSS v 25 for further analysis. Furthermore, this research will employ a convenience-sampling technique, which entailed gathering data from members of the public who were willing to participate. According to that, out of total 320 distributed questionnaires, 300 usable responses were received making 93.75% as a response rate.

### **Data Collection Procedures**

This research aims to check the impact of SM on SME performance by taking marketing as a mediator in Northern Cyprus by using a questionnaire from literature reviews to test the hypotheses for this research, where the employees of SME formed as an analysis unit of this research see Appendix 1. To collect credible and useful data and avoid coercive participation, the author informed the respondents that their participation was voluntary and he explained the purpose of the research and obtained verbal consent from them before distributing the questionnaire. This research was conducted using a questionnaire which is considered as a suitable means for effective and accurate information. Therefore, the questionnaire method was adopted as the preferred tool to answer current research objectives.

The questionnaire has been reviewed by university professors who are having an experience and knowledge in the field of information technology and digitalization to detect mistakes or a possible source of misunderstandings and to test the accuracy and validity of the professional terms and perspicuity. Validity also checked through distributed 20 questionnaires as pilot research to adjust proportion to the responders' abilities to answer the questions and based on their feedback the questionnaire questions was edited to be more comprehensive and accurate. The questionnaire was designed with a 5-point Likert scale ranging from Strongly Agree = 5 to Strongly Disagree = 1.

### **Research Variables and Instrument**

The model of the research is quantitative and cross-sectional. The questionnaire consists of three parts and 37 items in total: demographic characteristic, Social Media Scale (SMS),

Marketing Scale (MS) and SME performance Scale (SMEPS). Table 1 summaries the Cronbach's alpha for these scales.

### ***Demographic Information***

The research also assesses some demographic variables that are presented in Part 1 of the questionnaire. The respondents were asked about gender, age, educational level, industry that they operate, years in operations, position and four question regarding social media. The demographic questions consist of 10 items.

### ***Social Media***

The SMS used in this research was developed by (Parveen et al, 2016). This scale consists of (8) items with the format of a typical Five-Point Likert Scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree) with a Cronbach's alpha score of 0.910. According to (Hair et al., 2014) the level of Cronbach's alpha that needs to achieve the reliability and to be acceptable research is 0.7.

### ***Marketing***

MS scale has (9) items developed by (Parveen et al, 2016). The data were collected from customers and measured based on five-point Likert scale ranging from 5 = Strongly Agree to 1= Strongly Disagree. This scale was measured through 8 items with Cronbach's alpha score of 0.943.

### ***SME Performance***

SMEPS has (10) items developed by (Parveen et al, 2016; Asad et al., 2020). The data were collected from customers and measured based on five-point Likert scale ranging from 5 = Strongly Agree to 1= Strongly Disagree. This scale was measured through 6 items with a Cronbach's alpha score of 0.835. The Cronbach's alpha value for the present research of 27 items was calculated as 0.783 which this value considered to be reliable.

**Table 1** The Cronbach's Alpha for Research Variables

<b>Variable Name</b>	<b>Number of Items</b>	<b>Cronbach's alpha</b>
Social Media	8	0.910
Marketing	9	0.943
SME Performance	10	0.835
<b>Total</b>	<b>27</b>	<b>0.783</b>

### **Data Analysis Procedures**

After collecting data, SPSS v.25 software was used to analyze the data with the following steps: First, test the reliability of the scale and validity of the questionnaire through Cronbach's alpha coefficient. According to (Sekaran & Bougie, 2016), Cronbach's alpha indicates that values which greater than 0.70 has high internal consistency in measured the variables and increases reliability. Second, correlation analysis shows how variables are positively related to each other. Table 2 summarizes the correlation coefficient scale. Third, factor analysis was used to find out the principal components to identify whether the factors used in the research can measure the variables and whether the factors used in the questionnaire are related to the variables or not. (Hair et al., 2014) reported that exploratory factor analysis (EFA) is used to explore data and provides information on the number of factors needed to represent data better. Also, all measured or observed variables are related to each factor according to the value of the load estimation factor. The main feature of EFA is that all factors are obtained only from statistical results, not from any theory, and after the factor analysis is performed the factors can be named. In other words, EFA can be analyzed without knowing the number of factors that already present in the research or which variables that belong to which constructs. Finally, regression analysis was applied to test the hypotheses that developed to determine the effect of SM on SME performance.

**Table 2** Correlation Coefficient Scale

<b>Correlation Scale</b>	<b>Description</b>
$\pm 0.90 - \pm 1.00$	Very high positive or negative correlation
$\pm 0.70 - \pm 0.89$	High positive or negative correlation
$\pm 0.69 - \pm 0.50$	Moderate positive or negative correlation
$\pm 0.49 - \pm 0.30$	Low positive or negative correlation
$\pm 0.29 - \pm 0.00$	Negligible correlation

The hypotheses and sub-hypotheses that used in this research has been tested at 95% confidence level (or 5% margin of error). The rule of decision is that if the PV less than 0.05, the null hypothesis has been rejected and if it is greater than 0.05 it has been accepted.

### **Ethical Considerations**

This research was conducted taking into account the ethical implication at each stage of the research process. Approval was obtained from the Ethics Committee at Near East University for the research questionnaire before collecting data. This research was designed to meet the ethical principles of voluntary participation, ensuring that participants were not harmed, respecting their right to privacy, anonymity, and self-determination. During this research, participants were introduced to the importance of the research and its purpose, and the participation in this research is voluntary and the data collected during this research has been used for academic research purposes only and may be presented at national/international academic meetings and/or publications and has been treated with strict confidentiality. Also, the information of participants in this research has been guaranteed to be confidential and anonymous.

## CHAPTER IV

### Research Results

#### Descriptive Statistics

After collecting the questionnaire from the sample, the questionnaire response scale which contains 27 items was translated to a quantitative scale by giving the answer category 5 = Strongly Agree, 4 = Agree, 3 = Neither agree nor Disagree, 2 = Disagree, 1 = Strongly Disagree. The total scores of the sample respondents for each paragraph were classified as shown in Table 3:

**Table 3** The Degree of Approval of the Questionnaire Paragraphs

<b>Likert-Scale</b>	<b>Classification</b>	<b>Description</b>
1	1 – 1.79	Strongly Disagree
2	1.8 – 2.59	Disagree
3	2.6 – 3.39	Neither agree nor disagree
4	3.4 – 4.19	Agree
5	4.2 – 5	Strongly Agree

The researcher relied on the degree of approval of the questionnaire paragraphs according to (Idek et al., 2014) the rule specified in Table 6 that the approval for the paragraph is strongly disagree if the average mean of the paragraph between 1 – 1.79, disagree if the average mean of the paragraph falls between 1.8 – 2.59, neither agree nor disagree if the average mean of the paragraph is between 2.6 – 3.39, agree if the average mean of the

paragraph between 3.4 – 4.19, and strongly agree if the average mean of the paragraph between 4.2 – 5.

### ***Social Media***

Table 4 shows the mean scores for the SM. The respondents' mean scores for SM items extend from 2.21 to 2.98. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking SM were 2.55. These scores show that the employees view of the SM did by their association are natural.

**Table 4** The Mean Scores for the SM Items

<b>Items</b>	<b>Means</b>	<b>STD</b>	<b>Degree of Approval</b>
SM1	2.82	1.184	Natural
SM2	2.98	1.175	Natural
SM3	2.24	1.035	Natural
SM4	2.21	1.057	Natural
SM5	2.42	1.043	Natural
SM6	2.73	1.207	Natural
SM7	2.24	.975	Natural
SM8	2.77	1.280	Natural



### *Marketing*

Table 5 shows the mean scores for the M. The respondents' mean scores for M items extend from 3.36 to 4.21. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking M were 3.84. These scores show that the clients view of the M did by their association are agree and satisfactory.

**Table 5** The Mean Scores for the M Items

<b>Items</b>	<b>Means</b>	<b>STD</b>	<b>Degree of Approval</b>
M1	3.34	1.013	Natural
M2	4.08	1.099	Agree
M3	3.73	1.040	Agree
M4	4.03	1.050	Agree
M5	3.36	1.016	Natural
M6	4.09	1.096	Agree
M7	3.74	1.041	Agree
M8	4.02	1.096	Agree
M9	4.21	1.068	Agree

### *SME Performance*

Table 6 shows the mean scores for the SME. The respondents' mean scores for SME items extend from 2.92 to 3.70. Simultaneously their standard deviation exhibited that the things don't present a high deviation from the normal mean among things. Consequently, the respondents' mean scores for generally speaking SME were 3.43. These scores show that the clients view of the SME did by their association are satisfactory and agree.

**Table 6** The Mean Scores for the SME Performance Items

<b>Items</b>	<b>Means</b>	<b>STD</b>	<b>Degree of Approval</b>
SME1	3.74	.911	Agree
SME2	3.20	.950	Natural
SME3	2.92	.736	Natural
SME4	3.69	1.063	Agree
SME5	3.35	1.019	Natural
SME6	3.39	.946	Natural
SME7	3.58	1.056	Agree
SME8	3.09	.887	Natural
SME9	3.70	1.022	Agree
SME10	3.63	.984	Agree

## Demographic Characteristics of Respondents

Demographic characteristics of respondents that have been captured in this research include 10 different aspects; gender, age, educational level, Industrial type, Year in Operation, position in the company and 4 questions.

### *Gender*

Gender respondents were selected in two categories: male and female. The majority of male and female respondents were 67.7% and 32.3% respectively. Table 7 summarizes the sample distribution by gender.

**Table 7** Sample Distribution by Gender

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Gender</b>		
Male	203	67.7%
Female	97	32.3%
Total	300	100%

### *Age*

data, respondents were of different age groups in a relative distribution as shown in Table 8. The highest representation is respondents who belong to the 35 – 39 years by 34.3%.

**Table 8** Sample Distribution by Age

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Age</b>		
From 25 - 29	74	24.7
From 30 - 34	89	29.7
From 35 - 39	103	34.3
From 45 - 49	23	7.7
More than 50s	11	3.7
<b>Total</b>	<b>300</b>	<b>100.0</b>

***Educational Level***

The educational level of respondents was measured in three categories as shown below in Table 8. The highest percentage of respondents who obtained undergraduate is 85.7%, and postgraduate is 14.3%.

**Table 9** Sample Distribution by Educational Level

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Educational Level</b>		
Undergraduate	257	85.7
Postgraduate or above	43	14.3
Total	300	100.0

***Industrial Type***

The respondents' industrial type was obtained using six categories. The highest percentage of respondents who are from Plastic industry by 29.7%. Table 10 summarizes the sample distribution by industrial type.

**Table 10** Sample Distribution by Industrial Type

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Industrial Type</b>		
Chemistry	62	20.7
Plastic	89	29.7
Food	72	24.0

Beverage	31	10.3
Textile	26	8.7
Other	20	6.7
Total	300	100.0

### *Year in Operation*

The respondents' Year in Operation was obtained using five categories. Table 10 summarizes the sample distribution Year in Operation.

**Table 11** Sample Distribution by Year in Operation

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Year in Operation</b>		
0-9	30	10.0
10-14	153	51.0
15-19	88	29.3
20-24	28	9.3
above 35	1	.3
Total	300	100.0

### *Position at this Company*

The respondents' position was obtained using three categories. Table 12 summarizes the sample distribution by position at this Company.

**Table 12** Sample Distribution by Position at this Company

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Position at this Company</b>		
CEO	1	0.3
Marketer	66	22.0
Staff member	189	63.0
Other	44	14.7
Total	300	100.0

### *What type of social media channel does your company use?*

The respondents have 4 choices to answer this question What type of social media channel does your company use?. Table 13 summarizes the sample distribution by What type of social media channel does your company use?.

**Table 13** Sample Distribution by What type of social media channel does your company use?

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>What type of social media channel does your company use?</b>		
Facebook	150	50.0
Twitter	20	6.7
Instagram	88	29.3
YouTube	42	14.0
Total	300	100.0

*What is the main purpose of using social media channel(s) for your business?*

The respondents have 4 choices to answer this question What is the main purpose of using social media channel(s) for your business?. Table 14 summarizes the sample distribution by What is the main purpose of using social media channel(s) for your business?.



**Table 14** Sample Distribution by What is the main purpose of using social media channel(s) for your business?

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>What is the main purpose of using social media channel(s) for your business?</b>		
Advertising	151	50.3
Survey	25	8.3
Customers feedback	90	30.0
Other	34	11.3
Total	300	100.0

***Do you feel customers like to be approached through social media?***

The respondents have 2 choices to answer this question Do you feel customers like to be approached through social media? Table 15 summarizes the sample distribution by Do you feel customers like to be approached through social media?

**Table 15** Sample Distribution by Do you feel customers like to be approached through social media?

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Do you feel customers like to be approached through social media?</b>		
Yes	223	Yes
No	77	No
Total	300	Total

*Are you able to reach more customers by social media?*

The respondents have 2 choices to answer this question Are you able to reach more customers by social media?. Table 16 summarizes the sample distribution by Are you able to reach more customers by social media?

**Table 16** Sample Distribution by Are you able to reach more customers by social media?

<b>Variables</b>	<b>Frequency</b>	<b>Percent</b>
<b>Are you able to reach more customers by social media?</b>		
Yes	268	89.3
No	32	10.7

Total	300	100.0
-------	-----	-------

### Correlation Analysis

The aftereffects of the relationship examination which demonstrates that all the four builds were emphatically connected with one another with 0.01 criticalness esteem are appeared in Table 17. The connection among SM and SMEP ( $R= 0.796, \rho = 0.01$ ) is counted as a high positive relationship. The connection among SM and M ( $R= 0.719, \rho =0.01$ ) is counted as a high positive relationship. The relationship coefficient among M and SMEP ( $R = 0.775, \rho = 0.01$ ) is counted as a high positive connection.

**Table 17** Correlation between Variables

#### Correlations

	M	SM	SMEP
M	1		
SM	.719**	1	
SMEP	.775**	.796**	1

N= 300

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

### Exploratory Factor Analysis

Exploratory factor analysis (EFA) empowers the creator to diminish the watched factors to littler numbers and distinguish the connection between them (Hinkin, 1998). Principal components analysis (PCA) strategy following by the Promax with Kaiser Normalization pivot technique was utilized to separate the components. As proposed by Hair et al. (2014) the creator kept just those things which stacked 0.4 or above on single thing. Table 18 demonstrated KMO and Bartlett's Test and the subsequent incentive for telecommunications enterprises in Gambia was 0.818 which adequately agree to (Kaiser and Rice, 1974) of required example esteem.

**Table 18** KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.818
Bartlett's Test of Sphericity	Approx. Chi-Square		8009.283
	df		351
	Sig.		0.000

The creator inspected the relationship between the factors and the visual assessment demonstrated a critical connection at  $p = 0.01$ . The EFA investigation separated three particular variables clarifying 57.30% of the total variance. The M had nine items which indicated 0.6901 to 0.898 stacking range and the build clarified 29.17% of the total variance. The SM had eight items stacked between 0.713 to 0.881, and clarified 15.52% of the total variance. The SMEP had ten items stacked from 0.566 to 0.741 and clarified 12.61% of the total variance.

### Hypotheses Testing

The analysts utilized the regression analysis for four main hypotheses:

#### *The Relationship between Social Media and SME Performance*

Hypothesis  $H_1$  posits that SM positively influence SMEP. As shown in Table 19 the linear regression analysis demonstrated that the path estimates between SM and SMEP was significant ( $F_{(1,298)} = 514.540, p < 0.05, R^2 = 0.633$ ). Also, the model coefficient shows that SM were positive and statistically significant to SMEP ( $T_{(298)} = 22.683, \beta = 1.027, p < 0.05$ ). So, the author infers that the effect of SM on SMEP is significantly different from zero. Therefore, hypothesis  $H_1$  was accepted.

**Table 19** Regression analysis of SM on SMEP

Model Summary								
Mo del	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.796 <sup>a</sup>	.633	.632	.633	514.540	1	298	.000
a. Predictors: (Constant), SM								
ANOVA <sup>a</sup>								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	21203.292	1	21203.292	514.540	.000 <sup>b</sup>		
	Residual	12280.054	298	41.208				
	Total	33483.347	299					
a. Dependent Variable: SMEP								
b. Predictors: (Constant), SM								
Coefficients <sup>a</sup>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	32.930	1.721		19.137	.000	29.543	36.316
	SM	1.027	.045	.796	22.683	.000	.938	1.117
a. Dependent Variable: SMEP								

### *The Relationship between Social Media and Marketing*

Hypothesis H<sub>2</sub> posits that SM positively influence M. As shown in Table 20 the linear regression analysis demonstrated that the path estimates between SM and M was significant ( $F_{(1,298)} = 318.903$ ,  $p < 0.05$ ,  $R^2 = 0.517$ ). Also, the model coefficient shows that SM were positive and statistically significant to M ( $T_{(298)} = 17.858$ ,  $\beta = 0.433$ ,  $p < 0.05$ ). So, the author infers that the effect of SM on M is significantly different from zero. Therefore, hypothesis H<sub>2</sub> was accepted.

**Table 20** Regression analysis of SM on M

Model Summary								
Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.719 <sup>a</sup>	.517	.515	.517	318.903	1	298	.000
a. Predictors: (Constant), SM								
ANOVA <sup>a</sup>								
Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	3766.723	1	3766.723	318.903	.000 <sup>b</sup>		
	Residual	3519.824	298	11.811				
	Total	7286.547	299					
a. Dependent Variable: M								
b. Predictors: (Constant), SM								
Coefficients <sup>a</sup>								
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		

		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	14.288	.921		15.509	.000	12.475	16.101
	SM	.433	.024	.719	17.858	.000	.385	.481
a. Dependent Variable: M								

### ***Mediating Role of Marketing with Social Media and SME Performance***

Hypothesis H<sub>3</sub> posits that M mediates the relationship between SM and SMEP. As shown in Table 21 the PROCESS Procedure for SPSS v3.4 were conducted to assess each component of the proposed mediation model by using the bootstrapping method with bias-correlated confidence estimates. First, it was found that the direct effect of SM was positively associated with SMEP ( $T_{(298)} = 22.683$ ,  $\beta = 1.027$ ,  $p < 0.05$ ). It was also found that SM was positively related to M ( $T_{(29)} = 17.858$ ,  $\beta = 0.433$ ,  $p < 0.05$ ). Lastly, results indicated that the mediator M was positively associated with SMEP ( $T_{(297)} = 9.4663$ ,  $\beta = 0.8993$ ,  $p < 0.05$ ). In this research, the 95-confidence interval of the indirect effects was obtained with 5000 bootstraps resamples. The indirect effect of the mediation analysis confirmed the mediating role of M in the relationship between SM and SMEP because zero does not fall between the lower and upper bound of the 95% confidence interval. so, the author infers that the effect of M between SM and SMEP is significantly different from zero. This means that the direct effect of SM on SMEP became significant when controlling through M, thus suggesting a partial mediation. Therefore, hypothesis H<sub>3</sub> was accepted.

**Table 21** Mediation analysis of M between SM and SMEP

<b>Model Summary</b>						
<b>R</b>	<b>R<sup>2</sup></b>	<b>MSE</b>	<b>F-value</b>	<b>df<sub>1</sub></b>	<b>df<sub>2</sub></b>	<b>ρ-value</b>
.8475	.7183	31.7633	378.5756	2	297	.0000
<b>Model Coefficient</b>						
	<b>β coefficient</b>	<b>SE</b>	<b>T-value</b>	<b>ρ-value</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Constant</b>	20.0814	2.0309	9.8880	.0000	16.0847	24.0782
<b>SM</b>	.6380	.0572	11.1510	.0000	.5254	.7506
<b>M</b>	.8993	.0950	9.4663	.0000	.7123	1.0862
<b>Indirect Effect</b>						
	<b>Effect</b>	<b>SE</b>	<b>LLCI</b>	<b>ULCI</b>		
<b>M</b>	.3894	.0589	.2869	..5153		

***The Relationship between Marketing and SME Performance***

Hypothesis H<sub>4</sub> posits that M positively influence SMEP. As shown in Table 22 the linear regression analysis demonstrated that the path estimates between M and SMEP was significant ( $F_{(1,398)} = 637.509, p < 0.05, R^2 = 0.616$ ). Also, the model coefficient shows that M were positive and statistically significant to SMEP ( $T_{(398)} = 25.249, \beta = 0.592, p < 0.05$ ). So, the author infers that the effect of M on SMEP is significantly different from zero. Therefore, hypothesis H<sub>4</sub> was accepted.

**Table 22** Regression analysis of M on SMEP

<b>Model Summary</b>								
Model	R	R Square	Adjusted R Square	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
1	.775 <sup>a</sup>	.600	.599	.600	447.557	1	298	.000
a. Predictors: (Constant), M								
<b>ANOVA<sup>a</sup></b>								



Model		Sum of Squares	df	Mean Square	F	Sig.		
1	Regression	20100.015	1	20100.015	447.557	.000 <sup>b</sup>		
	Residual	13383.332	298	44.911				
	Total	33483.347	299					
a. Dependent Variable: SMEP								
b. Predictors: (Constant), M								
<b>Coefficients<sup>a</sup></b>								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	20.634	2.414		8.547	.000	15.883	25.385
	M	1.661	.079	.775	21.156	.000	1.506	1.815
a. Dependent Variable: SMEP								

### Overview of Hypotheses Testing

**Table 23** Overview of Hypotheses Testing

	Linkage	$R^2$	$P$	$\beta$	Hypotheses Acceptance
<b>H<sub>1</sub></b>	SM $\rightarrow$ SMEP	0.633	0.000	1.027	Accepted
<b>H<sub>2</sub></b>	SM $\rightarrow$ M	0.517	0.000	0.433	Accepted
<b>H<sub>3</sub></b>	SM $\rightarrow$ M $\rightarrow$ SMEP	.8475	0.000	.8993	Accepted
<b>H<sub>4</sub></b>	M $\rightarrow$ SMEP	.600	0.000	1.661	Accepted

## CHAPTER V

### Discussion and Conclusion

#### Discussion

This research aims to contribute to the understanding of the impact of SM on SMEs performance in Northern Cyprus. Use of SM has become one of the most dominant tools for marketing for SME. However, reviewing and synthesizing the literature indicate that there is a gap in the area of SM use behavior of SMEs in dealing with SM to increase their performance. Moreover, the research struggles to explain how marketing is playing a central role in explaining SME performance along with SM. In this research, the author argues that the use of SM to get better performance for the SME, but their performance can be enhanced if the SMEs develop and possess by marketing capabilities.

A number of interesting findings are highlighted from the results of the data analysis. It has been found that SM has positive effect on SMEs performance. Dealing with SM for marketing activities has positive and significant effect on overall performance of studied SMEs. The results have similarities with the finding of Cervellon and Galipienzo, (2015), Garrido-Moreno and Lockett, (2016) which find the positive effect of SM for improving SME success and better performance. Moreover, in research by Schniederjans, Cao, and Schniederjans (2013) the positive effect of using SM on financial performance of the SMEs has been highlighted. In addition, these results are comparable to findings of Harris et al. (2012) who argued that SMEs are using a combination of offline and online networks for their business activities such as marketing and sales. SM adoption in SMEs seems quite unpredictable. Many different technologies are adopted and employed by SMEs, which could also be investigated regarding how they support enterprise efficiencies. Researchers can also explore the relationship between SM adoption and innovation in SMEs. Because it is a continuously changing process, where customer preferences are changing with time, this relation will allow researchers to explore how much SMEs are adaptive to change. With changing technologies, the number of SM platforms is also increasing, and customers are also switching—it is a potential area for researchers to explore what platforms are more results-oriented in terms of SMEs.

The results of the present research indicate that marketing has a positive and significant impact on SME performance, which is supported by Kulathunga et al., (2020). These results are in agreement with D'Attoma and Ieva (2020). SMEs provide strong employment and economic growth because of marketing activity, which becomes the main force explaining the competitive advantage and performance of enterprises (Ghobakhloo & Ching, 2019). Moreover, the results of this research suggest that the adoption of technology in SMEs is outsourced by top management, requiring staff to use it in tactical or marketing activities. The authors speculate that the relative youth and high level of education of respondents may mean that they are personal users of the technology, resulting in their interest in using it for business purposes.

The other important finding is supporting the mediating role of M on the relationship between SM use and SME performance. The findings are in consistent with studies such as (Martínez-Román et al., 2015, Merrilees et al., 2011, Michaelidou et al., 2011, Yu et al., 2014). The research analysis revealed that M has more significant effect on SMEs performance. Furthermore, although SME are using SM and online social networks more than other networks, still using offline networks especially face to face meeting are very common among them. It is concluded that SMEs use the online networking sites such as Facebook and Twitter to make contact with customers and their business partners rather than use offline networks. These online networks are important, but they need to be put into good use to fully recoup their advantages. Using social networking sites significantly affect marketing capabilities of the SMEs studied and it in turn consequently leads them to better performance.

In today's era the digital advertisements especially in Facebook had reduced the cost of advertising to a great extent which is an important impact factor for SME's considering their financial constraints. Customer relations are improved by allowing customers direct access to information for which they would previously have had to telephone, or e-mail. Moreover, organizations can get the information about their potential customers, their tastes, their wants easily from the conversations in the Facebook pages. By becoming a fan of other organizations' Facebook pages, they can also get information about their competitors, their activities, their tactics and their brand sentiments.

## **Conclusion**

Since SMEs play such a significant role in Northern Cyprus, it is critical to understand the factors that lead to their growth. This research contributes to providing insight into the role of SM adoption in SMEs. The findings suggest that using SM by SMEs is an alternative to strengthen the role of marketing towards their performance. Therefore, the SME owner/ manager can increase interaction with employees, customers, capture information on their needs and desires, and create value through the capacity of social networks. This strengthens the concept of dynamic capability regarding the importance of the ability to adapt to environmental changes, especially the adaptation of information technology. The research provides empirical evidence that marketing improves SME performance and helps to increase their focus on understanding changing customer needs and wants. This enables the SME to have an advantage over competitors and an impact on their performance. Furthermore, these findings reveal the importance of implementing marketing because it supports increased SM in SMEs. However, to ensure that SM provides benefits to the business, managers need to identify the purpose of using SM, the supporting internal resources, and its usage. This is important to make the use of SM not only as an alternative media for promotion, rather to truly support marketing. Although SM is an important factor for SME performance, the adoption of SM must begin with formulating goals and objectives before deciding on the most suitable platform to use.

Theoretically, the research shows that the interconnections of SM motivations, as well as the effects of SM usage on performance are erratic across SMEs who are into physical products and those into services. Therefore, it has been erroneous to assume that the antecedents and outcomes tested in this research are invariant for all enterprises. Additionally, the research departs from previous works by arguing that benefits reaped by enterprises from their SM marketing activities are enhanced via the use of multiple platforms. Yet, it is relevant to point out that adopting SM (which provide firms with a considerable control and choice of marketing message) alone might not be enough if enterprises are not able to utilize the media in accord with their marketing objectives. The practical implication suggested that SME managers/owners must seeking to augment their marketing efforts on SM, multiple platforms should be employed since each media may

offer unique benefits during their usage. The apparent effect of combining the SM provides enhanced SME performance benefits. Moreover, irrespective of the motivating antecedents for adoption and usage, enterprise owners or managers may not optimally maximize their SM presence if their overarching goals just to have an existing account without exploiting them for any marketing activities. The specific media types examined in this research (Facebook and Twitter) are very cost-effective and vogue platforms representing unique and compelling channels for SMEs. Their ease of use, speed, interactive nature, as well as their ability to reach larger customer base regardless of geographical locations, make such SM essential for SMEs to invest time and resources in them regularly. Creating and sharing content, engaging existing and prospective customers, as well as monitoring competitor contents via such media are some possible benefits available for firms that embrace SM marketing activities.

### **Recommendation**

In order to make some improvements in the performances of companies, there are some recommended actions that could be done:

1. All SME should reconsider using traditional marketing tactics in favor of social media, and all SME should embrace social media and take it seriously.
2. Advertisers on social media should consider launching a social media campaign and developing a thorough strategy based on reliable data. For advertising to be successful, it must appeal to customers who use social media.
3. To effectively attract new customers, marketers should rely on the marketing mix and a variety of marketing channels. Many outlets in social media contribute to product promotion in integrated marketing communications. It is critical for businesses to be aware of their target market prior to implementing their social media strategy.
4. Because of the low cost and easy access to a huge number of customers, as well as customer faith in their friends, SME should focus on social media marketing.
5. SME should be aware of the capabilities of social media technologies and learn how to use them to improve their interactive website and influence purchasing decisions more effectively.

6. SME should also identify any social media technologies that are acceptable for the site, and focus on components that promote consumer support, facilitate information interchange, and provide customers with the ability to preview, analyze, or evaluate products.

### **Limitations and Scope for Future Studies**

Despite the significant results and notable implications, this research also has some limitations. At first, the research used cross-sectional research design which at times restricts from drawing causal explanations. In this regard, longitudinal research study could be a prominent arena for future scholars. As the present study only examined SM, future scholars may attempt to test the impact of other marketing strategies for sustainable SME performance as well as the intervening role in their association.

## Reference

- Ab Hamid, N. R. (2011). Social media: An emerging dimension of marketing communication. *Journal of Management and Marketing Research*, 1, 1-7.
- Abedniya, A., & Mahmoudi, S. (2010). The impact of social networking websites to facilitate the effectiveness of viral marketing. *International Journal of Advanced Computer Science and Applications*, 6(1), 139-146.
- Acar, A.C. (1993), The Impact of Key Internal Factors on Firm Performance: An Empirical Research of Small Turk-ish Firms, *Journal of Small Business Management*, 31 (4): 86-91.
- Adamopoulos, P., & Todri, V. (2014). The Paper presented at the effectiveness of promotional events in social media. *Workshop on Information Systems and Economics (WISE)*. USA. Retrieved on April 29, 2015, from: [http://misrc.umn.edu/wise/2014\\_Papers/94.pdf](http://misrc.umn.edu/wise/2014_Papers/94.pdf).
- Alasadi, R. and Abdelrahim, A. (2008), Analysis of Small Business Performance in Syria, *Education, Business and Society: Contemporary Middle Eastern Issues*, 1 (1) 50-62.
- Alhaddad, A. (2015). The effect of advertising awareness on brand equity in social media.
- Andersson, S. and Tell J. (2009), The Relationship Between the Manager and Growth in Small Firms, *Journal of Small Business and Enterprise Development*, 16 (4): 586-598.
- Arca, C. (2012). Social media marketing benefits for businesses, *Master Thesis*, 39-45. Denmark, Alborj University.
- Asad, M.; Chethiyar, S.; Ali, A. (2020). Total quality management, entrepreneurial orientation, and market orientation: Moderating effect of environment on performance of SMEs. *Paradigms Res. J. Commer. Econ. Soc. Sci.*2020,14, 102–108.

- Assaad, W., & Gómez, J. (2011). Social network in marketing. *International Journal of Managing Public Sector Information and Communication Technologies*, 2(1), 78-95.
- B. Merrilees, S. Rundle-Thiele, A. Lye 2011. Marketing capabilities: Antecedents and implications for B2B SME performance. *Industrial Marketing Management*, 40 (3), pp. 368-375
- Baker, D., Buoni, N., Fee, M., & Vitale, C. (2011). Social networking and Its effects on companies and their employees. *Journal of the Division of Business & Information Management*, 1, 1-14.
- Baldacchino, G. (2002), A Taste of Small-Island Success: A Case from Prince Edward Island, *Journal of Small Business Management*, 40 (3): 254-289.
- Baldacchino, G. (1999), Small Business in Small Islands: A Research from Fiji, *Journal of Small Business Management*, 37 (4): 80-84.
- Baruah, T. (2012). Effectiveness of social media as tools communication and its potential for technology enabled connection. *International Journal of Scientific and Research Publications*, 2(5), 156-242.
- Bhanot, S. (2012). Impact of social media on company performance. *Journal of Global Media*, 1, 90-111.
- Bhutta, M.K.S., Rana, A.I., Asad, U. (2008), Owner Characteristics and Health of SMEs in Pakistan, *Journal of Small Business and Enterprise Development*, 15 (1): 130-149.
- Billington, L., Neeson, R. and Barrett, R. (2009), The effectiveness of workshops as managerial learning opportunities, *Education and Training*, 51 (8/9): 733-746.
- Bjuggren, P.O. and Sund L. (2001), Strategic Decision Making in Intergenerational Succession of Small and Medium-Size Family-Owned Businesses, *Family Business Review*, 14 (1): 4-23.



- Boyd, D. (2006). Friends, friendsters, and mySpace Top 8: Writing community into being on social network sites. *Journal of First Monday*, 11(12), 65-72.
- Boyd, D., & Ellison, N. (2008). Social network sites: Definition, history and scholarship. *Journal of Computer-Mediated Communication*, 13(1), 210-230.
- Brand, M.J. and Bax E.H. (2002), Strategic HRM for SMEs: Implications for Firms and Policy, *Education and Training*, 44 (9): 451-463.
- Chaher, S., & Spellman, J. D. (2012). Corporate governance and social media: A brave new world for board directors. *International journal of Finance Corporation*, 27, 43-58.
- Chang, W., Park, J. E., & Chaiky, S. (2010). How does CRM technology transform into organizational performance? A mediating role of marketing capability. *Journal of Business Research*, 63(8), 849-855.
- Corporation, O. (2012). Is social media transforming your business? Retrieved on May 22, 2015, from : <http://www.oracle.com/us/products/applications/social-trans-bus-wp-1560502.pdf>
- Crick, D. (1999), An Investigation into SMEs' use of Languages in their Export Operations, *International Journal of Entrepreneurial Behavior and Research*, 5 (1): 19-31.
- D. Schniederjans, E.S. Cao, M. Schniederjans. 2013. Enhancing financial performance with social media: An impression management perspective. *Decision Support Systems*, 55 (4), pp. 911-918.
- D'Attoma, I.; Ieva, M. 2020. Determinants of technological innovation success and failure: Does marketing innovation matter? *Ind. Mark. Manag.* 91, 64–81.
- Dana, L.P. and Dana T.E. (2000), Taking Sides on the Island of Cyprus, *Journal of Small Business Management*, 38 (2): 80-87.

- Deshpande S.P. and Golhar D.Y. (1994), HRM Practices in Large and Small Manufacturing Firms: A Comparative Research, *Journal of Small Business Management*, 32 (2): 49-56.
- Dwivedi, Y. K., Kapoor, K. K., & Chen, H. (2015). Social media marketing and advertising. *The Marketing Review*, 15(3), 289-309.
- Easley, E., & Kleinberg, J. (2010). Networks, Crowds, and Markets: Reasoning about a Highly Connected World. *Network Effects* (pp. 509-542). Cambridge University Press.
- Edosomwan, S., Prakasan, S., Kouame, D., Watson, J., & Seymour, T. (2011). The history of social media and its impact on business. *Journal of Applied Management and Entrepreneurship*, 16(3), 112-132.
- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: what are they? *Strategic management journal*, 21(10-11), 1105-1121.
- Eshima, Y. (2003), Impact of Public Policy on Innovative SMEs in Japan, *Journal of Small Business Management*, 41(1): 85-93.
- Evans, D., & McKee, J. (2008). Social media marketing. The next generation of business engagement. Indianapolis, Wiley.
- Farooq, F., & Jan, Z. (2012). The impact of social networking to influence marketing through product reviews. *International Journal of Information and Communication Technology Research*, 2(8), 63-84.
- Fasano, M.V. (1990), Strategic Planning for Small SME; *Best's Review – Life-Health Insurance Edition*, 90 (11): 18-20.
- Ferguson, W. (1994), EC Product and Service Standards, *Journal of Small Business Management*, 32 (4): 84-87.

- Fletcher, D. (2000), Learning to 'Think Global and Act Local': Experiences from the Small Business Sector, *Education and Training*, 42 (5): 211-219.
- Gerodimos, R., & Justinussen, J. (2015). Obama's 2012 Facebook campaign: Political communication in the age of the like button. *Journal of Information Technology & Politics*, 12(2), 113-132.
- Ghobadian, A. and Gallea D. (1997), TQM and Organization Size, *International Journal of Operations & Production Management*, 17 (2): 121-163.
- Ghobakhloo, M.; Ching, N.T. 2019. Adoption of digital technologies of smart manufacturing in SMEs. *J. Ind. Inf. Integr.* 16, 100107.
- Gibbons, M. C., Fleisher, L., Slamon, R. E., Bass, S., Kandadai, V., & Beck, J. R. (2011). Exploring the potential of Web 2.0 to address health disparities. *Journal of health communication*, 16(sup1), 77-89.
- Gibson, B. and Cassar G. (2002), Planning Behavior Variables in Small Firms, *Journal of Small Business Management*, 40 (3): 171-186.
- Gilmore, A., Carson D. and O'Donnell A. (2004), Small business owner-managers and their attitude to risk, *Marketing Intelligence & Planning*, 22 (3), 349-360.
- Goh, K. Y., Heng, C. S., & Lin, Z. (2013). Social media brand community and consumer behavior: Quantifying the relative impact of user-and marketer-generated content. *Information Systems Research*, 24(1), 88-107.
- Golhar, D.Y. and Deshpande S.P. (1997), HRM Practices of Large and Small Canadian Manufacturing Firms, *Journal of Small Business Management*, 35 (3): 30-38.
- Government, O. (2015, Decembre). Social media for small business. Retrieved on May 17, 2015, from <https://www.ontario.ca/page/social-media-small-business>

- Greaves, F., Lavery, A. A., Cano, D. R., Moilanen, K., Pulman, S., Darzi, A., & Millett, C. (2014). Tweets about hospital quality: a mixed methods research. *BMJ Qual Saf*, 23(10), 838-846.
- Greenberg, P. (2010). The impact of CRM 2.0 on customer insight. *Journal of Business & Industrial Marketing*, 25(6), 410-419.
- Gummerus, J., Liljander, V., Weman, E., & Pihlström, M. (2012). Customer engagement in a Facebook brand community. *Management Research Review*, 35(9), 857-877.
- Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). *Multivariate Data Analysis (7th ed.)*. Pearson Education Limited.
- Halley, L., & Buzan, M. (2015). Getting started with membership or Non-Profit publicity .Retrieved on May 16, 2015, from: <http://www.wildapricot.com/articles/non-profit-publicity>
- Hampton, K., Goulet, L., Rainie, L., & Purcell, K. (2011). Social networking sites and our lives. Retrieved on April 29, 2015, from : <http://pewinternet.org/Reports/2011/Technology-and-socialnetworks.aspx>.
- Hanafizadeh, P., Ravasan, A., Nabavi, A., & Mehrabioun, M. (2012). A literature review on the business impacts of social network sites. *International Journal of Virtual Communities and Social Networking*, 6(4), 46-60.
- Haynes, P.J., Becherer R.C. and Helms M.M. (1998), Small and Mid-Sized Businesses and Internet Use: Unreal-ized Potential?, *Internet Research: Electronic Networking Applications and Policy*, 8 (3): 229-235.
- Henriksen, L. (1999), Small Firms and Economic Development: Research, Policy and Practice, *Journal of Small Business and Enterprise Development*, 6 (3): 215-218.

- Hormozi, A.M., Sutton G.S., McMinn R.D. and Lucio W. (2002), Business Plans for New or Small Businesses: Paving the Path to Success, *Management Decision*, 40 (8): 755-763.
- Huang, X. (2009), Strategic Decision Making in Chinese SMEs, *Chinese Management Studies*, 3 (2): 87-101.
- Huang, F. (1998), Integrating ISO 9000 with TQM Spirits: A Survey, *Industrial Management and Data Systems*, 98 (8): 373-379.
- Hutchinson, K., Quinn B. and Alexander N. (2006), The Role of Management Characteristics in the Internationalization of SMEs, *Journal of Small Business and Enterprise Development*, 13 (4): 513-534.
- Imran, S. (2014). *Influence of social media on business, Master Thesi*, 38-46s. Savonia University *International Journal of E-education, E-business, E-management and E-learning*, 5(2), 195-230.
- ISACA. (2010). Social Media: Business benefits and security, governance and assurance perspectives, Retrieved on Jun 26, 2015, from: <http://www.isaca.org/KnowledgeCenter/Research/ResearchDeliverables/Pages/Social-MediaBusiness-Benefits-and-Security-Governance-and-Assurance-Perspectives.aspx>.
- J.A. Martínez-Román, J.A. Tamayo, J. Gamero, J.E. Romero., 2016. Innovativeness and business performances in tourism SMEs. *Annals of Tourism Research*, 54 (2015), pp. 118-135.
- Jeffrey, L.M., Hide S. and Legg S. (2010), Learning Characteristics of Small Business Managers: Principles For Training, *Journal of Workplace Learning*, 22 (3): 146-165.
- Jemmeson, P. (1997), Using the Internet for Competitive Advantage, *Industrial Management & Data Systems*, 97 (4): 139-142.

- Jenks, S. (1991), Six Keys to Success for New Small Businesses, *Home Office Computing*, 9: 33-35.
- Keetharuth, A. (2003), Privatisation and Competition in the Telecommunications Industry – A Case Research of Mauritius, <http://www.druid.dk/conferences/winter2003/Paper/Keetharuth.pdf>, 2004.
- Keller, E., & Fay, B. (2012). Word-of-mouth advocacy: A new key to advertising effectiveness. *Journal of Advertising Research*, 52(4), 12-28.
- Kickul, J. and Gundry L.K. (2002), Prospecting for Strategic Advantage: The Proactive Entrepreneurial Personality and Small Firm Innovation, *Journal of Small Business Management*, 40 (2): 85-97.
- Kousha, K. T., & Abdoli, M. (2012). The role of online videos in research communication: A content analysis of Youtube videos cited in academic publications. *Journal of the American Society for Information Science and Technology*, doi: 10.1002/asi.22707
- Kraus, S., Harms R. and Schwarz E.J. (2006), Strategic Planning in Smaller Enterprises – New Empirical Findings, *Management Research News*, 29 (6): 334-344.
- Kulathunga, K.; Ye, J.; Sharma, S.; Weerathunga, P. 2020. How Does Technological and Financial Literacy Influence SME Performance: Mediating Role of ERM Practices. *Information*. 11, 297.
- Kuratko, D.F., Goodale J.F. and Hornsby J.S. (2001), Quality Practices for a Competitive Advantage in Smaller Firms, *Journal of Small Business Management*, 39 (4): 293-311.
- Lauder, D., Boocock G. and Presley J. (1994), The System of Support for SMEs in the UK and Germany, *Euro-pean Business Review*, 94 (1): 9-16.

- Lee, E. (2013). Impacts of social media on consumer behavior, *Master thesis*, 23-31. Turku University of Applied Sciences.
- Lester, D. (2012). Social Media: Changing advertising education. *Journal of Communication and Media Technologies*, 2(1), 54-69.
- Loan-Clarke, J., Boocook G., Smith A. and Whittaker J. (1999), Investment in Management Training and Development by Small Business, *Employee Relations*, 21 (3): 296-310.
- Luk, S.T.K. (1996), Success in Hong Kong: Factors Self-Reported by Successful Small Business Owners, *Journal of Small Business Management*, 34 (3): 68-74.
- Lyles, M.A., Baird I.S., Orris J.B. and Kuratko D.F. (1993), Formalized Planning in Small Business: Increasing Strategic Choices, *Journal of Small Business Management*, 31 (2): 38-50.
- M.-C. Cervellon, D. Galipienzo. 2015. Facebook pages content, does it really matter? Consumers' responses to luxury hotel posts with emotional and informational content. *Journal of Travel & Tourism Marketing*, 32 (4), pp. 428-437.
- Masten, J., Hartmann G.B. and Safari A. (1995), Small Business Strategic Planning and Technology Transfer: The Use of Publicly Supported Technology Assistance Agencies, *Journal of Small Business Management*, 33 (3): 26-37.
- Matthews, C.H. and Scott S.G. (1995), Uncertainty and Planning in Small and Entrepreneurial Firms: An Empirical Assessment, *Journal of Small Business Management*, 33 (4): 34-52.
- Merrill, T., Latham, K., Santalesa, R., & Navetta, D. (2011). Social media: The business benefits maybe enormous, but can the risks reputational, legal, operational be mitigated. *In Proceedings of Conference on ACE Insuring Progress* (pp.1-11). New York: Stanford University.

- Mohmed, Y. A. (2010). The impact of social network on some selected corporate business international. *International Journal of Engineering Science and Technology*, 1(1), 5245–5254.
- Monkhouse, E. (1995), The Role of Competitive Benchmarking in Small- to Medium-Sized Enterprises, *Bench-marking for Quality Management & Technology*, 2 (4): 41-50.
- Mosey, S., Clare J.N. and Woodcock D.J. (2002), Innovation Decision Making in British Manufacturing SMEs, *Integrated Manufacturing Systems*, 13 (3): 176-183.
- Mulhern, A. (1995), The SME Sector in Europe: A Broad Perspective, *Journal of Small Business Management*, 33 (3): 83-87.
- N. Michaelidou, N.T. Siamagka, G. Christodoulides, 2011. Usage, barriers and measurement of social media marketing: An exploratory investigation of small and medium B2B brands *Industrial Marketing Management*, 40 (7) (), pp. 1153-1159
- Naidoo, T. (2011). The effectiveness of advertising through the social media in Gauteng, *Master Thesis*, 26-33. North-West University.
- Neti, S. (2011). Social media and its role in marketing. *International Journal of Enterprise Computing and Business Systems*, 1(2), 78-96.
- Nopanen, S. (2010). Advertising efforts in social media – effective or not, *Master Thesis*, 44-54, Inholland University of Applied Sciences, Amsterdam.
- O’Dwyer M. and Ryan E. (2000), Management Development Issues for Owners/Managers of Micro-Enterprises, *Journal of European Industrial Training*, 24 (6): 345-353.
- O’Regan, N. and Ghobadian A. (2002), Effective Strategic Planning in Small and Medium Sized Firms, *Management Decision*, 40 (7): 663-671.



- O'Toole, T. (2003), E-relationships – Emergence and the Small Firm, *Marketing Intelligence & Planning*, 21 (2): 115-122.
- Onyinye, N., Terna, K., & Ogedi, N. (2013). Awareness and use of social media in advertising. *International Multidisciplinary Journal*, 7(4), 174-194.
- Parveen, F.; Jaafar, N.I.; Ainin, S. (2016) Social media's impact on organizational performance and entrepreneurial orientation in organizations. *Management Decision Journal*, 54, 2208–2234.
- Petroni, A. and Bevilacqua M. (2002), Identifying Manufacturing Flexibility Best Practices in Small and Medium Enterprises, *International Journal of Operations & Production Management*, 22 (8): 929-947.
- Pikas, B., & Sorrentino, G. (2014). The Effectiveness of online advertising: Co perceptions of ads on Facebook, Twitter and YouTube. *Journal of Applied Business and Economics*, 16(4), 186-242.
- Pleitner, H.J. (1989), Strategic Behavior in Small and Medium-Sized Firms: Preliminary Considerations, *Journal of Small Business Management*, 27 (4): 70-75.
- Poon, S. and Swatman P.M.C. (1997), Small Business Use of the Internet, *International Marketing Review*, 14 (5): 385-402.
- Pradiptarini, C. (2011). Social media marketing: Measuring its effectiveness and identifying the target market. *UW-L Journal of Undergraduate Research*, 14, 45-76.
- Prasad, N. (2003), Small Islands' Quest for Economic Development, *Asia-Pacific Development Journal*, 10 (1): 47-67.
- Premaratne, S.P. (2001), Networks, Resources, and Small Business Growth: The Experience in Sri Lanka, *Journal of Small Business Management*, 39 (4): 363-371.

- Quayle, M. (2000), E-commerce: The Challenge for UK SMEs in the Twenty-first Century, *International Journal of Operations & Production Management*, 22 (10): 1148-1161.
- Rahman, S. (2001), A Comparative Research of TQM Practice and Organizational Performance of SMEs with and without ISO 9000 Certification, *International Journal of Quality & Reliability Management*, 18 (1): 35-49.
- Rajalakshmi, C., & Rani, P. (2013). The effectiveness of advertising on social media. *International Journal of Logistics & Supply Chain Management Perspectives*, 2(4), 23-34.
- Rauch, J. A. (2001). Business and social networks in international trade. *Journal of Economic Literature*, 39(4), 1177–1203.
- Rutihinda, C. (2000), Strategies for Tanzania's Small and Medium Size Enterprises in Global Competition, *Global Competitiveness*, 18 (1): 185-200.
- S. Melián-González, J. Bulchand-Gidumal., 2016. A model that connects information technology and hotel performance. *Tourism Management*, 53, pp. 30-37.
- Safko, D., & Brake, J. (2009). *The social media bible: Tactics, tools, and strategies for business success (3rd Edition)*. New York: John Wiley & Sons.
- Scherer, B. (2010). A note on asset management and market risk, financial markets and portfolio management. *Journal of Financial Markets and Portfolio Management*, 24(3), 309-320.
- Scherer, M.B. (2010). Nonprofit organizations and Facebook use, *Master Thesis*, 36-42. The University of Toledo.
- Scheyvens, R. and Momsen J. (2008), Tourism in Small Island States: From Vulnerability to Strengths, *Journal of Sustainable Tourism*, 16 (5): 491-510.

- Schwenk, C.R. and Shrader C.B. (1993), Effects of Formal Strategic Planning on Financial Performance in Small Firms: A Meta Analysis, *Entrepreneurship: Theory and Practice*, 17 (3): 53-64.
- Sekaran, U., & Bougie, R. (2010). *Research methods for business: A skill building approach* (5th Ed.). West Sussex, UK: John Wiley & Sons Ltd.
- Sekaran, U., & Bougie, R. (2016). *Research Methods for Business: A Skill-Building Approach* (7th ed.). Wiley & Sons Ltd.
- Shrader, C.B., Mulford C.L. and Blackburn V.L. (1989), Strategic and Operational Planning, Uncertainty, and Performance in Small Firms, *Journal of Small Business Management*, 27 (4): 45-60.
- Singh, R.K., Garg S.K. and Deshmukh S.G. (2010), The Competitiveness of SMEs in a Globalized Economy: Observations from China and India, *Management Research Review*, 33 (1): 54-65.
- Sobaci, M. Z., & Karkin, N. (2013). The use of twitter by mayors in Turkey: Tweets for better public services?. *Government Information Quarterly*, 30(4), 417-425.
- Stankov, U., Lazic, L., & Dragicevic, V. (2010). The extent of use of basic Facebook user-generated content by the national tourism organizations in Europe. *European Journal of Tourism Research*, 3(2), 105-113.
- Stephen, A. T., & Galak, F. (2012). The effects of traditional and social earned media on sales: A research of a micro lending marketplace. *Journal of Marketing Research*, 49, 64-78.
- Stephen, A., & Jalak, J. (2009). The complementary roles of traditional and social media in driving marketing performance. *Journal of Marketing Research*, 1, 1-19.
- Stokes, R. (2010 a). *Online marketing essentials, customer relation management* (3rd Ed). New York: Creative Commons.

- Stokes, R. (2010 b). *Online marketing essentials, social media* (3rd Ed). New York: Creative Commons.
- Stoner, C.R. (1987), *Distinctive Competence and Competitive Advantage*, *Journal of Small Business Management*, 25: 33-39.
- Struik, L. L., & Baskerville, N. B. (2014). The role of Facebook in Crush the Crave, a mobile-and social media-based smoking cessation intervention: qualitative framework analysis of posts. *Journal of medical Internet research*, 16(7).
- Todi, M. (2008). Advertising on social networking websites. *Journal of Wharton Research Scholars*, 5, 1-34.
- Treem, J., & Leonardi, P. (2012). Social media use in organizations: Exploring affordances of visibility, *editability*, persistence and association. *Journal of Communication Year Book* 36(1), 143-189.
- Tucker, C. (2012, 5). Social Advertising effectiveness on business. Retrieved on May 1 , 2015, from: <http://ssrn.com/abstract=1975897>.
- Van Auken, P. and Sexton D.L. (1985), *A Longitudinal Research of Small Business Strategic Planning*, *Journal of Small Business Management*, 23: 7-9.
- W. Yu, R. Ramanathan, P. Nath, 2014. The impacts of marketing and operations capabilities on financial performance in the UK retail sector: A resource-based perspective. *Industrial Marketing Management*, 43 (1), pp. 25-31
- Waiker, A., Walker J. and Wallace D. (2002), *Small Business and the Use of the Internet: Implications for Competitiveness*, *Journal of Global Competition*, 10 (1): 308-318.
- Wang, Y., Wang Y. and Horng R. (2010); *Learning and Innovation in Small and Medium Enterprises*, *Industrial Management & Data Systems*, 110 (2): 175-192.

- Weber, L. (2009). *Marketing to the social web: How digital customer communities build your business*, (2nd Ed). New York: John Wiley and Sons.
- Williamson, D. and Lynch-Wood G. (2001), A New Paradigm for SME Environmental Practice, *The TQM Magazine*, 13 (6): 424-432.
- Wyer, P. and Mason J. (1999), Empowerment in Small Businesses, *Participation and Empowerment: An International Journal*, 7 (7): 180-193.
- Yusuf, A. (1995), Critical Success Factors for Small Business: Perception of South Pacific Entrepreneurs, *Journal of Small Business Management*, 33 (2): 68-73.
- Zhang, J. and Hamilton E. (2009), A Process Model of Small Business Owner-Managers' Learning in Peer Networks, *Education and Training* 51 (8/9): 607-623.

**Appendix X****Questionnaire****Near East University****Faculty of Economics and Administrative Science****Department of Business Administration****Dear Responder,**

This questionnaire aims to complete a study conducted by the researcher under the title, **The Impact of Social Media on Small and Medium Business Enterprises Performance in Northern Cyprus**. Please fill this questionnaire that designed to conduct the study. All data has been used for scientific research purposes and has been treated with strict confidentiality.

**Thank you for your cooperation****Researcher****Please answer the questions by placing a (X) next to the answer that suits you.****1. Gender**Male Female **2. Age**

Less Than 25  From 25 - 29  From 30 - 34  From 35 - 39

39

From 40 - 44  From 45 - 49  More than 50s

### 3. Educational level

Diploma and below  Undergraduate  Postgraduate or above

### 4. Identify industry or industries that they are operating.

Metal  Chemistry  Plastic  Food

Beverage  Textile  Other

### 5. Year in Operations

0-9  10-14  15-19  20-24  25-29  30-34  above 35

### 6. Respondent position at the company

CEO  Marketer  Staff member  Other

### 7. What type of social media channel does your company use? (You can select more than one item.)

a) Facebook   b) Twitter   c) Instagram   d) YouTube   e) LinkedIn

### 8. What is the main purpose of using social media channel(s) for your business ?

**(You can select more than one item)**

a) Advertising b) Survey c) Customers feedback d) Other, please

specify .....

**9. Do you feel customers like to be approached through social media ?**

a) Yes b) No

**10. Are you able to reach more customers by social media ?**

a) Yes b) No



**Please answer the questions by placing an (X) next to the answer you think is appropriate for you.**

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
	<b>Social Media</b>	(Parveen et al, 2016)				
11.	I use the information of social media because it presents objectively.					
12.	I think the information on social media is easy to understand.					
13.	I think the information on social media can be obtained in a sufficient and timely manner.					
14.	I am very knowledgeable in evaluating quality of information on social media.					
15.	When I need a new product, I use social media sites to get more information.					
16.	The reviews that I get from social media led me to take the correct decision.					
17.	Social media give me the easy way to search for the information about the product by communicates with others.					
18.	Social media help me to choose from the alternative by asking other users.					

#	Items	Strongly disagree 1	Disagree 2	Neither agree/ nor disagree 3	Agree 4	Strongly agree 5
	<b>Marketing</b>	(Parveen et al, 2016)				
<b>19.</b>	Social media can improve marketing and sales effectiveness					
<b>20.</b>	Social media has provided more effective platforms to new products/services/brands to draw consumers' attention					
<b>21.</b>	A customer may change his attitude towards a certain brand or product or service after he has read positive comments/reviews/online articles etc.					
<b>22.</b>	Social media provide an effective and powerful platform for consumers to communicate with each other and with the companies					
<b>23.</b>	Information regarding products and services have a higher credibility on social media than on mass media channels because the information is beyond the company's control					
<b>24.</b>	It helps to conduct marketing research					
<b>25.</b>	It help to get referrals (word of mouth via likes, shares and followers in Facebook)					

26.	It help to advertise and promote product/services					
27.	It provides aids to deliver customer services					
	<b>SME performance</b>	(Parveen et al, 2016) & (Asad et al., 2020)				
28.	Improved the customer relationship					
29.	Improved service quality					
30.	Increased customer engagement					
31.	Increased company/brand visibility and reputation					
32.	Increased customer loyalty and retention					
33.	Enhanced customer service					
34.	Increased awareness and market Share					
35.	Social Media would allow the firm stronger competitive advantage					
36.	Social Media would increase firm ability to outperform competition					
37.	Social Media would allow the firm to generate higher profits					

## Turnitin Similarity Report

# THE IMPACT OF SOCIAL MEDIA ON SMALL AND MEDIUM BUSINESS ENTERPRISES PERFORMANCE IN NORTHERN CYPRUS

by Kenechukwu Chioma Chikendu 20196042

Submission date: 11-Apr-2022 12:00PM (UTC+0300)

Submission ID: 1807661551

File name: CHAPTER\_1.docx (561.19K)

Word count: 16934

Character count: 93069

### THE IMPACT OF SOCIAL MEDIA ON SMALL AND MEDIUM BUSINESS ENTERPRISES PERFORMANCE IN NORTHERN CYPRUS

#### ORIGINALITY REPORT

**13%**

SIMILARITY INDEX

**13%**

INTERNET SOURCES

**8%**

PUBLICATIONS

**%**

STUDENT PAPERS

#### PRIMARY SOURCES

<b>1</b>	<b>businessperspectives.org</b> Internet Source	<b>2%</b>
<b>2</b>	<b>core.ac.uk</b> Internet Source	<b>2%</b>
<b>3</b>	<b>www.emeraldinsight.com</b> Internet Source	<b>2%</b>
<b>4</b>	<b>koreascience.or.kr</b> Internet Source	<b>1%</b>
<b>5</b>	<b>www.mdpi.com</b> Internet Source	<b>1%</b>
<b>6</b>	<b>www.tandfonline.com</b> Internet Source	<b>1%</b>

**Ethical Committee****BİLİMSEL ARAŞTIRMALAR ETİK KURULU**

08.03.2022

Dear Kenechukwu Chioma Chikendu

Your application titled “**The Impact of Social Media on Small and Medium Business Enterprises Performance in Northern**” with the application number NEU/SS/2022/1212 has been evaluated by the Scientific Research Ethics Committee and granted approval. You can start your research on the condition that you will abide by the information provided in your application form.

Assoc. Prof. Dr. Direnç Kanol

Rapporteur of the Scientific Research Ethics Committee

**Note:**If you need to provide an official letter to an institution with the signature of the Head of NEU Scientific Research Ethics Committee, please apply to the secretariat of the ethics committee by showing this document.