

## **FACTORS AFFECTING THE PERFORMANCE OF SMES DURING COVID-19 AND THE ROLE OF SOCIAL MEDIA ADOPTION**

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### **ABSTRACT**

The purpose of this study was to investigate the factors affecting the adoption of social media by SMEs in the Kurdistan region. In addition, it also aimed to investigate the impact of social media adoption on the financial and non-financial performance of SMEs. The researcher used an integrated model for this research and analyzed the impact of trust, compatibility, and cost-effectiveness for social media adoption by SME owners using the diffusion of innovation theory. The findings of the study suggest that trust, compatibility, and cost-effectiveness have a positive and significant impact on the adoption of social media for firm performance in the Kurdistan region. Similarly, the results also show that social media adoption is crucial to the firm financial and non-financial performance in the Kurdistan region specifically due to the Covid-19 social distancing issue. The current study is limited to the Kurdistan region Erbil city only however, the future research can focus on a broader sample size. Future research can also focus on analyzing specific social media tools such as Facebook or Instagram to analyze the impact on the performance. Not many existing studies analyzed the impact of social media adoption during the pandemic while societies practice social distancing and are financially stagnated by the pandemic.

## **Introduction**

During the Covid-19 pandemic, governments over the world enacted lockdown measures that harmed SMEs to the point that many questioned their own survival. The pandemic has had a significant influence on the supply and demand situation of all businesses, regardless of size, SMEs have suffered the most because of their lack of flexibility and adaptability at the time of environmental crises, according to an OECD report (2020). Furthermore, due to a lack of liquid and non-liquid resources, SMEs are more exposed to external environmental disturbances than huge corporations. Online shopping channels have become the only platform for enterprises and customers to interact as a result of a Covid-19 response such as the implementation of social distancing. Several internet retailers, including Amazon, Target, and Wal-Mart, have prospered as a result of the pandemic. At the same time, despite government aid, SMEs have faced closure since customers have been unable to visit their stores owing to pandemic-related limitations. While digital technologies have been regarded as the only means for SMEs to respond to the quarantine restriction (Liao et al., 2010)

Because of its ease of use, low cost, technical manageability, and capacity to connect with a large number of potential customers, social media is a good fit for small and medium-sized businesses. Businesses are adopting social media at an exponential rate, and it is now regarded as a critical strategy; however, companies are using a variety of social media platforms. Small businesses choose social media because it allows for clear communication and allows businesses to understand and respond to client needs effectively and proactively (Akbar & Topcu, 2011). For analytics, conversion monitoring, content management, automatic publishing, and client targeting, social media is also a relatively inexpensive option. The majority of research looks at the use of social media from a business-to-consumer standpoint. Studies have looked into the impact of social media on consumer purchase decisions, brand awareness and buy intent, customer retention, electronic word of mouth, and

purchase decision involvement (Chu et al., 2012). Despite the considerable benefits and perceived value for SMEs, research on how they select and use social media channels is scarce. Few studies have looked into how social media can be used to develop business practices and how that can affect an organization's success (Agarwal & Venkatesh, 2002). Previous research has looked at the impact of social media on SMEs and its mediating role, but there are still some undiscovered areas, such as SMEs' use of digital platforms and their impact on SME sustainability (Bhanot et al., 2012).

The research is divided into three main parts, introduction, empirical evidence to support the argument and the last part is conclusion based on the findings of the study. The research is based on the notion of Diffusion of Innovation (DOI). The DOI principle is helpful in enhancing technology adoption intention and actual adoption. By definition, innovation entails change, whether in the medium we use or the methods we use to engage in a traditional activity. The innovation attribute compatibility was investigated in this study using the DOI theory. Interactivity, cost effectiveness, and social media trust were all factors considered.

### **Research problem**

Covid-19 has imposed restrictions like social distancing and face to face meetings. In such a time, social media adoption for continuing the business across the globe is the key. Social media is not a new phenomenon for business however, its importance has always been neglected. Small and medium size enterprises can easily adopt social media to improve their sales and profits however, they Kurdish SMEs in Kurdistan Region of Iraq (KRG) are still not aware of how to boost the performance using social media such as digital platform which is a powerful tool if it is used adequately and effectively. Hence, the current research extending on the previous works of scholars focuses on finding the benefits of social media tools for effectively increasing the non-financial and financial performance of SMEs in KRG.

### **Research Question**

What is the relationship between social media adoption and performance (non-financial and financial) of SMEs in KRG?

### **Sub questions**

Does trust has an impact on social media adoption for SME performance?

Does compatibility have an impact on social media adoption for SME performance?

Does cost effectiveness has an impact on social media adoption for SME performance?

### **Research Importance**

The study is important because it extends new knowledge on the existing work done by scholars regarding social media adoption and financial and non-financial performance of SMEs. Social media adoption is determined by trust, compatibility, interactivity and cost effectiveness of the social media tool. The research is also important because it demonstrates how small and medium size firms can benefit from easy and affordable social media tools for increasing the performance of their business in the time of social distancing during COVID-19 in KRG. The following theoretical model was proposed based on the theoretical framework and the below hypotheses were developed.

### **Hypotheses Development**

This research is based on the main hypothesis below.

**H1:** There is a positive and significant relationship between social media and non-financial performance of SMEs in KRG.

**H2:** There is a positive and significant relationship between social media and financial performance of SMEs in KRG.

### **Sub hypotheses:**

**Ha:** Trust has an impact on social media adoption for SME performance

**Hb:** Compatibility has an impact on social media adoption for SME performance.

**Hc:** Cost effectiveness has an impact on social media adoption for SME performance.

### **Research Methodology**

To achieve the objectives of the study the researcher has adopted descriptive analytical approach based on the primary and secondary sources described below:

1. Primary sources that is the questionnaire that was distributed among the owners of SMEs in Erbil Iraq. These questionnaire responses were collected and analyzed using SPSS to test the validity of the proposed hypotheses.
2. The researcher also used for developing hypotheses through review of existing literature from articles, books and studies done before.

### **Sample and population**

The sample of the study consisted of SME owners operating in Erbil KRG. The sample was chooses using simple random sampling technique due to its large number. The participants of the study were SME owners in Erbil.

The questionnaire is divided into two sections. The participants' demographic information is shown in Part 1. The compatibility items in the second portion of the questionnaire were derived from Rogers (1995), Teo et al. (1997-98), and Teo and Pian (2003). The cost factor elements were taken from Chong and Chan (2012). Items adapted from Chai et al. (2011), social media impact (non-financial performance) from Apigian et al. (2005), Teo and Choo (2001), Mirani and Lederer (1998), Elliot and Boshoff (2005), Molla and Heeks (2007), and financial performance from Ainin et al (2012).All of the statements were evaluated using a five-point Likert scale with "1 Strongly Disagree" and "5 Strongly Agree".

## **Theoretical Framework**

### **Diffusion of Innovation theory**

This theory is frequently used in business to better understand and promote the acceptance of new products. In most cases, this application of the principle focuses on identifying and hiring important early adopters to assist speed consumer acceptance. In 1962, E.M. Roger developed the theory of diffusion of innovation. It describes the transmission of an idea through stages of adoption by diverse actors by integrating earlier sociological theories of behavioral change. The following are the key figures in the diffusion of innovations theory:

1. People who are willing to take chances and are the first to test new ideas are known as innovators.
2. People who are interested in trying out new technologies and determining their utility in society are known as early adopters.
3. The early majority is a group of people who are members of the general population and who prepare the way for the implementation of an innovation in mainstream culture.
4. The late majority is a subset of the broader population that follows the early majority in embracing an innovation as part of their daily lives.
5. Laggards: As the name implies, laggards are those who adopt innovative products and new ideas later than the general population. This is primarily due to their aversion to risk and rigidity in their methods. However, the widespread adoption of an innovation in mainstream culture makes it hard for people to live (and function) without it. As a result, people are compelled to use it.

The adoption of social media is affected by several factors such as trust, compatibility, interactivity, and cost-effectiveness. Hence, social media is more often adopted when there is a trust, compatibility, cost-effectiveness and interactivity of social media users with the social media tools based on the diffusion of innovation theory. Diffusion is a social phenomenon that occurs when individuals learn about a new evidence-based method to extending or improving health care (Kaminski, 2011).

Diffusion, in its most basic form, refers to an innovation that is conveyed to members of a social system over time through specific channels. Although duration of adoption is a common dependent variable in diffusion research, following implementation is a more meaningful measure of change when complex organizations are the adopters. Individuals such as members of Congress, organizations such as health-care insurers, and bigger collectivities such as cities and states can all be rated for diffusion (Mustonen-Ollila & Lyytinen, 2003).

The diffusion of innovations theory describes how new technical and other developments move throughout civilizations and cultures, from their introduction to widespread adoption. The diffusion of innovations hypothesis attempts to explain how and why new ideas and practices get embraced over time, with timescales potentially spanning decades. How innovations are transmitted to diverse segments of society, as well as the subjective evaluations connected with the innovations, are crucial variables in how quickly they spread. This is crucial to grasp when building market share, and this notion is commonly used in new product marketing. The diffusion of innovations theory discusses how new ideas, behaviors, or goods move across a population and at what speed (MacVaugh & Schiavone, 2010; Chege, Wang, & Suntu, 2020).

The ratio of rural to urban population in a community, the level of education in that society, and the extent of industrialization and development are all factors that influence the rate of innovation diffusion. Adoption rates, the rate at which members of a society accept a new innovation are likely to vary per society. Varying types of innovation have different adoption rates. For example, due to cost, accessibility, and experience with technological change, a culture may have adopted the internet faster than the automobile (Trachtman et al., 1991).

The usage of internet technologies in the workplace has grown commonplace (Chen et al., 2008). The internet-enabled communication media allows businesses to conduct business at any time and from any location (Chen et al., 2008). SMEs used social medias for a variety of organizational goals, including marketing,

communication, purchases, marketing, innovative thinking, problem resolution, customer service, human resources, information technology, driving cultural change (Bhanot, 2012), social media advertising (Handayani & Lisdianingrum, 2012), and internet marketing, according to a number of studies (Congxi et al., 2010). SME use social media tools like Facebook to engage with customers and enhance internal communication and cooperation (Meske & Stieglitz, 2013).

### **Factors affecting the social media adoption**

According to a survey of SME managers in the United States, the United Kingdom, Australia, and India, business innovativeness, age, and geographic location have a substantial impact on SMEs' adoption of Twitter (Wamba and Carter, 2013). SMEs, on the other hand, will use social media if these applications deliver a considerable volume of relevant and high-quality up-to-date content, according to Zeiller and Schauer (2011). Compatibility (Wang et al., 2010), cost effectiveness (Chong and Chan, 2012), trust (Chai et al., 2011), and interactivity (Lee and Kozar, 2012) are all characteristics that drive social media adoption.

### **Compatibility**

According to the Diffusion of Innovation DOI theory, relates to how well an innovation fits with a potential adopter's existing values, historical behaviors, and present needs (Rogers, 1983). Compatibility has long been regarded as a critical aspect in the adoption of new ideas (Cooper and Zmud, 1990; Wang et al., 2010). Firms are more likely to explore adopting new technology when it is acknowledged as compatible with work application systems. Many studies have looked into the impact of compatibility on technology adoption, with both positive and bad outcomes. Hsu, Lu, and Hsu (2007) discovered that compatibility had a substantial effect on MMS adoption among groups of potential MMS users, indicating that people will accept MMS if it is compatible with their values and beliefs. Wang et al. (2010) investigated the impact of compatibility and discovered that it is an important factor. In contrast, Ramdani et al. (2009) concluded that compatibility is an unimportant influence in business system adoption in their study.



**Cost-effectiveness**

It refers to efficiency in terms of cost. Previous research has identified a direct and significant association between cost and technology adoption (Ernst and Young, 2001) and has discovered a direct and significant relationship between cost and technology adoption (Alam and Noor, 2009). According to studies, cost effectiveness is a critical factor in the adoption of new technology (Chong and Chan, 2012; Prem, kumar and Roberts, 1999). Because of its low cost, low barriers to participation, and low degree of IT skills necessary to use it, social media is ideal for SMEs (Derham et al., 2011). According to Dixon et al. (2002), SMEs are less likely to use ICT if the initial set-up cost is high. Alam (2009) discovered that the cost of adoption has a substantial impact on internet adoption among SMEs in Malaysia. Tan et al. (2009), on the other hand, discovered that cost had no influence on ICT adoption. Alam and Noor (2009) showed that perceived cost had no direct impact on ICT adoption in a similar study.

**Trust**

It is a complex concept that is multifaceted. The institution-based trust is better appropriate for this study. Situational normalcy and structural assurance were defined by Mcknight et al. (1998) as two types of institution-based trust. Because the circumstance is typical, situational normalcy implies that success is likely. The structural assurances, on the other hand, pertain to the assumption that beneficial outcomes are more likely as a result of contextual structures like contracts, regulations, and guarantees. Trust is described as "a determination to be vulnerable to the acts of party based on the expectation that the other will perform a specific action significant to the trustor, regardless of the trustor's ability to monitor or control that other party". This concept of trust is significant in both social interaction and variables influencing technology adoption, since it influences the decision to use a social media site (Hallikainen, 2015). The use of social media as a commercial platform is predicted to be influenced by perceived trust. A healthy customer relationship, which is facilitated by social media, is a key success component for small businesses. Experts within the company could use social media to express their thoughts, opinions, and knowledge in response to client inquiries (Schaffer, 2013). In the context of SMEs, businesses post a lot of information about

themselves, their products, services, and other promotional activities on social media, as well as obtaining information and learning from it. As a result, in order to use social media for work-related goals, structural assurance and informational trust may be required.

Building trust takes time, and once it is established, it affects an individual's behavioral intentions and leads to particular decision-making. Perceived trust is defined in this study as an individual's level of trust in social media as a dependable business platform, and perceived trust is projected to have a beneficial impact on social media adoption. Trust is vital in technology adoption, according to a recent study by Akinwunmi, Olajubu, and Aderounmu (2015). This study focused on cloud technology adoption. Similarly, another research of Spanish people' use of e-government services found that trust influences not only adoption, but also attitudes and intentions to use (Belanche, Casaló, & Flavián, 2012). With the information supplied, it can be concluded that adoption is influenced by perceived trust. There is a link between perceived trust and behavioral intention and the use of new technology.

Although previous research has looked at how organizations use social media, just a few have looked into how social media such as Facebook affects organizational performance. Rodriguez et al. (2014), for example, offered evidence that social media technologies such as Facebook have a favorable impact on customer-oriented procedures, which in turn has a beneficial impact on an organization's sales performance. Ferrer et al. (2013) found that using social media technology improves an organization's social capital and, as a result, its performance. Furthermore, Wong (2012) discovered that using Facebook has a favorable impact on SME businesses (Wong, 2012). This is confirmed by findings by Kwok and Yu (2013), who discovered that using Facebook can enhance sales. When businesses use Facebook, they are more likely to have a beneficial impact on their financial and non-financial results.

Hence, this study focused on how trust, cost-effectiveness, and compatibility is fundamental to adoption of social media and consequently how social media fosters performance of the SMEs. Although previous research has looked at how organizations use social media, just a few have looked into how Facebook affects organizational performance. Rodriguez et al. (2014), for example, offered evidence that social media technologies such as Facebook have a favorable impact on customer-oriented procedures, which in turn has a beneficial impact on an organization's sales performance. Ferrer et al. (2013) found that using social media technology improves an organization's social capital and, as a result, its performance.

## Results

### Practical side of the research

#### Description of the study population and the sample

The population of the study was owners of small and medium size firms. The questionnaire was distributed among 75 owners of the firms and 68 questionnaires were accepted and returned back successfully. Hence, the response rate was 90.66% which is a good response rate to draw results and conclusions. The descriptive statistics for the respondents are shown in Table (1) below.

**Table (1): Distribution of study and percentage of respondents**

Function	No. Questionnaires		Percentage of returned	No. questionnaires		Net percentage of respondents
	Distributed	Returned		Accepted	Unacceptable	

SME owners	75	68	90.66%	67	1	89.33%
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Source: calculated by researcher

**Description of the characteristics of the study sample:**

This section describes the characteristics of the study sample including education level and practical experience. The statistics are summarized below in Table (2).

Question No (1) Educational level and practical knowledge

**Table (2): Distribution of the study sample by education level**

Educational level	Frequency	Percentage
<b>Bachelor</b>	51	76.11%
<b>Masters</b>	15	22.38%
<b>PhD</b>	1	1.49%
<b>Total</b>	67	100%

Source: prepared by researcher

Majority of the study participants are educated as Bachelors (76.11%) and Masters are (22.38%) that means the SME owners are well educated sensible in terms of technology adoption for increasing firm performance. most of firm owners are aware of technology innovation significance for improving firm performance. The results of the study show that the participants are educated and have a sense of technology.

Question No. (2) Years of experience:

**Table (3): Distribution of the study sample by experience**

<b>Years of experience</b>	<b>Frequency</b>	<b>Percentage</b>
<b>1-5 years</b>	36	53.73%
<b>6-10 years</b>	22	32.83%
<b>11-15 years</b>	5	7.46%
<b>15 years and more</b>	4	5.97%
<b>Total</b>	67	100%

Source: prepared by researcher

The results of the study show that majority of SME owners are not much experienced. 53.73% participants were having an experience of 1-5 years and 32.83% participants had an experience from 6-10 years. Only 7.46% and 5.96% participants have experience between 11- 15 years and above. This means that the owners of SMEs despite having a good educational background lack adequate experience and expertise as well as appropriate knowledge that allows the adoption of social media for increasing firm performance.

### **Methods of data analysis:**

The descriptive statistical method was adopted in this study to analyze the collected data and hypothesis was tested using statistical program for social scientists (SPSS). The data was analyzed using arithmetic means, standard deviations and t-tests.

**Questionnaire scale:** Likert scale of point five was used to collect the response of participants to describe the factors affecting the adoption of social media among SMEs. Likert scale impact is described in the table below.

**Table (4): Likert scale impact level**

Level	Impact
1	Very low
2	Low
3	Medium
4	High
5	Very high

Source: prepared by researcher

The researcher also prepared an ordinary scale to describe arithmetic means to describe and elaborate the results as shown in table below.

**Table (5): values and criteria for arithmetic means used in this study**

Arithmetic mean	Relative significance
4.5 - 5	Very high
3.75 - 4.5	High
3 – 3.75	Medium
2 - 3	Low
Lower than 2	Very low

Source: prepared by researcher

**Calculating results and testing hypotheses of the study**

The results of the study show that all hypotheses have been supported. There is a positive and significant relationship between trust, compatibility, and cost-effectiveness and adoption of social media by the firms for improving non-financial and financial performance. The results of the study are further elaborated in the table below.

**Table (6): Factors affecting the adoption of social media for firm performance**

Factors	Arithmetic mean	Standard deviation	Relative importance	Level of importance
Trust	3.94	0.84	79.12%	High
Compatibility	4.23	0.94	82.32%	High
Cost-effectiveness	4.32	0.88	84.25%	High
Social media and non—financial performance	3.89	0.78	78%	High
Social media and financial performance	4.03	0.67	80.34%	High

The results of the study show that all three factors based on the diffusion of innovation theory are important for the adoption of social media for firm performance of Kurdish SMEs in Erbil. The results of the study show that all three factors have a high level of importance and a high arithmetic mean value that makes them a significant factor for the adoption of social media by Kurdish SMEs in Erbil. Similarly, the results also show that social media adoption is fundamental to increase

firm's financial and non-financial performance as they have been ranked high with high arithmetic means.

### **Hypotheses Testing**

The study used t-test to test the hypotheses of the proposed research by regression analysis using SPSS software. The results of the hypotheses tests are described in table below.

The results of the study show that compatibility and cost-effectiveness have a significant impact on the adoption of social media by the SME owners. However, trust does not play an important role in the adoption of social media for the firm performance. The significance ( $\beta$ ) value for trust is 0.054 and *t-value* is 1.35 that means the hypothesis stating trust has an impact on social media adoption for SME performance is accepted. Similarly, the significance ( $\beta$ ) value for compatibility is 0.158\*\* and *t-value* is 2.03 that means the hypothesis stating compatibility has an impact on social media adoption for SME performance is also accepted. Furthermore, the hypothesis stating that cost-effectiveness has an impact on social media adoption has significance ( $\beta$ ) value of 0.225\*\*\* and *t-value* of 3.43. Hence, the hypothesis is accepted that cost-effectiveness has an impact on the adoption of social media. Lastly, the hypothesis stating that, there is a positive and significant relationship between social media adoption and non-financial and financial performance has a sig. of 0.656\*\*\* and 0.421\*\*\*, a *t-value* of 8.97 and 9.32 are also accepted respectively.

Hence, it can be said that, for social media adoption for firm performance, trust compatibility and cost-effectiveness play an important role among Kurdish SMEs in Erbil. According to the study's findings, social media adoption is strongly linked to trust, compatibility, and cost efficiency. The findings also revealed that adopting social media has a favorable impact on Kurdish SMEs' financial and non-financial performance because of cost savings, improved customer interactions, and information accessibility are just a few examples.



Compatibility and cost effectiveness, as well as trust for social media adoption, were discovered to be major elements that motivated SME owners to adopt social media for company performance. Social media can be accessed by anyone with an internet connection. Because the technology is basic and easy to deploy by any company, it is very compatible with existing infrastructure. Similarly, cost effectiveness was discovered to have a strong link to social media adoption. SME's with little financial resources can reach a significant number of people through Facebook adverts, promotions, and campaigns without investing a lot of money. The results of the current study are consistent with the existing studies that analyzed the impact of social media on firm performance. The findings on compatibility were in line with earlier research that revealed compatibility to be an important element in technology adoption (Wang et al., 2010; El-Gohary, 2012; Chong and Chan, 2012; Alam, 2009).

**Table (7): Results of hypotheses**

Hypotheses	Sig.	t-value	Result
<b>H1:</b> Trust has an impact on social media adoption for SME performance	0.144	2.04	Accepted
<b>H2:</b> Compatibility has an impact on social media adoption for SME performance	0.158**	2.03	Accepted
<b>H3:</b> Cost effectiveness has an impact on social media adoption for SME performance	0.225***	3.43	Accepted
<b>H4:</b> There is a positive and significant relationship between social media and non-financial performance of SMEs in KRG.	0.656***	8.97	Accepted
<b>H5:</b> There is a positive and significant relationship between social media and financial performance of SMEs in KRG.	0.421***	9.32	Accepted

The results of the study outline that trust, cost-effectiveness, and compatibility of the SME owners play an important role in the adoption of social media technology for increasing firm performance among Kurdish small and medium size firms in Erbil. The results show that the trust, compatibility and cost-effectiveness are important to adopt the social media and social media consequently is fundamental to improve the firm non-financial and financial performance. The findings also demonstrated that Facebook usage has a very substantial favorable influence on financial and non-financial performance. According to the findings, Facebook usage has a significant beneficial impact on business performance in terms of increased sales transactions, sales volume, sales inquiries, and customer numbers. Facebook usage has a favorable impact on the organization's non-financial performance. The findings back up prior research that revealed beneficial links between technology use and organizational effectiveness. Thus, the findings of this study are aligned with the existing studies that argue about the positive role of social media adoption for firm performance (Apigian et al., 2005; Stone et al., 2007; Yasa et al., 2021).

## **Conclusion**

This study looked into a variety of characteristics to see how they affected social media adoption. Future researchers might use the classification of the effect elements discovered in this study to analyze the influence of specifically Facebook usage and prove the findings in many scenarios. Because of the ongoing debate over the benefits and drawbacks of social media, most businesses are undecided about whether or not to use it. As a result, this research shed more light on the true significance of social media and its benefits. The findings would inspire and guide enterprises, particularly SMEs, in their use of social media for business purposes. Covid-19 has imposed restrictions like social distancing and face to face meetings. In such a time, social media adoption for continuing the business across the globe is the key. Social media is not a new phenomenon for business however, its importance has always been neglected. Small and medium size enterprises can easily adopt social media to improve their sales and profits however, they Kurdish SMEs in Kurdistan

Region of Iraq are still not aware of how to boost the performance using social media such as digital platform which is a powerful tool if it is used adequately and effectively. The research is based on the notion of Diffusion of Innovation. The DOI principle is helpful in increasing technology adoption intention. By description, innovation entails change, whether in the medium we use or the methods we use to engage in a traditional activity. The innovation attribute compatibility was investigated in this study using the DOI theory. Interactivity, cost effectiveness, and social media trust were all factors considered.

The results of the study show that trust, compatibility, and cost-effectiveness have a significant impact on the adoption of social media by SME owners in Kurdistan region. The results of the study also show that social media has a positive and significant impact on the financial and non-financial performance of the SMEs in Kurdistan region.

### **Limitation of the study and future research recommendations**

The number of samples used in this investigation is restricted. In Kurdistan, the sample only included one SME group. To improve the conclusions on the influence of social media adoption and the likelihood of generalization. Thus, future research should include respondents from various groups and organizations of varying sizes. The data for this study was collected using a cross-sectional sample. Researchers in the future can undertake a longitudinal study to look into the relationship between adoption variables and usage. Similarly, the relationship between Facebook usage and its impact on performance over time might be explored to see whether there are any differences in results over time.

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## ئەو ھۆکارانەى کارىگەريان لەسەر نواندى رېڭخراوہ گەورەو مامناوہندەکان ھەبە لەکاتى پەتاي کۆڤيد-۱۹ ورۆلى لەخۆگرتنى سۆشيان ميديا لەو رووہوہ

پوختە:

مەبەست لەم توێژینەوہیە لیکۆلینەوہ بوو لەو ھۆکارانەى کە کارىگەريان لەسەر نواندى رېڭخراوہ گەورەو مامناوہندەکان ھەبە لەکاتى پەتاي کۆڤيد-۱۹ ورۆلى لەخۆگرتنى سۆشيان میديا لەو رووہوہ. جگە لەوہش، ئامانجى لیکۆلینەوہ بوو لە کارىگەريانەکانى لەخۆگرتنى سۆشيان میديا لەسەر نواندى دارايى و نادارايى کۆمپانيا بچووک و مامناوہندەکان. توێژەرە کە مۆدیلی يەگرتووی بۆ ئەم توێژینەوہیە بەکارھینا و کارىگەرى متمانە، گونجان و کارىگەرى تىچووی بۆ وەرگرتنى سۆشيان میديا لەلایەن خاوہن کۆمپانيا بچووک و مامناوہندەکانەوہ شیکردەوہ بە بەکارھینانى تىورى بلاوہوونەوہى داھینان. دەرەنجامەکانى توێژینەوہ کە ئەوہ دەرەخەن کە متمانە، گونجان، و کارىگەرى تىچوون کارىگەرى ئەرىنى و بەرچاوى ھەبە لەسەر وەرگرتنى سۆشيان میديا بۆ ئەداى پتەو لە ھەرىمى کوردستان. بە ھەمان شىوہ ئەنجامەکان دەریدەخەن کە لەخۆگرتنى سۆشيان میديا زۆر گرنگە بۆ نواندى دارايى و نادارايى پتەو لە ھەرىمى کوردستان بە تايبەتى بەھۆى پرسى دوورکەوتنەوہى کۆمەلایەتى Covid-19. توێژینەوہى ئىستا سنووردارە بە ھەرىمى کوردستان شارى ھەولير تەنھا لەگەل ئەوہشدا، توێژینەوہى داھاتوو دەتوانیت لەسەر قەبارەى نمونەى فراوانتر بىت. ھەرۆھەا توێژینەوہەکانى داھاتوو دەتوانن سەرنج بەدەنە شیکردنەوہى ئامرازى تايبەتى سۆشيان میديا وەک ھەیسبووک يان ئىنستاگرام بۆ شیکردنەوہى کارىگەريانەکانى لەسەر نواندى کارکردن. زۆرپک لە توێژینەوہەکانى ئىستا کارىگەريانەکانى لەخۆگرتنى سۆشيان میديايان لە کاتى پەتاکەدا شى نەکردۆتەوہ لە کاتىکدا کۆمەلگاکان دوورى کۆمەلایەتى پراکتيزە دەکەن و لە رووى دارايیەوہ بەھۆى پەتاکە وەستاون.

## العوامل المؤثرة على أداء الشركات الصغيرة والمتوسطة خلال جائحة كوفيد-19 ودور اعتماد وسائل التواصل الاجتماعي

### الملخص:

الغرض من هذه الدراسة هو دراسة العوامل التي تؤثر على اعتماد الشركات الصغيرة والمتوسطة لوسائل التواصل الاجتماعي في إقليم كردستان. بالإضافة إلى ذلك، هدفت الدراسة أيضاً إلى دراسة تأثير اعتماد وسائل التواصل الاجتماعي على الأداء المالي وغير المالي للشركات الصغيرة والمتوسطة. استخدمت الباحثة نموذجاً متكاملًا لهذا البحث وقامت بتحليل تأثير الثقة والتوافق والفعالية من حيث التكلفة في تبني أصحاب المشاريع الصغيرة والمتوسطة لوسائل التواصل الاجتماعي باستخدام نظرية نشر الابتكار. تشير نتائج الدراسة إلى أن الثقة والتوافق وفعالية التكلفة لها تأثير إيجابي وهام على اعتماد وسائل التواصل الاجتماعي لأداء الشركات في إقليم كردستان. وبالمثل، تظهر النتائج أيضاً أن اعتماد وسائل التواصل الاجتماعي أمر بالغ الأهمية للأداء المالي وغير المالي للشركة في إقليم كردستان على وجه التحديد بسبب قضية التباعد الاجتماعي الذي سببه فيروس كورونا. تقتصر الدراسة الحالية على مدينة أربيل فقط، ومع ذلك، قد تركز الأبحاث المستقبلية على حجم عينة أوسع. يمكن أن تركز الأبحاث المستقبلية أيضاً على تحليل أدوات معينة لوسائل التواصل الاجتماعي مثل الفيس بوك وانستغرام لتحليل التأثير على الأداء. لم تقم العديد من الدراسات الحالية بتحليل تأثير اعتماد وسائل التواصل الاجتماعي أثناء الوباء بينما تمارس المجتمعات التباعد الاجتماعي وتعاني من الركود المالي بسبب الوباء.