

Adoption of Social Media by Small and Medium Enterprises: Application of TOE Framework

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Abstract

The use of information and communication technologies (ICT) has such a significant impact on a company's ability to remain competitive and increase its level of productivity in this age of broad digitalization, all types of organizational settings must mandate its usage. However, the level of productivity and competitiveness achieved by such industries may vary widely depending on the size of their businesses, the stage of development of the nation in which they are located, and the technology that is put to use. This particular research focuses on Small and Medium-Sized Enterprises (SMEs) in the tourism and hospitality industries. These SMEs are the backbone of a developing country like Sri Lanka, where studies similar to this are very rare. The use of social media platforms by small and medium-sized businesses (SMEs) was investigated for the purpose of this research. By considering the fact that the implementation of such apps is likely to result in operational changes at businesses, it is imperative that research be conducted into the variables that encourage SMEs in tourism and hospitality industries to use social media platforms, which is uncommon in the setting of this country. A Technology Organization Environment (TOE) and Diffusion of Innovation (DIT) design were developed in order to have a better understanding of the affecting factors. The study was conducted using a quantitative technique, which included both a questionnaire survey and statistical analysis of the responses. When used as a tool for data collection, an online survey generated 371 respondents that were considered to be genuine. Evaluation of the suggested model was carried out by use of partial least square structural equation modeling.

Keywords: *TOE Framework, Social Media platforms, Structural Equation Modeling, Tourism and Hospitality Industry, Small and Medium Sized Enterprises*

1. Introduction

By managing business operations with information technology (IT), particularly social media platforms (SMPs), industries could improve their success in the market. Social media platforms involve the interchange of user-generated material via in-the-moment replies and the development of tourist communities that streamline commercial procedures. As a result, businesses and people work together to create values, and social media platform use is advantageous for several tourism and hospitality sectors.

In fact, social media platforms are becoming an increasingly important aspect of business such hotels. Recent studies have shown that in order to ensure their advantage and profitability, SMEs in tourism and hospitality must apply high-tech ideas appropriately, that is, promptly and in the suitable location (Ndekwa & Katunzi, 2016). However, it has also been observed that SMEs are constrained in their adoption of IT since they lack the capacity to handle significant IT projects. Social media platforms have the potential to be a very useful tool for SMEs as a cost-effective and tourism management tool.

In earlier studies, the motivating factors for social media platform use among SMEs in developing nations like Sri Lanka were not sufficiently covered. A thorough inquiry of the situation can increase tourism and hospitality industries use of social media platforms (Ndekwa & Katunzi, 2016). In order to investigate the potential motivating reasons of social media usage among tourism sectors in Sri Lanka from a variety of viewpoints, I propose to construct and evaluate a framework. The findings of this problem will advance the body of knowledge in the field in two ways: first, by creating a comprehensive multi-perspective framework to examine the motivating reasons behind the usage of social media platform, and second, by empirically testing the framework on a sample of tourism and hospitality industries in Sri Lanka. Despite evidence that suggests the results cannot be generalized to emerging nations, previous studies on this topic were primarily conducted in industrialized countries. Thus, this study fills a glaring vacuum in the literature by focusing on a developing nation.

2. Review of Literature

2.1 Tourism and Hospitality Industry

When it comes to running their businesses, tourism companies have been completely revolutionized by the advent and widespread use of information and communication technologies (ICTs). Consumers' and travel companies' increased reliance on the internet for information and planning has revolutionized the product's traditional marketing and sales methods (Oji, Iwu & Tengeh, 2017). There has been a rise in recent years in the percentage of holiday-seekers who conduct their research online. The popularity of online marketing for tourist destinations has led to the rise of social media as an important channel of interaction with consumers.

2.2 Small and Medium Enterprises (SMEs)

There is no one definition for a small business. With metrics based on a company's capital assets, labor skills, turnover levels, legal status, ownership, or industry sector, its various definitions are frequently connected to the level of economic activity and progress in a specific country (Ahmad, Ahmad, & bakar, 2018). Small and medium-sized businesses (SMEs) are said to be vital to economies because of their significant contribution to job creation and stability of the national economy. In fact, the SME in tourism and hospitality sector is seen as an essential component of contemporary industrialized nations.

2.3 Social media and Tourism and Hospitality SMEs

The ongoing technical advancements brought on by globalization have an impact on how competitively-minded organizations can be. As a result, their corporate operations require adequate IT support, making it a vital instrument for boosting economies. However, tourism enterprises do not have the same ability to invest in ICT as larger organizations, which has an impact on their sustainability prospects (Abou-shouk & Hewedi, 2016). Despite evidence to the contrary showing that technology can improve the chances of corporate success, the proliferation of ICT is still slow. As a result, industries must adopt new technology to remain competitive.

Industries can use a variety of ICT technologies, with social media platform being one of the most popular. Social media platforms' adaptability can change how businesses operate. Its widespread use in businesses is anticipated to grow. Consequently, it can be believed that companies of all sizes and types are aware of the need of adopting SMPs, which offers major economic benefits through advertising, promotion, word-of-mouth, client reaction, market research, and product creation (Oji, Iwu & Tengeh, 2017).

SMEs may find it easier to manage and resolve difficulties in this industry by using social media. The optimal Social Media displayed by SME owners and managers on the use of social media also suggests that they are aware of how a large following on social media platforms may be converted into actual business prospects. Despite the points presented above, research indicates that few SMEs actually believe in the ostensible benefits that social media purports to provide. The usage of social media platforms have been linked to enhanced B2B partnerships, lower expenses, greater outreach, higher brand awareness, and more visits to the hotels' website (Ahamat & Hamid, 2017). This has led to the adoption of social media as a strategic business objective and an ongoing part of business operations. However, before adopting social media platforms, businesses must first decide on their goals and objectives for using it, as well as how to measure their results. According to Ahamat and Hamid (2017), failing to develop a strategic social media adoption plan could prevent businesses from taking full advantage of their use of social media platforms.

2.4 Barriers to Social Media Adoption

SMEs are notorious for being resistant to using information technology, which may be because they are concerned about the viability of making changes to their business models. Even while there is evidence linking social media use and improved organizational performance, most industries continue to remain skeptical of the concept. Ahamat and Hamid (2017) identified inadequate strategic planning as the main contributor. Despite the fact that 97% of marketers use social media platforms, a different survey indicated that 85% of them were unable to fully understand its benefits, which could lead to inaccurate planning of promotional activities (Al-Rahbi, 2017). The study also discovered that tourism and hospitality enterprises have expressed hesitations about social media participation in terms of duration and retention, choosing a platform appropriate for their business, and deciding on the ideal format and content for their communications. Due to their lack of understanding of web marketing, business owners are unable to benefit from it in order to advance their operations. There is a lack of research to pinpoint the obstacles preventing tourism and hospitality in SMEs from adopting social media platforms, although numerous theories have been put out to explain the phenomena. Businesses who are still hesitant to utilize social media may find it easier to do so if the primary drivers of adoption are identified (Beier & Wagner, 2016).

3. Theoretical Framework

All potential uses of social media platforms are taken into consideration in this analysis. The research framework takes into account a number of variables involving the elements of technology, organization, and environment that are applicable to tourism and hospitality sectors other than SMEs. Many studies on the adoption of social media platforms focus on industrialized countries (Oji, Iwu & Tengeh, 2017). This study uses samples from Sri Lanka, a developing country, to evaluate the suggested framework empirically in response to the need for theoretical validation regarding IT adoption across multiple contexts. Such diversity in research is essential since a nation's unique social, cultural, economic, legal, and political circumstances have a bearing on whether IT solutions are adopted. Because of this, conclusions drawn from a developed country might not be applicable to a developing one. This study can avoid problems connected to the non-transferability of findings peculiar to developed countries by having specific empirical support for the factors influencing the adoption of social media platforms in poor countries.

social media platforms are regarded as a fresh, never-before-used innovation for tourism and hospitality industries in this study. An organizational technology adoption framework was developed using emerging literature about new technology adoption and organizational behavior because there is so little information available about initiatives in technology adoption that could result in the entrenchment of social media in an organization's strategic approach (Oji, Iwu & Tenengeh, 2017).

This study is also focused on figuring out whether technology adoption, whether intentional or not, is happening across the board or just in some businesses. There are several theories that explain both levels of new technology adoption. All of the ideas point to various motivating elements for the adoption of innovations such diffusion of innovation theory (Rogers, 2003). The TOE paradigm developed by Tornatzky & Fleischer (1990) is employed in the context of this study to examine the impact of technological, organizational, and environmental aspects on the adoption of new innovation. The TOE is preferred for a number of reasons. First off, this is the only theory that takes into account outside influences like peer pressure, which may provide a more thorough explanation of why people adopt new technologies. Second, the TOE is supported by trustworthy empirical data in the areas of technology and information systems. Thirdly, several research on organizational technology adoption have profited from its use as a general theory such diffusion of innovation (Rogers, 2003).

3.1 Technology Factors

Technological variables are those that relate to technology that is already in use in an organization or that is already available, has potential, but has not yet been put to use (Alsharji, Ahmad, & Bakar, 2018). The way an innovation is used and embraced depends on its technological qualities, which may be helpful to the business or harmful. This holds true for social media as well, where technological considerations may include relative benefit, compatibility, complexity, trialability, and observability (Rogers, 2003). It is usual practice to compare a technology's potential benefits and drawbacks against those of alternative solutions before deciding whether to embrace it. The likelihood of technology being adopted increases as it is established that its benefits outweigh its drawbacks.

The perceived acceptability of an invention with regards to the current business procedures, suppliers, and clients. The adoption of a technology in an organization, even SMEs, can be greatly influenced by the compatibility of the technology with the values, culture, and working methods of the business. Technology adoption would be challenging without compatibility (Alsharji, Ahmad, & Bakar, 2018).

According to Alsharji, Ahmad, and Bakar (2018), a specific technology's adoption may be hampered by its complexity of use and the need for considerable training. The link between ease of use and intention to use has been amply demonstrated at the individual level. But this association hasn't been thoroughly studied at the organizational level. Trialability is the ability for a technology to be tried before being fully implemented (Rogers, 2003), such as through a pilot program in a single department. Trialability has been discovered to be a crucial element in the acceptance of electronic commerce since it reduces uncertainty. Due of the very low cost of using social media, a trial run is quite feasible. The visibility of a technology adoption's impact is referred to as observability. People and organizations will be more confident in copying others' achievements when the beneficial impact and adoption of technology can be seen clearly in others (Rogers, 2003).

From the aforementioned, the following hypotheses are formulated:

H1: Relative Advantage has significant effects Adoption of SMPs.

H2: Compatibility has significant effects Adoption of SMPs.

H3: Complexity has significant effects Adoption of SMPs.

H4: Trialability has significant effects Adoption of SMPs.

H5: Observability has significant effects Adoption of SMPs.

3.2 Organization Factors

Organizational elements include traits like the number of employees, income, level of formalization and centralization, administrative structure, as well as resources (Tornatzky & Fleischer, 1990). Because SMEs often have a small workforce and low revenue, top management support is used in this study as an organizational element. Top management plays a crucial role in influencing how quickly technologies are adopted because it explains how the technology fits into the overall plan of the company and encourages and rewards creativity and innovation. To encourage the adoption of technology, the top management provides the ideal environment and the required resources (Lin, 2014). There is convincing evidence that organizational technology adoption is greatly influenced by top management support (Ahamat & Hamid, 2017).

Technology adoption can also be impacted by CEO innovation and openness to new concepts and products. Due to the fact that a SME's owner-manager is primarily responsible for making decisions (Al-Rahbi, 2017), this aspect is connected to the CEOs of SMEs' attitudes and openness to new ideas. Numerous research has been published that looked into this element. When their CEOs are receptive to innovation, SMEs are more likely to adopt IT, according to Ahamat and Hamid (2017). Therefore, it is anticipated that the creativeness of CEOs will affect SMEs' adoption of social media. The following hypotheses are proposed based on the above discussion:

H6: Competitive Intensity has significant effects Adoption of SMPs.

H7: Bandwagon Pressure has significant effects Adoption of SMPs.

H8: Competitive Pressure has significant effects Adoption of SMPs.

3.3 Environment Factors

The external circumstances that the company is functioning under are referred to as environmental factors. Among them are the makeup of the industry, the accessibility of new technology, and the legal framework (Tornatzky & Fleischer, 1990). Adoption of new technologies could alter the way an industry is organized, which could change how competition is regulated, lead to the development of competitive advantages, and enable companies to employ new tools to surpass rivals in their field. Social media can be used as organizational and information strategies against competitors in the market because it is a type of information system.

The term "competitive pressure" describes how fiercely businesses compete as a result of globalization, new technology, and knowledge use. Adopting new technology is a way for businesses to innovate in a cutthroat market. According to a survey on e-business adoption among European enterprises, the adopters are under pressure from their business partners due to the fact that e-trade requires all business partners to deploy interoperable systems, to comply to specific technological requirements. (Zhu, Kraemer & Xu, 2003). Similar to this, all associated commercial partners must implement integrated social media applications and platforms.

The psychological impulse to adopt a certain technology because other businesses have done so, even to the point of rejecting current corporate strategies, is known as the "bandwagon effect"

(Ahamat & Hamid, 2017). Adoption of new information systems frequently exhibits this. According to Ahamat & Hamid (2017) businesses in shaky economic climates are more susceptible to the "bandwagon effect," which results from the widespread adoption of a particular technology and the subsequent influence it has on others. Based on the above discussion, the following hypotheses are proposed:

H9: Top Management Support has significant effects Adoption of SMPs.

10: CEOs' Innovativeness has significant effects Adoption of SMPs.

Based on the above, the research model shown in Figure 1 is derived.

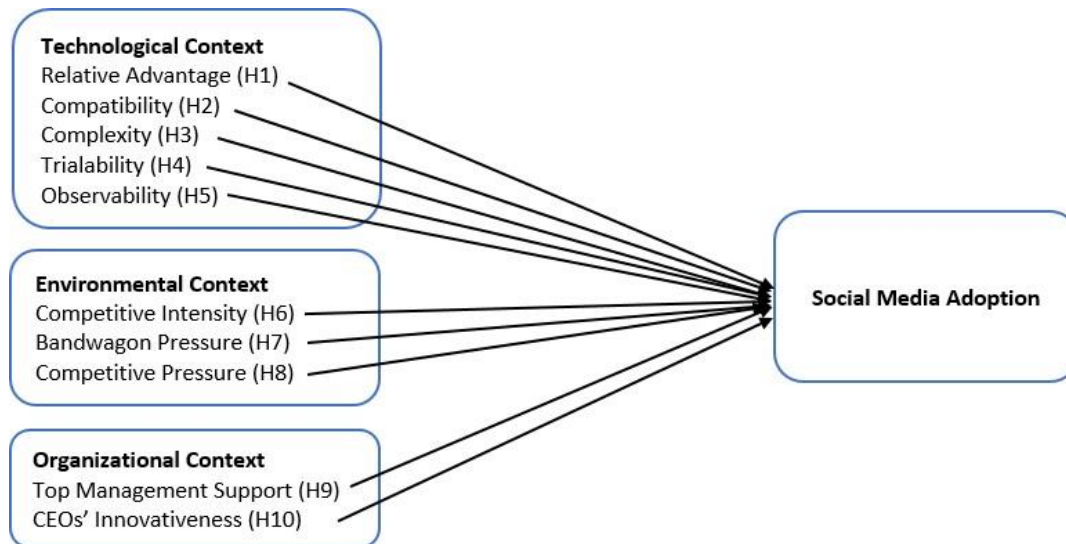


Figure 1: Proposed Model

4. Methodology

The endogenous variable in this analysis was the adoption of social media platforms by SMEs in tourism and hospitality, while the exogenous factors came from technological, organizational, and environmental background variables. The phrasing of these indicators was modified to fit the investigational setting from earlier, validated studies on innovation uptake. Responses were recorded using a five-point Likert scale, with 1 denoting strong disagreement and 5 denoting strong agreement. Sri Lankan SMEs made up the study's population. Since it was very hard to obtain the entire list of SMEs in tourism and hospitality sectors, we resorted to adopt non-probabilistic sampling to reach the respondents conveniently. The tool was created online using Google Forms, and connections to it were distributed by email, Facebook messengers, and WhatsApp contacts to the CEOs of SMEs in tourism and individuals in charge of managing social media in those tourism and hospitality enterprises. We individually convinced them to fill out the applications without receiving any payment in exchange. Allowing several months for data collecting and providing incentives We ultimately received 384 responses. After uploading the responses into MS Excel, their completeness was verified. 22 replies were excluded from the analysis because they were incomplete, leaving 362 responses for further examination. Missing values and outliers were identified and addressed appropriately. The dataset was then put into the SPSS 22 software for first analysis. Using AMOS 24 software, Structural Equation Modeling (SEM) was implemented to test the suggested model and evaluate the assumptions.

5. DATA ANALYSIS

To profile respondents, descriptive data were used. Confirmatory Factor Analysis (CFA) and Structural Equation Modelling (SEM) were used to evaluate the measurement model and the proposed research model, respectively.

5.1 Respondents' profile

The profile of respondents was obtained as indicated in Table 1. Accordingly, there were 249 male responses (68.8%) and 111 female respondents (30.7%). More than 70% of responses fell between the ages of 36 and 55, while less than 25% were younger than 35. There were 91 non-managerial responses (25.2%), 21 top managerial responses (5.8%) and Most of the responses are from middle managers (68.5%). According to the nature of businesses 44.8% are from Hospitality industries while 41.7% from Travel agencies. And finally based on the number of employees, more enterprises are having employees between 5 to 15.

Table 1: Demographic of the Respondents

Variable	Frequency	(%)
<i>Gender</i>		
Male	249	68.8%
Female	111	30.7%
Missing	2	0.5%
<i>Age</i>		
25-35	86	23.8%
36-45	201	55.5%
46-55	68	18.8%
>55	6	1.7%
Missing	1	0.2%
<i>Position</i>		
Non-Managerial	91	25.2%
Middle Managers	248	68.5%
Top Managers	21	5.8%
Missing	2	0.5%
<i>Nature of Business</i>		
Hospitality	162	44.8%
Travel	151	41.7%
Other	48	13.3%
Missing	1	0.2%
<i>Number of Employees</i>		
<5	36	10%
5-10	149	41.2%
11-15	168	46.4%
16-20	8	2.2%
>21	1	0.2%

5.2 Structural Equation Modelling (SEM) Analysis

The measurement model was evaluated first, followed by the estimation of the structural model. Using construct reliability and validity tests, the measurement model's model fitness was assessed. According to Hair, Hult, Ringle and Sarstedt (2016), the two primary steps of structural equation modelling are Confirmatory Factor Analysis (CFA) and structural model evaluation. In CFA, the relationship between variables and their measurement are established, and in the structural model test, the hypothesized association between variables is examined.

5.3 Confirmatory Factor Analysis

CFA evaluates validity in two stages; the first evaluates Goodness-of-Fit (GoF) indices, and the second evaluates construct validity (Hair, Hult, Ringle, & Sarstedt, 2016). GoF considers some indexes for evaluation. Initially, χ^2 was employed to determine a model's viability. This χ^2 is sensitive to sample size, thus it is not the most accurate indicator (Hu & Bentler, 1999). Therefore, its relation to Degree of Freedom (df) is utilized instead (χ^2/df). The χ^2/df in this study is 2.297. This is considered excellent as it is ≤ 3 . Further, AGFI = $0.826 \geq 0.800$; GFI = $0.902 \geq 0.900$; CFI = $0.924 \geq 0.950$; NFI = $0.911 \geq 0.900$; RMSEA = $0.055 \leq 0.06$. In light of the fact that all of these fitness indices fall under the cut-off values, it may be concluded that the model is fit.

5.4 Construct Validity Assessment

Construct validity validates the outcomes of the CFA. This validity analyzes if variable scales represent their underlying concepts adequately (Bryman & Bell, 2011). This study included convergent validity and discriminant validity tests to evaluate the measurement model's psychometric properties. The idea of discriminant validity analyzes the statistical separation between distinct concept measures. This study evaluated the reliability and convergent validity using Composite Reliability (CR) and Average Variance Extracted (AVE). CR must be greater than 0.70 to ensure enough dependability, and both AVE and CR must be greater than AVE to establish convergent validity. According to Fornell and Larcker (1981), the square root of each factor's AVE should exceed its correlation with other variables. According to Table 2, the CR values for all constructions are greater than 0.7, with the lowest value being 0.738 and the maximum value being 0.89, which guarantees that there is sufficient internal consistency. Convergent validity has been demonstrated due to the fact that all constructions have an AVE value that is greater than the cutoff value of 0.5. Additionally, the square root of the AVE for each construct is likewise significantly above its correlation with other constructs, which ensures that the discriminant validity was maintained. The measuring model is validated by all of these successful tests and analyses, proving its suitability.

5.5 Structural Model and Hypotheses Testing

The Path Estimate, t-Values, and p-Values are the measures that researchers use to test hypotheses. If the t-value for the relationships between the variables is larger than 1.96 and the p-value for the relationship is less than 0.05, then the relationship is deemed to be statistically significant. Table 3 displays the results of path estimates for each of the ten hypotheses that were proposed. Accordingly, factors such as Relative Advantage, Compatibility, Complexity, Observability, Competitive Intensity, Bandwagon Pressure, and Competitive Pressure had a statistically significant impact on the adoption of social media by SMEs. On the other hand, factors such as Trialability, Top Management Support, and CEOs' Innovativeness did not have such a significant impact. In light of this, the hypotheses H1, H3, H5, H6, H7, H8, and H9 were found to be supported, whilst H2, H4, and H10 were found to be unsupported.

Table 2: Model Validity Measures

	CR	AVE	MSV	MaxR	RA	CY	CO	TR	OB	TMS	CEO	CI	BP	CP	SMP
RA	0.881	0.554	0.543	0.887	0.745										
CY	0.888	0.615	0.594	0.896	0.730	0.784									
CO	0.848	0.584	0.456	0.87	0.622	0.675	0.764								
TR	0.803	0.688	0.542	0.784	0.660	0.668	0.462	0.799							
OB	0.801	0.669	0.583	0.814	0.705	0.739	0.515	0.736	0.818						
TMS	0.869	0.689	0.268	0.882	0.238	0.235	0.205	0.199	0.258	0.81					
CEO	0.841	0.701	0.446	0.843	0.264	0.272	0.213	0.290	0.275	0.518	0.789				
CI	0.81	0.687	0.446	0.817	0.145	0.129	0.293	0.170	0.163	0.514	0.668	0.756			
BP	0.818	0.699	0.39	0.879	0.191	0.329	0.209	0.219	0.268	0.392	0.475	0.624	0.764		
CP	0.821	0.676	0.274	0.821	0.485	0.405	0.314	0.411	0.463	0.249	0.380	0.256	0.245	0.815	
SMP	0.89	0.619	0.594	0.896	0.737	0.771	0.593	0.608	0.764	0.213	0.251	0.100	0.328	0.523	0.767

Note: RA: Relative Advantage, CY: Compatibility, CO: Complexity, TR: Trialability, OB: Observability, CI: Competitive Intensity, BP: Bandwidth Pressure, CP: Competitive Pressure, TMS: Top Management Support, CEO: CEO's innovativeness, SMP: Social Media Platforms

Table 2: Hypotheses Testing

Path Relationship	Hypotheses	Estimate	S.E.	t-Value	p-Value	Results
SMP ← RA	H1	0.272	0.087	3.046	0.000	Accepted
SMP ← CY	H2	0.010	0.049	0.210	0.642	Not Accepted
SMP ← CO	H3	0.207	0.087	2.381	0.010	Accepted
SMP ← TR	H4	0.077	0.089	0.869	0.310	Not Accepted
SMP ← OB	H5	0.360	0.089	4.060	0.000	Accepted
SMP ← CI	H6	0.376	0.133	2.825	0.001	Accepted
SMP ← BP	H7	0.340	0.099	3.432	0.000	Accepted
SMP ← CP	H8	0.174	0.050	3.471	0.000	Accepted
SMP ← TMS	H9	0.216	0.104	2.087	0.021	Accepted
SMP ← CEO	H10	0.046	0.076	0.604	0.214	Not Accepted

Note: RA: Relative Advantage, CY: Compatibility, CO: Complexity, TR: Trialability, OB: Observability, CI: Competitive Intensity, BP: Bandwidth Pressure, CP: Competitive Pressure, TMS: Top Management Support, CEO: CEO's innovativeness, SMP: Social Media Platforms

06. Discussion

The purpose of this study is to investigate the primary factors that either encourage or discourage the use of social media among tourism and hospitality enterprises in Sri Lanka. This is the first quantitative study that explores the elements that influence people's adoption of social media platforms in this particular setting. The findings provide substantial theoretical and empirical support for TOE when it comes to analyzing the adoption of social media platforms. For the purpose of achieving this goal, a detailed research model was created and evaluated. As a consequence of this, it was discovered that technological, organizational, and environmental factors, with the exception of compatibility, trialability, and CEO innovativeness, have substantial effects on the adoption of social media platforms among tourism and hospitality enterprises.

When it comes to technology aspects, the relative advantage, complexity, and observability of social media platforms all play a big role in determining whether or not tourism related entrepreneurs choose to utilize these platforms. The concept of relative advantage refers to the idea held by entrepreneurs that the utilization of social media would enhance the success of their online businesses, hence favorably affecting their desire to implement its application. This factor has a positive and significant effect on the entrepreneurs' intent to adopt social media, which is in line with the findings of Ahmad and Monfaradi (2017). Complexity refers to the student entrepreneurs' perception of the ease of use of social media, which is in fact an application that they are very familiar with and use constantly in their day-to-day lives; as a result, this factor has an effect on their intention to adopt it that is positive and significant. There was not appear to have a substantial correlation between compatibility and the intention to adopt social media. Users may be dissatisfied from adopting social media due to incompatibilities in the methods involved.

The trialability of social media platforms, on the other hand, does not appear to have a substantial impact on the uptake of these platforms among tourism and hospitality enterprises. This finding is consistent with the conclusion reached by Choi and Theoni (2016), which said that the use of technology for experimental purposes does not influence the adoption of technology by SMEs in tourism and hospitality industries. This also argues that opportunities to test or make experimental use of social media would not reveal entrepreneurs' propensity to embrace the application. This is because such opportunities would not demonstrate

entrepreneurs' ability to use social media. It has also been discovered that observability greatly predicts adoption of social media. The widespread use of social media by individuals and organizations can serve as a source of motivation for student entrepreneurs to adopt similar practices.

Tourism and hospitality enterprises are found to be significantly influenced to use social media platforms by a number of contextual factors, including competitive intensity, bandwagon pressure, and competitive pressure. Because of the competitive nature of business, some companies may feel they are falling behind when their competitors adopt a particular technology, which may prompt them to do the same thing. Therefore, it is possible to say that the trend toward using social media is driven mostly by the bandwagon pressure, and not so much by the competitiveness and social pressure that is present now. Customers in the modern era make use of cutting-edge technologies and online platforms to join social groups, which in turn encourages the growth of relational ties with other individuals as well as the sharing of content and comments regarding various tourism related services. This, in turn, has an effect on the behavior of businesses and compels them to adopt particular technologies in order to satisfy the demands and tendencies of the current market.

The senior management makes all of the important business decisions, including those that concern the implementation of new technology. On the other hand, the finding of this study in regard to this topic concur with the findings of prior studies that demonstrate the essential role of top management in the adoption of IT (Cheng, Kadir, & Bohari, 2014). It's possible that this is because entrepreneurs see the need for their support so early on in the process of adopting new technologies. In a similar, the upper management of an organization can understand the critical need for their participation and commitment if they are under the impression that the adoption of social media platforms are still a novel notion that needs to be implemented in the company.

In line with the findings of Dutot and Bergeron (2016), this study reveals that the innovativeness of CEOs is not a significant element in the overall equation. Every nation has its own distinct cultural qualities, some of which may "stifle technical progress and creativity" (Hofstede, 1984). The tendency of developing nations to avoid uncertainty is one of the characteristics that has been recognized as a barrier to innovativeness. In the setting of this study, which takes place in Sri Lanka, the widespread practice of avoiding uncertainty. According to that it impedes the emphasis placed on innovativeness and risk-taking that is connected with the adoption of social media.

It has been proven that elements related to the business environment have an effect on the adoption of social media by tourism and hospitality enterprises. The ties that exist between different companies have the potential to affect the structure of the industry and the sectors. entrepreneurs are driven to use a particular technology when they witness their peers utilizing the same tool, as this fosters a sense of competitiveness among them. As a result, usage of social media may be driven by a combination of factors, including competitive pressure, the bandwagon pressure, and competitive intensity, in order to keep up with recent market trends.

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