

Effect of Social Media Platforms on the Performance of Small Scale Businesses in Maiduguri Metropolis

Elizabeth Luka Mussa and Hadiza Usman Kyari

¹Department of Business Administration and Management, Ramat Polytechnic, Maiduguri

Abstract: *The study examines the Effect of social media platforms on the performance of Small Scale Businesses in Maiduguri. The study was conducted in Maiduguri Metropolis, which constitutes of Maiduguri Metropolitan Council, Jere Local Governments Area, part of Mafa and Konduga Local Government Area of Borno State, The study used primary source of data through a structured questionnaire. Questions are closed ended and are administered personally to owner and managers of small scale businesses. The population of this study is one thousand one hundred and one (1101) SSBs that are registered with Borno State Ministry of Commerce and Industry, who are actively engaged in business activities in Maiduguri Metropolis, Borno State, the study revealed that social media such as whatsapp and instagram contributes positively to the performance of small scale businesses while facebook do not directly influence small scale business performance in Maiduguri Metropolis, the study recommends that Managers, entrepreneurs and business owners need to change their business strategy to integrate social media as a marketing tool for better performance.*

Keywords: *social media, small scale, business performance.*

INTRODUCTION

Small scale businesses are recognized as the engine room for the development of any economy because they form the bulk of business activities in a growing economy like Nigeria. They contribute to the economy in terms of output of goods and services rendered to the society, provision of job opportunities, reduce income disparities, develop a pool of skilled and semi-skilled workers for industrial expansion and offers a breeding ground for entrepreneurial and managerial activities. Small scale businesses is a driver of economy growth in Nigeria because of its contribution to GDP, utilize local materials and skill, increase government revenue, wealth creation, poverty reduction, curbing rural-urban migration, employment generation and source of innovation.

Small scale businesses are enterprises whose total assets excluding land and building are above five million but not exceeding fifty million Naira with a total workforce above ten but not more than forty nine employees (SMEDAN/NBS, 2017). In Nigeria, the total number of Micro, Small and Medium enterprises (MSMEs) is 41,543,028. Micro enterprises is 41,469,947, small enterprises 71,288 and medium enterprises 1,793. They offer employment to over 59 million persons. They contribute 49.78 percent to the GDP and 7.64 percent of export receipts (SMEDAN, 2017).

Small Scale Businesses constitute majority of businesses in Nigeria. The growth of SSBs have been attributed to many factors including the use of social media (Pentina, Koh & Le, 2012). The advent of social media has brought new marketing opportunities that can help SSBs increase the number of transaction and sales (Chaffey, 2008). Social media is one of the fastest growing promotion channels in the globe (Coremetrics, 2010). This innovation has brought about new way of doing business. There is a shift from the use of traditional media such as television, newspapers, radio and magazines to interactive platform such as facebook, whatsapp and instagram (Pentina *et al.*, 2012).

Social media as a tool for marketing is increasing the performance of small scale businesses globally. One of the technological developments needed to be adopted by small scale businesses for improved performance is the use of social media platform for marketing. It is recognized as the most suitable marketing channel in the world (Constantinides & Fountain, 2008). According to Kaplan and Haenlein, (2010) social media is a group of Internet based applications that were built on the ideological and technological foundations of Webs and allow the creation and exchange of user generated contents. The use of social media platforms for marketing activities to improve performance is referred to social media adoption (Guesalaga, 2016). Users spend more time with their preferred brands on social media platforms such as Facebook, Twitter, Instagram, WhatsApp, and YouTube, among others. A wider number of people around the globe are now on social media (Chaffy, 2020), adoption of these platforms as strategy to improve business performance is a matter of necessity and not choice for small scale businesses. Many advertisements in form of videos, pictures and graphics are often displayed on social media platforms targeting users. This reduces the cost of advertisements promoting brands and increases interaction between small scale businesses and customers. In this regard, Social media has become a leader in the world of digital marketing looking at its effect on performance of small scale business (Mourtada & Alkhatib, 2014).

Studies have shown that adoption of ICT related technologies such as social media platforms have significantly improved the performance of small scale businesses. Ahmad, Ahmad, and Bakar (2018) discloses that social media is a potential platform and strategy for creating better awareness, increase market coverage, increase competitiveness, improve business customer relationship, and information sharing. Also, Adegbuyi, Akinyele, and Akinyele (2015) stated that using social media tools, SMEs increase brand awareness through engaging customers at different levels which is very crucial for business survival and growth. Similarly, Ainin, Parveen, Moghavvemi, Jaafar, and Shuib, (2015) found that using social media platform such as Facebook reduces cost of marketing, customer service and improve information accessibility. Therefore, this study seeks to assess the effect of social media platforms on the performance of Small Scale Businesses in Maiduguri Metropolis, Borno State, Nigeria.

Statement of the Problem

Despite the contribution of SSBs to the society, majority of newly established SSBs fail to survive within the first two years; failure for startups is high while existing ones are either shutting down or operating below average level (Thompson & MacMillian, 2010). SSBs are facing high cost of advertisement and unpredictable competitive business environment which might lead to business failure. The high mortality rate calls for serious attention. This failure might be as a result of their inability to use social media platform for advertisement to reach wide range of customers. Nigeria has large market yet to be exploited, this might be due to their inability to use social media platform like facebook, whatsapp and instagram to reach vast range of customers.

Social media platform is considered a major driving force for small business successes in Nigeria (Charles, 2012). Specifically, increased innovation in technology through Facebook, WhatsApp and Instagram are yet to reap its full benefit in a society like Borno State. Although, businesses are reaping the benefits of using social media platform, but some SSBs need specific guidance on how to use social media platform for business operation. However, the significance of social media in business is been acknowledged, the decision to use this new promotional technology by SSBs is not automatic (Pentina et al., 2012). Abou-Shouk, Megicks and Lim (2013) argue that SSBs in some developing countries, are slow adopters and users to social media platform. Although, Nigeria has the largest number of internet and social media users in Africa (Statistica, 2018), adoption of this technology by SSBs is very low and consequently business failure is at increase (Napitupulu, Syafrullah, Rahim, Abdullah, and Setiawan, 2018; Rahayu and Day, 2017).

SMEs are known as drivers of economic growth in great economies like the USA and United Kingdom. For instance, in the USA and UK, 99 percent of employment and 50 percent of the Gross Domestic Product GDP is from the SMEs (Gbandi & Amisah, 2014; Tobora, 2014). Similarly, Zafar and Mustapha (2017) reported that SMEs contributed about 70 percent of Ghana's GDP and 92 percent of her business. Ikedionu, (2018) also validated this assertion showing SMEs contribution to employment in countries such as Malaysia 57.7 percent, South Africa 60 percent, India 80 percent and Bangladesh 80 percent. While, Nigeria SMEs constitute 90 percent of businesses but contribute only 49.78 percent to GDP (SMEDAN, 2017). Over 50 percent are living in extreme poverty (Kazeem, 2018). Hence, the need for investigation for further study.

However, many studies have been carried out on social media and performance of SSBs. Kateri (2021), Ndife (2020), Gekombe, Tumsifu and Jani (2019), Yan and Musika (2018), Murat, Zwingina and Opusunju (2018), Sodeeq (2018), Margaret, Law and Oyinkansola (2017), Raed (2016), Adegbuyi, Akinyele and Akinyele (2015). Most of these studies utilize performance indicators such as sales, customer's base, profitability, business growth and employee commitment. While some used social media indicators such as facebook, youtube, twitter and instagram excluding whatsapp. Similarly, most of these studies looked at social media and performance of small and medium scale businesses without considering small businesses separately showing a need for further studies. Also, all the above studies have been carried out in other part of the country; little has been done on social media and performance in the study area.

Hence, there is paucity of research on the effect of social media platform on the performance of SSBs in Maiduguri Metropolis. In line with the identified gaps the study seeks to assess the effect of social media on the performance of small scale businesses in Maiduguri Metropolis, Borno State, Nigeria.

Objectives of Study

The main objective of this study is to assess the effect of social media platforms on the performance of Small Scale Businesses in Maiduguri Metropolis. Specific objectives of the study are to:

- i. assess the effect of facebook on the performance of small scale businesses in Maiduguri Metropolis;
- ii. examine the effect of whatsapp on the performance of small scale businesses in Maiduguri Metropolis;
- iii. assess the effect of instagram on the performance of small scale businesses in Maiduguri Metropolis;

LITERATURE REVIEW

Small-Scale Business Performance

The performance of a firm is the actual output or results of an organization as measured against intended outputs or objectives. Afshan (2012) define performance as the achievement of specific tasks measured against predetermined or identified standards of accuracy, completeness, cost and speed. Small scale business performance as how firms provide value to its stakeholders such as customers, society and government. A firm performance is related to the ability of the firm to gain profit and growth in order to achieve it general strategic objectives (Hult & Knigh, 2004). Neely, Gregory and Plattis, (1995) asserts that firm performance is the procedure of quantifying business firm action in terms of how it meets its objective.

Measuring Business Performance

Business performance indicators comprises of sales, profitability, return on investment, the rate of turnover and gained market share. Business performance is the phenomenon of multiple aspects that is difficult to quantify (Sanchez & Marin, 2015). A variety of literatures show that both quantitative and qualitative indicators have limitations and are recommended to be used interchangeably, measuring quantitatively such as Return on Investment(ROI), profit, sales, and so on. While the qualitative measurements are often called as performance indicators, performance measurement is by using the approach as a certain scale of performance variables such as knowledge and business experience, the ability to offer quality products and services, the capacity to develop new products and processes, the ability to manage and work in groups, labour productivity and corporate responsibility to the environment. Carnison in Sanchez and Marin (2015) measured the performance of small and medium enterprises with reference to the three aspects namely profitability, productivity, and market. While Lee and Tsang (2011) used performance effort represented by the growth venture consisting of sales growth, the growth of the company's assets, and profit growth. Studies in small and medium enterprises, business

performance measurement approach typically uses a mixture of financial and nonfinancial indicators.

Richard, Devinney, Yip and Johnson (2009) asserts that organisational performance comprises of three specific area of firms outcomes: (a) financial performance (profit, return on investment, return on assets) (b) product and market performance (sales, market share), shareholders return (total shareholder return, economic value added). Financial performance refers to measuring a firms operations and policies in monetary terms, in terms of value of Naira, dollar, pounds. Market performance measures how well a firms product performs in the market place, whether a product's market share has risen, if product upgrades helped boost sales. Shareholder value performance looks at how much a firm enriches it shareholders. In fact many say it is the ultimate organisational performance measure.

Concept of Small Scale Business

The issue of what constitutes a small scale business is a major concern in the literature. Different authors have usually given different definitions to this category of business. SSBs have indeed not been spared with the definition problem that is usually associated with concepts which have many components. The definition of businesses by size varies among researchers. Some attempt to use the capital assets while others use skill of labour and turnover level. Others define SSBs in terms of their legal status and method of production. Storey (2012), tries to sum up the danger of using size to define the status of a business by stating that in some sectors all businesses may be regarded as small, whilst in other sectors there are possibly no businesses which are small. The Bolton Committee (1971) first formulated an “economic” and “statistical” definition of a small business. Under the “economic” definition, a business is said to be small if it meets the following three criteria: It has a relatively small share of their market place, it is managed by owners or part owners in a personalized way, and not through the medium of a formalized management structure and it is independent, in the sense of not forming part of a large business.

Under the “statistical” definition, the Committee proposed the following criteria: The size of the small business sector and its contribution to GDP, employment and exportation. The extent to which the small business sector's economic contribution has changed over time and applying the statistical definition in a cross-country comparison of the small businesses' economic contribution. The European Commission (EC) in *International Research Journal of Finance and Economics* - Issue 39 (2010), defined SSBs largely in terms of the number of employees as follows: businesses with 0 to 9 employees - micro business, 10 to 99 employees - small business and 100 to 499 employees - medium business.

The UNIDO also defines SSBs in terms of number of employees by giving different classifications for industrialized and developing countries (Elaiyan, 2006). The definition for industrialized countries is given as follows: Large businesses with 500 or more workers, Medium businesses with 100-499 workers, Small businesses with 99 or less workers.

While the classification for developing countries is as follows: Large businesses with 100 or more workers, Medium businesses with 20-99 workers, Small businesses with 5-19 workers; Micro businesses with less than 5 workers.

The Nigeria Statistical Service (NSS) considers businesses with fewer than 10 employees as small scale businesses and their counterparts with more than 10 employees as medium and large-sized business. However, the National Board for Small Scale Industries (NBSSI) in Nigeria applies both the “fixed asset and number of employees” criteria. It defines a small scale business as a business with not more than 9 workers, and has plant and machinery (excluding land, buildings and vehicles) not exceeding 10 million naira. Osei and Ogoni (2013) classified small scale businesses into three categories: micro businesses employing less than 6 people, small employing between 6 and 29 employees. Teal (2002), classified micro business less than 5 employees, small business 5-29 employees, medium business 30–99 employees and large business 100 and more employees. It is clear from the various definitions that there is not a general consensus over what constitutes an SSB. Definitions vary across industries and also across countries.

Concept of Social Media

Social media is perceived to be cheaper and more convenient for both companies and customers compared to traditional communication channels, it assist the organisation to access their target customers more easily and faster, it also shifts the way in which a company increase its customer base on market share, the value is especially beneficial to small scale business since SSBs common obstacle is the lack of financial support and skilled employees. Social media platform comprises facebook, whatsapp, instagram, twitter, youtube among others. (Odoom & Acheampong 2017). Similarly, Ragongo and Kinva (2013), stated that social media has changed the way in which people interact, participate, cooperate and connect with each other. It further stated that companies can utilise social medial for different purpose, it is mainly use for customer relationship management, selling product, entering new markets and gathering data from customers. In the same vein, Swam (2014), argued that the social media has become an important aspect in an organisations development through customer relationship management and it also guided entrepreneurs while allocating their market resources.

Furthermore, Swani (2014), suggests that social medial is used to increase brand loyalty through increasing brand awareness and testing to increase an organisations profitability and sales. However, Wang Pauleen & Zhang, (2016), opined that social media has created a platform for research and new opportunities for business, this has contributed to the creation of partnership and to establish new business relations. Also Wang, (2016), asserts that social media is perceived as a productive and adequate tool for business, since it assist the business owners or managers to communicate with customer quickly and cheaply, and to build a customer database for the purpose of growing their businesses. Thus it can help company to increase the access to communicate with customers and suppliers to cultivate strategic partnerships and to grow the worthiness.

Virture and Ellin (2017), believed that social media is a part of daily life to communicate and share information, it can change consumer behaviour and is a concern that must be addressed by companies, strategies and tools for companies to interact with customers have change dramatically with the advent of social media, different social media platforms have become a natural part for the company to carryout marketing strategies especially in small scale businesses.

Fourmier and Avery (2011), are of the view that social medial aids improving sales, including consumers in their brands boosting brand awareness positive associations and enhancing consumer loyalty towards a brand. In addition, managing social media properly can help to attract a lot of consumers and when they are satisfied well-being in more through referral which will enhance profitability. Magold and Faulds (2009), described that social media is a set of online word of mouth to form social networks, it is used to discuss and share information among people and business. Businesses and customers can use the functions of social media as a criteria for market segmentation, where they want to reach professionals they concentrate on LinkedIn or artist they use Instagram to show or view pictures. This has enabled productive marketing and time management. Hill, Elizabeth and Joe (2013), suggests that social media is an arrangement of electronic show innovations that permits the democratisation of substance, empowers individuals to rise up out of customers of substance to publisher, it include the essential utilisation of electronic media for individual in contact through online communities. Rvans (2008), sees social media as the usage of online tools and websites that allow interaction between users to share information, opinion and interacts, it is the layout of applications and technologies that ease the productive interaction between new business forms, the encouragement of social forms and technological presentation using humans, content and data, it is an online platform where the participants convey their ideas, mutual interest and experiences by conversing with each other in a natural and sincere way.

Empirical Reviews

Several studies have been conducted on social media and performance of small scale businesses. Kateri (2021) conducted a study on the impact of social media adoption on the performance of SMEs in Kano State. The study used quantitative research design and data was collected from primary source through the use of questionnaire from 384 managers/ owners of SMEs. Stratified random sampling was used in selecting samples. Data was analysed using regression model with the aid of SMART PLS 3. The study reveal that social media adoption impact on SMEs performance in terms of reduction in cost of marketing and communication, increase customer relationship, easy access to market information, building brand awearness, loyalty and equity, increase market share, sales, revenue and competitive advantage. Ndife (2020) conducted a study on the influence of social media on the performance of small and medium scale enterprise in Nnewi and Onitsha in Anambra State. The study is a survey research, sales, customers base and profitability were used as performance indicators and social media as independent variable. Data was obtain from primary sources through the use of structured questionnaires. The study utilize random sampling techniques and a sample size of 300 was used for the study. Data was analysed using spearman's rank correlation test at 5% level of significance

with the aid of SPSS 25. Findings revealed that there is a significant positive correlation between social media usage and performance of SMEs.

Gekombe, Tumsifu and Jani (2019) conducted a study on social media use among small and medium enterprises: a case of fashion industry growth in Kenya. The study uses social identity, perceived usefulness and perceived ease of use as social media indicators while business growth as performance indications. A sample of 394 owner- managers of fashion SMEs in Nairobi and Kiambu counties. Data was obtained from primary source through a structured questionnaire. Multivariant analysis was done using structural equation model. Finding revealed that social identity, perceived usefulness and perceived ease of use were factors influencing business growth in SMEs.

Yan and Musika (2018), conducted a study on social media and SMEs Business Growth. The study was carried out in Sweden. Data obtained was analysed using thematic analysis. The findings of the study revealed that identified and evaluated several aspects that are incorporated by all SMEs to implement social media in the context of Sweden decision making about platform and their deploying governance responsibility, value Matric, accessibility, risk management online community followers growing, content creation and uploading. The study recommended that small and medium enterprises should foster their growth in a number of ways such as customer relationship external and internally communication and several other ways. The implication of the study is that the study could have used inferential statistical tools for data analysis with the aid of statistical package for social science S.P.S.S instead of using thematic analysis to interpret the data. chnique was used to select sample. This allow sample to be chosen at random and enable representation of all the units within the study area. The study use simple random sampling to choose registered small scale businesses in the study area.

Method of Data Collection

The method of data collection for this study is the survey method. This involved the use of structured questionnaire as an instrument for collecting data from the respondents (SSB owners). Questionnaires were administered personally to respondent. This enabled the researcher to obtain answers to research questions. The questionnaire is arranged based on a five point Likert scale.

Table 3.1 Reliability Results

Variables	Cronbach alpha
Facebook	0.739
Whatapp	0.703
Instagram	0.692
SSBs Performance	0.722

Source: Field Survey (2022)

Table 4.11: Hypothesis Testing

Variables	Beta	Std. Error	T Stat.	P Value	Decision
Facebook	0.044	0.222	0.632	0.528	Accepted
WhatsApp	0.175	0.252	2.527	0.012	Rejected
Instagram	0.141	0.255	2.051	0.041	Rejected

a. Dependent Variable: Small Business Performance
 Source: Field Survey (2022)

R. Square

The degree of R square value indicates the strength of relationship between the independent and dependent variables of the study. The results of the study indicated that the percentage of the variance might be predicted from the relationship between the variables. If the R square value is greater than 0.49, the strength of relationship is considered highly substantial. If the R square value is range from 0.26 to 0.49, the strength of relationship is considered as substantial. Whereas, if the R square value is between 0.13 to 0.26, the strength of relationship is considered as average. While, if the R square value is between 0.02 to 0.13, the strength of relationship is considered small. Therefore, in this study, the R coefficient = 0.303^a, the R square = 0.092 and the adjusted R square = 0.082. These values indicated that the model has an acceptable degree of criterion validity and explained 92 percent of the variance in the SSBs performance. Hence, it is concluded that the relationship between the independent and dependent variables is substantial.

Table 4.11 present the results of the R squared.

Table 4.12: R Square

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.303 ^a	0.092	0.082	5.15808

a. Predictors: (Constant), Instagram, Facebook, WhatsApp
 b. Dependent Variable: Small Business Performance
 Source: Field Survey (2022)

Discussion of Findings

Findings of this study is discussed based on hypotheses tested. Findings of hypothesis 1 indicated that facebook has no significant effect on the performance of small scale businesses in Maiduguri Metropolis. It indicates that the performance of SSBs is indifferent with the use of facebook. This finding is contrary to studies like Alraja et.al. (2020), Chepkmoi et.al. (2018), Rasheedghanem and Abdulhamid (2020) who conducted studies on facebook and SSBs performance whose findings revealed that facebook have significant effect on SSBs.

Therefore, hypothesis 1 is accepted.

Hypothesis 2, there is no significant effect of whatsapp and the performance of small scale businesses in Maiduguri Metropolis. Findings revealed that there is a significant effect of whatsapp

and performance of small scale businesses. This indicates that the more SSBs use whatsapp platform the better their performance. This is in line with studies like Negedu and Isik (2020), Rasheedghenem and Abdulhamid (2020) who conducted studies on whatsapp and performance, findings revealed that whatsapp platform has significant effect on performance of SSBs. Therefore, hypothesis 2 is rejected.

Hypothesis 3 indicated that there is no significant effect of instagram on the performance of small scale businesses in Maiduguri Metropolis. Finding revealed that there is a significant relationship between instagram and performance of small scale businesses. This findings is in line with Akbar (2021), Wiradinate and Iswandi (2016), Harun and Tajudeen (2020) who conducted studies on instagram and performance. Findings revealed that instagram has significant relationship on performance. We therefore reject hypothesis 3.

REFERENCES

- Abdulrahim, A., & Norita, A. (2018). Social Media adoption and its impact on firm performance. *International Journal of Entrepreneurial Behavior & Research*, 1 (1), 11-114.
- Adegbuyi, O, Akinyele, F.A, Akinyele S.T, (2015). Effect of social media marketing performance in ota metropolis, Nigeria. *International Journal of management and social science*. 2(3):275-283.D01:10.3126/ijssm.v213.12721.
- Abou-Shouk, M., Megicks, P. & Lim, W. M. (2013). Perceived benefits and e-commerce adoption by SME travel agents in developing countries evidence from Egypt. *Journal of Hospitality and Tourism Research*, 37(4), 490-515.
- Afshan, S., & Kamran A., (2012). Impact of Training on Employee Performance: A study of Telecommunication Sector in Pakistan.
- Ainin, S., Parveen, F., Moghavvemi, S., Jaafar, N. I., & Shuib, N. L. M. (2015). Factors influencing the use of social media by SMEs and its performance outcomes. *Industrial Management & Data Systems*. Vol. No.3 pp. 570-588v
- Akbar, A. (2021) Factor influencing the usage of instagram for business and its effect on financial performance and non- financial performance, *Journal of Digitovation and information system*, 1(1), 43-55 <https://doi.org/10.54433/JDI/s.20221100004>.
- Alraja, M. N, Khan, S.F, Khashab, B. & Aldaas, R. (2020). Does facebook commerce enhance SMEs performance? A structural equation analysis of omani SMEs. *Journals. Sagepub.com|home|sgo*. D01:10.117712158244019900186.
- Aminu, A. A. (2012). *Entrepreneurship: Theory and practice*. Maiduguri, Nigeria: Compaq publisher limited.

- Atanassova, I. & Clark, L. (2015). Social Media Practices in SME Marketing activities. A Theoretical Framework and Research. *Agenda Journal of Customer Behaviour*, 14(2), 122-135.
- Asad, I. (2014). Instant Projects with Instagram Build your brand, explode your business. Amazon Digital Services. Inc.
- Asemah and Edegoh (2012). Influence of social media on the academic performance of secondary school students in eket urban.
- Baixauli-soler, J.S. and sanchez-marin, G. (2015) Executive compensation and corporate governance in Spanish listed firms: A principal-principal perspective. *Review of management science*, 9, 115-140..
- Bolton, J.E (1971) Report on the Committee of Enquiry into Small firms. (mnd 4811 HMSO, London.
- Chaffey, D. (2008). What is online branding? eMarketing-Glossary Chaffey, D. (2008).
- Charles, S. Z. (2012), "Strengthening access to finance for women-owned SMEs in developing countries", *Equality, Diversity and Inclusion: An International Journal*, 3 (4), 101-127.
- Charles, A. & Frank, S. (2012). The Impact of Information and Commercial Technologies (ICT) on Small and Medium Scale Enterprises (SMEs) in Kumasi Metropolis, Ghana, West.
- Chepkwony C., Charles Z. & Joel K. (2018): Facebook as a competitive social media marketing tools on scales performance for small and medium enterprises in nakuru CBD, Kenya. *World Journal of innovation Research (WJIR) ISSN: 2454-8236, volume-5, Issue-4, October 2018 pages 05-11*
- Coakes, S.J. and steed, L.G.(2007) Spss analysis without anguish: version 14.0 for windows. John wiley & sons Australia ltd., Brisbane.
- Coremetrics (2010). Comprehensive measurement: IBM Survey. The key to social media marketing success
- Constantitides, E., & Fountain, S. (2008). Web 2.0 Conceptual foundations and marketing issues. *Journal of Direct, Data and Digital Marketing Practice*, 9(3), 231-244.

- Elaian, D. (2006). *The New in Small Business Management*. Dar Al Raya for Publishing and Distributing, Jordan.
- Elliott, N. (2014). Instagram is the king of social engagement. Forrester Blog.
- Evans, D. (2008) *Social Media Marketing: An Hour A Da*, Indianapolis. Wesley Publisher India.
- Fourtrie, S. &Arvey, J. (2011). The Unintended brand, *Journal of Business Horizons*, 54(3).
- Gbandi, E. C., & Amissah, G. (2014). Financing options for small and medium enterprises (SMEs) in Nigeria. *European scientific journal*, Vol. 10 No. 1. pp. 327-340
- Gekombe, C., Tumsifu, E.&, Jani, D, (2019). Social media use among small and medium enterprises: a case of fashion industry growth in kenya. *University of Dar es salaam library journal* vol.14, No2 (2019) pp-3-18. ISSN:0856-1818.
- Gravetter, F.J, Wallnau, L.B, (2000). *statistics for the behavioural sciences*,5th ed. Belmont wadworth-thomson learning.
- Griffin, E. (2000) *A first look of communication theory*. Mcgraw-hill bos-ton.
- Guesalaga Rodrigo (2016) *industrial marketing management* volume 54, April 2016, pages 71-79. The use of social media in sales: individual and organizational antecedents, and the role of customer engagement in social media.
- Hair, J.F., Black, W.C, Babin, B.J, and Anderson, R.E.(2010) *multivariate data analysis*. 7th edition pearson new York.
- Hair, J.F., Hult, G.T.M, Ringle, C.M. and sarstedt, M.(2017) *Aprime on partial least squares structural equation modeling (PLS-SEM)*. 2nd edition, sage publications inc., thousand oaks, CA.
- Hair, J.F., Ringle, C.M. and sarstedt, M.(2013) *Partial least squares structural equation modeling: Rigorous applications, better results and higher acceptance long range planning*, 46, 1-12.
- Harry H. Harman (1976). *Modern factor analysis* university of Chicago press 1976 mathematics-487 pages.

- Harun, Z. & Tajudeen, F. P. (2020) instagram as a marketing tool for small and medium enterprises. *International Journal of technology Diffusion (IJTD) II (3) 2020*, pages:12 DOI 10.4018/IJTD.2020070103
- Hill, A. C., & Joe, M. P. (2013). *Social Media Socially and Survey Research*, Published by John Wiley & Sons, Inc.
- Hoffman, N. (2012). *Visualizing Instagram: Tracking Cultural Visual rhythms*.
- Ikedionu, O. (2018). SMEs growth and implication for financial inclusion. *Business day (Nigeria) newspaper* Retrieved from <https://www.pressreader.com/nigeria/business-day/nigeria/20181227/281651076224486>
- Jansen, B.J., Zhang, M., Sobel, K., et al., (2009) Twittee power. Tweets as Electronic word of Mouth. *Journal of the American Society for Information Science & Technology*, 60, 2169-2188.
- Jone, R. & Cuthorll, M. (2011). The Relationship between Frequency of Facebook uses, Participation in Facebook Activities, and Students Engagement. *Computer and Education*. 58 (1), 161-171.
- John, M. (2009). Worth a thousand words. *Brain*.
- Kaplan, Andrean M. & Haenlein, Michael, (2010) “users of the world, unite! The challenges and opportunities of social media,” *Business horizon*, Elsevier vol.
- Kareem, O. I., & Akoja, I. M. (2017). Social Media and Advocacy Communication Research: Trends and Implication. *Backcock Journal of Mass Communication, 1 (2), 134-139*.
- Kateri Z.A. (2021): Import of social media adoption on the performance of SMEs in kano state, *Nigeria International Journal of management science and entrepreneurship V01.21. NO.7 June, 2021*
- Kazeem, Y. (2018). Nigeria has become the poverty capital of the world [Press release]. Retrieved from <https://qz.com/africa/1313380/nigeriashas-the-highest-rate-of-extreme-poverty-globally/>
- Klie, F. (2015). Firm should enforce Instagram. *Insight CRM Trends and News Analysis*.
- Lee A.S (2011). An analytical Framework for Evaluating E-commerce Business Models and Strategies *Internet Research: Electronic Network Applications and Policy*, 11, No. 4, pp 349-359

- Lindell, M. K. & Whitney D. J. (2001). Accounting for common method variance in cross sectional research designs. *Journal of Applied Psychology*, 86(1), 142-121
- Mangold, W. G., & Faulds, D. J. (2009). Social Media: the new hybrid element of the promotion mix *Business Horizons*, 52(4), 126-139.
- Margret, S. A., Law, O., & Oyinkansola, J. K. (2017). Evaluation of Social Media as Promotional Tools for Small and Medium enterprises. *Journal of Marketing and Consumer Research*. 1 (4), 133-142.
- Mcpartland, M. D. (2013). An analysis of Facebook likes and other nonverbal internet communication under the federal rules of evidence, *low law Review*, 99(1), 36-47.
- Miles, J. (2014). *Instagram Powers*. McGraw Hill Education book. U.S.A.
- Ministry of Trade and Industry of Rwanda (2010), *Small and medium-sized enterprises (SMEs) development policy*
- Moreau, E. (2015). *What is Instagram*, Web Trend.
- Mourtada, R., & Alkhatib, F. (2014). *UAE social media outlook: Increasing connectivity between government and citizen*. United Arab Emirates: Dubai Press Club/Mohammed bin Rashid School of Government. Consultado a, 22, 2016.s
- Murat A., Zwingina C. T., Opusunju I. M., (2018): Effect of social media on employees performance in small medium scale enterprises in Nigeria *Nile Journal of business and economics* V014, NO.10 (2021).
- Napitupulu, D., Syafrullah, M., Rahim, R., Abdullah, D. and Setiawan, M.I. (2018), "Analysis of user readiness toward ICT usage at small medium enterprise in South tangerang", *Journal of Physics: Conference Series*, Vol. 1007 No. 1, doi: 10.1088/1742-6596/1007/1/012042.v
- Ndife, C.F., (2020). Influence of social media on the performance of small and medium scale enterprises. *Africa scholar journal of humanities and social sciences*. V01. 19 NO.6. ISSN:2110-2086.
- Negedu G., Isik A (2020): Importance of WhatsApp and Facebook Advertisement on small business startups in Nigeria: A case study of Abuja municipal area council. Nile university of Nigeria. Munich personal REPEC Archive. <https://mpra.ub.uni-muencheen.de/102029/>.
- Nehen, K. (2013). *Visual Social Media Marketing VSMM*, First Edition. Boot Camp Publishing Cincinnati, Ohio.

- Neely, A., Gregory, M., & Platts, K. (1995). Performance Measurement System Design. A Literature Review and Research Agenda *International Journal of Operations & Production Management*.
- Odoom, R, A., & Acheampong, G. T. (2017). Antecedent of Social Media usage and performance benefits in small and medium enterprises (SMEs). *Journal of Enterprises Information Management*, 30(3), 56-63.
- Ogoni. K. & Osei, Y. (2013). The effect of social networking sites and absorptive capacity on SMEs' innovation performance. *The Journal of Technology Transfer*, 42(2), 127-131.
- Oluwatayo, I. B. (2012). Information and Communication Technologies as Drivers of Growth: Experience from Selected Small scale Businesses in Rural Southwest Nigeria. Department of Agricultural Economics, University of Ibadan, Nigeria.
- Pallant, J., (2010). Spss survival manual: A step by step guide to data analysis using the spss program. 4th edition, open university press/mcgrawhill, maidenhead.
- Pentina, I., Koh, A. C., & Le, T. T. (2012). Adoption of social networks marketing by SMEs: Exploring the role of social influences and experience in technology acceptance, 7(1).
- Podsakoff, P.m., Mackenzie, S.B., Lee, J...Y., Podsakoff N.P (2003) Common method biases in behavioral research: A critical review of the literature and recommended remedies *journal of applied psychology* 88(5),879-903.
- Podsakoff, P.m & Organ, D.W.(1986). Self-reports in organizational research: problems and prospect. *Journal of management*, 12(4), 531-544.
- Raed, A.M. (2016). The Effect of Social Media on Small Business Performance, *European Journal of Economics, Finance and Administrative Sciences*,1(1), 101-111.
- Rasheedghanem S.K. & Abdulhamid N.A.(2020). The effect of facebook, whatsapp,twitter and email on SMES performance: Empirical Evidence from united Arab Emirates. *Journal of internet social networking & virtual communities* <https://libima-publishing.com/article/JISNVC/2020/618899/vol.2020> (2020), Article ID 618899, 17 pages, ISSN: 2166-0794 DOI: 10.5171/2020.618899.

- Ray, B. (2008). A Study on Impact of Social Media on Company performance. *Journal of Social Science*,4(3), 140-157.
- Richard, J.P., Devinney T.M., Tip, G.S, and Johnson, G. (2009). Measuring Organizational Performance Towards Methodological Best Practice.
- Ross, C. & Sisic, M. (2009). Personality and Motivation Associated with Facebook use. *Computers in Human Behaviour* 25(2). 578 – 586.
- Salko, I. & Brake, D. K. (2009). *The Social Media Bible Tactics, Tools & Strategies for Business Success N: John Wiley & Sons Hoboken.*
- Sanchez, A, A, & Marin, G.S. (2005) Strategi orientation management characteristics and performance; A study of Spanish SMES. *Journal of small business management* 43(3):287-308.
- Sekaran, u & Bougie, R. (2010). *Research methods for business: A skills-building approach (5thed.) west Sussex, uk: john wiley &son ltd.*
- Siamagka, N. T., & Valvi, A. G. (2015). Determinants of Social Media adoption by B2B organizations. *Industrial Marketing Management*, 5 (1), 103-110.
- Smedan 2017. National survey of micro small & medium enterprises(MSMES) 2017.
- SMEDAN/NBS (2017). National survey of small and medium enterprises.
- Sodeeq, M., (2018). Leveraging on the potentials of social media for performance of small and medium scale enterprise in Abuja, Nigeria, Munich, GRIN Verlag, <https://www.grin.com|491146>.
- Statistica. (2018). Most Famous Social Network Sites Worldwide as of January 2018, Ranked by Number of Active Users (in millions) [Data file]. Retrieved from <https://www.statista.com/statistics/272014/globalsocial-networksranked-by-number-of-users/>
- Storey, D. J. (2012). *Understanding the Small Business Sector*. Routledge: London
- Sulaiman, A., Farzana P., Sedigheh M., Noor, Jaafar, Nor L. and moh'd S. (2015) Industrial management & data systems factors influencing the use of social media by SMEs and its performance outcomes.
- Swani, K. (2014). Should Tweets differ for B2B and B2C? An analysis of fortune 500 companies Twitter Communications. *Industrial Marketing Management*, 43(5), 23-39.

- Syed, Z.A., Abdulrahim, A., & Norita, A. (2018). Social Media adoption and its impact on firm performance. *International Journal of Entrepreneurial Behavior & Research*, 1 (1), 11-114.
- Tabacknick, B.G, & Fidell, L.S.(2007). *Usig multivariate statistics 5th edition* . pearson allyn and bacon, boston.
- Thompson, J.D. and macmillan, I.C. (2010) *Business models creating new market and societal wealth*. *Long range planning* 43, 291-307.
- Tobora, O.O. (2014),“Challenges faced by entrepreneurs and the performance of small and medium scale enterprises (SMEs) in Nigeria: an intellectual Capital issue”, *International Letters of Social and Humanistic Sciences*, Vol. 42, pp. 32-40, doi: 10.18052/www.scipress.com/ILSHS.42.32.
- Tomas G. Hult M., Robert H., & Gary A.K., (2014). Innovativeness: Its Antecedents and Impact on Business Performance. *Industrial Marketing Management* 33(5): 29-438.
- Virtane, K. H., & Elin, S. G. (2017). Follow for Follow: Marketing of a start-up common on Instagram” *Journal of Small Business and Enterprises Development*, 24(3), 109-122.
- Wang, W. Y., & Zhang, T. P. (2016). How Social Media Applications Affect B2B communication and improved business performance in SMEs. *Journal of Industrial Marketing Management*, 5(4), 119-126.
- Weinberg, T. (2009). *The new community rules: Marketing on the social web*, O'Reilly Media.
- West, S.G., Finch, J.F. and curran, P.J. (1995) *Structual equation models with non normal variables. Problems and remedies*. In: hoyle, R,H, Ed., *structural equation modeling: concepts issues and applications*, sage thousand oaks 56-75.
- Wiradinate, T. & Irwandi, B. (2016), *The analysis of instagram Technology adoption as marketing tools by small medium enterprise* January (2016) DOI:10.1109/ICITACEE 2016. 7892472 Conference: 2016 3rd international Conference on information technology, computer and Electrical Engineering (ICITACEE)
- Wood, C. (2015). *How to use Instagram for business and pleasure. 23 Super Effective ways to join your Instagram Followers into Raving Fans*. Amazon Digital Services, Inc.
- Yan, L., Musika, C., (2018). *The social media and SMEs business growth*. Linnaeus university Sweden
- Zafar, A., & Mustafa, S. (2017). *SMEs and its role in economic and socioeconomic development*