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Factors Affecting the Adoption of Social Media as a Marketing Tool: A Case Study of Turkish Small and Medium-Sized Enterprises Operating in Textile Manufacturing Sector

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Abstract

Within the previous years, Social media has been growing as crucial source of competitive advantage for most business organizations, especially small and medium-sized businesses (SME). Recently, researchers have been widely focusing on social media adoption in developed and developing countries. This study studies and analyses the factors that influence the adoption of social media in Turkish textile manufacturing SMEs. Inspired by the technology acceptance model as well as other relevant researches in the same area, five factors that influence the adoption of social media in Turkey were classified as follows: Manager's innovativeness, perceived benefits, perceived ease of use, pressure from customers and competition. In order to validate the conceptual model, a number of 208 questionnaires (which were sent by emails) were collected from managers/owners of SMEs operating in textile manufacturing sector in Turkey. The obtained data was analyzed in SPSS and AMOS using the multiple regression method. The analyzed data findings showed that there was a significant positive relationship between the previously mentioned factors and the adoption of social media. Of all the five significant factors, Pressure from Customers has proven to have the greatest influence followed by Competition, Perceived Benefits, Manager's Innovativeness and Perceived Ease of Use. The findings of this research can help managers and businesses improve their customers' loyalty and satisfaction and gain competitive advantage by understanding the needs and expectations of their customers.

Keywords: Adoption of Social media, SMEs, textile manufacturing sector, Turkey.

1. Introduction

New ways of communication to share contents through collaboration are now being made possible based on the emergence of Web 2.0 (Enders et al. 2008). Pretty much, there are some unquestionable results and changes because of the development of the internet. These kinds of critical adjustments occur in business models. The usage of the internet and online (social) networking has grown to become an important part of the strategies of businesses by the beginning of the 21th century. Furthermore, companies started making use of some unique features of web by moving their market techniques to e-commerce. Among the most beneficial devices of the advertisement of products and services used to drag the target audience, the Web

has succeeded in becoming a standout. However, low barriers to entry is considered the most vital reason that made them infiltrate into the market. Because of that, many small and medium sized enterprises (SMEs) use various business models like the internet.

Being available to all businesses and playing a role in developing relationships with customers all over the globe, social media has become a vital marketing tool. Social media requires no budgets and saves a lot of time. Small businesses benefit from social media to discover and enter new markets, contact with their customers' and build relationships with them. Social media also helps small businesses to reach the largest number of audience in a very little time with almost no energy spent.

Social media has also led to major changes in understanding marketing. A new concept called social media marketing has emerged and has taken its place in the marketing world. Social media marketing allows businesses to promote products, services, or websites through online social tools, and from a much larger audience that cannot be made possible through traditional marketing channels such as advertisements and flyers. Social Media Marketing provides businesses with benefits in many ways. In particular, increasing the awareness of business or brands, reducing marketing costs, increasing sales and ensuring profitability, and increasing the traffic of the website.

Social media is used by companies as a method to communicate better with their customers, build long-lasting relationships and attract the attention of potential customers (Michaelidou, Siamagka& Christodoulides 2011).

The above raised issues will be utilized in this research for the purpose of, first, identification of the major factors that will impose influence on the utilization of social media in Turkish textile manufacturing SMEs, and second, to identify their relationship in addition to the influencing extents. Such researches and studies are proven to support businesses so that to gain effective methodologies in addition to greater advantages when it comes to competence in the Turkish market.

2.Literature

2.1. SMEs

According to the European Commission, businesses (SMEs) having a number of employees not exceeding 250 and a turnover less than 50 million euros (annually) and/or less than 43 million euro annual balance are micro, small or medium size businesses. Where businesses with less than 500 employees are considered small according to the United States' definition (SBA, 2011). It is well known that small businesses are the backbone of economics of most countries, making their survival an essential economic goal so that to create and sustain employment opportunities. Marketing is the main approach used by SMEs to inform their customers about everything related to the firm, including its products and services.

In Turkey, SMEs are known as those businesses with no more than 250 employees, and their balance sheet/turnover is no more than 25 million Turkish liras (annually) (KOSGEB, 2012).

2.2. Social Media

According to Andreas Kaplan and Michael Haenlein (2010), social media is known as internet-based applications that authorize the establishment and exchange of user-generated content. In many researches, in order to define social media, the terms of web 2.0, creative consumers and social media are used correspondently. Though these 3 terms are connected and close to each other but on the other hand they are theoretically different (Berthon et al. 2012).

2.3. The Use of Social Media by SMEs

Social media provides the chance of so many social interactions for businesses (Fischer & Reuber 2011). The various services offered by social media makes it hard for companies to know which one to use and how to use them. Regardless of the increase in the number of consumers using social media and the advantages of using social media (Andzulis, Panagopoulos& Rapp 2012), SMEs tend to be adopting social media slower than consumers (Ashworth 2011). Social media enables businesses to engage customers directly at relatively low cost and with almost no time more than traditional communication tools. Social media marketing is not always as easy or quick as it may seem. Social media marketing includes research, strategy, implementation, networking, etc (Evans 2011). For any type of business, at least one or more social media channels should be used appropriately. Generally, when it comes to social media channels, social media networks and blogs are considered the most at generating real customers.

2.4. Marketing Opportunities of Small Businesses

Networking and word-of-mouth marketing are examples of some of the marketing opportunities small businesses usually have. Managers or owners of small businesses do not only depend on their personal contact networks but they also benefit from their customers' networks as well. By encouraging customers to talk about the products, word of mouth forms an important platform to support marketing.

Networking is a wide spread marketing activity that's important for SMEs in order to develop and grow (Walsh& Lipinski 2009). Generally, traditional economic structures prefer large firms. However, as the economy nowadays being characterized by relationships, network, and information, this, actually plays to some of the characteristics of SMEs. Small businesses not only depend on their personal contact network, benefit from their customers' networks. These customers are reached through e-WOM.

According to a number of studies, recommendations from current customers to other potential customers about a service or a product form an essential source of marketing, thus obtaining new customers (Stokes& Lomax 2002), making word of mouth a key support in marketing small businesses. That is why many managers/owners rely on customers' recommendations as the most common suitable reliable resource for marketing their products.

Straw (2011), states that the concepts produced by companies and the ways in which consumers find information about the products they tend to buy are compatible with each other, or in other words, they fit each other. In order to reach their customers and get their feedback, small businesses usually make use of their small size (Gilmore et al. 1999). Despite such advantages, when it comes to marketing, small business owners face many difficulties.

2.5. Marketing Challenges of Small Businesses

Researchers claim that there's a difference between small firms and large organizations in term of their marketing practices (Gilmore et al. 2001; Coviello et al. 2000; Reijonen 2008; Hill 2001). Small firms' marketing has been known for being spontaneous, informal, unstructured and reactive (Gilmore et al. 2001; Reijonen, 2010). SMEs usually focus on sales so they can survive (Stokes 2000). One of the most common problems that SMEs face is in the area of marketing (Huang & Brown 1999). And this usually happens because of their inability to employ a marketer who can fulfill these businesses' marketing activities (Gilmore et al. 2001; Moss, Ashford& Shani 2003; Berthon Ewing& Napoli 2008). Walsh and Lipinski (2009) agree that Marketing in SMEs is not as mature as it is in large firms. Large firms are usually large enough to have their own marketing departments in order to carry out the firm's marketing activities.

According to Reijonen (2010), owner-managers of small firms usually have a narrow view of marketing. Marketing carried out by small firms fail to use traditional marketing theories (Reijonen 2010). Reijonen (2010) defines marketing as using the 4 P's, which are: product, place, price and promotion. In other words, implementing marketing strategy. And since definitions of marketing usually describe the one carried out by large firms, there is no specific and clear definition of marketing in SMEs (Reijonen 2010).

3. Conceptual Framework

Based on the literature previously analyzed, and since the objective of this research is to identify the basic relationships between the independent (manager's innovativeness, ease of use of social media, perceived benefits of social media, external pressure from the customers and competition) and dependent (Adoption of social media) variables, a one-stage model, without intermediate variables in between was used (Figure 1).

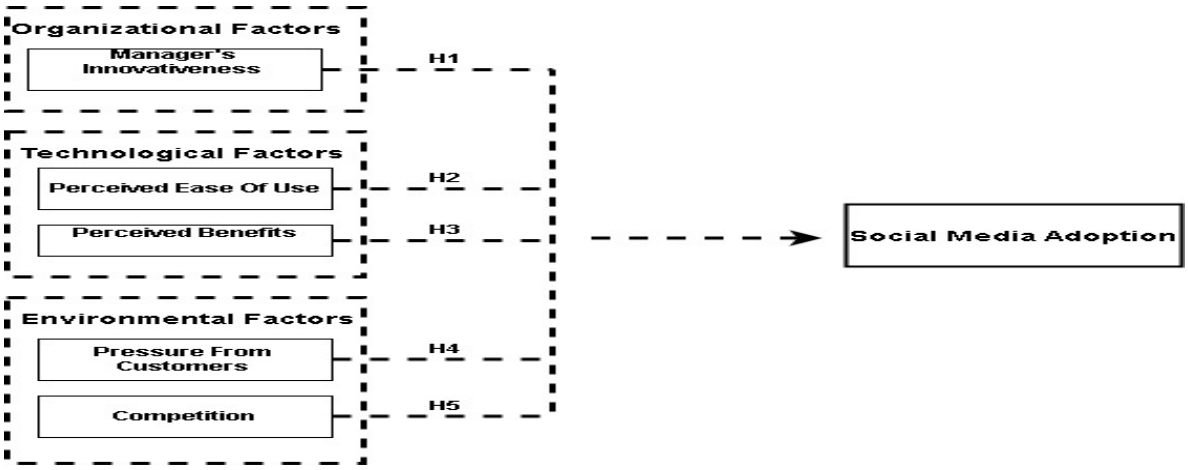

Figure 1. The conceptual model of the reseach.

Based on the conceptual model proposed above, the variables constituting that model are discussed as follows:

Organizational factors

Manager's innovativeness (INNOV)

According to Rogers (1983), there are five different categories of individuals in consideration of the adoption of an innovation: innovators, early adopters, early majority, late majority and laggards. With respect to this classification, a manager who is an innovator would be willing to take risks and be the first one to try out an innovation, while a manager who is a laggard would not easily accept to change and would stick to the traditional ways rather than adopting that innovation. In this study, innovativeness is being able to adopt innovation faster than others can do in the same social situations (Marcati, Guido& Peluso 2008). An innovative manager is the one who tries to solve a problem by trying to change the structure where it is situated (Thong& Yap 1995). Hence, when the SME's owner are more innovative, their intention to adopt social media will be higher (Ghobakhloo& Tang, 2013).. Therefore, it is hypothesized that:

H1: there is a positive relationship between the manager's innovativeness and the adoption of social media.

Technological factors

Perceived ease of use (PEOU) & Perceived benefits (PB)

Perceived benefits are one's belief that their performance will be improved by using a specific technology (Davis, Bagozzi& Warshaw 1992), while perceived ease of use is the belief that no effort will be made by using that technology (Ha& Stoel 2009; Davis et al. 1992). Ease of use is believing that using a specific system would be effortless (Davis 1989, p.320). According to Rogers (1983), the decision to adopt an innovation or reject it is made when an individual forms an opinion about that innovation. The decision to adopt an innovation depends on the manager's understanding of how easy that innovation is to use. A manager will, therefore, be more likely to adopt social media if he/she considers it easy to use. The TAM assumes that perceived benefits and ease of use of technology lead to the adoption and usage of the specific technology by predicting attitude and usage intentions. Being aware of the benefits and advantages that an innovation can add to their businesses, managers are usually more willing to adopt this innovation (Mehrtens et al. 2001). A manager will tend to adopt an innovation if he/she thinks that such adoption will improve his/her business (Thong 1999). Therefore, if the manager thinks that the adoption of social media will increase his/her sales or will help him to stay competitive, he/she will more likely adopt social media. Therefore, it is hypothesized that:

H2: there is a positive relationship between the perceived ease of use and the adoption of social media.

H3: there is a positive relationship between the perceived benefits and the adoption of social media.

Environmental factors

Pressure from customers (PC) & Competition (COMP)

Literature has shown that to adopt an innovation, businesses are usually influenced by their customers' expectations, especially if they are users of this innovation (Mehrtens et al. 2001). SMEs will tend to adopt social media if their customers request them to have social media. External pressure like pressure from businesses within the same sector is considered as one of the most crucial factors that strongly influence the adoption of social media. According to Kirby& Turner (1993), small business owners usually adopt social media when suppliers/customers adopt social media. Thong& Yap (1995) and Julien& Raymond (1994) also confirmed that individual small businesses more likely tend to adopt social media if competitors/trading partners or a whole industry are adopting social media.Environmental factors are important in social media adoption. It is believed that if customers use the new technology, the adoption of social media increases. Literature has also shown that competition increases the possibility of a business to adopt an innovation (Link & Bozeman 1991; Kimberly & Evanisko 1981). When the competition is intense, SMEs usually look for a way to gain competitive advantage. In order to gain this advantage over their competitors, SMEs will more likely consider adopting an innovation: it is possible to say that competition can push businesses to innovate (Levin, Levin& Meisel 1987).

Additionally, when the competitors of an SME adopt a technology, it is more likely that the SME starts feeling pressure and decide to adopt this technology (Grandon& Pearson 2004). Furthermore, competition is also believed to increase the possibility of adopting the innovation.

Based on this interpretation, it is hypothesized that:

H4: there is a positive relationship between the pressure from customers and the adoption of social media.

H5: there is a positive relationship between competition and the adoption of social media.

Dependent variable

The adoption of Social Media is defined in this research as the use of social media for business purposes. This factor measures whether the independent variables (Organizational, environmental and technological factors) affect SMEs when it comes to adopting social media.

4. Objectives And Research Methodology

In order to collect the data for this study, a quantitative approach was employed as a research design. Self-administered questionnaires were distributed online for the purpose of gathering information of all research variables as well as gaining insight from managers' point of view. The questionnaire was developed using Google forms service.

The questionnaire was first created in English and was later translated into Turkish language, since all the potential respondents were Turkish managers. The results were analyzed and examined to see whether all five mentioned hypotheses were supported and to what point each and every one of these variable had an effect on social media adoption.

The population of this study consisted of participants who are owners/managers of SMEs in the textile manufacturing sector in Turkey who had adopted social media in their business (400 questionnaires were sent). Potential participants were identified from a public list presented by the Istanbul Chamber of Commerce and KOSGEB. The link of the questionnaire was e-mailed to the participants, detailing the objectives for the study. The questionnaire contained two major parts. The first part consisted of questions that were consistent to demographic data including questions asking for the respondents' gender, age, education level, duration of using social media, number of employees, most used social media platforms and number of posts/week. The second part consisted of 25 close-ended questions in which assessment questions were asked for the purpose of exploring the factors affecting social media adoption. The questionnaire consists of items on a five-stage Likert scale extending from 1 (strongly disagree) to 5 (strongly agree) showing the extent to which the respondents agree or disagree with a number of statements that are relevant to the adoption of social media. The scales and items in the questionnaire were selected and adopted from previously approved items of the relevant literature related to the scope of this study in order to ensure and improve the validity of the questionnaire.

Data analyzing was done by applying the Multiple Regression method and using SPSS 20.0 and AMOS software. The process of analyzing the data of this study contains both inferential and descriptive statistics. Descriptive analysis was employed in order to explain the basic characteristics of the respondents of the study in quantitative terms. Inferential statistics include reliability and validity analysis, Pearson's Correlation Coefficient, Multiple Regression analysis and Confirmatory Factor Analysis (CFA) for the purpose of testing the hypotheses.

5. Data Analysis

5.1. Descriptive statistics

A total of 208 questionnaires were collected, and the basic characteristics of the participants (managers of SMEs of companies in the textile manufacturing sector in Turkey) including age, gender, level of education, number of employees in the company, duration of using social

media, number of publications in company's profile and social media platforms used, which by using single-choice questions, were all tested and analyzed. From the 208 respondents, 168 (80.8%) were men where the remaining 40 respondents (19.2%) were women. As for the age groups, the majority of the respondents aged from 35-50 (52.9%), followed by respondents with ages ranging from 25-34 (30.3%). Looking at the level of education, the majority of the respondents had attended 4-year college (43.7%) followed by those who attended 2-year college (28.8%). The part relating the number of employees working at the company, the majority of the respondents (managers) work/own companies with a number of employees ranging from 10-50 (51%) followed by a number of employees from 0-10 (26.4%). Regarding the duration of using social media, (26%) answered that they have been using social media for 1-2 years, which was followed by (24%) who said they have been using social media for 6-12 months. As for the number of publications in the company's profile, the majority of the answers (34.6%) have 3-5 posts/week, followed by (33.7%) who said they usually make 0-2 posts/week. And finally for the social media platform used the most, Facebook comes first (41.3%), followed by (31.3%).

5.2. Inferential statistics

5.2.1. Confirmatory Factor Analysis

In order to determine the factor structure of the dataset, Confirmatory Factor Analysis (CFA) was applied by using AMOS software. Confirmatory factor analysis is a statistical method that is used to validate the factor design of a group of specified variables (Hair et al. 2010). CFA tests whether there is a relationship between the observed variables and their latent constructs. Results of the CFA are represented in the model fit summary below:

Table 1. Model fit summary.

Indices	Value	Criteria	Result
CMIN/DF	2.447	<3	Good
p-value of (x2)	0.000	>.05	Bad
Goodness-of-fit index (GFI)	0.863	>.95	Average
Tucker-Lewis Index (TLI)	0.942	>.90	Good
Comparative Fit Index (CFI)	0.956	>.95	Great
Root Mean Square Error of Approximation (RMSEA)	0.084	<.05	Moderate
Parsimony Normed Fit Index (PNFI)	0.710	>.50	Good

Model fit identifies how well the outlined model justifies the correlations between variables in the dataset.

In total, all of the above results (table model summary) verified that the measurement model expressed a fairly good fit based on the collected data of the study (Hu and Bentler 1999).

After applying CFA, the factor loadings (of the questions) that were used to measure the model are shown in the figure below.

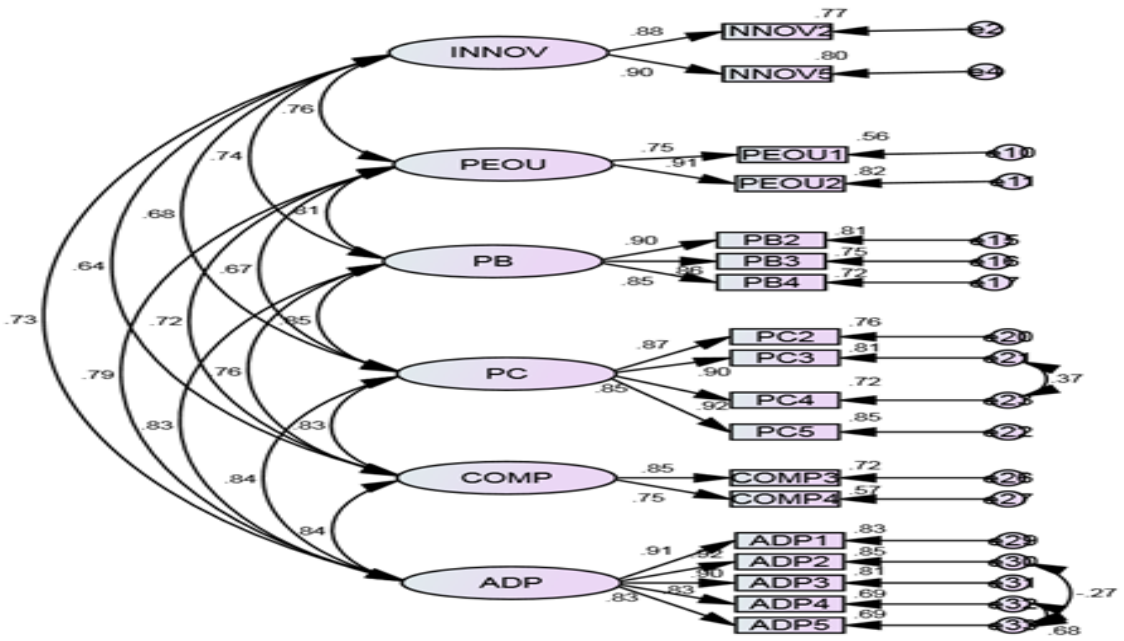

Figure 2. The Result of CFA on Adoption of Social Media.

According to the values in the figure above, factor loadings of all items are greater than the value of 0.7. And by that, the reliability and validity of the measurement scales used in this research has been verified.

5.2.2. Pearson's correlation coefficient

Correlation is an approach used to analyze the relationship between two variables that are quantitative and continuous. Pearson's correlation coefficient (r) measures how strong the relationship between two variables really is. The values of Pearson's correlation coefficient (r) are between -1 to +1.

According to table 2 below that represents Pearson's Correlation Coefficient among the research variables, there is a significantly strong correlation between five variables (Innovativeness, perceived ease of use, perceived benefits, pressure from competitors and competition) (0.688, 0.694, 0.775, 0.797 and 0.732) respectively since all the correlations are above 0.5 ($r>0.5$). In addition, the sig (2-tailed) values being less than 0.05 ($p<0.05$) shows that there are statistically significant correlations between all variables. As a result, all five variables (Innovativeness, perceived ease of use, perceived benefits, pressure from customers and competition) show significant relationship with adoption of social media, so the relationship between the

independent variables and the adoption of social media is supported. That means that any increase or decrease in any independent variable will cause an increase or decrease in the level of adoption of social media.

Table 2. Pearson's correlation coefficient among the research variables.

		ADP	INNOV	PEOU	PB	PC	COMP
ADP	Pearson Correlation	1	.688**	.694**	.775**	.797**	.732**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
INNOV	Pearson Correlation	.688**	1	.674**	.660**	.612**	.542**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
PEOU	Pearson Correlation	.694**	.674**	1	.679**	.588**	.604**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
PB	Pearson Correlation	.775**	.660**	.679**	1	.785**	.647**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
PC	Pearson Correlation	.797**	.612**	.588**	.785**	1	.702**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	208	208	208	208	208	208
COMP	Pearson Correlation	.732**	.542**	.604**	.647**	.702**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000
	N	208	208	208	208	208	208

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

5.2.3. Multiple regression assumptions

For the purpose of studying the factors affecting the adoption of social media in Turkish textile manufacturing companies, multiple regression analysis was applied. Multiple regression analysis is a statistical tool which is generally used to predict a dependent variable from several independent variables (Harlow, 2005; Stevens, 2009). The reason for picking this method is that it is increasingly used within the social sciences since it allows for more extensive analysis of figures related to human behavior (Stevens, 2009). In order for the measurements of the multiple regression for the study to be entered and calculated, the researcher implemented SPSS 20.0. In order to correctly apply the multiple regression model and establish validity, several assumptions must be satisfied first (Poole & O'Farrell, 1971). These assumptions include linearity, normality and multicollinearity.

5.2.3.1. Linearity

Researchers consider linearity as the most important among other assumptions since it is directly linked to the results of the whole analysis (Keith 2006). Linearity describes the dependent variable as a linear function of the independent variables (Darlington 1968). Multiple regression can precisely evaluate if there is a relationship between the dependent and independent variables when the relationship is linear (Osborne & Waters 2002). It is extremely important to test linearity since there is a high possibility of non-linear relationships especially in the social sciences (Osborne & Waters, 2002). When variables are directly corresponding to each other, the relationships between them are considered linear (Stevens 2009; Tabachnick & Fidell 2006).

Linearity is tested using the coefficient of determination (denoted by R2 or r2 since it is the square of the coefficient of correlation symbolized by r) and pronounced "R squared". The coefficient of determination is a statistical method showing that the variability of a factor occurs when it becomes related to another factor. Coefficient of determination is a value that varies between 0 (0%) and 1 (100%). When the value gets higher, the fit of the model gets better. The coefficient of determination is an important tool in regression analysis as it decides the (goodness of fit) of the model which is degree of linear correlation of variables.

Table 3. Model summary.

Model	R	R Square	Adjusted R Square	Std.Error of the Estimate
1	.874	.764	.758	2.086

In the model summary presented table 3 above, five independent variables of the study that were examined show 76.4% of variance in adoption of social media in Turkish textile manufacturing companies as represented by the R2. Since, as mentioned before, when the value gets higher, the fit of the model gets better, this result is considered good. This shows that 76.4% of the variance in the dependent variable (adoption of social media) is predictable from the five independent variables, whereas, the remaining 23.6% are considered non predictable. So, further research should be done in order to explore other factors affecting social media adoption in Turkish textile manufacturing companies.

5.2.3.2. Normality of residuals

According to multiple regression, (Darlington, 1968; Osborne & Waters, 2002) residuals are usually normally distributed. This signifies that the distribution of the errors is normal and that the plot with the values of the residuals' will show a curve that is normal (Keith 2006). The Shapiro-Wilk test have been used to test the normality of residuals. According to this test, when the p-value is less than or equal to 0.05, the hypothesis of normality is rejected. Failing the normality test means that a score of 95% does not fit the normal distribution.
By assuming that:
H0: Sig ≥0.05 = Distribution is Normal.
H1: Sig <0.05= Distribution Not Normal.

Table 4. Results of the Normality test.

	Shapiro-Wilk		
Standardized Residual	Statistic	df	Sig.
	0.990	208	0.160
Unstandardized Residual	0.990	208	0.160

As we can see from the above table, since the **Sig.** value of the Shapiro-Wilk is 0.160 (> 0.05), which means that the data is normally distributed and by that H0 is accepted.

5.2.3.3. Multicollinearity

Multicollinearity is a result of the independent variables being highly correlated to each other. Multicollinearity is checked in multiple ways:
- Tolerance: it measures how one independent variable affects all other independent variables. The minimum level of tolerance recommended is a value of 0.10 (values must be greater than 0.10 in order to avoid multicollinearity) (Tabachnick& Fidell 2001).
- Variance Inflation Factor (VIF): The Variance Inflation Factor computes how much the variance of an estimated regression coefficient increases due to collinearity (Keith 2006). In a case where there is a strong linear association between two predictor variables, the VIF is large and multicollinearity occurs (Shieh, 2010). VIF values higher than 10 indicate the presence of multicollinearity. Results of tolerance and VIF test of multicollinearity are shown in table 5.

Table 5. Tolerance and VIF Test for Multicollinearity.

Variable	**Collinearity Statistics**	
	Tolerance	**VIF**
Innovativeness	.456	2.192
Perceived Ease of Use	.422	2.370
Perceived Benefits	.297	3.365
Pressure from Customers	.312	3.203
Competition	.447	2.235

By looking at the collinearity data listed in Table 5, the values of the tolerance of all independent variables are greater than 0.1: Innovativeness (0.456), Perceived Ease of Use (0.422), Perceived Benefits (0.297), Pressure from Customers (0.312), and Competition (0.447). The VIF values for these variables are: Innovativeness (2.192), Perceived Ease of Use (2.370), Perceived Benefits (3.365), Pressure from Customers (3.203) and Competition (2.235). These results indicate that multicollinearity doesn't exist.

5.2.4. Results of multiple regression analysis

In this research, to study the relationship between independent and dependent variables, multiple regression analysis was performed. This model included adoption of social media as a dependent variable and innovativeness, perceived ease of use, perceived benefits, pressure from customers and competition as independent variables after excluding manager's level of education. The fit of the model is considered suitable, and by that it has been accepted. The results of the hypotheses testing are discussed below:

H1: there is a positive relationship between the manager's innovativeness and the adoption of social media.

In order to check whether there is a relationship between manager's innovativeness and the adoption of social media, and by examining the results in table 5.12, this hypothesis has been tested.

Looking at the results illustrate a significant positive relationship between the manager's innovativeness and the adoption of social media (ß=0.157, SE=0.136, p=0.002 <0.05, t-value = 3.106). The data also depicts that one standard deviation increase in manager's innovativeness will lead to a 0.157 standard deviation increase in the adoption of social media, so **H1 is accepted.**

H2: there is a positive relationship between the perceived ease of use and the adoption of social media.

The results in table 5.12 show that there is significant positive relationship between perceived ease of use and the adoption of social media (ß=0.146, SE=0.148, p=0.006 <0.05, t-value = 2.776). The data also depicts that one standard deviation increase in the perceived ease of use will result in a 0.146 standard deviation increase in the adoption of social media, and by this **H2 is accepted.**

H3: there is a positive relationship between the perceived benefits and the adoption of social media.

Concerning the third hypothesis and examining to see if there is a relationship between the perceived ease of use and the adoption of social media, results show that there is a significant positive relationship between perceived benefits and the adoption of social media results (see Table 5.12), (ß=0.177, SE=0.109, p=0.005 <0.05, t-value = 2.829). In other words, a one standard deviation increase in perceived benefits implies a one standard deviation increase of 0.177 in the adoption of social media accordingly. So, **H3 is accepted.**

H4: there is a positive relationship between the pressure from customers and the adoption of social media.

For the fourth hypothesis, the relationship of the two variables pressure from customers and the adoption of social media was tested and by examining Table 5.12, there is a significant positive relationship between the pressure from customers and the adoption of social media (ß=0.324,

SE=0.068, p=0.000 <0.05, t-value = 5.300). It means that a one standard deviation increase in the pressure from customers will result in a 0.324 standard deviation increase in the adoption of social media. As a result, **H4 is accepted.**

H5: there is a positive relationship between competition and the adoption of social media.

As for the final hypothesis, the results in table 5.12 show that there is a significant positive relationship between competition and the adoption of social media (ß=0.216, SE=0.137, p=0.000 <0.05, t-value = 4.234). The data also shows that a one standard deviation increase in competition will lead to a 0.216 standard deviation increase in the standard deviation of the adoption of social media. So, **H5 is accepted.**

Also, looking at the values of Standardized Coefficients (Beta) (see Table 5.12), and among five variables that affect the adoption of social media, it is wide clear that Pressure from Customers has the strongest effect with beta of (0.324) followed by Competition (0.216), Perceived Benefits (0.177), Manager's Innovativeness (0.157), and Perceived Ease of Use (0.146).

5.2.5. Summary of hypotheses results

From these results, we can see that manager's characteristics, more specifically, manager's Innovativeness is an important factor for SMEs to adopt social media. This result confirms the theory of Thong and Yap (1995), who also found that the characteristics of the manager were important factors in the decision of social media adoption.

As for the technological factors, perceived ease of use and perceived benefits of social media, these also have proven to be crucial factors in the adoption of social media. This result supports Rogers' innovation theories (1983), which states that the characteristics of an innovation, such as its complexity or the advantages that it can offer to the business, are important factors for the manager to adopt this innovation. In an SME, the manager will be more willing to adopt social media if he/she thinks that this adoption will improve the business' current situation and if he/she considers that social media will be easy to use and to understand. Finally for the environmental factors, more specifically, competition, which has also been found to influence social media adoption. This result supports the theories of (Lee et al.,2001) and (Thong,1999) which both state that as the number of competitors adopting innovation increases, SMEs have more tendency to adopt the innovation for sustaining their competitive position. The final factor that was proven to have an influence on the adoption of social media adoption is the external pressure when it comes from the customers. This result confirms the theory of Mehrtens et al. (2001), who also found that businesses are affected by their customers' expectations, especially if they are users of the innovation to adopt. Therefore, this result proves that an SME tends to adopt social media if the majority of its customers are also users of social media.

6. Discussion And Conclusion

6.1. Conclusion

This study was conducted to figure out the factors influencing the adoption of social media in Turkish textile manufacturing companies. A quantitative research, utilizing a questionnaire was outlined for the purpose of answering the research question. Results of this study have shown that SMEs whose owners are innovative have a higher probability to adopt social media. Furthermore, if the use of social media is recognized as easy as well as beneficial for the business (if the business' situation improves when implementing social media), the owner will more likely decide to use social media within the business. Finally, if the customers and competitors use social media and talk about it, the owner of an SME will more likely decide to adopt social media after feeling the pressure to implement it in order to satisfy the customers.

Finally, we can conclude that this study can also help owners of SMEs to eventually make the decision to put social media into use within their business. In addition, it can also help them see that, by using the proper strategy and very little funding, social media can add a great value and benefit to their business. Furthermore, the study can help them avoid mistakes that were made by other people while implementing social media, making it less complicated for them to implement the right strategy from the beginning, so they can enjoy the benefits that social media can provide to their business.

According to the findings, manager's innovativeness was positively related to the adoption of social media in Turkish textile manufacturing companies. This result supports the findings of some conducted studies Wamba& Carter (2013) and Rahayu (2015); Ghobakhloo& Tang (2013) and Thong& Yap (1995) which indicated that there is a significant positive relationship between manager's innovativeness and the adoption of social media. When in fact, some other researchers disagree this result (Lee et al.2001) who found out that innovativeness should be more domain-specific than general since being innovative in general does not translate to the adoption of technology as the person may be technology-averse. Based on this study's results, it was found that manager's innovativeness has a positive significant effect on the adoption of social media in Turkish textile manufacturing companies.

As for perceived ease of use and perceived benefits, they were found to be positively related to the adoption of social media. The findings of this research support the study of Grandon& Pearson (2004) who found that among the factors presented as determinants of social media adoption, perceived benefits and perceived ease of use were proved to be statistically significant in affecting the adoption of social media. These results confirm the TAM model's findings (Davis 1986) which proved that perceived benefits and perceived ease of use were the most effective factors in the adoption of e-commerce as remarked by SMEs' managers/owners. On the contrary, some studies are in contrast with the results of this research (Lee et al. 2001) who failed to prove a positive relationship between perceived benefits and perceived ease of use and the adoption of social media. In addition, Siamagka (2015) failed to support the effect of perceived ease of use on the adoption of social media as a non-significant relationship between perceived ease of use and adoption of social media is found. So, based on the results of this research, perceived ease of use and perceived benefits has a significant positive effect on the adoption of social media in Turkish textile manufacturing companies.

Finally, as it was presented, pressure from customers and competition had the most positive significant influence on social media adoption in Turkish textile manufacturing companies. Numerous studies have found environmental factors to be significant in social media adoption (Mehrtens 2001; Ramdani, Kawalek& Lorenzo 2009; Grandon& Pearson 2004; Kuan& Chau 2001; Doolin et al. 2003; Mehrtens 2001; Jeon et al. 2006) which are all consistent with the outcome of this study. So, as a conclusion, it can be noticed that pressure from customers and competition both have significant positive effect on the adoption of social media.

6.2. Limitations & further research

- The sample size was relatively small. In order for a study to be representative of a larger sample, a minimum of 5- 10 respondents per item is advisable, being at least 10 the ideal number for performing a factorial analysis. Therefore, to verify the results found in this study, further research with a larger sample must be conducted.
- The study only covers SMEs belonging to the textile manufacturing sector. Therefore, further research with SMEs from other sectors can be performed to study whether these factors are equal for all the sectors.

- Only five factors were identified and examined in this study, while there may be other factors influencing social media adoption in SMEs.
- The study has been performed with SMEs that have already implemented social media within their business. Therefore, it is hard to be sure whether the respondents actually backtracked in their mind to the moment when they decided to implement social media, and it is possible that they have answered the questions influenced by their experience after adopting social media.
- This study does not measure the impact that adoption of social media might have on the financial and market performances of the SMEs. It can be interesting to conduct future research to measure the ROI and sales revenue improvement generated by social media adoption.

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