

What Drives Social Media Marketing in B2B Organizations? An Examination of Antecedents

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ABSTRACT:

Purpose: Social media marketing has expanded drastically over the years; despite that, B2B organizations have been unable to use, adapt, and utilize social media marketing, in comparison to B2C (Business to Consumer) organizations. The study intends to examine the antecedents of social media marketing in Business to Business organizations.

Methodology: The hypotheses were tested through a survey conducted with 375 employees, belonging to 16 different B2B industries in Pakistan. Reliability analysis, convergent validity, discriminant validity, regression analysis, and mediation tests were carried out to measure the reliability of the measures and examine the proposed hypotheses.

Findings: Findings supported the research model and proposed hypotheses. Results suggested a significant influence of learnability, memorability, perceived barriers, perceived usability, and perceived usefulness on actual use in B2B organizations. Findings also confirm the mediating roles of perceived usability and usefulness in the framework.

Practical Implications: Usage and adoption of social media marketing in B2B organizations can be improved if they invest in training programs that facilitate learning and memorability of social media tools. Perceived barriers can be eliminated if companies can reassure employees of the relevance and efficiency of social media marketing in their business environment.

KEYWORDS: B2B, Business to Business, Industrial Marketing, Social media, TAM

I. INTRODUCTION

Technology has transformed the company-customer interaction (Siamagka, et al., 2015). The continuously rising following and reputation of social media (Fuchs, 2017) has created a new wave for an interactive and direct medium of communication, through which users can access information and share content online (Tuten & Solomon, 2014). The time spent on social media is significantly more than on any other form of a website, almost 30% of the time spent on PC is spent on social media sites (Mediakix, 2017). With the increasing acceptance of social media, companies are investing in developing and enhancing social media presence (Agnihotri et al., 2016; Manetti & Bellucci, 2016; Felix et al., 2017). Nowadays, an integral part of the business strategy of many businesses is social media (Felix et al., 2017).

For B2B companies such as Cisco, DuPont, BP, and IBM; there is a gap that exists between the actual use and potential application of integrated and systematic social media marketing strategies that can be employed to gain maximum benefits. A systematic social media plan includes a structured approach while it has to be integrated across all different mediums of traditional and digital mediums (Joel et al., 2012). Social media tools, such as Twitter, Facebook, LinkedIn, etc., enable B2B marketing professionals to communicate on an interactive platform and generate additional sales (Agnihotri et al., 2016). B2B businesses, driven by productivity pressures, often have limited market budgets (Zimmerman & Blythe, 2013). B2B marketers can overcome budget constraints through effective utilization of social media by connecting and collaborating with customers, partners, and suppliers (Brink, 2017).

1.1 Problem Statement

The utilization, adoption, and usage of social media in B2B organizations is extremely low as compared to Business to Consumer organizations (Siamagka, et al., 2015). Many B2B organizations are reluctant to invest resources in social media marketing as they consider it to be an exclusive tool for B2C organizations (Michael Rodriguez, Peterson, & Krishnan, 2012). However, the benefits of social media are not restricted to B2C, B2B organizations are missing out on plenty of marketing, branding, and servicing

opportunities by not utilizing social media marketing (Jussile et al., 2011; Schultz et al., 2012; Andzulis et al., 2012). In this study, we aim to examine the antecedents of social media marketing in B2B organizations.

In the context of B2C, researchers focused on different areas of the social media marketing that has given us valuable insights related to social media strategies (Chang et al., 2015; Kumar et al., 2013), consumer attitudes towards social media presence (Dessart et al., 2015; Goh et al., 2013; Hollebeek et al., 2014), effectiveness (Leung et al., 2015; Risius & Beck, 2015; Ying-Fan & Niu, 2016), and usage (Rauniar et al., 2014; Tiago & Veríssimo, 2014; Trainor et al., 2014). Research, in context of B2B, is still in its rudimentary phase, with only a few studies (Agnihotri et al., 2016; Brennan & Croft, 2012; Hanna-Keinänen & Olli-Kuivalainen, 2015; Jussila et al., 2014; Kärkkäinen et al., 2010; Schultz et al., 2012; Siamagka et al., 2015) focusing on exploration of various dimensions of social media. Some studies have focused on social media usage (Michaelidou et al., 2011; Järvinen et al., 2012) and adoption (Siamagka et al., 2015), in the B2B context, little work is available related to the antecedents of social media marketing in B2B organizations.

1.2 Research Objectives

In this study, we have used a deductive approach. TAM is used to investigate the antecedents of social media marketing in B2B organizations. Our study integrates factors identified in previous studies (Lacka & Chong, 2016; Siamagka et al., 2015) in TAM to extend the model through which we can develop a comprehensive understanding of the antecedents.

There are three main objectives of this paper. First, to make a contribution to the literature and understanding in the field of social media by identifying, evaluating, and examining the factors that influence social media marketing in B2B organizations. Second, to develop a research model by integrating factors identified in previous studies with TAM. Third, to empirically test the research framework to substantiate its validity.

1.3 Research Question

What drives social media marketing in B2B organizations?

Which factors influence social media marketing in B2B organizations?

1.4 Significance of the Study

The study is a significant contribution to the current literature in the emerging field of social media marketing in the context of B2B organizations. The study is beneficial to B2B managers who are exploring different aspects of social media marketing within their businesses. By understanding the antecedents of social media marketing, managers can make better decisions related to application and adoption in their context. The study also provides some insights into some barriers that managers can eliminate for a smooth transition to social media marketing practices.

II. LITERATURE REVIEW

2.1 Business-to-Business

B2B companies are defined as organizations that market their services or products to other businesses, whereas Business Consumer companies, on the contrary, market their products or services to individual consumers directly (Zimmerman & Blythe, 2013). The nature of interaction with the customers is more intense and direct in the B2B sector as the consumers engaged in B2C transactions are far more than the few organizations participating in B2B dealings (Jussila et al., 2011). Therefore B2B marketing becomes an important component of the overall marketing strategy. With the evolution of the Internet technology, many B2B marketers incorporated online platforms in their marketing mix (Brennan & Croft, 2012); however, most of these platforms enabled one-way communication, such as the company's website (Lacka & Chong, 2016). In the last decade, the rise in the following of social media has influenced the usage of social media marketing in B2B marketers (Agnihotri et al., 2016).

2.2 Social Media Marketing

It can be described as a process in which sellers use online social channels to promote, sell, and present products/services by enabling two-way communication (Weinberg, 2009). The use of social media sites to increase product awareness or visibility of the organization on the Internet is called social media marketing (Fuchs, 2017). It has played a pivotal role in expanding the horizon of marketing communications (Eagleman, 2013). An effective marketing strategy needs to have an effective social media strategy; customer service, higher marketing ROI, and database management are some of the main advantages of social media marketing (Barnes, 2010). The investment in social media marketing is gradually increasing, in B2B organizations; however, the understanding of effective utilization and usage is limited which has slowed down the process of social media adoption (Hallikainen et al., 2017)

2.3 Social Media Marketing in B2B

Many scholars have explored the topic of social media in B2B organizations in different contexts. (Michaelidou et al., 2011; Brennan & Croft, 2012; Joel et al., 2012; Jussila et al., 2014; Siamagka et al., 2015; Lacka & Chong, 2016; Brink, 2017). Michaelidou et al. (2011) made the most significant contribution to the

field of social media concerning B2B. They studied B2B SMEs in context to usage barriers and the effectiveness of social media marketing. From all the other factors, such as familiarity and training, perceived barriers came out as the strongest barrier for B2B SME's social media adoption. Customer acquisition and retention were revealed as the primary benefits of social media in B2B SMEs. Since the study was conducted on SMEs only, findings cannot be generalized to B2B large-scale companies. To address that gap, Brennan and Croft (2012) studied social media usage in B2B companies by carrying out content analysis in IT industry. The findings of 10 B2B IT companies revealed that these were all using social media extensively due to an advanced technological environment and enhanced understanding of social media. The findings showed hinted that social media marketing and its adoption differs with the nature of the business.

Joel et al. (2012) studied usage aspects in a variety of B2B industries. Findings revealed that B2B companies were using web-based technologies; however, social media tools, such as Facebook and LinkedIn, were not given preference over the traditional tools like blogs and the company's website. The study also identified a lack of resources as a critical barrier in social media adoption. On the contrary, Jussila et al. (2014) identified knowledge and understanding as key barriers to social media utilization. They called for more empirical researches to bridge the literature gap in the field of usage and other drivers influencing social media adoption.

Lacka and Chong (2016) studied social media marketing in B2B from the usability perspective. The findings showed that despite the low recognition of the efficiency of social media marketing, industrial marketers wanted to use social media marketing practices. They also recommended that social media adoption can improve if the perception regarding utility, usefulness, and usability is enhanced. These suggestions were in line with Joel et al.'s (2012) findings which highlighted the need for improving digital capacity for effective utilization of social media tools in B2B organizations. They indicated a need to investigate the relationship between efficiency and usability with their impact on social media utilization and usage.

The studies mentioned in this section did not provide a complete comprehension of the factors that influence social media marketing in B2B organizations. Our paper aims to fill the literature gap mentioned above by emphasizing the antecedents of social media in B2B organizations through our research model.

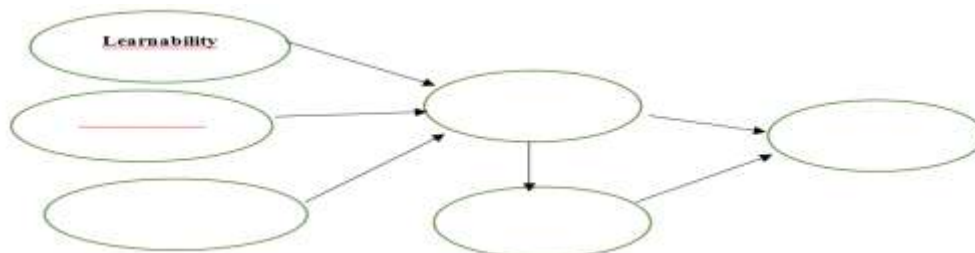
Previous studies have identified many barriers and factors that cause Business to Business professionals to adopt social media marketing. This study extends the literature by building on those factors by developing a comprehensive conceptual framework. TAM (Technology Acceptance Model) is integrated with factors identified in previous researches to develop the research model for our study.

2.4 Technology Acceptance Model

For our study, Technology Acceptance Model is at the center of the research framework. The most relevant reason for choosing TAM is that it has been applied and validated in different field of studies (Lee et al., 2003), such as e-commerce (Gefen et al., 2003; Pavlou, 2003; Ha & Stoel, 2009), mobile commerce (Wu & Wang, 2005; Min, Ji, & Qu, 2008; Kim & Garrison, 2009), ERP implementation (Amoako-Gyampah & Salam, 2004; Hwang, 2005), e-learning (Roca et al., 2006; Liu, Liao, & Pratt, 2009; Cheung & Vogel, 2013), and healthcare (Chismar & Wiley-Patton, 2003; Holden & Karsh, 2010; Hu et al., 1999). TAM has also been applied in studies related to social media in B2B (Rauniar et al., 2014; Siamagka et al., 2015; Veldeman et al., 2015; Lacka & Chong, 2016). All the mentioned studies confirm the revelatory capability of TAM.

TAM, introduced by Davis (1989), assumes that attitudes towards technology use influence the intention of the user regarding the actual use (Davis, 1989; Venkatesh, 2000; Venkatesh & Davis, 2000). Rauniar et al. (2014) tested Technology Acceptance Model concerning social media, results indicated that intentions were impacting the actual usage. Siamagka et al. (2015) concluded that social media actual usage is determined the most by perceived barriers and perceived usefulness. Similarly, Veldeman et al. (2015) also found the perception of usefulness as the most influential factor in social media usage. Lacka and Chong (2016) explained that the learnability and memorability of social media sites affect perceived usability which influences social media usage. Therefore, based on previous studies, Fig 1 is our proposed research framework. Perceived Usability mediates the independent variables (learnability, memorability, and perceived barriers) and the dependent variable (actual use). Similarly, perceived usefulness mediates between the independent variable (perceived usability) and the dependent variable (actual use).

Fig 1



III. HYPOTHESIS

3.1 Learnability and Perceived Usability

The first two factors are derived from Nielsen's usability attributes (Nielsen, 1993). The most fundamental of the attribute is Learnability as to use the technology, it should be easy to understand and learn. There are some hard-to-learn technologies, such as ERP (Amoako-Gyampah & Salam, 2004), for which users need extensive training. Social media falls into the category which is easy to learn which requires no specific training program (Evans, 2010). However, marketers do require certain training when it comes to application in B2B context because of which marketing professionals are reluctant to use social media marketing (Buehrer, Senecal, & Bolman Pullins, 2005). Michaelidou et al. (2011) and Jussila et al. (2014) indicated that lack of understanding and knowledge is affecting social media adoption in B2B organizations. Both understanding and knowledge, are the outcomes of learning (Siemens, 2014). Lacka and Chong (2016) confirmed that learnability influences perception about sites' usability. Thus, we hypothesize:

H₁: Learnability influences perceived usability of social media marketing in B2B organizations.

3.2 Memorability and Perceived Usability

Memorability is another factor that is derived from Nielsen's attributes. Technology must also be easy enough to be remembered, apart from being easy. Specifically for technologies that are to be used after certain intervals; memorability becomes critical. It refers to the users' ease through which they can recall the use of technology, after not operating the technology for some time (Lin, 2013). Considering that the focus of B2B marketing professionals is on traditional marketing activities, memorability is an essential attribute for social media marketing, as these sites are to be used in parallel in a multichannel strategy (Bernard & Bernard, 2016). Lacka and Chong (2016) found a significant association between perceived usability and memorability. Hence, we postulate that:

H₂: Memorability influences perceived usability of social media marketing in B2B organizations.

3.3 Perceived Barriers and Perceived Usability

Perceived barriers include many factors that may negatively influence the perceived usability of technology. Michaelidou et al. (2011) found three key barriers (compatibility, knowledge, and cost) to social media usage. The most significant barrier was the perceived relevance in B2B organizations. The compatibility of social media has a direct influence on social media usage (Parveen, 2012). As discussed earlier in this section, lack of knowledge and understanding is another key barrier that creates uncertainty regarding the proper application and implementation of social media strategies. B2B companies are often faced with cost constraints due to constant productivity pressures (Verbeke et al., 2011). Siamagka et al. (2015) confirmed that perceived barriers have a significant role to play in the adoption of social media marketing in B2B organizations. These barriers help shape the views related to the usability of social media in B2B; therefore, we develop the hypothesis that:

H₃: Perceived barriers negatively influence the perceived usability of social media marketing in B2B organizations.

3.4 Perceived Usability and Perceived Usefulness

Perceived usability refers to the user's perception of his/her ability to attain the desired objectives through the use of new technology (Nielsen, 1993). This construct was developed by Lacka and Chong (2016). In this study, we would examine if B2B marketing professionals perceive social media marketing as capable enough to result in achieving the objectives set for marketing. Perceived usefulness is derived from Technology Acceptance Model, it is the user's perception that new technology will enhance job performance (Davis, 1989). Similar to perceived usability, it is dependent on whether the desired objective can be achieved through the new technology or not. The difference between the two is that perceived usability is the perception regarding the fit of the technology with desired objectives whereas perceived usefulness is the functionality and convenience of the new technology to attain the desired objectives. Lacka and Chong (2016) confirm a positive association between perception of usability and usefulness. Therefore we develop the hypothesis:

H₄: Perceived usability influence the perceived usefulness of social media marketing in B2B organizations.

3.5 Perceived Usability and Actual Use

Some studies have suggested a low social media adoption and usage rate, in the context of B2B, is due to its poor usability (Swani & Brown, 2011, Jari J. Jussila et al., 2014). Swani and Brown (2011) argued that many B2B marketers are not always open to open-ended communication; hence, they develop a negative perception regarding social media's usability. Jussila et al. (2014) explain the low usability due to the legal bindings and intellectual law issues. Lacka and Chong (2016) found a strong association between usability and intention of social media usage in B2B organizations. On the contrary, Siamagka et al. (2015) found an insignificant relationship between the two. The study also aims to verify the finding of previous research; therefore, we develop the hypothesis:

H₅: Perceived usability influence the actual use of social media marketing in B2B organizations.

3.6 Perceived Usefulness and Actual Use

TAM theorizes that the actual use of technology is driven by its perceived usefulness (Venkatesh, 2000). The credibility of the above-stated relationship is verified from many sources (Chen et al., 2002; Koufaris, 2002; Pavlou, 2003; Xiao Tong, 2010). Xiao (2010) concluded that more than 50% of deviation in online shopping was explained through the perceived usefulness of those sites. In the context of social media, this relationship has been empirically verified (Kang & Lee, 2010; Siamagka et al., 2015; Lacka & Chong, 2016). Previous literature also supports the relationship in the context of social media (Veldeman et al., 2015). Therefore we form the hypothesis:

H₆: Perceived usefulness influence the actual use of social media marketing in B2B organizations.

4. Methodology

4.1 Research Method

Sixteen different private B2B organizations were identified to carry out the study. Organizations belonged to 8 different industries (Textile, Dyeing, Cement, Printing, IT, Wholesale, Logistics, and Engineering). A total sample of 375 employees, consisting of Assistant Managers, Managers, Senior Managers, and Directors (Marketing Department), were chosen as samples for the study. A nonprobability purposive sampling technique was employed for data collection. Although the likelihood of sample representing the population is low in purposive sampling; however, to meet our study's objectives we needed to select samples based on our judgments to address our research question within reasonable resources (cost and time).

The questionnaire was distributed to the participants through a key contact person in each organization. Responses were gathered in a timeframe of around two months. The questionnaire, consisting of 31 questions, was used to gauge the following relationships (IV = Independent Variable, DV = Dependent Variable, MV = Mediating Variable):

- i. Learnability, Memorability, and Perceived Barriers (IV) and Perceived Usability (DV)
- ii. Perceived Usability (IV) and Perceived Usefulness (DV)
- iii. Perceived Usability (IV) and Actual Use (DV)
- iv. Perceived Usefulness (IV) and Actual Use (DV)
- v. Learnability, Memorability, and Perceived Barriers (IV), Perceived Usability (MV), and Actual Use (DV)
- vi. Perceived Usability (IV), Perceived Usefulness (MV), and Actual Use (DV)

SPSS (Versions 21) was used for statistical analysis. Level of association and change occurred on dependent variable through mediating and independent variables were measured through regression and correlation analysis.

5. Data Analysis

5.1 Respondents' Profile:

The respondents of the study belonged to the Marketing departments of the B2B industry of Pakistan. Below is the summary of respondents' profiles:

Table 1.1
Respondents' Profile

		Frequency	Percent
Gender	Female	100	27
	Male	275	73
Age	Under 21	4	1
	21-30	231	62
	31-40	91	24
	41-50	34	9
	51 and above	15	4
Qualification	Up to intermediate	30	8
	Graduation	233	62
	Masters	108	29
	Doctorate	4	1

5.2 Descriptive Analysis

Table 1.2

Descriptive Analysis

Table 1.2 shows that reliability of perceived usability is the highest ($\alpha=.91$, $M=4.24$, $SD=1.54$), whereas

	Cronbach Alpha	Mean	Std. Deviation	Skewness	Kurtosis
Learnability	0.87	4.24	1.54	-0.18	-0.43
Memorability	0.86	4.55	1.60	-0.47	-0.46
Perceived Barriers	0.89	4.13	1.66	0.07	-0.86
Perceived Usability	0.91	4.21	1.69	-0.02	-0.79
Perceived Usefulness	0.86	4.37	1.65	-0.19	-0.80
Actual Use	0.81	4.37	1.54	-0.32	-0.48

the lowest reliability is of actual use ($\alpha=.81$, $M=4.37$, $SD=1.54$). The table also shows that the reliability of all the constructs is greater than 0.7 which means that each construct is in an acceptable range and has reasonable internal consistency (Leech, Barrett, & Morgan, 2011).

Table 1.2 also illustrates that perceived barriers (Mean=4.13, $SD=1.66$) have the lowest skewness (0.07), whereas memorability (-0.47) (Mean=4.55, $SD=1.60$) has the highest skewness. Learnability (-0.43) has the lowest kurtosis (Mean=4.24, $SD=1.54$), whereas perceived barriers (-0.86) have the highest kurtosis (Mean=4.13, $SD=1.66$). All the constructs are within the range of ± 3.5 showing univariate normality (Flick, 2015). All constructs have skewness and kurtosis within the range of ± 1.5 , further reinforcing the normal tendency of data for the study.

5.5 Regression Analysis

1) Relationship of Learnability, Memorability, and Perceived Barriers with Perceived Usability

Table 2.1

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.421 ^a	.177	.171	1.542

a. Predictors: (Constant), Perceived Barriers, Learnability, Memorability

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	190.440	3	63.480	26.677	.000 ^b
Residual	882.841	371	2.380		
Total	1073.281	374			

a. Dependent Variable: Perceived Usability

b. Predictors: (Constant), Perceived Barriers, Learnability, Memorability

Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	1.694	.296		5.730	.000
	Learnability	.169	.057	.154	2.964	.003
	Memorability	.274	.057	.259	4.770	.000
	Perceived Barriers	.133	.053	.131	2.519	.012

a. Dependent Variable: Perceived Usability

Standardized coefficient of correlation ($R = 0.42$) determines the goodness of model fit. R^2 (coefficient of determination) explains 17% variance in perceived usability concerning variation in learnability, memorability, and perceived barriers (independent variables) while the overall model is significant ($F = 26.67$, $Sig = 0.00$). One unit change in learnability leads to a 0.16 unit change in perceived usability while the relationship is significant ($t = 2.96$, $Sig = 0.003$). One unit change in memorability leads to a 0.27 unit change in perceived usability while the relationship is significant ($t = 4.77$, $Sig = 0.00$). One unit change in perceived barriers leads to a 0.13 unit change in perceived usability while the relationship is significant ($t = 2.51$, $Sig = 0.01$).

All three variables (learnability, memorability, and perceived barriers) have a significant impact on perceived usability; therefore, we reject the null hypothesis (H_1 , H_2 , and H_3).

2) Relationship of Perceived Usability with Perceived Usefulness

Table 2.2

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.174 ^a	.030	.028	1.627

a. Predictors: (Constant), Perceived Usability

ANOVA^a

Model		Sum of		Mean		
		Squares	df	Square	F	Sig.
1	Regression	30.740	1	30.740	11.609	.001 ^b
	Residual	987.698	373	2.648		
	Total	1018.438	374			

a. Dependent Variable: Perceived Usefulness

b. Predictors: (Constant), Perceived Usability

Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.667	.225		16.269	.000
	Perceived Usability	.169	.050	.174	3.407	.001

a. Dependent Variable: Perceived Usefulness

Standardized coefficient of correlation ($R = 0.17$) determines the goodness of model fit. R^2 (coefficient of determination) explains a 3% variance in perceived usefulness concerning variation in perceived usability (IV) while the overall model is significant ($F = 11.60$, $Sig = 0.00$). One unit change in perceived usability leads to a 0.16 unit change in perceived usefulness while the relationship is significant ($t = 3.40$, $Sig = 0.001$). Hence, we reject the null hypothesis i.e. perceived usability influences perceived usefulness of social media marketing in Business to Business organizations.

3) Relationship of Perceived Usability with Actual Use

Table 2.3

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.222 ^a	.049	.047	1.503

a. Predictors: (Constant), Perceived Usability

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.548	1	43.548	19.257	.000 ^b
	Residual	843.485	373	2.261		
	Total	887.033	374			

a. Dependent Variable: Actual Use

b. Predictors: (Constant), Perceived Usability

Coefficients^a

Model	Unstandardized		Standardized		t	Sig.
	B	Std. Error	Beta			
1 (Constant)	3.523	.208			16.914	.000
Perceived Usability	.201	.046	.222		4.388	.000

a. Dependent Variable: Actual Use

Standardized coefficient of correlation ($R = 0.22$) determines the goodness of model fit. R^2 (coefficient of determination) explains a 4% variance in actual use concerning change in perceived usability (IV) whereas the overall model is significant ($F = 19.25$, $Sig = 0.00$). One unit change in perceived usability leads to a 0.20 unit change in actual use while the relationship is significant ($t = 4.38$, $Sig = 0.00$). Hence we reject the null hypothesis (H_0), i.e. perceived usability influences the actual use of social media marketing in B2B organizations.

4) Relationship of Perceived Usefulness with Actual Use*Model Summary*

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.219 ^a	.048	.046	1.504

a. Predictors: (Constant), Perceived Usefulness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.709	1	42.709	18.868	.000 ^b
	Residual	844.324	373	2.264		
	Total	887.033	374			

a. Dependent Variable: Actual Use

b. Predictors: (Constant), Perceived Usefulness

Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.474	.221		15.748	.000
	Perceived Usefulness	.205	.047	.219	4.344	.000

a. Dependent Variable: Actual Use

Standardized coefficient of correlation (R = 0.21) determines the goodness of model fit. R² (coefficient of determination) explains a 4% variance in actual use concerning change in perceived usefulness (IV) whereas the overall model is significant (F = 18.86, Sig = 0.00). One unit change in perceived usefulness leads to a 0.20 unit change in actual use while the relationship is significant (t = 4.34, Sig = 0.00). Hence we reject the null hypothesis (H₀), i.e. perceived usefulness influences the actual use of social media marketing in B2B organizations.

5) Relationship of Learnability, Memorability, and Perceived Barriers with Actual Use (Perceived Usability as Mediator)

Direct Effect:

Table 2.5(a)

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.388 ^a	.150	.144	1.425

a. Predictors: (Constant), Perceived Barriers, Learnability, Memorability

ANOVA^a

Model		Sum of		Mean	F	Sig.
		Squares	df	Square		
1	Regression	133.395	3	44.465	21.889	.000 ^b
	Residual	753.638	371	2.031		
	Total	887.003	374			

a. Dependent Variable: Actual Use

b. Predictors: (Constant), Perceived Barriers, Learnability, Memorability

Coefficients^a

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.289	.273		8.380	.000
	Learnability	.265	.053	.265	5.028	.000
	Memorability	.109	.053	.113	2.058	.040
	Perceived Barriers	.111	.049	.120	2.278	.023

a. Dependent Variable: Actual Use

The standardized coefficient of correlation ($R = 0.38$) determines the goodness of model fit. R^2 (coefficient of determination) explains 15% variance in the actual use of social media concerning change in learnability, memorability, and perceived barriers (independent variables) while the overall model is significant ($F = 21.89$, $Sig = 0.00$). One unit change in learnability leads to a 0.26 unit change in actual use while the relationship is significant ($t = 5.02$, $Sig = 0.00$). One unit change in memorability leads to a 0.10 unit change in actual use while the relationship is significant ($t = 2.05$, $Sig = 0.04$). One unit change in perceived barriers leads to a 0.11 unit change in actual use while the relationship is significant ($t = 2.27$, $Sig = 0.02$).

Indirect Effect:

Table 2.5 (b)

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.395 ^a	.156	.147	1.422

a. Predictors: (Constant), Perceived Usability, Perceived Barriers, Learnability, Memorability

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	138.424	4	34.606	17.104	.000 ^b
	Residual	748.609	370	2.023		
	Total	887.033	374			

a. Dependent Variable: Actual Use

b. Predictors: (Constant), Perceived Usability, Perceived Barriers, Learnability, Memorability

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	2.161	.284			7.598	.000
	Learnability	.252	.053	.253		4.740	.000
	Memorability	.088	.055	.092		1.623	.106
	Perceived Barriers	.101	.049	.109		2.059	.040
	Perceived Usability	.075	.048	.083		1.577	.116

a. Dependent Variable: Actual Use

The standardized coefficient of correlation ($R = 0.39$) determines the goodness of model fit. R^2 (coefficient of determination) explains 15.6% variance in the actual use of social media concerning change in learnability, memorability, perceived barriers, and perceived usability (independent variable) while the overall model is significant ($F = 17.10$, $Sig = 0.00$). One unit change in learnability leads to a 0.25 unit change in actual use while the relationship is significant ($t = 4.74$, $Sig = 0.00$). One unit change in memorability leads to a 0.08 unit change in actual use; however, the relationships have become insignificant after the introduction of the mediator ($t = 1.62$, $Sig = 0.10$). One unit change in perceived barriers leads to a 0.10 unit change in actual use while the relationship is significant ($t = 2.05$, $Sig = 0.04$). The relationship between the mediating variable (perceived usability) is insignificant with actual use ($t = 1.55$, $Sig = 0.166$).

Summary	of				Mediation:
	R^2	Adj R^2	β	F Statistics	
			L = .26		
			M = .11		
Direct Effect	0.150	0.144	PB = .12	21.89	0.00
			L = .25		
			M = .88		
Indirect Effect	0.156	0.147	PB = .10	17.10	0.00

The findings from the above table indicate that there is a mediating role of perceived usability. There is an impact of perceived usability (mediating variable) as R^2 increases marginally from 0.150 to 0.156 as perceived usability is introduced in the model. Memorability is the only independent variable that is affected by the introduction of the mediating variable as its relationship with the dependent variable becomes insignificant. Hence, we observe a full mediation by perceived usability in the relationship between memorability and actual use. The other two independent variables (learnability and perceived barriers) have a significant relationship with actual use through partial mediation by perceived usability.

6) Relationship of Perceived Usability with Actual Use (Perceived Usefulness as a mediator)

Direct Effect:

Table 2.6 (a)

Model Summary

Model	R	R^2	Adjusted R^2	Std. Error of the Estimate
1	.222 ^a	.049	.047	1.503

a. Predictors: (Constant), Perceived Usability

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.548	1	43.548	19.257	.000 ^b
	Residual	843.485	373	2.261		
	Total	887.033	374			

a. Dependent Variable: Actual Use

b. Predictors: (Constant), Perceived Usability

Coefficients^a

Model		Unstandardized		Standardized		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.523	.208		16.914	.000
	Perceived Usability	.201	.046	.222	4.388	.000

a. Dependent Variable: Actual Use

Standardized coefficient of correlation ($R = 0.22$) determines the goodness of model fit. R^2 (coefficient of determination) explains a 4% variance in actual use concerning change in perceived usability (IV) whereas the overall model is significant ($F = 19.25$, $Sig = 0.00$). One unit change in perceived usability leads to a 0.20 unit change in actual use while the relationship is significant ($t = 4.38$, $Sig = 0.00$).

Indirect Effect:

Table 2.6 (b)

Model Summary

Model	R	R ²	Adjusted R ²	Std. Error of the Estimate
1	.288 ^a	.083	.078	1.478

a. Predictors: (Constant), Perceived Usability, Perceived Usefulness

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	73.490	2	36.745	16.802	.000 ^b
	Residual	813.543	372	2.187		
	Total	887.033	374			

a. Dependent Variable: Actual Use

b. Predictors: (Constant), Perceived Usability, Perceived Usefulness

Coefficients^a

Model	Unstandardized		Standardized		t	Sig.
	Coefficients		Coefficients			
	B	Std. Error	Beta			
1 (Constant)	2.884	.268			10.770	.000
Perceived Usability	.172	.046	.189		3.752	.000
Perceived Usefulness	.174	.047	.187		3.700	.000

a. Dependent Variable: Actual Use

Standardized coefficient of correlation ($R = 0.28$) determines the goodness of model fit. R^2 (coefficient of determination) explains an 8% variance in the actual use of social media concerning change in perceived usability and perceived usefulness while the overall model is significant ($F = 16.80$, $Sig = 0.00$). One unit change in perceived usability leads to a 0.17 unit change in actual use while the relationship is significant ($t = 3.75$, $Sig = 0.00$). One unit change in perceived usefulness leads to a 0.17 unit change in actual use while the relationship is significant ($t = 3.70$, $Sig = 0.00$).

Summary of Mediation:

	R^2	<u>Adj</u> R^2	β	F Statistics	Sig
Direct Effect	.049	.047	.201	19.25	0.00
Indirect Effect	.083	.078	.172	16.80	0.00

The findings from the above table prove that there is a mediating role of perceived usefulness. There is an impact of perceived usefulness (mediating variable) as R^2 increases from 0.049 to 0.083 as perceived usefulness is introduced in the model. Hence we can state that independent variables (perceived usability) have a significant relationship with actual use through partial mediation by perceived usefulness.

VI. DISCUSSION AND CONCLUSION:

Previous studies support all hypotheses. Results, in light of previous studies, are discussed in this section. In our research, we have empirically tested the framework that is formed by integrating critical factors, identified from previous studies, with Technology Acceptance Model. This approach is obtained to identify the antecedents of social media marketing in B2B organizations. We conducted a questionnaire survey with 375 B2B marketers. The results reveal several compelling research findings.

Reliabilities of all the constructs were computed to check for internal consistency, all measures were within the acceptable level, ranging from 0.81 to 0.91 (see, Table 1.2). The constructs had skewness and kurtosis within the range of $+1.5$ and are within the range of $+3.5$ which confirms the univariate normality.

The null hypothesis on the influence of learnability on perceived usability was rejected (refer to Table 2.1). Our findings are in the direction of results given in some previous studies (Thüring & Mahlke, 2007; Scott, 2008; Lacka & Chong, 2016). Learnability influences B2B marketer's perception about the usability of social media marketing ($\beta=0.16$, $t=2.96$, $p<0.05$). The null hypothesis on the influence of memorability on perceived usability was rejected (refer to Table 2.1). Our findings are in the direction of results given in some previous studies (De Angeli, Sutcliffe, & Hartmann, 2006; Weir, Douglas, Carruthers, & Jack, 2009; Lacka & Chong, 2016). Memorability influences B2B marketer's perception about the usability of social media marketing ($\beta=0.27$, $t=4.77$, $p<0.05$). The null hypothesis on the influence of perceived barriers on perceived usability was rejected (refer to Table 2.1). Our findings are in the direction of results given in some previous studies

(Michaelidou et al., 2011; Siamagka et al., 2015). The perceived barrier affects B2B marketer's perception about the usability of social media marketing ($\beta=0.13$, $t=2.51$, $p<0.05$). The null hypothesis on the influence of perceived usability on perceived usefulness was rejected (refer to Table 2.2). Our findings are in the direction of results given in some previous studies (Chiu et al., 2005; Ozok et al., 2014; Lacka & Chong, 2016). Perceived usability affects perceived usefulness ($\beta=0.16$, $t=3.41$, $p<0.05$). The null hypothesis on the influence of perceived barriers on perceived usability was rejected (refer to Table 2.1). The null hypothesis on the influence of perceived usability on the actual use of social media was rejected (refer to Table 2.3). Our findings are in the direction of results given in some previous studies (Hassenzahl, 2008; H. Holden & Rada, 2011; Lacka & Chong, 2016a). Perceived usability has an impact on the actual use of social media marketing in B2B organizations ($\beta=0.20$, $t=4.38$, $p<0.05$). The null hypothesis on the influence of perceived usefulness on the actual use of social media was rejected (refer to Table 2.4). Our findings are in the direction of results given in some previous studies (Davis, 1989, 1993; Fan, 2003; Morris & Dillon, 1997; Siamagka et al., 2015; Lacka & Chong, 2016) Perceived usefulness influences actual use ($\beta=0.20$, $t=4.34$, $p<0.05$).

The mediating role of perceived usability was also investigated in the study. The results indicate that perceived usability fully mediates memorability and partially mediates learnability and perceived barriers in their respective relationships with actual use. A mediating role of perceived usefulness was also discovered, as it was found that the relationship between perceived usability and actual use is partially mediated.

VII. CONTRIBUTION:

Our study has theoretical and practical implications. The study fills the gap identified from the literature by examining antecedents of social media marketing in B2B organizations. Therefore, we have addressed the call for studies by previous researchers (Michaelidou et al., 2011; Jussila et al., 2014; Siamagka et al., 2015; Lacka & Chong, 2016). We have also contributed to further establishing the validity of the Technology Acceptance Model by developing a research framework based on literature and theory. Further, our model has also explored the mediating variables (perceived usability and perceived usefulness) as part of the research model.

The research framework is also tested empirically which gives valuable practical insights into the antecedents of social media marketing in B2B organizations. Results indicate that B2B organizations who want to take advantage of social media must invest in improving the perceived usefulness and perceived usability through facilitating memorability and learnability, alongside eliminating the perceived barriers that hinder the process of adoption and usage. This can be done by improving the social media capabilities of the organization and reassurance from top management regarding the relevance of social media within their business model. Learnability and memorability can be improved through proper training plans.

VIII. LIMITATION AND FUTURE RESEARCH

The study was restricted to Pakistan only which restricts the generalizability of the findings. To validate the research model, the framework needs to be applied in different countries. The study is restricted to quantitative methodology, future researchers can obtain mixed methodology to substantiate the model. For our study, we used data from 16 different B2B industries, future studies can include a larger set of industries with a larger sample size to increase the confidence level of results. Studies can also be carried out on drawing comparisons of social media marketing in different industries.

The study is based on a deductive approach, where variables are drawn through previous studies and Technology Acceptance Model. Future researchers could obtain an inductive approach to explore new factors emerging from a qualitative research design. This would help in developing a deep comprehension of the factors that influence social media marketing in B2B organizations. Some other aspects of the Technology Acceptance Model can also be tested and applied in future studies.

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