

# DETERMINANTS FACTORS FOR SOCIAL MEDIA POLICY ADOPTION IN MALAYSIAN SMEs: LITERATURE REVIEW

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**Abstract:** *Recently, research on the social media has been widely discussed by the scholars in many fields. The use of social in business enable the organisation to communicate with their stakeholders, save time in terms of business processes, reduce barriers and geographical restrictions and others. Thus, many businesses adopt social media as one of their marketing tools including Malaysian SMEs to carry out their marketing activities. Although social media proved to provide tremendous benefits to the organisation, the challenges of using social media were found. Strategic failure and lack of understanding of social media can damage and tarnish the organisation's reputation. Thus, having a social media policy or guiding principles on social media could shape employee's actions and address challenges to the development. Therefore, this study was developed and integrated the factors that lead to the social media policy adoption. The outcome of this research will reveal the effectiveness of the social media policy adoption based on few elements such as knowledge, organisation culture and perceived characteristics of the policy.*

**Keywords:** *adoption; social media policy; knowledge; organisation culture; perceived characteristics*

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## **Introduction**

Social media is widely regarded as a business value marketing tool. Malaysia is likewise a country that encourages entrepreneurs to use social media as a business catalyst. The use of social media facilitates the administration and management of relationships between these levels of government. Information may be transferred more easily and rapidly from the strategic to the operational levels without wasting a lot of time and money. Thus, Junco (2010) highlighted the hybrid component as an important internal component of the firm today through an integrated marketing communication approach. Although social media provides numerous advantages and opportunities (Curtis et al., 2010; Elefant, 2011), it also poses certain threats in terms of privacy, security, data management, accessibility, social inclusion, and governance (Curtis et al., 2010; Elefant, 2011). (Bertot et al., 2012). Our society's information flow has been smothered by the convergence of traditional media, the internet, and social media technology. Media concentration creates the illusion of information choice, but the public is denied of their right to accurate information. To cope with today's fast-paced environment, more media literacy skills and a suitable media policy are required (Sukmayadi, 2019). Many businesses have experienced major setbacks as a result of social networking. As a result, Westphal and Towell (1998) proposed that the Internet should be regulated. Increased policy attention to disinformation has the advantage of drawing attention to other important and basic policy challenges that must be addressed in order to maintain a long-term future digital media ecosystem in which disinformation and infodemics are simply symptoms (Bechmann, 2020). However, only 3.1 percent of the businesses had a sophisticated legal framework, while 83.9 percent had a weak regulatory framework. Thus, it explains that there was a gap in the development of social media regulation (Linke & Zerfass, 2013). With reference to the social media policy study, there is insufficient research on the process of social media policy adoption and its implications on brand support behaviour. According to Ihlebaek and Larsson, more research on social media policies across countries is required (2018). From previous studies, knowledge has become a prominent factor in the adoption of innovation. Besides that, it has been suggested that organizational culture has an impact on innovation adoption. Another factor that influences adoption is the innovation's characteristics. As a result, it is necessary to develop or search for constructs that may be used as determinants in the adoption of social media policies and how they affect employee brand support behaviour. Therefore, this paper aims to investigate factors that contribute to the social media policy adoption in Malaysian SMEs.

## **Literature Review**

### **Policy**

Policy has become a popular issue among academics in this era of globalisation (Chapman, 1992; Behm, Bennington & Cummane, 2000; Cheng, Ng & Magdalena, 2002; Zhang, Chong & Jenkins, 2002; Kenanoglu, & Kaarahan, 2002; Shipan & Volden, 2008; Fitsimmons 2011; Shipan & Volden, 2012; Sola & Alvarez, 2014; Huggins, Morgan & Williams, 2015; Gadde & Lind, 2016; Njoroge, Ratter, Atieno, 2017). Commonly, discussion on policy are so much related to politics and government (Dickson & Young, 1985; Davies & Rowe, 2014; Ngeve & Orock, 2012; Landriscina, 2015; Pascual & Suarez, 2007; Pettinicchio, 2016) but over time, policy has been actively discussed in other areas such as technology (Gadde & Lind, 2016), management (Behm, Bennington, & Cummane, 2000; Cheng, Ng & Magdalena, 2002); environment (Chapman, 1992; Njoroge, Ratter & Atieno, 2017), tourism and hospitality (Zhang, Chong & Jenkins, 2002; Sola & Alvarez, 2014) and business (Huggins, Morgan, & Williams, 2015). A policy is a concept or plan for what to do in specific conditions that has been publicly agreed upon by a group of individuals, a corporate organization, a government, or a political party (<https://dictionary.cambridge.org/dictionary/english/policy>).

Vaast & Kaganer (2013) defined policy as a document that gives guiding principles on a specific topic that are produced by senior management to impact employee behaviors and perceptions, which is similar to the definition. Fitsimmons (2011), for example, defined policy as a regulation specific to an organization that allows it to run its values while benefiting both the organization and its stakeholders. The purpose of this research is to look into the importance of creating and implementing well-crafted policies, as well as the policy-making process. Aside from that, Behm, Bennington, and Cummane (2000) described policy as something abstract and intangible that has to do with how the government works. The goal of their research is to establish a model of policy provision and identify the qualities of policy services that would provide value. Sola & Alvarez (2014) investigated at tourist policy and characterized it as a series of systematic measures carried out by government, the private sector, and civil society to achieve certain social, economic, and environmental goals. Their research is to identify tourism policies that are effective in addressing the challenges of tourism as a development mechanism. According to Vaast and Kaganer (2013), a policy is a document that contains guiding principles on a certain topic that are produced by senior management in order to impact employees' behaviors and views.

Many scholars have looked into the benefits and advantages of having a policy. A good policy will establish a framework or expectation that ensures the organization's values are taken into account in each decision (Fitsimmons, 2011). Sola and Alvarez (2014) also claimed that policy can handle development difficulties and avoid dispute resolution in the long run, as well as reduce agreement and transaction costs. According to Zhang, Chong, and Jenkins (2002), legislation had produced a good and supportive business climate, had open fair competition for tourism businesses, and had also encouraged Chinese tourism businesses to new business opportunities. Furthermore, having a good policy will assist practitioners in supporting and utilizing network opportunities, as well as acting as a deterrent to the bad side of networks (Gadde & Lind, 2016). Zhang, Ching, and Jenkins (2002) discovered the problems of China tourist policy encountered by the China tourism industry, despite the fact that policies appear to have helped the majority of the organization. They discovered that the policies are overly rigid, preventing them from applying the policy in light of their actual circumstances. Aside from that, the policy's comprehensive standards for small areas are overly stiff and specific. As a result, this regulation has impacted their ability to provide the best service to their customers.

### **Social Media Policy**

Many researchers have become much more aware of the study of social media policy in this era of technology and the emergence of social media (Haynes, 2016; Flew, 2015; McGrath, 2015; Fuduric & Mandelli, 2013; Kruger, Brockmann & Stieglitz, 2013; Vast & Kaganer, 2013; Zerfas, 2013). Flew (2015), for example, conducted a study on social media governance that divided it into four categories: official and informal, national and supranational, public and private, and large and small scale. Governance was characterized in the study as a set of game rules formed by a mix of formal (norms and values, code of conduct, ideologies and belief systems) and informal (norms and values, code of conduct, ideologies and belief system) institutions that can change over time. Following that is a research by Fuduric & Mandelli (2013) on communicating current social media policy. Their research will look into the fundamental aspects of business social media policies and see if these policies are properly communicated to employees. The majority of the guidelines were rated average because they failed to promote change, direct action, present facts, or underline the necessity of developing trust, according to the report. Similarly, Vast and Kaganer (2013) conducted research to see how businesses see the benefits of social media and how they respond to their employees' use of social media through regulations. Another example is a 2013 study by Kruger, Brockmann,

and Stieglitz. They investigated enterprise social media rules, concentrating on the form and substance of these policies. The issues of Internet regulation are unique, and no regulatory system can ever be perfect. The Internet environment differs greatly from that of traditional mass media due to the decentralised nature of online networks, the bottom-up nature of content generation and transmission, and the difficulties of recognising local jurisdiction in relation to a worldwide network (Flew, Martin & Suzor, 2019).

In terms of the advantages of having a social media policy, it will assist the company in communicating organizational, legal, and regulatory regulations to employees and executives at all levels, as well as providing a clear understanding of appropriate and lawful social media use at work. The goal of media policy has been to protect the public interest and limit authority since its inception, but it has also been a difficult balancing act between the need to promote public needs, government goals, and corporate demands (Iosifidis & Andrews, 2020). Furthermore, it will also assist the organizations in demonstrating to courts, regulators, and other stakeholders that they are actually dedicated to functioning in a civil, compliant, and accurate business environment (Ang, 2011; Flynn, 2012,). As a result, social media strategy is crucial since it will address social media concerns (McGrath, 2015). Furthermore, social media guidelines or regulations would aid in the prevention of productivity losses as well as the protection of an organization's reputation, intellectual property, and other valuable data (Manpower Inc., 2010). Furthermore, by establishing and enforcing rules for employees' social media behavior, businesses can identify the rights and obligations necessary to strike a balance between financial objectives, relationship management, and employees' freedom of speech (Anneliek & Berg Joost, 2017).

Recent social media research has mostly overlooked the implementation of social media policy. Although there have been some studies on the regulatory framework for social media, there has been very little research on the process of social media policy adoption. As a result, the constructions that can be determinants in adopting social media policy will be further elaborated in this study.

### **Knowledge as antecedents of social media policy adoption**

Johnson et al. (2005) define knowledge as "consciousness, realization, or habit acquired via experience or learning that consists of specific knowledge or a combination of information gathered from one or more learning, training, observation, and previous job experience." In addition, the Japanese defined knowledge as "wisdom gained from the perspective of one's entire personality and proved to be a foundation for preferring direct, physical experience over indirect, cerebral abstraction" and "justified true belief" (Nonaka and Takeuchi, 1995; p. 29). Knowledge sharing refers to an employee's readiness to share his or her knowledge with others as well as his or her ability to learn from others in the business. Employees can use knowledge sharing to solve problems, decrease overlapping expenses, and create new innovations. Successful information sharing strategies, according to previous research, foster employee innovation and boost corporate performance (Yu, Yanfei and Hailin, 2007). Knowledge is one of the stages of the innovation-decision process, according to Roger's

Knowledge is the first phase in the Diffusion of Innovation model, and it occurs when someone is made aware of the presence of an innovation and obtains some understanding of how it works (Rogers, 2003). Knowledge is extremely important in the adoption decision process since it can affect whether a person will move on to the next stage or reject the innovation. As a result, in order for a potential adopter to adopt effectively, knowledge must be put in their minds. According to Murray, C.E. (2009), counseling researchers should be prepared to give therapists

enough time and knowledge to make adoption decisions. Only a few studies have shown that knowledge has a favorable impact on adoption rates or benefits in one's present job or circumstance. The size of the organization, the availability of resources, the organizational hierarchy, the organization's capacity for new knowledge, and the general climate of openness to change are all factors that influence adoption rates, according to (Greenhalgh, et al., 2004).

Similarly, Kohles, Bligh, and Carsten (2013) discovered that vision integration is connected with followers who are aware of the vision and regard it as bringing improvement and advantage to their existing job responsibilities. Scholars' knowledge had a major impact on innovation uptake, according to research (Brand and Huizingh, 2008; Lin H.F, 2010; Sanni and Harun, 2013; Oye and Aiahad, 2011; Mumtaz and Nalin, 2017). The scholars stated that great detail about how knowledge promotes innovation adoption. The research article focused on the impact of knowledge on organizational adoption of information system security innovations, according to Mumtaz and Nalin (2017). The study's findings demonstrated that knowledge and readiness had a significant impact on security innovation uptake. The respondent exhibits a lack of understanding of how to apply the innovation due to a lack of training and facilities linked to the usage of information technology (Mumtaz, 2017). In a study similar to this, Barghi et al. (2017) discovered a nearly same effect, with the majority of students who show interest and precise comprehension expressing a sense of responsibility in their archaeological projects. In addition to this, training can also expose the employee on the social media policies. During social media policy training, employees can learn about existing policies as well as the risks involved with using social media and it should be done on a regular basis and should focus on the benefits and potential of using social media (Demek et al., 2018). In essence, knowledge has been shown to have a significant impact on adoption.

### **Organisation Culture as Antecedents of Social Media Policy adoption**

Apart from the role of knowledge, organization culture has the potential to affect the adoption of social media policy. Organizational culture is a broad term with many different interpretations. Organizational culture, according to Pettigrew (1979), includes symbols, languages, ideologies, beliefs, rituals, and myths that members of the company must adhere to. Organizational culture, according to Deal and Kennedy (1982), is the organization's values, beliefs, heroes, stories, rituals, and ceremonies. For them, company culture might serve as an informal set of guidelines that directs how personnel should conduct themselves. Organizational culture is defined by Denison (1990) as the values, beliefs, and implicit principles that underpin the organizational management system. According to Schein (1992), organizational culture is a basic pattern of assumptions that particular groups of people in the company establish, discover, or strengthen in order to learn how to deal with and adapt to the organization's external and internal environment. Because of main assumptions developed work well, new members regard it as worthwhile and accept it as a valid path that may be followed (Schein, 1992).

Organizational culture, on the other hand, is viewed by Hofstede (1991) as a cognitive feature that is collectively trained employee thinking that allows employees of one organization to be distinguishable from other employees of the organization. Meanwhile, Cooke and his colleagues (Cooke & Rousseau, 1988; Cooke & Szumal, 2000) define corporate culture as a shared employee behavior in task performance and interpersonal relationships. Schein (1992) investigates the notion of organizational culture by splitting it into three layers, namely artifacts, values, and underlying assumptions, in order to broaden the conversation. This divide is based on whether or not the cultural embodiment may be seen physically. Artifacts are the most obvious and apparent cultural layer, and they may be physically observed. While values and beliefs, as well as basic assumptions, are a layer of culture that is not physically visible and

difficult to grasp because both are features that are not realized in the minds of employees, they are a layer of culture that is not physically visible and difficult to understand (Schein, 1992). The beliefs that underpin corporate culture make up the basic assumption layer. It influences employee behavior by influencing how employees perceive and understand the environment (Schein, 1992). As a result, shared basic assumptions can assist leaders and employees in building a strong culture that is understood and supported by all personnel.

According to the literature review (Deal & Kennedy, 1982; Denison, 1990; Hofstede, Neuijen, Ohayv, & Sanders, 1990; Schein, 1992), researchers interpret organizational cultural meaning in a variety of ways, depending on how they interpret a phenomenon shared by a group of people in an organization. As a result, what distinguishes each scholar's definition of organizational culture is a varied emphasis on the context or layer in interpreting the organization's cultural meaning. Some people place a strong emphasis on cognitive components when it comes to evaluating organizational cultural meanings such values, basic assumptions, ideologies, and collective thinking (Hofstede, 1980; Schein, 1992). Others, on the other hand, place a greater focus on the apparent cultural features of products and behaviors that are representations of organizational cultural meaning, or cultural practices (norms and behaviors) (Cooke & Rousseau, 1988; Dickson, Aditya, & Chhokar, 2000; Hofstede et al., 1990; Kotter & Heskett, 1992; Van den Berg & Wilderom, 2004). Differences in how people understand the meaning of organizational culture make it more difficult to do research in the field, especially when attempting to compare research findings from different scholars.

The way of lifestyle in an organization that is perceived to be able to make a difference is referred to as organizational culture. Employee morale, attitudes, and production levels are all factors in organizational culture. Organizational culture encompasses all activities, routines, dialogues, and so on, and these changes become important to the people involved. Finding meaning is a matter of organizational culture, as members of the organization must profit from past members' learning (Norhafizah et al, 2016). The interaction between employees and management is also a part of organizational culture. This is because this two-way engagement will help a company achieve its objectives indirectly. The alterations that occur are the outcome of a change in behavior. Organizational culture is a set of shared values, beliefs, and traditions that define what is right and wrong in the workplace and establishes expectations between employees and managers (Norhafizah et. Al, 2016). As a result, organizational culture plays a critical role in the establishment of work culture and work organization.

Environmental values, aims (organizational philosophy), belief systems, and managerial style all influence organizational culture (differences). A positive organizational culture instils a positive image in the organization, particularly in terms of performance achievement. A poor organizational culture, on the other side, will sabotage employee and organizational performance. In this regard, every employee in the small and medium industry (SME) must embrace a positive work culture because employees are responsible for communicating organizational information and services to the public as well as fulfilling the organization's goals, mission, and vision. Furthermore, the excellent job performance demonstrated by small and medium enterprises (SMEs) in performing the responsibilities delegated will have a favorable impact on the organization's work culture excellence. As can be observed, a healthy organizational culture will encourage stakeholders to continue to seek services from small and medium businesses (SMEs). Thus, because organizational culture has a substantial influence on job performance and employee attitude, it can be argued that a healthy organizational culture is very important and delivers many benefits to an organization.

Organizations differ significantly in terms of cultural norms, according to a study by Van den Berg and Wilderom (2004), however there are no significant differences in terms of cultural values across the organizations analyzed. Their findings support Cooke and Szumal's (2000) argument that the influence of organizational elements such as structure, system, technology, and skills or leadership qualities influences the formation of operating culture (operating culture), which is the norm of cultural behavior in the organization. This is due to the fact that behavioural norms (cultural norms) are shared employees' perceptions of the organization's day-to-day operations (Hofstede et al., 1990) and can be taught through the socialization process inside the organization (Cooke & Rousseau, 1988; Cooke & Szumal, 2000; Hofstede et al., 1990). Meanwhile, the value aspect is learnt at a young age and serves as the foundation for developing one's thinking (Hofstede et al., 1990).

The argument (assumption) that the culture of a particular organization leads to greater financial performance is the fundamental reason for the broad popularity and attention in the culture of the organization (Ogbonna and Harris, 2000). Many academics and practitioners believe that organizational performance is influenced by how widely cultural values are shared, or how strong cultural values are (Knapp, 1998; Kotter and Heskett, 1992; Denison, 1990; Schein, 1978). Claims about the relationship between organizational culture and performance are founded on the belief that culture plays a role in generating competitive advantage (Scholz, 1987). Organizational culture can create competitive advantage, according to Krefting and Frost (1985), by defining organizational boundaries in a way that facilitates individual interaction and/or limiting the scope of ways that facilitate individual interaction and/or limiting the scope of more accurate information processing. According to theorists, long-term competitive advantage stems from the development of superior organizational competencies, which can be imperfectly imitated by competitors (Reed and Defillipi, 1990).

To this end, it is said that organizational culture's "unique nature" makes it a powerful source of dominance over competitors. As a result, many observers have urged that companies and scholars focus on the positive aspects of culture rather than the negative aspects of the organization (Johnson, 1992; Phrahald and Bettis, 1986). The literature on organizational culture is extensive and varied. Many studies say that culture is linked to organizational success, and this wealth is based on their findings. While some theorists doubt the universality of the culture-performance link, there is plenty of evidence to imply that organizational culture and performance are linked.

Melitski, Gavin, Gavin (2010), on the other hand, investigated the relationship between technology adoption and organizational culture in public organizations. They used Taylor and Bowers' (1972) Survey of Organizations (SOO), which included organizational climate, job design, leadership, and outcomes. Employee adoption of technology is considerably aided by a culture that fosters a friendly atmosphere, according to their findings. Senarathna (2014) conducted a study to determine the impact of organizational cultures on e-commerce adoption in small and medium-sized businesses (SMEs). The scholar used Cameron and Quinn's Organizational Culture Assessment Instrument (OCAI), which consists of four (4) major cultures: clan, adhocracy, market, and hierarchy. Clan culture fosters a friendly workplace by emphasizing loyalty, teamwork, and consensus, whereas adhocracy fosters employee initiative by providing an entrepreneurial and creative environment. On the other side, market culture is a results-oriented culture, whereas hierarchical culture is a more institutionalized and structured workplace that stresses official policies and processes. The findings showed that adhocracy culture was significantly linked to e-commerce adoption, whereas hierarchy, clan, and market culture aspects were not. The researcher discovered that those with adhocracy cultural features

are more inclined to use e-commerce. Organisation factor such as top management support and organisational readiness found to be significant towards cloud computing adoption within Higher Education in Ethiopia (Hiren & Henten, 2020). Clohessy et al. (2020). Besides that, organisation that practise a good value will initiate the adoption. This can be seen from the study done by Agbesi (2020) which the author found organisation values had a positive significant to the initiation and adoption of sustainable procurement in construction organisations. In addition to this, Companies with a high level of organisational readiness are more likely to persevere with technology adoption, regardless of the challenges they face (Clohessy et al., 2020). Moreover, organisation with hierarchical structures, bureaucratic culture and rigid process will stifle the knowledge implementation (Ashok et al., 2021). In a nutshell, research has demonstrated that organizational culture has a substantial impact on adoption.

### **Characteristics as Antecedents of Social Media Policy adoption**

Aside from knowledge and organizational culture, policy factors also have a role in the implementation of social media policy. Perceived Characteristics of innovation, also known as attributes of innovation, are one of Everett Roger's factors of dissemination of innovation, which explains elements that lead to the adoption of a certain innovation (Rogers, 2003). People do not immediately embrace new inventions; hence these perceived characteristics consist of five key characteristics that lead to adoption. Relative advantages, compatibility, complexity, trialability, and observability are the five basic characteristics.

The degree of benefits created by a particular innovation is represented by relative advantages (Al-Jabri, 2012). According to Everett Roger's Diffusion of Innovation, relative advantage is the degree to which a new product is thought to be better than its predecessor, and it can be measured in terms of economics, convenience, consumer satisfaction, and social reputation (Rogers, 2003). The relationship between relative advantage and the adoption was found to have positive association. This can be seen from a study done by Chandra & Kumar (2018) on the factors influencing organisation adoption of augmented reality (AR). The study revealed that the relationship between the relative advantage and AR adoption have a significant relationship. Besides that, relative advantage found to be the most critical factor in big data adoption (Sun et al., 2018) and cloud ERP in Saudi Arabia (Abar & Hoque, 2019). Nevertheless, Shaikh et al. (2019) revealed that relative advantage has a significant positive impact on the adoption of family takaful scheme in Pakistan. In addition to this, Al-Jabri and Sohail (2012) found that relative advantage has a positive impact on adoption. Their study was based on the diffusion of innovation theory and focused on the adoption of mobile banking in Saudi Arabia. Relative advantage has a positive impact on the uptake of mobile banking Kolodinsky and Hogarth (2004) conducted a study on the acceptance of e-banking technologies by US customers, in which they investigated the factors that influence the adoption or intention of three e-banking technologies, as well as how these elements vary over time. Perceived features such as relative benefits, compatibility, observability, and others were determined to be significant and noteworthy in their journal study..

Compatibility refers to the degree to which an invention is seen to be compatible with the current values, prior experiences, and needs of potential users (Sirion, 2009). Compatibility, on the other hand, is an innovation that is thought to work in unison with the publisher's work behavior, values, experience, and practice, resulting in a high rate of adoption (Sanni, 2013). According to a recent study done by Hiran & Henten (2020) on the cloud computing adoption in higher education; the result showed that technological factor such as compatibility found to have strong relationship between the items. Besides that, compatibility found to be a reliable item towards SCT adoption among SMEs in Sabah (Faisal & Idris, 2020). In addition to this, a

study on e-journal publication adoption factors, compatibility is related to other innovation attributes and knowledge of the innovation. Compatibility is also used to evaluate the compatibility (effectiveness and value) of e-appointment services, revealing a low rate of adoption due to new services' incompatibility with other factors such as socioeconomic status, computer literacy, Internet access, and patients' preference for oral communication (Zhang P. Y., 2015). According to Chaudhuri (1994), the success of an innovation is defined by the features of the invention as well as its compliance with the social systems' ideals and viewpoints. Compatibility, on the other hand, was found to have a positive impact on the rate of business continuity management (BCM) adoption in Malaysia by Lee and Amran (2018).

Complexity is another quality of an innovation, which is described by how difficult it is to use and comprehend (Rogers, 2003). The results show that respondents' perceptions of complexity play a substantial effect in adoption rates (Zhang P. Y., 2015). Sun et al., (2018) in their study revealed that complexity are among the most important antecedents in IT innovation adoption. Moreover, AlBar & Hoque (2019) also found that complexity have a significant impact on the adoption of Cloud ERP in Saudi Arabia. Al-Jabri (2012) discovered, on the other hand, that complexity has no effect on mobile banking adoption because young people are more familiar with new technologies and have used a variety of them. It same goes to a study done by Shaikh et al., (2019) which complexity has no impact or relationship towards family takaful schedme adoption. Products with a high degree of complexity, according to Sinkula (1990), have a negative influence on innovation usage due to organizational characteristics and the employment of an external market research source. Complexity was determined to be minor in distinguishing between adopter and non-adopter in Lohtia and Murakoshi's (2000) study on the adoption of efficient customer response in Japan. The study looked at the aspects of the innovation that will influence its acceptance in Japan using the innovation adoption theory. Customer readiness to adopt an innovation is inversely connected with complexity, according to Sirion and Combs (2009), and complexity was the only feature shown to be negatively related to the propensity to support internet banking. It claimed that the poor use of internet banking services was due to the services' high level of complexity and suggested that designers focus on the services' ease-of-use features to encourage trial and acceptance (Sirion and Combs, 2009). Sanni (2013) also investigated the factors that influence the acceptance rates of e-journal submissions. According to the conclusions of this study, only two key characteristics influence adoption rates: complexity and trialability.

Trialability is another characteristic based on the Diffusion of Innovation hypothesis. The trialability of a notion refers to its ability to be tried on a small scale (Rogers, 2003). Customers' perceptions of their capacity to try or test a concept on a small scale before deciding whether or not to embrace it are referred to as trialability (Sanni, 2013). In a study on the rate of adoption of e-journal platforms among publishers, Sanni (2013) discovered that trialability is particularly relevant to the adoption of e-journal publishing platforms in parallel with the publishers' experience with the services ( $r=.373$ ,  $p.05$ ). Ostlund (1974) found that trialability was the least important quality among the perceived attributes in terms of discrimination function when using perceived innovation traits to predict innovativeness. Trialability has little significance or value as a predictor of the values of the innovation being tested because of the low cost factor. The findings also suggested that, depending on the type and value of the innovation from the consumer's perspective, employing trialability to assess adoption-related subjects is successful. However, Hiran & Henten (2020) in their study on cloud computing revealed that trialability found to have impact on the adoption of cloud computing within higher education in Ethiopia.. The adoption process is influenced by trialability to some extent. This can also be seen in other research such as research on ECR adoption in Japan, The results of the study showed that

trialability was discovered to be one of the most important markers of ECR acceptance in Japan (Lohtia and Murakoshi) (2000). Furthermore, Nor and Pearson (2010) feel that the trialability of an innovation has a significant impact on its acceptability. Their diffusion of innovation theory-based analysis of internet banking uptake backs up this claim. In their study, trialability was one of the most important factors in determining whether or not an invention would be accepted. However, contradicted with Kolodinsky's (2004) study, where the researcher concluded that there was no significant factor that influenced the adoption of internet banking. Another study indicated that members of the Millennial Generation are seen as tech-savvy clients with better levels of media literacy and internet usage skills, supporting the hypothesis that trialability has no impact (Rambocas, 2012). Similarly, trialability has no effects of the adoption of procurement practice in construction organisations (Agbesi et al., 2018).

Last but not least, observability refers to how visible the consequences or benefits of an innovation are to potential users (Rogers, 2003). Observability refers to an adopter's ability to explain, characterize, or articulate the impact of a new technology (Sanni, 2013). Because it has little influence on Malaysian journal publishers' decisions to adopt e-journal publication, observability as a factor of adoption is generally dismissed (Sanni, 2013). Furthermore, in studies that focused on privacy-related technology or innovation, observability was overlooked. Customers who do e-banking transactions covertly, for example, should avoid having their personal information and behaviors visible by others, according to the experts (Nor J. M., 2010). According to Moore (1990), observability became less significant after the innovation was adopted. In his study of end-user use of information technology, he splits observability into two constructs: demonstrability and visibility, which he predicts using a mix of diffusion of innovation theory and theory of reasoned action model. Though perceived advantages, compatibility, and ease of use were continuously linked to adoption, the aspect of trialability and the result of demonstrability were less essential once the idea was implemented (Moore, 1996).

Similarly, Sanni and Harun (2013) claimed that observability has little effect on whether or not an innovation is adopted. Although observability is strongly associated with awareness of e-journal publishing, the data show that it has little bearing on adoption rates ( $r=.105$ ,  $p >.05$ ). Besides that, observability as one of the factors towards adoption of sustainable procurement found to be significant with moderate positive relationship (Agbesi et al., 2018). In their study of the adoption of efficient consumer response in Japan, Lohtia and Murakoshi (2000) discovered that observability was a strong predictor of innovation adoption and a substantial predictor of efficient consumer response adoption ( $p>.0.10$ ). According to the findings, the hypothesis suggesting the impact and cost of establishing an effective customer response is exceptionally well supported. As an idea's observability improves, so will its adoption. Furthermore, the findings demonstrate that the ability of the user to see the benefits of the innovation is likely to persuade and convince them to embrace it (Lohtia and Murakoshi, 2000). As a result, perceived characteristics of the invention have an impact on adoption, and more research may be done to foresee the relationship.

## **Conclusion**

Comparatively, there is limited study on the adoption of social media policy, despite the fact that scholarly research on the adoption of social media within organizations and businesses is growing. However, as a result of these positive advancements and changes, organizations today face greater challenges. Human error, processes, reputational risk, operational risk, regulatory compliance risk, financial risk, and information security risk are all concerns associated with using social media (Haynes, 2016; Mennie, 2015 and Belbey2015). Inadequate awareness

among members of organizations to act properly in social media will result in reputational harm (Gallaughar and Ransbotham, 2010), which will have a financial impact because the damage will increase turn over while decreasing income. This research aims to benefit the organization's policymakers, the organization, and the current theory. This framework is recommended to develop a highly graded policy adoption model that will benefit organizational policymakers; this model will pave the way for the future use of social media in corporate communications. Furthermore, many scholars emphasize social media's revolutionary impact on businesses (Aral, Dellarocas & Godes, 2013). Although social media presents multiple potential risks, it is vital to train employees in a learning process that maximizes the benefits of social media while minimizing risks and ensuring the organization's growth (Zerfas, 2013). This study's theory may be expanded, which will benefit the organization in monitoring and strategizing its usage of social media.

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