

**Internal Organizational Barriers to the Adoption of Social Media
Marketing in the Retailing Industry of Electronics and Home
Appliances
-The Case of Egypt -**

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List of Acronyms

Description	Acronyms
America On Line	AOL
Asymmetric Digital Subscriber Line	ADSL
Business-to-Business	B2B
Business-to-Consumer	B2C
Consumer Involvement Profile	CIP
Customer Relationship Management	CRM
Diffusion of Innovation	DOI
Enterprise Resource Planning	ERP
Environment, Strategy, Performance Framework	ESP Framework
Everyday Low Prices	EDLP
Gross Domestic Product	GDP
Information and Communication Technology	ICT
Information Technology Industry Development Authority	ITIDA
International Computer Driving License	ICDL
Knowledge Management	KM
Kolmogorov-Smirnov	(K-S)
Ministry of Communication and Information Technology	MCIT
Mobile Data Services	MDS
National Telecommunication Regulatory Authority	NTRA
Office of Communication	OFCOM
Perceived Ease Of Use	PEOU
Perceived Usefulness	PU
Rich Site Summary	RSS
Social Media Marketing	SMM
Social Networking Sites	SNS
Strengths, Weaknesses, Opportunities and Threats	SWOT
Supply Chain Management	SCM
Technology Acceptance Model	TAM
Theory of Planned Behavior	TPB
Theory of Reasoned Action	TRA
Unified Theory of Acceptance and Use of Technology	UTAUT
User-Generated Contents	UGCs
Word-of-Mouth	WOM

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Abstract

A thorough look towards the use of social media reveals a strong potential to its role as a marketing tool. This study examines the barriers to the adoption of SMM by retailers of electronics and home appliances in Egypt.

Despite the long stream of research in this field, research investigating the generalizability of measures, antecedents and models of organizational barriers within developing markets has been under-researched which suggests a need for further investigation. An array of univariate and multivariate statistical techniques has been employed to conduct the required analysis and modeling.

The research mainly contributes to the sociological and psychological aspects concerned with adoption of SMM from the retailers' point of view. Thus, this project will contribute to future research on similar topics.

Particular emphasis is paid at developing and testing a model that explores the relationship between the research constructs, where the essence of conceptualization for this research were Unified Theory of Acceptance and Use of Technology (UTAUT) and Technology Acceptance Model (TAM) for Technology adoption.

Findings expanded the current knowledge with the SMM literature and highlighted the important role played by the human factor through employees' perceived usefulness about the potential benefits of using these social media sites. In addition, the availability of an IT infrastructure that supports the adoption of SMM in terms of securing the access to the required hardware and software needed, providing a secured, fast and strong Internet connection, and having richer communication interfaces, all of which helps the retailers enhance their presence over the online social media.

Chapter 1

THESIS OVERVIEW

1.1 INTRODUCTION

This chapter provides a general overview of the research project and specifies its importance to marketing practitioners and researchers. The next section will discuss the rationale for the topic selection with emphasis on the importance of studying the Social Media Marketing (SMM) adoption within the retailers of electronics and home appliances field. Next, the research question, which is the focus of this study, will be presented along with specific research objectives that would serve to answer the general purpose of this study. Specifically, this study tries to identify the most important internal organizational barriers to the adoption of SMM. This chapter will then present a brief description of the process of model development, the research methodology and the potential contributions intended by this piece of research. Finally, the chapter will conclude with the structure of this dissertation.

1.2 RATIONALE FOR TOPIC SELECTION

During the past five years, the political and civic Arab up-spring has inspired large segments of the region's population to use social media; whether to gather people around social protests and political campaigns, enhance civic participation, or create a forum for debate and interaction. It is sometimes referred to as "Social Media Revolution" (Ramzy, Ogden & Ogden, 2011), where the revolution was dealt with as an idea that was marketed over the social media. For example, each and every Friday in Egypt, there was a call for gathering in Tahrir square, where each Friday was nominated and marketed through social media. According to ElTantawy and Wiest, (2011), the recent communication technologies—especially social media via the

Internet— have evident role in the deployment of collective action and the succeeding creation, arrangement, and implementation of social movements around the world (ElTantawy and Wiest, 2011). They argued that a major advantage of social media in the Egyptian revolution was its capacity for swiftly exchanging and disseminating information to millions of people inside and outside of Egypt (ElTantawy and Wiest, 2011). The Arab Spring was a social movement arranged via online platforms. Social networks allowed for viewers in other countries to get real time updates, not just as stories but with images and video (Reed, 2016; Sedra, 2013). Thus, I see that the role played by social media as a marketing tool for disseminating and exchanging information about the revolution could be replicated among retailers in the retailing sector for exchanging and disseminating information about their electronics and home appliances. On the other side, the political unrest had greatly affected the different business sectors, one of which is the retailing sector. As many other sectors, retailers are seeking to overcome the crisis by searching for new markets where they can cure their economic wounds and restore growth. Retailers have the opportunity to form a relationship with millions of customers and also speak virtually to them individually because of the security concerns that hindered many customers from going physically to the retail shop. Thus, they can manage creating a community, generating engagement and driving sales. Accordingly, in discussing the benefits of social media that would help these retailers face these challenges, comes the access to new markets through using social media.

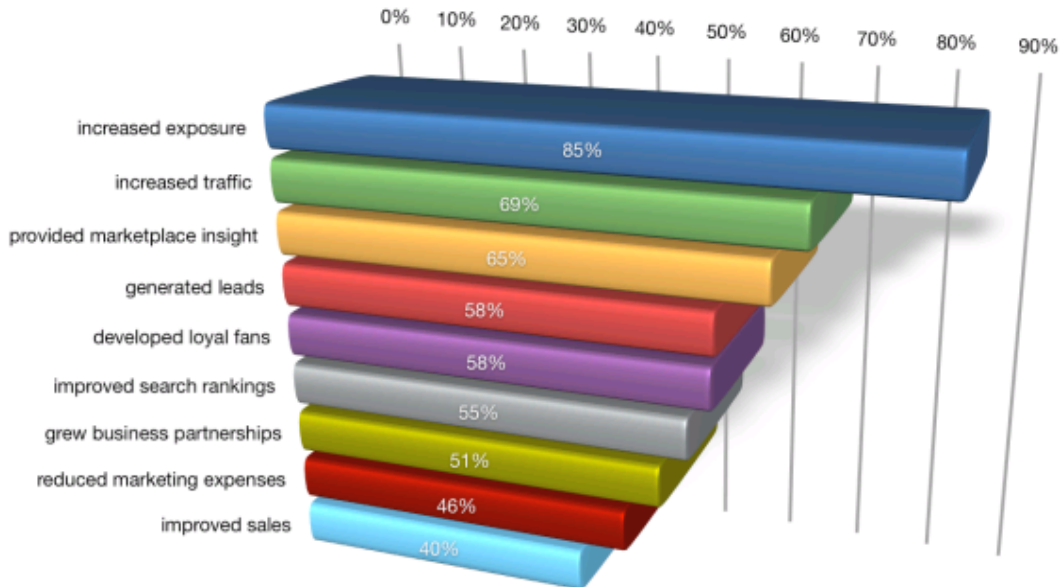


Figure 1-1 Benefits of Social Media Marketing
(Source: Stelzner, 2012)

As presented in figure 1-1, social media can help retailers in enhancing the brand exposure, where the customer is aware of the brand, of the product or service that can be measured through number of fans, followers, subscribers, views and brand mentions (Stelzner, 2012). Let alone, SMM has become a very active channel to drive targeted traffic to retailers' website or blogs. Extending the discussion to the international trend, 61% of US marketers have acknowledged that increase in lead generation, defined as potential customers or sales prospects, is the main reason why their company has implemented a Social Media strategy (Hubspot, 2012, Arca, 2012). Hence, retailers would use social media for increasing the lead generation. Besides, Social Media has entirely transformed the way market research and competitor monitoring is being undertaken through the amount of data left in the archive of the Social Media channels and information about the target audience (Arca, 2012). Likewise, if the trends towards consolidation where customers choose fewer suppliers and commoditization where competitors produce similar products continue, then retailers will win and lose

depending on the relationship with the buyer (Indrest, 2015). This relationship and interactivity is supported by Social Media channels that represent a wide interactive dialogue between brands and their current and prospective customers (Stelzner, 2012). Last but not least, is the cost advantage of marketing through social media. So, from this position, I argue that social media has the potential to promote social engagement and involvement, creating opportunities for retailing businesses. Through social media and online communities, electronics and home appliances retailers could recognize consumer tastes and preferences, which are critical in designing market segmentation, targeting and positioning strategies (Fowdar and Fowdar, 2013). They can take advantage of the different opportunities and benefits of SMM. However, having said that and despite these stated benefits, still there is variability in the adoption of SMM. The above discussion has led many researchers to investigate the different factors lying behind this variability in the level of SMM adoption despite these different advantages. Dlodlo and Dhurup had noted that Perceived ease of use of social media, along with resource availability and external pressure from competitor and customers are factors that justify the variability in the level of SMM adoption (Dlodlo and Dhurup, 2013). However, the rationale of this research rests on digging deeper in the retailing organization internally to touch on the factors that affect the adoption of social media as a marketing tool. From these factors are the internal organizational barriers to the adoption of SMM that are not sufficiently addressed in the Egyptian market up till now. The internal Organizational barriers refer to the totality of a firm's organization, including formal organization structure, incentives, processes, organizational culture, and people that together determine how efficiently and effectively organizational resources are

used. (Hill, 2012) These factors are similar to the factors studied by Dlodlo and Dhurup in their research about drivers of e-Marketing adoption among Small and Medium Enterprises (SMEs), where they have investigated the effect of Ease of use, external pressure, improved job performance, resource availability, and compatibility as factors affecting the adoption of SMM (Dlodlo and Dhurup, 2013).

The choice of Egypt, as the place to conduct research, stems from several reasons. Egypt is an Arab country whose geographical location and its old civilization has played a vital economic and political role in the region throughout the history. In addition, it is considered as a developing country where that would serve in adding the value requested for the research. Financial indicators in Egypt according to the Central Bank of Egypt (CBE) Economic Review (Vol.55 No. 2) for the fiscal year 2014/2015 has indicated that the annual growth in GDP has gone from 1017.3 to 1171.4 which is almost a growth of 15.2% in GDP. Several sectors within the productive as well as services sectors were witnessing some good figures of growth. For example, the wholesale and retail trade had witnessed a growth rate of 3.4% (CBE Economic Review, 2014/2015). From a political perspective, Egypt like similar Arab countries has experienced the Arab Up-spring since January 2011 where the call for the protests was mainly arranged through the social media especially the Facebook. This will hence constitute a good context to investigate the barriers to the adoption of SMM.

Shifting the focus to another field of research, retailing industry has been experiencing dramatic increase, where electronics retail industry was the fastest growing category during the period from 2009-2014 (The Future of Retailing in Egypt to 2019, 2015). Egypt has been maintaining a reasonable GDP growth in recent years and this has

been reflected in the purchase ability of consumers who have been purchasing more up-to-date products, such as smartphones and tablet PCs and other portables and trading up to modern appliances within consumer electronics. Smartphones are now obtainable at fairly low prices so that people within different levels of income can own one. In addition, what has contributed to the increase of the sales of smartphones and tablets is the instability of the situation in Egypt where people need to be kept updated with the country's news and be connected with their relatives and friends all the day round (Euromonitor, Consumer Electronics report in Egypt, 2014).

This thesis focuses on the study of barriers to the adoption of SMM as a multi-dimensional construct within the retailing context as will be described in detail in the following chapters. It contributes to the literature in a number of ways as will be outlined below. Specifically the research will be distinctive through the focus on retailers specialized in electronics and home appliances in a developing country context; Egypt, investigating the degree of adoption of SMM and the internal organization barriers to the adoption of SMM.

1.3 DEFINITION OF THE RESEARCH PROBLEM AND GOALS

The success of the revolution in Egypt was greatly managed and coordinated for through using the social media sites and mainly through Facebook. This draws up the attention to the change in the Egyptian culture and the life-styles of the Egyptians. In every era, cultures go through several changes, and in latest years, ours has been more impacted than anything else by social media. Thus, many social factors influence markets that retail businesses serve. From these factors is a trend of getting internet access at home and buying online is developing in Egypt. Egyptian citizens (those

having access to the technology) will be able to conduct transaction worldwide and trade products across national borders (Mirmiran & Shams, 2014). Adding to this is the increase in the number of women entering the workforce who are seeking a convenient channel to satisfy their needs (GAFI, 2013). These changes in the Egyptian society create an opportunity for the retailers of electronics and home appliances to remain connected and interactive with their customers and take advantage of the different benefits of using SMM. Experts in the field were interviewed to express their expectations on how retailers would perform on these different sites. How retailers would enhance their performance and keep connected with their customers enriching the interactivity with them. In addition, secondary data was analyzed concerning the topic and websites have been evaluated to analyze the varying levels of adoption of social media. The adoption of Social Media is challenging many organizations whether operating locally or on a global basis. Different researches have approached the study of social media marketing generally on the global level trying to investigate the barriers to its adoption (Wang, Li, Duan, & Yang, 2007; Hernandez & Grayson, 2012; Wollan & Smith, 2011, Brennan & Schafer, 2010). Wang et al. had conducted a research from a consumer point of view. It indicates that the factors, which consist of online consumer characteristics, product characteristics, consumer attitude to complaint, customer satisfaction and shopping experience, have a positive impact on social media usage (Wang, Li, Duan, & Yang, 2007). From an internal perspective, Hernandez & Grayson, 2012, conducted that the internal marketing umbrella, by selling the idea to employees and facilitating internal communication, could help to align employees' needs with retailer's goals. Let alone, Brennan & Schafer, 2010, conducted how these digital

communication channels are an extension of a retailer's culture and strategy resulting in building brand equity (Brennan & Schafer, 2010). However, on the Egyptian context, although SMM has potential benefits in Egypt and it was the most important tool used to arrange for the revolution, there is lack of evidence on how it is fully utilized. The originality of this piece of research extends as well by the extension of the SMM research to value research. The SMM research seems to be curiously away from value research though this concept has gained wide acceptance and had been recently investigated as retailers must strive to deliver clients superior value. The adoption of SMM is still challenging the retailers. It is insubstantial and unknown in the sense that there is an absence of documented proof of the internal organizational challenges faced in its adoption and its successful practice in Egypt.

The main research question that this piece of research is intended at answering is:

“What are the internal organizational barriers to the adoption of SMM by retailers of electronics and home appliances in Egypt?”

So I find it an area of my passion analyzing the internal organizational challenges of the retailers affecting the adoption of SMM. The research tries to provide retailers of electronics and home appliances with an overview in terms of the challenges they face when adopting SMM to be able to work on them to facilitate the adoption through testing the above mentioned barriers and determining the influential barriers affecting the adoption. The main objectives of the study are:

- 1- To integrate the literature on social media with the relevant marketing literature to establish a theoretical framework, identify studies, models, case studies supporting the research topic. This was mainly conducted through the exploratory qualitative

study phase, combining the literature with semi-structured interviews conducted with retailers of electronics and home appliances within Egyptian firms.

- 2- To empirically test using a survey whether SMM is adopted by retailers as part of their marketing communications plan to evoke discussions and base decisions on objective information. A total of 140 retailers were approached through e-mails, telephone calls and personal visits.
- 3- To ascertain internal organizational challenges those affect the adoption of SMM.
- 4- To assess how human factors have impact in adopting SMM in electronics and home appliances retailers in Egypt by identifying the role of employees and the management team of the retailer.
- 5- Explore the moderating effect of the size of the retailer, the number of branches, as well as age, gender and educational level of employees directly involved in and/or exposed to the phenomena under research genuinely and exclusively.

1.4 MODEL DEVELOPMENT

As a first step, to answer the research question, several constructs and their interrelationships were conceptualized in an integrated model that comprises several exogenous constructs, endogenous constructs and finally moderating constructs as a result of the combination of the literature on social media marketing and internal organizational barriers all along with results pertaining to the exploratory qualitative work. Primarily, the aim of the study is to examine the adoption of SMM practices in the electronics and home appliances retailing industry in Egypt to see how factors such as organizational structure, IT infrastructure, awareness about the level of product involvement, management ideology, employees' technological readiness, perceived

usefulness of the web and incentives and motivation have impact on the adoption of SMM that suite the environment of the retailers (Hernandez and Grayson, 2012; Kim, 2011; Wang et. al., 2007). The conceptual framework of the study is depicted by the diagram below:

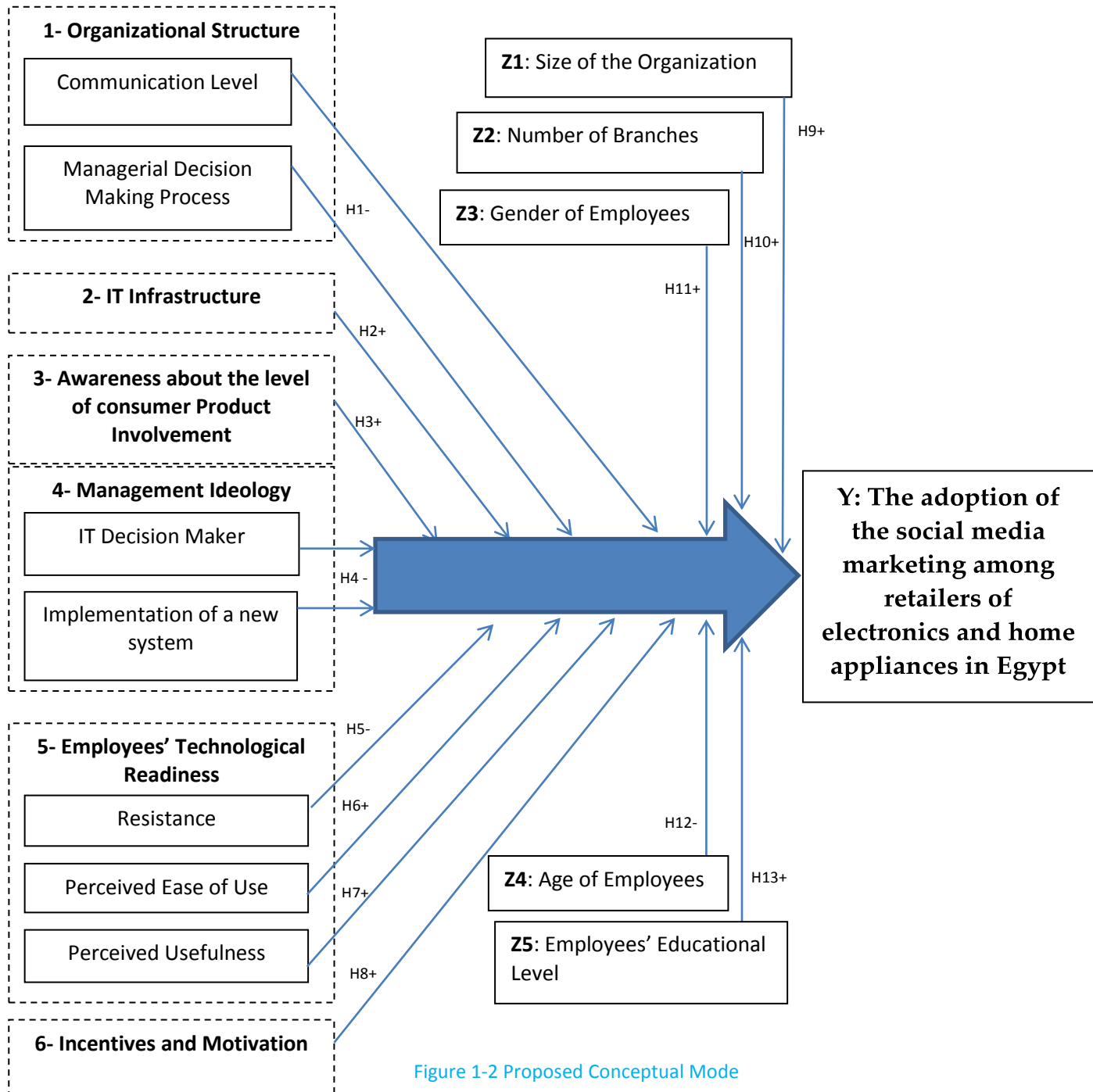


Figure 1-2 Proposed Conceptual Mode

1.5 METHODOLOGY

Under the premises of this research design, the research would start with a combination of a review of the extant literature and an exploratory qualitative research mainly striving to develop a series of propositions that are rich with marketing meaning. For this purpose, the researcher identified two levels of related personnel to be recruited for the purpose of the research, namely;

Level 1: The retailers of electronics and home appliances whether practicing SMM or haven't yet adopted it.

Level 2: Sampling unit within retailers, those involved in or exposed to designing, operating, and controlling the SMM system within these retailers or those responsible of the marketing and sales function in general.

According to Bertaux, 1981 and Guest, Bunce and Johnson, 2006 twelve to fifteen is the smallest acceptable sample for all qualitative research (Bertaux, 1981; Guest et al., 2006). Thus, an initial target of 15 interviews was set, but due to refusal from some retailers, time constraint and the time for transcribing, the total number of interviews was 11 as per retailers who agreed to participate in the research. A total of 11 in-depth interviews were conducted with retailers of electronics and home appliances, selected using a non-probability judgmental sampling technique. Interviews were conducted and cross analyzed to get a deeper sense of the topic. Building on this, exploratory qualitative phase; model conceptualization, in addition to literature, were performed in addition to further preparation for the quantitative phase.

Within the quantitative phase, a survey employing a paper and pencil self-administered questionnaire as well as email survey questionnaire was administered where the model's latent constructs were operationalized. These constructs were contextualized with the help of the qualitative study and the piloting phase to reach the final questionnaire.

According to Krejcie and Morgan, 1970, the acceptable sample size is decided based on the size of the population. The retailers of electronics and home appliances in greater Cairo in Egypt are around 150 retailers. So based on this, the acceptable sample size is 108 reflecting the size of the company and the number of branches as the two main representation criteria as far as the research is concerned. In this regard, a total of 140 retailers were approached through e-mails, telephone calls and personal visits. As far as the number of usable questionnaires is concerned, 130 questionnaires were usable which presents a response rate of 92%, this included 4 incomplete responses that were excluded resulting in 126 valid records considered in the analysis. A comprehensive discussion will be presented in Chapter 3.

1.5.1 Analytical techniques

A selection of univariate and multivariate statistical techniques has been employed to conduct the descriptive and inferential analyses. Statistical techniques and analytical approaches have been chosen to conform to several criteria including the type of the preset research questions, sample size and type and number of outcome and predictor variables. In order to culminate in with models with reliable parameter estimates and with the ability for testing hypotheses according to thorough statistical standards, the assumptions and requirements of the quantitative techniques have been carefully

addressed. The inferential techniques employed were mainly the logistic regression to allow us infer from a sample to a population.

1.6 EXPECTED CONTRIBUTION TO KNOWLEDGE

This research intends to make an original contribution to the rich area of social media marketing, for both practitioners and researchers, by devising and thoroughly testing a model that investigates the internal organizational barriers to the adoption of social media marketing. This study is undertaken to fill the SMM knowledge gap in Egypt among the retailers of electronics and home appliances. It is imperative to study the internal organizational barriers to the adoption of SMM as a tool for enhancing organizational performance. Different researches might have discussed the SMM knowledge but, the main difference in the contribution of this research is the dimensions of the developed model that accommodate different internal organizational barriers hypothesized to be affecting the adoption. It is perceived that this research would also add value to the SMM research by providing a different context for the research, especially when it comes to the investigation of the internal organizational barriers in the context of a developing country, like Egypt, where research in this area was deemed lacking and where models developed in western countries could not be generalized to other countries without further confirmation and research. SMM is not only important in the provision of enhancing electronics and home appliances retailers' performance and growth through lower marketing costs in terms of personnel, personalized and directed advertising, and direct-response marketing platform, that can provide prompt answers to marketing questions and problems. Rather, it is also critical as a catalyst in economic growth and well-being for the country through publicizing information about job

vacancies, information transparency, and improving purchasing power with downward pressure on prices. According to General authority for investment report, factors such as; the increase in the number of women entering the workforce and the change in the Egyptians busy lifestyles, are likely to increase the value of the retail segment by 79.7% in local currency terms, from EGP192.66bn (US\$35.48bn) in 2012 to EGP346.29bn (US\$63.77bn) expected by 2016 (GAFI, 2013).

As far as managerial contributions are concerned, this study reiterates the role of the different internal organizational barriers within the retailing industry context and links it to the adoption of SMM. This, in turn, would present valuable insights to retailers on the role played by the internal organizational dimensions in hindering the adoption of SMM, which will therefore enable them to properly decide on which cues to work on to facilitate the adoption. Additionally, the paper critically evaluates the theories that explain some of the changes seen in the retailing organization sociologically and psychologically. Thus, this project will contribute to future research on similar topics.

Further, it is expected that this study can contribute to future work in the field of social media through investigating additional factors affecting the adoption of social media by retailers in Egypt as from the angle of assessing the impact of the different stakeholders as; customers, and suppliers, that are interested in the retailing organization on the adoption of SMM.

1.7 THESIS STRUCTURE

This chapter provides the reader with an overview of the thesis, highlighting the main direction of the research along with the expected contribution in the area of SMM by investigating the internal organizational barriers in the proposed conceptual framework

that would affect its adoption by the retailers of electronics and home appliances in Egypt.

In an attempt to assist the reader in having an overview of this work, the following is an outline for the coming chapters of the thesis.

Chapter 2: Literature Review This chapter will explore the existing work and information in the given research area. Based on the research question, the work is built on three main pillars. These are; the online SMM, the retailing architecture and the context of the thesis which is Egypt.

Chapter 3: Research Design, Methodology and Model Conceptualization: This chapter explains the investigation method used in this research. It presents a short summary of the available methods, my choice, and a detailed report of how actually I had carried out the research; describing and justifying the data gathering method and presenting how people taking part in the field study were selected. The chapter will explore as well the qualitative part of the study which will include how this model was developed in terms of the key constructs to be included and their inter-relationships. Let alone, a combination of the literature with the results of a series of in-depth interviews with respondents from the retailing organization of electronics and home appliances industry will assist in this model conceptualization effort.

Chapter 4: Data Analysis, Findings and Discussion: This chapter addresses the results from the data analysis. It starts with qualitative data analysis based on the in-depth interviews conducted with retailers of electronics and home appliances, then descriptive data analysis, followed by the results of the tests of hypothesis. Then after

presenting the results, I start discussing the findings in relation to the theoretical body of knowledge, the literature review and the in-depth interviews.

Chapter 5: *Conclusion and Future Work*: This chapter next outlines theoretical and managerial contribution of this study as well as the areas for future work and ends with a brief conclusion.

Chapter 2

LITERATURE REVIEW

2.1 INTRODUCTION

In being interested in investigating the internal organizational barriers to the adoption of SMM among retailers in Egypt, this second chapter is meant to define social media, social networks, and SMM with emphasis on the retailing industry in the Egyptian context, and review the critical points of current knowledge including theoretical and methodological contributions to SMM.

A clear understanding of related concepts can be derived by looking back into the history of the Internet where social media might have evolved from. In today's society, utilizing the Internet has become part of people's everyday life (Sawyer, 2011). The Internet enables; communication, searching for information and running different kinds of businesses, all of which are independent of time and place. People are spending their free time on the Internet as well; they play games, watch videos, listen to music, communicate with their friends, and read and write blogs. They expect to find the information needed quickly and easily (Lin, 2007). The new trend suggests that consumers have the possibility of engaging with firms on the Internet and that they are able to detect the firms' offerings easily because this enables them to have a higher level of involvement in what products are made, how products are made and how services are delivered (Flinck, 2011). Taking this into consideration, it would be useful for the retailers to benefit from using the Internet through utilizing the different social media tools as new channels serving different purposes with different applications to connect with and present offerings to their customers and insure their involvement.

According to Samiee (2008), it may be disadvantageous to a firm if consumers do not have the opportunity of engaging with the firm online, even though it may not be initially clear from the firm's perspective that the Internet brings any additional value to either the firm or consumer (Samiee, 2008). And this draws the attention to the intended direction of the research of investigating the barriers to the adoption of SMM among retailers in Egypt to have a clear picture and recommendations on how retailers can overcome them to be able to connect with their consumers through social media.

From a retailer's perspective, being on the Internet can mean a lot more than simply having web pages with basic information about the firm. It can buy banner advertisements, have a Google Ad Words campaign, and provide special offers to its customers in the form of online coupons. It also has the opportunity to publish press releases, or utilize email to send direct marketing to its customers (Flinck, 2011). In addition to these, a retailer can use the Internet as a two-way communication channel, offering consumers possibilities to interact with the firm by providing feedback, take part in questionnaires, providing content on the Web and so on (Perry and Bodkin 2002). This kind of interaction and two-way communication with the consumer is enabled via available social media tools as Facebook, Twitter, LinkedIn and other media sites (Flinck, 2011).

In being concerned with the research context, the Internet users in Egypt are 48,300,000 Internet users as of November 30, 2015 equivalent to 54.6 %of the population of 88,487,396 (2015), ranked as the second top African Internet countries after Nigeria, with 27,000,000 Facebook users on November 30/15 reflecting a 54.6 % penetration rate (Internet World Statistics, 2015, Retrieved, March, 1, 2016).

In taking criteria like age and gender of users of Internet, it was found that Internet users in the region are typically less than 35 years old and predominantly male, although women are catching up in this area (Ramzy, et al, 2011). Concerning the language, the dominance of Arabic allows for addressing a wider target audience in Egypt, as otherwise, if English is used over these social media platforms there will be a language barrier to using these platforms (Ramzy et al, 2011).

Indeed, Ramzy et al. (2011) notes that the spread of the Internet is part of a wider trend of growing access to media and communications in the region that was evident through the use of social media as one of the main tools that help in arranging and managing the Arab up-spring generally and the Egyptian revolution specifically (Ramzy, et al, 2011).

In Egypt, the government has taken positive steps to encourage Internet usage particularly by switching from the dialup connection to the faster Asymmetric Digital Subscriber Line (ADSL) connectivity and this would facilitate the use of social media by retailers through better connectivity. Adding to this, Egypt identifies the significance of conducting business online securely and confidently where in 2004 the e-Signature Law was introduced together with the regulatory authority, in ITIDA, responsible for administering and smoothing the use of e-signatures to secure the online business for retailers (ITIDA, 2013). Thus the country is trying to support the use of the Internet through providing the IT infrastructure that matches the retailers' internal process in terms of introducing a functional change in the country. In addition new technologies are emerging that would support the retailers' business. These technologies are as the different mobile applications, cloud computing that enables global, convenient, instant

network access to a shared pool of computing resources as networks, servers, applications, and services that can be rapidly accessed with the least management effort or collaboration from service provider (Mell and Grance, 2011). Adding to this, the trend of green ICT aiming at transforming the ICT to apply smart and unified approaches to energy management of systems and processes, counting benefits from automation as well as behavioral change and develop replacements to high carbon activities, across all sectors of the economy (Egypt Green ICT, 2010; Anis, 2012).

The country is trying to facilitate the use of the Internet through subscription to the Internet service and providing a smooth connectivity. According to “The Future of Internet Economy in Egypt... Statistical Profile May 2013,” produced by the Ministry of Communication and Information Technology in Egypt (MCIT), there is a significant increase in Internet users from 0.65 million users in year 2000 to reach 29 million users in year 2011. Thus, the number of Internet subscribers in Egypt as of January 2013 is approximately 32.49 million subscribers compared to 29.53 million subscribers in January 2012 subscribers as per the statistical report of MCIT in February 2013. However, there are still many Egyptians not using the Internet and a number of reasons have been cited for this as (1) they don't know how to use it (64%), (2) they believe that there is no need for it (30%), or (3) denial of a contract (9.5%) (MCIT report, 2013).

In terms of business usage, 86% of the large private enterprises (250+ employees) are using the Internet in Egypt while 31% of small enterprises (10-49 employees) are using the Internet (MCIT Report, 2013).

Egyptian firms are widely using the Internet, with 77% of the private Egyptian firms using the Internet for getting information about goods and services followed by

interacting with other enterprises where sending and receiving e-mail is one of the most common purposes (MCIT report, 2013). In addition, around 47% of the private Egyptian firms use the Internet to provide customer services online. Around 32.4% of enterprises use the Internet for accessing Internet banking and other financial services (The Future of Internet Economy in Egypt, Statistical Profile, 2013). This statistics showing the increase in the usage of the Internet supports the new trend of the increase in using the social media as a communication and engagement channel over the Internet, where Internet-based social networking sites have created a revolution in social connectivity. So it is of interest to consider social media more specifically in the next section to have a deeper understanding of what social media is and to reflect how it would be used by retailers as a marketing tool.

2.2 SOCIAL MEDIA AND SOCIAL NETWORKS

The conventional business marketing have been undergoing a forced transformation as a result of the emergence of Web 2.0 technologies that facilitate creating and publishing content, sharing of ideas and reviews and even recommending things to others (El-Sayed, Abd El-Aal & Mahmoud, 2010). No longer satisfied with advertising and promotional information as a sole source for learning about new products and services, consumers have used the Social Web in an effort to share among themselves their own direct experiences with brands, products, and services to provide a more “real” view of their research experience. At the same time, consumers are affecting the purchase decision of others through sharing their personal experiences about a product or service (Darban & Li, 2012).

With the development of the Web2.0 and its application such as Blog, wiki, Really Simple Syndication (RSS), Tag, Social Networking Sites (SNS) since 2004, users have become the center of information production and usage and they have more point-to-point channels of information transmission whether on a peer level or to the firms (Wang et. al., 2007). Online social networks have become the most popular sites on the Internet (Soares, Pinho & Nobre, 2012). They are at the heart of online information transfer and social interaction (Raacke and Bonds-Raacke, 2008), and are the most popular and fastest growing types of Internet sites (Nielsen-Wire, 2011). The Office of Communications (OFCOM) Research Document (2008) listed some of the Social Networking tools as; Blog, which is a web page for writing journal entries, reviews, articles, and readers are allowed to post their comments. Podcasts that are audio files available for download and usually for free via subscription. RSS (Really Simple Syndication) that allows subscribers to automatically receive information from blogs, newspapers and Podcasts, delivering regularly changing web content. Tagging which is the form that allows for subject heading, to content in order to organize information in a meaningful way and also connect to others that tag similar content in the same way. Wiki identified as a collaborative space for developing web content (OFCOM, 2008).

The term Web2.0 was popularized during a brainstorming organized by Tim O'Reilly and Media Live International 2004 who tried to describe what is Web 2.0. Web 2.0 is network as a platform that shifted the web to be more social, participative and responsive. It reflects the change in the philosophy of the society from consumers to companies even to web developers. (O'Reilly, 2007). The definition of Web 2.0 shows how it inspires a shift in society as well as the Internet as a technology. In the early days

of the web, it was used as a tool. Nowadays, the trend is that people are not just using the Internet as a tool rather it is becoming part of their daily life carrying a portable version of it in their pocket (Nations, 2012).

Through Web 2.0 applications and going beyond the static pages of earlier websites, Social media sites are one of the feasible tools that help people form online communities, and share User-Generated Contents (UGCs) (Kim, Jeong, & Lee, 2010). Adding to this is Web 3.0 that is a computer-based simulated 3D environment intended for its users to inhabit and interact via avatars (Zhang and Vogel, 2011). Web 3.0 is the term used to describe the evolution of the Web as an extension of Web 2.0. This definition of Web 3.0 is the popular view held by Tim O'Reilly. In contrast, Nova Spivack defines Web 3.0 as connective intelligence; connecting data, concepts, applications and ultimately people. While some call the Semantic Web 'Web 3.0', Spivack's opinion is that the Semantic Web is just one of several converging technologies and trends that will define Web 3.0. "Web 3.0, a phrase coined by John Markoff of the New York Times in 2006, refers to a supposed third generation of Internet-based services that collectively comprise what might be called 'the intelligent Web' — such as those using semantic web, microformats, natural language search, data-mining, machine learning, recommendation agents, and artificial intelligence technologies — which emphasize machine-facilitated understanding of information in order to provide a more productive and intuitive user experience (Markoff, 2006). Users who generate this content could be those who belong to a certain corporation or entity or individual users of the Internet. The UGC shared may take different forms as photos, videos, bookmarks of Webpages, user profiles, user's activity updates, text (blog, micro blog, and comments). Users

perform different activities for sharing this UGC as the posting, viewing, and commenting, expressing opinion on the UGC, or voting on, saving, and re-transmitting of the UGC (Kim et al., 2010). However, given the significant role of this UGC, its importance and weight may differ among products and services being discussed over the social media that would reflect the implications of the degree of product involvement in the purchase decision (Rehmani and Khan, 2011).

Different researches have tried to define what social media is. Even more, throughout my search for the appropriate definition, I was faced with the term social networking sites (SNS). The difference between Social networking and social media is in the features and functions put into these websites by their creators which indicates the way by which they are to be used. However, Won Kim 2010 agreed that it is worth saying that the difference between social network sites and social media sites is rapidly vanishing. Social networking sites are adding the distinctive features of social media sites as sharing of UGCs, and in parallel social media sites are adding primary features of social networking sites as personal profiles and forming communities (Kim et al., 2010). So it comes now to saying that social media is the strategy for broadcasting and social networking is a tool for connecting with others (Kim et al., 2010). However, for the rest of this thesis, I would be using the two terms synonymously.

My direction is identifying the social media definition that provides a clear way of analyzing the structure of whole social entities and studying relationships between individuals, groups, organizations, or even entire societies. The definition, that would describe a social structure determined by such interactions, thus relevant to the

objective of the research in analyzing the internal organizational barriers hindering the use of social media in Egypt.

In being different from other communication channels, social media is built on a many-to-many basis. Rather than broadcasting one message or photo to a large number of people, it is the viral travel and share of panoply of images and data points (Agresta and Bough, 2010).

According to B. Bonin Bough, the Global Director of Digital and Social Media at PepsiCo, it is difficult to come up with an all-inclusive definition for social media. What he feels social media truly represents is the democratization of people's ability to create and use communication channels (Agresta and Bough, 2010, p.3). Rapidly, the communication possibilities for the individual have opened up intensely where a single person can now have the option of not only talking to many people, but to also have conversations with many people all over the world. "We are moving from a model where mass communication ran the world to one where person-to-person communications are now going to represent a large portion of how people operate (Agresta and Bough, 2010, P. 3)."

Redbridge Marketing (2008) defined Social Networks as "online communities of people who characteristically share a common interest in activity (Redbridge, 2008)". Social Networking Sites are also defined as "those web sites that provide opportunity to interact, allow visitors to send e – mails, post content, build web content and or take part in live chat (YALSA, 2008, p. 2; Gbadeyan, 2010, p. 275). Taylor Nelson Sofres (TNS), The Teenage Research Unlimited (TRU) and Marketing Evolution (2007) in a comparable term stated that Social Networking represents; a fashion or a trend

particularly among those who are passionate with technology and feel comfortable being interested in using this new technology, a communication tool for keeping connected with friends and family with sharing of status and media files, and a different prospect for brands and consumers to interact and connect by exchanging reviews and ratings for the brand thus facilitating the purchase decision for their peers.

In view of arriving at a definition to social media for the purpose of this thesis, the definition of Social media is best presented by Kaplan and Haenlein (2009) who define Social media as “a group of Internet-based applications that build on the ideological and technological foundations of web 2.0 and that allow the creation and exchange of User Generated Content (UGC) (Kaplan and Haenlein, 2009, p. 61).”

This definition will be used to help in providing insight into the Egyptian society as a recent adoption of online communities. The society nurtures strong relationships and loyalty where everyone takes responsibility for fellow members of their group thus it is an opportunity for retailers to reach customers through social media thus allowing for the creation and exchange of UGC. It investigates how the Internet has changed the democratic ideology of the Egyptian society as a result of maintaining engagement on social media communities and how the retailing sector in Egypt would benefit from this social engagement by adopting social media in their marketing plans.

There are various Social media Sites all of which serving different purpose. The following discussion presents the different sites that are suggested to be used by the retailers as a base for using social media.

Popular sites of social media are Facebook, Twitter, Google+ and LinkedIn, which are widely used worldwide. SixDegrees.com was the first social site from 1997 to 2001. It

was followed by Friendster and MySpace in 2002, where people can create a profile page including photographs, information about personal interests that they can use to meet new friends. Launched in 2003, LinkedIn, the world's largest professional network, where users maintain a list of contact details of people with whom they have some level of relationship called connections that can be used to build up a contact network with different companies and find job opportunities (Boyd and Ellison, 2008). As of June 2012, LinkedIn reports more than 175 million registered users in more than 200 countries and territories. Facebook came out in 2004 targeting college students, but when it opened to everyone, it grew exponentially to become the top leading personal social site that allows registered users to create profiles, upload photos and video, send messages and keep in touch with friends, family and colleagues., Two years later, Twitter was launched, and although a different approach, it created its own revolution within a short time, that enables its users to send and read text-based messages of up to 140 characters, known as "tweets" (Soares, Pinho & Nobre, 2012). Other popular social networking sites include, Flickr, Wikipedia and YouTube (Broughton, Higgins, Hicks & Cox, 2010).

In the USA presidential election in 2008, Barack Obama was a vivid example in the effective use of inbound marketing where Americans were able to connect with Obama via his blog, Facebook page (5,800,000 supporters and counting), Twitter (450,000 followers and counting), LinkedIn (13,000 members and counting), and YouTube (21,000,000 views and counting) (Halligan and Shah, 2010).

It is worth knowing the different social media sites but it would also be worth knowing their different market shares as this would reflect on the social media metrics that would

be used by retailers to assess the level of expected reach to consumers by knowing the level of traffic on these different sites as the number of likes, shares or fans on the Facebook, number of tweets on twitter. According to statista.com, specialized in measuring the digital world, table 2-1 shows the market share of the different social networking services, up to August 1, 2015, as follows: (<http://www.statista.com.com/>)

Table 2-1 The market share of the different social networking services up to August 1, 2015

Worldwide	Unique Visitors
Facebook.com	1490,000,000
WhatsApp	800,000,000
Facebook Messenger	700,000,000
Twitter.com	316,000,000
Skype	300,000,000
Google+	300,000,000
LinkedIn.com	61,037,000

Source: (<http://www.statistia.com/>)

Knowing the market share of the different social networking services would be of a great interest to retailers who are keen on having their SMM plan as to help them know their target customers determining the expected level of reach and the richness of information that will be exchanged. Having agreed on the definition of social media and identified the different social media sites along with their market shares, the following discussion try to present what social media marketing is and how could retailers use the different social media sites for marketing purpose thus enhancing engagement and connectivity with their customers and grasping the different benefits from using these sites.

2.3 SOCIAL MEDIA MARKETING

Having discussed what is social media and arrived at the appropriate definition for the purpose of this thesis, the next discussion tries to define SMM and how retailers would use these sites for marketing purpose.

The term SMM could be broken down to Marketing “*Promoting a product or service to increase sales*” that has its origins in the word-of-mouth discussions where buyers and sellers are interconnected having reputations being built on repeated experiences with the brand, and Social Media defined previously by Kaplan and Haenlein, (2009), as “a group of Internet-based applications that build on the ideological and technological foundations of web 2.0 and that allow the creation and exchange of User Generated Content (Kaplan and Haenlein, 2009, p. 63)”.

These Social Media Technologies have inspired new ways of interaction through the use of different social media platforms (e.g., social networking, text messaging, shared photos, podcasts, streaming videos, wikis, blogs, and discussion groups) (Hansen, Shneiderman, Smith, 2011). Many social media sites provide facilities for a member to discover connection (“friend”) through automatic discovery of existing members of a site from the email and messenger address books (Kim et al., 2010). According to Kim (2010), a friend-recommendation engine is maintained on these social sites suggesting friends of friends, sending “friend request” notices to existing members whom the new member asks to connect with thus facilitating the connectivity (Kim et al., 2010).

Adding to the high level of interactivity and connectivity supported by these sites, the issue of accessibility would be of an interest. According to the “State of the Media: The Social Media Report” issued by Nielsen in September 2011, social networking apps are

the most used type of mobile applications among US smartphone owners. Let alone, close to 40% of social media users access social media content from their mobile phones and iPads (The Social Media Report, 2011). For the purpose of this research and in being concerned with the retailing industry that had experienced a dramatic increase, especially the electronics and home appliances sector, where the purchase ability of consumers have increased, the need to innovate for retailers has become critical, where technology enabled applications such as mobile marketing and new ideas and concepts are some of the key retailing innovations in international markets for tracking growth opportunities (Shankar and Yadav, 2011). Thus, these revolutionary social media sites should be useful tools in a retailer's integrated marketing communication (IMC) strategy. Today's consumers are increasingly turning to their social media as they value getting more information that influences their purchasing decisions, as well as share their own retail experiences with others, not only through the web but also through using smartphones and iPads.

As Prahalad and Ramaswamy (2004) stated co-creation of value is based on the desire of a consumer to act positively with the provider to co-create value in terms of interacting and choosing experiences that fulfill desires. For retailers to benefit from these new technological trends with the goal of achieving the co-creation of value, SMM has to be one of the components of their integrated marketing communication strategy (IMC) (Prahalad and Ramaswamy, 2004). Thus, retailers could design their social media presence through different social media sites as; Twitter which is the most organic way for retailers to build a network through creating a twitter account with topics that interest their customers to be their followers creating a base for conversation.

Retailers could include the real names of the real people who are tweeting behind the retailer's brand as it helps followers know that there is a real person behind the retailer's profile (Broughton et al., 2010). LinkedIn that has a double-faced coin role as it gives the retailers the access to business connections creating the virtual version of the pile of business cards. Let alone, retailers can use LinkedIn marketing where they can connect with media professionals who publish articles regarding retailing industry thus giving the retailer more publicity. Even more, through LinkedIn retailers can build and enhance relationships with key influencers who can provide access to prospects with whom retailers can conduct business. In addition, it would be an important source of candidates in different specialties for recruitment purposes. Facebook where social media can be a sales tool as through advertising retailers can direct traffic to either the brand's Facebook page or to their actual website (Broughton et al., 2010).

In addition to the different sites that retailers could use, they can design social media strategies for different purposes as; sharing the news about new products with their customers by posting photos, describing the products and thus engaging their customers, even more, giving chance for users to re-post the photo, telling their friends "I love this product" giving the retailer expanded reach outside their current fan base and followers initiating a "word-of-mouth" process (Treem and Leonardi, 2012). Promoting exclusive deals and offers to loyal fans and followers that may lead to a prompt sales impact. Sharing employee recommendations as this makes employees feel that their opinion is valued and customers as well love recommendations which could result in a purchase (Ferreira and Plessis, 2009). Providing customer service through focusing on direct mentions on Twitter and comments on Facebook page and

other social media profiles for chances to help customers with questions and concerns and reply to feedback (Brzo zowski, Sandholm and Hogg, 2009). Monitor brand mentions by examining general mentions of retailer's business to see what people are saying about the retailer online and to find advocates as well as dissatisfied customers (Semenov, 2013).

Adding to the different approaches to benefiting from social media, it is worth for retailers to evaluate their determinants of success. According to Preece framework for virtual community development, the key components of an online community are people, purposes, policies and software—and according to figure 2-1, the key qualitative factors that impact its success— usability and sociability (Souza & Preece, 2004; Preece, 2004).

Usability is a well-established concept concentrating on software design and is central to site development, supporting participant contributions and enhancing Web site credibility. Sociability is a less well-established concept focusing on directing the social development of the community, planning and developing social strategies, enhancing social interaction and developing trust, thereby enabling and fostering participant contributions and interactions (Macaulay, Keeling, McGoldrick, Dafoulas, Kalaitzakis & Keeling, 2007).

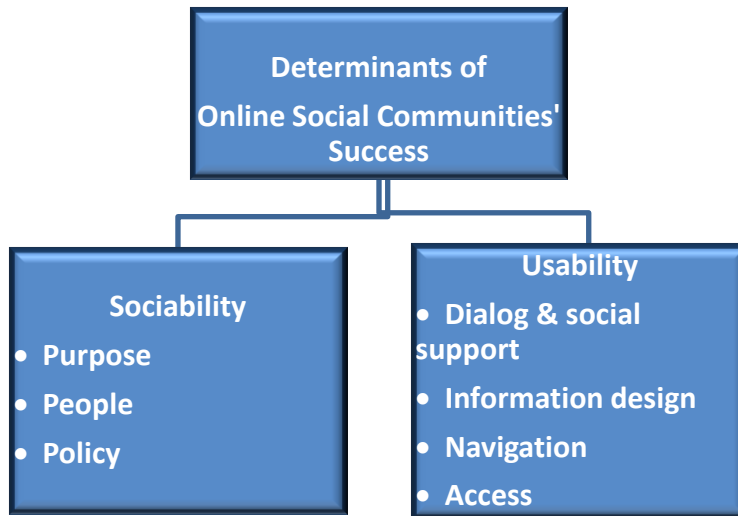


Figure 2-1 Determinants of online social communities' success

Source: Souza & Preece, (2004)

For retailers to clearly understand these determinants, it is preferred to identify some of the success indicators in each element.

Purpose, people and policy are the main components of Sociability. According to Souza & Preece (2004), in addressing the purpose, retailers would use indicators as; number and kind of messages or comments being sent, level and quality of interactivity. As one of the main benefits of social media is the enhanced level of interactivity and engagement between the retailing organization and its online customers. For the people as a component, it can be measured by; number and kind of people participating with the retailers in the online community, roles they are playing, their knowledge and educational level, their ages, gender and special needs. Thus social media would help retailers not only enhance their interactivity and engagement with their customers, let alone, it supports as well the segmentation and the targeting of the customers based on different demographics. Concerning policy, it can be measured by evaluating effectiveness of policies of the site as registration and moderation policies to deter uncivil behavior, boosting relationship development and fidelity (Souza & Preece, 2004).

In addition, Souza & Preece (2004) discussed the usability as a component, clarifying that it includes dialog and social support, information design, navigation and access. Some of the criteria that would be used by retailers to measure these elements include; for dialogue and social support, it could be evaluated by the time taken to learn about dialog and social support, the time required sending or reading a message and numbers of errors that users make. Concerning information design retailers can measure it by evaluating ease of finding information, users' satisfaction level, and the probability of users accessing information without errors. For navigation, retailers can trace it by the time taken to navigate through the communication software and web site, ease of reaching the intended web site in an acceptable time. With regard to access, it can be evaluated by accessibility of users to the needed software, ease of downloading and running the software, and the problems they faced when trying to download and run software (Souza & Preece, 2004).

However, having discussed the determinants of Online Social Communities' Success, it is worth presenting both the constructive and destructive impacts of social media sites to help viewing the big picture (Kim et al., 2010). From the constructive impact is that these sites help people create their own personal profiles, establish online networks, participate and communicate in online groups sharing UGC, express opinions and search and find information, all of which create opportunities for retailers to reach their customers, interact with them and share their offerings insuring their involvement. However, from the destructive impact that is absolutely obvious is the excessive amount of time that people spend on these sites chatting, searching for new friends or even tracing updates of their current friends. However, even this negative impact would be

looked at by retailers as an opportunity as they would have the goal of gaining part of this time that customers spend over these sites to be in contact with them as a substitute to face-to-face interaction. Another negative impact is the tendency of some people to post inappropriate comments or photos where others post copyrighted materials without authorization as well. And this draws up the attention to the importance of the online presence of retailers being aware of what is being exchanged or posted on these social sites that might affect their brand and reputation thus they monitor the brand mention (Kim et al., 2010).

Accordingly, having discussed the new roles played by social media sites and their determinants of success, retailers are facing the challenges of combining SMM as part of their integrated marketing communication plans to maximize their benefits through co-creating value with their customers. This challenge is evident through the quick progress of the social media in the last decade that has shifted the traditional communication procedures in specific and co-existent features that differentiate it from any other communication channel. One of these features is, interaction, where they provide a wide array of collaborative communication, not only as an interface, but also as a communication agent that would help retailers better interact with their customers (Lucenko , 2012; Gurau, 2008). Another feature is the accessibility to massive amount of exceedingly useful customer information that ensures efficient and effective relationship (Lucenko, 2012; Valeecha & Reza, 2013). Thus, the goal of selecting the elements of anticipated integrated marketing communications for retailers is to create a campaign that is effective and consistent across media platforms.

Having said this, these characteristics are changing the profile and the behavior of online audiences, thus retailers along with marketing communication practitioners should therefore adjust to the new realities of how audiences get and use information (Gurau, 2008):

- The audience is connected to the retailing organization: the traditional communication channel was uni-directional where the retailers communicated and the audiences used up the information. Even when communication was considered a two-way process, the size of communication channels was different. The retailers had the resources to send information to audiences through a very wide tube, while the audiences had only a little tube for communicating back to the retailers (Ihator, 2001). What is new is having the communication channel as a network, not a pipeline, which helped in closing the gap between retailers and audience. Everybody involved in sending the message – the company, its CEO, its communication coordinator, – are only one click away from the audience. The ease of communication has led to a huge increase in the number of incoming messages, but many retailers have not increased the resources needed to deal with them. Consumers are now just a click far away from the retailer. They can ask about the different products and services offered by the retailing organization. In the new model, communicators must involve members of the audience on a one-to-one basis (Gurau, 2008). This one-to-one communication basis provides the consumer with the personalization and the engagement required, thus increase their loyalty to the retailer.

- The audience is connected to one another: considering the characteristics of the network, being one click away from the retailers, the audience is also one click away from other members of the audience. Currently, a company's activity can be discussed and questioned over the Internet, without the knowledge of that organization. Customers are not anymore mere recipients to information. Rather, customers can share their reviews and ratings about the product or service being offered and affect the decision of their peers. These reviews and ratings are becoming very effective as they influence and affect the final decision of the other consumer whether to buy the product or not. In the new setting everybody is a communicator, and the retailer should be part of the network and would be in a disadvantageous position if the retailer ignored his presence on this network (Shankar and Malhotra, 2007).
- The audience has access to other information: Today, it is easy to retrieve multiple sources of information over the Internet where any statement can be examined, investigated, debated and challenged within hours by interested individuals. Customers are involved more in the purchase process as the volume of information that they gather before the purchase decision has increased as a result of the wide accessibility to a variety of sources of information. Whereas, in the past, because of the slowness and difficulty to access specific information, the communicator was able to make a statement with the sensible certainty that it would be impossible for the average audience member to debate it (Tyler, 2002). Thus, retailers are facing a heightened challenge of providing their customers with valuable information that affect their purchase decision.

- Audiences pull information: the networked world has tremendously increased the number of available channels of communication. Today, audiences get messages from several media channels: email, voice mail, faxes, pagers, cell phones, interoffice memos, overnight courier packages, television (with hundreds of channels), radio, Internet radio, etc...(Corniani, 2008). As a result, audiences are now bombarded with lots of noisy channels of communication that they have learned to filter out. Alternatively, the networked setting provided the audiences with a new model, one in which they are no longer passive recipients to every message a communicator wants to push to them, but they rather pull the information that matches their interests and needs (Corniani, 2008). In the networked environment, information has to be available where audiences can find it, and must be customized and tailored.

Therefore, in comparison with the traditional customer, the social media user has more control over the communication process, and can adopt a more proactive attitude thus the retailers would be in a weak position if they cannot adapt to these new communication channels (Gurau, 2008).

Accordingly, the technological advances have given birth to a digital age and increasing use of Internet has made online marketing the fastest growing sector of direct marketing where marketers have used the Internet for different purposes as using it for research and planning, distribution and customer service and for communication and promotion (Kabani, 2010; Brassington & Pettitt, 2000).

Accordingly, the issue of adopting online marketing in general and SMM in specific is driven by the set of challenging factors existent in the environment where the retailer

operates. The coming discussion will present ESP framework developed by (Strauss and Frost, 2012). The ESP framework in figure 2-2 (Strauss and Frost, 2012), illustrates the relationships among environment, strategy, and performance. A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the business environment (E) leads to the development of strategy (S) and the measurement of performance (P), where I tried developing an adapted framework for ESP in figure 2-3.

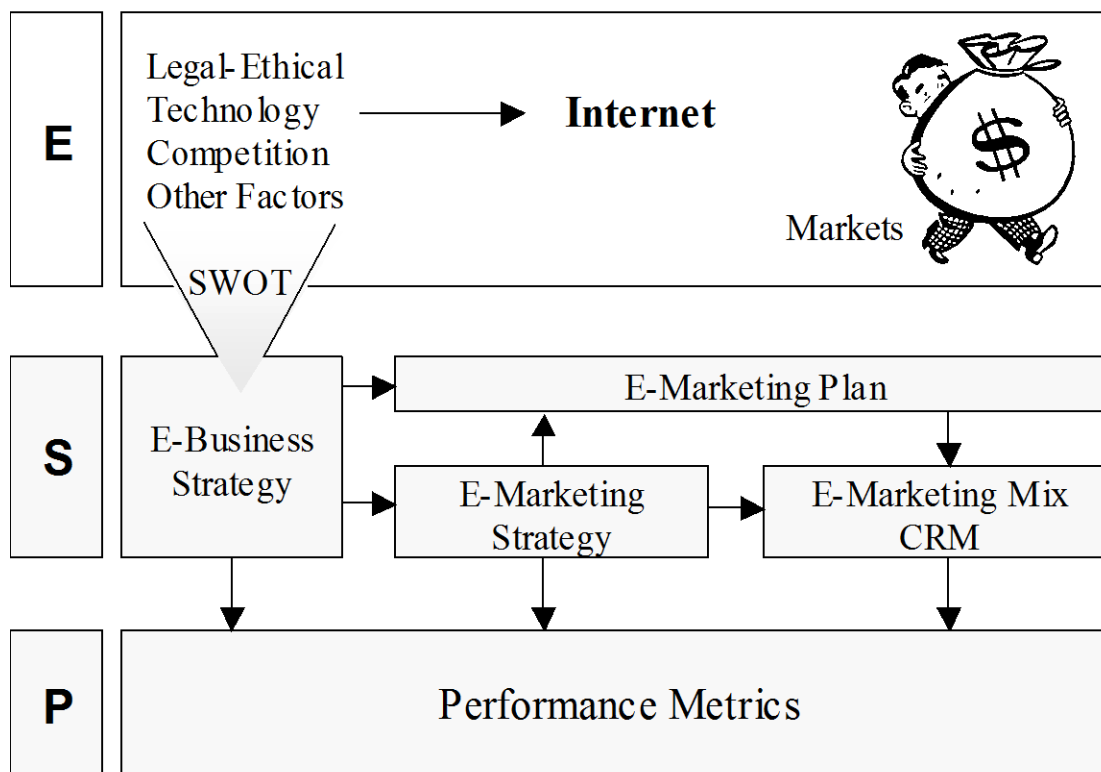


Figure 2-2 ESP framework. Focusing on Strategy and performance
(Strauss and Frost, 2012)

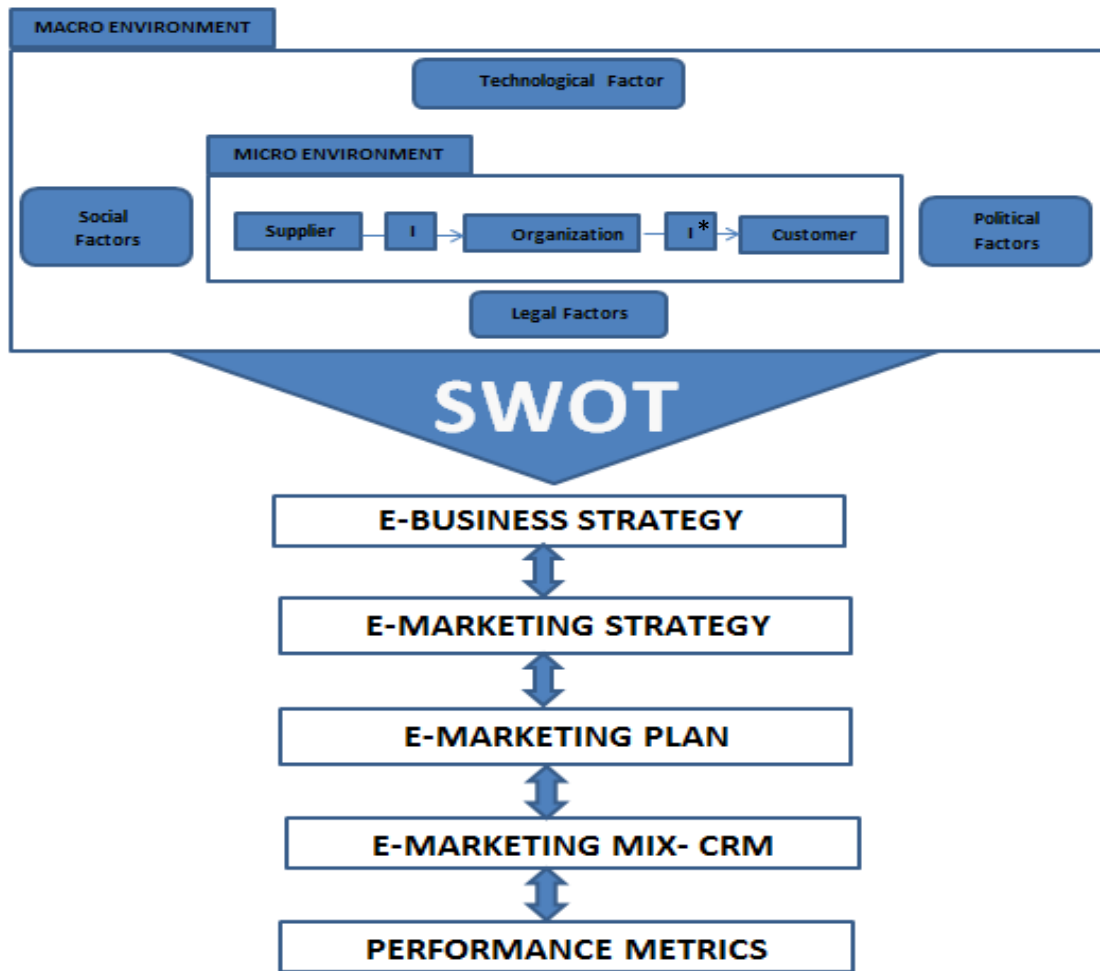


Figure 2-3 An adapted framework from ESP Model

* I refer to intermediaries

The above figure shows the different factors challenging the retailing organizations. Such factors are like changes in the social trends having more consumers living online, advancements in the technology leading to the development of new communication channels, and confrontation with fierce competition offline as well as online, all of which challenges the retailer to direct his attention and efforts to decide on the e-business model, by which the organization sustains itself in the long term using information technology. Thus describing how it functions; how it provides a product or service, how it creates value proposition for partners and customers, how it generates revenue, and how it will create and adapt to new markets and technologies (Chen & Holsapple,

2013). And therefore, decide on the development of the organization's e-marketing strategy specifying the e-marketing mix that will be used. The adapted model shows bi-directional arrows that explain the iteration in the process, where retailers have to set their strategies but have to always be flexible and ready to change and adapt their strategies as the surrounding environment may change.

In being concerned with Egypt as the research context, the next section will present the change in different environmental factors challenging the Egyptian retailers to direct their attention and efforts to decide on the use of social media as a marketing tool.

2.4 OVERVIEW OF THE EGYPTIAN MILIEU

This section is meant to give an overview of the environment where the retailers are operating. Any business is extremely affected by the environments in which it operates where figure 2-4 shows these different environments in which electronics and home appliances retailers are operating. The term 'business environment' comprises those external environment and internal environment within which the retailing organization is operating.

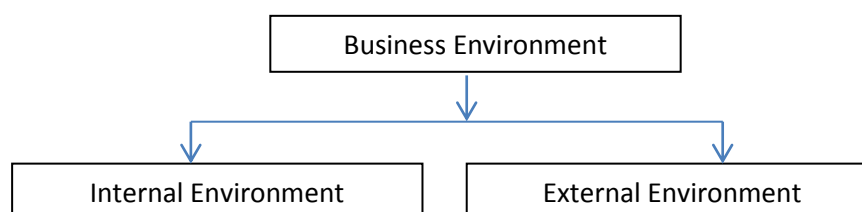


Figure 2-4 Business Environment
Source: Kotler and Keller, 2011)

Having the research context a developing country like Egypt, I find it crucial to review factors like social, legal, economic, political and technological forces existent in the research context that constitute the external environment within which the retailing organizations operate (Kotler and Keller, 2011). Thus have a clearer match between the retailing organization's internal strengths and weaknesses and its external surrounding

opportunities and threats. By analyzing these external forces retailers can end up visioning the outside situation, determining the available opportunities to be attacked and the existing threats to be defended. For example, the advancements in automation and information technology have posed the challenging situation for the retailers of electronics and home appliances in the future (Schacht, 2012). The Internet is playing an increasingly divergent role in every aspect of life. No longer limited to computers, rather smart phones and tablets provide an alternative gateway to data services. These technological developments have significantly changed the behaviors of individuals and businesses, affecting different age groups and both genders, although young people are still the most common users (Mallenius, Rossi, & Tuunainen, 2007). People are experiencing a drastic change in the way they live, work, and interact with others, where social media is becoming a central part of the daily lives of millions of people around the globe (Internet Access - Households and Individuals Report, 2013). Thus, marketing via social media affects the purchasing decisions of millions. Businesses share information that targets specific demographics where consumers are much more engaged. Adding to this, the purchase decision is becoming highly based on the shared experiences of others through the generated word of mouth.

In regard of this, the following section would help retailers identify the new trends in the Egyptian context thus have clearer pictures of the infrastructure where they operate along with the different challenges that might affect their operations while deciding on adopting SMM.

2.4.1 Egypt and Internet Penetration

This section will present an overview of the Egyptian infrastructure and level of Internet penetration that support the use of social media. Egypt is divided for administrative purposes into 27 governorates (muhāfazāt) (Egyptian State Information Service, 2014). According to MCIT report in May 2011, rates of Internet use vary greatly among governorates. Egypt is divided into four quartiles, where proportion of individuals using the Internet among governorate differs based on the quartile. These quartiles are;

- **Highest quartile:** representing the Red Sea, Suez, Cairo, Helwan, Alexandria, North Sinai, and El Wadi El Gadid
- **2nd quartile:** Port-Said, Luxor, Giza, Ismailia, Kalyoubia, Gharbia and South Sinai.
- **3rd quartile:** Aswan, Dakahlia, Sharkia, Kafr El Sheikh, 6th of October, Matrouh and Behera.
- **Lowest quartile:** Menofeya, Beny Sweif, Damietta, Assyout, Menia, Kena, Fayoum, and Sohag (MCIT, 2013).

Based on these quartiles, 34% of individuals use the Internet in governorates encompassing the highest quartile for Internet usage while 13.5% of individuals in the lowest quartile are Internet users. This difference in percentage of individuals using the Internet between governorates can be attributed to different factors as level of illiteracy, education level, and income level among these individuals (MCIT Report, 2013).

One of the measures used to assess level of Internet adoption is to compare between demand side and supply side of Internet in Egypt.

On the supply side, Egypt's international bandwidth increased progressively over the period 2001-2010, with an average annual growth rate of 105% (MCIT Report, 2013).

On the demand side, being concerned with the social media use, the question is who has access to the Internet. Lasting gaps exist between developed and developing countries, as well as gaps locally along socio- economic, geographic, educational, ethnic , and gender lines, that are widely known as the “digital divide” (Montagnier and Wirthmann, 2011). The “digital divide” describes the potential for a divide between those connected to the Internet and those not connected (Steyaert, 2002).

Figure 2-5 shows how the Egyptian government efforts lead to a major increase in the number of Internet users from 0.65 million users in 2000 to 29 million users in 2011 (MCIT Report, 2013; Kamel, Rateb & El-Tawil, 2009). And this was in effort to meet the growing demand and the popularity of using the Internet as a tool for communication that was one of the major changes in the Egyptians’ lifestyle and that impacts retailers in determining their channels of communication with their customers. According to Dr. Hamed Shamma, there is growth in Internet penetration and users of social media

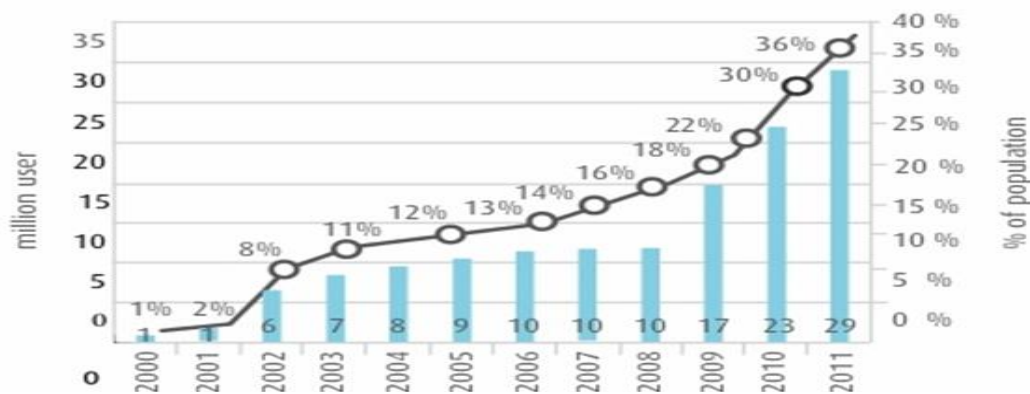


Figure 2-5 Internet users and Internet Penetration
Source: MCIT Report 2013)

applications, Facebook in particular (Shamma, e-mail communication, June 3, 2013).

Internet penetration grew from 1.01% in 2000 to 35.8% in 2011, with an average annual growth rate of 3.2% during the period. The increase in the usage of Internet in Egypt

has increased the demand for broadband access, where, in 2011 the Broadband users accounted for 90% of Internet users (MCIT Report, 2013).

Lately, an alternative method is being used for the broadband Internet connection through using USB modems that are available through mobile operators where USB modem subscribers increased from 434,200 in 2009 to 1,310,500 in 2010, a growth rate of 202% (MCIT, 2011).

Concerning Mobile Data Services, figure 2-6 shows that between 2008 and 2009, the number of mobile data services (MDS)¹ users grew by about 20%, reaching to 73% of Egypt's mobile users in 2011.

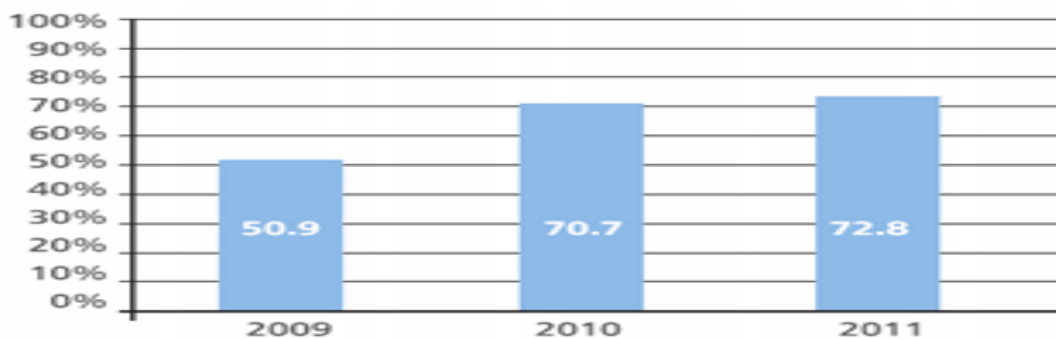


Figure 2-6 Proportion of Individuals using MDS
(Source: MCIT Report 2011)

Among MDS users, communication activities are booming in attractiveness, increasing progressively over the period 2009-2011 where 75% of the users perform these activities. On the other hand, information-based activities decreased over the period, from 64% of MDS activities in 2009 to 22% in 2011. This gives an indication to the importance of the development of these MDS activities, not only to meet users' expectations but to exceed and excel to achieve their satisfaction for communication purposes (MCIT, 2011).

¹ Mobile Data Services (MDS) are any services provided over mobile phones other than voice, including text messaging, e-mail and provision of news, information, ring tones, etc.

Adding to the government initiatives of increasing Internet usage, the establishment of IT clubs was implemented to address the gap in Internet usage between rural and urban areas where 770 IT clubs were located in Upper Egypt to enhance skills of underserved communities thus enhancing the level of connectivity to the Internet (MCIT, 2011).

Questioning the activities conducted by IT club visitors, they perform a variety of activities as, communicating, buying goods and services, conducting banking transactions, and downloading films and songs, where 49.4% access the web for communication (MCIT, 2013). Directing the attention to the development of e-commerce services in response to changes in market needs, 86% of private enterprises engaged in e-commerce profited from increased transaction speed, while 55% managed reaching new customers. Thus the above discussion gives an indication to the boom of communication over the Internet in general and hence drives the attention to the active role it is playing in changing the social life style of consumers.

Having presented the trend and statistics concerning the Internet penetration in Egypt, the coming section will further focus on the use of social media in Egypt.

2.4.2 Egypt and Social Media Use

Envisioning the role of Internet and the use of social media started to intensify in the Middle East generally and in Egypt specifically by the Arab Spring up-rise in 2011. Protests, citizen strikes and general instability increased across Egypt during the last five years, with the resignation of President Hosni Mubarak on 11 February 2011 and the formation of a temporary military administration under the leadership of the Supreme Council of the Armed Forces, after which the presidential election was carried where Dr. Mohamed Morsi came to be the Egyptian President who was

isolated in turn on 3 July 2012 (Goodman, 2011). This was followed by the presidential elections in 2014 where president El Sisi have won the elections.

The weekly demonstrations against the Mubarak regime was the norm following the killing of the young blogger Khaled Said in Alexandria on 6 June 2010 by security forces, where the awareness of the Egyptians had increased especially as this case was well-reported and discussed over the social media (Storck, 2011). In recent years, however, young Egyptians have started to realize the political involvement and engagement via online channels, especially through the social media website Facebook. This boom in the communication scenery that is getting denser, more compound, and more participatory, has provided the networked population with the advantage of gaining better access to information, participating in demonstrations, and enhancing their ability to undertake collective action. Adding to this, although state media is dominant, there was a huge loss of readership in recent years especially during crisis, as they are badly managed, over-staffed and generally corrupted; they have suffered from declining standards and are becoming more pro-government. This loss in readership is faced by an increased demand on electronic media as a new trend (El-Zahed, 2011).

The ways social media are changing communication have received a lot of media attention in the past few years (Sheedy, 2011). Communication online is different from the one-way communication of television, radio, and newspapers because online users can respond to messages in real time, not just receive them (Sheedy, 2011).

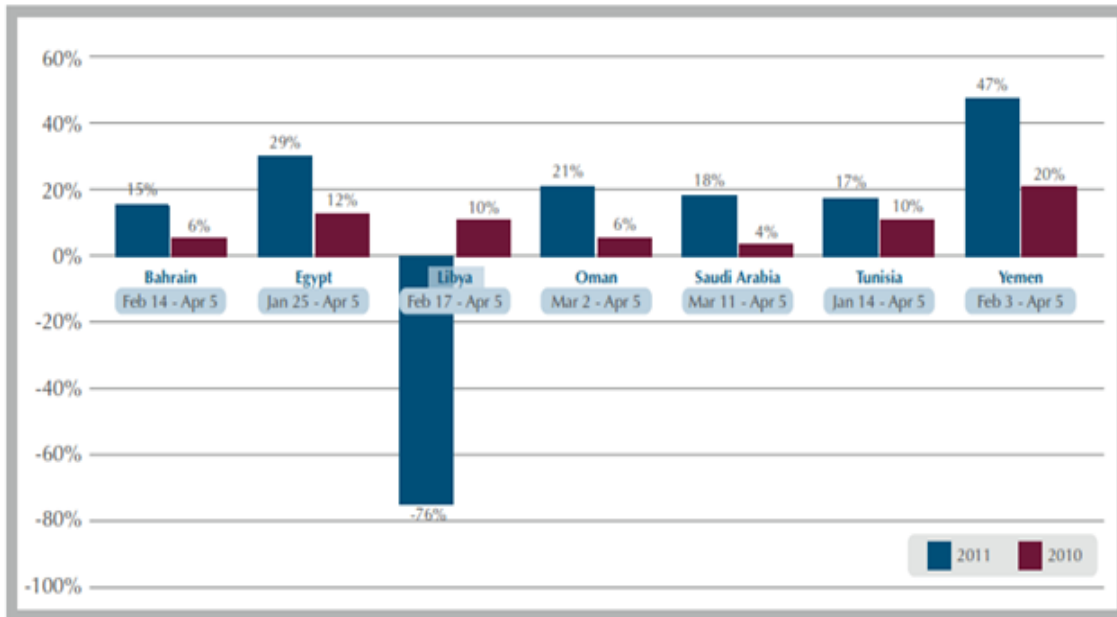


Figure 2-7 Growth rate of Facebook users during the 2011 Protests, as compared to 2010

(Source: Arab Social Media Report, May 2011)

According to the Arab Social Media Report, the first three months of 2011 witnessed a significant growth in the Arab world's usage of social media towards online social and civil mobilization online (Arab Social Media Report, May 2011). For example, figure 2-7, compares the growth rate of Facebook usage for different countries during and next to the protests in comparison to a similar period just former to the protests.

It was noticed that the growth rates have doubled and even tripled in some countries. For example in Egypt, the growth rate of Facebook users in 2011 has reached 29% as compared to 12% in 2010. The figures do not reflect the type of usage, as some usage may be political, while others may purely use them for social reasons and not entirely related to the civil movements at the time (Arab Social Media Report, May 2011). However, this merely shows the boom and growth in the use of social media

mainly Facebook as a communication tool among different Middle East countries.

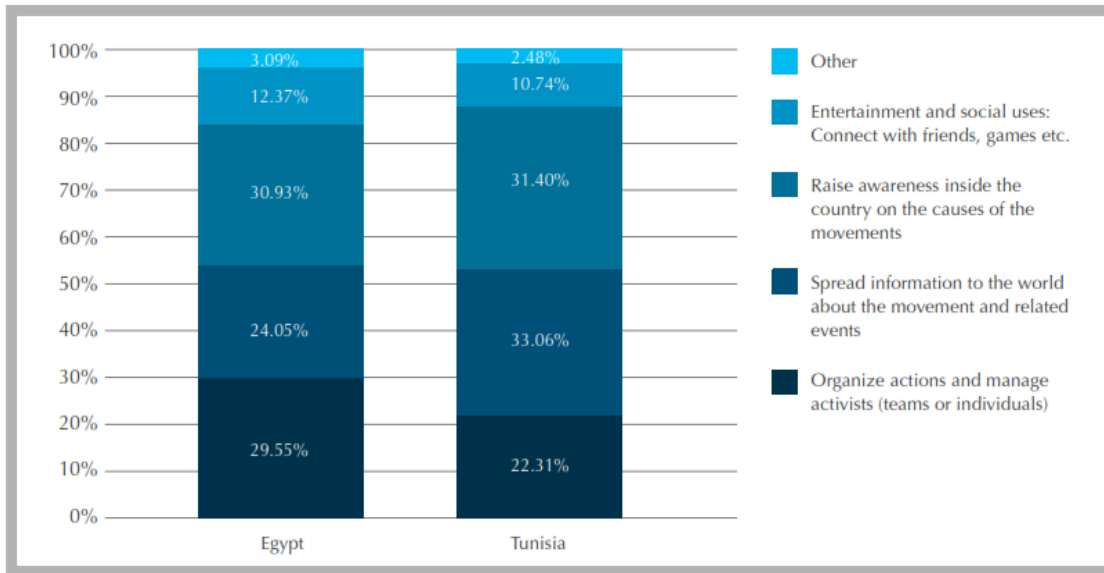


Figure 2-8 The main usage of Facebook during the civil movement in early 2011

(Source: Arab Social Media Report, May 2011)

Going deeper in identifying the type of usage of Facebook during protests and civil movements, the Governance and Innovation program at the Dubai School of Government ran a survey that was disseminated through Facebook's targeted advertising platform to all Facebook users in Tunisia and Egypt. The survey was carried for three weeks in March 2011, and was conducted in triple language; Arabic, English and French. There were 126 respondents from Egypt and 105 from Tunisia. Figure 2-8 shows that, in both countries, respondents were of the opinion that Facebook had been used principally to, nurture consciousness within their countries about the continuing civil movements (31% in both Tunisia and Egypt), increase and disseminate information to the world about the movements (33% and 24% in Tunisia and Egypt respectively), and call for activists and actions (22% and 30% in Tunisia and Egypt respectively). Less than 15% in whichever country believed Facebook was primarily being used for entertainment or social reasons (Arab Social Media Report,

May 2011). This goes with the statistics presented earlier in chapter 2 according to Statista.com showing the market share of the different social networking services up to August 1, 2015, where Facebook has gained the highest market share in comparison to other sites.

A further finding of the survey was considering social media as the main source of information during the civil movements. Figure 2-9 shows that (94% of people in

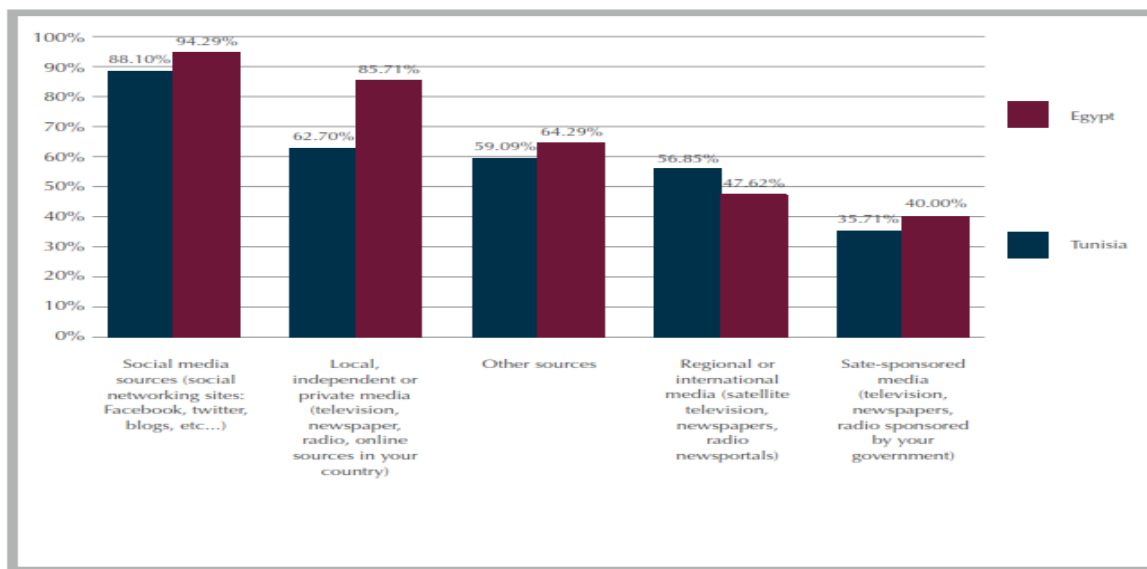


Figure 2-9 Source of information about civil movements

(Source: Arab Social Media Report, May 2011)

Tunisia said they got their news from these tools, while 88% of people in Egypt did).

To the contrary, the least reliance was on state-sponsored media for information (40% and 36% of people in Tunisia and Egypt respectively) (Arab Social Media Report, May 2011). This conforms to the argument that consumers are more likely to depend on social media as a source of information through reviewing the UGC before deciding on the brand to be purchased (Kim et al., 2010).

The world is highly conscious to what has happened in the Arab World where revolution have been initiated and promoted through the use of Facebook, Twitter...etc. Some specialists have debated this claim and argued against the significant role of social

media in the revolution. Definitely social media played a focal role in these revolutionary movements. For instance, in Egypt there was a call each and every Friday to protest in Tahrir square and many other squares all over Egypt, where each Friday was branded by its theme reflecting the purpose of the protestation over the social media. This research attempts to replicate the marketing of the revolution as an idea to the marketing of electronics and home appliances. It would be beneficial for the retailers to adopt SMM in their strategies to reach and communicate with their consumers where they live online providing them with the information needed to facilitate and encourage their involvement in the purchase decision. However, the next section will present the variations to social media use in Egypt as it is deemed crucial to identify these variations based on the different demographics of the users that would help the retailer in his online segmentation, targeting and positioning process.

2.4.3 Variations to Social Media Use in Egypt

Having presented the boom in the use of social media that was evident during the political moves, it would be beneficial as well to portray the variations in the level of use of the Internet generally and the adoption of social media specifically. These variations are attributed to differences in age, gender, language barrier, income level, geographic location and security issues, all of which are considered by the retailers in their segmentation, targeting and positioning process.

Affecting different **age** groups, there is a negative relationship between age and Internet usage. Internet usage is highest among young and middle aged people, where about 35% of Egypt's Internet users are aged less than 18. Let alone, there is a positive relationship between age and MDS use, reaching the topmost with those aged 25-34,

who account for 43% of MDS users (Mallenius at al., 2007; van Biljon and Renaud, 2008).

As depicted in figure 2-10, in 2010, the majority of individuals visiting IT clubs was aged 16-24 accounting for 47.5% versus 28.8% those who were aged 25-54, left with least regular visitors

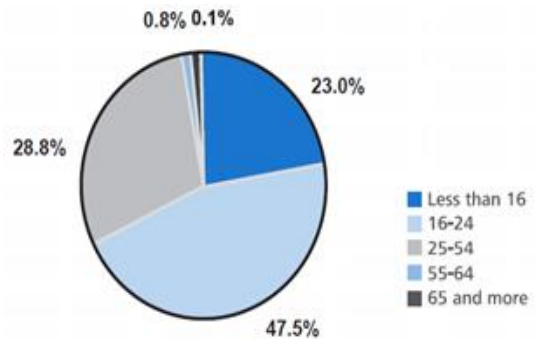


Figure 2-10 IT Club Users by age
Source: MCIT Report, 2011

those who were older than 54 (MCIT Report, 2011).

On the basis of **gender** as a factor affecting level of Internet adoption, MDS are almost accessed equally by both genders, while Internet use is slightly higher in males accounting for 51% versus 49% for females in December 2009 (Arab Social Media Report, July 2012).

Considering **language** as a factor affecting usage of the Internet, as depicted in figure 2-11, in Tunisia, the main language used during civil movement was almost equally split

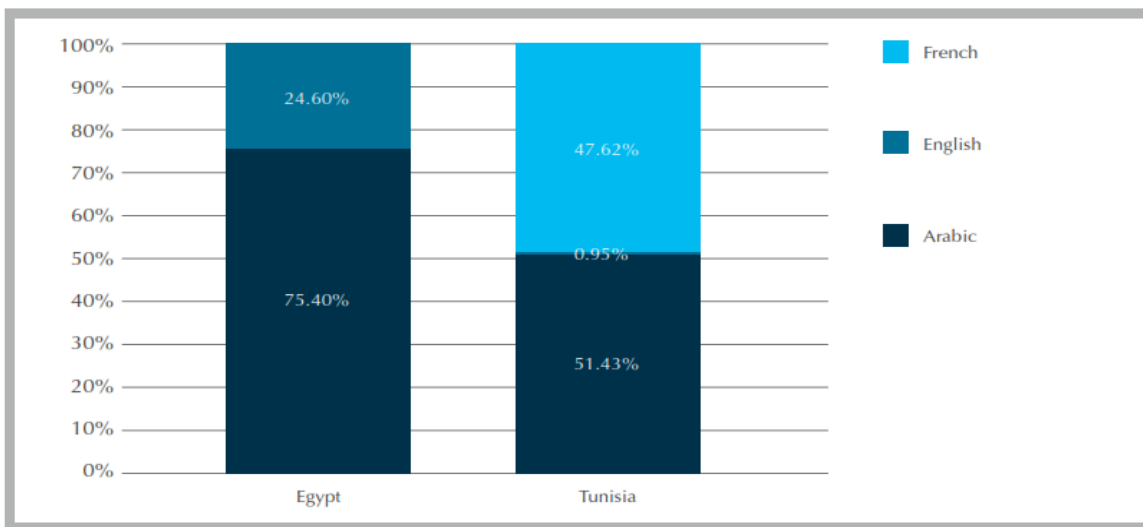


Figure 2-11 The main language used to communicate on Facebook during the civil movement
(Source: Arab Social Media Report. May 2011)

between Arabic and French, while in Egypt 75% principally used Arabic and the

remaining 25% used English while interacting on Facebook (Arab Social Media Report, May 2011).

Conventionally, the trend among retailers was not to tailor content according to local requirements and languages and but rather to use the English language instead. Nevertheless, one of the most important shortcomings of this approach is the prevention of customers who were not comfortable with the English language and basic layout across the globe. Today, however, online retailers are tailoring their content to the local market needs, adopting the strategy of "localization", i.e. Web sites with local languages and customs. A strong preference for local-language content was noticed in European markets such as France, while more than 95 percent of online users designate a preference for local-language content in Asian markets such as Japan and Korea (Retail Industry Global Report, 2010).

Based on the **income level**, according to the survey conducted by MCIT in December 2009, users' use of computers, the Internet and mobiles is highest in users with a monthly income higher than EGP 8,000, where across all income groups; the use of mobile phones is the most popular, followed by computers and then the Internet. Let alone, there was a great shift in monthly users' spending on Information and communication Technology (ICT), where average monthly user spending on fixed lines decreased by \$2.10 over 2009 to \$13.3 at the year's end, while monthly spending on mobiles increased to \$12.9.

Being concerned with variations based on the **geographical area**, according to the report "The Future of the Internet Economy in Egypt" published by MCIT, home is the most common place to access the Internet. In December 2009, 80.6% of Internet users

in Egypt accessed the web from their homes. However, with the development of mobile apps, the access to the Internet was shifted to be more through the use of these different apps (The Future of the Internet Economy in Egypt, 2013).

Adding to the variations in the adoption being attributed to differences in the demographics of users, the fear of insecurity, lack of trust, and being subject to hacking or cracking by hackers of the Internet formulate another variation to the adoption of Internet and social media especially in dealing with monetary transactions using credit card details (Chaffey, 2007). So, here comes the role of the government and the legal entities in securing the online transactions by setting laws and regulations that govern these transactions and secure the rights of all parties involved (Chaffey, 2007).

In approaching the legal environment and the regulations governing the use of the Internet, it looks encouraging for the retailers of electronics and home appliances in Egypt as well as consumers to use Internet and social media as there has been an ICT Policy in place since 1999 resulting in the setting up of the Ministry of Communication and Information Technology (MCIT). In addition, there are two major authorities that regulate the ITC sector in Egypt as follows (Hassanin, 2003):

1) National Telecommunication Regulatory Authority (NTRA) established by the Telecom Law, affiliated to the Ministry of Communication and Information Technology (MCIT), which organize the telecommunication sector; and

2) Information Technology Industry Development Authority (ITIDA) established by virtue of the E-signature Law affiliated to MCIT, regulates the activities of e-signature services and other activities in relation to e-transactions and the information technology industry (Hassanin, 2003).

Adding to this, in Egypt, The Information and Communication Technologies (ICT) sector is currently governed by various legislations that basically include the following:

- 1. Telecommunication Regulation Law No. 10 of 2003;**
- 2. E-signature Law No. 15 of 2005 (E-signature Law);**

The E-Signature Law; issued in 2005 and established by the (ITIDA), maintains Egypt's e-commerce industry by securing and safeguarding the Internet as a legally feasible and practical medium for online financial activities. This means that a buyer does not need to materially sign a document when being involved in a transaction online (ITIDA, 2005). Thus giving an acceptable security level for both the buyer and the seller to conduct transactions and share information over the Internet.

Having presented the different factors prevailing in the Egyptian context and the variations in the adoption of social media as a tactical tool in the retailing business, all of which affect the retailers' decision to adopting social media marketing, the purpose of the following section is to review the internal retailing organizational factors that are the main focus of the research trying to identify what might be affecting the adoption of SMM whether directly or indirectly among retailers of electronics and home appliances. However, the discussion will start with presenting an overview of the retailing industry in general and types of retail institutions, the global retail industry and then will discuss the Egyptian retail industry in specific.

2.5 THE RETAILING INDUSTRY

Being interested in the retailing sector it is worth identifying the different classification of retailing institutions to further investigate the retailing profile in the Egyptian context.

2.5.1 Types of Retail Institutions

The design of this section presents the classification of retailers based on different criteria. According to Ogden and Ogden, 2005, Figure 2-12, presents the different types of classification methods based on ownership, strategy, channel and nontraditional retailers (Ogden and Ogden, 2005; Levy and Weitz, 2012).

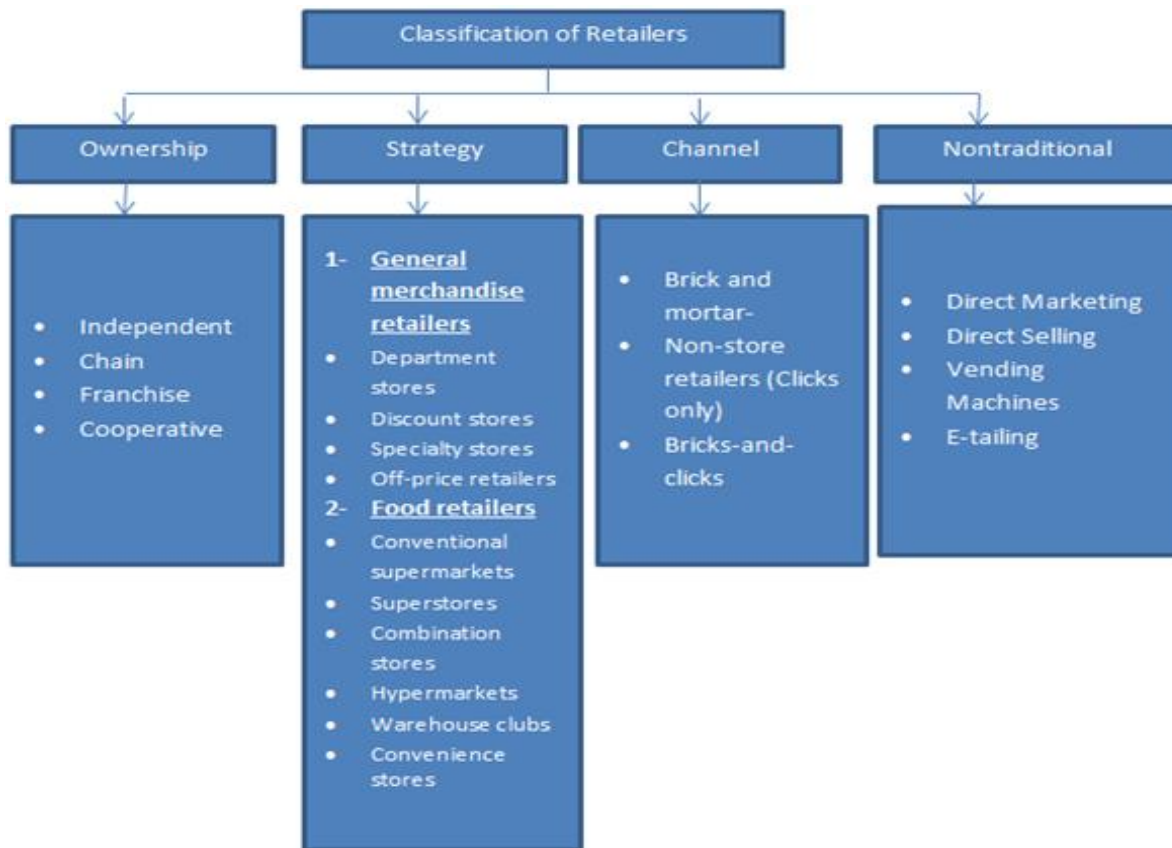


Figure 2-12 Classification of Retailers

(Source: Ogden and Ogden, 2005)

The presentation of this classification is a preliminary orientation to the different types of retailers that is considered a natural reflection to the different internal organizational modes. These different modes would help in presenting the differences in the internal organizational barriers that would exist in different classifications and modes of retailers.

2.5.1.1 Classification by Ownership

Classifying based on ownership there are **Independent Retailer**, one that operates as a single establishment, where there are small sized electronics and home appliances retailers operating in Egypt under this form. **Chain Retailer**, one that operates multiple (more than one) retail store like Radwan El Ogail, and B-tech. **Franchise** based on a contractual agreement between a franchisor and a franchisee that allows the franchise to operate a retail establishment using the name and the franchisor's operating methods like Tradeline and finally the **Cooperative** where individual retailers, wholesalers, or consumers join together in a retail venture (Ogden and Ogden, 2005).

2.5.1.2 Classification by Strategy

In categorizing based on strategy, there are **General merchandise retailers** and **Food retailers**. From the different types of General merchandise retailers are **Department stores** that carry a wide breadth and depth of products and organized by departments (LED's, mobiles, and refrigerators, dishwashers....etc.) like Raya and B-tech. **Discount store** where merchandise is viewed as less fashionable and focus on high-volume, low-cost products as an example of Hyper 1 and Carrefour in Egypt. **Specialty stores** that carry a limited number of products within one or a few lines and use market segmentation strategy instead of mass marketing. And **Off-price retailers** that sell brand name merchandise at everyday low prices (EDLP) and include one-price stores (Ogden and Ogden, 2005).

2.5.1.3 Classification by Channel

Based on the distribution channel, retailers could be classified as **Brick and mortar** where a traditional retail outlet sells out of a physical location like Cairo sales, **Clicks**

only which are retailer that offer products in a nontraditional online format via the Internet like Souq.com, and **Bricks-and-clicks-** retailers that offer products both out of a physical location and online via the Internet like B-tech and Raya (Ogden and Ogden, 2005).

2.5.1.4 Non-traditional Classification

The traditional classification includes; **Direct Marketing** that refers to any direct communication to the consumer that is designed to generate a response (order, request for information, and visit to retailer). **Direct Selling** where sales involve personal contact. **Vending Machines** where consumer purchases product via a machine. And **E-tailing** (pure players) that involves selling products/services via the Internet. This facilitates bringing of buyers and sellers together, enlarges a company's trading area, and helps in reducing the inventory carrying costs. But from the obstacles faced that hinder or decelerate the adoption of e-tailing are; the perceived lack of privacy and security, and difficulties in creating customer friendly sites (Wang, Head & Archer 2002). Having presented the different forms of classification of retailers giving examples to these different forms in Egypt, it would be beneficial to have an eye bird on the global electronics and home appliances industry to get a taste and an overview of the performance of this retail industry on the global level that will be discussed in the following section.

2.5.2 The Global Electronics and Home Appliances Retail Industry

In being concerned with the Egyptian retailing industry of electronics and home appliances, it would be beneficial to overview the new trends in the global retail industry. Generally, the global retail industry has been greatly affected by the recessionary period

from late 2007 till 2008 (Retail industry global report, 2010). The retail sales was affected by people's purchasing ability (disposable income) and willingness to spend (consumer confidence) that were at their lowest level during this period, where global retail sales weakened by 3.7 percent in 2009 to \$13.9 trillion USD. Getting better gradually, signals of a recovery in the global retail sector started to appear in 2010 (Retail industry global report, 2010).

In being concerned with the electronics and home appliances retail sector in specific, this industry is a multi-billion dollar industry with 583 million appliances being shipped worldwide in 2013 alone. As of 2013, the leading home appliance company in the global market was Chinese company Midea Group with sales of almost 20 billion U.S. dollars (www.statista.com). A growing sub-market within the home appliance industry is the "smart-appliance" market, where its market value is projected to reach 26,149 million U.S. dollars worldwide in 2019 (www.statista.com, retrieved, March, 1, 2016).

According to the 2014 edition of Global Power of Consumer Product, the in-depth study by Deloitte about the global industry, Table 2-3 shows the top 10 players in the world that produce consumer electronics and household appliances. This ranking shows that the sector is flourishing, dynamic and still very promising. Even more, not surprisingly, the sales trend of the sector has surpassed clothing and food and beverage. (Global powers of consumer products, Deloitte Report, 2014). Some of these top ranked players on the global level are key players as well in the Egyptian market and are mainly approached during the data collection phase whether as respondents in interviews or in the survey phase.

Table 2-2 Top 10 Electronic products companies, 2012

Top 10 electronic products companies, 2012						
Company name	Product sector rank	Top 250 rank	Country	Region	FY12 net sales (US\$mil)	FY12 net sales growth
Samsung Electronics Co., Ltd.	1	1	South Korea	Asia/Pacific	178,982	21.9%
Apple Inc.	2	2	United States	North America	156,508	44.6%
Panasonic Corporation	3	4	Japan	Asia/Pacific	88,367	-6.9%
Sony Corporation	4	6	Japan	Asia/Pacific	68,864	3.0%
LG Electronics Inc.	5	10	South Korea	Asia/Pacific	45,354	-6.1%
Nokia Corporation	6	13	Finland	Europe	38,809	-21.9%
Lenovo Group Limited	7	16	Hong Kong	Asia/Pacific	33,873	14.5%
ASUSTeK Computer Inc.	8	50	Taiwan	Asia/Pacific	15,215	16.8%
Acer Incorporated	9	53	Taiwan	Asia/Pacific	14,565	-9.6%
Nikon Corporation	10	68	Japan	Asia/Pacific	12,227	10.0%

And in concern of the trend of using social media, it was reported according to the Retail industry global report, that the development and the wide acceptance of social media networking sites such as Facebook and Twitter is increasingly influencing the consumer behavior and the purchasing habits globally (Hasan and Rahim, 2010, Retail industry global report, 2010). That was observed during the past decade where there was a shift from a bricks and mortar retailing model to clicks that are online shopping stores, where most researchers and professionals predict that this trend will keep on increasing (Levy & Weitz, 2001). This Online retailing refers to carrying out the retailing activities with customers that lead to an exchange of value, where the parties interact electronically, using network or telecommunications technologies (Callaghan and Shaw, 2002; Jones, Wilkens, Morris & Masera, 2000). Conventional retailers have recognized the trend and established their own online stores, while other companies, principally have clicks-only

start-up e-commerce businesses, and are competing alongside traditional retailers in the marketplace (Gligorijevic, 2010). Thus, it would be beneficial to the Egyptian retail industry to devote consideration to this global trend to be able to compete.

According to figure 2-13, despite the decrease of sales through traditional channels

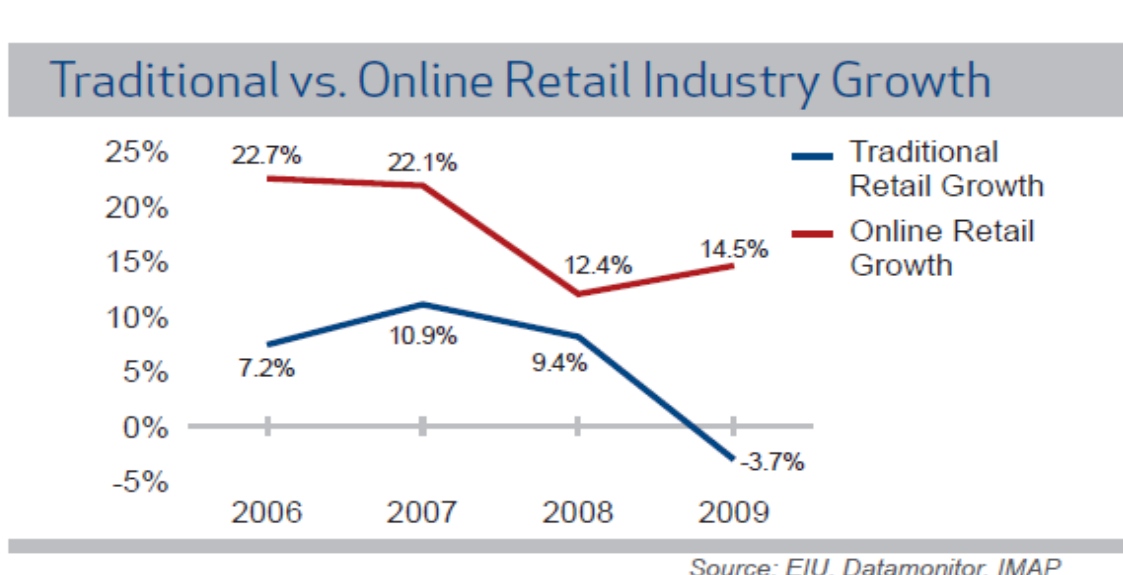


Figure 2-13 Traditional versus Online Retail Industry Growth
Source: EIU Datamonitor, IMAP

globally, online retail structures offered a space for retailers as global online retail sales grew by 14.5 percent in 2009 to reach \$348.6 billion USD (Retail industry global report, 2010). Thus, this gives an indication to the growth of the online retail industry globally.

It is noticed that the online channel is supporting the retail market as it poses significant benefits to both retailers and consumer. From the retailers' perspective, it helps them in lowering their operating costs allowing them to pass benefits to customers in terms of low cost, the decrease in the cost of online inventory management as compared to the offline situation and can be operated 24x7 (Hofacker, 2008). From the consumer mindsets, they value the lower prices along with the high level of transparency, convenience, saving time and the wide-ranging variety of goods and services (Chaffey, 2007).

The trend is that online Social media attract retailers to online social networks where user-generated content, blogs and wikis are directing the purchasing process. Globally, single visitors to social networking sites have increased 27 percent to 307 million in 2009 from the 2008 level and the average time spent on social media was more than 5.5 hours per month in December 2009, a year-over-year increase of 82 percent (Retail industry global report, 2010).

Having overviewed the global retail industry and the trend toward the use of social media in the retailing industry, the next section will have a deeper look in analyzing the Egyptian retailing electronics and home appliances industry profile, to have a better understanding of the industry concerned in the research and to precisely decide on the population and sample of the empirical research.

2.5.3 The Egyptian Electronics and Home Appliances Retailing Sector

Bread, Liberty, and social equality were the slogans that youth were asking for in the January 25th revolution. They are considered key elements for development in emerging countries because they strengthen each other and provide the appropriate environments for business practices and free trade. In late 2011, after the spark of the revolution, Ramzy et al. argued that the Facebook revolution in Egypt as a new trend being managed and arranged for over the social media will change the retailing habits in Egypt (Ramzy et al., 2011).

Egypt's economic reform program along with acquaintance with global activities and the presence of new international and domestic retail stores have directed the country to a new lifestyle and more modern shopping habits as spending habits, modern stores with wide variety of different product ranges including imported western product, making the

shopping experience an all-under-one roof journey (Abaza, 2001). Generally, these changes have led to the transition of the Egyptian retailing sector from being fragmented, in which many individual and small retailers are selling lower end items, to being concentrated by the emergence of increasingly large-scale retail outlets offering a variety of wide-ranging products and brands (Ramzy et al., 2011).

The wider acceptances of Western products by the Egyptians are motivating more Western chains and international retailers to Egypt including; Radio Shack with the first outlet was opened in Cairo in August of 1998 and is now considered the biggest electronics retail chain in Egypt, Compume, Tradeline store, the authorized Apple reseller, Samsung, and Raya (Euromonitor International Report, 2012; Ramzy et al., 2011). Table 2-3 illustrates retail sales as a percentage of Gross Domestic Product (GDP) and consumer expenditure in Egypt (Yehya, 2012).

Table 2-3 Egypt Retail Sales

Egypt Retail Sales	2008	2009	2010	2011
Retail sales as % of GDP	25.7	25.9	26.0	26.0
Retail sales as % of consumer expenditure	32.0	31.9	32.4	33.2

Source: CAPMAS and Euromonitor

Some of the new trends in the demand and supply have also affected the retail industry in Egypt as: (GAIN Report, 2010)

- The change in the demand and the perception of mid-to-upper income consumers toward traditional shops in Egypt as being irrelevant.
- The shift in the retailers staffing, cleanliness, product range and service approach as they are becoming more customer driven rather than being product driven.

- The boom in the number of working women has increased their purchasing power (GAIN Report, 2010).

All of these trends have contributed to the concentration of the retail stores as mentioned before, where the two most popular structures for retail stores of electronics and home appliances in Egypt are:

1- Hypermarkets:

The transformation from fragmentation to more concentration gave Hypermarkets the advantage of being the principal choice for shopping among consumers and has stimulated existing local retailers such as Hyper 1 and multinational companies such as Carrefour, to enter and expand in Egypt. International competitors sustain their leadership despite the aggressive competition from local peers; however, the Egyptian market can accommodate 30-40 hypermarkets in the next five years (GAIN Report, 2010).

The wide acceptance of customers to Hypermarkets refers to offering a one-stop shopping experience along with taking the advantage of benefiting from low prices because of economies of scale by selling large volume of goods at low profit margins and lower packaging costs (Ramzy et al., 2011).

Carrefour was the first international hypermarket to open in Egypt. It made it possible to buy everything under one roof, changing the way Egyptians were used to shopping where a huge section is specified for the electronics and home appliances. The target market of this international French retailing concept is the middle-class families who mainly purchase local goods.

In 2006, Spinneys, another international novice to the retail sector in Egypt, has opened its first 13,500 square meter outlet at City Stars Mall, followed by the second one in Al-Obour city, the third in the 6th of October City and the fourth in Giza, where in this retail outlet a huge area is specified for electronics and home appliances.

2- Department stores:

Despite the rise in the number of hypermarkets, department stores still formulate one of the most significant channels in the sales of electronics and home appliances in Egypt. The inauguration of City Stars Mall in early 2005 has drastically boosted up the Egyptian retail industry. This center is the hugest shopping mall in the Middle East and North Africa, with 70,000 square meters combining multinational and major local electronics and home appliances retailers. Cairo Festival as well is a huge shopping mall that combines a lot of department stores that sell electronics and home appliances. The biggest consumer electronics retail chain in Egypt is RadioShack, the US franchise, selling everything from cameras to computers, TVs, mobiles and video games. RAYA as well that has 24 branches and have recently initiated its online shopping website. B.TECH that started in 1997 with only three retail branches, that operates today 57 branches from Marina on the north coast and Hurghada on the Red Sea to Suhag and Aswan in the south and has exclusive agency for global brands including Miele, Sony, Ariston, Philips, Electrolux, Daewoo, Haier, Babylliss, and Playstation (Invest in Egypt report, 2013).

After having reviewed the retailing sector in Egypt with its key players, it would be beneficial for the retailers to adapt to the new challenging trends to be able to sustain and compete in the retailing industry. According to the father of modern political theory,

Niccolo Machiavelli, he argued that “The one who adapts his policy to the times prospers, and likewise that the one whose policy clashes with the demands of the times does not” (Voorhees, 2010). This quote draws the attention to the importance of retailers in adapting their strategies, policies and goals to the new trends and lifestyle to be able to survive and compete. Having said that, along with the evidence that Facebook and other online social communities assisted in calling for the revolution which has been deemed as, “The Facebook Revolution”, there is an argument that these online social communities build the infrastructure for the Egyptian retailing sector, as now, there is an intensive direction toward these modern marketing tools and retailing practices which will lead Egypt toward the fortune of addressing the sustainable development as a source of competitive advantage (Ramzy et al., 2011).

Nowadays, traditional retailers have opportunities to expand their markets geographically along with optimizing the efficiency of their processes by using the online social media channels as a supplementary marketing and distribution channel (Xia and Zhang, 2010). Nevertheless, there are different variations in the strategic focus of the online channel, the degree of combination of the online channel with existing channels, and the scope and depth of the online channel where there are three stages in the relationship building process within the Web retail marketplace: initial investigation, full range communication, and relationship network creation (Wang, Head & Archer, 2000). For example, many retailers can be dynamically engaged in conversations with their customer by launching their own corporate blogs and discussion forums. Others may use social media as an influential tool by identifying influencers of the brand who would influence customers in their buying decision. And finally retailers might use social media

as a personalization channel, personalizing the customer's online experience through language, voice, and interactivity thus enhancing the emotional bonds with the retailer (Constantinides, Romero and Gómez Boria, 2008). This call for a personalized, customer oriented approach to e-business as a foundation for customer loyalty/satisfaction and business growth stems from the fact that on-line consumers are maturing (Macaulay et al., 2007).

The adoption of social media as a platform for the retailing business supports mainly the structural and emotional bonds which are relevant in the business-to-consumer (B2C) sector as well as in the business-to-business (B2B) sector (Chiu, Lee, Hsieh & Chen, 2007). Structural bonds are meant to tie the relationship between the retailers, the business partners and their ultimate customers (Wilson, 1995). In the B2B sector, structural bonds could be realized in the form of mutual investment and willingness to divide costs and to share profits. While in the B2C, structural and emotional bonds could be reflected by customizing offers and individualized messages (Tang, Shee & Tang, 2001). These structural and emotional bonds are the most important tactics for maintaining organization's customer, where these tactics are basically affected by the strength of the organizational architecture (Wilson, 1995).

The research is mainly designed to examine the relationship between the underlying dimensions of the internal organizational architecture and the adoption of SMM by retailers in Egypt. More specifically, answer to the following research question is sought:

- *What are the internal organizational barriers to adopting SMM by retailers of electronics and home appliances in Egypt?*

In being concerned with creating value for customers, retailers need to become increasingly responsive and adjust their framework (i.e., organizational architecture) to be able to face the competition and adjust to the new challenges they are facing (Silverman, 1997). However, few retailers in Egypt have truly directed their attention to developing a framework that address this challenge and ensures successful performance in a highly dynamic environment with intensified competition.

Having identified the gap in this area, I am interested in the concept of organizational architecture studying the different internal organizational dimensions as organizational structure, the IT infrastructure, the level of awareness about level of product involvement, the management ideology, employees' technological readiness, and incentives and motivation and how do they interrelate to determine the internal organizational barriers to the adoption SMM by retailers of electronics and home appliances in Egypt.

2.6 ORGANIZATIONAL ARCHITECTURE

The term "organizational architecture" arose out of the consulting work carried out by Delta Consulting and is first documented in the book, *Organizational Architecture: Designs for Changing Organizations* (Nadler & Gerstein, 1992). The concept is also investigated in the book, *Discontinuous Change* (Nadler, Gerstein & Shaw, 1995).

Organizational architecture refers to the totality of a firm's organization, including formal organization structure, control systems and incentives, processes, organizational culture, and people that together determine how efficiently and effectively organizational resources are used (Hill, 2012).

Being concerned with the retailing industry, the need to innovation for retailers has become critical, ranging from innovative changes in business models, store designs, staff ideology and technology enabled applications such as mobile marketing and new ideas and concepts are some of the key retailing innovations in international markets for tracking growth opportunities. Shortly said, innovation is the life blood of organizations in many industries (Shankar and Yadav, 2011).

The following section will present the different organizational factors adapted from the organization architecture including organizational structure, the IT infrastructure, awareness about the level of product involvement, the management ideology, employees' technological readiness, and incentives and motivation.

2.6.1 Organizational Structure

Recognizing organizational structure, including attributes, such as hierarchy of authority, communication paths, and decision making mechanisms, can help with instituting and implementing change.

Daniels et al. defined organizational structure as the arrangement in which responsibilities, roles and power are assigned and work procedures are carried out by organizational members (Daniels, Radebaugh & Sullivan, 2013).

According to Hage and Aiken, organizational structure refers to the degree of centralization and formalization approached by the management of an organization (Johaim, Yahya & Omar, 2011; Hage & Aiken, 1967).

The degree of centralization expresses the amount of power allocated among employees of different positions facilitating the communication paths. The hierarchy of authority and the degree of centralized decision-making are the two variables used to

measure the degree of centralization in a retailing organization. According to Hage and Aiken (1967), the former examines the degree of dependency of the subordinates on their supervisors in decision-making while the latter reflects the level of employees' participation and involvement in decisions concerned with resource allocation and policy formation (Johaim et al., 2011; Hage & Aiken, 1967).

Formalization is the degree to which a retailer applies written rules and regulations. The prevalence of rules and regulations hinders both innovation and smooth communication (Kim, 2005). For instance, an organizational change might be more challenging in a highly bureaucratic and inflexible structure than a comparable change in a less bureaucratic and more flexible structure. This is evident in the former structure by; the longer time that might be needed to prepare the documentation for change and even communicating this change, the lower motivation experienced by employees in accepting decisions made at the top level of the retailing organization, and the restriction of the channels for information exchange and communication within units or departments (Vatanasakdakul, Tibben, & Cooper, 2004). A highly formalized structure inhibits communication among organizational members, lessens the chance for individual development and advancement and inhibits creative solutions to problems (Gold, Malhotra, & Segars, 2001). Burns and Stalker, 1961 had found that a decentralized structure encourages communication (Zheng et al., 2010; Burns and Stalker, 1961). The scholar most closely connected with Bureaucratic theory is Max Weber. An organization managed under Weber's concept of bureaucracy is described by the presence of impersonal positions that are won and not inherited, rule- controlled decision-making, professionalism, chain of command, defined responsibility, and

bounded authority (Jain, 2004). Let alone, retailers with more adaptable structures might find it easier to introduce and adapt to change. In these retailing organizations, employees at all levels are given the opportunity to share in the critical decision-making process necessary for the change and more frequently communicate on different levels with employees from other departments and along with their managers (Kim, 2011). According to Ernestad and Henriksson, (2010), smaller businesses have shorter internal distances of communication, which contributes to a lesser need for formulated constrictions in their usage (Ernestad and Henriksson, 2010).

In essence, it is crucial that organizational structures be flexibly designed based on support, communication and cooperative relationships across borders within the retailing organization and across the supply chain to facilitate adoption of innovation (Gold et al, 2001; Kim, 2005). Poor communication between team members and other organizational members was found to be a problem in business process implementations (Somers & Nelson, 2001). In Modern organizational theories, Niels Andersen, the researcher most associated with research about polyphonic organizations, believes that modern organizations have exploded beyond their original organizational boundaries. In polyphonic organizations, the society is divided into a number of countless communication systems (social systems) with their own values where meaning is created within different social systems (Anderson & Thygesen, 2012). In dealing with the organizational structure dimension, it is important to identify how the communication patterns within the retailing organization as well as the approach to managerial decision making would impact the adoption of social media marketing

among retailers in Egypt based on the degree of centralization and formalization of the retailer's organizational structure.

Further, in addition to the structure of the organization, the social media adoption might be affected by the information technology infrastructure of the retailer, whether it is properly built to accommodate the use of social media or yet it is still primitive and simple, the dimension that will be discussed in the following section.

2.6.2 Information Technology infrastructure

Technology comprises an important element of the internal organizational factors needed for the adoption of innovation (Shankar and Yadav, 2011).

“Technological infrastructure is defined as the structure of technologies, IT work processes, and shared services that build and sustain present and future business applications (Croteau, Solomon, Raymond, & Bergeron, 2001).” It includes the following elements: user participation in IS, connectivity, flexibility, and technology awareness (Croteau et al., 2001).

Occasionally, the adoption of new ways of working that help in transforming the retailing organization is hindered due to the lack of the adequate IT infrastructure that lead to market growth and innovation (Ryberg, 2008).

With the increased use of Web2.0 and its typical application such as Blog, wiki, RSS, Tag, and SNS, retailers are becoming increasingly virtual and visibly sharing information with its different stakeholders using these tools (Shankar and Yadav, 2011). As a result, leading retailers are capitalizing on IT investments to improve business collaboration (Kamel, Rateb & El-Tawil, 2009). However, despite the value that these tools offer, they also pose significant challenges. From the challenges that might concern the retailers is

the resistance of employees and customer being uneager and not motivated to using these tools if they are not fast and reliable, and they will merely revert to older telecommunication tools that smoothly work despite the fact that they don't offer the business benefits aimed at (Ryberg, 2008).

Today's networks are used to support a wide array of rich, bandwidth-intensive applications and services, such as micro-blogging, wikis, social networking, and video sharing. They would also support different business-critical applications, such as Enterprise Resource Planning (ERP) and Customer Relationship Management (CRM) (Agarwal and Sambamurthy, 2002).

Technology plays an important role. In particular, the Web site features available to participants must be appropriate to the task at hand and must satisfy their needs in terms of ease of use (Macaulay et al., 2007). The unease in using web 2.0 technologies is sometimes attributed to the IT infrastructure underlying the collaborative applications that can't scale and/or handle the traffic to sufficiently meet end-user expectations. In their study, Usman and Oyefolahan, (2014) have concluded that Technology Availability and Technology Support as technological factors have a significant influence on using web technologies (Usman and Oyefolahan, 2014). According to Van Der Veen, 2004, a large number of retailers of small and medium size often fight to maintain even the more traditional online web activities, such as having a presentable interactive web site; lack of financial and human resources and lack of time are usually serious barriers for such firms (Van der Veen, 2004). Let alone, a dependable, steadfast and reliable user experience is crucial to end-user adoption. Employees often get discouraged not by the

applications themselves, but by performance bottlenecks that make using the new technology just difficult (Wang, et.al, 2007).

With the target of ensuring a smooth collaboration internally and externally, retailers would need a highly adjusted IT architecture that delivers security and performance across a variety of applications and endpoints, including mobile devices.

An adaptable IT infrastructure will be able to scale up or down as needed, depending on usage and application pressure. To deliver that smooth employees experience, retailers have to devote the right amount of bandwidth, with the right policies in place, and the right prioritization to the applications being used (Wang et. al., 2007).

Nowadays, the retail industry is facing the challenges of being fast and better. They are faced with both, a fast-paced society where consumers want innovative and tailored goods without having the intention to wait, and faster-paced technological changes as being engaged in social media for building brand loyalty, being in contact with all over consumers and enhancing their performance (Brennan & Schafer, 2010).

Furthermore, the use of the proper suitable technology all over the Supply Chain Management pipeline helps in shortening the cycle times and lowering the effort, along with providing instant, consistent information allowing managers to enhance their physical and human resources and enhancing their e-procurement process (Zigiaris, 2000).

The new linkages of information and communication systems in a retailing organization help in the integration of information and knowledge. Since technology is multifaceted, the retailer would invest in a comprehensive infrastructure that supports the various types of communication that are critical for the organization's survival. The technological

dimensions that are part of effective knowledge management include business intelligence, collaboration, distributed learning, opportunity generation, as well as security (Gold et al, 2001). Adding to this, is the combination of hardware, software, networks, and facilities, in order to develop, test, deliver, monitor, control or support IT services that facilitate and secure the adoption of SMM.

Adding to technological infrastructure, the type of the product being sold by the retailer would affect the degree of consumer involvement in the purchase decision, whether highly involved with deep search for information to decide to buy, or just low in involvement with a habitual purchase decision. Thus the awareness of the employees of the retailing organization about the level of consumer involvement in the purchase decision of electronics and home appliances would be an important dimension that will be discussed in the coming section.

2.6.3 Awareness about Level of Consumer Product Involvement

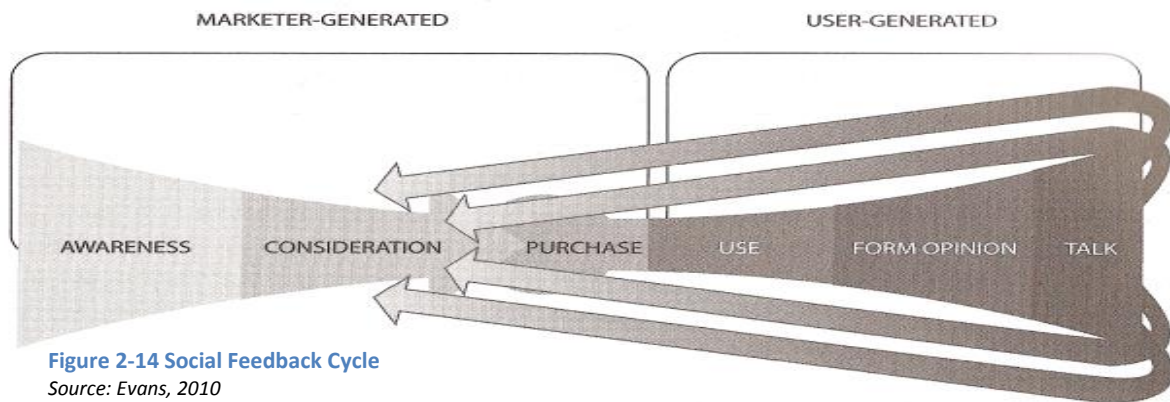
According to Rehmani and Khan, 2011, social media could be used as a tool for exchange of information with customers about the retailers' products and thus has a sound influence on the purchasing process of a consumer (Rehmani and Khan, 2011). Thus the awareness of the employees in the retailing organization with the type of the product being sold and thus the degree of the consumer involvement in the purchase decision would be reflected into the information that they provide to their customers. In his paper, Adel, 2015, noted to the importance of social media as new source of information that has transformed the traditional way of communication and that has a remarkable impact on consumers' perceptions and behaviors (Adel, 2015).

The conventional consumer buying process starts with searching the detailed information about a brand/ product, then after gathering the required information they consider different alternative brands and then from those brands they evaluate few brands and by the end the final decisions are taken according to his/her needs (Naveed, 2012). According to Butler and Peppard, 1998, in the purchase decision process the consumer starts with awareness of his/her need, collecting information, evaluating the alternatives , taking the purchase decision, and finally the consumer enters the post-purchase stage which is important in determining the level of customer satisfaction (Butler and Peppard, 1998).

Currently, due to the innovative technology, social media is considered by consumers to be the optimum way to get the right information at the acceptable time by the consumer at the desired place. Consumers value the use of social media as it gives them high control through gathering much more information, observing reviews, and carrying comparisons of different products with no restrictions concerning place and time (Naveed, 2012). According to Rehmani and Khan, 2011, social media has dissolved the obstacles to the flow of information among people. Through social media marketers can communicate directly with customers and even customers can exchange information and their experiences with other customers (Rehmani and Khan, 2011).

Consumers use social media for purchase decision-making not because companies have established dominant existences on social media, but mainly because of the widely distributed purchase-related information in the social web from other consumers creating the user generated content (UGC). The User Generated Content (UGC) entered usage in 2005; it covers a variety of media information available. It includes all

digital media technologies such as, digital video, blogging, podcasting, forums, review-sites, social networking, mobile phone photography and wikis. UGC is a summation of all forms in which people make use of social media (Kaplan and Haenlein 2009). Thus the above discussion draws up the attention to the role played by the employees in being aware by the level of the consumer involvement in the product being purchased to be able to provide them with the expected and needed information that help in facilitating their purchase decision making. Nowadays, consumers are no longer merely passive recipients in the marketing exchange process. Their role is not only limited to



buying the product rather they are performing a progressive active involvement role in co-creating everything from product design to promotional messages where consumers are dictating the nature, extent, and context of marketing exchanges (Berthon, Pitt, McCarthy & Kates, 2007).

As figure 2-14 shows, social media connects consumers' experiences back to the purchase process in the social feedback cycle (Evans, 2010).

Consecutively, with the shift in consumer behavior having consumers being "living online", retailing organizations are looking to online social marketing programs to reach their consumers. As Garretson (2008, p. 12) observed, "Consumers increasingly use

digital media not just to research products and services, but to engage with the companies they buy from, as well as other consumers who may have valuable insights specially in high involvement products (Garretson, 2008).” Thus the awareness of the employees in the retailing organization with the type of the product being sold and thus the degree of the consumer involvement in the purchase decision would be reflected into the information that they provide to their customers.

In 2006, the Economist Intelligence Unit published a report (The future of marketing: From monologue to dialogue) presenting the shift in the marketing efforts from one-to two-way communications with customers. Marketing executives were used to adopting the push strategy in selling their products by merely pushing out messages about their products through static television and print advertisements. That is no longer satisfying consumers, who are increasingly demanding greater interaction with companies via the web and through e-mail forcing companies to adopt pull strategy having an unwavering eye focused on the consumer needs and wants as the main input to customer satisfaction and organizational survival (The Economist Intelligence Unit, 2006).

Thus, the network structure of the Internet enables the consumer to be a producer of communications and other content shifting the power from the organization to the consumer. Consumers are creating now the Word-Of-Mouth (WOM) processes which are very important to the extent that marketers have twisted their attention to the online environment (Senecal and Nantel, 2004) where word-of-mouth can be further elaborate by software that indexes, organizes, stores and retrieves it (Hofacker, 2008).

Furthermore, from the product review point of view, 19% of Europeans with Internet access are interested in reading customer reviews and ratings at least monthly, and

46% of European Internet users confirm that customer ratings and reviews aid them to decide whether or not to purchase a product or service (Retail industry global report, 2010). Thus, with the trend of global comprehensive involvement and the increased awareness of people searching and communicating on the Internet first, it would be highly added for the businesses to include SMM in their marketing mix and enhance the level of awareness of the employees about the level of the consumer product involvement in concern of the range of products being sold by the retailing organization. Consequently, having said that, it is expected that the awareness of the retailer's employees about the degree of consumer involvement with a particular product or service plays a distinctive role in the utilization of social media, as involvement with a product, service, or retailer should be considered for social media engagement (German Social media consumer report, 2012/2013). In comparison to the European consumers, Egyptian consumers as well are empowered to gather information helpful to them in the active evaluation phase that is driven by online reviews, ratings, word of mouth, and recommendations (Adel, 2015).

Thus, employees have to be aware of the variables that affect the level of the consumer involvement. The type of the product being purchased and its relationship to the consumer are two important variables in determining the level of consumer involvement in the purchase decision. However, according to Kapferer and Laurent, 1985, who developed the model called the Consumer Involvement Profile (CIP), the degree of consumer involvement entails these variables; interest, pleasure, sign, risk probability and risk importance (Kapferer and Laurent, 1985). Interest refers to the level of interest a person has in a product category reflecting its importance. Pleasure is the value of the

product reflected in providing pleasure and enjoyment. The sign value of the product is the degree to which it expresses the person's individuality. Risk importance is the perceived importance of the possible undesired negative outcomes accompanying a poor choice of the product. Risk probability is the perceived possibility of making a poor choice (Douglas, 2006).

In general, consumer involvement tends to be superior for products that are high-priced (e.g., a home, a car) or are thought out to be extremely important in the consumer's life (e.g., a newly born baby product). As for high involvement purchases people keep an eye on thoroughly collecting information from all media types. Thus, awareness of the employees about the level of consumer product involvement helps in supporting the consumer with the quality and quantity of information needed to proceed to making a purchase decision. And thus, the level of consumer involvement indicates the amount of UGC being communicated over the social media channels (Radder and Huang, 2008). Extending the discussion about factors affecting adoption of SMM, it would be beneficial to determine how the management ideology toward SMM would affect the adoption.

2.6.4 Management Ideology

Can management affect the rate by which retailing organization members adopt a new innovative communication technology? It is a dimension that needs to be discussed. Management ideology would be reflected through their commitment, support and interaction with their subordinates to smoothen the adoption of SMM (Paroutis and Al Saleh, 2009). According to Basu et al., 2002, from the proposed suggestions for the success of implementing change is management commitment to the new technology

and the implementation process (Basu, Hartono, Lederer & Sethi, 2002; Smith and Carayon, 1995).

Management commitment could be in the form of a structured program, having a cross functional transition team, clear path of help for end users and managers, support with allocation of resources and organized communication networks between supervisors and workers to deal with the new technology where this would help in reducing resistance (Yeoh, Wong & Choo, 2009; Armenakis, Harris & Mossholder, 1993).

A number of sociologists and psychologists made major contributions to the study of the neoclassical perspective, which is also known as the human relations school of thought. According to the Hawthorne studies, a human/social element operated in the workplace and that productivity increases based on an outgrowth of group dynamics as of managerial demands and physical factors. Thus, an effective management understands the way people interacted and behaved within the group and attempts to improve the interpersonal skills through motivations, leading, communication and counseling (The Wisest, 2011). However, having said that, Thong, Yap and Raman, 1996, in their research about Top management support, expertise and information systems implementation in small businesses have concluded their research showing that top management support is not as important as employees' IS expertise in business IS implementation. While top management support is essential for IS effectiveness, high quality IS expertise is even more critical for businesses operating in an environment of resource poverty (Thong, 1999; Thong, Yap and Raman, 1996).

However, according to Paroutis and Al Saleh, (2009), Management support played a key role in determining the level of knowledge sharing and collaboration using Web 2.0

technologies starting from just promoting and communicating its benefits to providing the necessary training and rewarding (Paroutis and Al Saleh, 2009).

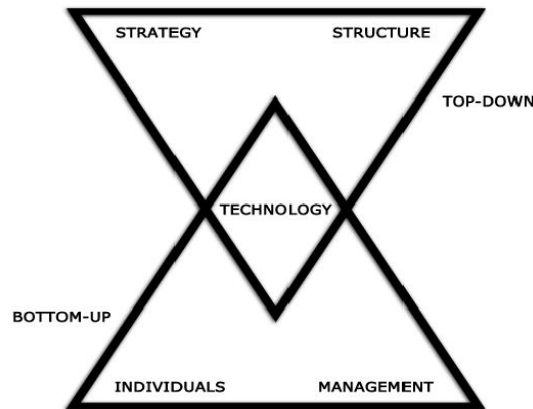


Figure 2-15 Top-down, bottom-up model
Source: Ernestad and Henriksson, (2010)

Ernestad and Henriksson, 2010, argued that the transition into social media requires a change in organizations' mindsets. It calls for the application of a bottom-up approach (Ernestad and Henriksson, 2010). According to figure 2-15, the terms 'top-down' and 'bottom-up' are used in management to define how decisions are made and thus who makes the decisions. A top-down approach is one where decisions comes from the top by an executive, decision maker, and are disseminated under his authority to lower levels in the hierarchy. A bottom-up approach is one that works from the base - from a huge number of people working together, causing a decision to arise from their collective involvement (Lee, Hwang & Lee, 2006).

By adopting product development focusing on customer feedback, customer service and content strategy, bottom-up retailers can take advantage of employee bloggers who respond to customers inquiries quickly and effectively (Lee et al., 2006).

So according to the research conducted by Ernestad and Henriksson, 2010, social media is based on lower level interactions where content is user generated where the bottom-up approach is a way of thinking about SMM (Ernestad and Henriksson, 2010).

This bottom-up approach would draw the attention to determining the level of employees' technological readiness that would facilitate the adoption of social media through ease of its use and their perceived usefulness of SMM, the dimension that will be tackled in the following discussion.

2.6.5 Employees' Technological Readiness

The use of social media has its impact on the culture of organizations from various dimensions: from how the enterprise implements social media internally, to how it recruits and retains employees. This draws the attention to the importance of having a human capital strategy for social media to effectively grip and benefit from it where it has to be structured around specifying talent needs, realizing sources of talent, and developing talent for ongoing high performance (Wollan & Smith, 2011).

Speaking of social media, often firms do spend a lot of money investing in social media only amongst consumers outside the organization. But they are losing out one of the most crucial stakeholders, "employees", the internal customers, who are the most important asset in the organization, to whom an internal marketing campaign would help in selling the idea of social media with clear identification of how and why social media will be used to meet specific business goals (Hernandez and Grayson, 2012). Lot of feedback is being exchanged with employees of retail companies by external customers in an informal way, one of which is social forums, verbal chats with front line staff (Jarvenpaa and Staples, 2000; Wollan & Smith, 2011). With those employees already dynamically participating in social networking sites and blogs, it would be to the advantage of the retailers to recruit them as extended "eyes and ears" of the customer service organization (Wollan & Smith, 2011). Nowadays, it's every employer's dream to

have entirely engaged staff talking about the outstanding benefits of the products or services the retailer offers.

In an attempt to assess the technological perception and readiness of employees, I would determine the perceived usefulness and perceived ease of use of social media by employees. According to Technology Acceptance Model, Davis (1986) defined perceived usefulness (PU) as “the degree of which a person believes that using a particular system would enhance his or her job performance” and perceived ease of use (PEOU) as “the degree of which a person believes that using a particular system would be free of effort (Davis, 1986).” These determine a user’s attitude towards usage of a system which in turn determines behavioral intentions and leads to actual system use. (Chang, 2004) Adding to the TAM model, the Unified Theory of Acceptance and Use of Technology (UTAUT) Model defined performance expectancy, effort expectancy, social influence as well as facilitating conditions as factors that determine the behavioral intention and use behavior (Venkatesh et al. 2003). It was discovered from the study carried by Elkaseh, Wong, and Fung, 2006, that the Perceived Ease of Use and Perceived Usefulness are important factors for predicting a behavioral intention to use social networking media (Elkaseh, Wong, and Fung, 2006). Let alone, the extended discussion to these theories follows in chapter 3. Thus, employees would expect the effort needed to be exerted to work with social media along with the reward to this performance and the availability of the facilitating conditions as the technology platform that support the adoption of social media marketing.

The implementation of SMM as a new technology has its effect on users, organization and work processes. It will transform the way by which jobs and tasks are completed,

affecting the division of labor, the span of organizational control, and the level of synchronization between different organizational levels (Liu, Denis, Kolodny & Stymne, 1990). With these changes incurred by the implementation of the SMM, high employee resistance is expected that possibly will reduce or prevent the effective use of the technology. Lack of user acceptance thus increasing the resistance has long been a barrier to the success and realization of new information systems (Davis, 1986). Thus, the probability of rejection by the end-user to accepting and effectively using the SMM would be high if end users think that (a) their jobs would be inferiorly affected, (b) their work will become poorer relative to another group, (c) this change will be of no benefit as previous changes (Hess and Hightower, 2002). According to Hess and Hightower, 2002, The Equity implementation theory advocates that users evaluate changes based on the gain or loss in justice status, comparing their relative outcomes with that of the organization, and comparing their relative outcomes with other users focusing on five attributes which are; content, format, accuracy, ease of use, and timeliness (Hess and Hightower, 2002). Users assess the equity, or fairness, of the new system at three levels. First, users assess the change required in their own inputs and outcomes as a consequence to using the new system compared to the old system. Second, users evaluate whether the benefits of the new system have been distributed fairly between the employee and the retailing organization by comparing their own net change in inputs and outcomes with the net change experienced by the organization. At the third level of analysis, the users assess whether all users have been affected similarly by the new system by comparing the net change in their own inputs and outcomes with the changes experienced by their co-workers. The user's perceptions of equity at these

three levels are believed to affect whether the user evaluates the system favorably or unfavorably (Hess and Hightower, 2002).

Accordingly, the retailing organizations should find ways that would help in minimizing the employees' resistance to adoption of SMM. Thus designing an internal campaign trying to sell the idea of implementing SMM reflecting the intended benefits and the relative outcomes of using it would help in increasing the employees' acceptance to adoption (Salas and Cannon-Bowers, 2001).

Besides, from the different benefits of using Web 2.0 are helping employees do their jobs more efficiently by; decreasing e-mail overload, avoiding replying to the same questions numerous times, handling personal knowledge, opening discussions on desirable areas, attaining help in finding solutions for business problems and communicating efficiently with remote team members with no geographical barriers (Paroutis and Al Saleh, 2009). Thus, training and participation are two crucial organizational factors affecting acceptance of new technology where a properly designed training programs stimulate the end user acceptance of technology, creating feelings of involvement and participation in decisions (Salas and Cannon-Bowers, 2001). The higher the end user participation in new technology decisions the better the degree of acceptance of new technology, where experiential evidence suggests a link between participation and improved performance, job satisfaction, commitment, and reduced stress (Ghobakhloo, Hong, Sabouri, & Zulkifli., 2012; Hyclak & Kolchin, 1986; Jackson, 1983).

Besides, one further tool that is suggested by Karsh 2012 for facilitating the implementation of the new technology is simulation. Simulation endorses self-efficacy,

usefulness, ease of use, and control while lessening the fear that can exist. It refers to actual implementation of technology available, but without the possible negative consequences (Karsh, 2012).

Let alone, having discussed the role of employees' technological readiness, the next section will discuss the role of having a clear incentives and motivation plan that would affect the adoption process.

2.6.6 Incentives and Motivation

Along with policy and process, an organization's system of rewards and incentives can determine the channels from which innovation is accepted and applied. These systems can also formulate barriers to effective innovation adoption activities. Incentives systems should be structured so that employees are motivated and rewarded for taking the time to generate new knowledge (i.e., learn), share their knowledge, and help others outside their own divisions or functions (Jacobides, 2006; Gold, et al, 2001).

According to rationalization theory, a rational organization system has two major parts: specificity of goals and formalization. Goal specification provides guiding principles for certain tasks to be completed along with a managed approach for resources to be allocated. Formalization is an approach to standardize organizational behavior. As a result, there will be stable expectations, which create the rational organizational system (Ritzer, 2007). These expectations could be in the form of providing an incentive system based on performance.

Paroutis and Al Saleh, 2009, found that employees who were actively participating and using Web 2.0 technologies were those who had identified and achieved encouraging outcomes from using them. On the other hand, those who were unconscious of the

benefits, and/or perceived the costs of using these tools to be higher than the benefits were reluctant to using them (Paroutis and Al Saleh, 2009).

Outcome expectations indicate the expected consequences of one's own performance (Hsu, Ju, Yen, & Chang, 2007). The importance of outcome expectations in determining the appreciation of use of Web2.0 technologies is coherent with the value-expectancy theory which states that "an individual's conduct is a function of the perceived probability, or expectancy, that his or her behavior will result in an appreciated outcome (Cabrera and Cabrera, 2002; Wigfield, 2000)." Other users conveyed the importance of the recognition of their contributions by their supervisors and receiving praise for any ideas they share in the organization (Paroutis and Al Saleh, 2009)." This could be implemented through having a flexible promotion system where important rewards are performance-related and distributed in a timely manner after performance, with appraisal, feedback, and rewards systems being integrated in the retailing organization.

2.7 EMPIRICAL FINDINGS TO ORGANIZATIONAL BARRIERS

The presence of different views about what constitute the internal organizational barriers to the adoption of social media marketing has not prevented a general consensus between scholars on the effect produced by internal organizational factors on adopting social media marketing. However, the presence of consensus among most academics on the internal organizational effect did not prevent criticism from different angles especially in the last decade.

As previously clarified, empirical findings that were generated from internal organizational barriers research would be reported in an attempt to assess the current

state of knowledge and the advancements that could be made within this stream of research in light of the gaps that could be pinpointed.

The forthcoming table will summarize empirical studies performed within the internal organizational barriers context highlighting the current state of knowledge and key findings.

Table 2-4 Summary on Empirical Work on Internal Organizational Barriers

Author	Social Media	Retailing Industry	Organizational Structure	IT Infrastructure	Awareness about level of consumer product involvement	Management Ideology	Employees' Technological Readiness	Incentives and Motivation	Findings
(Adel, 2015)	X				X				"It is essential to understand the importance of social media as new source of information that has changed the traditional way of communication and that has an incredible impact on consumers' perceptions and behaviors."
(Brennan & Schafer, 2010)	X	X			X				"Retailers hadn't yet recognized how powerful these tools are in engaging with customers. Customers interact with retailers on social media sites principally to learn about products and promotions."
(Brzozowski, Sandholm, & Hogg, 2009)	X					X	X		"Increasingly, large organizations are investigating internal social media (e.g., blogs, forums) as a platform for widespread distributed collaboration. However, employees in a workplace under time pressures may be unwilling to participate. Recent manager and coworker activity relate to internal users initiating or continuing participation in social media."
(Elkaseh, Wong, and Fung, 2006)	X						X		It was discovered from the study that the Perceived Ease of Use and Perceived Usefulness are important factors for predicting a behavioral intention to use social networking media.

Author	Social Media	Retailing Industry	Organizational Structure	IT Infrastructure	Awareness about level of consumer product involvement	Management Ideology	Employees' Technological Readiness	Incentives and Motivation	Findings
(ElTantaw & Wiest, 2011)	X								"Social media played an influential role in the success of the anti-government protests that led to the resignation of the country's dictatorial leader, and calls for further investigation of the proposed incorporation of social media as an important resource for collective action and the organization of contemporary social movements"
Ernestad, & Henriksso n, 2010)	X		X			X			"The transition from traditional marketing strategies to social media marketing is more complex for larger organizations. They have to, in some situations, persuade upper management that social media is more than a buzz phenomena. If one view the configurations of social media services as bottom-up frameworks where actions stem from lower levels, they would, based on their statements, have the suitable mindset to enable them to be successful in the synthesis."
(Garretson , 2008)	X		X		X				"Customers are now co-creating with companies to innovate on products and improve services. Many engage with their favorite brands regularly. At the start of the new millennium, marketers began to identify the need to boost two-way dialogue with customers, gaining important feedback about products and

Author	Social Media	Retailing Industry	Organizational Structure	IT Infrastructure	Awareness about level of consumer product involvement	Management Ideology	Employees' Technological Readiness	Incentives and Motivation	Findings
									services and improving brand loyalty."
Hernandez & Grayson, 2012			X			X	X		"Managers must confirm that internal aspects of management, such as internal communication and employee commitment are addressed in order to get success in implementation trying to implement the marketing function."
(Hess & Hightower, 2002)							X	X	"Users assess the equity, or fairness, of the new system at three levels. First, users assess the change in their own inputs and outcomes as a result of using the new system contrasted to the old system. Then, users evaluate whether the benefits of the new system have been distributed fairly between the user and the organization. Then, the users evaluate whether all users have been impacted similarly by the new system. And thus the user's perceptions of equity at these three levels are believed to affect whether the user evaluates the system favorably or unfavorably."
(Reed, 2016)	X								"Social Media was said to be the main contributing factor of the Arab Spring. There were three primary social media outlets used during the revolution: Facebook, Twitter, and YouTube; each social media outlet served a different purpose."

Author	Social Media	Retailing Industry	Organizational Structure	IT Infrastructure	Awareness about level of consumer product involvement	Management Ideology	Employees' Technological Readiness	Incentives and Motivation	Findings
(Ryberg, 2008)	X			X					Frequently the adoption of new ways of working that help in transforming the organization is obstructed due to the lack of the adequate IT infrastructure that leads to market growth and innovation."
(Somers & Nelson, 2001)	X		X						"Communication is the oil that keeps everything working properly. Poor communication between team members and other organizational members was found to be a problem in business process implementations."
(Thong, Yap, & Raman, 1996)						X	X		The results show that top management support is not as important as effective IS expertise in business IS implementation. While top management support is essential for IS effectiveness, high quality IS expertise is even more critical for businesses operating in an environment of resource poverty.
(Usman & Oyefolaha n, 2014)			X	X			X	X	"The study concluded that there are factors that have a substantial influence on using web technologies. These factors are benefit and experience as personal factors, workgroup as organizational factors, and Technology Availability and Technology Support as technological factors."

Author	Social Media	Retailing Industry	Organizational Structure	IT Infrastructure	Awareness about level of consumer product involvement	Management Ideology	Employees' Technological Readiness	Incentives and Motivation	Findings
(Van der Veen, 2004)	X	X		X			X		"A substantial number of retailers belonging to the small and medium enterprise category often struggle to keep up with even the more traditional online web activities, such as having a presentable and truly interactive web site; lack of financial and human resources and lack of time are usually serious barriers for such firms."
(Xia & Zhang, 2010)	X	X					X		"The use of the online channels as supplementary sales channel offer traditional retailers opportunities to reach expanded markets while improving the efficiency of their operations. As more and more consumers use the Internet to search for product information and shop online, businesses that have the most inclusive fulfillment capability will have higher probabilities of winning in this growing market."
(Zheng, Yang & Mclean, 2010)			X			X	X		"It is found that a decentralized structure boosts communication and increases employee satisfaction and motivation, because in less centralized environments, free flow of lateral and vertical communication is encouraged, experts on the subject had greater say in decision-making than the designated authority, and responsiveness to market conditions is enhanced."

2.8 LITERATUTRE GAPS

This topic is new especially that the retailing industry of electronics and home appliances is under researched; and the internal organizational barriers have not been approached from this methodological or theoretical angle. The literature helped in distinguishing what has been done from what needs to be done, discovering important variables relevant to the topic, establishing the context of the topic, relating ideas and theory to applications, rationalizing the significance of the problem. Having reviewed the literature on SMM and the internal retailing organizational factors, along with overviewing the research context; Egypt, several gaps in the literature were pinpointed that this thesis will address. By inspecting SMM research, several gaps were found. First, using social media as a marketing channel by the retailers of electronics and home appliances has been deemed as lacking with the majority of studies done on international retailers operating in developed countries as US and UK. Furthermore, we hence cannot assume that results found in U.S. and developed countries could be automatically generalized to developing countries like Egypt. Moreover, most of the theories and models generated on adoption of social media were produced in consumer market context rather than the retailing market context where this calls for an empirical research in this context. There is lack in the sociological aspects as to what hinders the adoption of SMM among retailers of electronics and home appliances. In addition to the sociological aspects, come the psychological aspects as how are the motivations and behaviors of groups of employees at the retailing organization affecting the adoption of SMM. Adding to this, most of the researches that were carried in the international context have been investigating two or three variables of the internal organizational

barriers rather than holistically investigating the mutual interrelationship between the different variables.

Given these gaps, the objectives of this piece of research are to develop a conceptual model that will:

1. Integrate the literature on social media with the relevant marketing literature.
2. Empirically test using a survey whether SMM is adopted by retailers as part of their marketing communications plan.
3. Ascertain internal organizational challenges that affect the adoption of SMM practices.
4. Assess how human factors have impact in adopting SMM in electronics and home appliances retailers in Egypt.
5. Explore the moderating effect of the size of the retailing organization, the number of branches, as well as age, gender and educational level of employees directly involved in and/or exposed to the phenomena under research genuinely and exclusively.

2.9 CONCLUSION

Today's consumers are increasingly turning to their social networks to find the information that influences their purchasing decisions, as well as share their own retail experiences with others, not only through the web but also through using smartphones and iPads. Thus, social media is an attractive space for retailers now.

Retailers could design their social media presence through different social media sites as; Facebook where social media can be a sales tool as through advertising retailers can direct traffic to either the brand's Facebook page or to their actual website. Twitter

that is the most organic way for retailers to build a network through creating a twitter account with topics that interest their customers to be their followers creating a base for conversation. Retailers could include the real names of the real people who are tweeting behind the retailer's brand as it helps followers know that there is a real person behind the retailer's profile (Broughton et al., 2010). LinkedIn that has a double-faced coin role as it gives the retailers the access to business connections creating the virtual version of the pile of business cards as well as a mechanism for the retailers to demonstrate their expertise and share in the expertise of others. In addition, it would be an important source of candidates in different specialties for recruitment purposes (Broughton et al., 2010). Furthermore, retailers can design social media strategies for different purposes as; sharing the news about new products with their customers by posting photos, describing the products and thus engaging their customers, even more, giving chance for users to re-post the photo, telling their friends "I love this product" giving the retailer expanded reach outside their current fan base and followers initiating a "word-of-mouth" process (Treem and Leonardi, 2012). Promoting exclusive deals and offers to loyal fans and followers that may lead to a prompt sales impact. Sharing employee recommendations as this makes employees feel that their opinion is valued and customers as well love recommendations which could result in a purchase. Providing customer service through focusing on direct mentions on Twitter and comments on Facebook page and other social media profiles for chances to help customers with questions and concerns and reply to feedback (Brzo zowski et al., 2009). Monitor brand mentions by examining general mentions of retailer's business to

see what people are saying about the retailer online and to find advocates as well as dissatisfied customers.

The above discussion reflects the different approaches by which retailers can benefit from using social media as a marketing tool. Thus, I am interested in enhancing the adoption of social media by retailers in Egypt to profit from these different benefits. However, although the capacity of a retailing organization to adopt SMM is an organizational blessing useful to enhance its competitiveness against the fierce competition faced in today's globalized economy, it remains a controversial field where literature is being lacked for retailers of electronics and home appliance in a developing country like Egypt. Thus the literature presented the characteristics of the external environment where the retailing organization will be operating. Moreover, it shed light on the Internet penetration levels in Egypt as well as the shift in the use of social media as compared before and after the Arab Spring Up-rise. In addition, variations to the adoption of social media based on different users' demographics have been presented. Further, as demonstrated within the course of this chapter, to assist in the adoption of SMM, a view of the internal organizational factors is initiated. The framework introduced in this paper identifies these internal organizational factors as organizational structure, IT infrastructure, awareness about the level of product involvement, management ideology, employees' technological readiness and incentives and motivation. Having reviewed the literature on SMM and the internal organizational factors as well as having presented the context of the research, hence, the forthcoming chapter will detail this model development process in light of a qualitative exploratory empirical research.

Chapter 3

**RESEARCH DESIGN, METHODOLOGY AND MODEL
CONCEPTUALIZATION**

3.1 INTRODUCTION

The previous chapter presented the SMM literature, the retailing architecture and an overview of the Egyptian milieu. Several concerns were discussed that need to be further explored before conducting the investigation. The main construct is the internal organizational barriers to adoption of SMM. The literature review had helped also in formulating an understanding of the constructs as well as the possible relationships between them. However, the interaction between the different barriers to the adoption must be explored in the context of the retailers of electronics and home appliances in Egypt. Adding to this is the existence of the moderators that affect the level of adoption. The purpose of this chapter is to justify the design and methodological choices across the whole process of applying the proposed research methodology. According to Crotty (1998) a researcher must first describe “the methods or the techniques used to gather and analyze data related to the research (Crotty, 1998, p. 3)”, then he/she should frame the plan of actions that forms the choice of particular methods and links them to the desired outcome. However, prior to this, the researcher should describe the philosophical stance on which the chosen methodology is built upon. This relates to the assumptions made by the researcher which would provide context for the research process and bases its logic (Tadajewski, 2004). The researcher needs to describe the epistemology inherent in the theoretical perspective and therefore implicitly underlying the methodology which in turns guides the use of the methods. This chapter commence by describing the research objectives that were formerly presented and will discuss the context within which this research was conducted. Afterwards, a general clarification of

the philosophical stances and corresponding epistemologies of social research will be clarified before altering the focus to the main research philosophies that shape the marketing discipline under the auspices of which this piece of research falls.

Following this, the chapter will continue with a description of the final decisions regarding the implementation of the main survey highlighting the measurement approach including the items that were used to construct the survey tool, response format and the piloting of the survey followed by a description of the procedures adopted for data collection including main sampling issues and survey administration decisions.

3.2 RESEARCH CONTEXT AND OBJECTIVES

The previous chapters have revealed several gaps as well as several debates in the adoption of SMM. These gaps or questions need to be addressed through implementation of an appropriate methodology that will answer the raised questions. Before hurrying to describing the choices made in terms of the methodology, this section will address the main research problem and the resulting research objectives that are aimed to answering the questions raised during the literature review part of this research.

The adoption of SMM is one of the most researched topics in marketing. This actually formulates a burden on any researcher who looks forward to adding a valuable contribution to this field of research. In this regard, according to ElTantawy and Wiest, 2011, the recent communication technologies—especially social media via the Internet— have evident role in the deployment of collective action and the succeeding creation, arrangement, and implementation of social movements around the world

(EITantawy and Wiest, 2011). Additionally, the traditional business marketing have been undergoing a forced transformation as a result of the emergence of Web 2.0 technologies that facilitate creating and publishing content, sharing of ideas and reviews and even recommending things to others (O'Reilly, 2007). Such marketing communication shifts place remarkable demands upon researchers to design and implement representative social media researches that are consistent, investigating the challenges faced by organizations in its adoption.

Consistently and as presented in the literature, most analysis on SMM barriers had been based on data from developed countries like U.S or UK. Thus, we cannot assume that results found in U.S. and developed countries could be automatically generalized to developing countries like Egypt. This leaves us with little theory to predict the internal organizational barriers to the adoption of SMM in developing countries. The importance of other developing markets context stems from the current economic condition where Western firms are targeting international market expansion to face the retarded economic performance and fierce competition in the western world. Accordingly, with little theory to predict the barriers faced in developing markets, going for a research context that is in a developing market adds value to the way this piece of research is intended to contribute to knowledge.

The choice of Egypt, as the place to conduct research, stems from several reasons that shall be explained within the current discussion. Egypt is an Arab country whose geographical location and its old civilization has played a vital economic and political role in the region throughout the history. In addition it is considered as a developing country where that would serve in adding the value requested for the research.

Financial indicators in Egypt according to the Central Bank of Egypt (CBE) Economic Review (Vol.55 No. 2) for the fiscal year 2014/2015 has indicated that the annual growth in GDP has gone from 1017.3 to 1171.4 which is almost a growth of 15.2% in GDP. Several sectors within the productive as well as services sectors were witnessing some good figures of growth (see table 3-1) (CBE Economic Review, 2014/2015).

Table 3-1 Productive and Services sector that have reached a high growth

Sector Name	Growth %
Construction and building	9.5
Electricity	3.9
Wholesale and retail trade	3.4
Agriculture	2.9

From a political perspective, Egypt like similar Arab countries has experienced the Arab Up-spring since January 2011 where the call for the protests was mainly arranged through the social media especially the Facebook. This will hence constitute a good context to investigate the barriers to the adoption of SMM.

Shifting the focus to another field of research, retailing industry has been experiencing dramatic increase, where electronics retail industry was the fastest growing category during the period from 2009-2014 (The Future of Retailing in Egypt to 2019, 2015). Egypt has been maintaining a reasonable GDP growth in recent years and this has been reflected in the purchase ability of consumers who have been purchasing more up-to-date products, such as smartphones and tablet PCs and other portables and trading up to modern appliances within consumer electronics. Smartphones are now obtainable at fairly low prices so that people within different levels of income can own one. In addition, what has contributed to the increase of the sales of smartphones and tablets is the instability of the situation in Egypt where people need to be kept updated

with the country's news and be connected with their relatives and friends all the day round (Euromonitor, Consumer Electronics report in Egypt, 2014).

Most of the electronics companies have shifted from the production of LCD TVs to the production of LED TVs that are smaller in size with a better quality, motivating people who place great value on entertainment to own one (Salmon, 2004). And even the increased female participation in the workforce which rose from 20.2% in 2005 to 23.6% in 2012 according to the UN statistics (UN data, Retrieved, February, 1, 2017), has increased the demand on home appliances that would make their life easier as dish washer and microwave.

On the other side, the regulations and protests that were in Egypt have been affecting retailers' sales since they have to close their stores at certain times when demonstrations were passing by. (Euromonitor, Consumer Electronics report in Egypt, 2014)

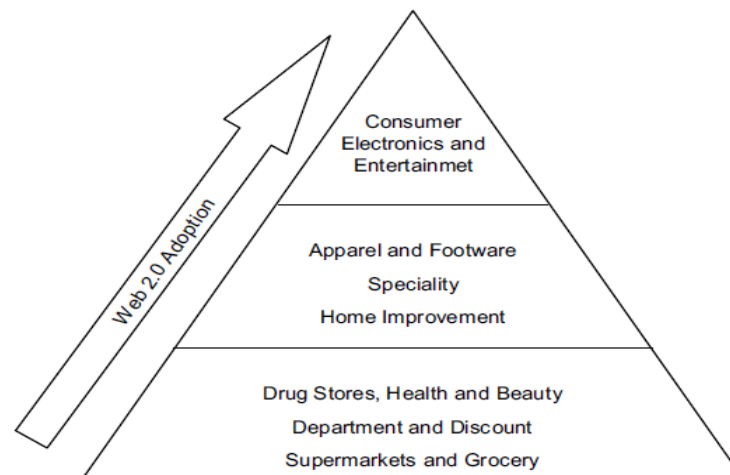


Figure 3-1 Web 2.0 Adoption for Different Retail Sectors
Source: Jain & Ganesh, 2007b

In addition, the adoption rate also varies for different types of retail sectors. However, as noted in figure 3-1, consumer electronics and entertainment is the sector with a higher adoption of Web 2.0 tools on the top of the pyramid and as denoted by the upward

arrow that reflect the adoption of Web 2.0, while supermarkets and grocery are light users (Jain & Ganesh, 2007b; Constantinides et al., 2008).

Having justified the choices of the research context in terms of the country and the industry, the following are the main objectives of this research:

1. To integrate the literature on social media with the relevant marketing literature.
2. To empirically test using a survey whether SMM is adopted by retailers as part of their marketing communications plan.
3. To ascertain internal organizational challenges that affect the adoption of SMM practices.
4. To assess how human factors have impact in adopting SMM in electronics and home appliances retailers in Egypt.
5. To explore the moderating effect of the size of the retailing organization, the number of branches, as well as age, gender and educational level of employees directly involved in and/or exposed to the phenomena under research genuinely and exclusively.

Having reviewed the literature on SMM as well as the internal retailing organizational barriers, recapped the research objectives and described the research context, the next section will present the philosophical stance and the theoretical perspective that inspire this piece of research. In order to achieve this, the main philosophical stances within social sciences would be presented highlighting as well the development of the marketing discipline in this regard and finally the philosophical assumptions of this piece of research.

3.3 RESEARCH PHILOSOPHY

The paradigm concept is fundamental to all research schemes (Tadajewski, 2004; Gummerson, 2003). According to Thomas Kuhn and as stated in his seminal book, *The Structure of Scientific Revolutions* (1962), paradigm is “universally recognized scientific achievements that for a time provide model solutions to a community of practitioners”. For Kuhn, paradigm is “an accepted model of pattern (Kuhn, 1962, p. 23)”, which incorporates a theoretical structure consisting of a network of conceptual, theoretical and instrumental commitments (Kuhn, 1962, p. 42) that provide a model for potential research. In respect of these difficulties, Burrell and Morgan (1979, p. 23) extended Kuhn’s definition to emphasize “the commonality of perspective which binds the work of a group of theorists together in such a way that they can be usefully regarded as approaching social theory within the bounds of the same problematic”. Burrell and Morgan (1979) had delineated four research paradigms; the functionalist/positivist, interpretive, critical/radical humanist and radical structuralist paradigms. With reference to Kuhn’s definition, Guba and Lincoln (1994) identified four paradigms namely positivism, constructivism (Interpretive), critical theory, and pragmatic each with the three elements: epistemology, ontology and methodology (Guba and Lincoln, 1994; Burrell and Morgan, 1979). A more detailed discussion will follow later to highlight these approaches.

3.3.1. Epistemology

The process of knowledge has been one of the matters that philosophers of science have been concerned about. In tackling this issue of theory development they endeavored to answer the question: What constitutes valid knowledge and how can we

obtain it? (Deshpande, 1983). This verifies the description of epistemology made by Crotty (1998, p. 8) declaring that it provides the “philosophical foundation” for determining the kinds of knowledge available and the way of confirming the adequacy and legitimacy of this knowledge. Crotty (1998) identified three epistemological stances: objectivism, constructivism and subjectivism (Crotty, 1998).

Objectivism supports that significant reality exists apart from the operation or any consciousness. In this objectivist view, Knowledge and meaning is objectively present in the world independent of human concerns, and wait to be discovered. Quantitative purists; researchers accepting this epistemological stance, believe that social observations should be treated as objects in much the same way that physical scientists treat physical phenomena.

On the other hand, qualitative purists (also called constructivists and interpretivists) refuse this objective view claiming constructivism, idealism, humanism, hermeneutics and sometime postmodernism are much superior (Johnson & Onwuegbuzie, 2004). Constructionism argues that truth is constructed rather than waiting for us to discover it. This epistemology postulates a fairly intimate and active relationship between the conscious subject and object of the subject’s consciousness (Crotty, 1998). This epistemological stance investigates about the philosophies and beliefs that lie behind a conclusion so that reality actually consists of “multiple realities” that people have in their minds (Healy & Perry, 2000).

The third epistemology is subjectivism where the meaning is imposed to the object by the subject (Crotty, 1998) rather than coming out from the interaction between the subject and the object. Given the fact that the three epistemological stances have been

depicted in reality, it is rather desirable that a researcher deals with a field ranging from objectivism to subjectivism. Indeed, different philosophical stances possibly have overlapping boundaries instead of being mutually exclusive, so it is reasonable for someone to share beliefs from different perspectives.

3.3.2. Theoretical Perspective

In the choice of a methodology, the philosophical stance that lies behind these choices constitutes the theoretical perspective. A lot of theoretical perspectives do exist, however, the two major schools of thought that are mostly related to the research done are within the marketing discipline: positivism and interpretivism or from ontological perspective: realism and idealism

In the late 15th and early 16th centuries a very strong belief existed in rationality (Deshpande, 1983). Positivism is often credited to Auguste Comte (1798- 1857) who saw himself always as a scientist. Under positivist paradigms, the base of research conducted ontologically believe that the world has a physical existence that is invariable and is independent of the observer's appreciation (Tadajewski, 2004), and waiting for us to discover it (Crotty, 1998).

Epistemologically, this paradigm follows the objectivist position in which the observer, the scientist in this case, could stick to a neutral position from the object of study, where methods such as a survey research with trends statistically measured are commonly used (Healy & Perry, 2000).

However, due to social change occurring in the late 18th and 19th century, several critics of the positivist science's claims to certainty and objectivity could no more be sustained. In addition, findings of natural sciences are themselves social understandings and

human interpretations (Healy & Perry, 2000; Nodoushani, 2000). “Interpretivism was considered in reaction to developing a natural science of the social (Crotty, 1998, p. 67).” This tactic is often tied with the thought of Max Weber (1864-1920) who suggests that in human science we are concerned with understanding (Verstehen) rather than explaining (Erklaren). Scientist agreeing to Weber’s view differentiates between what is nomothetic and idiographic. Interpretation is essential in all endeavors to understand the world although it is often recognized to be a typical qualitative approach. One way of interpretation is to use the science of hermeneutics formerly utilized to analyze biblical texts (Crotty, 1998; Gummerson, 2003). Hermeneutic processes comprise pre-understanding, understanding and explanation (Gummerson, 2003). The two theoretical perspectives represent extremes of a field. Both extremes of researchers following each theoretical perspective view their paradigms as perfect for research and implicitly incorporate the in-compatibility thesis which suggests that both the quantitative versus the qualitative paradigms including their associated methods could not be combined. These paradigm battles were criticized by many authors who have offered a rather reconciliatory philosophical view which they named pragmatism as offering an attractive philosophical partner for mixed methods research (Johnson & Onwuegbuzie, 2004; Harrison & Reilly, 2011).

Having described positivism and interpretivism as two paradigms within social research, the next section will describe the philosophical stance adopted by the author of this piece of research.

3.4 PHILOSOPHICAL APPROACH OF THIS STUDY

3.4.1 Research Onion

The research philosophy of this study has been designed around the onion proposed by (Saunders et al 2007). The research onion provides structure approach to do research by providing the following figure 3.2.

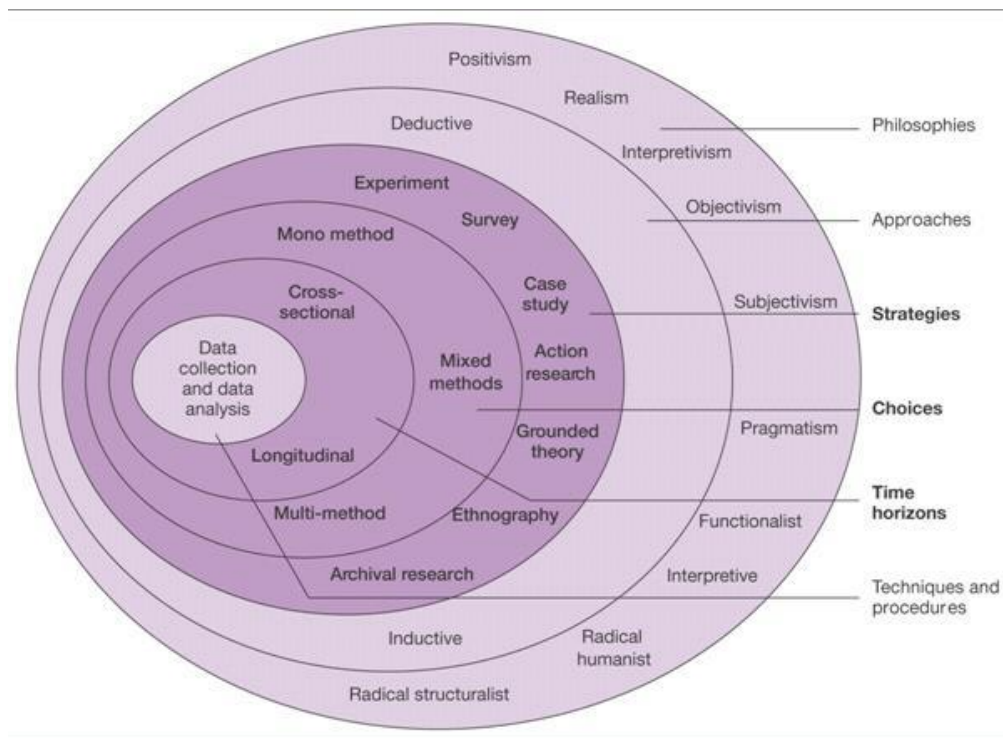


Figure 3-2 Research onion
(Saunders et al 2007)

According to the research onion developed by Saunders et al. (2007), there are layers that must be peeled for developing a research strategy (Saunders et al., 2007). When viewed from outside, each layer of the onion describes a more detailed stage of the research (Bryman, 2012). The outer layer starts with the research philosophy that refers to the set of views concerning the nature of the reality being investigated (Bryman, 2012). The researcher adopted a pragmatic paradigm where “the mandate of science is

not to find truth or reality, the existence of which are perpetually in dispute, but to facilitate human problem-solving (Powell, 2001, pg. 880).” The ontology of such a paradigm is that reality is the practical effects of ideas. Epistemologically any way of thinking/doing that leads to pragmatic solutions is useful. Methodologically mixed methods, design-based research, is adopted combining both qualitative and quantitative methods. The next layer works on specifying the research approach specifying whether a deductive or inductive approach is followed. Next, is the research strategy layer that shows how the researcher intends to carry out the work (Saunders et al., 2007). Following, is the choice layer, to choose the methodology of the research whether mono method or mixed method (Bryman, 2012). Subsequently, follows the time horizon specifying the time horizon in which the research is intended for completion. Afterwards, follows the data collection and analysis layer that contributes significantly to the research’s overall reliability and validity (Saunders et al., 2007).

Under the foundation of this research design, the research would begin with a combination of a review of the current literature and an exploratory qualitative research with the direction of developing a series of propositions that are rich with marketing meaning. In contrast to quantitative methodologies, qualitative methodologies value the analysis of both the inner and outer perspectives of human behavior (Rist, 1977) and so, they are used mainly as inductive rather than deductive methodologies to construct valid research hypothesis that are tested using quantitative methods to verify them.

The foundation from the literature review had helped in informing the conceptualization phase, where several gaps has been highlighted in the literature (Eisenhardt and Graebner, 2007). Even though the literature on social media marketing does exist,

however its relevance to the Egyptian context would be best reviewed with the execution of an exploratory research.

Therefore, building upon the knowledge gained from the literature review, a qualitative work was conducted in sequence with the literature to get a model that might be tested later using quantitative techniques. Corbin and Strauss, 2008, had strengthened on the importance of having an acceptable balance while revising the technical literature clarifying the important role played by the literature in exposing the researcher to concepts that might appear during the research while helping in being a source of questions for initial observations and interviews (Corbin and Strauss, 2008). However, exploratory research would help in getting in-depth specific knowledge of what is happening on the retailers' level to gain a better understanding of the phenomena under investigation.

Additionally, the main motivation for using qualitative methodologies prior to the quantitative methodologies is to be constructively analytical to data and its sources, with the aim of avoiding bias from one's ideology. Besides, certain scholars have noticed that quantitative methodologies highlight on reliability issues while qualitative methodologies emphasize validity issues (Rist, 1977). Since this research attempts to ensure reliability as well as validity issues, the adoption of both qualitative and quantitative methodologies will improve both the validity and reliability of the research. Thus, in studying such area, the overall research methodology has been divided into two main phases: an explorative phase, and a conclusive phase. The first phase is the exploratory research design, where the researcher collects qualitative data, analyzes it, to develop deeper understanding and knowledge about SMM, and internal

organizational barriers to its adoption among retailers of electronics and home appliances in Egypt. The second phase, conclusive phase, is to build on the qualitative data for the quantitative follow-up. Thus, through refining the research hypothesis to be tested and validated in the second conclusive phase, the research will identify the final information that is the solution to the research problem which is the internal organizational barriers to the adoption of SMM among retailers of electronics and home appliances in Egypt.

Accordingly, the construction of the theoretical model that directs the analysis and interpretation of data can be originated wholly or partially from qualitative framework.

Thus, by applying the research onion to this study, it resulted in the following figure:

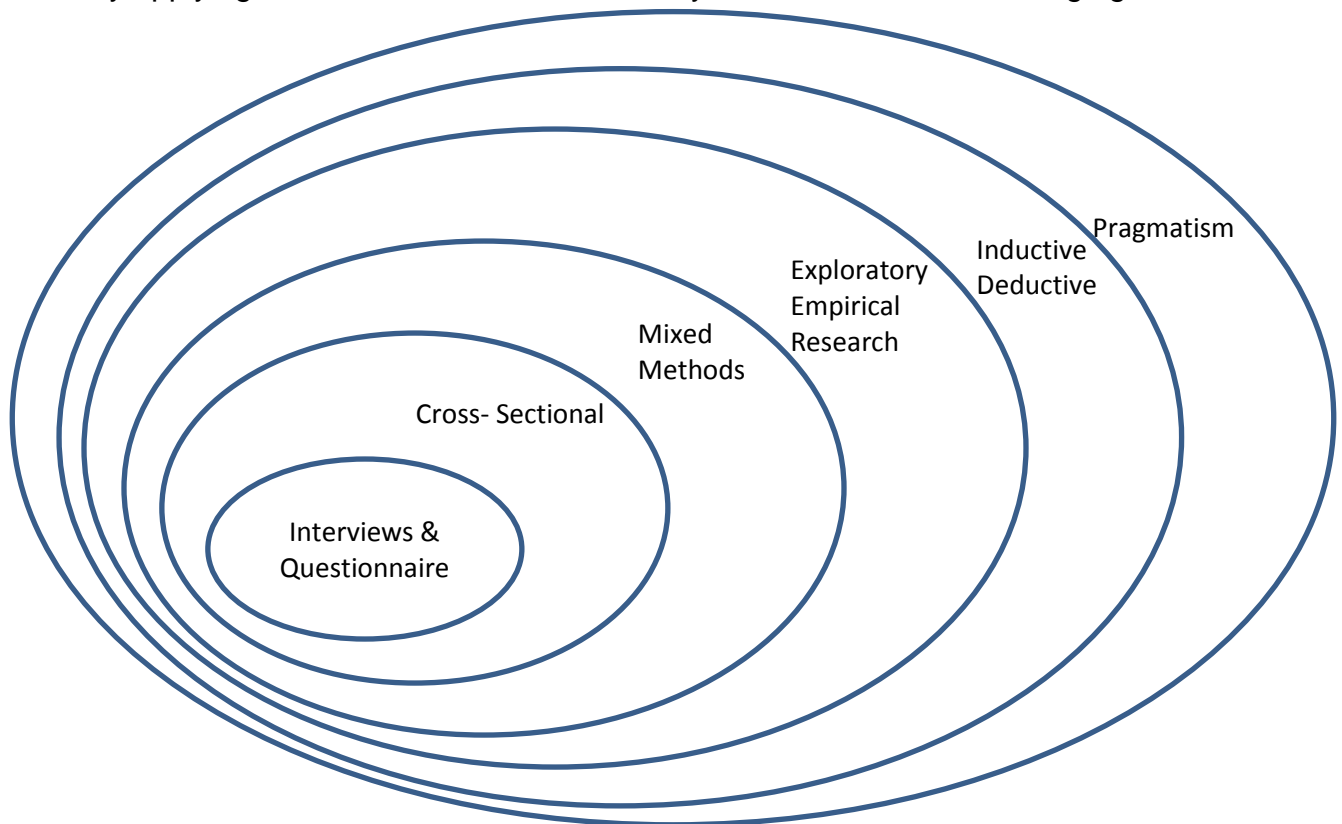


Figure 3-3 Research Onion of the Study

3.5 RESEARCH DESIGN

Most of the theories and models produced on the adoption of social media were produced in the consumer markets context rather than the retailing markets context. Therefore, considering the need for theory generation in this area, this research could not begin by confirming or verifying a theory using hypothesis testing since theory in this area is missing and incomplete. Adding to this, as Gummerson (2003) suggested, business marketing situations are often complicated, and needs data generation which requires in-depth specific knowledge of what is happening in this context (Gummerson, 2003). Being faced with these facts, the following discussion presents my decisions on methodologies selected to conduct this piece of research.

The first research design (figure 3-4) was to use existing literature to build a hypothetical model which would be empirically tested using both qualitative and quantitative methodologies.

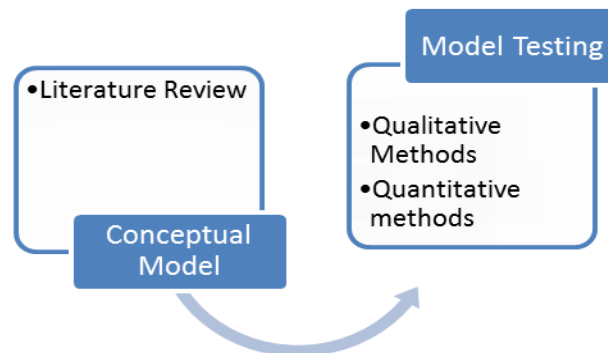


Figure 3-4 The first approach to research design

The second research design (figure 3-5), which is the methodology adopted, is to apply in pragmatism as a system of philosophy whereby, inquiry includes the use of induction (or discovery of patterns), deduction (testing of theories and hypothesis) and abduction

(uncovering and relying on the best of a set of explanations for understanding one's results) (Johnson & Onwuegbuzie, 2004; Morgan, 2007; Harrison & Reilly, 2011).

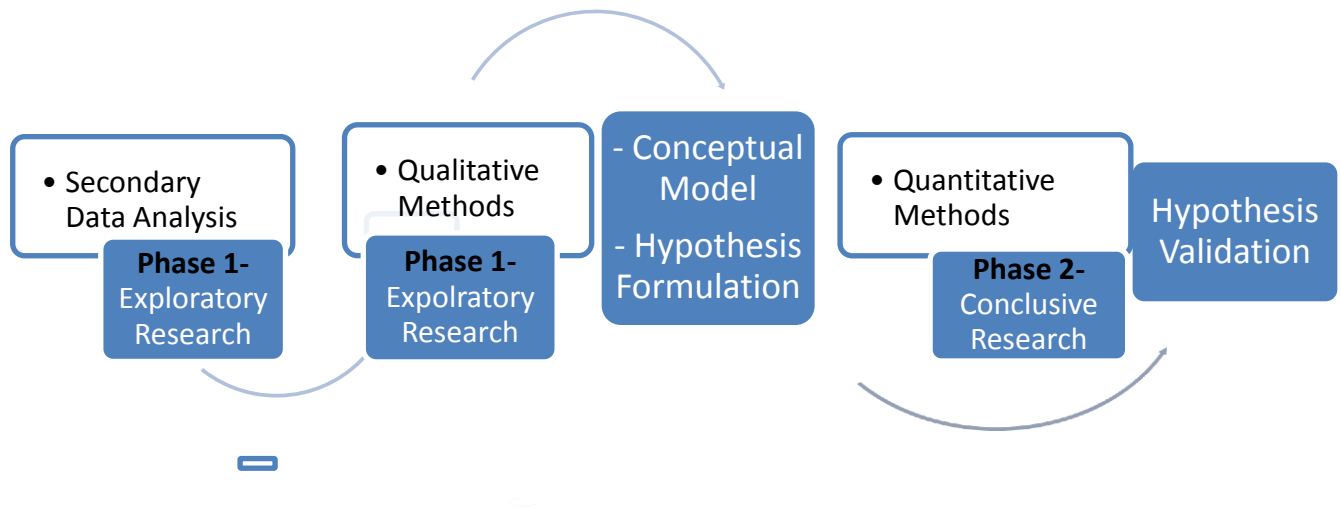


Figure 3-5 The second approach to research design.

While the previous section has detailed the philosophical stance and design of the research, the next section will continue with a description on decisions concerning the qualitative research design, the sampling, interviewing procedures and qualitative data analysis strategy.

3.6 EXPLORATORY RESEARCH

For the exploratory research, secondary data was obtained from relevant research and seminar papers, annual reports, statistical abstract, magazines, newspapers, company's websites and journals. However, as far as there is lack in similar integrated models within the current existent literature within a developing country context and retailers research context, it was supposed significant to hear the voice of the retailers of electronics and home appliances in Egypt and speak for themselves not only to determine the organizational barriers they do face in adopting SMM, but also to help in the formulation of the quantitative component of the present investigation. Additionally it

was fundamental to decide whether the conceptualizations concerning the organizational barriers to adoption of SMM apply to retailers of electronics and home appliances. Thus, it is recommended that an exploratory, qualitative research is conducted before the quantitative stage.

According to Fine and Elsbach, 2000, observations and in-depth interviews are the two most popular forms of qualitative data gathering (Fine and Elsbach, 2000). For the purpose of the research, the second form was employed as it is much more suitable to the research context and due to the difficulty of being existent in the organization for observation.

For this purpose, 11 interviews were conducted with major electronics and home appliances retailers in Egypt where the sample included marketing managers, sales managers and store managers. A non-probability judgmental sampling technique was used where cases were selected based on my judgment that the respondent retailer conforms to certain criteria. According to Marshall (1996) this is the most common sampling technique in qualitative research. The criteria based on which respondents of the interviews were selected were, a) retailers who really adopted the SMM, b) being in greater Cairo with a large-to-medium size and c) having more than 3 branches.

One of the main advantages of in-depth interviews is generating qualitative data through the use of open questions. This allows the respondent to talk in some depth, choosing their own words providing detailed information that helps in getting a clearer perspective on the relevant constructs and develop a real sense of a person's understanding of a situation. In addition, they also have increased validity because it gives the interviewer the opportunity to probe for a deeper understanding and ask for clarification.

Moreover, dealing with social media is not constrained to a single position but rather by different departments within the organization. In addition, respondents feel more comfortable and relaxed having a conversation rather than filling out a survey. (Malhotra, 2002) Data was collected by telephone interviews as well as personal direct interviews.

Having said that, interviews were used as a tool for:

- Exploring the organizational barriers construct in order to define its main dimensions within the specific context of retailers of electronics and home appliances and to assess its impact on adoption of SMM.
- Deciding on the moderating effect of the other constructs that emerged from the literature.
- Assisting in the construction of a proposed integrated model in terms of what sub-constructs should be included as well as what moderators should be added and what are the associations between these constructs.
- Planning for the quantitative phase by confirming that appropriate questions and vocabularies used by retailers in the field are included in the main survey.

3.6.1 Sampling

For qualitative interviews, a non-probability judgmental sampling technique was used where cases were selected based on my judgment that the respondent retailer conforms to certain criteria where interviews were composed of semi-structured questions.

Some research design considerations are made with regards to the sample selection according to adoption of SMM and the research question considerations.

As this research looks at the impact of the internal organizational barriers on the adoption of SMM, the criteria based on which respondents of the interviews were selected were, a) retailers who really adopted the SMM to get their actual experiences, b) being in greater Cairo with a large-to-medium size as research is mainly concerned with these retailers who are mainly located in greater Cairo and c) having more than 3 branches to get the effect of having more than one branch on the adoption of SMM. An apparent reason to set these criteria was to capture and get their real experiences and opinions of those who adopted SMM taking diversity in the size of the organization as well as the number of branches into consideration that would potentially have an impact.

3.6.2 Interview Procedure

The sample size in qualitative research tends to be rather small (Marshall 1996) and there are only few practical guidelines given to estimate the proper amount of interviews (Marshall, 1996). According to Guest, Bunce and Johnson, (2006) even six interviews can be found as a sufficient sample size, which indicates the validity of this study (Guest et al., 2006). According to Bertaux, 1981 and 2006 twelve to fifteen is the smallest acceptable sample for all qualitative research (Bertaux, 1981; Guest et al., 2006). Thus, an initial target of 15 interviews was set, but due to refusal from some retailers, time constraint and the time for transcribing, the total number of interviews was 11 as per retailers who agreed to participate in the research. These interviews were conducted within a framework of two months because of cancellation and rearrangement. The interview lasted for around an hour. The semi-structured interview depended on an interview guide with 9 open-ended questions that was developed and used along with mobile recording (See Appendix D: Interview Guide). The questionnaire guide was split

into two parts. The first aimed at asking participants about general retailer's information. The second part was designed to identify the internal organizational barriers to the adoption of SMM. The main intention of the interviewer was to establish rapport with respondents to be able to conduct a fruitful dialogue conversation rather than simply asking questions. To attain this, the Situation-Task-Activity-Result (**STAR**) technique was used (Wayne State University). The interviewer started with introducing the Situation to the interviewee by setting the scene, giving a context and background to the research. Then, clarify the **T**ask by clearing up what is required from the respondent and in this the interviewer depended mainly on presenting the interview guideline open-ended questions. In **A**ctivity, respondents were given the space to explain what they actually did concerning the adoption of SMM in their retailing organization. Finally, the **R**esult, where respondents were asked to share what the actual barriers they faced with the actual adoption of SMM, and how they see the use of SMM developing in the future. Respecting the interviewees' time, they were initially contacted by phone, where I outlined the nature of the research and asked for the permission of mobile- recording. Upon acceptance to participate, I assured the interviewees that participation is confidential. Study information will be kept in a secure location. The results of the study may be published or presented at professional meetings, but their identity will not be revealed.

3.6.3 Qualitative Data Analysis Strategy

This part will present the analysis practiced for the qualitative data in terms of transcription, coding, and use of the modeling tool. Thematic analysis is mainly used for the qualitative phase of the research to examine themes within data. Coding is mainly

used for developing themes within the raw data by recognizing important moments in the data and encoding it prior to interpretation (Braun and Clarke, 2006).

The point is to arrange data into meaningful sets, organized into general categories to be able to describe relationships between them.

3.6.3.1 Transcription

The interviews were mainly conducted at the retailer's store and were recorded in Arabic because of the language barrier, thus to help interviewees express their opinions. I have then written the transcripts into Arabic and then translated them into English.

3.6.3.2 Coding

The below tables show the codes for the categories of each criteria used for the analysis.

Table 3-2 Respondent's criteria and codes used for description

Criteria	Category Description	Code
Size of retailer	Medium	M
	Large	L
Number of branches	3-6	A
	7-9	B
	More than 9	C

For case identification the analysis process cases are coded as C1 to C10. Table 3-3 presents the profile of the cases based on the holding position of key informants.

Table 3-3 Interviewed cases, and the Holding Position of the Key Informants

Retailer	Holding Position of the Key Informants
Case 1 (C1)	Sales executive
Case 2 (C2)	Store Manager

Retailer	Holding Position of the Key Informants
Case 3 (C3)	Store Manager
Case 4 (C4)	Marketing Manager
Case 5 (C5)	Sales Manager
Case 6 (C6)	Marketing & Technical Support Supervisor
Case 7 (C7)	Showroom Manager
Case 8 (C8)	Marketing manager
Case 9 (C9)	Sales and Marketing Manager
Case 10 (C10)	Marketing manager

Table 3-4 presents the classification of cases based on the categorization of the size of the retailer and the number of branches.

Table 3-4 Categorization of Cases

Category code	Case Identification Code
LA	C3
LB	C6, C8
LC	C1, C7, C9, C10
MA	C2, C4, C5

Based on the above demonstration, the following section describes the development of the research model resultant from the combination of the literature review and the results of the qualitative analysis performed.

3.7 THE MODEL DEVELOPMENT

The development of a well-conceived conceptual model is one of the challenging tasks in the PhD Journey. The purpose of this section is to explain how an integrated model

was developed within the adoption of SMM context based on the literature reviewed on social media and the qualitative data collected from the retailers of electronics and home appliances in the qualitative exploratory phase. By identifying patterns evolving from the combination of both sources of data, key constructs are identified that will constitute the development of the model. The model will present the key constructs as well as the relationships between them that lead to the development of the research hypothesis. In developing the model, theoretical highlights will be used in explaining the adoption of social media marketing.

3.7.1 Theoretical Underpinnings of the research

The intersection of the social media view and the organizational view of the retailers lays the theoretical underpinnings of this study. According to Ngai, Tao, and Moon, 2015, considerable number of theories and models are used in the extant social media research to study the socio-psychological behavior of social media users and other stakeholders, such as marketing people and customers (Ngai, et al., 2015). The theories and models used are arranged in three groups of theories (i.e., Personal Behavior theories, Social Behavior theories, and Mass Communication theories) that are identified and used for social media research. Different researches have investigated the social media research by adopting different theories. From the Personal Behavior theories adopted include; Technology Acceptance Models (TAM) (Casaló et al., 2011), Theory of Reasoned Action (TRA) (Hsu and Lin, 2008), Theory of Planned Behavior (TPB) (Chang and Zhu, 2011). Examples of Social Behavior theories adopted include; Cognitive map theory (Kang et al., 2007) and involvement theory (Huang et al.

(2010). Mass communication theories adopted include; Uses and gratifications theory (Porter and Donthu, 2008), and media richness theory (Koo et al., 2011).

Consistent with different researches about social media, the theoretical underpinnings of this research are mainly, Technology Acceptance Models (TAM), the Diffusion of Innovation (DOI), and finally, the most recent model, developed by Venkatesh, et al., (2003), to unify the different constructs of all these models in one unique model which is the Unified Theory of Acceptance and Use of Technology (UTAUT) could be used. Adding to this, being concerned with the retailing industry, I found interest in the different retailing theories as the Environmental Theory, the Cyclical Theory and the Conflictual Theory. Besides, the Resource-Based View of the firm where social media is being dealt with as an important resource that the firm could use to enhance performance. And in being concerned with the internal organizational barriers to the adoption of social media, thus a look at the organizational theories would overlap in the theoretical underpinnings of the research.

The overarching hypothesis is that there are internal organizational barriers to the adoption of social media marketing. Several streams of research in social media are relevant to the development of this hypothesis as presented and as discussed in the literature.

The next section will give an overview and justification for the choice of the theories adopted along with their criticism.

3.7.1.1 Social Media Theories

1- Technology Acceptance Model (TAM, 1986)

TAM is a valid model in assessing the information technology acceptance as Internet, e-commerce and online marketing.

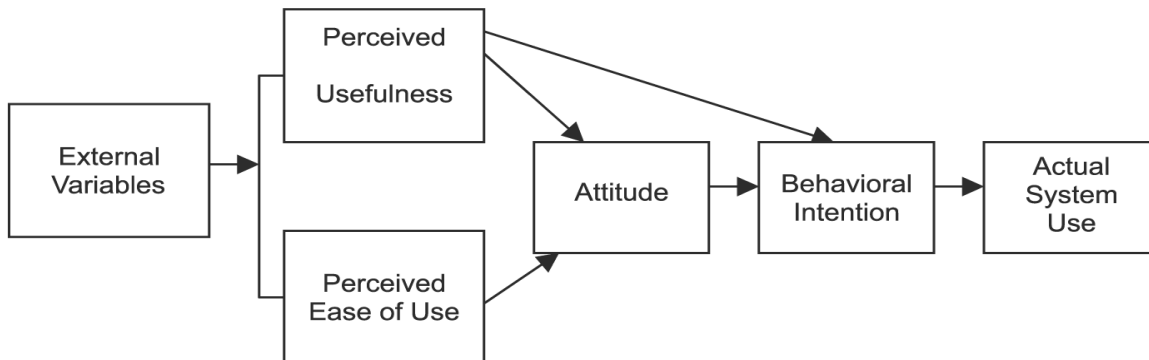


Figure 3-6 TAM
Source: Davis, 1986

As shown in figure 3-6, the model is based on two independent variables that affect the actual use of the system.

First, the perceived ease of use (PEOU) as it was defined by Davis as “the degree to which an individual believes that using a particular system would be free of both physical and mental effort (Davis, 1986).” And perceived usefulness (PU) as it was defined by Davis as “the degree to which an individual believes that using a particular system would enhance his or her job performance (Davis, 1986).”

However, according to Turner et al, 2010, one of the limitations of the TAM model is that it doesn't measure the benefit of using the technology as increasing productivity or timeliness of product or service (Turner et al., 2010). I refer to this model in accepting the use of social media, but the limitation of the TAM was overcome as the measurement of effectiveness of online social media was well considered in the survey.

Adding to this, Leiser Silva, 2007 had examined TAM through the lens and work of the post positivist philosophers of science Karl Popper, Thomas Kuhn, and Imre Lakatos, with the purpose of providing a constructive critique. In his research he questioned whether TAM is falsifiable? Is it normal science? (Silva, 2007).

He argued that TAM faces difficulties in falsifying its main theoretical hypothesis, since beliefs are logically connected to intended actions (Silva, 2007). Thus, according to Popper's principle of falsifiability, a sound theory should "prohibit" the occurrence of definite phenomena and we should always be careful when a theory claims to explain almost all types of behavior. Having said that, I have carried an empirical research and based on the analysis, the conclusion would be whether to accept or reject the hypothesis concerning PEOU and PU. On the other side, the Kuhnian lens had assisted in viewing TAM as a model of normal science, as it offers a complete solution that is easily transferable and verifiable, so it gradually became a legitimate way of conducting research in IS.

Consequently, as retailers progressively recognize the prospective role of the social media as a marketing instrument, it is important to identify the factors involved in affecting the level of adoption of SMM as the perceived ease of use and the perceived usefulness of the employees of the retailing organization who will execute it.

2- Diffusion Of Innovation (DOI)

In his book Diffusion of Innovations, Rogers defines the diffusion process as "the spread of a new idea from its source of invention or creation to its ultimate users or adopters". (Roger, 1962)

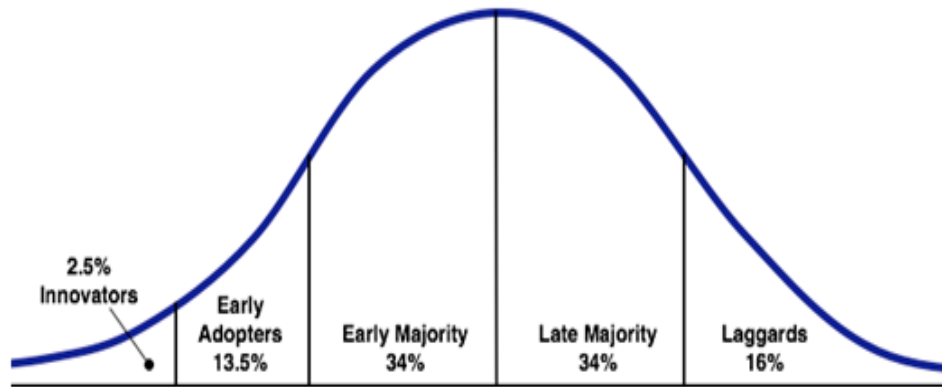


Figure 3-7 Diffusion of Innovation Model

Source: (Roger, 1962)

Rogers categorized the adoption process down into five phases. The five phases are, awareness stage at which "the employees in the retailing organization are subjected to the social media but doesn't have complete information about it", interest stage where "interest is created about social media and the employees starts to look for additional information about it", evaluation stage at which "the employees in the retailing organization conceptually applies the innovation to the present and expected future situation, and then decides whether or not to try it", trial stage known by "the complete usage of social media by the employees in the retailing organization ", and adoption stage where after the trial employees decide to carry on benefiting from the full use of the social media (Hornor, 1998; Roger, 1962).

Considering social media as an innovation, it would be worth investigating its adoption based on the engagement and involvement of employees dependent on the extent to which the benefits of social media is being communicated with the employees, their fear of technology and their eagerness to know about it as a new platform. Logically, in general, an organization will be more willing to adopt an innovation if they have the employees to understand that technology (Brancheau & Buckland, 1996).

3- Unified Theory of Acceptance and Use of Technology (UTAUT)

Venkatesh et al. (2003) developed UTAUT as a comprehensive combination of former technology acceptance research. Figure 3-7 presents that UTAUT has four key pillars (i.e., performance expectancy, effort expectancy, social influence, and facilitating conditions) that impact behavioral intention to use a technology.

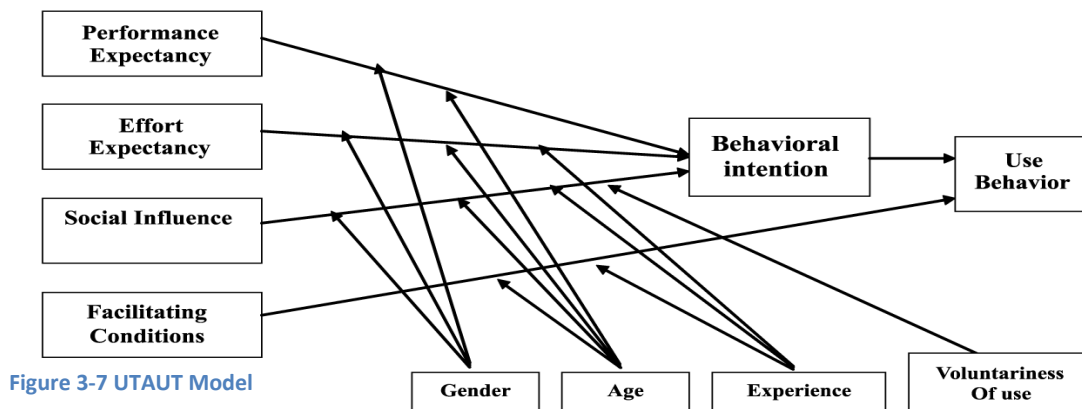


Figure 3-7 UTAUT Model

Source: (Venkatesh et al., 2003)

As a modification to TAM model, performance expectancy refers to “the degree to which an individual believes that using the system will help him or her to attain gains in job performance”. This is similar to TAM’s perceived usefulness. Effort expectancy refers to “the degree of ease accompanying the use of the system”. This is similar to TAM’s perceived ease of use. Social influence refers to “the degree to which an individual perceives that important others believe he or she should use the new system”. Facilitating conditions refers to “the degree to which an individual believes that an organizational and technical infrastructure exists to support use of the system”. Adding to this, UTAUT model presented such moderating factors as gender, age, experience, and voluntariness of use from the perspective of social psychology. These moderating factors will assist in tackling the problems of inconsistency and the weak power of

explanation of previous models and explain the behavioral differences of different groups of people (Qingfei, Shaobo and Gang, 2008; Venkatesh et al. 2003).

In determining the retailer's use behavior of SMM, it is worth identifying the performance and effort expectancy of employees as well as internal facilitating conditions.

Having presented the different theories and models concerned with the adoption of technology, I had mainly utilized the UTAUT theory and the TAM model as theoretical background to the development of the model of this research as the choice was governed by the attributes to the adoption in this social media research. As described by Venkatesh et al. (2003) in the UTAUT theory and Davis (1986) in the TAM model, they both identified constructs that affect the acceptance of a new technology (Venkatesh, Morris, Davis & Davis, 2003; Davis, 1986). The justification for using these theories as theoretical background to the proposed research model is that the authors have used their models to explain the adoption of a new technology which is similar to the conceptualization of the adoption of social media that I have used in the context of this research. The justification in referring to UTAUT Model rests in considering the model as a comparably comprehensive model. It combined factors included in such IT adoption models as Theory of Reasoned Action (TRA), Theory of Planned Behavior (TPB), and TAM. First, its explanatory ability in adopting technology using behavior is up to 70 percent that is considered a higher rate as compared to other technology acceptance theories (Wu, Tao, & Yang, 2008, p. 928). Given this accuracy and wide application in explaining technology adoption behavior, the Unified Theory of Acceptance and Technology (UTAUT) model exceeded other theories and became a better choice for researchers in the area of technology use behavior. Secondly, its

application is not restricted to a certain industry but can be applied to industries such as mobile trade (Liu, 2013), online learning (Zeng, 2005) as well as medical surgery equipment (BenMessaoud, Kharrzi & MacDorman, 2011; Liu, 2013). I believe that this research would investigate the facilitating conditions to the adoption of social media marketing as well as the effect of the incentives given to employees in terms of performance expectancy and effort expectancy encouraging the adoption of social media marketing. It comprises the human as well as non-human factors affecting the adoption of a technology. It comprise of the performance expectancy and effort expectancy that are addressed in the model as incentives and motivation. It also includes the social influence presented in retailer's perception about the extent to which important others (e.g., other retailers, customers) believe they should use social media; and that is measured in the model by measuring the role of employees in terms of their perceived ease of use, perceived usefulness, resistance toward technology and awareness about the level of consumer product involvement. As well as, the management ideology that is measured in terms of their role in supporting the implementation of a new technology. Let alone, the facilitating conditions that are referred to in terms of the organizational structure, and the IT infrastructure. In addition, it helps in measuring the moderating effect of gender and age of employees, size of the retailing organization, number of branches on the relationship between the independent constructs and the adoption of social media marketing.

However, the UTAUT is not perfect. To apply UTAUT in certain special IT application such as social media, adjustments and modifications are needed (Qingfei et al., 2008). The limitation of the UTAUT model rests in its inflexibility to adjust to different contexts.

In their research Gahtani, Hubona, and Wang (2007) conveyed that the cultural difference of Saudi Arabia from other western countries had impeded using the Unified Theory of Acceptance and Use of Technology to analyze workers' adoption of computers in Saudi Arabia because of the difference in work related value (Gahtani, Hubona, & Wang, 2007). This is in addition to the need to go for adjustment on moderators to reflect research context. Furthermore, The UTAUT model cannot be applied without revision to social media since all IT adoption theories or models, including UTAUT, were developed for PC and/or fixed line Internet systems/applications.

And thus, such limitations support the need in going for this research that is investigating a different context as Egypt. I decided to modify and extend the UTAUT model with the following considerations: (1) applicable to social media; (2) inclusion of TAM Model; and (3) inclusion of the characteristics of Egyptian context. However, although Salim 2012, had applied UTAUT Model for acceptance of Social Media in Egypt, the research focus and its constructs were greatly different as they adopted the exact UTAUT model with its constructs and the objective of the study was to analyze the relationship of participants intention "followers of Khalid Saied page" to accept Facebook with selected constructs such Performance expectancy, Effort Expectancy and, Social Influence (Salim, 2012). But in this research, I have adapted the UTAUT model with its constructs to measure the adoption of SMM from the retailing business perspective being concerned with the research constructs and what the research intends to measure. Adding to this, its explanatory ability in adopting technology using

behavior is up to 70 percent that is considered a higher rate as compared to other technology acceptance theories (Wu, Tao, & Yang, 2008, p. 928).

In addition, to address the limitations of IT adoption theories, some researchers have tried to integrate different theories. Thus, I decided to use TAM model as well. Referring to TAM Model as a theoretical background rests in the interest of this research in assessing the effect of Perceived Usefulness (PU) and Perceived Ease Of Use (PEOU) on the adoption of social media as a technology. However, according to Turner et al, 2010, one of the limitations of the TAM model is that it doesn't measure the benefit of using the technology as increasing productivity or timeliness of product or service (Turner, Kitchenham, Brereton, Charters & Budgen, 2010). I refer to this model in measuring the adoption of social media, but the limitation of the TAM was overcome as the measurement of effectiveness of online social media was well considered.

Adding to this, Leiser Silva, 2007 had examined TAM through the lens and work of the post positivist philosophers of science Karl Popper, Thomas Kuhn, and Imre Lakatos, with the purpose of providing a constructive critique. In his research he questioned whether TAM is falsifiable? Is it normal science? (Silva, 2007) He argued that TAM faces difficulties in falsifying its main theoretical hypothesis, since beliefs are logically connected to intended actions (Silva, 2007). Thus, according to Popper's principle of falsifiability, a sound theory should "prohibit" the occurrence of definite phenomena and we should always be careful when a theory claims to explain almost all types of behavior. Having said that, I have carried an empirical research and based on the analysis, the conclusion would be whether to accept or reject the hypothesis concerning PEOU and PU. On the other side, the Kuhnian lens had assisted in viewing TAM as a

model of normal science, as it offers a complete solution that is easily transferable and verifiable, so it gradually became a legitimate way of conducting research in IS (Kuhn, 1962). Thus, I had mainly utilized the UTAUT theory and the TAM model as theoretical background to this research. I am Interested mainly in measuring PEOU and PU of employees to adoption of SMM as well as the facilitating conditions presented in UTAUT as IT infrastructure, organizational structure, management ideology and incentives and motivation that facilitate the adoption of SMM. However in applying them to my research context I tried to overcome the criticism rose for each theory.

Shifting from psychological and sociological theories, the next section will discuss the different theories concerned with the retailing industry.

3.7.1.2 Retailing Theories

Three well-known theories are recognized as the primary retail evolution theories:

1- Environmental Theory

It states that retail environment is a key stimulus to retail change. To survive or continue in operation, retail institutions need to progress by adapting to changes in the retail environment (e.g., changes of consumers, economy, technology, geography, competitors) or be forced out of business (Kim and Kincade, 2006). For this reason, it is important for retailers to be aware of and adjust to the changing environments. I am concerned with the use of the new technological tool, the social media, along with the cultural change presented by the change in the consumers shopping habits and modern life style affecting the retail environment performance to be approaching their customer to where they live “online”.

2- Cyclical Theory

Where change follows a pattern and phases can have definite identifiable attributes associated with them. There are three primary components associated with the theory, the wheel of retailing proposed by McNair (1958), retail life cycle and retail accordion proposed by Hollander (1966).

One purpose of this research is to examine the more recent phenomenon of SMM adoption by the retailers through the lens of the Wheel of Retailing (WOR) and to determine whether WOR provides a theoretical basis for understanding the evolution of e-tailing.

As when it comes to the retail life-cycle, it starts from an *independent retailer* to a *local medium sized retailer* to *hypermarkets*, selling food, non-food items (general merchandise) and private brands, all of which available for the customer in one single trip and then *specialty stores* as *Virgin*, *Compume*, *Tradeline*, *Appliance*, and *Radioshack*.

The wheel of retailing proposed by McNair (1958) will be used in terms of the retail life cycle and the development of the retailing organization. The reason behind the use of this is that I refer to the change in the structure of the retailing organization by time due to the existence of new technology.

3- Conflict Theory

it states that an existing retail institution (i.e. thesis) is challenged by its competitor (i.e. the antithesis). As time passes, the retail institution and the competitor blend together, upgrade their attributes, and finally create a new retail institution that becomes a traditional one in the next evolution (i.e. synthesis) (Gist, 1968; Kim and Kincade, 2006).

3.7.1.3 Resource-Based View

Researchers in the field of strategic management have understood a long time ago that competitive advantage depends upon the match between unique internal (organizational) capabilities and changing external (environmental) circumstances (Andrews, 1971)

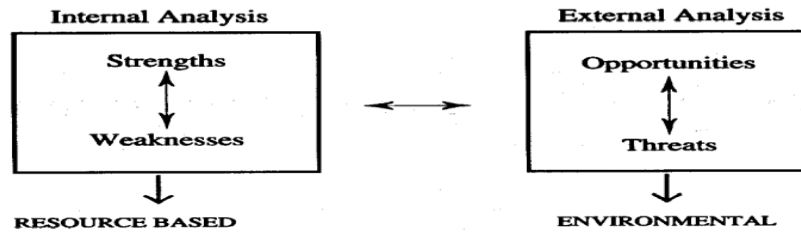


Figure 3-8 The relationship between traditional “strengths-weaknesses- opportunities-threats” analyses, the resource based model, and models of industry attractiveness

Source: (Wright, McMahan & McWilliams, 1994)

The resource-based view of the firm is a concept of competitive advantage that as shown in figure 3-8, stresses the link between a firm’s internal resources, strategy, behavior and performance (Wright, McMahan & McWilliams, 1994). According to the RBV, retailer’s heterogeneity would indicate that social media is cheaper and/or more attractive to some retailers than others. Some retailers appear to retain resources that give them comparative advantage in developing new processes or products (Lockett and Thompson, 2001). Regardless of having a better marketing tool than that are currently adopted; it is difficult for retailers to adopt social media if it does not have the mix of assets or capabilities required for that (Wang et. al., 2007). Therefore, there is potentially an important relationship between a retailer’s resources and capabilities and its propensity to adopt social media. Such resources would refer to the hardware and the software needed and the budget allocated for this. In addition, capabilities

concerned with the availability of the human factor in terms of the skills needed and attitudes as a crucial resource to the adoption of SMM.

I would consider social media as a resource for marketing trying to measure the degree of compatibility of the retailing organization in terms of the technical and human resources needed to adopt social media.

3.7.1.4 Organizational Theories

The internal organization of the retailer is composed of social units of people that are structured and managed to meet a need, or to pursue collective goals. One of the objectives of the research is to assess how human factors have impact in adopting SMM in electronics and home appliances retailers in Egypt by identifying the role of employees and the management team of the retailer. Thus a look at the organizational theories would form a theoretical underpinning for this research. One of the organizational theories is Bureaucratic theory. The scholar most closely connected with Bureaucratic theory is Max Weber. An organization managed under Weber's concept of bureaucracy is described by the presence of impersonal positions that are won and not inherited, rule- controlled decision-making, professionalism, chain of command, defined responsibility, and bounded authority (Jain, 2004). This fits in investigating the organizational structure of the retailing organization in terms of the degree of communication and the decision making process that affect the adoption of social media as to whether employees at all levels are given the opportunity to share in the critical decision-making process necessary for the change and more frequently communicate on different levels with employees from other departments and along with their managers (Kim, 2011). In Modern organizational theories, Niels Andersen, the

researcher most associated with research about polyphonic organizations, believes that modern organizations have exploded beyond their original organizational boundaries. In polyphonic organizations, the society is divided into a number of countless communication systems (social systems) with their own values where meaning is created within different social systems (Anderson & Thygesen, 2012). Beside, a number of sociologists and psychologists made major contributions to the study of the neoclassical perspective, which is also known as the human relations school of thought. According to the Hawthorne studies, a human/social element operated in the workplace and productivity increases based on an outgrowth of group dynamics as of managerial demands and physical factors. Thus, an effective management understands the way people interacted and behaved within the group and attempts to improve the interpersonal skills through motivations, leading, communication and counseling (The Wisest, 2011).

Having presented the theoretical underpinnings of the research, the next section will present the analysis for the qualitative research phase, thus help in the development of the proposed research model.

3.7.2 Qualitative Data Analysis

3.7.2.1 Organizational Structure

A strong accord was found in the interviews about organizational structure expressed by interviewees by the level of communication and the decision making process followed for the adoption of SMM. For instance, one retailer asserted:

“...We are facing a serious problem in terms of frequency of communication...”
(C2)

Another interviewee commented:

“...If you are in my place, you would feel the difficulty we face in communication between each other...” (C5)

And one retailer said,

“...Mainly the decision of using the social media is more of a strategic level...” (C2)

Within the literature, according to Zheng et. al., 2009, there is lack of conclusive findings reflecting the relationship between organizational structure and social media (Zheng, Yang & McLean, 2009; Tsai, 2002). However, a highly centralized structure inhibits communication among organizational members, lessens the chance for individual development, advancement and inhibits creative solutions to problems as employees are not involved in decision making process (Gold et al., 2001). In contrast, decentralization accelerates internal communication, adoption of innovation, and promotes higher levels of creativity (Bennett and Gabriel, 1999).

Communication is measured and is defined as the amount of interaction taking place among different levels of employees within an organization and with colleagues outside the organization (Gold et al, 2001).

With reference to the UTAUT theory, the facilitating conditions are considered as one of the attributes affecting the use behavior. The justification behind the use of this theory is that I suggest that the existence of an organizational structure that supports communication and involvement in the decision making would enhance the adoption of SMM.

From the above discussion, and the controversy about whether the organizational

structure is salient in adoption of social media, the inclusion of organizational structure as part of the model is crucial in order to uncover the real salience of organizational structure in adoption of SMM.

3.7.2.2 IT Infrastructure

According to the literature, with the increased use of Web3.0 and its typical application such as Blog, wiki, RSS, Tag, and SNS, organizations are becoming increasingly virtual and visibly sharing information with its different stakeholders using these tools (Shankar and Yadav, 2011). However, the unease in using web3.0 technologies is sometimes attributed to the IT infrastructure underlying the collaborative applications that can't scale and/or handle the traffic to sufficiently meet end-user expectations (Wang et. al., 2007). For example, one of the interviewee commented:

“...The only drawback that can be labeled is the speed of the Internet as it is currently unstable, and in some cases, it is very weak...” (C6)

And one interviewee stated”

“...The issue is that using social media would backfire if you don't have an IT base that would provide you with updated equipment and would ensure a smooth connectivity to the Internet so that you would be able to ensure your presence online...” (C7)

These findings echo with the past research conducted by Ryberg, 2008, which recognized that the adoption of new ways of working that help in transforming the organization is hindered due to the lack of the adequate IT infrastructure that lead to market growth and innovation. Occasionally, the adoption of new ways of working that help in transforming the organization is hindered due to the lack of the adequate IT infrastructure that leads to market growth and innovation (Ryberg, 2008).

Within the retail literature, Brennan and Schafer, 2010, recognized that the retail industry is facing the challenges of being fast and better. They are faced with both, a fast-paced society where consumers want innovative and tailored goods without having the intention to wait, and faster-paced technological changes as being engaged in social media for building brand loyalty, being in contact with all over consumers and enhancing their performance (Brennan and Schafer, 2010).

With this evidence in hand, the reference to IT infrastructure as one of the attributes affecting the adoption of SMM is of significant importance; hence its inclusion in the model.

3.7.2.3 Awareness about Level of Product Involvement

Empirical evidence suggests that with consumers being "living online", companies and organizations are looking to online social marketing programs to reach their consumers. As Garretson (2008) observed, "Consumers increasingly use digital media not just to research products and services, but to engage with the companies they buy from, as well as other consumers who may have valuable insights specially in high involvement products (Garretson, 2008)." For example a retailer commented:

***"...If the customer wanted something specific, he send inquiries to me, especially when the specifications of the device are not written in details."
(C2)***

And another retailer stated:

"... for home appliances, the client must have a full knowledge of the brand, otherwise he would come to the outlet to see the product physically and check the prices." (C5)

This could be attributed to the product itself as for high involvement products, consumers are interested in collecting more information and compare between different brands more than that in lower involvement products.

From this position, I propose that the awareness of the retailer about the level of consumer product involvement level is of specific importance; hence its inclusion in the model.

3.7.2.4 Management Ideology

From the proposed suggestions for the success of implementing change is management commitment to the new technology and the implementation process. The transition into social media requires a change in organizations' mindsets. It calls for the application of a bottom-up approach, one that works from the base - from a huge number of people working together, causing a decision to arise from their collective involvement (Ernestad and Henriksson, 2010; Smith and Carayon, 1995). For instance one of the retailers commented:

"...Mainly the decision of using the social media is more of a strategic level..." (C2)

"...The issue is that management is still consistently operating in the same traditional way for taking decisions and implementing social media." (C3)

And another retailer added:

"...We don't have a clear cut plan to guide us in the implementation process of using social media rather we deal with each problem as it pops-up." (C8)

Management commitment could be in the form of a structured program, having a cross functional transition team, clear path of help for end users and managers, support with allocation of resources and organized communication networks between supervisors and workers to deal with the new technology where this would help in reducing resistance (Yeoh et al, 2009).

By blending the findings of the interviews along with what was suggested in the literature; hence, it was decided to include this construct as an important social media cue within the model.

3.7.2.5 Employee's Technological Readiness

Wollan and Smith, 2011, had clarified the importance of having a human capital strategy for social media to effectively grip and benefit from it where it has to be structured around specifying talent needs, realizing sources of talent, and developing talent for ongoing high performance (Wollan and Smith, 2011). In addition, Hernandez and Grayson, 2012, pointed to the importance of having an internal marketing campaign that would help in selling the idea of social media with clear identification of how and why social media will be used to meet specific business goals (Hernandez and Grayson, 2012). Such campaign would help in decreasing the resistance of employees to using the social media. Lack of user acceptance has long been a barrier to the success and realization of new information systems (Davis, 1986). For example, one of the interviewees commented:

“... As long as the benefits of using this tool are clarified, the probability of increasing its use will increase as we will feel its effectiveness in terms of serving more number of customers...” (C6)

According to Chang, 2004, perceived usefulness and perceived ease of use determine a user's attitudes towards usage of a system which in turn determine behavioral intentions and leads to actual system use (Chang, 2004; Davis, 1986).

And another interviewee clarified:

“...There is a challenge because the online social media marketing needs new ideas every short period of time....” (C4)

Another retailer stated:

“... We can say that marketing on the social media currently starts to pull the rug out from the TV and you'll see the day that we underestimate the marketing on the television period after period...” (C10)

Training and participation are two crucial organizational factors affecting acceptance of new technology where a properly designed training programs stimulate the end user acceptance of technology, creating feelings of involvement and participation in decisions (Salas and Cannon-Bowers, 2001).

With this evidence in hand, the inclusion of the employees' technological readiness, measured by; employees' resistance, perceived usefulness and perceived ease of use, as part of the model was crucial in order to uncover the real salience of the human factor.

3.7.2.6 Incentives and Motivation

Paroutis and Al Saleh, 2009, found that employees who were actively participating and using Web 2.0 technologies were those who had identified and achieved encouraging outcomes from using them. On the other hand, those who were unconscious of the benefits, and/or perceived the costs of using these tools to be higher than the benefits

were reluctant to using them (Paroutis and Al Saleh, 2009). For example one of the retailers commented:

“... As using social media is seen as a desirable activity, it is really rewarded in our retailing organization...” (C9)

And another interviewee stated:

“...The Company provides all the necessary training for the staff, and there is an appropriate budget for each different marketing method...” (C10)

Outcome expectations indicate the expected consequences of one's own performance (Hsu et al., 2007). The importance of outcome expectations in determining the appreciation of use of Web2.0 technologies is coherent with the value-expectancy theory which states that *“an individual's conduct is a function of the perceived probability, or expectancy, that his or her behavior will result in an appreciated outcome (Cabrera and Cabrera, 2002).”* Thus, employees would be keen about the adoption of SMM if they see there is an adequate satisfactory relation between the efforts they exert to adopt SMM and the reward they expect to compensate for their efforts. Consistently, the satisfaction of employees would positively boost the role played by them to enhance the adoption of SMM.

The previous discussion implies that this construct needs to be investigated within the context of retailing organizations, hence the choice to include it in the model.

Adding to this, when respondents were asked about the degree of effectiveness of the online SMM, respondents were split based on their views. C1, C3, C4, C6, C7, C9, and C10 agreed that online SMM is effective as compared to other online marketing tools as e-mail marketing, display ads and search engine ads.

As one of the retailers expressed:

“...Internet marketing in general and social media marketing in specific are our important tools used to communicate with our customers, and since a long period, our clients wanted to trace on our page over the net their orders and find the different products that we offer with different classifications. When we found that customers are asking for this we made sure that there is a very effective page on the Internet. Where in most of the calls received by the call center, the customer leaves his opinion about our page and if there is something new. Also we found that Facebook is a very much important tool used by many of our customers...” (C6)

On the other hand, C2, C5, and C8 reported that they don't see SMM as an effective tool especially when compared to other marketing tools. For example, one of the interviewees commented:

“...Generally Internet marketing does not bring new customers or increase sales volume. We care about two things that are important to attract the buyer; first, we rely on the opening of branches in distinct places that are crowded. Secondly we publish offers in the form of advertisements in the newspaper. The performance of the product along with the reputation of the shop and the prices are what makes the buyer looking at us to purchase...” (C8)

When respondents were asked about how they view the future of online SMM, C1, C3, C4, C6, C7, C9, and C10 who have expressed the high effectiveness of online SMM have consistently expressed that its use will increase in the future and even its

effectiveness will increase in terms of serving more number of customers. As expressed by C1 and C6 respectively:

“...Today’s attention is to marketing via the social media and 50% to 60 % increase is expected in the near future because all smart phones have many applications that assist customers, and each company especially has a FACEBOOK page...” (C1)

“...As long as the benefits of using this tool are clarified, the probability of increasing its use will increase as we will feel its effectiveness in terms in serving more number of customers...” (C6)

Consistent with their opinion toward the ineffectiveness of the SMM, C5 and C8 stated that neither its use nor its effectiveness will increase in the future.

3.7.3 The Proposed Model and Model Key Constructs

Having conducted the literature review, identifying the literature gaps, explained the theoretical underpinnings of the research and conducted the exploratory phase to get deeper insights to the topic of research, the coming sub-section will constitute the conceptual model, this sub-section will present the final model including relationships between the constructs and hypothesis that underlie these relationships.

The conceptual framework of the study is depicted by the diagram below:

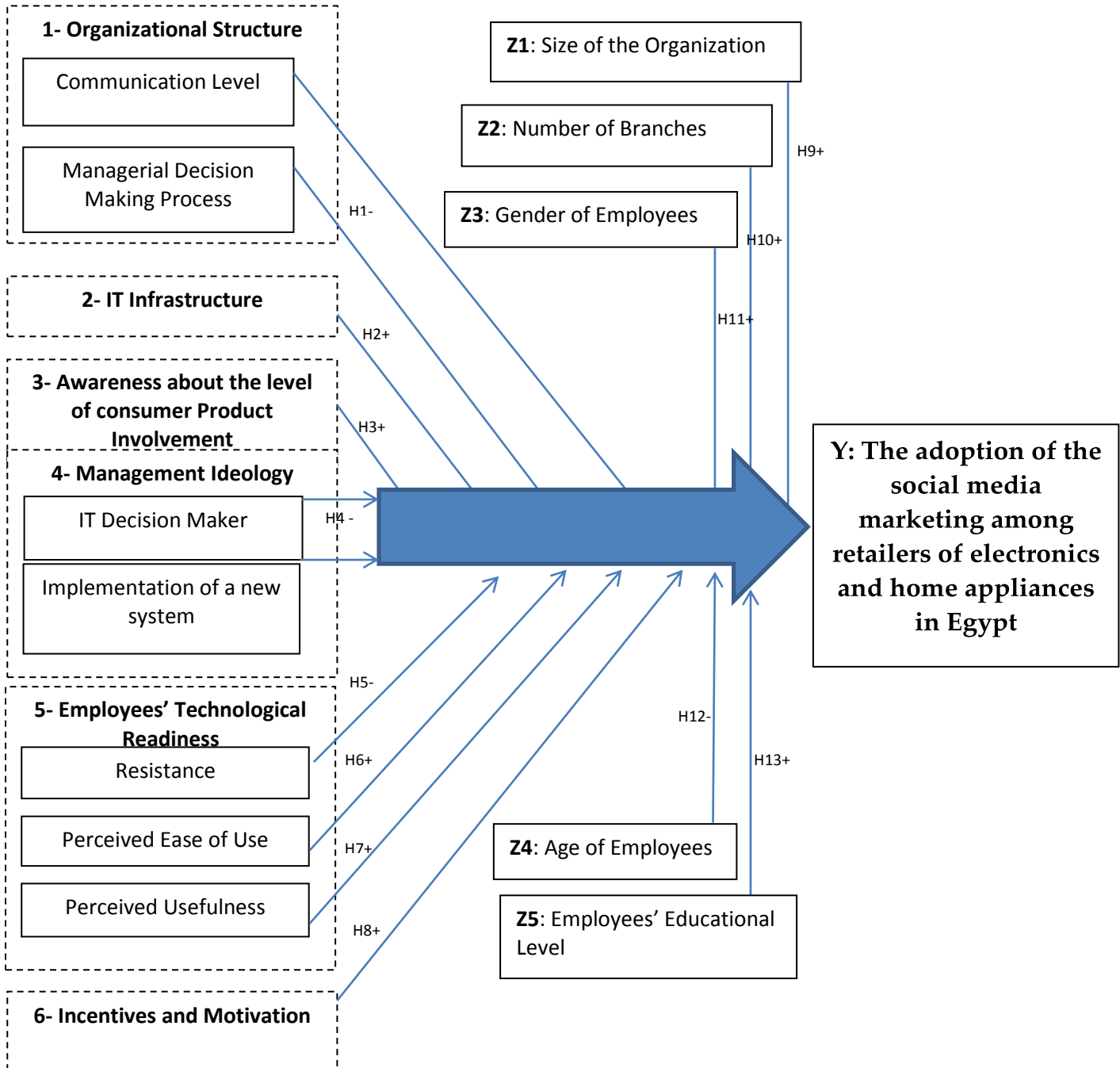


Figure 3-9 Proposed Conceptual Model

3.8 DEFINITION OF CONSTRUCTS AND HYPOTHESIS

3.8.1. Organizational Structure

Organizational structure refers to the degree of centralization approached by the management of an organization (Johaim et al., 2011; Hage & Aiken, 1967).

The frequency of communication and the degree of centralized decision-making are the two variables used to measure the degree of centralization in an organization.

H1: There is a negative relationship between the degree of centralization and the adoption of the SMM in the retailing organization of electronics and home appliances.

3.8.2 IT Infrastructure

It refers to the structure of technologies, IT work processes, and shared services that build and sustain present and future business applications (Croteau et al., 2001).” This is in terms of an adequate speed and quality of infrastructure as; access to computer software, other hardware, telecommunication at a reasonable cost; security concerns, availability an adequate website with high level of reach.

H2: There is a positive relationship between IT infrastructure and the adoption of the SMM in the retailing organization of electronics and home appliances.

3.8.3. Awareness about Level of Consumer Product Involvement

The level of consumer involvement in the purchase decision is identified by the type of the product being purchased and its relationship to the consumer (Kapferer and Laurent, 1985). This refers to the complexity of a system, process or product that motivates retailers to share information with the users to be more involved, to gain more

information about the intended product they will buy (High involvement products versus low involvement products).

H3: There is a positive relationship between the degree of awareness about consumer product involvement (technical sophistication of the products or services being sold) and the adoption of the SMM in the retailing organization of electronics and home appliances.

3.8.4. Management Ideology

It refers to the organizations' mindsets in terms of how decisions are made and the approach to the implementation of a new system (Ernestad and Henriksson, 2010).

H4: There is a negative relationship between resistant management ideology and the adoption of the SMM in the retailing organization of electronics and home appliances.

3.8.5. Employees Technological Readiness

1- Employee Resistance: refers to the act of withstanding, striving against, opposing and fearing the adoption of a new because of fear of losing their job (Bovey & Hede, 2001).

H5: There is a negative relationship between employees' resistance and the adoption of the SMM in the retailing organization of electronics and home appliances.

2- Ease of use: the degree of which a person believes that using a particular system would be free of effort (Davis, 1986). It refers to the ease of using the social media as a marketing tool without having to overcome a steep learning curve.

H6: There is a positive relationship between the perceived ease of use toward

SMM and the adoption of the SMM in the retailing organization of electronics and home appliances.

3- Perceived usefulness: The degree of which a person believes that using a particular system would enhance his or her job performance (Davis, 1986). It refers to the extent to which marketing department believes that using the technology will enhance their performance.

H7: There is a positive relationship between the perceived usefulness toward SMM and the adoption of the SMM in the retailing organization of electronics and home appliances.

3.8.6. Incentives and Motivation

Expectancy theory argues that “the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1996).” It is the perceived probability, or expectancy, that his or her behavior will result in an appreciated outcome” (Cabrera and Cabrera, 2002).

H8: There is a positive relationship between the incentives and motivation and the adoption of the SMM in the retailing organization of electronics and home appliances.

3.9 DEFINITION OF MODERATING VARIABLES

A moderator can enhance the causal effect between the independent variable and the dependent variable. A key part of moderation is the measurement of causal effect of independent variable X on dependent variable Y for different level of moderator variable Z. Among the popularly used moderating variables in research are the respondent's

demographic characteristics (nominal) (Baron & Kenny, 1986). So, I identified the demographics of the sample size on two levels. The first level is the demographics of the retailing organization itself in terms of the size of the retailer and the number of branches. The second level is the demographics of the employees responsible for the implementation of SMM in terms of their age, gender and educational level.

3.9.1. Mv. Z1: Size of the retailer

Definition: size of the retailing organization identified by the number of employees

H9: The size of the organization has a significant moderating effect on the relationship between the independent variables and the adoption of the SMM in the retailing organization.

3.9.2. Mv. Z2: Number of branches

Definition: the number of branches that the retailers own.

H10: The number of branches has a significant moderating effect on the relationship between the independent variables and the adoption of the SMM in the retailing organization.

3.9.3. Mv. Z3: Gender

Definition: refers to identification of male and female

H11: Gender has a significant moderating effect on the relationship between the independent variables and the adoption of the SMM in the retailing organization.

3.9.4. Mv. Z4: Age

Definition: refers to identification of the age bracket

H12: Age has a significant moderating effect on the relationship between the independent variables and the adoption of the SMM in the retailing organization.

3.9.5. Mv. Z5: Educational Level

Definition: Respondents' highest education level received

H13: Educational level has a significant moderating effect on the relationship between the independent variables and the adoption of the SMM in the retailing organization.

Y: The adoption of SMM among retailers of electronics and home appliances in Egypt

The adoption of SMM will comprise of whether the retailing organization use the social media or not and the degree of effectiveness of SMM through Twitter, Blogs that the company initiated or contribute to, Social Media sharing (Flickr, YouTube, Facebook, MySpace), Professional network (LinkedIn) or Wikis, as compared to other forms of marketing as e-mail marketing, display ads and search engine ads.

Table 3-5 Research Hypothesis

Null Hypothesis (Ho)	Alternative Hypothesis (Ha)
<i>Ho1: There is no relationship between the degree of centralization and the adoption of the SMM in the retailing organization.</i>	<i>Ha1: There is a negative relationship between the degree of centralization and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>
<i>Ho2: There is no relationship between the IT infrastructure and the adoption of the SMM in the retailing organization.</i>	<i>Ha2: There is a positive relationship between the IT infrastructure and the adoption of the SMM in the retailing organization.</i>
<i>Ho3: There is no relationship between the degree of product involvement (technical sophistication</i>	<i>Ha3: There is a positive relationship between the degree of awareness about the level of consumer product</i>

Null Hypothesis (Ho)	Alternative Hypothesis (Ha)
<i>of the products or services being sold) and the adoption of the SMM in the retailing organization.</i>	<i>involvement (technical sophistication of the products or services being sold) and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>
<i>Ho4: There is no relationship between resistant management ideology and the adoption of the SMM in the retailing organization.</i>	<i>Ha4: There is a negative relationship between resistant management ideology and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>
<i>Ho5: There is no relationship between employees' resistance and the adoption of the SMM in the retailing organization.</i>	<i>Ha5: There is a negative relationship between employees' resistance and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>
<i>Ho6: There is no relationship between the perceived ease of use and the adoption of the SMM in the retailing organization.</i>	<i>Ha6: There is a positive relationship between the perceived ease of use and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>
<i>Ho7: There is no relationship between the perceived usefulness toward SMM and the adoption of the SMM in the retailing organization.</i>	<i>Ha7: There is a positive relationship between the perceived usefulness toward SMM to and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>

Null Hypothesis (Ho)	Alternative Hypothesis (Ha)
<i>Ho8: There is no relationship between the incentives and motivation and the adoption of the SMM in the retailing organization.</i>	<i>Ha8: There is a positive relationship between the incentives and motivation and the adoption of the SMM in the retailing organization of electronics and home appliances.</i>
<i>Ho9: The “size of the retailer” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>	<i>Ha9: The size of the retailer has a significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>
<i>Ho10: The “number of branches” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>	<i>Ha10: The number of branches has a significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>
<i>Ho11: “Gender” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>	<i>Ha11: “Gender” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization</i>
<i>Ho12: “Age” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>	<i>Ha12: “Age” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>
<i>Ho13: “Educational level” has no significant moderating effect on the</i>	<i>Ha13: “Educational level” has significant moderating effect on the relationship</i>

Null Hypothesis (Ho)	Alternative Hypothesis (Ha)
<i>relationship between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>	<i>between the internal organizational barriers and the adoption of the SMM in the retailing organization.</i>

In light of what have been presented in the exploratory phase along with the qualitative data analysis and how the model has been developed with a clear presentation of the definitions of the constructs, the next section intends to present how the conclusive part of the research has been executed in terms of the survey preparation, sampling and questionnaire design.

3.10 CONCLUSIVE RESEARCH

In view of the quantitative research, I see the research type to be causal as the findings will provide specific information that improves the academic understanding of the phenomena of SMM adoption among retailers of electronics and home appliances through providing empirically tested insights into the internal organizational barriers to the adoption. On the other hand it will also improve the managerial practice of the phenomena through helping the decision makers in evaluating alternative courses of action as I intend to measure and describe the retailers' attitudes, perceptions, characteristics, and activities toward adoption of SMM as being affected with constructs measured in the model.

Given the specific objectives of the research and the basic assumptions illustrated before, the unit of analysis of the whole study is the adoption of SMM by the retailers of electronics and home appliances in Egypt.

In being concerned with the quantitative research, there are two main types of survey design: one is the, *cross-section* survey where data is obtained from the selected sample only once; the other is the *longitudinal* survey where data is collected and analyzed from the same sample, but in different instants of time. This research is single cross sectional as there is only one sample of respondents who are the retailers of electronics and home appliances and data was collected in one precise instant of time.

After constructing a concrete conceptual model, quantitative techniques will be used to test and verify hypothesis, elements and causal relationships proposed in the model. By this, I will use survey research methodology to collect data from employees in the retailing organization who is directly involved in and/or exposed to the phenomena under research genuinely and exclusively. To test the causal relationship between internal organizational barriers as a multi-dimensional construct and the adoption of SMM in the presence of moderating variables as number of branches, size of the retailing organization as well as age, gender and educational level of employees. The method that will be used is a questionnaire, hypothesis testing through statistical techniques.

This approach was also described as carrying the research on two phases. The first phase is the exploratory research design that was presented earlier in the chapter where I collect qualitative data; analyze it using transcription, coding and cross-case analysis and then the second phase, conclusive phase, to build on the qualitative data for the quantitative follow-up where linear regression and logistic regression are mainly used for analysis. Building here would involve identifying the type of questions that might be asked, specifying the items, variables and scales of the questions that might

be asked and producing a typology for classification under pragmatism which represents an attractive philosophical partner for mixed methods research (Harrison & Reilly, 2011; Johnson & Onwuegbuzie, 2004).

Adding to this, in the 1920s, the p value theory was developed by Ronald Fisher and the theory of hypothesis testing was developed by Jerzy Neyman and Egon Pearson (Biau, Jolles & Porcher, 2010). These different theories have offered researchers important quantitative tools to confirm or refute their hypotheses. Adding to this, I will use regression to calculate the p value which is the probability to obtain an effect equal to or more extreme than the one observed presuming the null hypothesis of no effect is true; where it gives a measure of the strength of evidence to reject the null hypothesis against alternative hypothesis (Biau et al., 2010).

3.10.1 Main Survey Preparation

This section addresses the preparation of the cross-sectional field survey which employed a self-administered questionnaire. During the preparation phase of this survey, some problems were anticipated given the context of this research and some considerations were sought in order to reach a high response rate. Generally speaking, the country in which the questionnaire was administered, Egypt, suffers from a lack of knowledge regarding research methods. Furthermore, organizational members are not easily reached, given their time limitations which might lead them to reject participation or to ignore the request. This problem may hinder a survey administration using for example mail survey which could be just discarded.

To facilitate the filling process of the questionnaire and to reduce the time and effort spent by the respondents, two choices were given to them. The first choice was to fill a

paper and pencil self-administered questionnaire with presenting my assistance if required. The second choice was to receive an email that contains the questionnaire as a form in printed document format (pdf) to be digitally filled also with phone assistance from my side in the case there is a question that needs more clarification or the respondent's facing some linguistic problems. At the end of this form a send button is available that directs the filled form to my email. The collection phase had lasted for around 4 months where it has varied between the respondents those who preferred the first option and others preferred the second option. In planning for a well-designed survey, five main steps are followed: questionnaire design, sampling design, data collection method, data analysis method, and reliability & validation.

3.10.2 Questionnaire Design

In determining the design of the questionnaire (see appendix C), the first step is to have a clear understanding of the constructs to be measured and how to be measured based on the hypothesis to be tested. These constructs as well as their respective scale items were contextualized based on the qualitative instrument of this research in addition to scales found within the extant literature.

Specifically for this study, the relevant constructs are: the internal organizational barriers; that are the organizational structure, IT infrastructure, awareness about the level of consumer product involvement, management ideology, employees' technological readiness, and incentives and motivation.

A structured questionnaire has been designed where questions – were inherited mainly from 5 papers by (Hausser, Pecorella, & Wissler, 1977; Kapferer, 1985; Ash, 1997; Douglas, 2006 & Au, 2010). Data has been collected through nominal scales for

measuring qualitative facts, ordinal scales for measuring comparative preferences, interval scales with a 5-point Likert scales for measuring absolute opinions, and ratio scales for measuring quantitative facts. Adaptation of these scales were minor to suit the context of this research taking into consideration the feedback received from the qualitative phase and the piloting of the survey.

The second step is to test the tool and insure the content validity. Content validity refers to items used to measure a construct are conceptually consistent with the description of a variable (Scheepers, Bloom & Hough, 2008). To ascertain content validity the instrument was refined during the pretesting stage where a review of the questionnaire was carried out by two academics after which some changes were made. During this process the researcher was able to determine the level of understanding of the concepts proposed in the questionnaire, primarily through feedback received from respondents. During this process redundant items were removed and wording of questions edited to suit the context. In addition, the questionnaire was pilot-tested with twenty observations to ensure that the variables clearly measured the drivers of SMM adoption.

Table 3-6 Survey measurement instruments and sources

Research Question	Construct	Hypotheses	Survey Question	Sources
<i>What are the internal organizational barriers to adopting SMM by retailers in Egypt?</i>	<i>Adoption of SMM</i>	<i>DV:</i> Adoption of SMM	<p>Q1. Does your organization use online social media marketing as one of its official business models?</p> <p>Q3. In comparison to other online marketing as e-mail marketing, display ads and search engine ads , online social media marketing is (Where 5 = Much more effective and</p>	<p>Hausser. D. L., Pecorella. P. A., & Wissler, A. L. (1977) Survey-guided development: A manual for consultants. San Diego, CA: University Associates.</p> <p>Au, A. Adoption of Web 2.0 by Tourism Business in NSW, Prepared for: Tourism NSW, January 2010</p>

Research Question	Construct	Hypotheses	Survey Question	Sources
			1 = Much less effective)	
	<i>Organizational Structure</i>	H1: <i>There is a negative relationship between the degree of centralization and the adoption of the online social media marketing in the retailing organization of electronics and home appliances.</i>	<p>Q11. During the past six months, how frequently have you personally communicated on work-related matters with the following people?</p> <p>Q12. When it comes to decision making in your organization,.....:</p>	<p>Ash, J. (1997). Organizational factors that influence information technology diffusion in academic health sciences centers. <i>J Am Med Inform Assoc</i>; 2: 102–111</p> <p>Hausser. D. L., Pecorella. P. A., & Wissler, A. L. (1977). <i>Survey-guided development: A manual for consultants</i>. San Diego, CA: University Associates.</p>
	<i>IT Infrastructure</i>	H2: <i>There is a positive relationship between the IT infrastructure and the adoption of SMM in the retailing organization.</i>	<p>Q13. Online technological advancement has affected your ability to market your products. (Where 5 = Strongly agree and 1 = strongly disagree)</p> <p>Q14. IT infrastructure of the firm is one of the important prerequisites to the use of online social media as a marketing tool. . (Where 5 = Strongly agree and 1 = strongly disagree)</p>	<p>Au, A. Adoption of Web 2.0 by Tourism Business in NSW, Prepared for: Tourism NSW, January 2010</p>
	<i>Product Involvement</i>	H3: <i>There is a positive relationship between the degree of awareness about the level of consumer product involvement (technical sophistication of the products or services being sold) and the adoption of SMM in the</i>	<p>Q15. How important do people consider electronics and home appliances : (Where 5 = Highly important and 1 = Highly not important)</p> <p>Q16. From your experience in dealing with consumers, (Where 5 = Strongly agree and 1 = strongly disagree)</p>	<ul style="list-style-type: none"> - Kapferer. J-N., & Laurent, G. (1985a). <i>Consumer Involvement Profiles: A new practical approach to Consumer Involvement</i>. <i>Journal of Advertising Research</i>, 25 (6), 48 - Douglas, N. (2006). <i>An Examination of How Product Involvement affects Brand Loyalty</i>. Auckland University of Technology.

Research Question	Construct	Hypotheses	Survey Question	Sources
		<i>retailing organization of electronics and home appliances.</i>		
	<i>Management ideology</i>	H4: <i>There is a negative relationship between resistant management ideology and the adoption of SMM in the retailing organization of electronics and home appliances.</i>	Q17. Who makes IT-related decisions within your organization? Q18. When implementing a new system,..... (Where 5 = Strongly agree and 1 = strongly disagree)	Au, A. Adoption of Web 2.0 by Tourism Business in NSW, Prepared for: Tourism NSW, January 2010 Ash, J. (1997). Organizational factors that influence information technology diffusion in academic health sciences centers. J Am Med Inform Assoc 1997; 2: 102–111
	<i>Employees Technological Readiness</i>	Ha5: <i>There is a negative relationship between employees' resistance and the adoption of SMM in the retailing organization of electronics and home appliances.</i> H6: <i>There is a positive relationship between the perceived ease of use and the adoption of SMM in the retailing organization of electronics and home appliances.</i>	Q4. Have you faced employee resistance when adopting online social media? Q5. While implementing online social media you experienced the majority of employees to. Q7. Do you expect to face employee resistance when adopting online social media? Q8. While implementing online social media you expect the majority of employees to. Q20. How can you rate the ease of use of online social media?	Chang, P. (2004). The Validity of an Extended Technology Acceptance Model (TAM) for Predicting Intranet/Portal Usage. Faculty of the School of information and Library Science of the University of North Carolina, Chapel Hill. April, 2004.
	<i>Employees</i>	H7: <i>There is a</i>	Q19. How can you rate	Chang, P. (2004). The

Research Question	Construct	Hypotheses	Survey Question	Sources
	<i>Technological Readiness</i>	<i>positive relationship between the perceived usefulness toward SMM to and the adoption of SMM in the retailing organization of electronics and home appliances.</i>	the overall usefulness of online social media to retailers as a marketing tool? (Where 5 = very useful and 1 = very useless)	Validity of an Extended Technology Acceptance Model (TAM) for Predicting Intranet/Portal Usage. Faculty of the School of information and Library Science of the University of North Carolina, Chapel Hill. April, 2004.
	<i>Incentives and Motivation</i>	Ha8: <i>There is a positive relationship between the incentives and motivation and the adoption of SMM in the retailing organization of electronics and home appliances.</i>	Q23. In being concerned with the incentives and the reward system: Our promotion system is flexible enough to allow rewards for involvement in information technology projects. Important rewards are performance-related. Rewards are distributed in a timely manner after performance occurs. Desired activities are really rewarded in this organization. The right managers control the important rewards desired by their subordinates in this organization. The distribution of rewards truly reflects differences in employee performance. The goal-setting, appraisal, feedback, and rewards systems are integrated in this organization.	Ash, J. (1997). Organizational factors that influence information technology diffusion in academic health sciences centers. J Am Med Inform Assoc 1997; 2: 102–111 Hausser. D. L., Pecorella. P. A., & Wissler, A. L. (1977). Survey-guided development: A manual for consultants. San Diego, CA: University Associates.
	<i>Size of the retailer</i>	Ha9: <i>The size of the retailer has a significant moderating effect on the relationship between the internal</i>	Q26. Organization size is.....	

Research Question	Construct	Hypotheses	Survey Question	Sources
		<i>organizational barriers and the adoption of SMM in the retailing organization.</i>		
	<i>Number of Branches</i>	H10: <i>The number of branches has a significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>	Q25. Please specify the number of branches of your company.	
	<i>Gender</i>	H11: <i>“Gender” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization</i>	Q28. Please specify your gender.	
	<i>Age</i>	H12: <i>“Age” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of social media marketing in the retailing organization.</i>	Q29. Please specify your age	
	<i>Educational Level</i>	H13: <i>“Educational level” has significant</i>	Q30. What is your current educational level?	

Research Question	Construct	Hypotheses	Survey Question	Sources
		<i>moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>		

3.10.3 Questionnaire Layout

Other technical decisions were taken in order to enhance participation of respondents by enhancing their perception toward the questionnaire as being interesting and easy. First the appearance of the questionnaire, an attempt was made in order to make the questionnaire appear short but not at the expenses of the quality and spaces provided between questions; professional but not complicated and easy to answer to increase the overall attractiveness of the research instrument (Diamantopolous & Schlemegelmilch, 1996).

In this regard, splitting questions was avoided and instructions for each single question were placed as close to the question as possible. Adding to this, respondents do not thoroughly read the subject of the questionnaire, rather they look for signs in the layout (Dillman, 2000). In approaching this issue, questions were differentiated from answers by using dark fonts for questions and light fonts for answer options.

Second, the order of the questionnaire was considered as a vital issue since it is associated with the appearance of the questionnaire and its logical flow. Consequently, respondents were personally addressed using a cover letter (See Appendix A). The cover letter contained a combination of three issues starting by a concise description of

the topic of the inquiry and its academic/managerial significance followed by a description of why views of particular respondents would be so valuable and concluding with a statement highlighting the dependence of the researcher upon the respondents for the successful completion of the survey. Additionally, assurance of anonymity and confidentiality was declared in the cover letter in order to lessen the respondent's unwillingness to disclose sensitive or company data to outsiders. To increase the response rate, respondents were offered an immaterial reward, by offering them the results of the survey. In parallel, the cover letter states that the questionnaire will not take long to be completed. Finally, questions relating to personal information, company information and other demographics were shifted to the end of the questionnaire where rapport and confidence has been gained by the respondent (Malhotra, 2002).

3.10.4 Sampling Design

It starts with defining the population, and then selecting the sample from such population according to the scope of the research. For having an adequate sample; it must be sufficiently large to allow statistical analysis, and it must provide equal selection probability among all cases included within the population without being subject to biases.

3.10.4.1. Sampling Unit (Data Owner)

The sampling unit is referred to as the person and/or organization that is directly involved in and/or exposed to the phenomena under research genuinely and exclusively.

For the purpose of this research, the sampling unit is defined as:

Level 1: The retailers of electronics and home appliances whether practicing SMM or haven't yet adopted it.

Level 2: Sampling unit in them are those responsible for determining and following up the levels of adoption through being involved in or exposed to designing, operating, and controlling the SMM system within these retailers or those responsible of the marketing and sales function in general.

3.10.4.2 Population

Major world-class as well as best practice large-to-medium sized retailers of electronics and home appliances in greater Cairo.

3.10.4.3 Sample/Census

The population is so large, definite but geographically dispersed which doesn't allow any kind of census.

3.10.4.4 Sample Size

Sample size was chosen based on population size, variation in the phenomena of SMM among retailers, adequacy of subsequent statistical analysis, homogeneity of population and time consideration.

According to Krejcie and Morgan, 1970, table 3-7, shows the acceptable sample size based on the size of the population. The retailers of electronics and home appliances in greater Cairo in Egypt are around 150 retailers. So based on this, the acceptable sample size is 108 reflecting the size of the company and the number of branches as the two main representation criteria as far as the research is concerned. 140 retailers were approached through e-mails, telephone calls and personal visits as mentioned

before. I received 130 responses at a response rate of 92%. This included 4 incomplete responses that were excluded resulting in 126 valid records considered in the analysis.

Table 3-7 Required sample size at the 5% significance level given a finite population (N = Population size and n = Sample size)

Source: Krejcie and Morgan, 1970

N-n	N-n	N-n	N-n	N-n
10-10	100-80	280-162	800-260	2800-338
15-14	110-86	290-165	850-265	3000-341
20-19	120-92	300-169	900-269	3500-346
25-24	130-97	320-175	950-274	4000-351
30-28	140-103	340-181	1000-278	4500-354
35-32	150-108	360-186	1100-285	5000-357
40-36	160-113	380-191	1200-291	6000-361
45-40	170-118	400-196	1300-297	7000-364
50-44	180-123	420-201	1400-302	8000-367
55-48	190-127	440-205	1500-306	9000-368
60-52	200-132	460-210	1600-310	10000-370
65-56	210-136	480-241	1700-313	15000-375
70-59	220-140	500-217	1800-317	20000-377
75-63	230-144	550-226	1900-320	30000-379
80-66	240-148	600-234	2000-322	40000-380
85-70	250-152	650-242	2200-327	50000-381
90-73	260-155	700-248	2400-331	75000-382
95-76	270-159	750-254	2600-335	100000-384

Even more, when using the survey monkey sample size calculator to identify the required sample size to a population of 150 retailers with 95% confidence level and 5% margin of error, the optimum sample size was 109 respondents.

3.10.4.5 Sampling Technique

For the survey questionnaire, the appropriate sampling technique is non-probability judgmental due to the fact that this research examines an existing phenomenon to explain its present level and the population is heterogeneous by the size of the company and the number of branches as evident from exploratory work.

Having discussed both the exploratory as well as the conclusive phases of the research, table 3-8 provides a summary for the population as well as the sample for both the in-depth interviews and the survey carried.

Table 3-8 Population and Sampling summary

	Phase 1: In-depth interviews sampling	Phase 2: Survey Sampling
Population	Large-medium sized retailers of electronics and home appliances in greater Cairo in Egypt	Large-medium sized retailers of electronics and home appliances in greater Cairo in Egypt
Sampling Method	Non-probability judgmental	Non- Probability judgmental
Required Sample Size	12-15	108
Approached Sample	11	140
Collected Responses	10	130
Valid responses considered	10	126

3.11 DATA ANALYSIS METHODS

In analyzing a survey research many statistical methods might be used. As far as the explorative research is concerned descriptive analysis was used to measure the mean to reflect the general trend of the phenomena among the sample and the standard deviation to reflect the variation in the phenomena among the sample. On the other hand for the conclusive intent of this survey, inferential analysis was used by analyzing correlations and regression so that it can be generalized to whole population. This will be presented and discussed in details in chapter 4 where I measured the correlation using the diagnostic nonparametric Spearman rho to test the relationships for ordinal data. The Logistic regression was used with the dichotomous dependent variable to

determine the impact of the independent variables presented simultaneously to predict membership of one or other of the two dependent variable categories; i.e. whether the retailer adopt online social media or not. Linear regression was used to model the relationship between the independent variables and the continuous dependent variable.

3.12 CONCLUSION

There are several contributions of this paper to the knowledge of SMM. First, it provides an overview of the phenomenon called SMM by means of its application. As such, it should help retailers as well as researchers understand SMM, give guidance to what SMM is, its preconditions, and potential consequences on retailing business. Without a clear understanding of SMM, we cannot expect wide application of SMM in the retailing industry in Egypt or research.

Thus, the research model has considerable contribution and applicability for retailers as it will provide insights to the internal organizational barriers to the adoption of SMM in the retailing industry of electronics and home appliances in Egypt.

For researchers, the model provides a wealth of research questions to investigate. What are the different barriers to the adoption of SMM as role of management in the retailing organization, the role the availability of the facilitating conditions, and the technological perception of employees toward adoption of SMM.

Much is written about SMM, but there is lack in researches that have been published that benchmark its adoption by retailers of electronics and home appliances in Egypt. Using SMM for retailers seems to be “fashion.” The social media is challenging many retailers in Egypt. Such benchmarking research is clearly needed at this point in the

exploration of SMM, and the constructs and relationships proposed in the model are intended to guide this research.

In this chapter, following the introduction, the research objectives were presented, followed by portraying the different research philosophies within social research after which I presented the decisions on the philosophical approach followed in this research. Next, decisions regarding the research design were identified including the main survey preparation, the survey measurement and piloting of the questionnaire. The chapter then continued with presenting the sampling issues and survey administration.

Having presented and discussed the methodological choices for this research, the next chapter will discuss the empirical quantitative work related to the cross-sectional survey including the analysis of the proposed model.

Chapter 4

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 INTRODUCTION

Having presented the development of the conceptual model and the methodology, this chapter will discuss the empirical work. I collected 126 valid responses. The responses were fed-in the IBM*SPSS software- Version 20. The data was analyzed using descriptive statistical analysis to present simple summaries about the sample for initial description of the data as part of a more extensive inferential statistical analysis. This chapter will present the descriptive as well as inferential statistical analysis for testing the research hypothesis for identifying significant relationships.

4.2 RELIABILITY TEST

The piloting phase was conducted on 20 responses from retailers of electronics and home appliances to test the survey and make sure that every question is clear and understandable. Respondents shared in filling the questionnaire and they were asked for their feedback and needed adjustments to the questions were carried upon.

Reliability is an assessment of the degree of consistency between multiple measurements of a variable. This means that, the reliability measure can't be calculated to a dimension with only one question. I conducted reliability tests using "Cronbach's Alpha" for testing the internal consistency and reliability of multi-item scaled variables in the used measurement instrument. The generally agreed upon lower limit for Cronbach's alpha is .70, although it may decrease to .60 in exploratory research (Hair, Black, Babin, & Anderson, 2014).

The psychometric property of the scale as measured by coefficient alpha reflects an acceptable degree of cohesiveness among scale items and provides an indication of the

extent to which a set of items are interrelated and internally consistent with each other. According to Nunnally (1978), Cronbach alpha coefficients of less than 0.50 are deemed unacceptable and those between 0.50 and 0.69 are regarded as adequate whereas those over 0.70 are acceptable (Hinton, Brownlow, McMurray & Cozens, 2004, pp. 363; Nunnally, 1978). The reliability coefficient for the constructs was tested and is presented in the following table 4-1. All constructs showed an acceptable (average) to strong reliability except for the awareness about the level of consumer product involvement with an alpha of 0.188, so I decided to drop this construct to care about the level of reliability of the constructs of the model. However, for the Management Ideology, the reliability is 0.578 which is close to this threshold, thus it is adequate in reliability. Pedhazur and Schmelkin (1991) recommended that the reported reliability should be assessed by considering the specific circumstances of each study before claiming lack of reliability for a developed outcome measure (Pedhazur and Schmelkin, 1991). Thus, concerning the IT infrastructure, although it is slightly less than 0.5, I decided to include it as its role was greatly emphasized in the qualitative in-depth interviews phase. Let alone, a low value of alpha could be due to a low number of questions, or inter-relatedness between items (Tavakol and Dennick, 2011, P. 53–55). When I measured the correlation between the items of the IT infrastructure to test the inter-relatedness of the items, the correlation was strong as it was greater than 0.6, so the low alpha is because it is a two item scale and not due to poor correlation (Tavakol and Dennick, 2011, P. 53–55). Thus, as the issue is with the scale length, I calculated the correction factor account for the acknowledged sensitivity of alpha to scale length. Further to the above Cronbach provided the following correction factor

account for the acknowledged sensitivity of alpha to scale length. This formula is an estimate of the mean inter-item correlation (ρ) and is independent of scale length (Spiliotopoulou, 2009).

$$\rho = \frac{\alpha}{n - (n-1)\alpha}$$

P = an estimator of reliability independent of scale length,
 α = coefficient alpha, and
n = the number of items in the scale.

So based on the above formula, I calculated the (ρ) for the IT infrastructure construct which is independent of the scale length and it is (ρ)= 0.26. Although the above formula has been slightly used (Voss et al., 2000), it would be very useful for researchers, assessors and practitioners in evaluating the internal consistency of an outcome measure (Voss et al., 2000). Values of the mean inter-item correlation (ρ) vary widely with the topic area under investigation and the nature of research, but seldom exceed 0.50 (McKennell, 1978).

Table 4-1 Reliability test results (Cronbach's Alpha)

Construct	Cronbach's Alpha
Organizational Structure	0.712
IT Infrastructure	0.405
Awareness about the level of consumer product involvement	0.188
Management Ideology	0.578
Employee Resistance	0.927
Incentives and Motivation	0.846

Source: SPSS

4.3 VALIDITY

Reliability measurement is necessary but not a sufficient condition for ensuring the validity (Westen & Rosenthal, 2003; Cronbach & Meehl, 1995). Scale reliability is influenced by several factors of research design (Bertea, 2010), this calls for applying other methods to ensure the instrument reliability as well as validity. Moreover, some scholars have noticed, that quantitative methodologies emphasize reliability issues while qualitative methodologies emphasize validity issues (Rist,1977). Since this research attempts to ensure reliability as well as validity issues, the adoption of both qualitative and quantitative methodologies will improve both the validity and reliability of the research. Validity refers to how well a test measures what it is purported to measure (Borsboom, Mellenbergh, and Van Heerden, 2004). The basic types of validity; are content validity, and construct validity.

4.3.1 Content validity

Content validity depends on the extent to which an empirical measurement reflects a specific domain of content. Content validity is most often measured by relying on the knowledge of people who are familiar with the construct being measured (Carmines and Zeller, 1987). Content validity has been described as the comprehensiveness in the measure of all relevant aspects of the construct (Lehmann et al., 1998, p.255). The data from several sources can help to increase the strength of the results and content validity (Aaker et al., 2011). To ascertain content validity, constructs as well as their respective scale items were contextualized based on the qualitative instrument of this research in addition to scales found within the extant literature as previously presented in table (3-6). In addition, the instrument was refined during the pretesting stage where a review of

the questionnaire was carried out by two academics, who are expert in the subject matter, after which some changes were made. Besides, the piloting phase was conducted on 20 responses from retailers of electronics and home appliances to test the survey and make sure that every question is clear and understandable.

4.3.2 Construct validity

Construct validity is the degree to which a test measures what it entitles, or intents, to be measuring. Assessment of construct validity demands that the correlations of the measure be examined in regard to variables that are known to be related to the construct (Carmines and Zeller, 1987). Construct validity is a form of validity testing in which hypotheses generated from a concept are tested and the results of these tests are correlated (Baker, 1999, p.496). There are three major considerations when examining a construct's validity namely; convergent validity, discriminant validity and nomological validity (Zait and Berteau, 2011). Convergent validity is present if the degree that scores on a measure of a construct are strongly correlated with an independent variable. Convergent validity requires that the same construct should correlate highly amongst themselves (Maas, Lensvelt-Mulders, and Hox, 2009; Vogt and Johnson, 2011, p.76). According to Hoyle, Harris, & Judd, 2002, convergent validity implies a high overlap between alternative measures that draw on the same construct (Hoyle, Harris, & Judd, 2002, p. 90). However, Discriminant validity is ensured when the construct being measured by a test does not correlate highly with different constructs. Nomological validity refers to how well the research relates to other variables as required by theory (Carmines and Zeller, 1987; Cronbach & Meehl, 1955). Nomological validity is based on the obvious investigation of constructs and measures in terms of

formal hypotheses derived from theory (Peter, 1981). Nomological validity aims at testing whether the findings of the study are consistent with pertinent theory or empirical results (Hamann, Schiemann, Bellora, and Guenther, 2013). Nomological validity is centered on support that measures of a construct demonstrate relationships with measures of other constructs in accordance with relevant theory (Carmines & Zeller, 1979; Cronbach & Meehl, 1955). For nomological validity, there must be at least two constructs and according to the research model there are 6 constructs. Adding to this, theoretical propositions specifying the linkages between the constructs must be clear and this is presented in the hypotheses specifying the relationship between the constructs. Beside, empirical constructs of the research are actually measured. Finally, empirical linkages are validated as hypotheses were drawn before the data collection and empirical generalization is evident after the data collection (Liping, Chan, and Dan, 2012). However, construct validity should be addressed before investigating nomological validity, as if the measure doesn't show construct validity when examined separately, it is insensible to insert the measure within a broader theoretical framework (Edwards, 2003).

For this study, different analytical methods were used (e.g. convergent, divergent and nomological) to determine the construct validity of the study.

Spearman's Rho correlation which is a nonparametric statistical measure will be measured for each construct. Spearman's correlation coefficient is a nonparametric statistical measure of the strength of a monotonic relationship between paired data denoted by r_s , where the closer the relation to ± 1 the stronger the monotonic relationship whether it is positive relationship or a negative relation denoted with the

sign (-) (Hauke and Kossowski, 2011). We can verbally describe the strength of the correlation using the following guide for the absolute value of r_s :

- .00 - .19 “very weak”
 - .20 - .39 “weak”
 - .40 - .59 “moderate”
 - .60 - .79 “strong”
 - .80 – 1.0 “Very strong”
- A spearman’s correlation was run to determine the relationship between the Xs that are hypothesized to be affecting the adoption of SMM among the retailers of electronics and home appliances in Egypt. The following tables (table 4-2; table 4-6) present the findings, where the ** denotes that there is a significant correlation between the variables of the construct at a 99% confidence interval and * denotes that there is a significant correlation between the variables of the construct at a 95% confidence interval. In the following correlation matrices used for convergent validity, correlations were measured between the items used for measuring one construct. The findings revealed a successful evaluation of convergent validity where the test of each construct in the model is significant and highly correlated with its items designed to measure theoretically this construct. This is evident by the high correlation values (r_s) ranging from .80 – 1.00 that is considered a very strong correlation, 0.60 - 0.79 that is considered a strong correlation and 0.40 - 0.59 that is a moderate correlation.

Table 4-2 Correlations Matrix for Organizational Structure variables

			Organizational Structure	Your department	other departments	Managers	People seeking	Other organizations	Decisions are made	People affected	People at all levels	Info is widely
Spearman's rho	Organization al Structure	Correlation Coefficient	1.000									
		Sig. (2-tailed)	.									
		N	126									
	Your department	Correlation Coefficient	.637**	1.000								
		Sig. (2-tailed)	.000	.								
		N	126	126								
	other departments	Correlation Coefficient	.696**	.813**	1.000							
		Sig. (2-tailed)	.000	.000	.							
		N	126	126	126							
	Managers	Correlation Coefficient	.767**	.747**	.799**	1.000						
		Sig. (2-tailed)	.000	.000	.000	.						
		N	126	126	126	126						
	People seeking	Correlation Coefficient	.554**	.294**	.324**	.358**	1.000					
		Sig. (2-tailed)	.000	.001	.000	.000	.					
		N	126	126	126	126	126					
	Other organization	Correlation Coefficient	.608**	.410**	.460**	.415**	.568**	1.000				
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.				
		N	126	126	126	126	126	126				
	Decisions are made	Correlation Coefficient	.450**	.042	.036	.160	.071	.082	1.000			
		Sig. (2-tailed)	.000	.640	.692	.074	.431	.364	.			
		N	126	126	126	126	126	126	126			
	People affected	Correlation Coefficient	.429**	.182*	.135	.023	.037	.006	.434**	1.000		
		Sig. (2-tailed)	.000	.041	.133	.799	.682	.945	.000	.		
		N	126	126	126	126	126	126	126	126		
People at all levels	Correlation Coefficient	.485**	.129	.104	.013	.088	.243**	.382**	.428**	1.000		
	Sig. (2-tailed)	.001	.150	.245	.881	.327	.006	.000	.000	.		
	N	126	126	126	126	126	126	126	126	126		
Info is widely	Correlation Coefficient	.461**	.035	.050	.144	.061	.080	.315**	.396**	.432**	1.000	
	Sig. (2-tailed)	.000	.694	.575	.108	.498	.373	.000	.000	.000	.	
	N	126	126	126	126	126	126	126	126	126	126	

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4-3 Correlations Matrix for IT Infrastructure variables

			IT Infrastructure	IT Infrastructure	Technological advancement
Spearman's rho	IT Infrastructure	Correlation Coefficient	1.000		
		Sig. (2-tailed)	.		
		N	126		
	IT Infrastructure	Correlation Coefficient	.690**	1.000	
		Sig. (2-tailed)	.000	.	
		N	126	126	
	Technological advancement	Correlation Coefficient	.846**	.244**	1.000
		Sig. (2-tailed)	.000	.006	.
		N	126	126	126

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

Table 4-4 Correlations Matrix for the Management Ideology variables

			Management Ideology	A clear cut plan	No worry about priorities	Formal Justification
Spearman's rho	Management Ideology	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	A clear cut plan	Correlation Coefficient	.742**	1.000		
		Sig. (2-tailed)	.000	.		
		N	126	126		
	No worry about priorities	Correlation Coefficient	.709**	.383**	1.000	
		Sig. (2-tailed)	.000	.000	.	
		N	126	126	126	
	Formal Justification	Correlation Coefficient	.672**	.261**	.288**	1.000
		Sig. (2-tailed)	.000	.003	.001	.
		N	126	126	126	126

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

Table 4-5 Correlations Matrix for the Employees Resistance variables

			Resistance	Enhance their skills	Be reluctant to know	Fear the technology
Spearman's rho	Resistance	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	Enhance their skills	Correlation Coefficient	.913**	1.000		
		Sig. (2-tailed)	.000	.		
		N	126	126		
	Be reluctant to know	Correlation Coefficient	.993**	.893**	1.000	
		Sig. (2-tailed)	.000	.000	.	
		N	126	126	126	
	Fear the technology	Correlation Coefficient	.913**	1.000**	.893**	1.000
		Sig. (2-tailed)	.000	.	.000	.
		N	126	126	126	126

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

Table 4-6 Correlations Matrix for the Incentives and Motivation variables

		Incentives and Motivation	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	Incentives and Motivation	Correlation Coefficient	1.000						
		Sig. (2-tailed)	.						
		N	126						
	Promotion is flexible	Correlation Coefficient	.640**	1.000					
		Sig. (2-tailed)	.000	.					
		N	126	126					
	Performance related	Correlation Coefficient	.768**	.563**	1.000				
		Sig. (2-tailed)	.000	.000	.				
		N	126	126	126				
	Timely manner	Correlation Coefficient	.801**	.423**	.657**	1.000			
		Sig. (2-tailed)	.000	.000	.000	.			
		N	126	126	126	126			
	Desired activities	Correlation Coefficient	.796**	.389**	.591**	.724**	1.000		
		Sig. (2-tailed)	.000	.000	.000	.000	.		
		N	126	126	126	126	126		
	Managers control	Correlation Coefficient	.434**	.090	.149	.194	.202	1.000	
		Sig. (2-tailed)	.000	.315	.096	.030	.023	.	
		N	126	126	126	126	126	126	
	Differences in performance	Correlation Coefficient	.667**	.333**	.461**	.499**	.528**	.098	1.000
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.277	.
		N	126	126	126	126	126	126	126
	Integration	Correlation Coefficient	.809**	.425**	.660**	.609**	.583**	.260**	.623**
		Sig. (2-tailed)	.000	.000	.000	.000	.000	.003	.000
		N	126	126	126	126	126	126	126

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

* . Correlation is significant at the 0.05 level (2-tailed).

Campbell and Fiske (1959) introduced the concept of discriminant validity as well within their discussion on evaluating test validity (Campbell and Fiske, 1959). “Discriminant validity is the degree to which measures of distinct concepts differ (Maas et al., 2009; Bagozzi & Phillips, 1982, P. 469).” According to Hoyle, Harris, & Judd, (2002), Discriminant validity implies that a measure should not correlate highly with other measures that use the same measurement method but draw on different constructs (Hoyle et al., 2002, p. 92). Discriminant validity supports evidence against the interference of other unintended constructs (Messick, 1995). In the following correlation matrices used for discriminant validity, correlations were measured between the items used to measure one construct versus the items used to measure another construct. Thus, a successful evaluation of correlation between constructs was carried and showed that constructs are not highly correlated with one another that are designed to measure theoretically different concepts. This is evident by the low correlation values (rs) ranging from .00 - .19 that is considered a very weak correlation and 0.20 - 0.39 that is considered a weak correlation as presented in the following tables from table 4-7 through table 4-26.

Table 4-7 Discriminant Correlation Matrix between Organizational Structure and IT Infrastructure

			Organizational Structure	Technological advancement	IT Infrastructure
Spearman's rho	Organizational Structure	Correlation Coefficient	1.000		
		Sig. (2-tailed)	.		
		N	126		
	Technological advancement	Correlation Coefficient	.091	1.000	
		Sig. (2-tailed)	.312	.	
		N	126	126	
	IT Infrastructure	Correlation Coefficient	.196 [*]	.244 ^{**}	1.000
		Sig. (2-tailed)	.027	.006	.
		N	126	126	126

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4-8 Discriminant Correlation Matrix between Organizational Structure and Management Ideology

			Organizational Structure	A clear cut plan	No worry about priorities	Formal Justification
Spearman's rho	Organizational Structure	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	A clear cut plan	Correlation Coefficient	.146	1.000		
		Sig. (2-tailed)	.103	.		
		N	126	126		
	No worry about priorities	Correlation Coefficient	.102	.383 ^{**}	1.000	
		Sig. (2-tailed)	.254	.000	.	
		N	126	126	126	
	Formal Justification	Correlation Coefficient	.244	.261 ^{**}	.288 ^{**}	1.000
		Sig. (2-tailed)	.066	.003	.001	.
		N	126	126	126	126

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

Table 4-9 Discriminant Correlation Matrix between Organizational Structure and Employee Resistance

			Organizational Structure	Enhance their skills	Be reluctant to know	Fear the technology
Spearman's rho	Organizational Structure	Correlation	1.000			
		Coefficient				
		Sig. (2-tailed)	.			
		N	126			
	Enhance their skills	Correlation	.008	1.000		
		Coefficient				
		Sig. (2-tailed)	.930	.		
		N	126	126		
	Be reluctant to know	Correlation	.036	.893**	1.000	
		Coefficient				
		Sig. (2-tailed)	.693	.000	.	
		N	126	126	126	
	Fear the technology	Correlation	.008	1.000**	.893**	1.000
		Coefficient				
		Sig. (2-tailed)	.930	.	.000	.
		N	126	126	126	126

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

Table 4-10 Discriminant Correlation Matrix between Organizational Structure and Incentives and Motivation

			Organizational Structure	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	Organizational Structure	Correlation Coefficient	1.000							
		Sig. (2-tailed)	.							
		N	126							
	Promotion is flexible	Correlation Coefficient	.115	1.000						
		Sig. (2-tailed)	.198	.						
		N	126	126						
	Performance related	Correlation Coefficient	.078	.563**	1.000					
		Sig. (2-tailed)	.384	.000	.					
		N	126	126	126					
	Timely manner	Correlation Coefficient	.144	.423**	.657**	1.000				
		Sig. (2-tailed)	.108	.000	.000	.				
		N	126	126	126	126				
	Desired activities	Correlation Coefficient	.104	.389**	.591**	.724**	1.000			
		Sig. (2-tailed)	.246	.000	.000	.000	.			
		N	126	126	126	126	126			
	Managers control	Correlation Coefficient	.038	.090	.149	.194*	.202*	1.000		
		Sig. (2-tailed)	.671	.315	.096	.030	.023	.		
		N	126	126	126	126	126	126		
	Differences in performance	Correlation Coefficient	.008	.333**	.461**	.499**	.528**	.098	1.000	
		Sig. (2-tailed)	.928	.000	.000	.000	.000	.277	.	
		N	126	126	126	126	126	126	126	
	Integration	Correlation Coefficient	.158	.425**	.660**	.609**	.583**	.260**	.623**	1.000
		Sig. (2-tailed)	.077	.000	.000	.000	.000	.003	.000	.
		N	126	126	126	126	126	126	126	126

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4-11 Discriminant Correlation Matrix between IT Infrastructure and Management Ideology

			IT Infrastructure	A clear cut plan	No worry about priorities	Formal Justification
Spearman's rho	IT Infrastructure	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	A clear cut plan	Correlation Coefficient	.151	1.000		
		Sig. (2-tailed)	.092	.		
		N	126	126		
	No worry about priorities	Correlation Coefficient	.047	.383**	1.000	
		Sig. (2-tailed)	.600	.000	.	
		N	126	126	126	
	Formal Justification	Correlation Coefficient	.030	.261**	.288**	1.000
		Sig. (2-tailed)	.739	.003	.001	.
		N	126	126	126	126

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

Table 4-12 Discriminant Correlation Matrix between IT Infrastructure and Employee Resistance

			IT Infrastructure	Enhance their skills	Be reluctant to know	Fear the technology
Spearman's rho	IT Infrastructure	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	Enhance their skills	Correlation Coefficient	.086	1.000		
		Sig. (2-tailed)	.340	.		
		N	126	126		
	Be reluctant to know	Correlation Coefficient	.125	.893**	1.000	
		Sig. (2-tailed)	.162	.000	.	
		N	126	126	126	
	Fear the technology	Correlation Coefficient	.086	1.000**	.893**	1.000
		Sig. (2-tailed)	.340	.	.000	.
		N	126	126	126	126

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

Table 4-13 Discriminant Correlation Matrix between IT Infrastructure and Incentives and Motivation

			IT Infrastructure	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	IT Infrastructure	Correlation Coefficient	1.000							
		Sig. (2-tailed)	.							
		N	126							
	Promotion is flexible	Correlation Coefficient	.182	1.000						
		Sig. (2-tailed)	.061	.						
		N	126	126						
	Performance related	Correlation Coefficient	.159	.563**	1.000					
		Sig. (2-tailed)	.075	.000	.					
		N	126	126	126					
	Timely manner	Correlation Coefficient	.182	.423**	.657**	1.000				
		Sig. (2-tailed)	.061	.000	.000	.				
		N	126	126	126	126				
	Desired activities	Correlation Coefficient	.244	.389**	.591**	.724**	1.000			
		Sig. (2-tailed)	.066	.000	.000	.000	.			
		N	126	126	126	126	126			
	Managers control	Correlation Coefficient	.056	.090	.149	.194	.202	1.000		
		Sig. (2-tailed)	.533	.315	.096	.030	.023	.		
		N	126	126	126	126	126	126		
	Differences in performance	Correlation Coefficient	.132	.333**	.461**	.499**	.528**	.098	1.000	
		Sig. (2-tailed)	.142	.000	.000	.000	.000	.277	.	
		N	126	126	126	126	126	126	126	
	Integration	Correlation Coefficient	.132	.425**	.660**	.609**	.583**	.260**	.623**	1.000
		Sig. (2-tailed)	.142	.000	.000	.000	.000	.003	.000	.
		N	126	126	126	126	126	126	126	126

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4-14 Discriminant Correlation Matrix between Management Ideology and Employee Resistance

			Management Ideology	Employee Resistance	Enhance their skills	Be reluctant to know
Spearman's rho	Management Ideology	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	Employee Resistance	Correlation Coefficient	.097	1.000		
		Sig. (2-tailed)	.278	.		
		N	126	126		
	Enhance their skills	Correlation Coefficient	.076	.152	1.000	
		Sig. (2-tailed)	.397	.089	.	
		N	126	126	126	
	Be reluctant to know	Correlation Coefficient	.030	.230**	.893**	1.000
		Sig. (2-tailed)	.738	.009	.000	.
		N	126	126	126	126

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

Table 4-15 Discriminant Correlation Matrix between Management Ideology and Incentives and Motivation

		Management Ideology	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	Management Ideology	Correlation Coefficient	1.000						
		Sig. (2-tailed)	.						
		N	126						
	Promotion is flexible	Correlation Coefficient	.218	1.000					
		Sig. (2-tailed)	.062	.					
		N	126	126					
	Performance related	Correlation Coefficient	.216	.563**	1.000				
		Sig. (2-tailed)	.065	.000	.				
		N	126	126	126				
	Timely manner	Correlation Coefficient	.194	.423**	.657**	1.000			
		Sig. (2-tailed)	.068	.000	.000	.			
		N	126	126	126	126			
	Desired activities	Correlation Coefficient	.208	.389**	.591**	.724**	1.000		
		Sig. (2-tailed)	.071	.000	.000	.000	.		
		N	126	126	126	126	126		
	Managers control	Correlation Coefficient	.139	.090	.149	.194*	.202*	1.000	
		Sig. (2-tailed)	.122	.315	.096	.030	.023	.	
		N	126	126	126	126	126	126	
	Differences in performance	Correlation Coefficient	.227	.333**	.461**	.499**	.528**	.098	1.000
		Sig. (2-tailed)	.060	.000	.000	.000	.000	.277	.
		N	126	126	126	126	126	126	126
	Integration	Correlation Coefficient	.234	.425**	.660**	.609**	.583**	.260**	.623**
		Sig. (2-tailed)	.068	.000	.000	.000	.003	.000	.
		N	126	126	126	126	126	126	126

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4-16 Discriminant Correlation Matrix between Employee Resistance and Incentives and Motivation

			Employee Resistance	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	Employee Resistance	Correlation Coefficient	1.000							
		Sig. (2-tailed)	.							
		N	126							
	Promotion is flexible	Correlation Coefficient	.031	1.000						
		Sig. (2-tailed)	.728	.						
		N	126	126						
	Performance related	Correlation Coefficient	.020	.563**	1.000					
		Sig. (2-tailed)	.823	.000	.					
		N	126	126	126					
	Timely manner	Correlation Coefficient	.064	.423**	.657**	1.000				
		Sig. (2-tailed)	.476	.000	.000	.				
		N	126	126	126	126				
	Desired activities	Correlation Coefficient	.005	.389**	.591**	.724**	1.000			
		Sig. (2-tailed)	.954	.000	.000	.000	.			
		N	126	126	126	126	126			
	Managers control	Correlation Coefficient	.095	.090	.149	.194	.202	1.000		
		Sig. (2-tailed)	.292	.315	.096	.030	.023	.		
		N	126	126	126	126	126	126		
	Differences in performance	Correlation Coefficient	.194	.333**	.461**	.499**	.528**	.098	1.000	
		Sig. (2-tailed)	.069	.000	.000	.000	.000	.277	.	
		N	126	126	126	126	126	126	126	
	Integration	Correlation Coefficient	.015	.425**	.660**	.609**	.583**	.260**	.623**	1.000
		Sig. (2-tailed)	.869	.000	.000	.000	.000	.003	.000	.
		N	126	126	126	126	126	126	126	126

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4-17 Discriminant Correlation Matrix between Perceived Usefulness and Organizational Structure

			Overall usefulness	Your department	other departments	Managers	People seeking	Other organizations	Decisions are made	People affected	People at all levels	Info is widely
Spearman's rho	Overall usefulness	Correlation Coefficient	1.000									
		Sig. (2-tailed)	.									
		N	126									
	Your department	Correlation Coefficient	.265	1.000								
		Sig. (2-tailed)	.063	.								
		N	126	126								
	other departments	Correlation Coefficient	.194 [*]	.813 ^{**}	1.000							
		Sig. (2-tailed)	.029	.000	.							
		N	126	126	126							
	Managers	Correlation Coefficient	.079	.747 ^{**}	.799 ^{**}	1.000						
		Sig. (2-tailed)	.379	.000	.000	.						
		N	126	126	126	126						
	People seeking	Correlation Coefficient	.280	.294 ^{**}	.324 ^{**}	.358 ^{**}	1.000					
		Sig. (2-tailed)	.061	.001	.000	.000	.					
		N	126	126	126	126	126					
	Other organizations	Correlation Coefficient	.149	.410 ^{**}	.460 ^{**}	.415 ^{**}	.568 ^{**}	1.000				
		Sig. (2-tailed)	.096	.000	.000	.000	.000	.				
		N	126	126	126	126	126	126				
	Decisions are made	Correlation Coefficient	.137	.042	.036	.160	.071	.082	1.000			
		Sig. (2-tailed)	.126	.640	.692	.074	.431	.364	.			
		N	126	126	126	126	126	126	126			
	People affected	Correlation Coefficient	.048	.182 [*]	.135	-.023	.037	.006	.434 ^{**}	1.000		
		Sig. (2-tailed)	.597	.041	.133	.799	.682	.945	.000	.		
		N	126	126	126	126	126	126	126	126		
	People at all levels	Correlation Coefficient	.081	.129	.104	.013	.088	.243 ^{**}	.382 ^{**}	.428 ^{**}	1.000	
		Sig. (2-tailed)	.365	.150	.245	.881	.327	.006	.000	.000	.	
		N	126	126	126	126	126	126	126	126	126	
	Info is widely	Correlation Coefficient	.048	.035	.050	.144	.061	.080	.315 ^{**}	.396 ^{**}	.432 ^{**}	1.000
		Sig. (2-tailed)	.591	.694	.575	.108	.498	.373	.000	.000	.000	.
		N	126	126	126	126	126	126	126	126	126	126

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4-18 Discriminant Correlation Matrix between Perceived Usefulness and IT Infrastructure

			Overall usefulness	Technological advancement	IT Infrastructure
Spearman's rho	Overall usefulness	Correlation	1.000		
		Coefficient			
		Sig. (2-tailed)	.		
	Technological advancement	N	126		
		Correlation	.253	1.000	
		Coefficient			
		Sig. (2-tailed)	.068	.	
	IT Infrastructure	N	126	126	
		Correlation	.221	.244**	1.000
		Coefficient			
		Sig. (2-tailed)	.067	.006	.
		N	126	126	126

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

Table 4-19 Discriminant Correlation Matrix between Perceived Usefulness and Management Ideology

			Overall usefulness	A clear cut plan	No worry about priorities	Formal Justification
Spearman's rho	Overall usefulness	Correlation	1.000			
		Coefficient				
		Sig. (2-tailed)	.			
	A clear cut plan	N	126			
		Correlation	.021	1.000		
		Coefficient				
	No worry about priorities	Sig. (2-tailed)	.812	.		
		N	126	126		
		Correlation	.081	.383**	1.000	
	Formal Justification	Coefficient				
		Sig. (2-tailed)	.366	.000	.	
		N	126	126	126	
		Correlation	.027	.261**	.288**	1.000
		Coefficient				
		Sig. (2-tailed)	.766	.003	.001	.
		N	126	126	126	126

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

Table 4-20 Discriminant Correlation Matrix between Perceived Usefulness and Employee Resistance

			Overall usefulness	Enhance their skills	Be reluctant to know	Fear the technology
Spearman's rho	Overall usefulness	Correlation	1.000			
		Coefficient				
		Sig. (2-tailed)	.			
		N	126			
	Enhance their skills	Correlation	.046	1.000		
		Coefficient				
		Sig. (2-tailed)	.608	.		
		N	126	126		
	Be reluctant to know	Correlation	.093	.893**	1.000	
		Coefficient				
		Sig. (2-tailed)	.298	.000	.	
		N	126	126	126	
Fear the technology	Fear the technology	Correlation	.046	1.000**	.893**	1.000
		Coefficient				
		Sig. (2-tailed)	.608	.	.000	.
		N	126	126	126	126

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

Table 4-21 Discriminant Correlation Matrix between Perceived Usefulness and Incentives and Motivation

			Overall usefulness	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	Overall usefulness	Correlation	1.000							
		Coefficient								
		Sig. (2-tailed)	.							
	Promotion is flexible	N	126							
		Correlation	.095	1.000						
		Coefficient								
		Sig. (2-tailed)	.292	.						
	Performance related	N	126	126						
		Correlation	.045	.563**	1.000					
		Coefficient								
	Timely manner	Sig. (2-tailed)	.615	.000	.					
		N	126	126	126					
		Correlation	.170	.423**	.657**	1.000				
	Desired activities	Coefficient								
		Sig. (2-tailed)	.057	.000	.000	.				
		N	126	126	126	126				
	Managers control	Correlation	.091	.389**	.591**	.724**	1.000			
		Coefficient								
		Sig. (2-tailed)	.311	.000	.000	.000	.			
	Differences in performance	N	126	126	126	126	126			
		Correlation	.091	.090	.149	.194	.202	1.000		
		Coefficient								
	Integration	Sig. (2-tailed)	.311	.315	.096	.030	.023	.		
		N	126	126	126	126	126	126		
		Correlation	.028	.333**	.461**	.499**	.528**	.098	1.000	
		Coefficient								
		Sig. (2-tailed)	.755	.000	.000	.000	.000	.277	.	
		N	126	126	126	126	126	126	126	
		Correlation	.072	.425**	.660**	.609**	.583**	.260**	.623**	1.000
		Coefficient								
		Sig. (2-tailed)	.422	.000	.000	.000	.000	.003	.000	.
		N	126	126	126	126	126	126	126	126

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4-22 Discriminant Correlation Matrix between Perceived Ease of Use and Organizational Structure

			Ease of use	Your department	other departments	Managers	People seeking	Other organizations	Decisions are made	People affected	People at all levels	Info is widely
Spearman's rho	Ease of use	Correlation Coefficient	1.000									
		Sig. (2-tailed)	.									
		N	126									
	Your department	Correlation Coefficient	.194 [*]	1.000								
		Sig. (2-tailed)	.030	.								
		N	126	126								
	other departments	Correlation Coefficient	.192 [*]	.813 ^{**}	1.000							
		Sig. (2-tailed)	.031	.000	.							
		N	126	126	126							
	Managers	Correlation Coefficient	.148	.747 ^{**}	.799 ^{**}	1.000						
		Sig. (2-tailed)	.098	.000	.000	.						
		N	126	126	126	126						
	People seeking	Correlation Coefficient	.170	.294 ^{**}	.324 ^{**}	.358 ^{**}	1.000					
		Sig. (2-tailed)	.057	.001	.000	.000	.					
		N	126	126	126	126	126					
	Other organizations	Correlation Coefficient	.135	.410 ^{**}	.460 ^{**}	.415 ^{**}	.568 ^{**}	1.000				
		Sig. (2-tailed)	.132	.000	.000	.000	.000	.				
		N	126	126	126	126	126	126				
	Decisions are made	Correlation Coefficient	.133	.042	.036	.160	.071	.082	1.000			
		Sig. (2-tailed)	.137	.640	.692	.074	.431	.364	.			
		N	126	126	126	126	126	126	126			
	People affected	Correlation Coefficient	.089	.182 [*]	.135	.023	.037	.006	.434 ^{**}	1.000		
		Sig. (2-tailed)	.322	.041	.133	.799	.682	.945	.000	.		
		N	126	126	126	126	126	126	126	126		
	People at all levels	Correlation Coefficient	.071	.129	.104	.013	.088	.243 ^{**}	.382 ^{**}	.428 ^{**}	1.000	
		Sig. (2-tailed)	.428	.150	.245	.881	.327	.006	.000	.000	.	
		N	126	126	126	126	126	126	126	126	126	
	Info is widely	Correlation Coefficient	.079	.035	.050	.144	.061	.080	.315 ^{**}	.396 ^{**}	.432 ^{**}	1.000
		Sig. (2-tailed)	.379	.694	.575	.108	.498	.373	.000	.000	.000	.
		N	126	126	126	126	126	126	126	126	126	126

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4-23 Discriminant Correlation Matrix between Perceived Ease of Use and IT Infrastructure

			Ease of use	Technological advancement	IT Infrastructure
Spearman's rho	Ease of use	Correlation Coefficient	1.000		
		Sig. (2-tailed)	.		
		N	126		
	Technological advancement	Correlation Coefficient	.165	1.000	
		Sig. (2-tailed)	.066	.	
		N	126	126	
	IT Infrastructure	Correlation Coefficient	.235	.244**	1.000
		Sig. (2-tailed)	.068	.006	.
		N	126	126	126

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

Table 4-24 Discriminant Correlation Matrix between Perceived Ease of Use and Management Ideology

			Ease of use	A clear cut plan	No worry about priorities	Formal Justification
Spearman's rho	Ease of use	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	A clear cut plan	Correlation Coefficient	.005	1.000		
		Sig. (2-tailed)	.952	.		
		N	126	126		
	No worry about priorities	Correlation Coefficient	.030	.383**	1.000	
		Sig. (2-tailed)	.736	.000	.	
		N	126	126	126	
	Formal Justification	Correlation Coefficient	.178	.261**	.288**	1.000
		Sig. (2-tailed)	.066	.003	.001	.
		N	126	126	126	126

* . Correlation is significant at the 0.05 level (2-tailed).

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

Table 4-25 Discriminant Correlation Matrix between Perceived Ease of Use and Employees Resistance

			Ease of use	Enhance their skills	Be reluctant to know	Fear the technology
Spearman's rho	Ease of use	Correlation Coefficient	1.000			
		Sig. (2-tailed)	.			
		N	126			
	Enhance their skills	Correlation Coefficient	.139	1.000		
		Sig. (2-tailed)	.120	.		
		N	126	126		
	Be reluctant to know	Correlation Coefficient	.076	.893**	1.000	
		Sig. (2-tailed)	.399	.000	.	
		N	126	126	126	
	Fear the technology	Correlation Coefficient	.139	1.000**	.893**	1.000
		Sig. (2-tailed)	.120	.	.000	.
		N	126	126	126	126

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

Table 4-26 Discriminant Correlation Matrix between Perceived Ease of Use and Incentives and Motivation

		Ease of use	Promotion is flexible	Performance related	Timely manner	Desired activities	Managers control	Differences in performance	Integration
Spearman's rho	Ease of use	Correlation Coefficient	1.000						
		Sig. (2-tailed)	.						
		N	126						
	Promotion is flexible	Correlation Coefficient	.108	1.000					
		Sig. (2-tailed)	.229	.					
		N	126	126					
	Performance related	Correlation Coefficient	.092	.563**	1.000				
		Sig. (2-tailed)	.306	.000	.				
		N	126	126	126				
	Timely manner	Correlation Coefficient	.172	.423**	.657**	1.000			
		Sig. (2-tailed)	.055	.000	.000	.			
		N	126	126	126	126			
	Desired activities	Correlation Coefficient	.011	.389**	.591**	.724**	1.000		
		Sig. (2-tailed)	.903	.000	.000	.000	.		
		N	126	126	126	126	126		
	Managers control	Correlation Coefficient	.009	.090	.149	.194	.202	1.000	
		Sig. (2-tailed)	.917	.315	.096	.030	.023	.	
		N	126	126	126	126	126	126	
	Differences in performance	Correlation Coefficient	.089	.333**	.461**	.499**	.528**	.098	1.000
		Sig. (2-tailed)	.321	.000	.000	.000	.000	.277	.
		N	126	126	126	126	126	126	126
	Integration	Correlation Coefficient	.144	.425**	.660**	.609**	.583**	.260**	.623**
		Sig. (2-tailed)	.109	.000	.000	.000	.000	.003	.000
		N	126	126	126	126	126	126	126

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

* . Correlation is significant at the 0.05 level (2-tailed).

4.4 DESCRIPTIVE ANALYSIS AND FREQUENCIES

Y: Adoption of online SMM

A filtering question was used to determine whether the respondent's retailing organization adopt social media as one of its business models.

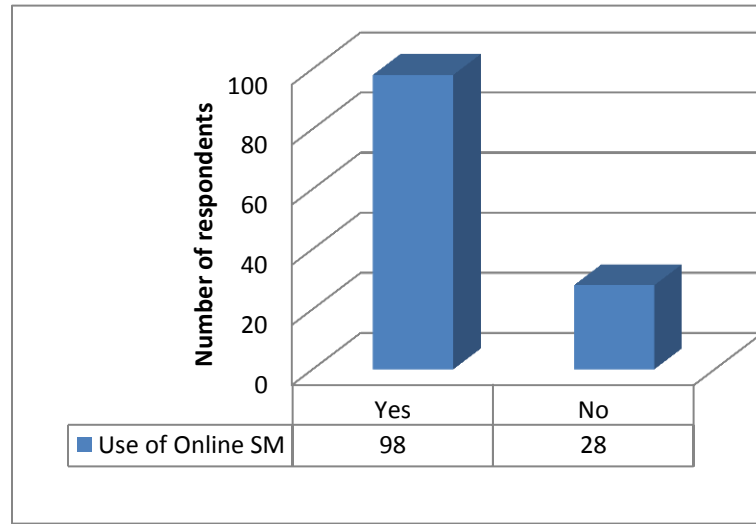


Figure 4-1 Use of online SMM

Source: SPSS

Based on his/her answer the respondent is directed to answer certain questions. Respondents, who answered YES, will follow answering Qs2-6 where I try to know the experience of those who have already started using the social media. And respondents who answered NO will follow answering Qs 7-9, where the intention is to know their expectations if their retailing organization would start using social media.

Figure (4-1) and table (4-27), show the percentage of those using online social media, where based on a sample of 126:

Table 4-27 Usage of Online Social Media

Use of online	Number of respondents	Percentage
SM X1 = YES	98	77.8%
SM X1 = NO	28	22.2%
Total Sample	126	100%

Source: SPSS

Those who (Use of online SMM X1 = YES) will start specifying the combination of the different forms of social media technologies used in their organization.

Figure (4-2) and table (4-28), show that the social media technology that is mostly used by 85.7% of the respondents who (Use of online SMM X1 = YES) is the Social Media sharing as (Flickr, YouTube, Facebook, MySpace) with a mean of 4.674 which means that it is mostly used by respondents and the Wikis is the one that is never used by 98% of respondents with a mean of 1.031.

Table 4-28 Social media technology used (Use of online SMM X1 = YES)

	1 Never Used	2 Rarely Used	3 Occasionally used	4 Frequently Used	5 Constantly used
a. Twitter	80.6%		8.2%	11.2%	
b. Blogs (that the company initiated or contribute to)	59.2%			28.6%	12.2%
c. Social Media sharing (Flickr, YouTube, Facebook, MySpace)	6.1%			8.2%	85.7%
d. Professional network (LinkedIn)	92.9%	4.1%	1%	1%	1%
e. Wikis	98%	1%	1%		

Table 4-29 The Mean for SM technologies used (Use of online SMM X1 = Yes)

	N	Minimum	Maximum	Mean	Std. Deviation
Social Media X4	98	1	5	4.674	0.982
Blogs X3	98	1	5	2.347	1.657
Twitter X2	98	1	4	1.500	1.048
Professional Network X5	98	1	5	1.133	0.568
Wiki X6	98	1	3	1.031	0.225

Source: SPSS

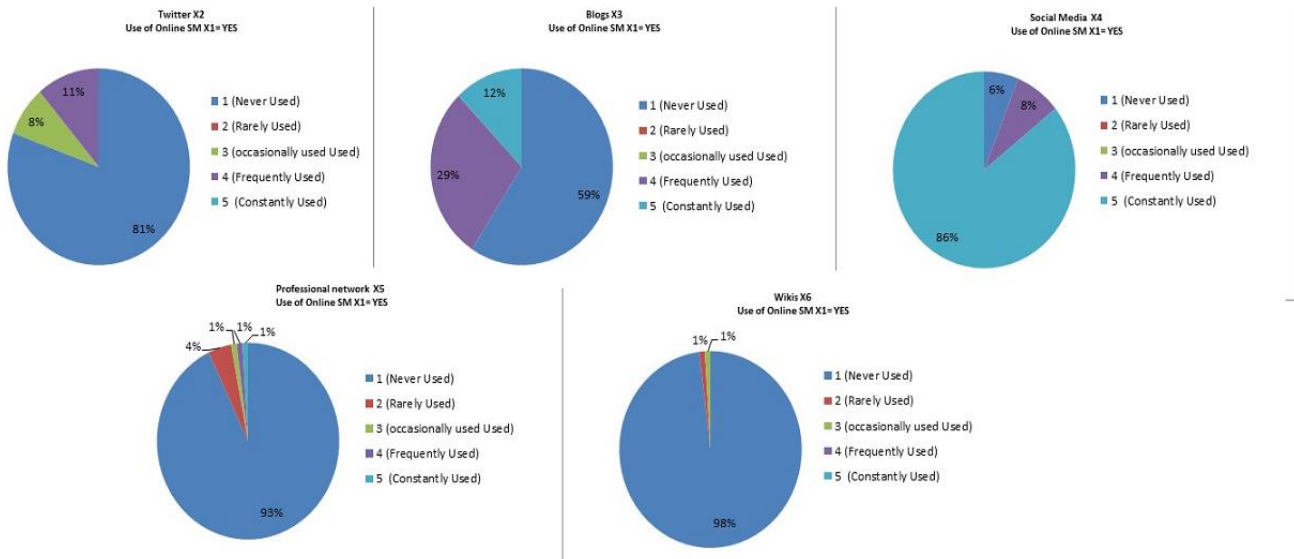


Figure 4-2 Social media technologies used by retailers (Use of online SM X1 = Yes)

Source: SPSS

In determining the effectiveness of online SMM as compared to other online marketing forms as e-mail marketing, display ads and search engine ads, Figure 4-3 shows that 35.71% of those who use online social media agreed that it is more effective and 29.59% agreed that it is much more effective

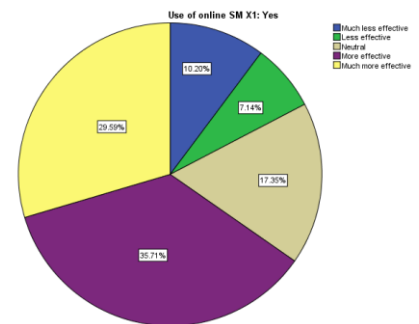


Figure 4-3 Effectiveness of Online SM

than other online marketing forms. The effectiveness of SMM stems from the increased brand awareness, increased inbound traffic as well as higher conversion rate as when a brand is interactive online, consumers who follow the brand often begin to more completely trust the credibility of the retailer. These benefits are not easily accomplished from the use of the other online forms like e-mail marketing or display ads where instant interactivity is not facilitated.

The following is the descriptive analysis and frequencies for each variable in the research model.

1- Organizational Structure

Ho1: There is no relationship between the degree of centralization and the adoption of the online SMM in the retailing organization.

Ha1: There is a negative relationship between the degree of centralization and the adoption of the online SMM in the retailing organization of electronics and home appliances.

Based on the literature review, the organizational structure refers to the degree of centralization in the organization measured by the frequency of communication between the different parties involved in the organization and the decision making process as well. From table (4-30), one can identify that from the highest percentages with whom there is no contact for those (Use of online SMM X1 = YES), is with managers at higher levels and colleagues in other organizations with mean of 3.265 and 2.591 respectively.

Table 4-30 Communication pattern (Use of online SMM X1 = YES)

	N	Minimum	Maximum	Mean	Std. Deviation
Your department X40	98	1.00	5.00	3.776	1.550
other departments X41	98	1.00	5.00	3.439	1.573
People seeking X43	98	1.00	5.00	3.286	1.553
Managers X42	98	1.00	5.00	3.265	1.634
Other organizations X44	98	1.00	5.00	2.591	1.661

Source: SPSS

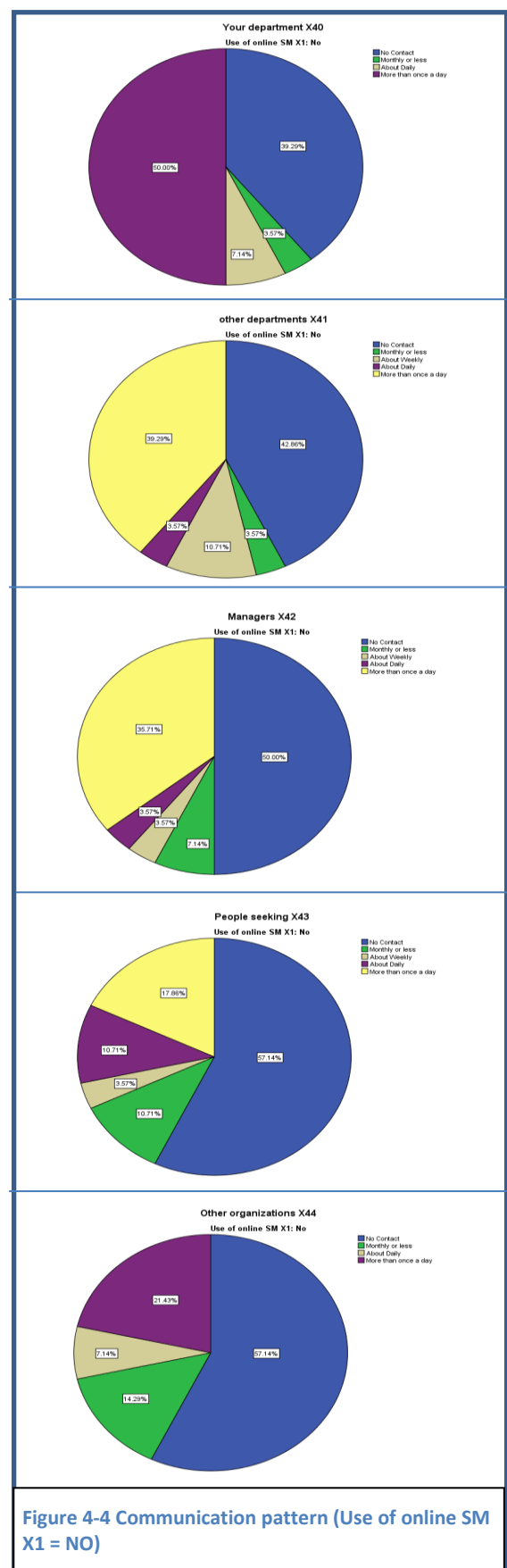
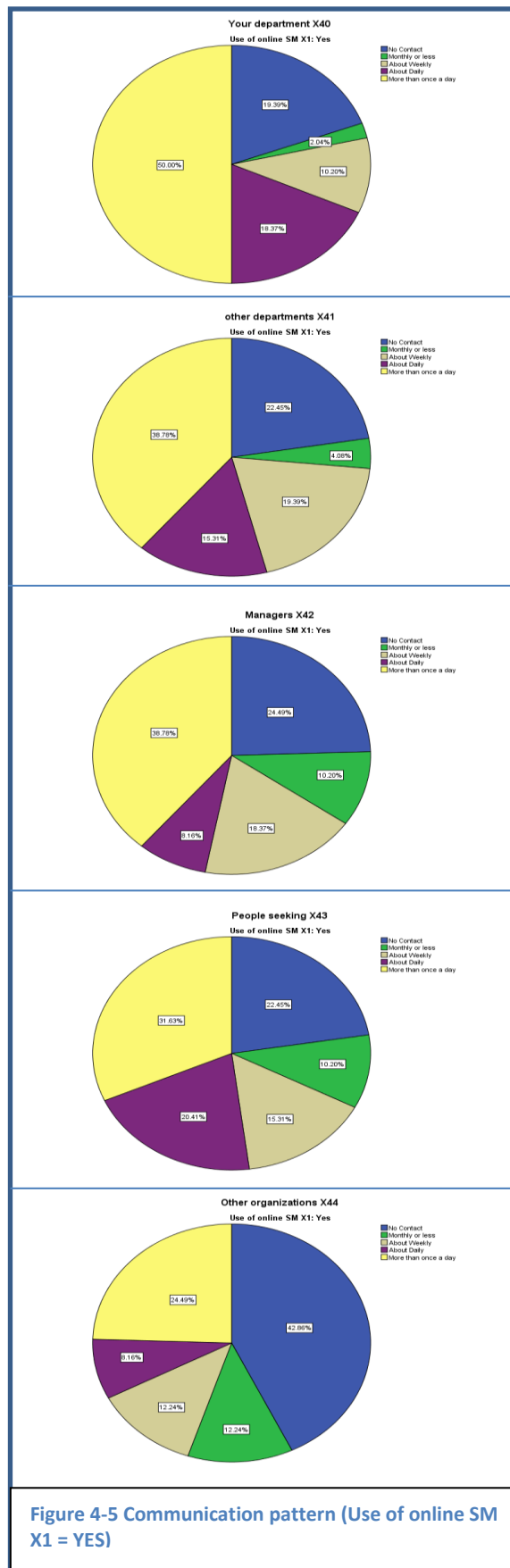
And for those (Use of online SMM X1 = NO), table (4-31) shows that the communication pattern is even worse. From the highest percentages with whom there is no contact are, people seeking help in using info as clients, colleagues in other organizations, and managers at higher levels as well with a mean of 2.214, 2.214, and 2.679 respectively.

Table 4-31 Communication pattern (Use of online SMM X1 = NO)

	N	Minimum	Maximum	Mean	Std. Deviation
Your department X40	28	1.00	5.00	3.250	1.937
other departments X41	28	1.00	5.00	2.929	1.864
Managers X42	28	1.00	5.00	2.679	1.887
Other organizations X44	28	1.00	5.00	2.214	1.686
People seeking X43	28	1.00	5.00	2.214	1.641

Source: SPSS

Figure (4-4) and figure (4-5) clearly present the difference in the communication pattern between those who (Use of online SMM X1 = YES) and those (Use of online SMM X1 = NO). For those who (Use of online SMM X1 = YES), 50% have communicated on work related matter with other individuals in their department more than once a day. 38.8% have communicated with individuals in other departments more than once a day and equivalently with the same % they have communicated with managers at higher levels in their organization. Adding to this, 31.63% have noted their communication more than once a day with people seeking information as their clients. Let alone, 42.9% have said that there is no communication with people in other organizations. For those who (Use of online SMM X1 = NO), the communication pattern was worse. 50% have communicated on work related matter with other individuals in their department more than once a day. But, 42.86% have no communication with individuals in other departments and even worse, 50% have no contact with managers at higher levels in their organization. Adding to this, 57.14% have noted no contact with people seeking information as their clients and equivalently with the same % no contact with people in other organizations.



The organizational structure was measured as well by identifying the decision making process. The decision making process is measured by (1) the degree to which decisions are made at those levels where the most adequate and accurate information is available, (2) the people affected are asked for their ideas when decisions are being made, (3) whether people at all levels in the organization usually have know-how that could be of use to other decision-makers, and (4) whether information is widely shared in the organization so that those who make decisions have access to all available know-how. Figure (4-6) shows that difference in the decision making approach between those (Use of online SMM X1 = YES) and those (Use of online SMM X1 = NO).

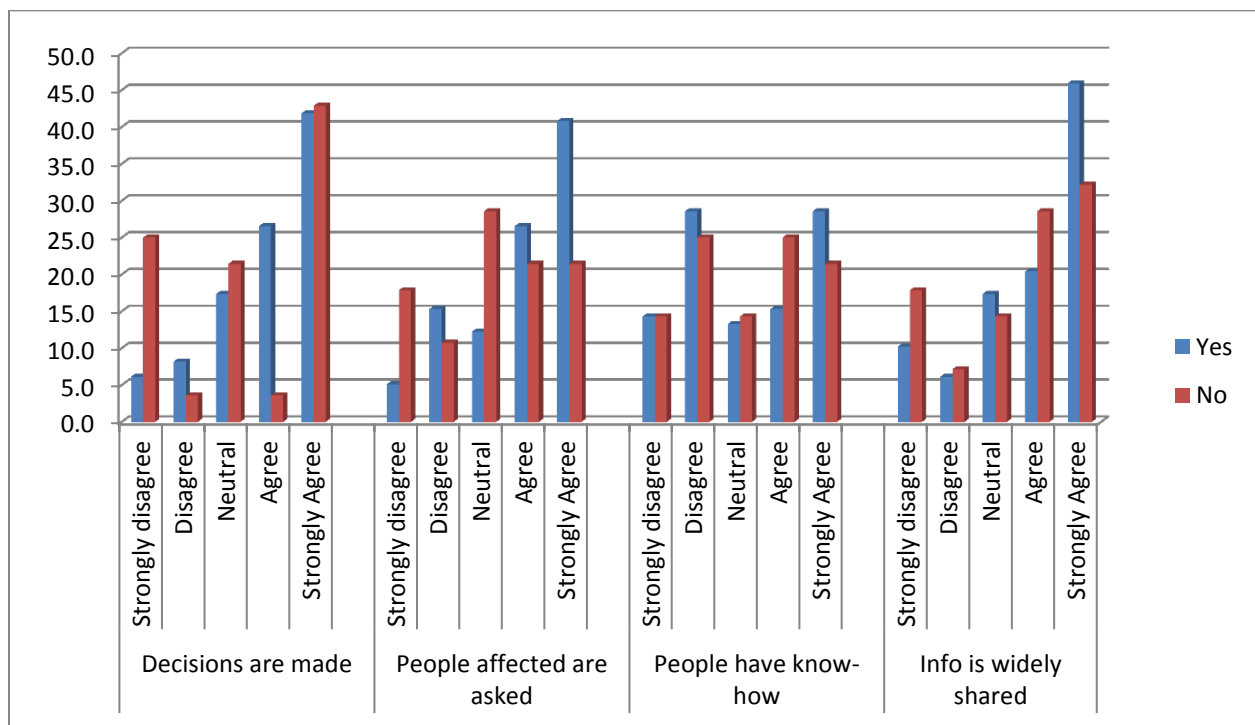


Figure 4-6 Comparison of Decision making approach between (Use of online SMM X1 = YES: NO)

Source: SPSS

There is a notable difference between (Use of online SMM X1 = YES) and (Use of online SMM X1 = NO) in their decision making approach where the means shown in table 4-32 and table 4-33, for the four dimensions is higher for those (Use of online

SMM X1 = YES) reflecting a better approach than (Use of online SMM X1 = NO). However, the significant differences between both lie in 1) the degree to which decisions are made at those levels where the most adequate and accurate information is available and (3) whether people at all levels in the organization usually have know-how that could be of use to other decision-makers.

Table 4-32 Decision making approach (Use of online SMM X1 = YES)

	N	Minimum	Maximum	Mean	Std. Deviation
Decisions are made X45	98	1.00	5.00	3.900	1.214
Info is widely X48	98	1.00	5.00	3.857	1.340
People affected X46	98	1.00	5.00	3.827	1.260
People at all levels X47	98	1.00	5.00	3.153	1.467

Source: SPSS

Table 4-33 Decision making approach (Use of online SMM X1 = NO)

	N	Minimum	Maximum	Mean	Std. Deviation
Info is widely X48	28	1.00	5.00	3.500	1.478
Decisions are made X45	28	1.00	5.00	3.290	1.718
People affected X46	28	1.00	5.00	3.179	1.390
People at all levels X47	28	1.00	5.00	3.143	1.407

Source: SPSS

2- IT Infrastructure

Ho2: There is no relationship between the IT infrastructure and the adoption of the online SMM in the retailing organization.

Ha2: There is a positive relationship between the IT infrastructure and the adoption of the online SMM in the retailing organization.

One of the barriers that is hypothesized might be affecting the adoption of social media is the speed and quality of the IT infrastructure as; access to computer software, other hardware, telecommunication; and having an adequate website. Figure 4-7 and figure 4-8 show difference between both groups in regards of their opinion about the role played by the technology to facilitate the adoption of SMM.

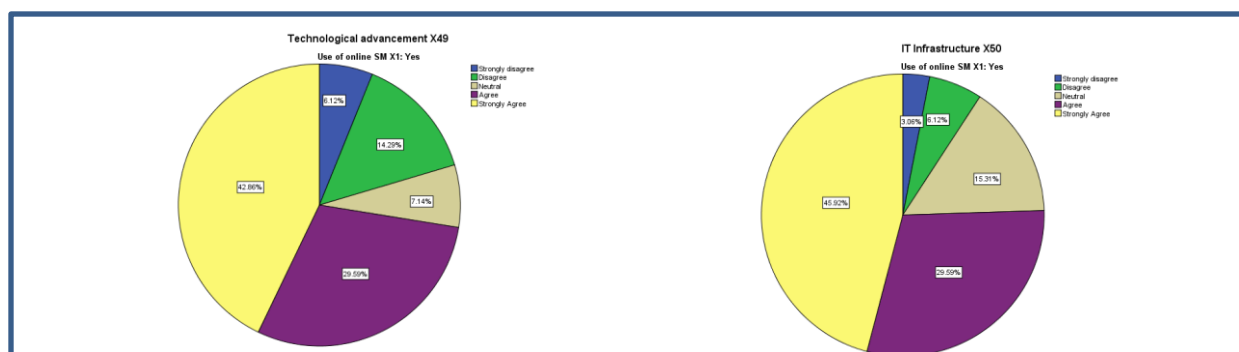


Figure 4-7 Role of technological advancement and IT infrastructure (Use of online SM X1 = YES)

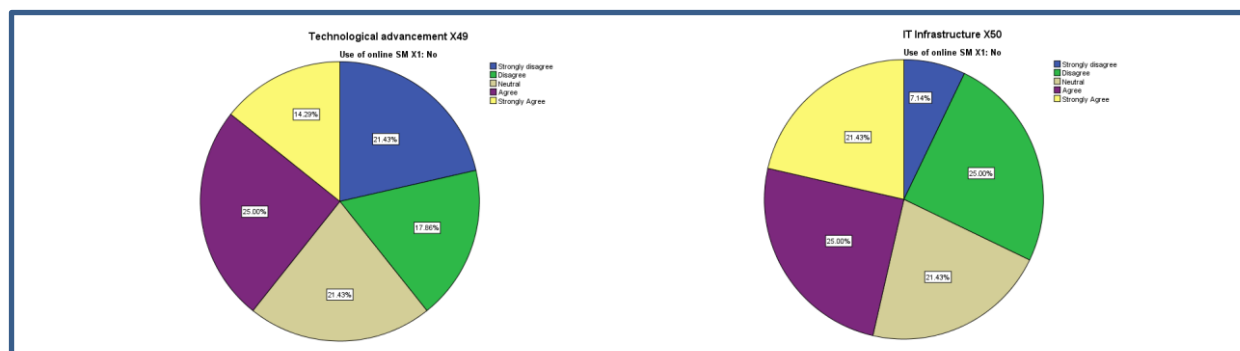


Figure 4-8 Role of technological advancement and IT infrastructure (Use of online SM X1 = NO)

Table 4-34 IT Infrastructure

IT infrastructure	Group	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
X49- Technological Advancement	YES	6.1%	14.3%	7.1%	29.6%	42.9%
	NO	21.4%	17.9%	21.4%	25%	14.3%
X50 – IT Infrastructure	YES	3.1%	6.1%	15.3%	29.6%	45.9%
	NO	7.1%	25%	21.4%	25%	21.4%

Source: SPSS

Table 4-34 shows that the majority of the respondents, whether they adopted online social media or not, value the important role played by the availability of an adequate IT infrastructure in the firm as one of the important prerequisites to the use of online social media as a marketing tool. But the effect of the technological advancement was much more valued among those who have adopted the online social media more than those retailers who haven't yet adopted the online social media.

3- **Management Ideology**

Ho4: There is no relationship between resistant management ideology and the adoption of the online SMM in the retailing organization.

Ha4: There is a negative relationship between resistant management ideology and the adoption of the online SMM in the retailing organization of electronics and home appliances.

Respondents were asked to specify who makes IT related decisions in the organization. Table 4-35 and figure 4-9 shows that for both groups, the majority of respondents agreed that it is only the owner/Manager who makes IT-related decisions in their organization. This shows the degree of centralization in the retailing organization when it comes to decision making especially to IT-related decision.

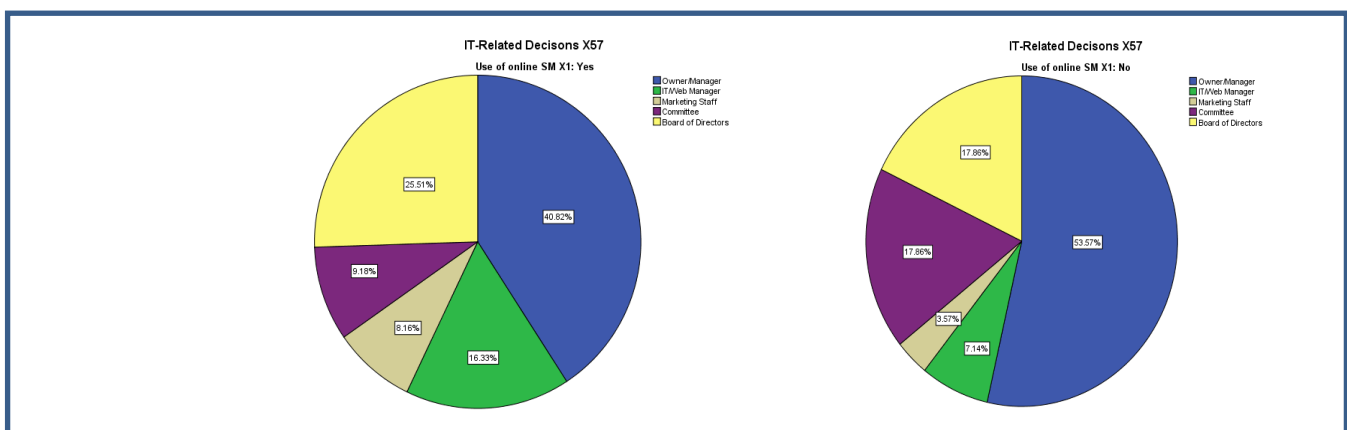
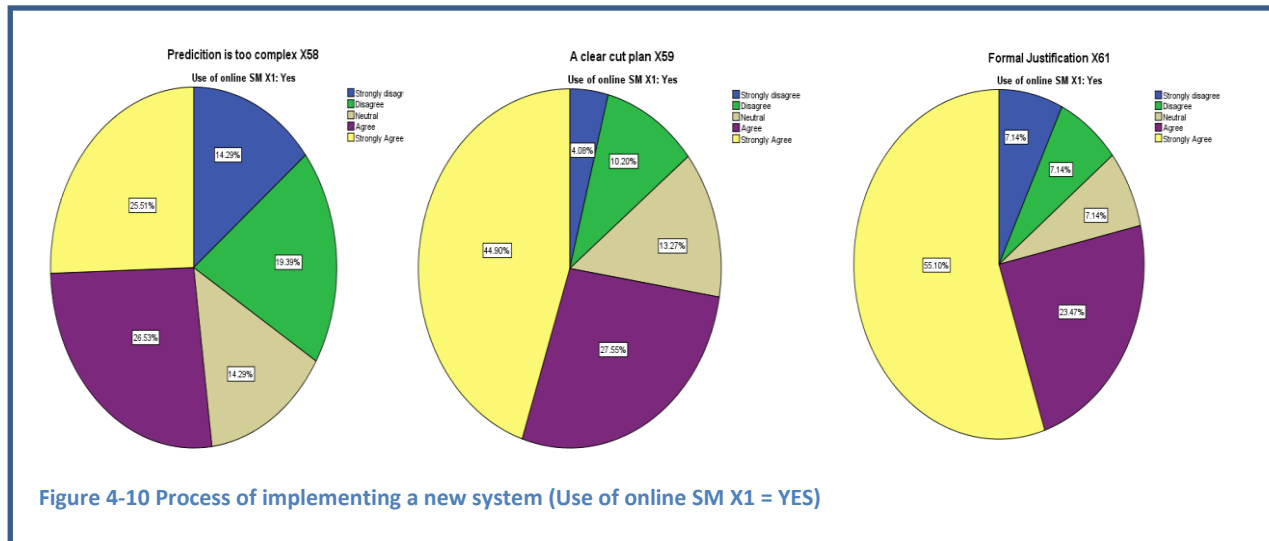


Figure 4-9 Who makes IT –related Decisions in both groups

Table 4-35 Decision Maker of IT- related decisions

Management Ideology	Group	a. Owner/ Manager	b. IT/Web Manager	c. Market- ing staff	d. Committee	e. BOD
X 57- Who makes IT-related decisions	YES	40.8%	16.3%	8.2%	9.2%	25.5%
	NO	53.6%	7.1%	3.6%	17.9%	17.9%

Adding to this, respondents were asked about the process of implementing a new system. They were asked about; the complexity of predicting the way a new system will fit into their work procedures in advance of implementation, whether they have a clear-



cut plan to guide them in overcoming risks associated with implementation, whether they are proactive or reactive in setting priorities and dealing with problems and whether the process includes a formal justification, such as a return on investment, payback, or cost-benefit analysis. Figure 4-10 and figure 4-11 show the difference between both groups in the process used for implementing a new system.

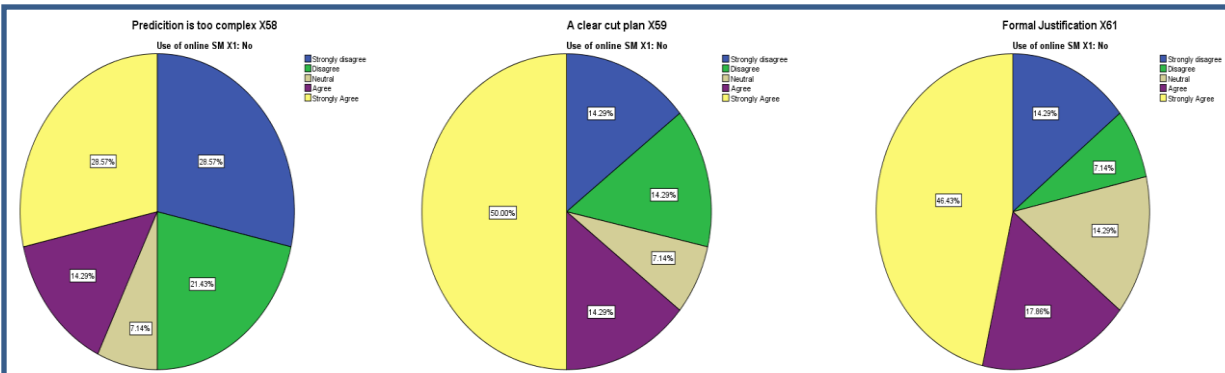
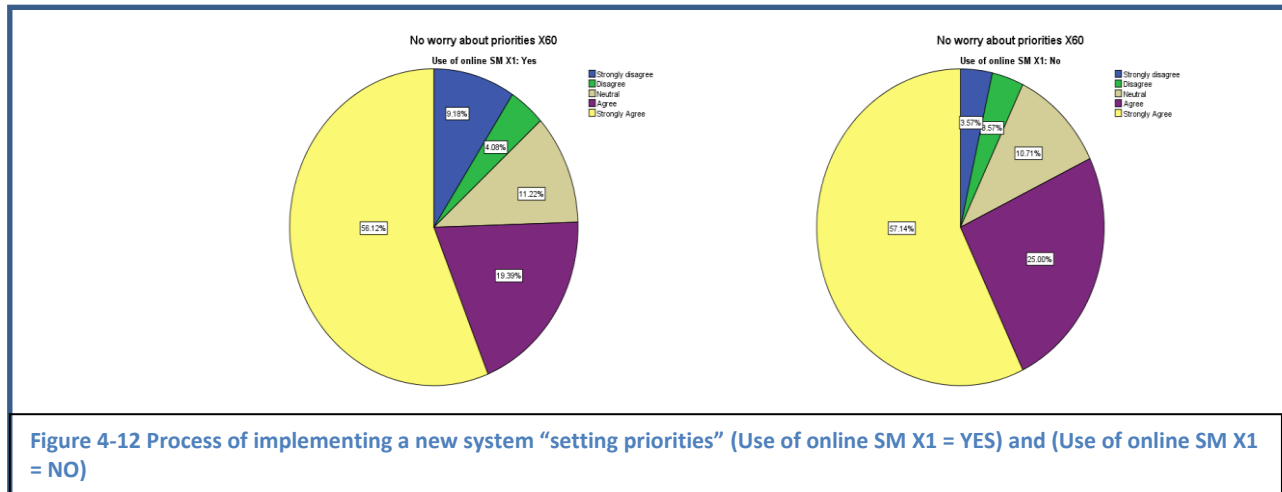


Figure 4-11 process of implementing a new system (Use of online SM X1 = NO)

However, table 4-36 and figure 4-12 show that the most impeding barrier, that is common between those (Use of online SMM X1 = YES) and those (Use of online SMM X1 = NO), is the absence of the managers' role in setting priorities as to how to deal with each problem where instead, employees deal with each problem as it comes up.

Table 4-36 Process of implementing a new system (Use of online SMM X1 = YES:NO)

Management Ideology	Group	Strongly disagreed	Disagree	Neutral	Agree	Strongly Agree
X58- Prediction is too complex	YES	14.3%	19.4%	14.3%	26.5%	25.5%
	NO	28.6%	21.4%	7.1%	14.3%	28.6%
X59- A clear cut plan	YES	4.1%	10.2%	13.3%	27.6%	44.9%
	NO	14.3%	14.3%	7.1%	14.3%	50%
X60- No worry about priorities	YES	9.2%	4.1%	11.2%	19.4%	56.1%
	NO	3.6%	3.6%	10.7%	25%	57.1%
X61- Formal Justification	YES	7.1%	7.1%	7.1%	23.5%	55.1%
	NO	14.3%	7.1%	14.3%	17.9%	46.4%



This absence of the manager’s role in setting priorities is one of the consequences of a highly centralized organizational structure in decision making and problem solving in the retailing organization reflecting the poor communication with the managers in discussing the implementation of a new technology.

4- Employees’ Technological Readiness

Ho5: There is no relationship between employees’ resistance and the adoption of the online SMM in the retailing organization.

Ha5: There is a negative relationship between employees’ resistance and the adoption of the online SMM in the retailing organization of electronics and home appliances.

Ho6: There is no relationship between the perceived ease of use and the adoption of SMM in the retailing organization.

Ha6: There is a positive relationship between the perceived ease of use and the adoption of SMM in the retailing organization of electronics and home appliances.

Ho7: There is no relationship between the perceived usefulness toward SMM and the adoption of SMM in the retailing organization.

Ha7: There is a positive relationship between the perceived usefulness toward SMM to and the adoption of SMM in the retailing organization of electronics and home appliances.

One of the barriers that I intend to measure is the attitude of employees toward adoption of the new technology in the retailing organization. Based on the literature review and the technology acceptance model, the actual use of the technology depends on the attitude of employees that is affected by the perceived ease of use (PEOU) and the perceived usefulness (PU) of the new technology. Base on the (PEOU) and (PU), the employees might behave differently. They might be eager to enhance their technical skills thus improving their performance or they would be reluctant to know about this technology, or they might fear these technologies because of fear of losing their job. Figure 4-13 shows that for (Use of online SMM X1 = Yes), 87.76% of the respondents who use online social media haven't faced employees' resistance where table 4-37 shows that the mean is 4.235 for those who are eager to enhance their technical skills thus improving their performance.

Table 4-37 Behavior of employees (Use of online SMM X1 = Yes)

	N	Minimum	Maximum	Mean	Std. Deviation
Enhance their skills X9	98	1.00	5.00	4.235	1.449
Be reluctant to know X10	98	2.00	5.00	2.602	1.110
Fear the technology X11	98	1.00	5.00	1.765	1.449

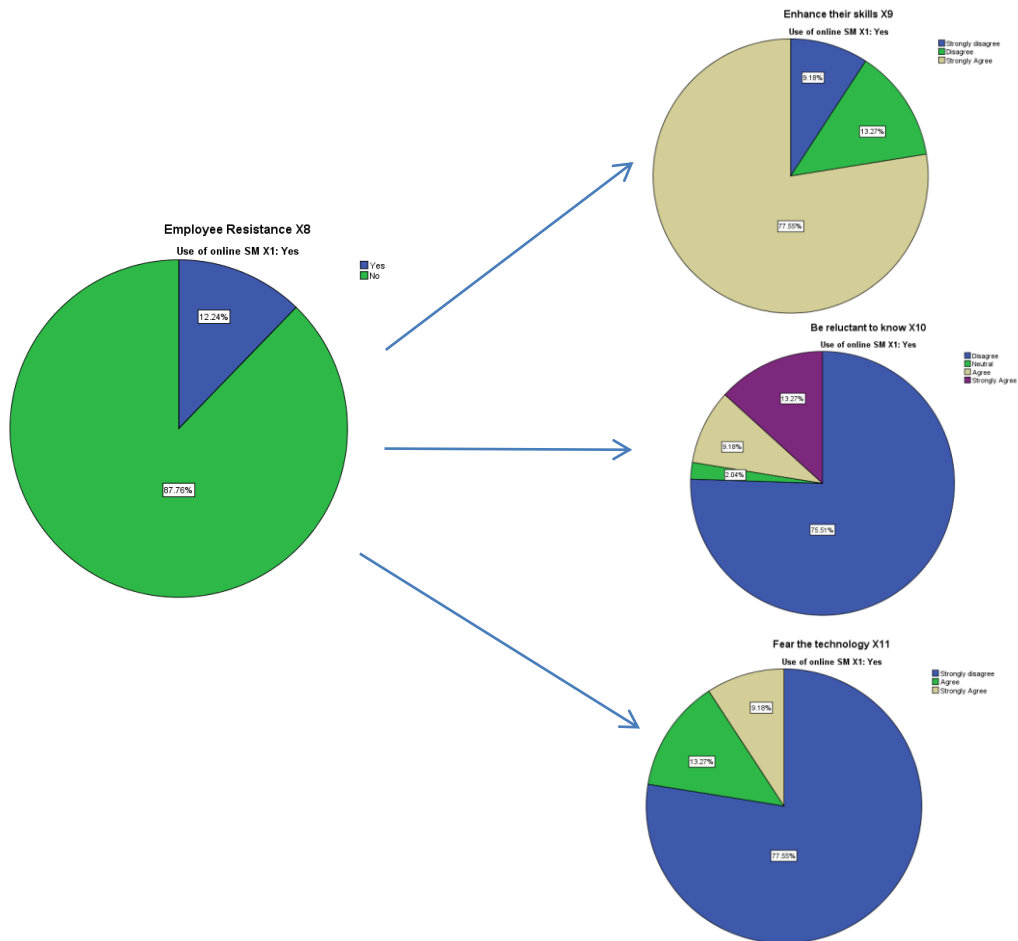


Figure 4-13 Attitude and behavior of employees toward social media adoption (Use of online SM X1 = Yes)

I intended to correlate the behavior of the respondents to the perceived ease of use and the perceived usefulness of using online social media as a marketing tool.

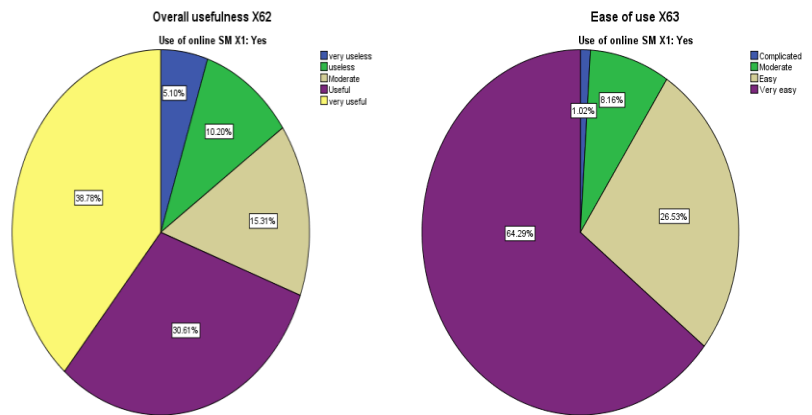


Figure 4-14 PU and PEOU of online social media (Use of online SM X1 = Yes)

In applying the technology acceptance model to those who already uses the online social media, the use of SMM would be positively affected by the employees as they are not resisting the use of online social media rather they are enhancing their technical

skills thus improving their performance where figure 4-14 and figure 4-15 show that the 38.78% find it very useful and 30.61% find it useful in terms of their perceived usefulness to the SMM and 64.29% rated it as very easy to be used and 26.53% said it is easy to be used in terms of their perceived ease of use. Extending the application of the TAM model to my research 87.76% of employees noted that they don't resist the adoption of SMM thus revealing a positive attitude toward the adoption of SMM. Concerning their behavioral intentions, 77.55% enhance their technical skills that support the adoption of SMM, while 13.27% reluctant to know about this technology and 9.18% fear these technologies. Such measures would determine the adoption of SMM.

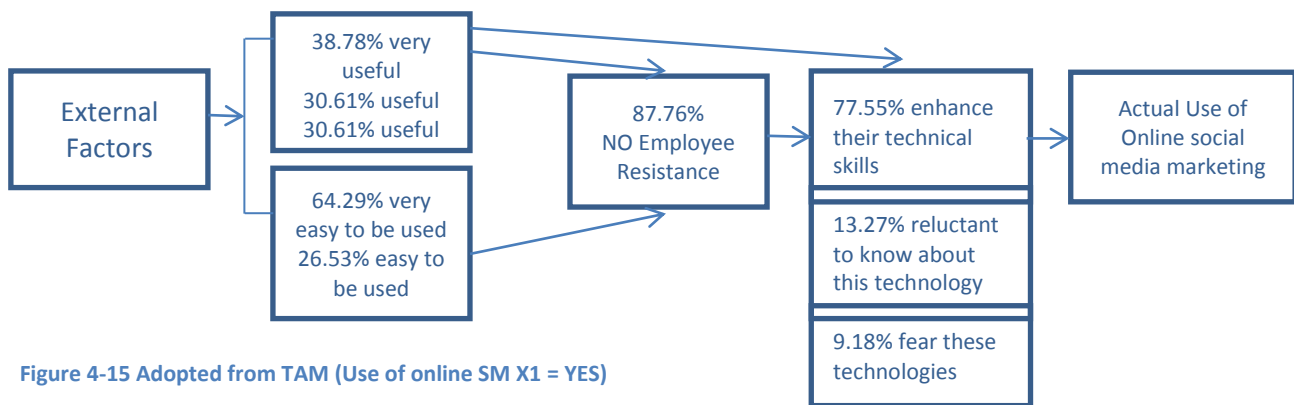


Figure 4-15 Adopted from TAM (Use of online SM X1 = YES)

For those (Use of online SMM X1 = NO), figure 4-16 shows that 82.14% of the respondents who haven't yet used the online social media don't expect to face employees' resistance where table 4-38 shows that the mean is 4.214 for those who are expected to be eager to enhance their technical skills thus improving their performance.

Table 4-38 Behavior of employees (Use of online SMM X1 = NO)

	N	Minimum	Maximum	Mean	Std. Deviation
Enhance their skills X19	28	1.00	5.00	4.214	1.548
Be reluctant to know X20	28	2.00	5.00	2.679	.983
Fear the technology X21	28	1.00	5.00	1.786	1.549

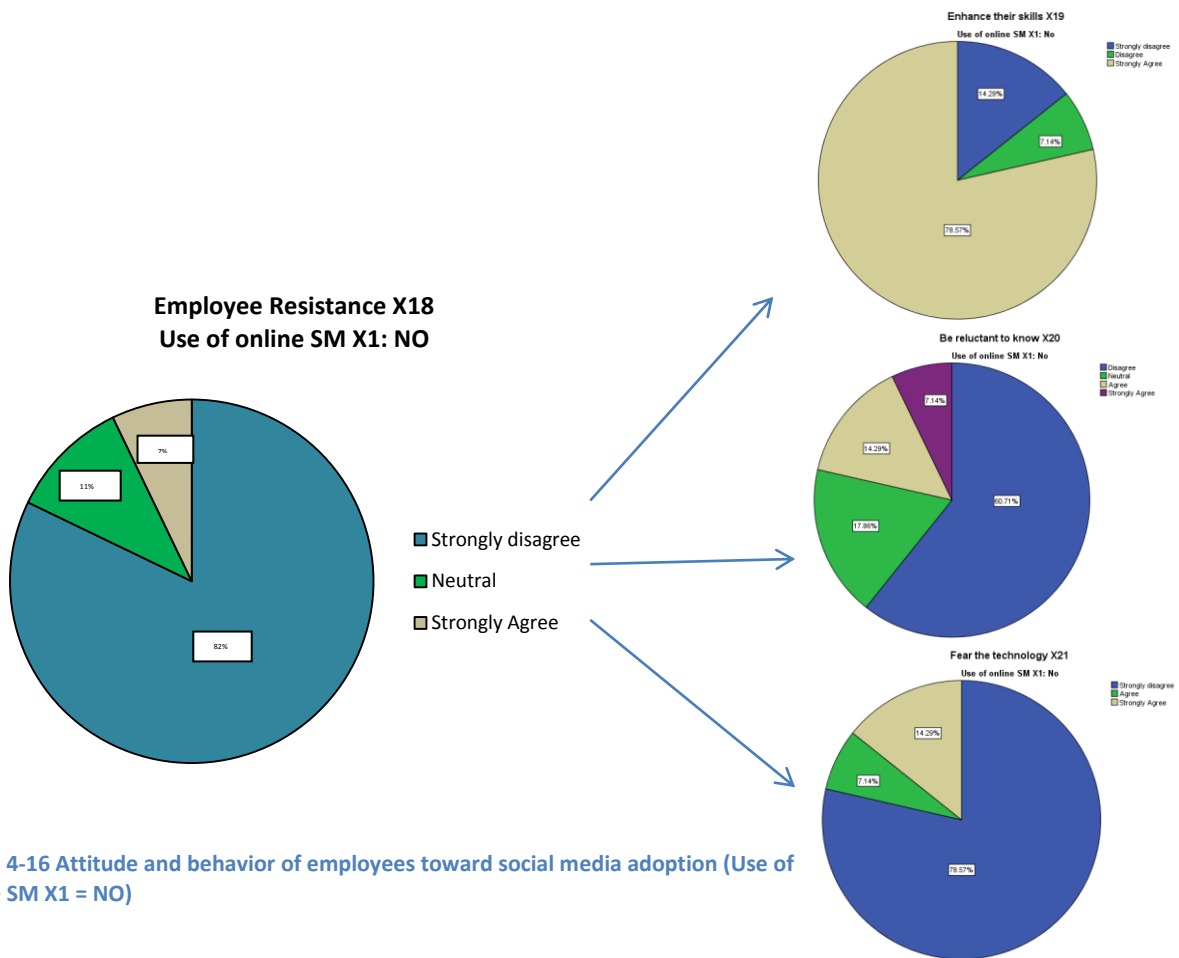


Figure 4-16 Attitude and behavior of employees toward social media adoption (Use of online SM X1 = NO)

When correlating the behavior of respondents who (Use of online SMM X1 = NO) to the perceived ease of use and the perceived usefulness of using online social media as a marketing tool, the findings were different.

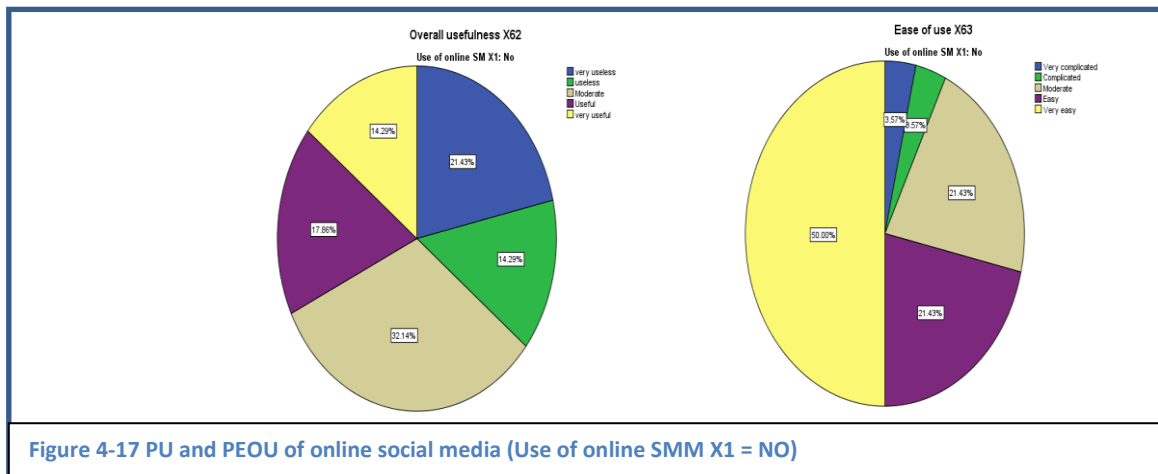


Figure 4-17 PU and PEOU of online social media (Use of online SMM X1 = NO)

The issue with those (Use of online SMM X1 = NO) is their perceived usefulness toward the use of online social media as a marketing tool where, figure 4-17 shows that 21.4% said it is very useless and 14.3% consider it useless, and 33.1% were moderate although concerning their perceived ease of use, 50% agreed that it is very easy to be used and 21.4% said it is easy to be used as they use the online social media in their personal life.

Adding to this, employees were asked about the skills that are required within the company for the implementation and support of SMM initiatives and their suggestions for the success of implementing online social media.

Table 4-39 Employees' Skills needed for adoption of online social media

Employees' Skills	Group	Not Important	Important
X64- Content Creation	YES	22.4%	25.5%
	NO	10.7%	14.3%
X65-Network Development	YES	11.2%	11.2%
	NO	17.9%	21.4%
X66- Promotion	YES	18.4%	29.6%
	NO	17.9%	25%
X67- Monitoring and Web Analytics	YES	19.4%	12.2%
	NO	14.3%	17.9%
X68- Community Engagement	YES	28.6%	21.4%
	NO	39.3%	21.4%

Table 4-40 shows that for (Use of online SMM X1 = Yes), the mean of the promotion skills was the highest followed by content creation and community engagement.

Table 4-40 Employees' skills needed for the adoption of online social media (Use of online SMM X1 = Yes)

	N	Minimum	Maximum	Mean	Std. Deviation
Promotion X66	98	1.00	5.00	3.245	1.479
Content Creation X64	98	1.00	5.00	3.082	1.490
Community Engagement X68	98	1.00	5.00	3.061	1.539
Network Development X65	98	1.00	5.00	2.890	1.223
Monitoring and Web Analytics X67	98	1.00	5.00	2.714	1.292

Source: SPSS

On the other hand, table 4-41 shows that for (Use of online SMM X1 = NO), the highest mean was for monitoring and Web analytics, promotion and content creation.

Table 4-41 Employees' skills needed for the adoption of online social media (Use of online SMM X1 = NO)

	N	Minimum	Maximum	Mean	Std. Deviation
Monitoring and Web Analytics X67	28	1.00	5.00	3.179	1.362
Promotion X66	28	1.00	5.00	3.179	1.389
Content Creation X64	28	1.00	5.00	3.179	1.249
Network Development X65	28	1.00	5.00	2.821	1.416
Community Engagement X68	28	1.00	5.00	2.643	1.660

Source: SPSS

And concerning their suggestions for the success of the implementation of SMM, their views were as follows:

Table 4-42 Online SMM Implementation success

SM implementation Success	Group	Not important	Important
X69- Management Commitment	YES	11.2%	40.8%
	NO	31.4%	39.3%
X70- Training and Participation	YES	13.3%	15.3%
	NO	17.9%	25%
X71- Simulation	YES	31.6%	13.3%
	NO	35.7%	10.7%
X72- Bottom-up Strategy	YES	42.9%	27.6%
	NO	21.4%	25%

Source: SPSS

For (Use of online SMM X1 = Yes), table 4-43 shows that they suggested that management commitment is one of the most important factors that would affect the successful implementation of SMM with a mean of 3.653 followed by training and participation with a mean of 3.133.

Table 4-43 Suggestions for online SMM implementation (Use of online SMM X1 = Yes)

	N	Minimum	Maximum	Mean	Std. Deviation
Management Commitment X69	98	1.00	5.00	3.653	1.465
Training and participation X70	98	1.00	5.00	3.133	1.352
Bottom-up Strategy X72	98	1.00	5.00	2.684	1.744
Simulation X71	98	1.00	5.00	2.490	1.438

Source: SPSS

Adding to this, for those (Use of online SMM X1 = No), they have also suggested that management commitment is one of the most important factors that would affect the successful implementation of SMM with a mean of 3.393 but followed by having a bottom-up strategy with a mean of 3.107 as per table 4-44.

Table 4-44 Suggestions for online SMM implementation (Use of online SMM X1 = NO)

	N	Minimum	Maximum	Mean	Std. Deviation
Management Commitment X69	28	1.00	5.00	3.393	1.663
Bottom-up Strategy X72	28	1.00	5.00	3.107	1.571
Training and participation X70	28	1.00	5.00	3.107	1.524
Simulation X71	28	1.00	5.00	2.500	1.478

The above figures show how both groups agreed on the important role played by the management in expressing their commitment for the successful implementation of SMM.

5- Incentives and Motivation

Ho8: There is no relationship between the incentives and motivation and the adoption of SMM in the retailing organization.

Ha8: There is a positive relationship between the incentives and motivation and the adoption of SMM in the retailing organization of electronics and home appliances.

For the incentives and motivation, table 4-45 and table 4-46 show that the majority of respondents in both groups strongly agree that there is an adequate incentives scheme yielding the following means, although the figures reflect a better overall incentives system for the group (Use of online SMM X1 = YES).

Table 4-45 Incentives system (Use of online SMM X1 = YES)

	N	Minimum	Maximum	Mean	Std. Deviation
Differences in performance X78	98	1.00	5.00	4.143	1.370
Performance related X74	98	1.00	5.00	3.980	1.292
Integration X79	98	1.00	5.00	3.878	1.270
Desired activities X76	98	1.00	5.00	3.827	1.362
Managers control X77	98	1.00	5.00	3.806	1.571
Timely manner X75	98	1.00	5.00	3.796	1.362
Promotion is flexible X73	98	1.00	5.00	3.388	1.483

Source: SPSS

Table 4-46 Incentives system (Use of online SMM X1 = NO)

	N	Minimum	Maximum	Mean	Std. Deviation
Managers control X77	28	1.00	5.00	3.714	1.607
Performance related X74	28	1.00	5.00	3.464	1.774
Differences in performance X78	28	1.00	5.00	3.393	1.729
Integration X79	28	1.00	5.00	3.286	1.630
Timely manner X75	28	1.00	5.00	3.250	1.713
Desired activities X76	28	1.00	5.00	3.250	1.713
Promotion is flexible X73	28	1.00	5.00	3.071	1.741

Source: SPSS

All variables of the Model

With the direction of identifying the highest mean barrier hindering the adoption of SMM. The below statistics is based on seven variables where the awareness about the level of product involvement was excluded from the analysis. For those, (Use of online SMM X1 = Yes), Table 4-47, shows that the majority of respondents agreed on perceived ease of use as the most important barrier where the means yielded for all the variables were as follows:

Table 4-47 Mean of the barriers to the adoption of social media (Use of online SMM X1 = Yes)

Use of online SM		N	Minimum	Maximum	Mean	Std. Deviation
Yes	Organizational Structure	98	1.33	4.89	3.454	.778
	IT Infrastructure	98	1.00	5.00	3.990	.950
	Management Ideology	98	1.00	5.00	4.068	.9194
	Resistance	98	1.50	4.50	2.184	1.255
	Perceived usefulness	98	1.00	5.00	3.878	1.186
	Perceived Ease of use	98	2.00	5.00	4.541	.691
	Incentives and Motivation	98	1.71	5.00	3.831	.950

Source: SPSS

Consistently, for the group (Use of online SMM X1 = NO), table 4-48, shows as well that the barrier with the highest mean is the perceived ease of use yielding a mean as follows:

Table 4-48 Mean of the barriers to the adoption of social media (Use of online SMM X1 = NO)

Use of online SM		N	Minimum	Maximum	Mean	Std. Deviation
No	Organizational Structure	28	1.33	4.78	2.972	1.005
	IT Infrastructure	28	1.00	4.50	3.107	.865
	Management Ideology	28	1.00	5.00	3.917	1.000
	Resistance	28	1.50	4.50	2.232	1.221
	Perceived usefulness	28	1.00	5.00	2.893	1.343
	Perceived Ease of use	28	1.00	5.00	4.107	1.100
	Incentives and Motivation	28	1.00	5.00	3.347	1.340

Figure 4-18 shows additionally the difference in the rank of the barriers between the two groups.

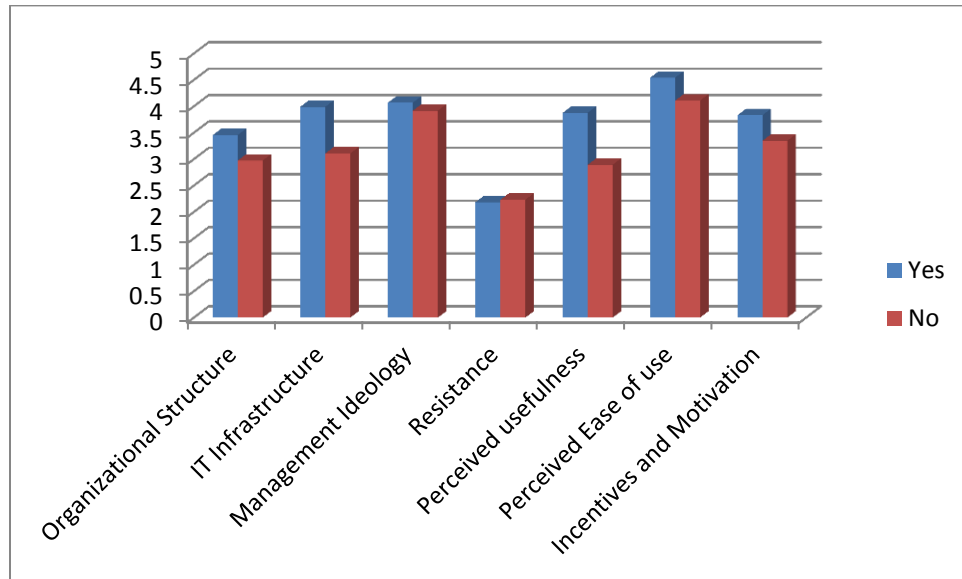


Figure 4-18 Mean Rank of the barriers to the adoption of social media (Use of online SM X1 = YES:NO)

Y: Adoption of online SMM

For determining the extent of adoption of the SMM, respondents from both groups were asked to specify the most important marketing mediums that their organizations currently use. They were asked as well to specify the marketing mediums that their organizations would use in 12 months' time to achieve organization's marketing objectives to see the future trend of adopting SMM.

The following tables show the mean for the mediums currently used by the retailing organizations who (Use of online SMM X1 = YES) and the medium that these organizations would consider as most important in 12 months' time.

Table 4-49 Mean for mediums currently used compared to 12 months' time (Use of online SMM X1 = YES)

Medium		Currently used	Medium	In 12 months' time
	N	Mean		Mean
Newspapers X32	98	2.674	Social Networks X89	3.041
Social networks X38	98	2.480	Newspaper X88	2.541
Online Content sites X33	98	2.010	Television X81	1.949
Consumer Magazines X29	98	1.827	Consumer magazines X83	1.888
Television X30	98	1.714	Search engine enquiries X84	1.684
Trade Magazines X31	98	1.643	Online content sites X82	1.571
Email X34	98	1.510	Online portals X87	1.520
Search Engines X35	98	1.480	Trade magazines X86	1.469
Online Portal X36	98	1.399	Conferences/events X80	1.316
Conferences 28	98	1.347	Radio X91	1.255
Radio X37	98	1.255	Email & Newsletter X85	1.255
Online Video sites X39	98	1.112	Online video sites X92	1.071
			Webinars X90	1.041

Source: SPSS

Figure 4-19 shows additionally the difference in the adoption of the different mediums by time for (Use of online SMM X1 = YES).

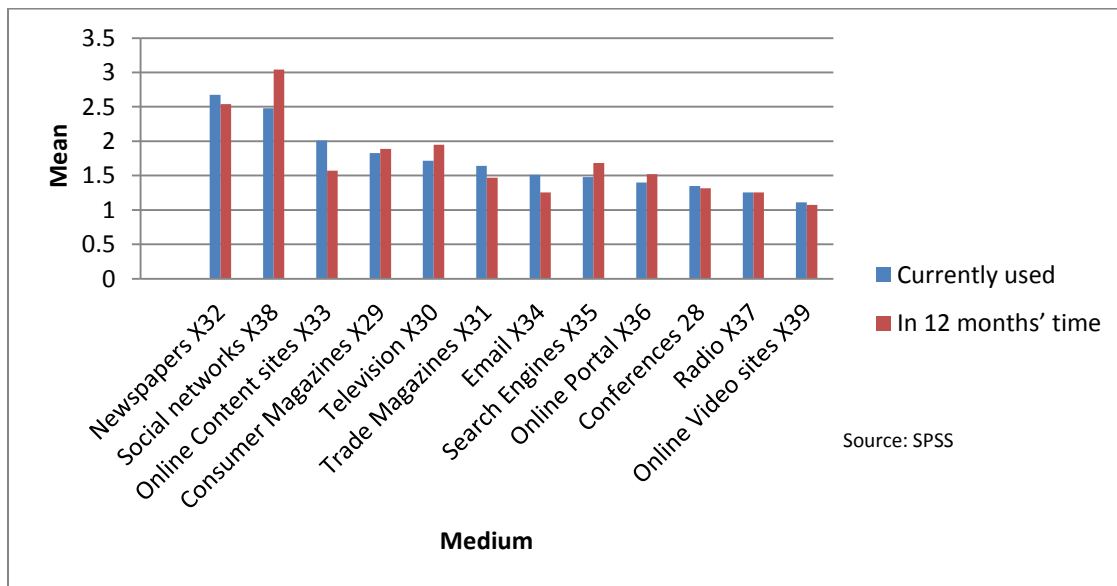


Figure 4-19 Mean for mediums currently used compared to 12 months' time (Use of online SMM X1 = YES)

For the other group, (Use of online SMM X1 = YES), table 4-50 shows the shift in the ranking of the mediums used where in 12 month time as social networks would replace the traditional newspapers followed by the television and the consumer magazines. This could be attributed to the satisfaction from using social networks over this year in terms of the gained benefits as compared to its costs that would outweigh the benefits of the traditional newspapers.

For the other group, (Use of online SMM X1 = NO), the means are as follows:

Table 4-50 Mean for mediums currently used compared to 12 months' time (Use of online SMM X1 = NO)

Medium	N	Currently used	Medium	In 12 months' time
		Mean		Mean
Newspapers X32	28	3.536	Newspaper X88	3.392
Television X30	28	2.107	Television X81	1.821
Conferences 28	28	1.929	Conferences/events X80	1.750
Trade Magazines X31	28	1.821	Social Networks X89	1.643
Consumer Magazines 29	28	1.679	Consumer magazinesX83	1.571
Radio X37	28	1.464	Trade magazines X86	1.429
Email X34	28	1.107	Search engine enquiries X84	1.393
Search Engines X35	28	1.071	Radio X91	1.357
Online Content sites X33	28	1.071	Online content sites X82	1.357
Online Video sites X39	28	1.000	Online portals X87	1.071
Social networks X38	28	1.000	Email & Newsletter X85	1.036
Online Portal X36	28	1.000	Online video sites X92	1.036
			Webinars X90	1.036

Figure 4-20 shows additionally the difference in the adoption of the different mediums by time for (Use of online SMM X1 = NO).

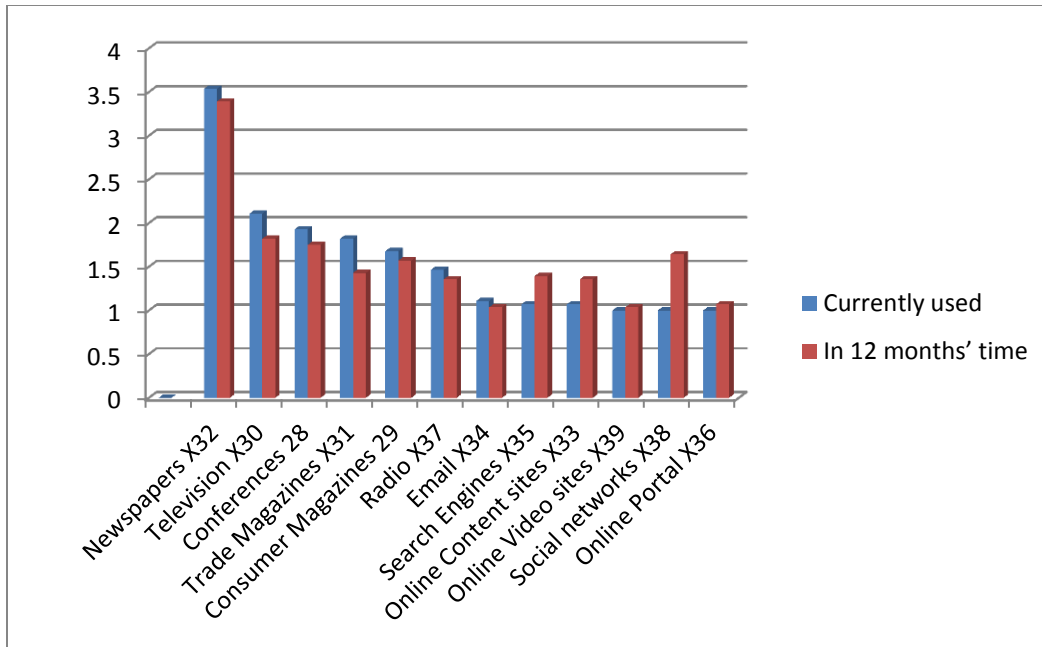


Figure 4-20 Mean for mediums currently used compared to 12 months' time (Use of online SM X1 = NO)

For both groups there is a good potential for the future adoption of online social media in a 12 months' time.

According to the literature review and the model, the size of the organization, the number of branches, as well as the gender, age and educational level of employees are identified as the moderating variables.

Z1: Size of the organization

Ho9 *The size of the organization has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.*

Ha9: *The size of the organization has a significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.*

Figure 4-21 is a chart that represents the size of the organization for both (Use of online SMM X1 = YES) and (Use of online SMM X1 = NO), determined by the number of employees, where the majority of retailers are medium to large sized organizations.

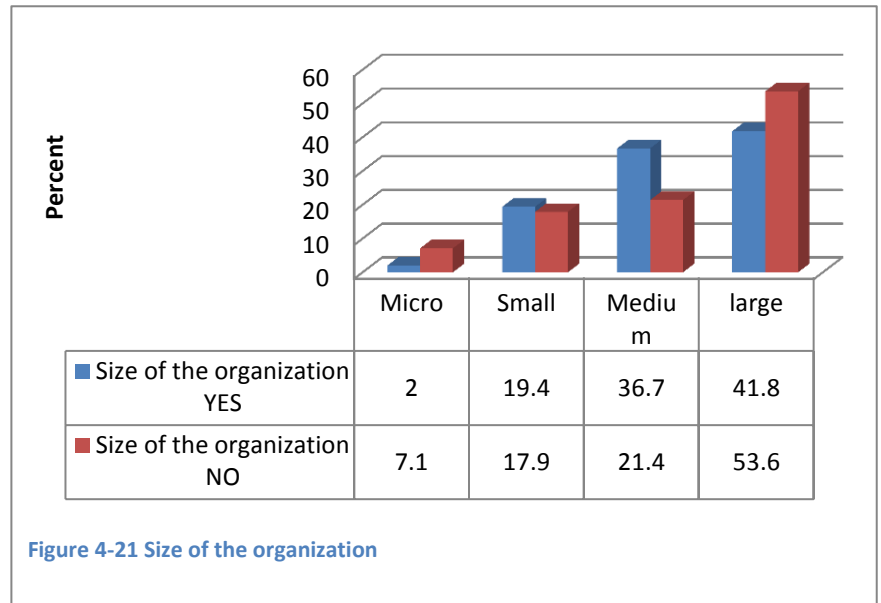


Figure 4-21 Size of the organization

Z2: Number of Branches

Ho10: *The number of branches has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.*

Ha10: *The number of branches has a significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.*

Figure 4-22 is a pie graph representing the number of branches for both (Use of online SMM X1 = YES) and (Use of online SMM X1 = NO), where major respondents have 1-3 branches and more than 9 branches.

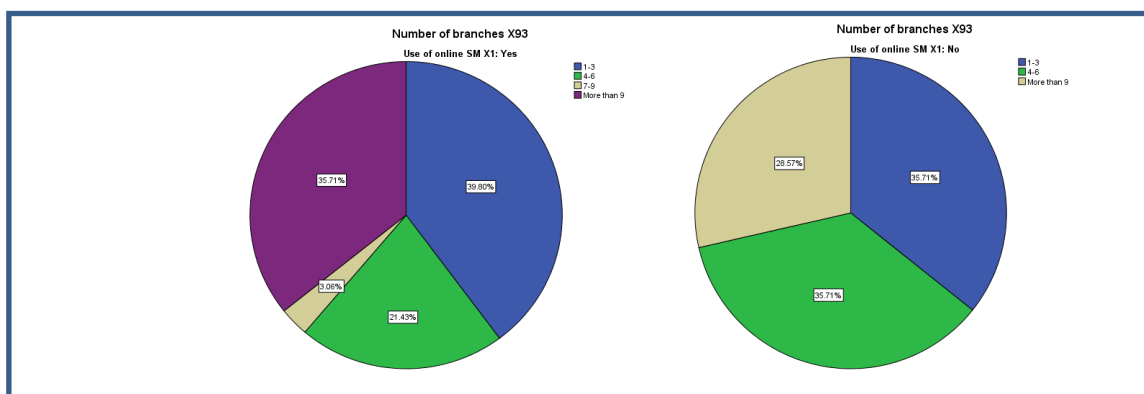


Figure 4-22 Number of Branches

Z3: Gender

Ho11: “Gender” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.

Ha11: “Gender” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization

The following chart presents the gender distribution of the sample where the males were dominating.

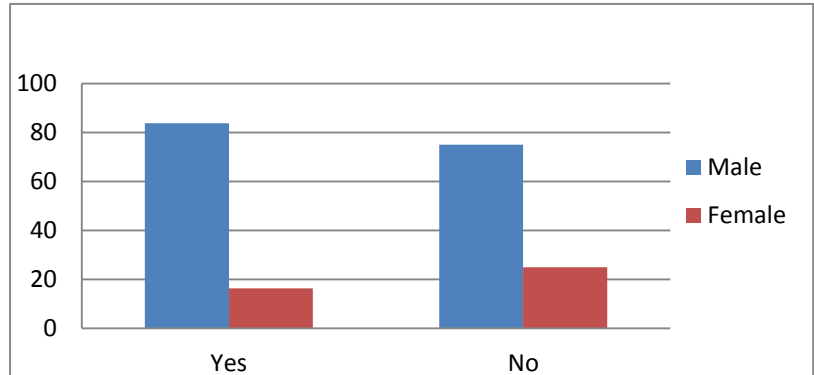


Figure 4-23 Gender Distribution

Z4: Age

Ho12: “Age” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.

Ha12: “Age” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.

The following chart reflects the age distribution of the respondents where the majority of group (Use of online SMM X1 = YES) are within the age brackets of less than 35 years, while for (Use of online SMM X1 = NO), the majority is with 30-34 and 40-44.

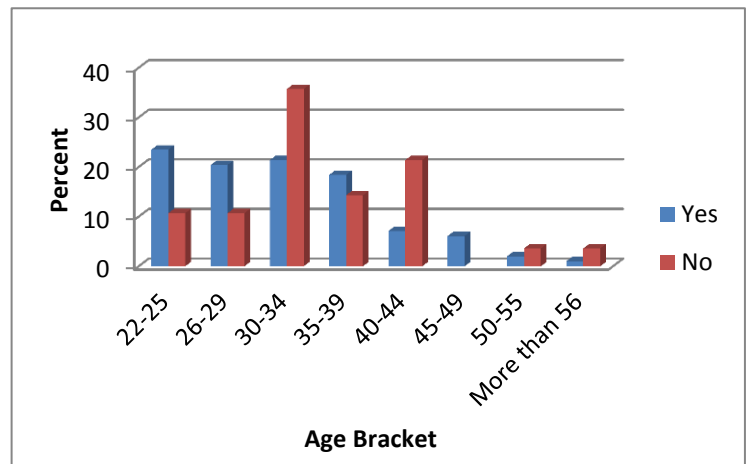


Figure 4-24 Age Distribution

Z5: Educational Level

Ho13: “Educational level” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.

Ha13: “Educational level” has significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.

Concerning their educational level, the majority of respondents from both groups earn a BA/BS degree.

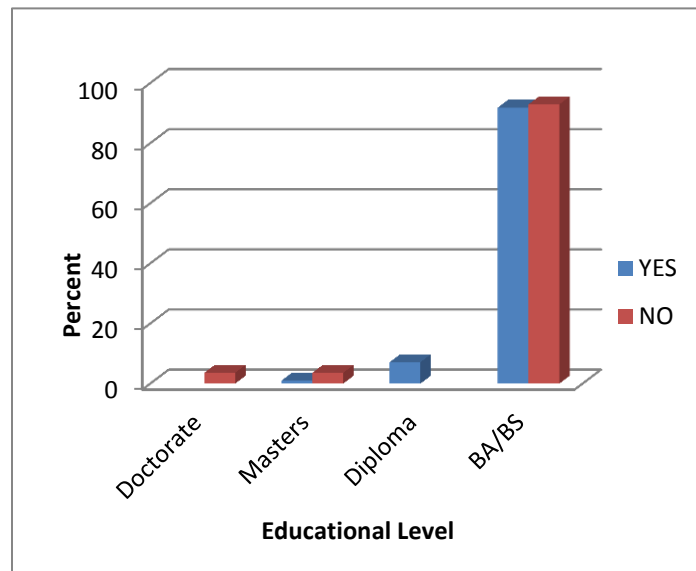


Figure 4-25 Educational Level

- Reporting to Whom**

The following chart shows that the majority of respondents from both groups are reporting to CEO and Chief/VP of Sales.

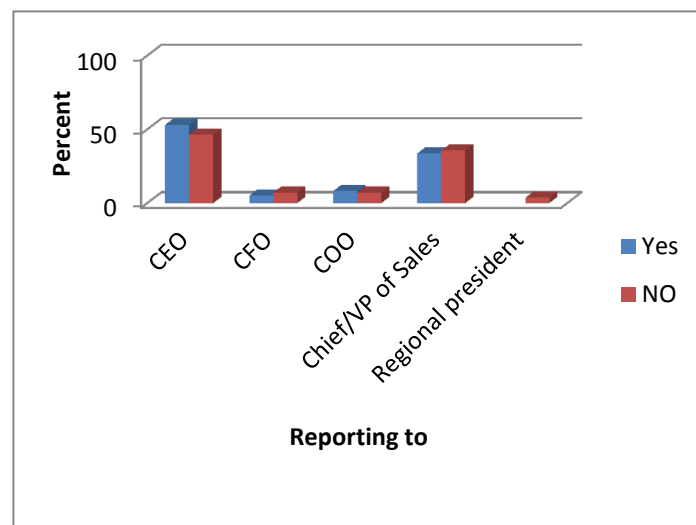


Figure 4-26 Reporting to Whom

4.5 INFERENCE ANALYSIS

4.5.1 Normality Test

Regarding the test for data, it is necessary to consider the issue of normality. To investigate normality, both Kolmogorov-Smirnov (K-S) test and Shapiro-Wilk test were used to test that data is normally distributed. As presented in table 4-51, both tests were significant for all variables indicating non-normally distributed data. However, as the sample is less than 2000 then Shapiro-Wilk would be more accurate as it provides better power than the K-S test (Razali and Wah, 2011; Mendes and Pala, 2003).

Table 4-51: Kolmogorov- Smirnov and Shapiro Wilk Normality Tests

	Kolmogorov-Smirnov ^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Organizational Structure	.106	126	.001	.964	126	.002
IT Infrastructure	.153	126	.000	.915	126	.000
Management Ideology	.187	126	.000	.867	126	.000
Resistance	.434	126	.000	.543	126	.000
Perceived usefulness	.216	126	.000	.856	126	.000
Perceived Ease of use	.363	126	.000	.699	126	.000
Incentives and Motivation	.132	126	.000	.916	126	.000
Number of branches	.243	126	.000	.756	126	.000
Organization size	.273	126	.000	.805	126	.000
Reporting to	.333	126	.000	.715	126	.000
Gender	.499	126	.000	.469	126	.000
Age	.159	126	.000	.918	126	.000
Education	.524	126	.000	.288	126	.000

Based on the normality tests, data doesn't tend to the normal distribution as $p < 0.05$ for all variables. Thus, Logistic regression was used with the dichotomous dependent variable to determine the impact of the independent variables presented simultaneously to predict membership of one or other of the two dependent variable categories; i.e.

whether the retailer adopt online social media or not. Linear regression was used to model the relationship between the independent variables and the continuous dependent variable measured by the degree of effectiveness of SMM. Logistic regression and linear regression were performed to determine the moderating variables effect in the model. As this is a social research, the used suitable confidence level is 95%.

For ease of analysis, a filtering question was used to determine whether the respondent's retailing organization adopt social media marketing as one of its business models. Based on his/her answer the respondent is directed to answer certain questions. For the whole following analysis, respondents who answered question 1 whether they use online social media marketing with YES, i.e. (Use of online SMM X1= Yes), will be referred to as group 1. And for those respondents whose answered question 1 whether they use online social media marketing with NO, i.e. (Use of online SMM X1= No), will be referred to as group 2.

4.5.2 Logistic Regression Analysis

Logistic regression is the preferred non-linear method for two-group (binary) dependent variables. As the input variable used is continuous and the outcome is nominal then the decision is to use logistic regression (Lumley, Diehr, Emerson, and Chen, 2002). In addition, it does not need a linear relationship between the dependent and independent variables. Logistic regression can handle all sorts of relationships, because it applies a non-linear log transformation to the predicted odds ratio (Lumley, et al. 2002). It determines the impact of multiple independent variables presented simultaneously to predict membership of one or other of the two dependent variable categories

(O'Connell, 2005). Logistic regression uses binomial probability theory in which there is only two values to expect: that probability (p) is 1 rather than 0, i.e. the probability that the retailing organization belongs to those who adopt SMM rather than belonging to the other group, those who don't adopt SMM. With logistic regression, instead of R^2 as the statistic for the overall fit of the model, there is deviance, where chi-square is the measure of "goodness of fit" of the observed and the expected values.

Instead of using a least-squared deviations criterion for the best fit, logistic regression uses a maximum likelihood method, which maximizes the probability of getting the observed results given the fitted regression coefficients. (Hair et al., 2014)

(p) can be calculated with the following formula:

$$p = \frac{\exp^{(a+b_1 x_1+b_2 x_2+b_3 x_3 \dots)}}{1 + \exp^{(a+b_1 x_1+b_2 x_2+b_3 x_3 \dots)}}$$

Where;

- p = the probability that a case is in a particular category,
- \exp = the base of natural logarithms (approx 2.72) (exponential function)
- a = the constant of the equation and,
- b = the coefficient of the predictor variables.

A logistic regression analysis was conducted to predict adoption of SMM for 126 retailers of electronics and home appliances in Egypt using organizational structure, IT infrastructure, management ideology, employees' resistance, perceived usefulness, perceived ease of use and incentives and motivation as predictors.

A test of the full model against a constant only model was statistically significant for this data at the 95.0% or higher confidence level, indicating that the predictors as a set reliably distinguished between those who adopt and those who don't (chi square =21.085, $p= 0.007$ which is $<.05$ with $df = 7$). Nagelkerke's R^2 of .289 indicated a moderately strong relationship between prediction and grouping. Prediction success

overall was 78.6% (94.9% for YES and 21.4% for NO). The Wald criterion, that test the significance of individual independent variables, demonstrated that the IT infrastructure made a significant contribution to prediction ($p = .026$). Other predictors were not significant where table 4-52 shows the significance of the predictors as follows:

Table 4-52 Logistic Regression results

		B	S.E.	Wald	Df	Sig.	Exp(B)	Effect
Step 1	ORGSTRUCT	-.403	.290	1.929	1	.165	.668	Insignificant
	ITSTRUCT	-.626	.282	4.946	1	.026	.534	Significant
	IDEOLOGY	.183	.298	.377	1	.539	1.201	Insignificant
	RESISTANCE	-.325	.304	1.143	1	.285	.723	Insignificant
	PU	-.295	.209	1.993	1	.158	.745	Insignificant
	PEOU	-.286	.297	.929	1	.335	.751	Insignificant
	INCTMOT	-.310	.238	1.691	1	.193	.734	Insignificant
	Constant	6.318	2.449	6.655	1	.010	554.271	

So, based on the logistic regression findings, the null hypothesis for H1, H4, H5, H6, H7 and H8 will be accepted and the null hypothesis for H2 will be rejected.

4.5.3 Linear Regression Analysis

I went deeper in the analysis and measured the effect of the predictors on the adoption of online social media. It is broadly but incorrectly supposed that the linear regression is valid only for Normally distributed outcomes (Lumley, Diehr, Emerson, and Chen, 2002). According to Li, Wong; Lamoureux; Wong, (2012), the distribution of the errors is crucial to a linear regression analysis. Statistically it is more accurate to check that the errors of a linear regression model are normally distributed when evaluating whether the “normality assumption” is fulfilled for linear regression (Li, Wong; Lamoureux; Wong, 2012). Normally distributed residuals mean the model has generated acceptable random error. In this level of analysis, the dependent variable is continuous by asking only the respondents who adopted the SMM(Use of online SMM X1=Yes) to share their

real experiences about the effectiveness of SMM if compared to other online marketing as e-mail marketing, display ads and search engine ads. The residuals worked well, and that showed a bell curve histogram for errors. Based on the research model, the R-square, which is the percentage of variance in the dependent variable explained by the collection of independent variables, is 32%. It provides an indication of the explanatory power of the regression model. Adding to this, the overall test of significance revealed p-value= 0.000, i.e. p-value < 0.05, which means that the model is significant.

Table 4-53 presents the p-value for each of the independent variables as follows:

Table 4-53 Linear regression results

Model		Unstandardized Coefficients		Standardized Coefficients	T	sig	Effect
1		B	Std. Error	Beta			
	(Constant)	.125	.996		.125	.901	
	INCTMOT	.020	.019	.108	1.087	.280	Insignificant
	PU	.350	.107	.330	3.255	.002	Significant
	PEOU	-.041	.171	-.023	-.242	.809	Insignificant
	RESISTANCE	.052	.045	.103	1.154	.252	Insignificant
	IDEOLOGY	.029	.033	.087	.883	.380	Insignificant
	ITSTRUCT	.181	.067	.273	2.690	.009	Significant
	ORGSTRUCT	-.012	.016	-.065	-.717	.476	Insignificant

According to the p-value of each construct that reflects its degree of significance, it is consistently concluded with the logistic regression findings that the IT infrastructure is a significant construct that affect the adoption of SMM among retailers of electronics and home appliances in Egypt where the coefficient B= .181 and sig= 0.009 (<0.05). However, on this level of analysis, the perceived usefulness appeared to be a significant construct affecting the adoption as well, where coefficient B=.350 and sig.= .002 (<0.05).

Thus, as the significance measurement for both constructs ($\text{sig} < 0.05$), it is concluded that the adoption of SMM is affected by the perceived usefulness of employees to the benefits of adopting SMM and the availability of an IT infrastructure that facilitate the adoption of SMM by the retailing organization. However, as the significance measurement for the other constructs as organizational structure, management ideology, perceived ease of use and incentives and motivation ($\text{sig} > 0.05$) it is concluded that the adoption of SMM is affected by such constructs.

So, based on the analysis I would accept the null hypothesis for H1, H4, H5, H6, and H8 and reject the null hypothesis for H2, and H7.

4.5.4 The Moderating Variables

The effect of the moderating variables on the relationship between the internal organizational barriers and the adoption of online SMM was measured twice; once using the Logistic regression carried on the whole sample where the dependent variable was measured by the dichotomous variable whether the retailing organization has adopted online SMM or not. The second was using simple regression carried on those who have adopted online SMM (group 1) (Use of SMM $X_1 = \text{Yes}$) where the dependent variable was measured by the continuous variable measuring the degree of effectiveness of online SMM.

4.3.5.1 Logistic Regression

A) Size of the Retailer

To test the hypothesis, I introduced the effect of the “size of the retailer”, measured by the number of employees in the retailing organization, to the model as a moderating variable on the relationship between the internal organizational barriers and the

adoption of SMM. Table 4-54 shows the “size of the retailer” effect from the logistic regression. As the sig is > 0.05 , then introducing the moderating effect of the “size of the retailer” on the model variables showed insignificance.

Table 4-54 The moderating effect of the “size of the retailer” on the relationship between the internal organizational barriers and the adoption of online SMM

Organization size		B	S.E.	Wald	Df	Sig.	Exp(B)	Effect
Medium	Step 1 ^b							
	ORGSTRUCT	-.352	.553	.405	1	.525	.704	Insignificant
	ITSTRUCT	-.610	.609	1.002	1	.317	.544	Insignificant
	IDEOLOGY	-.009	.657	.000	1	.989	.991	Insignificant
	RESISTANCE	.198	.377	.276	1	.599	1.219	Insignificant
	USEFULNESS	-.416	.514	.655	1	.418	.660	Insignificant
	EASUSE	-.300	.737	.166	1	.684	.741	Insignificant
	INCENMOTIV	.081	.607	.018	1	.894	1.084	Insignificant
Large	Constant	3.589	3.712	.935	1	.334	36.181	
	ORGSTRUCT	-.490	.405	1.463	1	.226	.613	Insignificant
	ITSTRUCT	-.726	.436	2.777	1	.096	.484	Insignificant
	IDEOLOGY	.235	.430	.299	1	.585	1.265	Insignificant
	RESISTANCE	.052	.311	.028	1	.867	1.053	Insignificant
	USEFULNESS	-.432	.301	2.063	1	.151	.649	Insignificant
	EASUSE	-.280	.393	.507	1	.476	.756	Insignificant
	INCENMOTIV	.137	.395	.120	1	.729	1.147	Insignificant
Constant		4.367	2.572	2.883	1	.090	78.782	

Therefore “Size of the retailer” has NO moderating effect on the relationship and the researcher fails to reject Ho9. Thus, the adoption of SMM is not moderated by the size of the retailer; whether the retailer is large in size or small sized measured by the number of employees.

B) Number of Branches

I conducted logistic regression analysis again after adding the effect of the “number of branches”. Table 4-55 shows that in case of less branches, the moderating effect

appeared significant on the relationship between the organizational structure (sig= 0.041), incentives and motivation (sig= 0.013) and the adoption of online SMM. However, in case of having more number of branches exceeding 9 branches, the moderating effect appeared significant on the relationship between the IT infrastructure (sig= 0.05) and the adoption of online SMM.

Table 4-55 The moderating effect of the “number of branches” on the relationship between the internal organizational barriers and the adoption of online SMM

Number of branches		B	S.E.	Wald	Df	Sig.		
1-3	Step 1 ^a	ORGSTRUCT	-1.709	.838	4.156	1	.041	Significant
		ITSTRUCT	-1.132	.726	2.428	1	.119	Insignificant
		IDEOLOGY	-1.105	.742	2.218	1	.136	Insignificant
		RESISTANCE	-1.185	.674	3.087	1	.079	Insignificant
		USEFULNESS	-.102	.511	.040	1	.841	Insignificant
		EASUSE	.136	.660	.042	1	.837	Insignificant
		INCENMOTIV	-1.585	.640	6.133	1	.013	Significant
4-6	Step 1 ^a	Constant	19.106	7.367	6.727	1	.009	
		ORGSTRUCT	-.775	.594	1.701	1	.192	Insignificant
		ITSTRUCT	-.847	.598	2.006	1	.157	Insignificant
		IDEOLOGY	.725	.845	.736	1	.391	Insignificant
		RESISTANCE	-.158	.392	.162	1	.687	Insignificant
		USEFULNESS	-.428	.480	.796	1	.372	Insignificant
		EASUSE	-.544	.634	.736	1	.391	Insignificant
		INCENMOTIV	-.370	.883	.176	1	.675	Insignificant
		Constant	7.782	4.519	2.966	1	.085	
		ORGSTRUCT	-.918	.789	1.354	1	.245	Insignificant
More than 9	Step 1 ^a	ITSTRUCT	-2.208	1.127	3.837	1	.050	Significant
		IDEOLOGY	1.158	.831	1.940	1	.164	Insignificant
		RESISTANCE	.006	.707	.000	1	.993	Insignificant
		USEFULNESS	-.204	.429	.225	1	.635	Insignificant
		EASUSE	-2.082	1.410	2.182	1	.140	Insignificant
		INCENMOTIV	-.096	.463	.043	1	.836	Insignificant
		Constant	15.657	8.003	3.827	1	.050	

As the sig is ≤ 0.05 , then introducing the moderating effect of the “number of branches” on the model constructs showed significance.

Therefore “number of branches” has moderating effect on the relationship and the researcher was able to reject Ho10.

For retailers owning from 1-3 branches, the moderating effect appeared in the relationship between the organizational structure and incentives and motivation affecting the adoption of SMM. However, for retailers owning more than 9 branches, the moderating effect appeared in the relationship between the IT infrastructure and the adoption of SMM.

C) Gender

To test the hypothesis, I introduced the effect of the “gender” to the model as a moderating variable on the relationship between the internal organizational barriers and the adoption of online SMM. Table 4-56 reflects the sig > 0.05 , then introducing the moderating effect of the “gender” on the model constructs showed insignificance.

Table 4-56 The moderating effect of the “Gender” on the relationship between the internal organizational barriers and the adoption of online SMM

Gender		B	S.E.	Wald	Df	Sig.	Exp(B)	Effect	
Male	Step 1	ORGSTRUCT	-.615	.343	3.211	1	.073	.541	Insignificant
		ITSTRUCT	-.588	.310	3.5	1	.058	.556	Insignificant
		IDEOLOGY	.108	.326	.109	1	.742	1.114	Insignificant
		RESISTANCE	.024	.220	.012	1	.912	1.024	Insignificant
		USEFULNESS	-.284	.243	1.368	1	.242	.753	Insignificant
		EASUSE	-.345	.329	1.101	1	.294	.708	Insignificant
		INCENMOTIV	-.132	.280	.222	1	.638	.876	Insignificant
		Constant	5.108	2.106	5.883	1	.015	165.343	
		ORGSTRUCT	-.633	.772	.673	1	.412	.531	Insignificant
Female	Step 1	ITSTRUCT	-.525	.952	.303	1	.582	.592	Insignificant
		IDEOLOGY	.337	.946	.127	1	.721	1.401	Insignificant
		RESISTANCE	-1.125	1.065	1.115	1	.291	.325	Insignificant
		USEFULNESS	-.599	.722	.689	1	.406	.549	Insignificant
		EASUSE	.273	.904	.091	1	.762	1.314	Insignificant

INCENMOTIV	-.907	.686	1.746	1	.186	.404	Insignificant
Constant	8.093	5.800	1.947	1	.163	3272.388	

Therefore “Gender” has NO moderating effect on the relationship and the researcher fails to reject Ho11. Thus, the adoption of SMM is not moderated by the gender of the employees whether the employee responsible for the adoption of SMM is male or a female.

D) Age

I conducted logistic regression analysis again after adding the effect of the “age”. Table 4-57 reflects the sig > 0.05 , then introducing the moderating effect of the “age” on the model constructs showed insignificance.

Table 4-57 The moderating effect of the “Age” on the relationship between the internal organizational barriers and the adoption of online SMM

Age		B	S.E.	Wald	Df	Sig.	Effect	
26-29	Step 1 ^a	ORGSTRUCT	-37.102	11004.714	.000	1	.997	Insignificant
		ITSTRUCT	-66.815	10349.436	.000	1	.995	Insignificant
		IDEOLOGY	-13.983	16805.838	.000	1	.999	Insignificant
		RESISTANCE	-7.046	9646.104	.000	1	.999	Insignificant
		USEFULNESS	-21.567	8017.549	.000	1	.998	Insignificant
		EASUSE	.957	32038.900	.000	1	1.000	Insignificant
		INCENMOTIV	-40.513	16664.503	.000	1	.998	Insignificant
		Constant	618.890	163387.693	.000	1	.997	
30-34	Step 1 ^a	ORGSTRUCT	.383	.732	.275	1	.600	Insignificant
		ITSTRUCT	-.027	.724	.001	1	.970	Insignificant
		IDEOLOGY	1.021	.691	2.184	1	.139	Insignificant
		RESISTANCE	-.387	.491	.621	1	.431	Insignificant
		USEFULNESS	-.612	.472	1.680	1	.195	Insignificant
		EASUSE	-1.142	.657	3.019	1	.082	Insignificant
		INCENMOTIV	-.851	.496	2.939	1	.086	Insignificant
		Constant	4.842	3.910	1.533	1	.216	
35-39	Step 1 ^a	ORGSTRUCT	-39.365	17005.856	.000	1	.998	Insignificant
		ITSTRUCT	19.521	13786.504	.000	1	.999	Insignificant

Age		B	S.E.	Wald	Df	Sig.	Effect
40-44	Step 1 ^a						
	IDEOLOGY	1.287	27608.244	.000	1	1.000	Insignificant
	RESISTANCE	5.902	15111.481	.000	1	1.000	Insignificant
	USEFULNESS	-15.428	8320.639	.000	1	.999	Insignificant
	EASUSE	3.676	15623.753	.000	1	1.000	Insignificant
	INCENMOTIV	-2.070	7587.121	.000	1	1.000	Insignificant
	Constant	64.322	157122.299	.000	1	1.000	
	ORGSTRUCT	-24.958	11451.531	.000	1	.998	Insignificant
	ITSTRUCT	-55.084	13990.997	.000	1	.997	Insignificant
	IDEOLOGY	40.109	17894.416	.000	1	.998	Insignificant
	RESISTANCE	19.233	11449.691	.000	1	.999	Insignificant
	USEFULNESS	-6.125	6628.246	.000	1	.999	Insignificant
	EASUSE	38.558	14421.160	.000	1	.998	Insignificant
	INCENMOTIV	59.761	41184.441	.000	1	.999	Insignificant
	Constant	-375.239	225278.413	.000	1	.999	

Therefore “Age” has NO moderating effect on the relationship and the researcher fails to reject Ho12. Thus, the adoption of SMM is not moderated by the age of employees responsible for the adoption of SMM. Whether the employee is young aged or elder in age, the relationship between the different constructs and the adoption of SMM is not moderated by the age of the employees.

E) Educational level

To test the hypothesis, I introduced the effect of the “Educational Level” to the model as a moderating variable on the relationship between the internal organizational barriers and the adoption of online SMM. Table 4-58 reflects the sig > 0.05 , then introducing the moderating effect of the “educational level” on the model constructs showed insignificance.

Table 4-58 The moderating effect of the “Educational Level” on the relationship between the internal organizational barriers and the adoption of online SMM

Education		B	S.E.	Wald	Df	Sig.	Exp(B)	Effect
BA/BS Step 1 ^b	ORGSTRUCT	-.405	.299	1.833	1	.176	.667	Insignificant
	ITSTRUCT	-.562	.295	3.622	1	.057	.570	Insignificant
	IDEOLOGY	.185	.302	.374	1	.541	1.203	Insignificant
	RESISTANCE	-.187	.226	.686	1	.408	.830	Insignificant
	USEFULNESS	-.368	.219	2.829	1	.093	.692	Insignificant
	EASUSE	-.204	.309	.436	1	.509	.816	Insignificant
	INCENMOTIV	-.363	.244	2.213	1	.137	.696	Insignificant
	Constant	5.212	1.954	7.115	1	.008	183.396	

Therefore “Educational level” has NO moderating effect on the relationship and the researcher fails to reject Ho13. Thus, the adoption of SMM is not moderated by the educational level of the employees; whether the employee is a holder of a bachelor degree or a master degree. The relationship between the different constructs and the adoption of SMM is not moderated by the educational level of the employees responsible of the adoption of SMM.

4.3.5.2 Linear Regression

A) Size of the Retailer

To test the hypothesis, I introduced the effect of the “size of the retailer”, measured by the number of employees in the retailing organization, to the model as a moderating variable on the relationship between the internal organizational barriers and the adoption of online SMM. Table 4-59 shows that in case of small-sized retailers, the moderating effect appeared significant on the relationship between the IT infrastructure (sig= 0.028) and the adoption of online SMM. In case of medium sized retailers, the moderating effect appeared significant on the relationship between the incentives and motivation (sig. = 0.017) and Perceived usefulness (sig. = 0.031) and the adoption of

online SMM. And for large sized retailers, the moderating effect appeared significant on the relationship between the IT infrastructure (sig. = 0.027) and Perceived usefulness (sig. = 0.039) and the adoption of online SMM.

Table 4-59 The moderating effect of the “Size of the Retailer” on the relationship between the internal organizational barriers and the adoption of online SMM

Organization Model size			Unstandardized Coefficients		Standardized Coefficients	t.	Sig.	Effect
			B	Std. Error	Beta			
Micro	1	(Constant)	-.875	.000		.	.	
		Incentives and Motivation	.875	.000	1.000	.	.	Insignificant
		(Constant)	-2.135	4.389		-.486	.636	
Small	1	Incentives and Motivation	-.233	.686	-.082	-.340	.740	Insignificant
		Organizational Structure	.037	.613	.018	.060	.953	Insignificant
		IT Infrastructure	1.125	.444	.634	2.533	.028	Significant
		Management Ideology	.024	.587	.010	.041	.968	Insignificant
		Resistance	.584	.347	.464	1.684	.120	Insignificant
		Perceived Usefulness	.629	.404	.564	1.556	.148	Insignificant
		Perceived Ease of use	-.326	.600	-.144	-.543	.598	Insignificant
		(Constant)	-1.131	1.721		-.657	.516	Insignificant
		Incentives and Motivation	.502	.198	.441	2.535	.017	Significant
		Organizational Structure	-.165	.221	-.110	-.747	.461	Insignificant
Medium	1	IT Infrastructure	-.104	.235	-.078	-.441	.663	Insignificant
		Management Ideology	-.060	.206	-.047	-.290	.774	Insignificant
		Resistance	.208	.130	.242	1.599	.121	Insignificant
		Perceived Usefulness	.448	.198	.387	2.267	.031	Significant
		Perceived Ease of use	.431	.313	.224	1.375	.180	Insignificant
		(Constant)	1.634	1.264		1.293	.205	
Large	1	Incentives and Motivation	-.020	.212	-.015	-.093	.927	Insignificant

Organization Model size	Unstandardized Coefficients		Standardized Coefficients	t.	Sig.	Effect
	B	Std. Error	Beta			
Organizational Structure	-.198	.213	-.144	-.931	.358	Insignificant
IT Infrastructure	.458	.199	.391	2.307	.027	Significant
Management Ideology	.262	.162	.240	1.616	.116	Insignificant
Resistance	.022	.131	.024	.168	.868	Insignificant
Perceived Usefulness	.334	.155	.347	2.151	.039	Significant
Perceived Ease of use	-.289	.225	-.198	-1.286	.207	Insignificant

As the sig is < 0.05 , then introducing the moderating effect of the “size of the retailer” on the model variables showed significance.

Therefore “size of the retailer” has a moderating effect on the relationship and the researcher was able to reject Ho9. Thus, the adoption of SMM is moderated by the size of the retailer. For small sized retailers, the moderating effect appeared in the relationship between the IT infrastructure, incentives and motivation and the adoption of SMM. For medium sized retailers, the moderating effect appeared in the relationship between the perceived usefulness of SMM by employees and the adoption of SMM. And for large sized retailers, the moderating effect appeared in the relationship between the IT infrastructure, perceived usefulness of SMM by the employees and the adoption of SMM. The moderating effect of the size of the retailer is logical, since larger businesses will have more resources available and only businesses that have the necessary organizational and financial resources would consider adopting a new technology (Thong & Yap, 1995).

B) Number of Branches

I conducted simple regression analysis again after adding the effect of the “number of branches”. Table 4-60 shows that in case of less branches, the moderating effect appeared significant on the relationship between the IT infrastructure (sig= 0.011), resistance of employees (sig= 0.039) and the adoption of online SMM. In case of having more number of branches exceeding 9 branches, the moderating effect appeared significant on the relationship between the Organization structure (sig= 0.035) and the adoption of online SMM.

Table 4-60 The moderating effect of the “number of branches” on the relationship between the internal organizational barriers and the adoption of online SMM

Number of branches	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Effect
		B	Std. Error	Beta			
1-3	1	(Constant)	-3.398	2.124		-1.600	.120
		Organizational Structure	.273	.254	.165	1.074	.291
		IT Infrastructure	.653	.241	.483	2.709	.011
		Management Ideology	.098	.218	.068	.453	.654
		Resistance	.363	.168	.315	2.157	.039
		Perceived Usefulness	.186	.193	.181	.963	.343
		Perceived Ease of use	.095	.315	.048	.303	.764
		Incentives and Motivation	.263	.214	.183	1.230	.228
4-6	1	(Constant)	2.808	2.613		1.074	.302
		Organizational Structure	-.612	.404	-.341	-1.515	.154
		IT Infrastructure	.132	.303	.098	.437	.669
		Management Ideology	.638	.349	.570	1.828	.091
		Resistance	-.137	.175	-.177	-.783	.448
		Perceived Usefulness	.445	.263	.397	1.691	.115
		Perceived Ease of use	.307	.359	.186	.854	.409
		Incentives and Motivation	-.622	.448	-.456	-1.389	.188
7-9	1	(Constant)	6.346	.000		.	.
		Resistance	-.128	.000	-.385	.	.
		Incentives and Motivation	-.538	.000	-.874	.	.

Number of branches	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Effect
		B	Std. Error	Beta			
More than 9	(Constant)	3.803	2.069		1.838	.077	
	Organizational Structure	-.460	.207	-.315	-2.224	.035	Significant
	IT Infrastructure	.192	.229	.143	.839	.409	Insignificant
	Management Ideology	.361	.221	.276	1.631	.114	Insignificant
	Resistance	.080	.126	.085	.634	.532	Insignificant
	Perceived Usefulness	.252	.172	.260	1.467	.154	Insignificant
	Perceived Ease of use	-.642	.402	-.253	-1.595	.122	Insignificant
	Incentives and Motivation	.359	.177	.319	2.032	.052	Insignificant

As the sig is ≤ 0.05 , then introducing the moderating effect of the “number of branches” on the model variables showed significance.

Therefore “number of branches” has moderating effect on the relationship and the researcher was able to reject Ho10. Thus, the adoption of SMM is moderated by the number of branches owned by the retailer. For retailers with 1-3 branches, the moderating effect appeared in the relationship between the IT infrastructure, resistance of employees and the adoption of SMM. For retailers with more than 9 branches, the moderating effect appeared in the relationship between the organizational structure supporting SMM and the adoption of SMM.

C) Gender

To test the hypothesis, I introduced the effect of the “gender” to the model as a moderating variable on the relationship between the internal organizational barriers and the adoption of online SMM. Table 4-61 shows that for males, the moderating effect appeared significant on the relationship between the IT infrastructure (sig= 0.030), perceived usefulness of employees (sig= 0.009) and the adoption of online SMM. In

case females, the moderating effect appeared significant on the relationship between the IT infrastructure (sig= 0.009) and the adoption of online SMM.

Table 4-61 The moderating effect of the “Gender” on the relationship between the internal organizational barriers and the adoption of online SMM

Gender Model		Unstandardized		Standardized	T	Sig.	Effect	
		Coefficients		Coefficients				
		B	Std. Error	Beta				
Male	1	(Constant)	-.327	1.185		-.276	.783	
		Organizational Structure	-.089	.170	-.052	-.522	.603	Insignificant
		IT Infrastructure	.337	.152	.250	2.218	.030	Significant
		Management Ideology	.200	.149	.140	1.341	.184	Insignificant
		Resistance	.103	.101	.099	1.017	.312	Insignificant
		Perceived Usefulness	.329	.122	.303	2.701	.009	Significant
		Perceived Ease of use	-.001	.199	.000	-.003	.998	Insignificant
		Incentives and Motivation	.159	.144	.118	1.098	.276	Insignificant
		(Constant)	1.843	1.522		1.211	.261	
		Organizational Structure	-.106	.222	-.102	-.477	.646	Insignificant
Female	1	IT Infrastructure	.778	.229	.762	3.391	.009	Significant
		Management Ideology	-.562	.247	-.611	-2.275	.052	Insignificant
		Resistance	.140	.162	.197	.863	.413	Insignificant
		Perceived Usefulness	.064	.213	.075	.299	.772	Insignificant
		Perceived Ease of use	-.038	.253	-.032	-.148	.886	Insignificant
		Incentives and Motivation	.384	.310	.370	1.237	.251	Insignificant

As the sig is < 0.05 , then introducing the moderating effect of the “gender” on the model variables showed significance.

Therefore “Gender” has moderating effect on the relationship and the researcher was able to reject Ho11. Thus, the adoption of SMM is moderated by the gender of employees responsible for the adoption of SMM in the retailing organization. The moderating effect appeared in the relationship between the IT infrastructure, perceived usefulness of SMM by the employees responsible for the adoption and the adoption of SMM. This conforms with Venkatesh & Morris, (2000), who concluded that gender plays

a vital role in shaping initial and sustained technology adoption decisions by today's knowledge workers (Venkatesh & Morris, 2000, P. 129)."

D) Age

I conducted simple regression analysis again after adding the effect of the "age". Table 4-62 shows that in case of younger employees aged less than 30, the moderating effect appeared significant on the relationship between the management ideology (sig= 0.018), perceived usefulness of employees (sig= 0.006), the incentives and motivation (sig.= 0.005) and the adoption of online SMM, rather than in case of elder employees aged over 30.

Table 4-62 The moderating effect of the "Age" on the relationship between the internal organizational barriers and the adoption of online SMM

Age	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig	Effect
		B	Std. Error	Beta			
22-25	1	(Constant)	.103	2.212		.046	Insigificant
		Organizational Structure	.286	.204	.224	1.403	Insigificant
		IT Infrastructure	.059	.320	.043	.184	Insigificant
		Management Ideology	.438	.165	.442	2.655	Significant
		Resistance	.276	.151	.335	1.827	Insigificant
		Perceived Usefulness	.887	.274	.906	3.237	Significant
		Perceived Ease of use	-.612	.377	-.385	-1.621	Insigificant
		Incentives and Motivation	-.130	.288	-.078	-.451	Insigificant
		(Constant)	.935	2.887		.324	Insigificant
		Organizational Structure	-.114	.257	-.082	-.444	Insigificant
26-29	1	IT Infrastructure	.088	.258	.062	.343	Insigificant
		Management Ideology	-.777	.308	-.650	-2.520	Significant
		Resistance	.292	.167	.325	1.748	Insigificant
		Perceived Usefulness	.375	.176	.389	2.130	Insigificant
		Perceived Ease of use	.421	.514	.189	.820	Insigificant
		Incentives and Motivation	.653	.193	.732	3.394	Significant
30-34	1	(Constant)	1.058	2.153		.491	
						.631	

Age		Model	Unstandardized		Standardized	T	Sig	Effect
			Coefficients		Coefficients			
			B	Std. Error	Beta			
35-39	1	Organizational Structure	.410	.478	.232	.857	.407	Insignificant
		IT Infrastructure	-.015	.434	-.010	-.034	.974	Insignificant
		Management Ideology	.077	.456	.054	.169	.869	Insignificant
		Resistance	.082	.273	.069	.299	.769	Insignificant
		Perceived Usefulness	.639	.310	.536	2.063	.060	Insignificant
		Perceived Ease of use	-.513	.453	-.311	-1.131	.278	Insignificant
		Incentives and Motivation	.110	.397	.085	.278	.785	Insignificant
		(Constant)	-3.539	4.060		-.872	.404	
		Organizational Structure	-.569	.815	-.168	-.698	.501	Insignificant
	2	IT Infrastructure	.558	.358	.424	1.560	.150	Insignificant
		Management Ideology	.119	.516	.055	.230	.823	Insignificant
		Resistance	.167	.305	.141	.546	.597	Insignificant
		Perceived Usefulness	.194	.348	.161	.557	.590	Insignificant
		Perceived Ease of use	.814	.541	.346	1.505	.163	Insignificant
		Incentives and Motivation	.416	.459	.261	.905	.387	Insignificant

As the sig is ≤ 0.05 , then introducing the moderating effect of the “age” on the model variables showed significance.

Therefore “Age” has moderating effect on the relationship and the researcher was able to reject Ho12. Thus, the adoption of SMM is moderated by the age of employees responsible for adopting SMM. The moderating effect appeared in the relationship between the management ideology, perceived usefulness and incentives and motivation and the adoption of SMM. This conforms with Flinck, 2011, who noted in her research paper that the age structure of the employees has an effect on how the firm adopts the application of social media and how quickly they are able to learn the and interact in the social media environment (Flinck, 2011). The younger generation is frequently accustomed to spending time in the social media on their free time so they have better starting point to learn how the firm could interact in the social media environment. As the younger the employees in age the higher the moderating effect on

the relationship. This conforms as well to Damanpour and Schneider (2009) who argue that “older managers have been socialized into accepting prevailing organizational conditions and routines and have greater psychological commitment to them; hence, they will be less willing to commit to changing them” (Damanpour and Schneider, 2009, p. 499). On the other hand, “younger managers usually have greater learning capabilities and more recent education, and are therefore likely to be more risk-taking and flexible. (Kitchell, 1997, p. 113).”

E) Educational Level

Education was finally introduced to the model as a moderating variable on the relationship between the internal organizational barriers and the adoption of online SMM. Table 4-63 shows that on a bachelor educational level, the moderating effect appeared significant on the relationship between the IT infrastructure (sig= 0.020), and the adoption of online SMM.

Table 4-63 The moderating effect of the “Educational level” on the relationship between the internal organizational barriers and the adoption of online SMM

Education Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig	Effect
		B	Std. Error	Beta			
Diploma	1	(Constant)	1.260	.000	.	.	
		Organizational Structure	-.489	.000	-.287	.	Insignificant
		IT Infrastructure	.887	.000	1.127	.	Insignificant
		Management Ideology	.910	.000	.657	.	Insignificant
		Resistance	-.409	.000	-.589	.	Insignificant
		Perceived Usefulness	.199	.000	.282	.	Insignificant
		Incentives and Motivation	-.729	.000	-1.023	.	Insignificant
BA/BS	1	(Constant)	-.106	1.076	-.099	.922	
		Organizational Structure	-.086	.151	-.053	.567	Insignificant

IT Infrastructure	.333	.140	.243	2.373	.020	Significant
Management Ideology	.154	.133	.112	1.158	.250	Insignificant
Resistance	.079	.092	.076	.850	.398	Insignificant
Perceived Usefulness	.438	.117	.391	3.746	.000	Insignificant
Incentives and Motivation	.103	.136	.076	.761	.449	Insignificant
Perceived Ease of use	-.041	.185	-.022	-.224	.823	Insignificant

As the sig is < 0.05 , then introducing the moderating effect of the “educational level” on the model variables showed significance.

Therefore “Educational level” has moderating effect on the relationship and the researcher was able to reject Ho13. Thus, the adoption of SMM is moderated by the educational level of employees responsible for adopting SMM. The moderating effect appeared in the relationship between IT infrastructure and the adoption of SMM. This confirms with (Damanpour & Schneider, 2009) who argued that managers with higher levels of education also have the capacity to create an encouraging atmosphere for the adoption and implementation of innovation (Damanpour & Schneider, 2009).

4.6 FINDINGS AND DISCUSSION

In this section, I discuss the findings and reflect on the results in light of the in-depth interviews and the literature review. Table 4-64 summarizes the results of hypothesis testing reflecting the significant constructs and the significant moderating variables affecting and moderating the adoption of SMM in the model when the logistic regression was used and the dependent variable was measured by X1 (adoption of SMM), where the whole sample was considered in the analysis.

Table 4-64 Hypothesis Testing Summary (General Sample)

Null Hypothesis (Ho)	Test	Significance	Decision
Ho1: <i>There is no relationship between the degree of centralization and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.165 > 0.05	Fail to reject Ho
Ho2: <i>There is no relationship between the IT infrastructure and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.026 < 0.05	Reject Ho
Ho4: <i>There is no relationship between resistant management ideology and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.539 > 0.05	Fail to reject Ho
Ho5: <i>There is no relationship between employees' resistance and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.285 > 0.05	Fail to reject Ho
Ho6: <i>There is no relationship between the perceived ease of use and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.335 > 0.05	Fail to reject Ho
Ho7: <i>There is no relationship between the perceived usefulness toward SMM and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.158 > 0.05	Fail to reject Ho
Ho8: <i>There is no relationship between the incentives and motivation and the adoption of SMM in the retailing organization.</i>	Logistic Regression	0.193 > 0.05	Fail to reject Ho
Ho9: <i>The "size of the retailer" has no significant moderating effect on the relationship between the internal</i>	Logistic Regression	> 0.05	Fail to reject Ho

Null Hypothesis (Ho)	Test	Significance	Decision
<i>organizational barriers and the adoption of SMM in the retailing organization.</i>			
Ho10: The “number of branches” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.	Logistic Regression	< 0.05	Reject Ho
Ho11: “Gender” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.	Logistic Regression	> 0.05	Fail to reject Ho
Ho12: “Age” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.	Logistic Regression	> 0.05	Fail to reject Ho
Ho13: “Educational level” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.	Logistic Regression	> 0.05	Fail to reject Ho

Table 4-65 summarizes the results of hypothesis testing reflecting the significant constructs and the significant moderating variables affecting and moderating the adoption of online SMM in the model when the simple regression was used and the dependent variable was measured by X7 (effectiveness of online SMM) where the YES group to the adoption of SMM was only considered in the analysis.

Table 4-65 Hypothesis Testing Summary (YES group)

Null Hypothesis (Ho)	Test	Significance	Decision
Ho1: <i>There is no relationship between the degree of centralization and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.476 > 0.05	Fail to reject Ho
Ho2: <i>There is no relationship between the IT infrastructure and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.009 < 0.05	Reject Ho
Ho4: <i>There is no relationship between resistant management ideology and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.380 > 0.05	Fail to reject Ho
Ho5: <i>There is no relationship between employees' resistance and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.252 > 0.05	Fail to reject Ho
Ho6: <i>There is no relationship between the perceived ease of use and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.809 > 0.05	Fail to reject Ho
Ho7: <i>There is no relationship between the perceived usefulness toward SMM and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.002 < 0.05	Reject Ho
Ho8: <i>There is no relationship between the incentives and motivation and the adoption of SMM in the retailing organization.</i>	Simple Regression	0.280 > 0.05	Fail to reject Ho
Ho9: <i>The "size of the retailer" has no significant moderating effect on the</i>	Simple Regression	< 0.05	Reject Ho

Null Hypothesis (Ho)	Test	Significance	Decision
<i>relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>			
Ho10: <i>The “number of branches” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>	Simple Regression	< 0.05	Reject Ho
Ho11: <i>“Gender” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>	Simple Regression	< 0.05	Reject Ho
Ho12: <i>“Age” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>	Simple Regression	< 0.05	Reject Ho
Ho13: <i>“Educational level” has no significant moderating effect on the relationship between the internal organizational barriers and the adoption of SMM in the retailing organization.</i>	Simple Regression	< 0.05	Reject Ho

4.6.1 Research Constructs affecting the adoption

The proposed research model included 8 constructs tested for their effect on the adoption of SMM. Hypothesis testing was performed using Logistic regression and

simple regression which yielded highest significant effect respectively for the perceived usefulness and IT infrastructure on the adoption of SMM.

4.6.1.1 Perceived Usefulness

The perception of the employees to the usefulness of the online social media is one of the key concerns that affect the adoption of SMM. Several models as TAM and UTAUT categorize it as barriers to the adoption of new technology. Adding to this, a lot of Egyptians are more toward uncertainty avoidance. And according to the diffusion of innovation model, late majority are those who adopt technology after pressure when it becomes a necessity as they are very doubtful and cautious about its usefulness and its results. This confirms with (Elkaseh, Wong, and Fung, 2006; Hernandez and Grayson, 2012; Hess and Hightower, 2002), who concluded in their study about the role played by the perceived usefulness of social media that facilitates its acceptance and adoption. This drives employees not to easily accept SMM and this was highlighted by experts in the in-depth interviews expressing that they didn't get the desired results from this type of marketing measured by the prospective increase in the number of customers.

4.6.1.2 IT Infrastructure

The IT infrastructure is the second concern that affects the adoption of SMM. According to the UTAUT theory, facilitating conditions is one of the pillars that affect the adoption and use of new technology. Consistent with (Usman and Oyefolahan, 2014; Ryberg, 2008; Van der Veen, 2004), having a well-conceived IT infrastructure, that support employees with a secured and fast Internet connection, give them access to the required hardware and software, having a well-established web site, and richer communication interfaces, all of which help in reaching the users through a smooth

process where they live “online” for chatting and communicating over online social media. This was even clearly labeled in the in-depth interviews that lack of the IT infrastructure especially the weak unstable speed of the Internet to be one of the most important barriers to the adoption of SMM among retailers in Egypt.

4.6.2 Moderating Variables

4.6.2.1 Size of the Retailer

Size of the retailer appeared to have a moderating effect especially on larger sized retailers having more than 100 employees. According to the survey released by MCIT in 2009 that is presented in chapter 2, where by examining the private sector there is a direct proportionality between the firm's size and use of the Internet and social media, 71% of large private enterprises with 250 employees and more use the Internet through broadband connections. Adding to this, this finding was consistent with (Thong & Yap, 1995) as the size of the retailer appeared to have a moderating effect on the adoption of social media marketing.

4.6.2.2 Number of Branches

Number of branches has a moderating effect as well especially in retailers owning lower number of branches that are limited in the resources that limit the capability of their IT infrastructure. This was even clearly observed in the in-depth interviews where most of the retailers own more than 5 branches.

4.6.2.3 Gender

As one of the demographics of the employees, gender appeared to have a moderating effect especially when males are concerned in adopting SMM. According to UTAUT theory presented in chapter 3, and consistent with (Venkatesh & Morris, 2000; Flinck,

2011; Damanpour and Schneider, 2009), gender has a moderating effect on the relationship between, performance expectancy, effort expectancy, and social influence and the behavioral intention to use a new technology.

4.6.2.4 Age

Age of employees as well has a moderating effect, where adoption is facilitated among younger employees aged less than 30. Personal determinants affect the adoption of the new technology, where different people at different stages of their life will experience the same sociocultural conditions differently. According to UTAUT theory presented in chapter 3, and consistent with (Venkatesh & Morris, 2000; Flinck, 2011; Damanpour and Schneider , 2009), age has a moderating effect on the relationship between, performance expectancy, effort expectancy, and social influence and the behavioral intention to use a new technology

4.6.2.5 Educational Level

Finally, the level of education of the employees has a moderating effect as well on the relationship between the IT infrastructure and the adoption of SMM, as a minimum educational level of a BA/BS is required to be able to deal with technology. As discussed by Souza & Preece (2004) in chapter 2, people as a component can be measured by; number and kind of people participating in the online community, roles they are playing, their knowledge and educational level, their ages, and gender.

4.7 RESULTANT FRAMEWORK

When the adoption was measured using logistic regression where the dependent variable was X1 (the adoption of SMM), the resultant general framework is the one presented below.

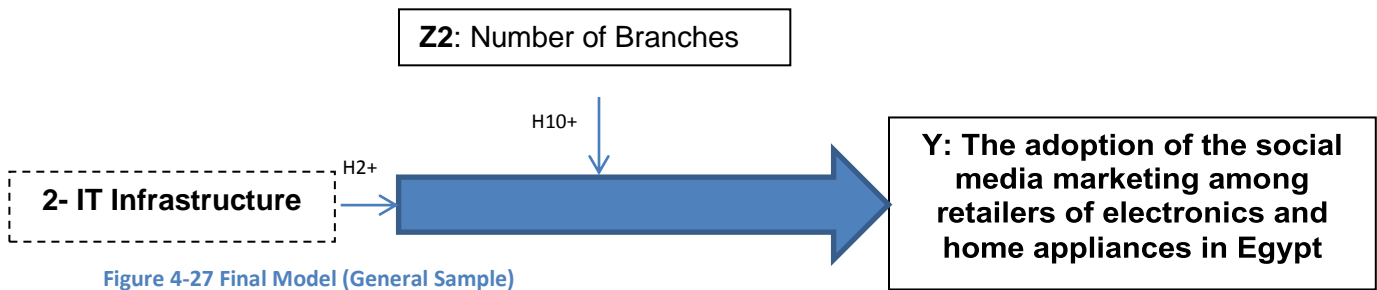


Figure 4-27 Final Model (General Sample)

However, when the adoption was measured using simple regression, where the dependent variable was X7 (the effectiveness of SMM), and responses of the YES group was the only considered, the resultant framework is the one presented below.

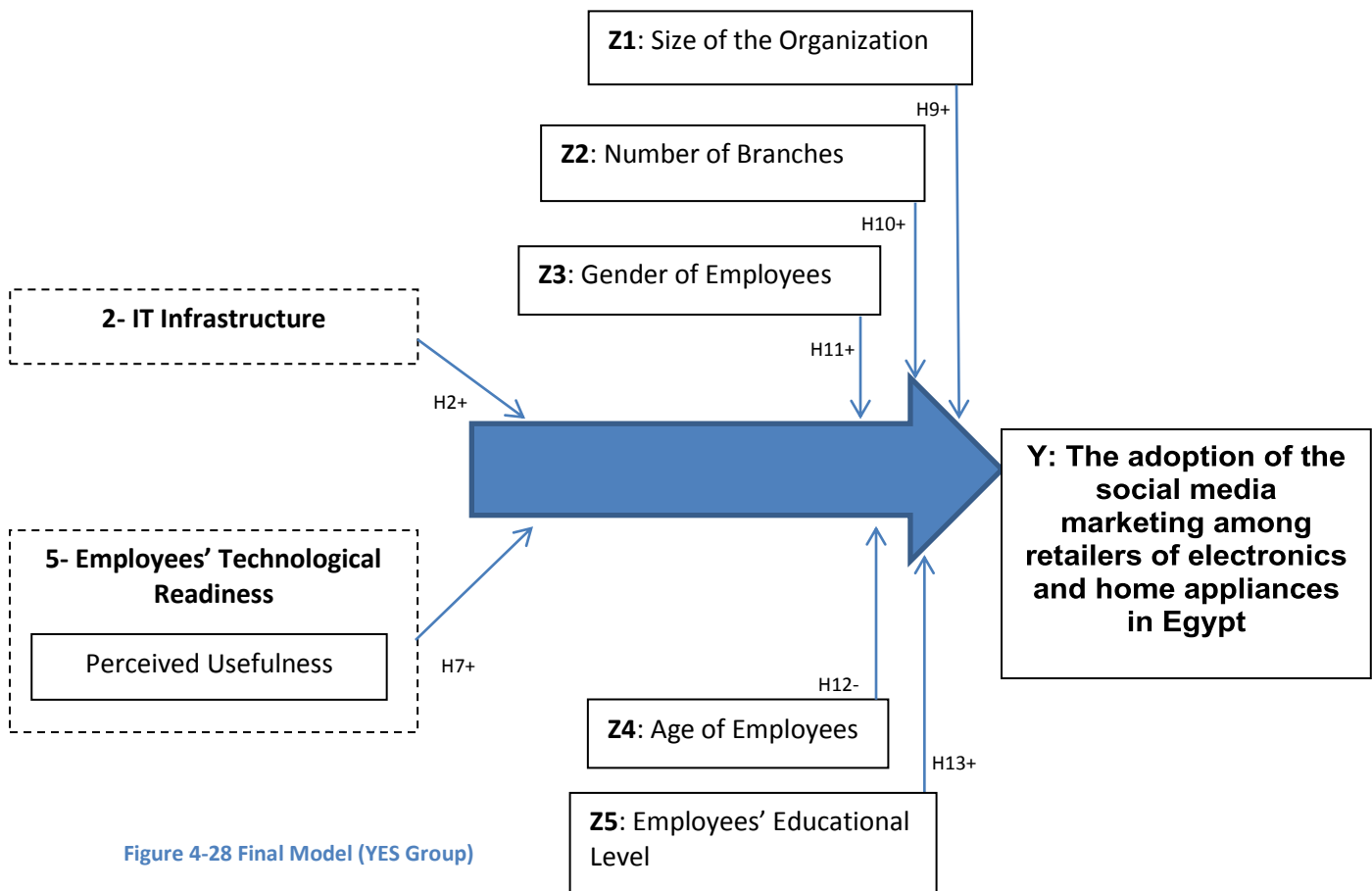


Figure 4-28 Final Model (YES Group)

Thus, the resultant model shows that the adoption of social media marketing is affected by the perceived usefulness of the employees to adopting SMM and the availability of

the IT infrastructure. The perception of the employees to the usefulness of the online social media is one of the key concerns that affect the adoption of SMM. Adding to this is having a well-conceived IT infrastructure, that support employees with a secured and fast Internet connection, give them access to the required hardware and software, having a well-established web site, and richer communication interfaces. This relation is moderated by the size of the retailer as there is a positive proportionality with the adoption of SMM measured by the number of employees. Number of branches has a moderating effect as well especially in retailers owning lower number of branches that are limited in the resources that limit the capability of their IT infrastructure. Gender appeared to have a moderating effect especially when males are concerned in adopting SMM. Age of employees as well has a moderating effect, where adoption is facilitated among younger employees aged less than 30. Finally, the level of education of the employees has a moderating effect as well on the relationship between the IT infrastructure and the adoption of SMM, as a minimum educational level of a BA/BS is required to be able to deal with technology. Thus, in principle, these results provide sufficient evidence that the proposed conceptual framework is partially supported by the data, and provides support for the nomological validity of the constructs that comprise the model. Thus, the items are analyzed within broader models that include causes, correlates, and effects of the construct of interest, thereby generating evidence relevant to nomological validity.

Chapter 5

CONCLUSION AND FUTURE WORK

5.1 INTRODUCTION

The general direction of this study was to identify the most important internal organizational barriers to the adoption of social media marketing. This study aimed at contributing to current extant literature in the areas of internal organizational barriers and retailing industry. In addition, the contextual settings of this piece of research in retailing industry and in a developing country aimed at enriching the current extant internal organizational literature which was deemed generally lacking within developing countries and insufficient within retailing setting.

Consequently, this chapter intends at structuring the results of the research in light of the proposed research objectives and will pinpoint the results reached in light of available literature. Hence, following this brief introduction, the results of this research will be scrutinized and compared to available literature. Then the chapter will move to the contributions of the present investigation for both researchers and practitioners and will finalize with the study's limitations and suggestions for future research.

5.2 THEORETICAL CONTRIBUTIONS

This study proposes important theoretical contributions that constitute a bridge between three streams of research namely; the internal organizational barriers, retailing industry and social media marketing.

First, from a contextual perspective, internal organizational barriers have had limited attention within social media marketing adoption in the retailing context. This was further witnessed by the scarcity of research within this context. Clearly, using social media as a marketing channel by the retailers of electronics and home appliances has been

deemed as lacking with the majority of studies done on international retailers operating in developed countries as US and UK. It was seen from the literature review section that there is no clear agreement on the salience dimensions of internal organizational barriers affecting the adoption of social media marketing. Even studies prevailing lacks generalizability and realistic approach to the project execution.

Second, most of the social media marketing research concerned with internal organizational barriers was conducted in developed countries left with few studies that addressed this topic within the developing countries. This is especially interesting because of the change in the technological and social trends affecting the performance of the retailers in these developing countries. Indeed, with the combination of literature review that was borrowed from developed countries context with the qualitative exploratory work that was performed on representatives of retailing organization helped inform the formation of the proposed model, in addition to determining which are the most relevant internal organizational barriers that should be included in further quantitative research.

As such, the study makes an important contribution to the pertinent literature regarding the interrelationship between the variables in this context. The results have therefore addressed a gap in the knowledge about barriers to the adoption of social media marketing.

Third, the moderating role of important variables such as size of retailing organization and number of branches were not investigated which were addressed by this piece of research as clarified in the analysis section.

Fourth, the use of a combination of exploratory qualitative work as well as quantitative survey enabled further investigations of the indirect relationship between adoption of social media marketing and internal organizational barriers as organizational structure, management ideology and all other dimensions that are being tested.

Finally, this research provided empirical evidence by the results provided in chapter 4 on the important role played by employees' perceived usefulness and IT technological readiness as the first and second most important determinants of the internal organizational barriers affecting the adoption of social media marketing. However, I recommend the usage of better scales for the measurement of IT infrastructure and it has to be interpreted with care. Moreover, future research should examine other variables in relation to adoption of social media marketing. Further studies as well should extend to other geographic areas; this can help to enhance validity of the test results.

5.3 MANAGERIAL CONTRIBUTION

The results of this research suggest important implications for retailers of electronics and home appliances. First, a retailer who chooses to adopt SM as a marketing tool has to be aware of the internal organizational barriers that will face his organization. He has to be aware of the role played by the human factor and the technological factor. He has to communicate with his employees the usefulness of using SMM, in terms of its benefits to the retailing organization and to the employees themselves. Thus, communicating the benefits to the employees increase their engagement and commitment levels, as they feel a higher level of satisfaction on the job.

Second, the retailer has to be alert to the required IT infrastructure that would facilitate the adoption of SMM and maintain its adoption by maintaining the technological infrastructure that would support its usage. Retailers have to work on both the establishment of social media sites with a valued content with a seamless connectivity. Thus providing a sustained positive experience from using SMM, otherwise, employees as well as the customers would resort to using the previously adopted marketing tools.

Third, another important implication for the retailers resides in touching on the differences between the different retailers in terms of the size of the retailing organization measured by the number of employees, the number of branches owned by the retailer as well as the gender of employees, their age structure and their educational level. As concluded, such moderating factors affect the adoption of SMM, where direct proportionality between the firm's size and use social media has been evident, in addition to the effect of having a greater number of branches. Adding to this is the effect of the demographics of the employees responsible of the SMM in terms of their age, where younger ages of less than 30 years old have been moderating the adoption. In addition to the difference in gender where males are more concerned with adoption of SMM as well as the educational level a minimum of a bachelor degree.

Finally, they will have a holistic picture of the benefits of SMM and the specific barriers to its adoption according the country where they operate, Egypt and not just generalization to the adoption based on the different barriers faced by global western retailers. Therefore, in planning for the adoption of social media, managers should focus the human as well as IT infrastructure to achieve strategic and operational benefits,

such as increasing the value offered to customers and enhancing their brick-and-mortar business operations.

5.4 FINDINGS

It has been argued in this thesis that generally, the retail sector in Egypt has been undergoing a period of severe re-structuring during the last 10 years. The research had focused and emphasized more on the retailers of electronics and home appliances in Egypt. This restructuring stemmed from the changes in the culture and life style of Egyptians. One of these changes is the intensive use of social media networks that was even evident during the revolution as a tool for communication, engagement and involvement. Adding to this, are the changes to more modern shopping habits and, the shift to a more concentrated retailing market. These changes have challenged the retailers of electronics and home appliances to find ways to reach their customers where they are available “online” through using online social media. According to environmental and cyclical retailing theories, to survive or continue in operation, retail institutions need to progress by adapting to changes in the retail environment.

Social media has the potential to continue evolving for brand building and engagement purposes starting with using it for creating awareness and reaching to using it as an advertising channel to specific target audience for the maximum impact. So, it is essential that the retailing organization has a well-conceived social media strategy to achieve the optimum strategic impact. In such a strategy, the retailer has to explicitly define the objectives and specify the online social media where their customers are available and understand their online behavior. In doing so, the retailer should have a clear understanding and a well-defined framework to assess the internal organizational

architecture needed for the effective adoption of SMM and the implementation of the strategy.

The research tries at identifying these internal organizational barriers toward adoption of SMM. In light of the previous literature review and the 10 expert interviews, 6 constructs that are; organizational structure, IT infrastructure, awareness about level of product involvement, Management ideology, employees' technological readiness and incentives and motivation, along with the demographics were selected for testing their effect on the adoption of SMM. A survey was developed and distributed to 140 retailers of electronics and home appliances. I received 130 responses at a response rate of 92%. This included 4 incomplete responses that were excluded resulting in 126 valid records considered in the analysis.

Out of the 6 proposed internal organizational barriers, one variable was dropped, that is the awareness about level of consumer product involvement, for its low alpha that reflects the unreliability of the variable. Consistent with previous literature on the organizational barriers to the adoption of social media (Elkaseh, Wong, and Fung, 2006; Hernandez and Grayson, 2012; Hess and Hightower, 2002; Usman and Oyefolahan, 2014; Ryberg, 2008; Van der Veen, 2004), it is realized that 2 variables correlate and affect the adoption of SMM. While it is important to recognize the technologies and the IT infrastructure available to assist the organization in leveraging SMM to achieve various organizational objectives, the key element is the “people” in social media. It is about the employees first, and technology second.

The research findings have adopted the view consistent with (Elkaseh, Wong, and Fung, 2006; Hernandez and Grayson, 2012; Hess and Hightower, 2002) in view of the

role played by perceived usefulness of employees that was found to be the most influential variable to consider for the adoption of SMM. A genuine, employee-centered approach to share and touch the usefulness and the effectiveness of SMM will drive the social media strategy toward success and generate positive feedback for the retailer.

Similarly and consistent with the view of (Usman and Oyefolahan, 2014; Ryberg, 2008; Van der Veen, 2004) , the availability of an IT infrastructure that supports and facilitates the adoption of SMM, through having a fast and secured Internet connection, access to hardware and software, and having a well-established web site all of which help in reaching the consumers where they live “online” for chatting and communicating over online social media.

The moderating effect of the size of the retailer is appeared to be logical and consistent with (Thong & Yap, 1995) as the size of the retailer appeared to have a moderating effect especially on larger sized retailers having more than 100 employees.

Number of branches has a moderating effect as well especially in retailers owning lower number of branches that are limited in the resources they have that limit the capability of their IT infrastructure.

Adding to this demographics of employees were considered, and consistent with (Venkatesh & Morris, 2000; Flinck, 2011; Damanpour and Schneider , 2009) gender appeared to have a moderating effect especially on males who are more concerned when it comes to adopting SMM. Age of employees as well has a moderating effect, where adoption is facilitated among younger employees aged less than 30. Adding to this, educational level of employees has a moderating effect especially on IT

infrastructure as a minimum educational level of a BA/BS is required to be able to deal with technology.

5.5 CONCLUSION

The general objective of this study was to identify barriers to the adoption of SMM among retailers of electronics and home appliances in Egypt. The study was trying to contribute to the current extant literature in the area of SMM in a developing country context like Egypt. The research succeeded in achieving its objectives. Literature on social media marketing from a global perspective has been integrated with exploratory qualitative study phase conducted with retailers of electronics and appliances in Egypt to deeply understand the topic and avoid the direct generalization. Additionally, the adoption of SMM has been pragmatically tested among retailers of electronics and home appliances. Further, the internal organizational challenges that affect the adoption of SMM had been determined and shown conformity to previous findings. The reliability and the validity dimensions were counted for all over the research mainly through using both qualitative as well as quantitative research designs. In addition to the calculation of the Cronbach alpha where all constructs showed an acceptable (average) to strong reliability except for the awareness about the level of consumer product involvement with an alpha of 0.188 that was dropped to care about the level of reliability of the constructs of the model. However, for the IT infrastructure construct, I decided to include it despite its slightly below acceptable level of reliability. This decision was based on its role that was greatly emphasized in the qualitative in-depth interviews phase. Beside, When I measured the correlation between the items of the IT infrastructure to test the inter-relatedness of the items, the correlation was strong as it

was greater than 0.6, so the low alpha is because it is a two item scale and not due to poor correlation (Tavakol and Dennick, 2011). However, I recommend the usage of better scales for the measurement of IT infrastructure and it has to be interpreted with care. Accordingly, the research explained the role played by the availability of an IT infrastructure that supports the adoption and the human factor played by the perceived usefulness of the employees to the role played by the SMM. Consequently, the research succeeded in reaching to a final genuine model that present the barriers to the adoption of SMM. This model would help retailers and guide them to the adoption of SMM. On the other side, this model would help in directing further researches related to the topic for further sociological and psychological contributions through the generalization of the research model developed.

5.6 RECOMMENDATIONS

It is recommended for retailers of electronics and home appliance in Egypt to use online social media to announce and promote for their products and services in a way that increases a potential target market and use it as a communication tool to keep engaged with their customers and support the electronic word of mouth.

Social media sites offer consumers the chance to “follow” the retailers’ products or services or to “tweet” about their experiences, thus originating a more personal connection while building brand loyalty.

But for facilitating this adoption, retailers of electronics and home appliances should care about two important pillars that affect the adoption.

- IT infrastructure: the retailer has to provide the sufficient budget that would help in the availability of the required infrastructure that supports the adoption. This is

in terms of securing the access to the required hardware and software needed, providing a secured, fast and strong Internet connection, and having richer communication interfaces, all of which helps the retailers enhance their presence over the online social media and facilitates using its different channel as Facebook, Twitter, and LinkedIn for marketing purposes.

- Employees: they could be aware of the current market trends through using social networking sites that help them build the targeted professional networks and enhance their creativity in generating new ideas. In addition, the retailing organization has to continue in educating its employees about the potential benefits of using these social media sites by sharing information about the results of using them.

It is important to control sites such as Facebook and Twitter to the retailer's advantage. If the retailing organization doesn't already have a Facebook page then it has to challenge the marketing team to create one. Posting a Facebook page will allow the retailer to create an online community of customers that are aware and acquainted with the product. And even having a Twitter account would help the retailing organization keep connection with its customers for sharing information and answering their inquiries.

5.7 RESEARCH LIMITATIONS AND FUTURE WORK

The findings reported in this study should be regarded in light of some limitations that must be acknowledged which also open the door to important opportunities for future studies and improvement. The research context has been a developing country like Egypt. Hence, the generalizability of the results reported by this research beyond the

immediate population observed should be made with caution that is, these results are only limited to the firms operating in Egypt or similar countries that carry similar characteristics. In addition the research design was made in a way where organizations concerned were large-to-medium-sized local retailers of electronics and home appliances. The research was limited only to the variables included in the model and has not validated anything other than internal organizational barriers to the adoption of SMM. Adding to this, Fluency in English language was one of the limitations faced over this research where respondents were not fluent in English, so I translated both the questionnaire and the interview guide as well, where data in both tools was collected in Arabic and then translated in English. In addition, access to people and organizations was sometimes denied and limited.

However, the research aimed at identifying the internal organizational barriers to the adoption of SMM. Having identified two important variables affecting the adoption, still further research is suggested to provide a better and deeper understanding of the adopted variables and investigate others.

Some suggestions are outlined hereunder:

- 1- Conduct a wider qualitative analysis to investigate deeper and get feedback of experts in the field, to gain knowledge about emerging issues that can help understand barriers to the adoption of SMM.
- 2- Carry the research in a different context other than greater Cairo with running the survey over a wider group reflecting more diversified demographics and even geographical areas as Upper Egypt and northern Egypt.

- 3- Run a research for measuring barriers to the adoption of SMM but from consumer point of view, thus having a holistic view to the barriers to the adoption of SMM from both the consumers and the retailers.
- 4- Investigate deeper in the role of employees in adopting SMM by investigating more in the PEOU and PU toward adoption of SMM.
- 5- Include dimensions related to the MACRO environmental factors that affect the adoption of online SMM as economical, technological and social forces.
- 6- Include dimensions related to the MICRO environmental factors that affect the adoption of online SMM as adoption of SMM by competitors, by suppliers and by intermediaries.
- 7- Use a longitudinal design studying the different phases of adoption and identify the barriers and the challenges faced at each stage as planning, design and implementation phases of SMM.

Chapter 6

APPENDICES

Appendix A: PARTICIPATION INVITATION LETTER

Dear Participant,

I am Rasha Wahieb, a PHD student at Salford Business School- Manchester, United Kingdom, under the supervision of Dr. Gordon Fletcher. You are invited to participate in a research project entitled: Internal Organizational Barriers to the Adoption of Social Media Marketing in the Retailing Industry of Electronics and Home Appliances -The Case of Egypt -

The purpose of the research is to help retailers to learn in the field of social media marketing by identifying organizational barriers they face when adopting social media marketing thus providing them with a comprehensive picture that help them in developing their social media marketing strategy for the future use.

Participation is confidential. Study information will be kept in a secure location. The results of the study may be published or presented at professional meetings, but your identity will not be revealed. Participation is anonymous, which means that no one will know what your answers are. So, please do not write your name or other identifying information on any of the study materials.

The results of this survey will be integrated in a PhD thesis in partial fulfillment of the requirements for the degree of Doctorate and complete confidentiality will be maintained. It will take approximately 20 minutes to complete the questionnaire. Kindly extend your cooperation in filling up this questionnaire.

If you have questions at any time about the survey or the procedures, you may contact Rasha Wahieb by email at the email address "rashawahieb@yahoo.com".

Thank you very much for your time and support.

Name: _____

Signature: _____

Date: _____

Appendix B: PARTICIPATION CONSENT FORM

Title of Research Project: Internal Organizational Barriers to the Adoption of Social Media Marketing in the Retailing Industry of Electronics and Home Appliances -The Case of Egypt -

Name of Researcher:

Rasha Magdi Wahieb

1. I confirm that I have read and understand the participation invitation letter explaining the above research project and I have had the opportunity to ask questions about the project.
2. I understand that my participation is voluntary and that I am free to withdraw at any time without giving any reason and without there being any negative consequences.
3. I understand that my responses will be kept strictly confidential. I give permission for members of the research team to have access to my anonymised responses. I understand that my name will not be linked with the research materials, and I will not be identified or identifiable in the report or reports that result from the research.
4. I agree for the data collected from me to be used in future research
5. I agree to take part in the above research project.

Name of Participant	Date	Signature
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Name of person taking consent	Date	Signature
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Researcher	Date	Signature
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Name of Participant:

Appendix C: QUESTIONNAIRE

1- Does your organization use online social media marketing as one of its official business models?

- a. Yes
- b. No

If No, skip to question no.7

2- Which online social media technologies does your company use? Please select all that apply: (where 1 =Never Used and 5= Mostly Used))

	1	2	3	4	5
a. Twitter					
b. Blogs (that the company initiated or contribute to)					
c. Social Media sharing (Flickr, YouTube, Facebook, MySpace)					
d. Professional network (LinkedIn)					
e. Wikis					

	1	2	3	4	5
3- In comparison to other online marketing as e-mail marketing, display ads and search engine ads , online social media marketing is (Where 1 = Much less effective and 5 = Much more effective)					

4- Have you faced employee resistance when adopting online social media?

- a. Yes
- b. No

5- While implementing online social media you experienced the majority of employees to: (Where 1 = Strongly disagree and 5 = strongly agree)

	1	2	3	4	5
a. enhance their technical skills thus improving their performance					
b. Be reluctant to know about this technology					
c. Fear these technologies because of fear of losing their job					

6- Rank in order of importance the barriers that have obstructed your organization while adopting the online social media marketing? (Rank where 1= least imp barrier and 6=most imp barrier)

	1	2	3	4	5	6	N/A
a. Organizational structure (centralization versus decentralization)							
b. Information Technology Infrastructure							
c. Type of the product							
d. Management Ideology							
e. Employees' Technological readiness							
f. Incentives and Control							

Skip to question no.10

	1	2	3	4	5
7- Do you expect to face employee resistance when adopting online social media? (E. Resistance) (Where 1 = Strongly disagree and 5 = strongly agree)					

8- While implementing online social media you expect the majority of employees to...: (Where 1 = Strongly disagree and 5 = strongly agree)

	1	2	3	4	5
a. enhance their technical skills thus improving their performance					
b. Be reluctant to know about this technology					
c. Fear these technologies because of fear of losing their job					

9- Rank in order of importance the barriers that would prevent your organization from adopting the online social media marketing? (Rank where 1= least barrier and 6=most barrier)

	1	2	3	4	5	6	N/A
a. Organizational structure (centralization versus decentralization)							
b. Information Technology Infrastructure							
c. Type of the product							
d. Management Ideology							
e. Employees' Technological readiness							
f. Incentives and Control							

10- Which of these marketing mediums are the most used in meeting your company's key marketing objectives today? (Rank in order of importance where 1 =Never Used and 5= Mostly Used)

	1	2	3	4	5
a. Conferences/events/Exhibitions					
b. Consumer/business magazines					
c. Television					
d. Trade magazines					
e. Newspapers					
f. Online content sites					
g. E-mail and newsletters					
h. Search engine enquiries					
i. Online portals					
j. Radio					
k. Social networks					
l. Online video sites					
m. Others, please specify _____					

11- During the past six months, how frequently have you personally communicated on work-related matters with the following people? PLEASE put **✓** to the suitable answer of each statement where

	1 = no contact	2 = monthly or less	3 = about weekly	4 = about daily	5 = more than once a day
a. Other individuals in your department					
b. Individuals in other departments					
c. Managers at higher levels in my organization					
d. People seeking help in using information; clients					
e. Colleagues in other organizations					

12- When it comes to decision making in your organization,.....: (Where 1 = strongly disagree and 5 = Strongly agree)

	1	2	3	4	5
a. decisions are made at those levels where the most adequate and accurate information is available.					
b. the people affected are asked for their ideas when decisions are being made					
c. People at all levels in our organization usually have know-how that could be of use to other decision-makers.					
d. Information is widely shared in this organization so that those who make decisions have access to all available know-how.					

	1	2	3	4	5
13- Online technological advancement has affected your ability to market your products. (Where 5 = Strongly agree and 1 = strongly disagree)					

	1	2	3	4	5
14- IT infrastructure of the firm is one of the important prerequisites to the use of online social media as a marketing tool. . (Where 1 = strongly disagree and 5 = Strongly agree)					

	1	2	3	4	5
15- How important do people consider electronics and home appliances : (Where 1 = Highly not important and 5 = Highly important)					

16- From your experience in dealing with consumers, (Where 1 = strongly disagree and 5 = Strongly agree)

	1	2	3	4	5
a. Consumers attach great importance to the brand of electronics they choose					
b. Consumers find a pleasure in buying electronics for themselves.					
c. You can tell something about a person by the brand of electronics they pick out					
d. When consumers select from several brands, they always collect a lot of information for comparative purposes					
e. when consumers buy a product, they feel annoyed when they purchase a brand that doesn't meet their need					

	f. Owner/Manager	g. IT/Web Manager	h. Marketing staff	i. Committee	j. Board of Directors
17- Who makes IT-related decisions within your organization?					

18- When implementing a new system,..... (Where 1 = strongly disagree and 5 = Strongly agree)

	1	2	3	4	5
a. Predicting the way a system will fit into our work procedures is usually too complex to assess in advance of implementation.					
b. we have a clear-cut plan to guide us in overcoming risks associated with implementation					
c. Rather than worrying about setting priorities, we deal with each problem as it comes up.					
d. The process includes a formal justification, such as a return on investment, payback, or cost-benefit analysis.					

	1	2	3	4	5
19- How can you rate the overall usefulness of online social media to retailers as a marketing tool? (Where 1 = very useless and 5= very useful)					

	1	2	3	4	5
20- How can you rate the ease of use of online social media? (Where 1 = very complicated and 5 = very easy)					

21- What employee skills are required within the company for implementation and support of online social media marketing initiatives? (Rank where 1= least imp and 5=most imp)

	1	2	3	4	5
a. Content creation					
b. network development					
c. promotion					
d. monitoring and web analytics					
e. community engagement					

22- From your perspective, rank in order of importance, suggestions for the success of implementing online social media marketing, (where 1= least important and 5=most important)

	1	2	3	4	5
a. Management commitment to the new technology and the implementation process in the form of a structured program					
b. Training and participation by having a designed training programs to stimulate the end user acceptance					
c. Simulation that endorses self-efficacy, usefulness, ease of use, and control while lessening the fear that can exist					
d. Bottom-up strategy focusing on employees feedback and customer service content strategy as a source for development					

23- In being concerned with the incentives and the reward system: (Where 1 = strongly disagree and 5 = Strongly agree)

	1	2	3	4	5
a. Our promotion system is flexible enough to allow rewards for involvement in information technology projects.					
b. Important rewards are performance-related.					
c. Rewards are distributed in a timely manner after performance occurs.					
d. Desired activities are really rewarded in this organization.					
e. The right managers control the important rewards desired by their subordinates in this organization.					
f. The distribution of rewards truly reflects differences in employee performance.					
g. The goal-setting, appraisal, feedback, and rewards systems are integrated in this organization.					

24- In 12 months' time, which mediums do you think will be most important to your company's marketing objectives? (Rank in order of importance where 1 =Never to be Used and 5= Mostly to be Used)

	1	2	3	4	5
a. Conferences/events/Exhibitions					
b. Television					
c. Online content sites					
d. Consumer/business magazines					
e. Search engine enquiries					
f. E-mail and newsletters					
g. Trade magazines					
h. Online portals					
i. Newspapers					
j. Social networks					
k. Webinars					
l. Radio					
m. Online video sites					

n. Other, please specify: _____

25- Please specify the number of branches of your company:

- a. 1 – 3
- b. 4 – 6
- c. 7– 9
- d. More than 9

26- Organization size is:

- a. Micro (1-4 employees)
- b. Small (5-19 employees)
- c. Medium (20-99 employees)
- d. Large (100+ employees)

27- To which of the following positions do you report?

- a. CEO/President/Managing director
- b. CFO/Treasurer/Comptroller
- c. COO/Operations chief
- d. Chief/VP of Sales
- e. Regional President/VP/Business unit head
- f. Other, please specify _____

28- Please specify your gender:

- a. Male
- b. Female

29- Please specify your age:

- a. 22-25
- b. 26-29
- c. 30- 34
- d. 35-39
- e. 40-44
- f. 45-49
- g. 50-55
- h. More than 56

30- What is your current educational level:

- a. Doctorate Degree
- b. Master's Degree
- c. Graduate Diploma
- d. BA/BS Degree

Thank You for your time and respected cooperation

Appendix D: INTERVIEW GUIDE

The interviewer will start with explaining that this discussion forms part of a PHD study at Salford Business School- Manchester, United Kingdom. The research project is entitled: "Internal Organizational Barriers to the Adoption of Social Media Marketing in the Retailing Industry of Electronics and Home Appliances -The Case of Egypt."

The interviewer will ask if it is permitted for this conversation to be recorded, for ease of analysis. If not, then take notes. The researcher will send to the interviewee the write-up so that he/she can check it for factual accuracy.

The interviewer will clarify the confidentiality of any information shared by the interviewee where his/her name will not be linked with the research materials, and will not be identified or identifiable in the report or reports that result from the research. However, interviewee has the right to withdraw at any time from the interview without the need to provide a reason and to require that his/her own data, including any recordings, be destroyed.

The interview should last around one hour.

1. Can you tell me a little about your organization – size, number of employees, main areas of business?
2. Can you tell me about your role – what is your responsibility?
3. What impact do technologies in online social media have on retailing business and your ability to market your products?
4. Does your organization use online social media? If yes, then in what ways?
5. What are the most important organizational factors that hinder your adoption of online social media marketing?
6. What are the most important organizational factors that support your adoption of online social media marketing?
7. Overall, do you see the use of online social media marketing as broadly a positive or a negative thing, or a mixture of both? Why?
8. Do you think that your policy or approach to the use of social media marketing will change in the future? If so, how will that be?
9. How do you see the use of social media marketing developing in the future?

Thank you very much for your time.

Chapter 7

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