

TOE Factors and SME's Performance: The Mediating and Moderating Roles of
Social Media Benefits and Organizational Culture

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To Almighty Allah, who gave me strength and wisdom to complete this work,

Also, I dedicate this work to my beloved family, my dear father and mother; also, to my wife and children, thank you for your pure love, devotion, care and prayers that helped me along this challengeable. Your understanding and patience gave me the strength to pursue this study.

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ABSTRACT

Research literature highlighted application of social media in SMEs is still slow-paced despite its perceived and recognized benefits. The UAE government recognizes the importance of SMEs as instrumental to the economic growth and development of the country. However, the SMEs productivity still not satisfactory as reported by the Dubai SME and Abu Dhabi Chamber. Therefore, despite compelling evidence on previous studies on the effects of technological and organizational factors on SMEs business performance, there is an overwhelming lack of insights regarding the dynamics and interplay of technological, organizational, environmental and social media benefit and organizational culture in the UAE context. Despite this, the limited research scope in this area reveals questions regarding how SMEs should select and deploy social media channels and how these impacts their business performance. This study sought to investigate the mediating and moderating role of social media benefit and organizational culture in the relationship between the technology–organization–environment (TOE) framework and SME performance. In this quantitative research design, a structured questionnaire with a 5-point Likert scale was used as the instrument for data collection from the total of 420 respondents from SMEs in the UAE. The PLS-SEM was used to test the hypotheses. The results of this research revealed that the technological factors ($\beta = 0.382$, $t = 8.147$, $p = 0.000$) and organizational factors ($\beta = 0.177$, $t = 2.962$, $p = 0.003$) positively and significantly effects SME performance. The environmental factors ($\beta = 0.015$, $t = 0.231$, $p = 0.817$) does not affect SME performance. Findings revealed that social media benefits negatively influenced SME performance directly with values of ($\beta = -0.506$, $t = 3.679$, $p = 0.000$). Social media benefits significantly mediate the relationship between organizational factors ($\beta = -0.277$, $t = 3.459$, $p = 0.001$) and environmental factor ($\beta = -0.207$, $t = 3.622$, $p = 0.000$) and SME performance. However, social media benefit does not mediate the relationship between technological factor and SME performance. In addition, the results also showed that there is moderating effect of organizational culture with the values of ($\beta = 0.113$, $t = 2.734$, $p = 0.006$) between social media benefits and SME performance. The study concludes with recommendations for further study and addresses some limitations in the study's design. Therefore, this research will add a value in the academic research field as there is a lack of studies in the field of SMEs performance using both mediating and moderating indicators from in the UAE context.

ABSTRAK

Literatur penyelidikan menyerlahkan penggunaan media sosial dalam PKS masih berjalan perlahan walaupun faedahnya dilihat dan diiktiraf. Kerajaan UAE mengiktiraf kepentingan PKS sebagai instrumen kepada pertumbuhan ekonomi dan pembangunan negara. Bagaimanapun, produktiviti PKS masih belum memuaskan seperti yang dilaporkan oleh PKS Dubai dan Dewan Abu Dhabi. Oleh itu, walaupun terdapat bukti yang kukuh pada kajian terdahulu mengenai kesan faktor teknologi dan organisasi terhadap prestasi perniagaan PKS, terdapat kekurangan pemahaman yang sangat besar mengenai dinamik dan interaksi manfaat teknologi, organisasi, alam sekitar dan media sosial serta budaya organisasi dalam konteks UAE. Walaupun begitu, skop penyelidikan yang terhad dalam bidang ini mendedahkan persoalan mengenai cara PKS harus memilih dan menggunakan saluran media sosial dan bagaimana ini memberi kesan kepada prestasi perniagaan mereka. Kajian ini berusaha untuk menyiasat peranan pengantara dan penyederhanaan manfaat media sosial dan budaya organisasi dalam hubungan antara rangka kerja teknologi-organisasi-persekitaran (TOE) dan prestasi PKS. Dalam reka bentuk kajian kuantitatif ini, soal selidik berstruktur dengan skala Likert 5 mata telah digunakan sebagai instrumen pengumpulan data daripada 420 responden daripada PKS di UAE. PLS-SEM digunakan untuk menguji hipotesis. Keputusan penyelidikan ini mendedahkan bahawa faktor teknologi ($\beta = 0.382$, $t = 8.147$, $p = 0.000$) dan faktor organisasi ($\beta = 0.177$, $t = 2.962$, $p = 0.003$) secara positif dan signifikan mempengaruhi prestasi PKS. Faktor persekitaran ($\beta = 0.015$, $t = 0.231$, $p = 0.817$) tidak menjejaskan prestasi PKS. Dapatan menunjukkan bahawa faedah media sosial mempengaruhi prestasi PKS secara negatif dengan nilai ($\beta = -0.506$, $t = 3.679$, $p = 0.000$). Faedah media sosial secara signifikan menjadi pengantara hubungan antara faktor organisasi ($\beta = -0.277$, $t = 3.459$, $p = 0.001$) dan faktor persekitaran ($\beta = -0.207$, $t = 3.622$, $p = 0.000$) dan prestasi PKS. Walau bagaimanapun, manfaat media sosial tidak menjadi pengantara hubungan antara faktor teknologi dan prestasi PKS. Selain itu, keputusan juga menunjukkan terdapat kesan penyederhanaan budaya organisasi dengan nilai ($\beta = 0.113$, $t = 2.734$, $p = 0.006$) antara faedah media sosial dan prestasi PKS. Kajian ini diakhiri dengan cadangan untuk kajian lanjut dan menangani beberapa batasan dalam reka bentuk kajian. Oleh itu, penyelidikan ini akan menambah nilai dalam bidang penyelidikan akademik kerana terdapat kekurangan kajian dalam bidang prestasi PKS menggunakan kedua-dua penunjuk pengantara dan penyederhanaan dari dalam konteks UAE.

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LIST OF ABBREVIATIONS

AVE	-	Average variance extracted
CEO	-	Chief Executive Officer
CR	-	Composite reliability
EFA	-	Exploratory Factor Analysis
GPD	-	Gross Domestic Product
HTMT	-	Hetrotrait-Monotrait
ICT	-	Information Communication Technology
IT	-	Information Technology
IT	-	Information Technology
PLS	-	Partial Least Square
SEM	-	Structure Equation Modelling
SM	-	Social Media
SME	-	Small And Medium-Sized Enterprises
SMM	-	Social media marketing
SPSS	-	Statistical Package for Social Sciences
UAE	-	United Arab Emirates
UTHM	-	Universiti Tun Hussein Onn Malaysia
TOE	-	Technology-Organization-Envirnment
CVF	-	Competing Value Framework
DOI	-	Diffusion of Innovation
OC	-	Organziational culture
SCT	-	Social Cognitive Theory
TRA	-	Theory of Reasoned Action
TPB	-	Theory of Planned Behaviour
TAM	-	Technology Adoption Model
UTAUT	-	Unified Theory of Acceptance and Use of Technology

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CHAPTER 1

INTRODUCTION

1.1 Introduction

This chapter presents an introduction to the study, an overview of the business performance of SMEs in the UAE. Also, the necessity for social media benefits in SMEs and an introduction to the issues that necessitates the study was presented in this chapter. Therefore, given the recognized benefits of social media and its impact on businesses, it is important to examine and understand how SMEs choose and deploy social media channels to improve their business performance.

1.2 Background of the study

In the age of globalization, where businesses strive to maximize and optimize resources to create value, they are often met with a highly volatile and competitive business environment (Moy *et al.*, 2020; Olanrewaju *et al.*, 2020). This business environment is often characterized by constant technological change, which further exacerbates the competitiveness experienced in operating businesses (Olanrewaju *et al.*, 2020). SMEs operate in a similar business environment characterized by rapid technological changes and competition (Effendi *et al.*, 2020). Thus, also making the SME business environment highly competitive. Given the challenges and difficulties encountered to successfully operate and thrive in an SME business environment, entrepreneurs are now employing information and communication tools to improve the productivity and competitiveness of their businesses (Qalati *et al.*, 2021).

Unlike large corporations, which have a large range of scope in ICT investment, SMEs can only afford to invest in ICT tools that are relatively cheap and

accessible for the sustainability of their businesses. SMEs rely on ICT tools such as social media to maximize value for their enterprises (Ali Qalati *et al.*, 2021). Social media now represents a new and inexpensive way of doing business and can revolutionize how SMEs operate their businesses. According to Almotairy *et al.* (2020), social media is a set of “virtual communities” that allows users to sign up for a public profile and establish a network of relationships with people of similar interest.

In today’s business environment, social media has become a new marketing tool available to all businesses, which helps to instantly develop relationships with potential customers. Traditionally, large organizations had the power of reaching their markets through the massive advertising budget, which small companies cannot afford to compete against (Shilpa, 2014). Hence, today, social media is among the best opportunities available to businesses to connect with prospective consumers. Social media is beneficial to SMEs and business enterprises as it helps unlock consumers' trust for particular brands by connecting with them on a deeper level. Social media marketing has become the new mantra for several businesses today. However, research literature (Ahmad *et al.*, 2019; Pan & Crotts, 2012; Siamagka *et al.*, 2015; White *et al.*, 2016) shows that its benefits and adoption in SMEs is still slow-paced despite its perceived and recognized benefits. Studies regarding the usage level, barriers and metrics of social media in SMEs context are evident in the literature, but only a few studies have examined social media benefits and its impact on business performance.

The business performance of an organization or firm determines how well such a firm manages its internal resources and adapts to its external environments, which reflects the accomplishments of its strategic objectives and goals (Al-Ansari *et al.*, 2013; Knights & McCabe, 1997). In the UAE, SMEs constitute the majority of business enterprises especially in the service and manufacturing industry and they contribute enormously to the development of the local economy (Dubai SME, 2014). Al-Ansari *et al.* (2013) stated that an issue with the business performance of SMEs in the UAE arise from the legal requirements and weak regulations that have created unstable business environment and facilitated high competitions for SMEs. Similarly, in a report published by the Department of Economic Development Dubai, it was noted that SMEs in the UAE had considerably lower productivity in terms of the gross value-added when compared to Trading and Service-oriented economies such as in Singapore and South Korea. These lower productivity levels were attributed majorly to the limited benefits of advanced enterprise level Information and Communication

Technology (ICT) systems or technology tools (Dubai SME, 2014). SMEs are considered the backbone of any successful and thriving economy (Ali Qalati *et al.*, 2021). In fact, in the words of Ali Qalati *et al.* (2021) SMEs have become a vibrant and dynamic sector of the world economy. Also, SMEs are instrumental in job creation and contribute enormously to the stability of a country's economy. Hence, they are viewed as a critical component of modern industrialized economies (Rahayu & Day, 2015).

The UAE government recognizes the importance of SMEs as being instrumental to the economic growth and development of the United Arab Emirates (UAE) as a result of their significant contribution to the Gross Domestic Product (GDP) and job creation (Ahmad *et al.*, 2019). According to Ahmad *et al.* (2019) the UAE is a developing country with a growing and thriving large SMEs landscape. It accounts for about 95 percent of private business enterprises employing about 86 percent of the UAE workforce (Ahmad *et al.*, 2019). Furthermore, in the UAE, it was estimated that SMEs contributed 60 percent of the GDP in 2015, and the government is aiming to boost its share to 70 percent by 2021 (John, 2016). as cited in (Ahmad *et al.*, 2018).

Hence, the UAE operates a predominantly Service-based economy especially in the SMEs category (Dubai SME, 2014). SMEs play an important and vital role in the economy of the UAE; it was estimated that SMEs contributed 60% of the GDP in 2015, and the government is aiming to boost SME's share to 70 percent by 2021 (Ahmad *et al.*, 2018; Ahmad *et al.*, 2019; Ali Qalati *et al.*, 2021). According to the Digital Marketing Community (2018), there are about 9.38 million active social media users in the United Arab Emirates, representing 99.26% of the population, compared to an average of 64% of all companies that used social media (Digital Marketing Community, 2018). This reflects a huge social media market that could further contribute to more economic development for the nation and the region. Today the penetration of social media network is huge in the UAE. However, it is not used for marketing purposes (World Economic Forum, 2016). Despite the UAE being among the top countries globally with a high percent of smartphone penetration (i.e. about 78%) and more social media network users than the United States (Nielsen, 2014), her citizens do not take full advantage of the social media network, especially with broad coverage and more extensive penetration for carrying out online transactions and promoting online buyer and selling.

Given that SMEs have led the growth in productivity over the past decade, strengthening SMEs business environment is now more essential for the UAE to retain and improve its competitive edge among other growing and dynamic global economies. One of such ways is by developing and promoting the development of sustainable and innovative tools to help SMEs maximize and optimize their business performance (Ahmad *et al.*, 2019; Effendi *et al.*, 2020; Olanrewaju *et al.*, 2020; Tajudeen *et al.*, 2018). According to Kaplan and Haenlein (2010) social media is “a group of internet-based application that builds on the ideological and technological foundations of web 2.0 and allows the creation and exchange of user-generated content”. The advent of web 2.0 and social media applications such as Facebook, Instagram, Twitter, Snapchat etc. has revolutionized communications channels. SMEs can now utilize social media channels without additional resources due to their ease of accessibility, low cost of setting up and minimal technical manageability, and ability to reach and connect many consumers (Ahmad *et al.*, 2019). Social media in business management has seen exponential growth due to its benefits in increasing value for enterprises. Hence, social media is becoming a critical business management tool (Alford & Page, 2015; Almotairy *et al.*, 2020; Pan & Crofts, 2012; Tajudeen *et al.*, 2018; Vithayathil *et al.*, 2020).

The benefits of social media to businesses and its impact have been investigated in many settings. For example, social media has been deployed in analytics, publishing, conversion tracking, content management, automated publishing and customer targeting (Ali Qalati *et al.*, 2021). Ahmad *et al* (2019) note that social media has become increasingly popular among SMEs because it allows communication to go beyond private one-for-one conversations to become many-to-many. Studies have investigated the effects of social media on several organizational variables/ For instance, the impact of social media have been reported in consumer purchase decisions (Vithayathil *et al.*, 2020), its impact on purchasing intention and brand awareness (Wang *et al.*, 2019), customer retention, digital word of mouth and purchase decision involvement (Alalwan, 2018).

Ali Qalati *et al* (2021) explains that despite the significant impact of SME to the economic development of nations and the perceived value of social media to SMEs, research is still limited, especially in substantiating how SMEs deploy and select social media channels and the impacts these have on their business performance. SME performance is a multifaceted phenomenon. According to Cicea *et al* (2019) SMEs’

performance can be understood from a quantitative standpoint to imply: efficiency, financial results, level of production, number of customers (Anggadwita & Mustafid, 2014) market share, profitability, productivity, dynamics of revenues, costs and liquidity (Gupta & Batra, 2016), etc. in contrast, from a qualitative perspective: goals-achievement, leadership style, employee behaviour (Anggadwita & Mustafid, 2014) customer satisfaction product and process innovation, organisational and marketing innovation (Cicea *et al.*, 2019).

In addition, it becomes increasingly important to investigate what factors influence social media benefits in a developing country context such as the UAE, given the role SMEs play in their economic development. Research literature has shown that several studies have been carried out on the use of social media to advance business practices and their impact on organizational performance (Ali Qalati *et al.*, 2021). However, not many studies exist that explain the direct relationship between the antecedents of social media benefits on SME performance and the role organizational culture plays in such a relationship. Olanrewaju *et al* (2020) in their review of the antecedents of social media benefits, revealed that three main factors were the major drivers of social media benefits; they include technological, organizational and environmental (TOE) factors. While some studies have shown that the TOE factors influence social media benefits which in turn impacts on SME performance, only a handful of studies have investigated the direct effect (Ahmad *et al.*, 2019) of the TOE factors and the mediating role (Olanrewaju *et al.*, 2020) of social media benefits on SME performance as well as the mediating effect of social media benefits on SME performance. It is particularly interesting to ascertain what role culture plays in such regards.

Hence, organizational culture is understood to be a crucial determinant of work-related outcomes such as performance (Leithy, 2017). Research literature has shown that the culture adopted within organizations is one of the utmost crucial factors responsible for enhancing organizational performance (Flynn & Saladin, 2006; Gimenez-Espin *et al.*, 2013; Hofstede & Minkov, 2010; Kull & Wacker, 2010). Grandon and Pearson (2004) studied the factors affecting the benefits of ecommerce and found that the compatibility between an organization's culture and ecommerce benefits was a key determinant for ecommerce benefits in SMEs in the USA. Similarly, Thatcher *et al* (2006) reported that in the Taiwan textile industry, cultural factors such as power structure and tendencies impeded the benefits of business to business e-

commerce systems. Furthermore, Zhu and Thatcher (2010) found that cultural characteristics were influential factors that affected the decision to adopt technology (ecommerce) systems among firms worldwide. Differences in organizational cultures have varied influences on the level of technology benefits in organizations. It has been argued that diverse organizational cultures often possess different underlying values, assumptions, and expectations that directly or indirectly affect technology benefits in organizations.

This implies that culture may also be an important determinant in moderating how social media benefits influences SME performance. For instance, Rezaee and Ahmed (2015) and Ahmad *et al* (2019) note that although social media has increased drastically in the UAE, online privacy concerns, building trust are highly sensitive issues in this region. As a result, protection actions such as censorship and government regulations are characteristic of the culture in the UAE, which may transcend into the organisational cultural context such as the SME business environment. Hence, understanding the role organizational culture plays in social media benefits, and firm performance becomes particularly imperative given these instances. Therefore, using the TOE framework and the Competing values framework as a theoretical lens, this study would examine the mediating and moderating effect of social media benefits and organizational culture on the relationship between the TOE factors and SME performance.

1.3 Problem Statement

The UAE government focuses on enhancing the contribution, productivity, and performance of the SMEs sector, thus enabling it to become the engine of the country's sustainable economic growth (Abu Dhabi Chamber, 2019). However, the Department of Economic Development, Dubai, reports that SMEs in the UAE have considerably lower productivity in terms of the gross value-added in comparison to their counterparts in trading and service economies such as Singapore and South Korea (Dubai SME, 2014). Similarly, Abu Dhabi Chamber (2019) reported that the UAE SMEs productivity is not satisfactorily. These lower productivity levels in UAE's SMEs reflects a poor business performance and are attributed to (1) low focus of businesses on improvements/reengineering of business processes to improve

efficiency (2) limited focus of businesses on training, development and upskilling of employees due to the transient nature of the workplace (3) limited adoption of advanced level Information and Communications Technology (ICT) systems by businesses. These rationales above have impacted the productivity level of SMEs in the UAE (Dubai SME, 2014).

Moreover, Dubai SME (2019) also stated that the level of technology adoption amongst UAE SMEs is either inline or slightly underperforms global benchmarks related to information and communication technology benefits amongst global SMEs. Although SMEs in UAE have high digitization benefits levels for basic use, document management, and customer engagement, the uptake of enterprise solutions and e-commerce remains comparatively weak. Hence, SMEs in UAE are not adequately aware of key contemporary technologies and trends, thus reducing their preparedness to adopt such technologies adequately (Dubai SME, 2019). In addition, reports have suggested that SMEs have greater flexibility in operating ICT technologies than larger corporations and organizations that are more structured in their decision-making process. However, a good fraction of SMEs in the UAE does not integrate ICT technologies such as social media in their businesses (Ahmad *et al.*, 2019; Effendi *et al.*, 2020; Olanrewaju *et al.*, 2020; Tajudeen *et al.*, 2018). According to (Ahmad *et al.*, 2019), social media has become an increasingly predominant tool for building reputable brands in the modern business landscape. Similarly, Eze *et al* (2020) note that social media positively transforms the growth and survival of SMEs because it has become a vital advertising tool in the ever dynamic and changing business environment. However, in many developing countries, including the UAE, social media benefits by SMEs has failed to prove such relationships because of the uncertainty of the usage by SMEs (Ahmad *et al.*, 2019; Eze *et al.*, 2019).

In addition, Ahmad *et al* (2019) explained many UAE SMEs do not have the skills to efficiently promote their products or services or gather enough customers to grow and be sustainable. Additionally, these SMEs also do not have adequate resources to deploy external marketing support. Thus, effective use of social media may help to improve productivity and upscale SME business performance. Ahmad *et al* (2019) also, note that although social media use in the UAE has increased rapidly, there were still issues surrounding online privacy concerns, leading the government to enact protective actions such as censorship/restriction and government regulations. These actions reflect a cultural antecedent that may help explain the impact of social

mediation benefits on SME business performance vis-a-vis the organizational culture of SMEs in the UAE.

Moreover, organizational culture can have a positive impact on performance, via the integration of values, beliefs and norms within the organization, which in turn helps shape the way employees of the organization interact and engage with each other (Leithy, 2017; Khan *et al.*, 2020). Hence, Specific cultural values may be more or less conducive to effective decision making; responding to and learning from mistakes, teamwork and interdepartmental synergies and creativity (Kassem *et al.*, 2018). According to Abdul-Halim, Ahmad, Geare, & Thurasamy (2018) organizational culture significantly influence social media marketing tools towards organizational performance. Gorondutse & Hilman (2019) the result shows that organizational culture significantly influences the relationship between social media tool organizational performance. Empirically, scholars have found that organizational culture has a profound moderate relationship between technological factors and performance of the companies (Kharraz & Boussema, 2021; Ali Alneyadi, 2022). In other words, organizational culture positively moderates the relationship between some of the organizational and technological factors and organizational performance in different research context (Samuel *et al.*, 2017; Zhaofang Chu, Linlin Wang, 2018; Mohammad Javad Ershadi, 2019; Saha & Saraf, 2018).

To add to this, prior studies that investigated on the factors that can enhance SMEs productivity/performance; for example, Leithy (2017); Sangi, Shuguang & Sangi (2018); Salem & Salem (2019); Ahmad Syed (2019); Abed (2020); Alraja, Khan, Khashab & Aldaas (2020); Fan, Qalati (2021); Fang, Qalati, Ostic, Shah, & Mirani (2021); Palalic, Ramadani, Mariam Gilani, Gërguri-Rashiti & Dana (2021) Qalati *et al* (2022) these studies have recommended further extricable investigation on SMEs operating in UAE context. In the technology adoption context, the TOE framework (Tornatzky *et al.*, 1990) have often been used (Qalati *et al.*, 2022). Besides, previous studies have also employed other technology theories such as technology acceptance model (TAM), the theory of planned behavior and the theory of reasoned action and unified theory of acceptance and use of technology (UTAUT). These theories introduced several factors that could influence the benefits and adaptation of the technology.

However, the TOE framework has received consistent empirical support in the SME context (Abed, 2020; Eze *et al.*, 2021; Fang *et al.*, 2021; Qalati *et al.*, 2022).

This is because, TAM and the UTAUT model, when used for ICT based innovation, overlook organizational, and environmental impact as argued by some recent scholars (Qalati *et al.*, 2022). Therefore, this research extended the TOE framework by adding the moderation effect of organizational culture to identify determinants of social media benefits and its effect on SMEs' performance in UAE, arguing that it can comprehensively demonstrate all of the aspects of determinants affecting social media benefits.

1.4 Research gap

Prior scholars argued that it is considered necessary to integrated both organizational and technological factors perceptions in a single model (Wong, Leong, Hew, Tan & Ooi, 2020); (Sikander *et al.*, 2021); also, Chiu *et al* (2017) suggested that due to the rapid development of information technology and its characteristic, whether a single theoretical model can be applied to all the subjects is still arguable. In the same vein, Emecheta (2015) who integrated technology acceptance model (TAM), theory of planned behavior (TPB) and TOE frameworks and expanding their characteristic constructs for e-commerce adoption by SMEs; stated that it would be important to combine more than one theoretical model in future studies in order to have a better understanding of the adoption of comprehensive innovation technologies (Wong *et al.*, 2020). However, as far as the previous studies reviewed, very limited efforts have studied on both internal and external factors viewpoint in a single model (Saeed & Hamid, 2021). Mostly, past study focused on either social media adoption and SMEs performance using a single theory Alhaimer (2019); Saxton, Ren & Guo (2020); Alraja *et al* (2020); Singh *et al* & (2020); Qalati *et al* (2021). Majority of these studies either examined the direct or indirect influence of social media on SME performance. Furthermore, Qalati *et al* (2021) notes that despite notable strides in research (Garg, Gupta, Dzever, Sivarajah, Kumar, 2020; Alalwan, 2018; Wang, Cao, Park, 2019; Vithayathil, Dadgar, Osiri, 2020) on social media benefits in SMEs, few studies have investigated the use of social media to advance business practices and evaluated their effect on business performance (Garg *et al.*, 2020).

Thus, there is evidently a gap in the literature regarding studies investigating the mediating role of social media benefits in the relationship between TOE factors

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LIST OF PUBLICATIONS

Conference/ Journal Articles

1. Saeed Alhameli, Nor Abdul Hamid (2019) Impact of Social Media Marketing and e-Commerce on the Performance of SMEs in UAE: A Structural Equation Modelling” to the International Business Information Management Conference (35th IBIMA) Seville, Spain 1-2 April, 2020 has been accepted for presentation at the conference. (ISBN: 978-0-9998551-4-0) as a full paper **Scopus**.
2. Saeed Alhameli, Nor Abdul Hamid (2020) Mediating Effect of Organizational Culture on the Relationship between Social Media Marketing Agents and SMEs Performance in UAE" (35th IBIMA) Seville, Spain 1-2 April, 2020 has been accepted for presentation at the conference. (ISBN: 978-0-9998551-4-0) as a full paper **Scopus**.
3. Saeed Alhameli, Nor Abdul Hamid (2020) The Influence of social media Tools on SMEs Performance: Case of United Arab Emirates” to the International Business Information Management Conference (35th IBIMA) Seville, Spain has been accepted for presentation at the conference. (ISBN: 978-0-9998551-4-0) as a full paper **Scopus**.
4. Saeed Alhameli, Nor Abdul Hamid (2021) Factors Influencing SME Performance: The Mediating and Moderating Role of Social Media Benefits and Organizational Culture. Accepted for presentation and publication 2nd Asia Pacific International Conference on Industrial Engineering and Operations Management, Surakarta, Indonesia, September 13-16, 2021. <https://www.xcdsystem.com/IEOM/abstract/index.cfm?ID=Vts8g4A>.
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5. Saeed Alhameli, Nor Abdul Hamid (2021) Factors Influencing the SME Performance in The United Arab Emirates. Accepted for presentation and publication 2nd Asia Pacific International Conference on Industrial Engineering and Operations Management, Surakarta, Indonesia, September 13-16,2021. **Scopus**.
6. Saeed Alhameli, Nor Abdul Hamid (2021) The Relationship TOE Framework, Social Media Benefits and SMEs Performance. Accepted for presentation and

publication 2nd Asia Pacific International Conference on Industrial Engineering and Operations Management, Surakarta, Indonesia, September 13-16,2021. **Scopus**.



VITA

On the twenty-fourth of June 1973, Saeed Khalfan Rashid Al-Hameli was born from an Emirati family. He enrolled in Ibn Rushd Primary School in 1978 and graduated in several schools, finishing at Abu Obeida Ibn Al-Jarrah Military Secondary School in 1987. In 1993 he traveled and completed his diploma studies. In Britain, at Hastings College, majoring in Electronics and Communications Engineering, from which he graduated in 1996. He joined government work until his children grew up. After that, the author proceeded to Khawarizmi International College where he obtained his first Degree in Information Technology graduated in 2014. Upon completion of that the first degree, the author continues his master degree in Master of Business Administration (MBA) at Abu Dhabi School of Management and graduated in 2016. Then in the same year of 2016 joined directly at Tun Hussein University in Malaysia and finished his studies. PhD in 2022, September, in a research thesis in the field of using social media and its impact on the performance of small and medium companies. Saeed took on many responsibilities, including work, project management, educating his children, and taking care of his family. He devoted his life to doing research in areas of specialization.

