International Journal of Multidisciplinary Research and Growth Evaluation.

Factors that influence acceptance and use of social media marketing tool within SMEs industries in emerging economies: Empirical analysis from Ghana

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Article Info

Abstract
As more and more firms want to connect with different stakeholders through social media, plans to build a presence on these platforms are becoming part of top-level strategy. This research verifies a conceptual framework that extends the Technology Acceptance Model (TAM) in order to determine the factors that influence acceptance and use of social media marketing tool within SMEs industries in emerging economies. Using a simple random approach, data was obtained from 50 small and medium-sized enterprises (SMEs) in Ghana, with 314 IT-and management-related employees submitting valid response. In addition, partial least square structural equation modelling (PLS-SEM) was utilized to evaluate and assess the hypotheses given in this research. The findings indicate that perceived usefulness, perceived ease of use, and behavioral intentions to use social media marketing have a positive effect on the actual usage of social media marketing by SMEs, whereas perceived cost has a negative effect on the actual usage of social media marketing. The findings also suggested that transformational leadership moderates the relationship between behavioral intention to use social media marketing and actual usage of social media marketing. Additionally, the research contributes to the existing literature on social media adoption factors and reinforces factors such as perceived usefulness and perceived ease of use to the relatively small number of empirical studies undertaken on social media marketing adoption factors in developing countries. Finally, this paper has significant implications for practitioners and scholars interested in examining the adoption of social media marketing by SMEs.

Keywords: Social media marketing, behavioral intentions, actual usage, transformational leadership, technology acceptance

Introduction

The Internet and its accompanying technologies, such as social media platforms, have drastically altered the way in which people connect with one another. In the past two decades, an increasing number of businesses and organizations have utilized electronic communications to perform their marketing operations, establishing a foundation for e-rapid marketing's expansion (El-Gohary, 2012) [22]. Without a doubt, the electronic platform has changed the market's conventional purchasing and selling process. According to (Kaplan & Haenlein, 2010) [41], social media is "a set of interconnected online tools that expand upon the underlying principles of Web 2.0 in order to facilitate the sharing and dissemination of user-generated content". Consequently, its acceptance by the corporate world has increased exponentially over the last decade (Misirlis & Vlachopoulou, 2018) [51]. SMEs now rely heavily on social media to build meaningful connections with their target customers (Chung *et al*., 2017) [16].

However, owners/managers participating in the growth and development of SMEs will be driven to utilize social media marketing only if they perceive the tools to be beneficial and safe to use. Therefore, choices regarding the usage of social media marketing are only made by SMEs when their application is deemed favorable (Koronios *et al*., 2020) [44]. Blogs such as Facebook, Twitter, and many other social networking sites may be used in social media marketing to encourage two-way communication between companies and their consumers (Järvinen *et al*., 2012) [37].

As of June 2022, Facebook has around two billion monthly active users, YouTube had roughly one hundred and ninety million subscribers, and Tiktok had roughly fifty million users (Statista, 2022) [63]. These data highlight the widespread adoption of social media technologies and, by extension, its enormous impact. As a consequence, a growing number of researchers are delving into how businesses are using social media to deepen their connections with consumers and expand their reach (Ahi *et al*., 2017; Allison, 2016; Nisar *et al*., 2019) [2, 6, 55]. To better comprehend the good and negative consequences of the social media for the enterprise, previous research have explored the key aspects that compose the social media (Felix *et al*., 2017; Labrecque *et al*., 2013) [25, 46]. The utilization of various social media outlets has been heralded by other prior research as the next source of competitive advantage (Irma *et al*., 2016; Siamagka, N.T. and Christodoulides, George and Michaelidou & Valvi, 2015) [36, 62].

However, social media marketing is not a novel idea in Ghana. Not all organizations (big, SMEs, and microenterprises) in Ghana are digitized, despite the fact that some have business websites. (Dzisi *et al*., 2014) [20] found that few SMEs in Ghana use social media (Facebook and Instagram) to advertise their products and services, in favor of more traditional channels like television and radio, newspapers and magazines, banners and billboards, and branded paraphernalia. Most SMEs in Ghana are unable to digitize their operations for a variety of reasons, including a lack of knowledge in ICT and the use of software, a lack of e-vision leaders, the high cost of internet packages from Ghanaian telecommunications providers, the expense of aligning or incorporating IT into businesses, and a reluctance to pay high salaries for IT personnel who can manage digital platforms. Nevertheless, SMEs in Ghana are still being encouraged to employ or contemplate the use of social media marketing tools in order to become stable, competitive, and inventive in the face of the numerous obstacles they confront on a daily basis in their company operations. Furthermore, the exponential growth of new technology presents new leadership difficulties and calls for established leadership to accommodate continuous global shifts (Bass, 1990) [9].

As a corollary, research has demonstrated that transformational leadership has a significant impact in encouraging individuals to try new methods and techniques in the workplace (Pieterse & Knippenberg, 2010) [57]. This is because technical advancements and the process of change are accelerated by the motivation provided by transformational leaders to their followers (Wei *et al*., 2021) [72]. As a result, the role of transformational leadership must be included into organizational efforts if they are to create a setting that encourages all workers to accept and utilize new technologies, such as SMM, for their daily routine duties and activities.

Hence, it has become a research requirement to address the following objectives;

1. To examine the factors which can predict the implementation of SMM in Ghana SMEs.
2. To assess the effect of behaviour intention to use social media marketing on the Actual usage of social media marketing in Ghana's SMEs.
3. To analyse the moderating role of transformational leadership in the relationship between behaviour intention to use social media platforms and actual usage of social media platforms in Ghana SMEs.

The study adds to the existing body of knowledge in the following ways: First, the majority of previous research on the impact of social media on firms has been based on data collected from developed western areas (e.g., Europe and the United States) (Bhimani *et al*., 2018). Despite growing empirical evidence showing SMEs in emerging economies are embracing IT, the vast majority are still having difficulty with their social media marketing adoption activities (Allison, 2016; Kabanda & Brown, 2017) [6, 40]. Thus, the research adds to the literature on SMEs development in emerging economies by identifying the factors that affect the adoption of social media marketing. Currently, the available research lacks a theoretical framework of factors affecting Ghana's SMEs use of social media marketing. Therefore, the study has extended the TAM conceptual framework for identifying determinant variables of SMEs social media marketing adoption by analyzing the moderating role of transformational leadership in the relationship between SMEs' behavioral intention to use social media platforms and their actual usage of social media platforms in emerging economies, Ghana in particular. This research concludes by enhancing the theoretical understanding of social media adoption and providing businesses, executives, investors, and decision-makers with actionable recommendations to promote the use of social media platforms as a performance-enhancing marketing approach.

The remainder of the article is organized as follows: first, the theoretical foundation, followed by the development of the conceptual model that served as the study's foundation. Second, the study's data collection method, data analyzing technique, and measurement of variables procedures. Thirdly, the study's findings are presented with discussions. The study concludes with a discussion of the results and their implications, a conclusion, and limitations.

Theoretical Background and Hypothesis development
Technology acceptance model.
The study utilized both the Technology acceptance model (TAM) and transformational leadership theory. (Davis, 1989) [17] created Technology acceptance model (TAM) as one of the fundamental information systems theories to explain how consumers learn to embrace and use a technology. The TAM is based on another well-known theory in social psychology, the theory of reasoned action (Ajzen, 1975) [3], which proposes that a person's actions may be understood in terms of their intentions. According to TAM, the attitude and desire to use a new technology are best explained by the user's perceptions of the technology's perceived usefulness and perceived ease of use. Attitudes toward the behavioral on the part of the person and societal norms, such as the idea that certain people or a group would accept or disapprove of the behavioral, are the two components that ultimately define the level of intent. In light of this, many claim that TAM is the most powerful model for elucidating why people choose to embrace certain technologies (Troshani *et al*., 2011) [68]. This article expands upon prior research using the TAM by analyzing the moderating role of transformational leadership in explaining the elements driving the adoption of social media marketing.

Hypothesis development
Perceived Usefulness and Behavioral Intention to use social media marketing
Davis, (1989) [17] defined perceived usefulness (PU) as "the

extent to which a person believes a certain strategy will enhance his or her work performance". That is, potential adopters weigh the costs and benefits of adopting a technology based on the perceived long-term value it will bring them (Viswanath Venkatesh, 2000). In the context of this study, it can refer to the possibility that using social media marketing would have a long-term value hence increase the behavioral intention to use social media platforms as a marketing tool in SMEs. In the past, the usefulness of technology has played a crucial role in encouraging its adoption (Celuch & Indiana, 2016) [13]. It has been observed that the concept of usefulness is linked to user intention to make use of technology, which is a core idea behind TAM (Wu *et al*., 2018) [73]. It has also been shown that a sense of usefulness is positively associated with the intention to use the relevant technology (Kim, 2019) [43]. SMM is believed to bring several advantages to SMEs, including the ability to gather information on SM users, such as customers and even competitors (Tajudeen *et al*., 2018) [65]. It is therefore hypothesized that;
H1: PU has a positive effect on BIU

Perceived Ease of Use and Behavioral Intention to use social media marketing.
The perceived ease of use of a technology is defined as "how little effort a user anticipates exerting in order to make full use of that technology"(Davis, 1989, p. 14) [17]. A user's perception of how easy something is to use may affect both their performance and their willingness to accept new technologies (Viswanath Venkatesh, 2000). We define perceive EU as the effort-free nature of the social media site in the context of social media marketing. SMEs may employ the platform based on its usability and its ability to assist them in achieving their social media-related objectives. (Nather *et al*., 2015) [53] Argue that consumers' perception of the simplicity of e-commerce technologies is a crucial factor in determining whether or not they will be used. (El-gohary, 2019) [21]. similarly indicated that perceived ease of use impacts e-marketing adoption choices. Users are more inclined to adopt a platform that they consider as effortless and intuitive (Gao, 2015) [28]. Employees who perceive their experience with the new technology to have been simpler than anticipated are driven to adopt an innovative system or technology (Hwang, 2021) [35]. In this research, SMEs would not hesitate to employ SMM if they perceive its installation and usage to be simple. Consequently, the following hypothesis is formed:
H2: PEOU has a positive effect on BIU

Perceived Cost and Behavioral Intention to use social media marketing
Cost will be defined as the perceived costs of social media adoption (Wang *et al*., 2011) [71]. Cost's influence on a person's behavioral intention and actual usage of technology has yielded contradictory findings, according to the findings of several studies (Sulaiman Ainin, Farzana Parveen & Jaafar, 2015) [64]. In the present research, perceived cost is conceptualized as the expense associated with SME social media adoption. Provided the smaller size of SMEs, given "resource considerations (such as time and money) are limited, and these limits are extensively documented in the small company literature" (Alford *et al*., 2015) [5]. According to (Hossein *et al*., 2016) [32], the cost of adopting new technology is a major factor to consider when making a

decision regarding the possibility of adopting technology. The costs associated with introducing cutting-edge technology to a company are often significant, including the acquisition of new hardware and software, the hiring of specialized staff, and the setup of new servers and other infrastructure. As a result, SMEs have had to be extra frugal with their expenditure (Maduku *et al*., 2016) [50]. In light of this, some SMBs' plans to embrace social media marketing tools may be impacted by cost uncertainty or hardship. We thus hypothesize;
H3: PC has a positive effect on BIU.

Behavioral Intention to use and Actual Usage of social media marketing.
According to (Keegan, B J and Rowley, 2016) [42], behavioral intention is a motivating component that determines the likelihood of a certain activity. Meanwhile, (Approach *et al*., 2019) [7] defined actual usage as the repeated use of technology over time. (Praveena & Thomas, 2014) [58] concur that attitude is a significant factor that affects the intent to continue utilizing Web technologies. The behavioral intention of SMEs to use social media marketing (SMM) is a significant component for understanding their behavior toward adopting SMM (Chatterjee *et al*., 2021) [14]. (Elbanna *et al*., 2019) [23]. Social media marketing platforms are seen as simple tools for SMEs to communicate online with prospective consumers or for customers to share opinions with other customers. If SMEs believe that implementing SMM will provide them with benefits, they will implement SMM and attempt to align the intentions of their employees to obtain those benefits. Consequently, we propose the following hypothesis:
H4: BIU has a positive effect on AU.

The moderation role of transformational leadership
Leadership has been demonstrated to play a crucial part in how subordinates evaluate the value of new technologies and decide whether or not to use them in the workplace. (Shao, 2019) [61]. People require a clear leadership vision on technology usage to come on board and accept new technology (Salih *et al*., 2016) [60], hence important criteria like ease of use and usefulness are not enough. Thus a leader's transformational influence, followers may be inspired to try new things and adopt cutting-edge technologies (Aryee *et al*., 2014) [8]. (Taylor & Seo, 2012) [66] Discovered that transformational leadership has a positive significant effect on employee's behavior, which were then associated with implementation-supporting actions. Thus, transformational leadership does not directly impact innovation processes, but rather attempts to alter employee behavioral (Afsar & Badir, 2014) [1]. Leveraging resources, emphasizing the need for change, disseminating innovations, and motivating followers to adopt these new practices are all ways in which a transformational leader may aid in the creation and implementation of new methods at the organizational level (Jebsen *et al*., 2022) [59]. Resistance to change is one of the most frequent obstacles to implementing technology change, and social media marketing is no exception. Therefore, transformational leadership functions as a remedy for SME workers, inspiring their inventive ideas and motivating them to freely adopt a new method. Hence, SMEs need the transformational leadership's assistance to stimulate and encourage their adoption of a new system, so that the adoption of the new system produces some value.

Consequently, we give our subsequent hypothesis;
H5: TFL moderates the relationship between BIU and AU

Conceptual framework
Due to the diverse character of SMEs and their incorporation of active social media practices, it is highly urged that a sound theoretical framework is required for this study to show the factors that influence acceptance and use of social media marketing tool within SMEs and the moderating role of transformational leadership presented in figure 1 based on the study's proposed hypothesis and theoretical underpinnings.
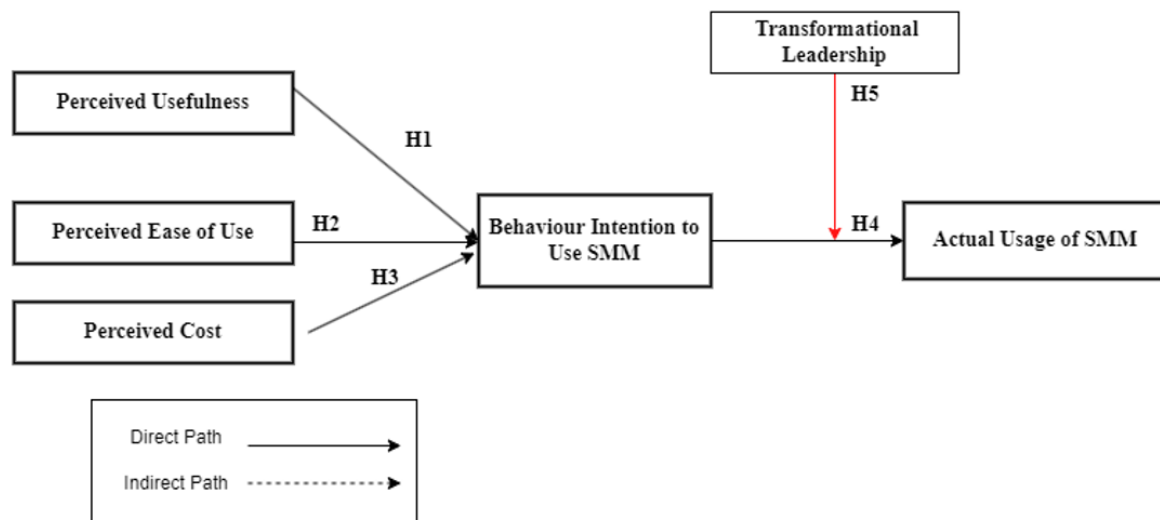

Fig 1: Research conceptual framework

3. Data collection and Methods
There were two main motivations for completing the research in Ghana. Social media is a relatively new phenomenon in Ghana, a country with a developing economy, and its popularity has increased consistently over the last few years, although slowly at first. In addition, study participants were located in the Greater Accra Region of Ghana, which is the most populous region in the country and home to numerous SMBs. 50 SMEs from the Greater Accra Region were chosen using a simple random technique to represent a wide range of service sectors, including food and beverage, retail, clothing, beauty, entertainment, and telecommunications. The sample was selected based on two criteria: the industry or economic sector in which the companies operated and their social media presence. The data was acquired by distributing a questionnaire through email and WhatsApp to 500 IT- and management-related staff at the 50 chosen SMEs. The participants were also guaranteed that their privacy and identities would be rigorously protected. The questionnaire was designed to gain insight and comprehension into the use of social media marketing tool by SMEs and the influence of leadership on their intentions to adopt social media marketing tools. All 500 potential respondents were asked to react within three months (April 2022 to June 2022). Within the allotted timeframe, 326 replies were received (response rate of 81.5%). 12 of these 326 replies were judged to be incomplete and were thus disregarded. Therefore, an analysis was conducted using 314 viable answers to 29 questions.

Participants Profile analysis
In this research, we asked participants five demographic questions on their gender, age, degree of education, years of work experience, and industry. There was n= 179 (57%) male respondents and n= 135 (43%) female respondents. In addition, most of the respondents were between the ages of 25 and 35, and n = 207 (66%) holding a bachelor's degree, n = 69 (22%) holding a master's degree, and the remaining n =

38 (12%) had some other educational level. n = 195 (62%) respondents had between 5 and 10 years of job experience; n = 59 (19%) respondents had over 10 years of experience in the work force; n = 47 (15%) respondents had between 2 and 4years work experience; and n = 13 (4%) respondents had less than one year of work experience. 35% of respondents worked in the food and beverage sector, 25% in the apparel industry, 21% in the cosmetics industry, and 19% in the entertainment and telecommunications industry.

Measures
All the constructs' items were measured using a response format of a five-point Likert scale where 1 represents "Strongly Disagree," and 5 represent "Strongly Agree." A series of TAM questions was adopted from previous studies and questions concerning transformational leadership employed the Bass and Avolio multivariate leadership questionnaire developed in 1994.

Perceived usefulness
Perceived usefulness was measured using five items adapted from the studies (Davis, 1989; Keegan, B J and Rowley, 2016) [17, 42]. The study used items such as "I believe that social media platform is a valuable tool for marketing". The Cronbach alpha for this construct was 0.831.

Perceived ease of use
Perceived ease of use consisted of five items adapted from (Davis, 1989; Keegan, B J and Rowley, 2016) [17, 42]. The research used items such as "I like to use social media platform for connecting with my customers as it is easier to use". The Cronbach alpha for this construct was 0.801.

Perceived cost
Perceived cost was measured with 4 items using the scale developed by (Lian *et al.*, 2014) [47]. The study used items such as "Social media is more cost-effective than other types

of marketing or customer service technologies". The Cronbach alpha for this construct was 0.831.

Behavioral intention to use

Behavioral intention to use was measured with 5 items adapted from the studies of (Jooyeon Ha; Jang, 2010; Keegan, B J and Rowley, 2016; Wu et al., 2018) [73, 42]. The research utilized items such as "I intend to use social media platform for marketing purpose in future". The Cronbach alpha for this construct was 0.885.

Transformational leadership

We assessed transformational leadership behavioral through 5 items adapted from (Bass & Avolio, 1994). Sample items included, "My leader has a clear understanding of where we are going". The Cronbach alpha for this construct was 0.885.

Actual Usage

Actual usage was measured with 5 items adapted from the studies of (Galati, A., Crescimanno, M., Tinervia, S. and Siggia, 2015; Kaplan & Haenlein, 2010; Walsh & Lipinski, 2009) [41, 27, 70]. The study used items such as "I everyday use social media to understand my customer needs". The Cronbach alpha for this construct was 0.880.

Data analytical Approach

For data analysis, structural equation modeling (SEM) using the partial least square (PLS) technique was utilized. First, this technique's effectiveness in the formulation of theories has led to its extensive use in other disciplines, including marketing, information systems, strategic management and human resource management (Hair et al., 2019) [29]. PLS-SEM is gaining popularity in management science as a second-generation multivariate statistical method that permits simultaneous analysis of complicated interrelationships between variables (Benitez et al., 2020) [11]. PLS is also a viable option when sample sizes are modest. Thus, PLS-SEM may be used with substantially fewer sample

sets, even when extremely complicated models are being analyzed (Hair et al., 2019) [29]. PLS-SEM offers extensive methods for analyzing data, including the common method variance analysis, discriminant validity, and multi-group analysis (NF Richter, 2017) [54].

Results and Discussion
Reliability and Validity

Reliability is about internal consistency which refers to the degree to which several questions measure the same concept. To have strong internal consistency, Cronbach's alpha should exceed 0.7 and composite reliability should be greater than 0.6 ((Hair et al., 2019; Hair Jr. et al., 2017) [29, 30]. Cronbach's alpha threshold values for components in this research were between 0.801 and 0.885, whereas CR coefficient values were between 0.870 and 0.917 presented in Table 1. (Dijkstra & Henseler, 2015) [19] also suggested that the "Rho A" coefficient may also be used to measure the reliability of the PLS construct scores. The threshold construct values for Rho-_A should be more than 0.70. Rho_A values ranged between (0.851 and 0.908). Therefore, the reflective model may be regarded as devoid of reliability concerns. Concerning convergent validity, (Hair et al., 2019) [29] suggested that the average variance extracted (AVE) must be less than 0.5. In this study, AVE values ranged between (0.577 and 0.688), indicating an adequate degree of convergent validity.

Common Method Bias (CMB)

Before examining the study's structural model, the variance inflation factor (VIF) was employed to find CMB evidence. According to (Kraus et al., 2020) [45], the data may include common method bias (CMB) since exogenous and endogenous variables were concurrently collected from the same respondent. As a rule of thumb, VIF should be less than five indicating no Multicollinearity (Benitez et al., 2020) [11]. The results of CBM, shown in Table 1, shows VIFs values were between (1.068 and 4.808) which are all below the acceptable threshold of five.

Table 1: Results of measurement model and VI

Constructs	Items	Outer Loadings	CA	Rho_A	CR	AVE	VIF
	PU1	0.713	0.831	0.851	0.889	0.628	1.964
	PU2	0.927					2.829
Perceived Usefulness	PU3	0.907					3.278
	PU4	0.877					3.440
	PU5	0.810					
							1.270
	PEOU1	0.847	0.801	0.851	0.870	0.590	4.808
	PEOU2	0.861					3.879
Perceived Ease of Use	PEOU3	0.878					3.168
	PEOU4	0.707					1.068
	PEOU5	0.845					
							2.829
	PC1	0.792	0.831	0.861	0.871	0.577	3.278
	PC2	0.786					3.440
Perceived Cost	PC3	0.843					1.081
	PC4	0.824					
							2.789
	BIU1	0.886	0.885	0.894	0.917	0.688	2.872
	BIU2	0.920					1.528
Behavioral intention to use	BIU3	0.898					2.416
	BIU4	0.879					1.378
	BIU5	0.726					
							1.917
	AU1	0.788	0.880	0.908	0.914	0.685	3.176

	AU2	0.868					2.416
Actual usage	AU3	0.896					2.511
	AU4	0.889					2.789
	AU5	0.718					2.872
	TFL1	0.821	0.885	0.888	0.916	0.688	1.892
Transformational Leadership	TFL2	0.855					1.964
	TFL3	0.865					2.829
	TFL4	0.860					3.278
	TFL5	0.737					3.440

Assessing reflective model
Discriminant Validity (Fornell- Larcker Criteria)
According to the (Fornell & Larcker, 1981) [26] criteria for discriminant validity, the square root of AVE must be greater than the construct's equivalent correlation coefficients with other constructs. The square root of the AVE and the relationships between components are shown in Table 2. From the results, correlations between the constructs are smaller than the square root of the AVE implying discriminant validity.

Table 2: Discriminant validity (Fornell-Larcker Criterial)

Constructs	PU	PEOU	PC	BIU	AU	TFL
PU	0.793					
PEOU	0.491	0.768				
PC	0.767	0.603	0.760			
BIU	0.702	0.420	0.657	0.830		
AU	0.440	0.969	0.591	0.290	0.828	
TFL	0.714	0.417	0.667	0.998	0.290	0.629

Heterotrait- Monotrait Ratio (HTMT)
The correlation ratio between the different dimensions was calculated using the average heterotrait–monotrait (HTMT). According to (Hair et al., 2019; Nitzl et al., 2016) [29, 56]. HTMT ratio values for all components should be less than 0.90. From Table 3, all values are reported to be less than 0.90 indicating that the constructs in this research have strong discriminative validity.

Table 3: Heterotrait- Monotrait Ratio (HTMT)

Constructs	PU	PEOU	PC	BIU	AU	TFL
PU						
PEOU	0.644					
PC	1.203	0.644				
BIU	0.821	0.530	0.821			
AU	0.553	1.134	0.553	0.323		
TFL	0.821	0.530	0.821	1.129	0.323	

Model Performance and Goodness of Fit
Some of the fit indices, such as the goodness of fit index, R-square (R^2) and Stone-Q Geisser's square (Q^2), standardized root mean square (SRMR), RMS_theta, and normal fit index (NIF), were used to determine if the model is accurate or not.

R^2 refers to the predictive accuracy of the predictor variable(s) on the corresponding construct. The R^2 of 0.677 implies that, perceived usefulness, perceived ease of use, perceived cost, behavioral intention to use, and TFL account for 67.7% of the variation in AU. According to (Dijkstra & Henseler, 2015) [19], Q^2 (0.556) values greater than 0 suggest that the model has predictive relevance. Results indicate that Q^2 values were greater than zero, showing the predictive relevance of the model. In addition, SRMR, RMS_theta, and NIF are often employed to evaluate the model's fit in PLS-SEM. The standardized root mean square (SRMR) must be less than 0.08 ((Hu & Bentler, 1998) [33] for the model to be regarded a satisfactory fit. The SRMR for the model evaluation is 0.021. RMS_theta values below 0.12 indicate a satisfactory model fit (Dijkstra & Henseler, 2015) [19]. The RMS_theta value for this study is 0.007, suggesting good fit. Also, (Hu et al., 2009) [35] suggests that NFI greater than 0.9 indicates a model's good fit. The normal fit index (NFI) of the study's model is 0.924. Based on this study's results, the model is usually regarded as a good fit.

Hypothesis testing
Direct Path Evaluation
This study employed PLS bootstrapping with 5000 bootstraps with 314 cases to provide findings about paths and their degree of significance. Table 4 presents the results of the bootstrap. Following SEM analysis, all of the study's hypotheses were supported except H4. PU has a positive effect on BIU (β = 0.026, t = 8.780, P = 0.000). Showing support for H1. Additionally, PEOU showed positive effect on BIU (β = 0.235; t = 18.686; P= 0.000), indicating that H2 was supported. The results showed a negative effect between PC and BIU, (β = -0.011; t = 0.900, P= 0.368, indicating H3 was not supported. Lastly, BIU had a positive effect on AU (β = 0.024; t = 25.639; P= 0.000), lending support to H4.

Moderation Evaluation
TFL's moderating effect on the relationship between BIU to use social media marketing and AU of social media marketing was evaluated using the PLS approach. Table 4 shows that TFL moderates the relationship between BIU to use social media marketing and AU of social media marketing (β = 0.013; t =76.961; P = 0.000), supporting H6.

Table 4: Hypothesis Testing Results

Hypothesis		β	t-Value	P-value	Decision
Direct Path					
H1	PU----------> BIU	0.026	8.780	0.000	Supported
H2	PEOU----------> BIU	0.235	18.686	0.000	Supported
H3	PC----------> BIU	-0.011	0.900	0.368	Not Supported
H4	BIU---------->AU	0.024	25.639	0.000	Supported
Moderation					
H5	TFL*BIU-AU	0.013	76.961	0.000	Supported

Goodness of Fit of the saturated model					
R^2	0.216-0.677				
Q^2	0.341-0.556				
NFI	0.924				
RMS_theta	0.007				
SRMR	0.021				

Discussion

This study aims to analyze the characteristics that impact the adoption of social media marketing tools by SMEs in Ghana as an emerging economy. This study further investigates the moderating effect of transformational leadership on behavioral intention to use SMM and actual usage of SMM. Five hypotheses were studied and evaluated. According to this study's results, the effects of the variables will now be explored below.

First, the research results indicate that PU influences BIS (H1). The reason may be due to the fact that, the adoption of SMM by SMEs is usually seen to be beneficial, resulting in several good effects. This is because SMM offers an efficient method for SMEs to market a brand, a service, or a company by building personal interactions with prospective customers. The study's findings were similar with those of previous research indicating that the perceived usefulness of SMM influences its adoption. (Celuch & Indiana, 2016; Han *et al.*, 2019; Tajudeen *et al.*, 2018; Wu *et al.*, 2018) [13, 73, 65, 31].

Second, the PEOU research had a positive effect on BIS (H2). These confirmed theories are consistent with TAM. This suggests that SMEs believe SMM to be more convenient than conventional storefronts in terms of reaching clients through social media platforms. SMEs that believe social media platforms to be simpler than anticipated are also self-motivated to adopt a new technology. This study's results are consistent with previous research (El-gohary, 2019; Gao, 2015; Hwang, 2021; Jeon, 2019; Nather *et al.*, 2015; Tripathi, 2018) [21, 28, 35, 53].

Third, the findings of this study showed that perceived cost has a negative effect on BIU (H3). These findings imply that, if the owners/managers of SMEs believe SMM adoption to be costly, there is a lower likelihood that they would embrace it. Implementing new technology in an organization is often expensive in terms of software/hardware, technical advisors, and online package installation. Due to this, SMEs tend to be careful with their capital expenditures, especially when investing in new technology, hence deterring SMEs owners from adopting SMM. Consistent with previous studies, the findings of the study indicates that, perceived cost has a negative effect on behavioral intention to use SMM (Al-qirim, 2014; Eze, 2009) [4, 24].

Fourth, the findings of this study showed that the behavioral intention to use SMM has a positive effect on Actual usage of SMM, (H4). This implies that the intention of SMEs to use SMM will motivate them to actually use SMM; thus, when an employee's intention is very strong towards executing a given action, that behavioral is extremely likely to be carried out. Therefore, the investigation is in accordance with previous findings(Approach *et al.*, 2019; Chatterjee *et al.*, 2021; Elbanna *et al.*, 2019; Praveena & Thomas, 2014) [7, 58, 14, 23].

Lastly, we discovered that transformational leadership moderates the relationship between BIU and AU (H5). The attributes of transformational leaders include serving as a role model, providing inspiring motivation, intellectual stimulation, and particular attention to personnel. These leaders are adept in developing the employees' interests and persuading them to take a novel method to problem-solving ((Bass, 1990) [9]. Clearly, a leader with transformational leadership characteristics will influence and motivate his or her followers, as well as provide them with individualized attention, to get acquainted with their skills and use their particular talents and inventions in cooperation. The workers' motivation will surely influence their purpose to utilize social media marketing tools. These findings are consistent with earlier studies indicating that transformational leadership influences SME adoption of SMM (Afsar & Badir, 2014; Aryee *et al.*, 2014; Rohlfer, Sylvia; Hassi, Abderrahman; Jebsen, 2022; Salih *et al.*, 2016; Shao, 2019; Taylor & Seo, 2012) [61, 60, 8, 66, 1, 59].

Theoretical Implications

The current study makes significant theoretical contributions. First, this research adds to the existing literature on SMM adoption and SMEs in emerging economies. Using the TAM framework, the current study's conclusions also apply to other emerging economies, including Ghana for whom there is little research on. Second, the research included two exogenous factors derived from TAM, namely perceived usefulness (PU) and perceived ease of use (PEOU), as well as the external variable perceived cost (PC). The addition of perceived cost (PC) in the model may further support the inclusion of a variety of relevant factors that influence the behavioral intention of SMEs to use SMM. These variables may affect the performance of SMEs using SMM. Also, this research contributes to the current body of knowledge of technology adoption by expanding TAM framework by exploring the moderating influence of transformational leadership on SMM adoption in SMEs. To the best of our knowledge, there are little to none comparable studies examining the benefits of SME transformational leadership in regards to using SMM to build sustainable company development in emerging economies such as Ghana. Consequently, the moderating influence of SMEs transformational leadership has increased the explanatory power of the suggested theoretical framework, which is regarded as the study's unique theoretical contribution.

Practical Implications

In addition to its theoretical implications, this research offers practical implications for SME owners/managers and field practitioners. The emphasis of the research was on how a variety of factors may encourage SMEs operating in emerging economies to foster an atmosphere conducive to SMM adoption. It also explored the significance of transformational leadership within SMEs in pushing employees to use SMM effectively. Consequently, the outcomes of this research will aid in the comprehension of the relevance of SM platforms for SME owners/managers. In addition, the results of the research confirm the perceived usefulness and perceived ease of use in adopting SMM, which encourages managers of SMEs to provide suitable training for their personnel. SMEs may also increase their

Perceived Ease of Use by leveraging particular tools, such as social media training sessions, online courses, and resources. These tools would aid a business owner or marketer in comprehending social media and its applications. Training interventions may also raise workers' knowledge of social media marketing through a thorough grasp of the advantages, how social media platforms may be used at the workplace, and the associated disadvantages. In addition, frequent meetings with employees at all levels might assist managers in realizing the potential of their efforts and assessing the performance of their initiatives so that they correspond with company objectives and goals. A strategic reason for implementing social media marketing will improve the company's marketing efficacy and overall success. Before promoting and training staff to use novel communication methods, SMEs should assess their present leadership style and organizational culture to identify any major challenges and potential remedies. Given the extensive research, transformational leaders have been identified as leaders who have a beneficial impact on their followers through inspiring and motivating them. SMEs owners/managers should examine favorable circumstances for SMM adoption, which includes the kind of leadership, and raise their understanding of the many variables that impact the adoption choice using the model created in this research.

Conclusion and Limitations
The researchers employed a quantitative methodology to evaluate the factors impacting the adoption of social media marketing tools by SMEs in emerging economies, particularly Ghana. To assess the factors, the technological acceptance model (TAM) was used. This study identifies three important factors that influence the behavioral intentions to use social media marketing, and concludes that perceived usefulness and perceived ease of use had a positive effect on behavioral intention to use social media marketing, whilst perceived costs had a negative effect on behavioral intention to use social media marketing. This suggests that before SMEs decide to adopt social media marketing tools, they must find it useful and simple to use with their current infrastructure; otherwise, SMEs would find it challenging to use the social media platform. Also, perceived cost is a crucial role in the adoption and use of social media marketing, since the majority of corporate objectives are to reduce costs and increase profits. In addition, behavioral intention to use social media platforms had a direct positive effect on Actual usage of social media marketing. These results also imply that transformational leaders are able to influence the intentions of employees to adopt SMM within SMEs for the improvement of organizational performance.

Few limitations exist in the present study, which may serve as a foundation for future research. First, the sample size represents a little proportion of all SMEs, and more research is required to confirm the findings. Secondly, we cannot simply support the study's results' generalizability since the research survey was conducted in a confined geographical location from SMEs in Ghana's Greater Accra Region. Academicians in this research field may undertake research in various geographic regions, taking into account the opinions of SME workers in other cities of Ghana. In addition, to guarantee the worldwide relevance of the study's results, further academic research should be done in globally dispersed SMEs. Thirdly, since the factors included in this research are drawn from the TAM framework, the

conclusions of this investigation may be limited (as context-specific). Future study should address the need for more complicated models of SMM adoption by triangulating multiple models, such as TOE and DOI, to better comprehend the SMM adoption process by SMEs in developing nations. Finally, future study may concentrate on a single social media platform, such as Facebook or Instagram, to achieve SMEs adoption rate and explore how adoption views may alter dependent on platform type.

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