

IMPACT OF SOCIAL MEDIA USAGE (SMU) ON FIRM PERFORMANCE (FP) WITH THE MEDIATING ROLE OF BRICOLAGE (B) AND ENTREPRENEURIAL ORIENTATION (EO) AS A MODERATOR



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THESIS ACCEPTANCE CERTIFICATE

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Declarations

I, M Iftikhar Khan, solemnly declare that this thesis, entitled Impact of SMU on small businesses performance with the mediating role of bricolage and EO as a moderator, embodies my original work and scholarly contributions, conducted under the guidance of Dr. Ayesha Abrar. It represents the culmination of dedicated study, analysis, and critical thinking in the field of management.

I affirm that all sources utilized in this thesis have been duly cited and acknowledged in accordance with established academic conventions and ethical standards. Any assistance received from individuals or organizations, be it data, resources, or guidance, has been appropriately acknowledged within the relevant sections of this thesis.

Furthermore, I assert that this thesis has not been previously submitted for the conferral of any other academic degree. The ideas, arguments, and conclusions presented herein are solely my own, supported by the evidence and analysis presented throughout this document.

I acknowledge the challenges and limitations encountered during the research process. Nonetheless, I have made diligent efforts to ensure the rigor and integrity of the research methods employed. The findings and conclusions presented in this thesis accurately reflect the data and analysis conducted during the course of this study.

I am steadfast in upholding the principles of academic honesty, integrity, and ethical conduct throughout this research. I have adhered to the relevant institutional policies and guidelines concerning research ethics, data handling, and confidentiality.

Abstract

The development of SM networks has completely changes the way businesses communicate and interact with its customers, especially for SMEs, that rely more on cost efficient marketing strategies. Here in this research we study the impact of SM usage on the performance of SMEs in the furniture sector of Pakistan, specifically the twin cities, Rawalpindi and Islamabad. We are focusing on the mechanism through which SMEs acquire SM platforms to enhance their overall business performance. Using the survey approach, we collected data from 234 SMEs in the furniture sector. The findings of this study confirms a significant relationship between SM usage and FP, leading to cost savings, satisfactory customers, and easy access to information. Furthermore, the findings of this study also confirm the mediating role of Bricolage in the relation between SM usage and FP. However, the findings of this study are in contrast to the moderating impact of EO on the relationship between SM usage and FP. The findings suggest that SMEs in the furniture sector of Pakistan can use SM marketing to improve its overall performance. The study also suggest to conduct further research on examining the moderating role of EO in the relationship between SM use and FP.

Keywords: Social media (SM), Small and medium sized enterprises (SMEs), Pakistan, furniture industry, Bricolage (B), Entrepreneurial Orientation (EO), Firm Performance (FP).

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CHAPTER 1:INTRODUCTION

This chapter describes the research's context and background, followed by its aims and objectives. The chapter also provides a quick summary of the existing literature and its gaps. The section then describes the scope and relevance of the research. It concludes with a concise review of the progression of the thesis.

1.1 Research Background

Companies all around the world are finding and developing new ways to expand their businesses and profit margins. Small businesses are dependent on constant growth to stay in business. Because of technological advancement, businesses can now provide services that were totally inaccessible. Indeed, innovation in the technological world, such as development of SM site have enriched businesses and enabled them to; develop novel business models and marketing approaches; improve management, communication, learning practices, collaboration and the encouragement of new forms of employee engagement (Urquhart and Vaast 2012). According to recent research, businesses may see a significant rise or drop in income as a result of their SM activities (Power 2013).

Kaplan and Haenlein (2010) define SM as "a set of internet tools that expand on the theoretical and technical underpinnings of Web 2.0. According to them the SM platforms are developed to promote the generation and distribution of User Generated Content. According to Chen and Lu (2020), SM platforms are internet-based platforms that enable individuals, groups, and organizations to create, share, and interact with user-generated content and each other.". According to Kietzmann and Canhoto (2018), incorporating SM marketing into a firm's overall strategy can help increase customer engagement, brand loyalty, and overall success in today's complex global business environment. In fact, Kietzmann and Canhoto (2018) argue that SM platforms have become "critical communication channels" for businesses to reach and interact with customers According to studies by Parveen et al. (2015), the usage of SM can have a major beneficial impact on an organization's performance by saving expenses, enhancing client relationships, and making data more accessible. As per Kimani (2015), the importance of social networking sites lies in its capacity to enable two-way interaction between a company and its clients, even if those clients are situated in various time zones, and in facilitating the business to make immediate, timely direct communication with its consumers at a cheaper cost and with higher

efficiency than it would be possible through more traditional channels of communication. As a result, businesses must keep track and assess their brand's exposure across numerous SM channels. This will allow them to monitor what customers think of the firm and its offerings, as well as obtain insight into how customers compare the business to its competitors.

Research has shown that SM platforms can have a significant impact on consumer behavior. For example, a study by Chen and Lu (2020) found that SM users are more likely to engage with and purchase from brands that have a strong SM presence. Similarly, a survey by GlobalWebIndex (2021) found that 54% of SM users reported discovering new brands and products on SM platforms. While social networking sites have become increasingly popular, their prevalence varies greatly between geographies and demographic groupings. Businesses need to know how their target demographics utilize SM so that they can modify their strategy accordingly.

Large and well-established organizations have a lot more assets and promotional budgets to work with, providing them an advantage over the competitors. This provides them with several opportunities to market their products to buyers (Jane, 2014). Small businesses, on the contrary hand, have limited choices for making their products apparent to consumers due to restricted connections and marketing expenditures. Because of very limited marketing resources, small firms' expansion potential is limited by the use of less expensive marketing strategies such as word of mouth. The majority of small businesses are in growing phase, and it is during this period that the engagement and attraction of new consumers is vital, therefore they must have a good online presence and access to consumers. Even before the internet, SMEs survived on word-of-mouth advertising. Because of the spread of the internet and online marketing, marketing logic has fully shifted from the sale of products to the provision of services, networking, interconnection, and client relationships (Vargo and Lusch, 2004). The logic of marketing has altered as a result of technology breakthroughs, dynamic alterations in the media landscape, and the creation of innovative online presence and marketing channels.

In Pakistan, the use of internet and SM is on rise. According to a survey by (Kemp, 2021), over 61 million people in Pakistan used the internet on a regular basis in January 2021. From 2020 to 2021, this figure increased by 11 million, or 21%. In January 2021, 27.5% of Pakistanis have home internet connectivity. With 61 million internet users, 46 million were on SM. During 2020 to 2021, the number of individuals who use SM increased by 9.0 million (24%). In January 2021, users of SM in Pakistan accounted for 20.6 percent of the entire population. In January 2021, it

was anticipated that there would be 173 million active mobile connections. By January 2021, there would be 6.9 million additional mobile connections across Pakistan, representing a 4.2% increase over the previous year. Similarly, according to a survey by Hootsuite (2021), 52% of businesses in Pakistan reported using SM for marketing purposes in 2021, compared to 45% in 2020. Additionally, the survey found that businesses that actively use SM for marketing reported higher levels of brand awareness, website traffic, and sales compared to those who do not use SM for marketing.

Furthermore, the growing importance of SM for businesses means that those who do not utilize it may be missing out on valuable opportunities. A study by Kietzmann and Canhoto (2018) found that SM can help businesses increase customer engagement, improve brand loyalty, and drive sales. In addition, a survey by We Are Social (2021) found that 43% of internet users in Pakistan follow brands on SM, indicating the potential for businesses to reach and engage with a large audience through these platforms.

Given the aforementioned, it is vital to investigate the topic of SM usage; thus, this study investigates the effect of SM use on FP in the Furniture sector in Islamabad and Rawalpindi.

1.1 Research problem

Small businesses have a significant impact on various global markets (Ahmedova, 2015). These enterprises, commonly known as SMEs, are vital for promoting local economic development and contributing to job creation, poverty alleviation, and overall economic growth. However, in the context of accelerating economic globalization, small businesses encounter significant obstacles (Gherghina et al., 2020). In addition to the increasing speed of economic globalization, the disruption caused due to the coronavirus pandemic also has a damaging impact on SMEs' performance (Liguori and Pittz, 2020). To cope with the disadvantages of limited resources and small size, small businesses use several types of tools and techniques (Alyoubi, 2015). In the middle of the corona virus pandemic, the only place from which small businesses can take support is the internet (Liguori and Pittz, 2020). The process of selling and ordering services/products over the internet known as E-commerce, has received a significant amount of attention in recent times (Turban, 2008). But SMEs usually struggle with resource limitations and find it difficult to obtain useful resources (Fackler, 2013). This situation may be more challenging in underdeveloped countries like Pakistan (Dahnil, 2014). Small businesses may struggle to

implement e-commerce due to their limited financial resources and lack of professional experience (Ghobakhloo, 2011). Despite this, an increasing number of small businesses are now able to function online, particularly considering the growth of SM sites like “Facebook, Instagram, WhatsApp”, and others that have made it simpler for small firms to build a global presence.

Multiple research studies have investigated the advantageous role of SM usage in the recent years. Altamimi (2012) advised businesses to use SM more professionally and to expand their marketing channels to meet customers demands, but the research scholar did not study the influence of organizational characteristics on SM usage level. Existing literature has shown that SM usage has a significant and positive impact on firm’s performance:

According to Durga's (2015) social networking sites provide a competitive advantage. By using Porter's 1985 framework for competitive advantage they concluded that SM usage is more than just posting comments on pictures and liking photos. It has far-reaching ramifications for both internal and external enterprise applications, such as information management and marketing products/services.

Khatib (2016) did a study, the main goal of this study was to understand that how SM platforms contributes to client purchasing decisions and whether this influence varies at different phases of the purchasing process. A questionnaire was issued to 310 individuals in the Aseer Region of Saudi Arabia to collect primary data. According to the study, the impact of SM varies based on the customer's position in the purchasing decision process.

Maecker et al. (2016) investigated the impact of interactions through company SM platforms i.e. Facebook pages, on customer relationship management. According to the findings, SM interactions facilitate upselling and reduce client attrition.

In 2016, Lam's conducted a structural analysis, this structural analysis generates an integrative framework that enables organizations to better comprehend their progress, as well as the practices that must be implemented throughout specific stages of the process, and to speed innovation when entering a new market. The SM framework was developed to be a useful planning tool for businesses which conduct team workshops to determine how to effectively use SM platforms when promoting a product.

Tajvidi and Karami (2017) research offers a fresh viewpoint on the impact of small businesses SM activities. The goal of this study was to understand the impact of SM on performance in the UK hospitality sector. Structural equation modeling was used to get results

based on the collected data. For data collection a mail survey was issued to 384 hotels throughout the United Kingdom. According to the analysis of data, there is a statistically substantial and favorable correlation between SM usage and performance. However, the data indicated that marketing competencies, such as innovation & branding, significantly and favorably influence the relationship between SM use and corporate success.

Sangi et al. (2017) conducted research, this research examines the factors that influence the purchasing decisions of Pakistani clients in S-commerce. They did empirical research on the elements that influence purchasing decisions on Facebook in underdeveloped nations like Pakistan. Using the essential aspects of TPB, they incorporated the number of Facebook Likes, Comments, and Recommended Posts with the fundamental determinants of social norms, i.e. Friends and Family, as the primary factors influencing the purchasing intentions of Facebook customers (Theory of Planned Behavior). They also cited cell phone usage as a significant factor. Utilizing the econometric software IBM SPSS, they analyzed statistically the survey data collected. The findings of this study indicate that family and cellphone use have a major impact on purchasing intentions. Other survey results indicate that Facebook is preferred over retail websites. The great majority of shoppers intend to purchase at least once every month. In Pakistan, women outnumber men in terms of active e-commerce engagement. On the basis of statistical information, they believe that utilizing SM, particularly Facebook, is advantageous for the growth of SMBs due to the active interaction of consumers. This research is of equal importance to the business communities of Pakistan and China because it provides solutions to the most common obstacles encountered by SMEs prior to launching a SM-based firm.

While numerous studies have explored the correlation between SMU and FP, limited research has been conducted within the specific context of Pakistan, particularly in the furniture sector of Islamabad and Rawalpindi. This study aims to fill this research gap by comprehensively examining the impact of SMU on the success of small firms, with a specific focus on the furniture industry in Rawalpindi and Islamabad. Moreover, this research seeks to investigate the mediating role of bricolage in the utilization of social networking sites by small businesses to enhance their performance, while also exploring the moderating influence of EO on the relationship between SMU and business performance. By undertaking this study, our objective is to provide valuable insights and practical implications that can assist small businesses in the furniture industry in

effectively leveraging SM platforms to enhance their performance within the unique context of Pakistan.

1.2 Research motivation and gaps

Despite the growing number of research studies conducted to study, the impact of SMU on SMEs, there is still a need for further research to study this relation in the context of furniture industry of Pakistan. This is because that almost none of the previous studies have explored the implications of this relationship between SMU and FP in the furniture sector. Therefore, there is a research gap and here in this study we aim to fill out this research gap. The identified research studies given below support our research gap and provide insights and recommendations for research in this context.

1. A study by Qalati et al., (2021) investigates the effects of technology-organizational-environmental (TOE) factors on SM adoption and SMEs' performance. This study not only identify the determinant of SM adoption, it also recommends potential avenues for future studies. The research suggests to study the impact of SM adoption on SMEs performance by considering the role of other variables such as customers and employee concerns. It also suggest to consider studying the impact of additional factors such as employee skills, in this relationship.
2. A research study conducted by (Ahmad et al., 2018) focuses on SM adoption and its impact on FP in the UAE. Although this study provide valuable information about the relationship between SMU and FP, but the study have limitation due to small sample size and reach. The study suggested that there is a need for further research to address these limitations by conducting the same research in other geographical regions and with greater sample size, to include different types of businesses.
3. The research by Tajvidi and Karami (2017) investigates the impact of SMU on FP in the UK hospitality sector. Although this study provides valuable insights about the positive association between SMU and FP, it recommends some avenues for future studies, which include replication of the same study in other industries and geographical regions, and exploring the impact of SMU on financial-based brand equity, consumer-based brand equity, customer relationship management (CRM), customer lifetime value, and advertising.

4. The impact of EO on SMU and FP: While research by (Fan et al., 2021) has examined the relationship between SMU and FP, there is a need to investigate the role of EO in this relationship. Fan et al. (2021) suggest that exploring the influence of EO on SMU and its impact on FP is an interesting area of future research.
5. Similarly, while research studies like (Sufian et al., 2020) have identified the factors that affect SM adoption for advertising to increase small business sales, the study also suggested there is a need for future research by increasing the sample sizes and gather a diverse range of opinions to obtain more accurate and meaningful results.

In short, the research gap in the literature is evident related to the impact of SMU on SMEs in the furniture industry of Pakistan. The current studies provide insights into the broader and general implications of SMU on SMEs but lack specific focus on the furniture sector in Pakistan. By addressing this research gap and incorporating the recommendations from the identified studies, here in this research we aim to investigate the impact of SMU on SMEs in the furniture sector of Pakistan, with bricolage as a mediator and EO as a moderator, having both theoretical and practical implications in this specific context.

1.3 Research Aim

The main goal of this study is to find out how using SM platforms affects the performance of small businesses. It will also look at the role that bricolage and EO play in this relationship.

1.4 Research Questions

Following are my research questions:

- What is the impact of SM usage on small businesses performance?
- What mediating role bricolage play between SM usage and performance?
- What moderating role EO play between SM usage and performance?

1.5 Research Objectives

My research aims are as follows:

- To investigate the effect of SM usage on performance of a firm.
- To study the role of bricolage as a mediator in the relationship between SM usage and FP.
- To investigate the role of EO in moderating the relation between SM usage.

1.6 Significance and Scope of the study

The current study aims to explore the impact of SM usage on small-sized businesses, specifically in Pakistan's furniture industry, using bricolage as a mediator and EO as a moderator. Previous research has examined the relationship between SM usage and its impact on FP. However, the research efforts in this field are limitless, and there is a lack of clarity on how firms use SM for their business purposes. Each firm tends to use SM as per its own understanding and vision to achieve the desired business objectives. Therefore, there is a dire need to investigate the entrepreneurs' SM usage to better understand its effect on small business performance. Additionally, firms' bricolage behavior is crucial in shaping how SM usage can impact their performance, coupled with EO as a moderating factor. The study was conducted in Islamabad and Rawalpindi, and the furniture industry was chosen due to its relevance to the economy. The findings of this study can provide valuable insights into the impact of SM usage on small-sized businesses and can aid entrepreneurs in making better decisions to improve their performance.

This research is of extreme importance to a number of stakeholders. The small-scale furniture firms operating in and outside of Pakistan are the primary audience for this study's relevance. These businesses' owners will be able to utilize SM platforms for online sales and product marketing, as well as how to make use of current resources rather than spending money on new, expensive ones. This will allow them to perform better and become more productive with fewer resources.

This research is also critical for other large and well-established businesses. Because the effects of SM usage on large businesses is similar to that of small businesses, they will be able to combine it with other sales channels to increase their sales success.

This study is critical for market researchers who seek to understand the changing trends of using SM in small businesses as well as the effects of SM usage on small businesses. This would allow them to successfully advise their clients on the importance of SM platforms for their enterprises. In addition, the study is essential for decision-makers in government and other organizations who are interested in learning how to increase the likelihood of commercial success for small enterprises.

1.7 Thesis Structure

This research thesis is structured into six distinct chapters. This chapter (chapter one) offers a summary of the study.

A review of the research that has been done on the basic ideas addressed in the thesis is presented in the second chapter. It begins with a comprehensive discussion of the usage of SM, and it provides SM-related literature. After that, there will be a discussion of the theoretical underpinnings of the research.

The third chapter delves into the study's methodology. It starts by outlining the research theory and design. Following that, an explanation of the geographical selection is provided, as well as a full discussion of how the quantitative investigations were carried out.

The findings and results of the quantitative investigation, which was done using self-administered questionnaires, are presented in Chapter 4. It investigates the effect of SM usage on business performance. It also looks into bricolage and entrepreneurship as a mediator and moderator respectively.

The study's findings are discussed in Chapter 5. It begins with a brief summary of the thesis. Following that, the research objectives were addressed in light of the current literature.

The conclusion of this quantitative investigation is presented in Chapter 6. It also discusses the study's contributions and shortcomings, as well as future research directions.

1.8 Conclusion

This chapter gives an outline of the study. It underlines the significance of further understanding how SM use effects FP, which is critical given the relevance of opportunities in business activities. The following chapter will undertake a literature review on social networking sites, EO, bricolage, and company performance.

CHAPTER 2:LITERATURE REVIEW

2.1 Social media (SM)

Presently, SM sites are regarded as an incredibly popular instrument that is utilized internationally by numerous businesses to gain a competitive advantage. There are certain employees whose job it is to ensure that their company's SM accounts are always up-to-date and that all of their consumers' needs are met. SM promote the sharing of information and the production of diverse forms of content (Kim & Johnson, 2016). SM platforms are not only helpful in bringing in people who to evaluate and know more about the products or services they want to purchase, but these platforms are also helpful in making the purchasing process easier and customer friendly (Hajli, 2013). The SM platforms serve as a communication tools for enterprises to achieve multiple goals, such as generating leads, brand awareness enhancement, advertising, marketing, consumer feedback gathering, human capital management, and solving problems (Nisar and Whitehead, 2016). Recent research findings have indicated a significant correlation between the utilization of SM platforms within professional environments and various employee outcomes, including job satisfaction, turnover intention, and job performance (Song et al., 2019; Zhang et al., 2019). These SM channels have enhanced the relationship among businesses and their clients (Aichner & Jacob, 2015).

A diverse set of authors characterized SM in numerous ways, definition is different and is according to the theme and objectives of the research, the sector under study, and the objectives of the study. SM applications include forums, networking sites, blogs, product/service evaluations, video sharing, social gaming, and community evaluation (Aichner & Jacob, 2015). The current developments in these social networking platforms have fundamentally altered the interaction between businesses and consumers. When these social networking platforms are applied correctly, they help businesses to execute a variety of operations more efficiently, such as consumer happiness and loyalty, information exchange, customer relationship management, effective communication management, etc. (Cho et al., 2022).

According to a study by Esteban Ortiz-Ospina (2019), Facebook, the largest SM platform globally, boasted 2.4 billion users in the same year. Additionally, other major platforms such as YouTube and WhatsApp also amassed over one billion users each (Ortiz-Ospina, 2019). These statistics are significant, considering that in 2019, the global population reached 7.7 billion, with

at least 3.5 billion individuals having access to the internet (Ortiz-Ospina, 2019). Consequently, this implies that SM platforms were utilized by approximately one-third of the global population and more than two-thirds of internet users (Ortiz-Ospina, 2019). As Ortiz-Ospina (2019) argues, the widespread and rapid adoption of SM has had a transformative impact on various aspects of our lives. It has revolutionized how people form relationships, obtain news information, and mobilize for political change.

2.2 SM Usage

In recent years, there has been a growing recognition, as observed by (Waterloo et al., 2018), that SMU has emerged as a prominent component of our daily existence. Over the past decade, individuals spanning different age groups, ranging from adults to adolescents, have become accustomed to utilizing an average of five distinct SM platforms concurrently, employing them for diverse purposes. These platforms serve as channels for private interactions with family and friends, while also facilitating public engagements within expansive networks encompassing friends, acquaintances, and colleagues, as noted by (Bayer et al., 2020). As per Hsu (2012) research, SM usage operates as a warehouse for a vast majority of clients; it is a storehouse of client information used to disseminate information in order to develop a market presence.

The SM platforms usage is advantageous to businesses because these platforms helps in growing the consumer base for its products and services, improving efficiency of the business operations (Constantine, 2013), and facilitate these businesses in creating collaborations with other relevant businesses (Braskov, 2011). Similarly, SM usage benefits in raising awareness and generating leads (Stelzner, 2014), and developing a link between organizations and customers (Icha, O. & Agwu, M.E., 2016).

Using the viewpoint of downstream researcher and system to value sequencing, this study aims to investigate the effect of SM usage on organisational performance. This research extends previous researches on the concept of SM by integrating three sub constructs: (SM for customer interactions and services, SM for marketing, and SM for information accessibility).

2.2.1 SM for Marketing:

In today's competitive marketplace, many businesses have realized that traditional marketing strategies are insufficient for promoting products and positioning of a brand (Melovi et al., 2020). As a result, marketing communication is also impacted by SM. Once strictly

unidirectional, marketing communications are now increasingly two-way. SM marketing, as defined by Dann (2010), encompasses all forms of marketing that make use of SM to persuade consumers to make a purchase. SM marketing has been found to enhance a company's trust and brand loyalty, while simultaneously facilitating consumers' access to information regarding the company's products (Puspaningrum, 2020). Similarly, studies have demonstrated a positive correlation between SM marketing and trust, intimacy, as well as customer loyalty (Khoa, 2020). In addition, SM allows businesses to build relationships with their target markets, which in turn boosts brand recognition and loyalty, customer satisfaction, product and service innovation, and ultimately, revenue generation (Algharabat et al., 2018).

The utilization of SM platforms by companies offers a convenient avenue for brand development and business expansion. Concurrently, SMEs can enhance their overall business performance through the implementation of SM marketing strategies (Sullivan & Koh, 2019; Fatima & Bilal, 2019; Charttejee & Kumar Kar, 2020). Moreover, SM platforms serve as a means to establish and maintain a positive brand image, thereby reinforcing customers' emotional connection with the respective brand (Song & Yoo, 2016). Providing customers with exceptional value and nurturing those connections over time is central to the marketing process (Kotler & Keller, 2016). In addition, nowadays, SM marketing activities are the most important tools to implement the marketing mix, which in turn leads to the development of consumer social support (Kirtiş & Karahan, 2011). SM and video sharing sites like Facebook, YouTube, and Pinterest not only make it easier for their users to find and share information about various brands and services, but also facilitate users' ability to do so (Kuofie et al., 2015).

Historically, people have communicated using physical tools like letters and applications, but with the advent of smartphones and SM websites, a sizable portion of the youth population has shifted to digital communication. Businesses today rely more on SM networks as compared to more traditional methods of advertising and customer service in order to find their most influential customers, build relationships with them, and boost positive feelings about their brand (Ahmed & Zahid, 2014). The SM platforms has linked businesses to numerous channels, helping them shine in their respective industries and gain a larger customer base.

Moreover, due to the proliferation of smartphones and SM, there are now more people than ever who can influence how consumers feel about a given brand. A brand can bind a lot of consumers, even if they only "Like" or "Share" a product (Hewett et al., 2016). Positive feedback

on SM, as added by Yoon et al. (2018), can have a beneficial effect on a company's bottom line. This makes SM a convenient tool for spreading the word amongst people.

In light of this, this study identifies SM as one of the most effective tools for marketing purpose, as it helps in promoting product/service image and in reaching out to the masses in many countries with diverse customer cultures and backgrounds.

2.2.2 *SM for Customers Relations and Services:*

The key indicator that can strongly determine the success of a business is the firm's ability to generate and sustain customer satisfaction. Companies need to increase customer satisfaction by providing them with better service if they want to succeed in the market and beat out the competition. In order to achieve these objectives, organizations are recognizing the need to adapt their strategies for customer relationship management (CRM) and cultivate innovative marketing capabilities that enhance customer satisfaction (Wang & Kim, 2017). The advent of digital technologies has brought about significant transformations in markets, business landscapes, and marketing communication frameworks (Mora & Johnston, 2017). Within this evolving landscape, emerging media technologies hold special significance for the CRM process as they provide novel avenues for businesses to engage, connect, and personalize their interactions with customers (Foltean, Trif, & Tuleu, 2019).

The SM platforms as part of the new media technologies are becoming more and more trendy in facilitating the implementation of CRM activities by small businesses alongside the more conventional CRM, which is typically adopted by large corporations through the use of computerized software and database systems (Trainor et al., 2014). Using SM for customer relationship management (CRM) can improve the performance of small-scale businesses in many aspects, similar to those provided by traditional CRM (Sasvari and Majoros, 2013). This is just because of the fact that with help of SM platforms communication can be made in real time, which allow businesses to respond to consumer queries and interact with them in a timely fashion. In addition, consumers consider SM platforms to be a service channel where they can communicate with brands in real time. According to Scott (2009), "the strength of the Internet allows people to be in love with you more quickly, it's basically like a double-edged sword, as it expedites the rate at which they can stop loving you.

According to this study, SM for customer services is a technique to develop and collect a significant quantity of data on consumer brand engagements, which can be critical for increased

insights and further focused marketing and assistance. As a result, SM users will expect businesses to reply to their concerns and requirements on SM in few hours, or to provide a same-day response to their queries.

2.2.3 SM for Information Accessibility:

Scholars have identified the advantageous of using SM networks to gather information as these platforms have developed open communication system, which will help businesses in recognizing and addressing customer requirements, as well as enable and inspire proactive replies to clients' demands in an efficient manner. SM enables improvement in information accessibility (Parveen et al., 2015; Ainin et al., 2015; Perez-Vega et al., 2022). Organizations utilizing SM must let their clients to access their accounts and make purchases remotely (Daniel,1999).

In order to exploit customer relations management on social networking sites efficiently, organizations must have the tools necessary to identify the core of consumers' problems. Customer these days are interested more in news and information than in advertisements therefore businesses must establish a strategy that strikes a balance between the two and must focus on generating more of high value and customer centric content. SM can expand information accessibility and assist organizations to attain more information about the customers and their needs/wants, markets, new and emerging trends, industrial information, feedback on products and services, competitors' behavior and tactics (Parveen et al., 2013). Therefore, SM can be used efficiently by entrepreneurs and organizations to deliver their organizational information to the public promptly (Parveen et al., 2016; Susanto et al., 2021). Consequently, SM can also generate a word-of-mouth recommendation (Chang et al., 2016) and the word-of-mouth in marketing world is highly effective, non-negligible, especially in online environments (Leung and Baloglu, 2015; Dodokh and Maaitah, 2019).

2.3 Firm Performance

The performance discussion is lacking. Multiple research studies are conducted to understand the variations in the performance concept among non-family and family(Fattoumguedri & Guedri, 2017; Stanley et al., 2019: Bau et al., 2018). Understanding FP (FP) is critical since it is one of the most essential factors and a dependent variable in numerous other areas (Richard et al., 2009). There have been various management studies that have focused on performance concept(Ahmed, Afza, & Ahmed, 2019). Juhn et al., (2018) conducted study on

gauging a company's performance by the rate of rise in its employees' earnings. Similarly, numerous studies are conducted to compare the performance of financial and non-financial firms (Golovkova et al., 2019). Previous studies have examined a company's performance from a range of perspectives, such as but not restricted to: quality of the project, project implementation, budget performance, timely completion, profitability, and organizational competency (Abdul, Khan, & Qianli, 2017).

According to research of relevant literature, various authors use the phrase "performance" to indicate different things. Neely et al. (2003) define FP as "the process of evaluating the efficiency and efficacy of activity" within organizational units. "The level to which a focal firm outperforms its competitors," as defined by Rai, Patnayakuni, and Seth (2014). It has also been said in the literature that firms should maintain cost and capacity level performance in order to meet customer demands on time (Vi, Kaminsky, & Simchi-Levi, 2000). Furthermore, firms must attain market-focused performance by concentrating on client relationships and revenue increase (Malhotra, Gosain, & El Sawy, 2018). According to Pucik (2005), a company's success may be judged by its financial outcomes, market size and value, customer and staff loyalty, and effect on the world around it.

2.4 Bricolage

Businesses must discover alternative solutions and develop techniques to best utilize available resources in the situation of restricted assets in order to overcome these resources limitation (Desa and Basu, 2013). Entrepreneurial organizations participate in bricolage in these resource-constrained settings (Ciambotti, Zaccone, & Pedrini, 2022). The term "bricolage" was coined by Le'vi-Strauss to describe "how a civilization borrows structural features from other cultural contexts recombines them to meet its needs" (Davidson et al., 2017). Bricoleurs are people who participate in bricolage activities (Lassila, Rieple, and Ennis, 2020). L'evi-Strauss compared bricoleur to engineer. Bricolage, as a concept, originates from the subjective perspective of constructing resources (An et al., 2018). It is defined as the act of "making do, refusing to be constrained by limitations, and improvising using available resources" (Senyard et al., 2014). Bricolage serves as a valuable tool for organizations facing resource constraints by enabling them to recombine existing resources when standard options are unavailable or ineffective (Busch & Barkema, 2021; Steffens et al., 2022). This approach involves leveraging locally accessible natural

resources and low-cost or free resources (Kuo, 2017), as well as improvising to transform waste resources or products in order to navigate crises (Epler & Leach, 2021).

Several studies have attempted to measure and comprehend the notion of bricolage, either at the individual or organizational level (Fisher 2012). Daniels (2010) studied bricolage among Kenyan craftspeople, but he did not look at the impact of communication and information technology in entrepreneurship. Furthermore, according to L'evi-Strauss, bricoleurs are "adept at executing a wide range of various activities," and a bricoleur is a "Jack of all trades" (Levi-Strauss, 1966).

Baker and Nelson (2005) formalized this term to the management literature in order to study what SMBs do to expand and survive in a resource-constrained environment. They characterized it as "making do by combining current resources to solve new issues and possibilities" (Baker and Nelson, 2005).

Bricolage has three key characteristics, as per (Wu et al., 2017). The first characteristic is "making do," which emphasizes active participation in dealing with challenges and problems. The second crucial aspect of bricolage is repurposing and combining resources to handle a new challenge that was not intended for them. Bricolage's third and final attribute is the use of existing resources (something cheap and easily available) rather than acquiring new ones (which are difficult to get).

2.5 Entrepreneurial Orientation (EO)

EO is an organization's proclivity for proactiveness, risk-taking and innovation which results in the organization success (Isichei et al., 2020). Internal proactive and inventive strategies of the management in an organization to attain greater performance and gain a competitive edge in the market (Kljunikov et al. 2019), in addition to on a global scale, are known as EO (Godowska, Maciejewski, & Wach, 2019). According to Isichei et al. (2020), EO may be obtained through investigating external opportunities and increasing technological improvements. According to these perspectives, we cannot generalize the concept of EO throughout firms (Akbar et al., 2020). There are several EO attributes that characterize business performance, but this research concentrates solely on (Miller's, 1983) suggested: innovative potential, proactiveness, and risk-taking. Several scholars have previously used these variables to evaluate FP (Isichei et al., 2020).

The willingness of a company to enhance its business processes is characterized as innovation (Bhatti, Rehman, & Rumman, 2020). It is the process of putting new ideas into action that results in product and service innovation (Bigos & Wach, 2021). Innovation enables a company to capitalize on new possibilities, meet customer wants with new products/services, and become first mover in the market (Isichei et al., 2020; Shah et al., 2019). Furthermore, innovation refers to a company's important operational processes that distinguish it and enable it to endure for a longer time frame (Swierczek & Ha, 2003). Firms strengthen their industry position through product and service innovation and value addition, allowing for firm development and success (Isichei et al., 2020; Kallmuenzer & Peters, 2018; Jian et al., 2018; Benazzouz, 2019).

The capacity of a business to anticipate and respond to consumer requirements by providing new goods and services that nobody else in the market is aware of is referred to as proactiveness (Kallmuenzer & Peters, 2018). The most essential internal aspect determining FP is proactivity; it allows them to capitalize on buyers in the business, exhibiting significant entrepreneurial ambition (Isichei et al., 2020). The ability of a company to foresee and satisfy future consumer expectations drives commercial performance. It lets the company to assess existing market demand and forecast future expectations, resulting in increased corporate growth and performance (George & Marino, 2011).

Risk-taking refers to an organization's proclivity to take chances and participate in acts with unknown repercussions (Kallmuenzer & Peters, 2018). According to Baron and Ward (2004), risky businesses are driven by the internal locus of power and ambitions of its founders. Entrepreneurial risk-taking is connected with higher levels of SMEs performance, as per (Wiklund & Shepherd, 2005). This idea is supported by data that demonstrates how the effects of financial risk can have an impact on a company's performance (Belás et al., 2018). Analysts were under the impression that the entrepreneurial centre of authority inherently encourages entrepreneurs to engage in risk-taking behaviors (Sahasranamam & Raman, 2018).

2.6 Furniture Industry of Pakistan

"Furniture" refers to anything that can be moved around and used in homes or offices, like chairs, beds, cabinets, cupboards, etc. (Kalas, 2019). It can be made of many different things, such as wood, metal, plastic, stone, glass, textiles, and other similar materials. A piece of furniture can be anything from a simple pine chest or country chair to a complicated marquetry-work cabinet or

gilded console table. Most furniture is mobile, but kitchen cabinets and bookcases are built-in. Both architecture and interior design have to do with how furniture is made and how it looks. Throughout history, economics and fashion have affected both the way furniture works and how it looks.

Pakistan is one of the leading producers of Furniture in the world. Furniture is made in many different places in Pakistan, including villages, towns, and rural areas. There are two main types of furniture businesses in Pakistan: small-scale industries and cottages (SMEDA, 2012). There are hundreds of registered units in the country, and each one works 300 days a year on a single shift (Kalas, 2019). In Pakistan, a lot of small businesses in the countryside, small towns, and big cities make wooden furniture. In rich countries, furniture is usually made with modern machines, but in Pakistan, most furniture is made by hand. These units, which are not automated, make furniture by hand using old tools and equipment.

The furniture industry in Pakistan is worth about \$3 billion, while the global furniture market is worth about \$600 billion and is expected to reach \$700 billion in the next few years (Ahmed, 2019). This huge number means that the furniture industry in Pakistan needs to take steps that will help the economy of the country as a whole. The furniture business, which is growing quickly, wants to build a system that combines its history with the functional needs of today, as well as a sensitivity to the quality of materials and aesthetic values.

Demand for furniture on both the domestic market and the export market has grown at a steady rate of about 10% per year (SMEDA, 2012). But the furniture business needs to look into other ways to boost sales and improve overall performance, because the Pakistani furniture market still has a lot of room to grow.

2.7 Theoretical Framework:

2.7.1 *Bricolage theory*

Bricolage theory has emerged as a significant and influential concept in the realms of entrepreneurship and innovation, attracting considerable attention from scholars and researchers over time. Initially rooted in sociology, this theory underwent adaptation to suit the context of entrepreneurship, where it highlights the resourcefulness and ingenuity displayed by entrepreneurs as they utilize the resources available to them in order to devise novel solutions. The purpose of this paper is to explore the fundamental principles of bricolage theory while emphasizing the key

contributions made by classic scholars who have played a vital role in shaping the understanding of this theory.

Classic Contributors of Bricolage Theory: Bricolage theory finds its origins in the foundational work of key contributors, who paved the way for its development and application. Two prominent scholars, in particular, have significantly influenced the conceptualization of this theory:

Lévi-Strauss (1966): Claude Lévi-Strauss, a renowned anthropologist, introduced the concept of bricolage in his seminal work titled "The Savage Mind." In his observations, Lévi-Strauss noted that certain cultures demonstrated a unique problem-solving approach, characterized by their ability to construct innovative meanings and solutions using whatever materials were readily at their disposal. This observation laid the groundwork for the development of bricolage theory, which later found application in the study of entrepreneurship.

Baker and Nelson (2005): Within the context of entrepreneurship, Baker and Nelson made significant contributions to the understanding of bricolage theory. Their research explored how entrepreneurs, especially those operating in resource-constrained environments, engage in bricolage by creatively combining diverse and limited resources to foster innovation and generate value. Through their work, Baker and Nelson underscored the adaptive nature of bricolage, highlighting how it empowers entrepreneurs to overcome challenges and drive the growth of their ventures.

Despite limited resources, "Bricolage Theory" supports entrepreneurs in building and establishing profitable firms. Organizational bricolage occurs when entrepreneurs recombine existing resources in an innovative manner to generate new products and services rather than simply accepting on-hand resources with their present potential. According to Nassar and Malik (2021) and Yu, Li, Chen, et al. (2018), entrepreneurial bricolage theory has three different and crucial qualities. (1) It involves analyzing whether an effective output can be achieved from what is now accessible. (2) integrating and organizing resources in novel ways for new applications rather than utilizing them simply for their original intended purposes (3) Using existing resources rather than hunting for new ones. Resources are critical to a company's survival. However, small enterprises usually have little resources, making it difficult for them to obtain valuable resources (Fackler et al. 2013). This situation may be more difficult in developing countries such as Pakistan.

By overcoming the resource limitation condition, startups can discover several opportunities by applying the perspective of entrepreneurial bricolage theory. The resource-based view (RBV) and the institutional view are also complementary to bricolage theory. This is due to the fact that RBV is not easily applicable in the context of startups, as it is extremely difficult for entrepreneurs to acquire distinctive resources in underdeveloped markets (Fackler et al., 2013). This hypothesis holds that entrepreneurs can benefit from existing underutilized resources by integrating them in novel ways. Thus, according to the principle, entrepreneurs should go beyond established boundaries to develop innovative products and services.

In conclusion, the use of Bricolage Theory in this study provides a robust framework for understanding how small organizations overcome resource constraints and generate value through innovative resource utilization, specifically within the context of SM platforms. By adopting a bricolage perspective, this research seeks to contribute to the existing literature on entrepreneurial resourcefulness and provide practical insights for small organizations operating in resource-constrained environments (Baker & Nelson, 2005).

2.8 Hypothesis Development

2.8.1 *Impact of SMU on FP:*

Previous study by Yerpude and Singhal, (2018) shows that there are other inherent advantages that an organization can gain through the use of internet technology concerning achieving a higher level of customer satisfaction which leads to customer retention. Similarly, according to the findings of one study by Bodhi et al. (2022), the utilisation of SM is favorably associated to both the development of new information and the satisfaction of firm employees. While conducting study on e-marketing, Alqudah (2023) found that there is a favorable correlation between the use of digital marketing tools and the effectiveness of organizations. Huang et al., (2021) found through their analysis that the use of SM has a positive impact on a company's social capital and, as a result, its performance. In a similar vein, Rodriguez et al. (2014) demonstrated through their research that the utilization of SM has a positive impact on the client onboarding process and, eventually, the overall profitability of a company. In the realm of business, SM has proven to be a valuable tool in enhancing customer relationships (Parveen et al., 2014). By effectively leveraging SM networks, businesses can reduce their marketing and customer support costs (Parveen et al., 2014). Furthermore, these platforms offer businesses a wealth of information

about customer needs, market trends, and industry competition, thereby improving access to crucial data (Parveen et al., 2014). Consequently, SM serves as a valuable resource for businesses seeking to optimize their operations and stay competitive in the market.

There are many different metrics that may be used to evaluate the performance of an organization. Researchers utilize a wide number of methods to evaluate the performance of businesses. These methods vary according to the size of the businesses, the sector in which they compete, the kind of information that is available, and the participants. Sustainable SMEs performance (which is described as: minimizing consumption of resources (raw materials, water, and energy, protection of biodiversity and protected areas, minimizing emissions into the air (greenhouse gases and other substances), minimizing releases into the water, minimizing residual materials, minimizing the environmental impact of products) are the aspects of a company's performance that are utilized the most frequently and are considered to be the most important (Borah, et al., 2022). Other performance criteria include employee count, net profit margin, revenue growth, volume of sales, net assets, cash flows, investment return (ROI) (Kilonzo, 2012), and retained earnings (Wanjiru, 2013).

This study similar to a study by (Molla and Heeks, 2007), categorized FP into sub constructs. These sub constructs included improved consumer relationships and services, enhanced information accessibility, and cost reduction. Because the management of client connections is a key component of an organization's performance, it follows that if the usage of SM platforms improves customer relationships, an organization's performance will unavoidably go up.

As a result, we say that when businesses use SM networks successfully for a variety of reasons such as marketing, CRM, and information acquisition, it is likely to have a positive effect on FP, especially in terms of reducing costs, improvement in client relations, and enhancement in information accessibility.

Therefore, we hypothesize that:

H1- SM usage positively relates to FP.

2.8.2 *Bricolage and its impact on organization performance:*

Bricolage is a freshly developed idea that describes how entrepreneurial companies overcome resource constraints in their early phases (Busch & Barkema, 2020). However, the relationship between performance and bricolage is not entirely evident. Prior research frequently illustrates how bricolage produces beneficial company outcomes (Salunke et al., 2013).

As small and micro firms struggle with limited resources while improving their performance, bricolage steps in to assist business owners in developing fresh and inventive ideas and putting them into action to overcome these resource constraints. We believe that relying on existing resources, or bricolage, can help small enterprises improve their performance for a variety of reasons. The first reason is that bricolage recombines and repurposes previously used resources, businesses can use the bricolage concept to develop new resources by combining current resources to meet their resource needs in order to generate new ideas for improving FP (Lassila et al., 2020). The second reason is that bricolage focuses solely on available resources rather than seeking additional resources from outside sources (Lassila et al., 2020). This allows the organization to respond to an entrepreneur's unique concept efficiently and rapidly, without the delay that would otherwise result from hunting for more resources (Yu et al., 2019). The third important reason is that bricolage makes new resources from the recombination of existing resources which often serves as process to come up with new ideas for improving the performance and brand awareness(Lassila et al., 2020).

Organizations that engage in bricolage, according to (Nuseir & Aljumah, 2022), are more likely to come up with novel ideas and resources than firms that shun bricolage activity. As a result, we propose the following hypothesis:

H2 - Bricolage positively relates to FP.

2.8.3 *Bricolage as a mediator:*

In limited resources situation, decisions makers in the new businesses adopt innovative strategies by using the entrepreneurial bricolage approach, to overcome the resources constraints (Massa et al., 2017). Senyard et al. (2014) highlight that organizations engaged in bricolage are more likely to generate novel ideas compared to those that avoid such activities. Bricolage enables small enterprises to explore new opportunities by leveraging existing resources, which helps overcome resource constraints resulting from their small size and newness (Guo et al., 2016). These resources are often underutilized by others and come at low or even no cost (Baker & Nelson, 2005).

SM platforms like Facebook, WhatsApp, and Instagram exemplify services that are readily accessible and nearly cost-free. While larger established firms can utilize social networking platforms without significant additional resource requirements, small organizations can also benefit from their easy accessibility, low costs, user convenience, and the ability to connect with

a large consumer base (Tajudeen et al., 2018). One one side business can use new resources and readily available resources and integrate them through the bricolage concept to develop more value propositions for its target market (Yan et al., 2020). Similarly, the bricolage concept also assist ventures to deal with the industry norms and in the business model innovation and remodeling process.

When resources are limited, entrepreneurs in SMEs employ bricolage behaviors, utilizing readily available and cost-effective resources such as SM platforms to improve FP and enhance brand awareness among people. Based on this understanding, we propose that bricolage acts as a positive mediator between SMU and FP, whereby entrepreneurs' utilization of SM induces bricolage behaviors, leading to improved FP in terms of cost reduction, information accessibility, and customer relationship management. Consequently, we propose the following hypothesis:

H3- Bricolage mediate the relationship between SMU and FP.

2.8.4 EO as a moderator

As indicated in hypothesis 4, that bricolage acts as a mediator in SM usage and FP. However, this may not be the case in all organizations where an entrepreneur's SM usage induces bricolage and improved performance. In this section, we will discuss how an organization's EO impacts the relationship between SM utilization (resource acquisition) and company performance.

EO refers to a company's entrepreneurial activity as expressed through innovation, proactiveness, and risk-taking. Despite the fact that EO can be conceptualized in a variety of ways (Lomberg et al., 2017), we will use the view that EO is three dimensional (Lumpkin & Dess, 1996a), integrating innovative behavior, pro - activeness, and risk-taking in a higher order compound (Hernández-Perlines et al., 2019). This technique enables for the examination of both the direct and indirect effects of EO on corporate performance via innovation, proactivity, and risk taking (Hernández-Perlines, 2016).

Existing research demonstrates, from both a theoretical and an empirical standpoint, that EO positively affects company performance (e.g., Filser et al., 2014, Hernandez-Perlines, 2018). According to a study by Xu et al. (2018), a high EO tends to improve the firm's ability to acquire important resources from nearby network players, which may distinguish them from competitors that lack this resource advantage.

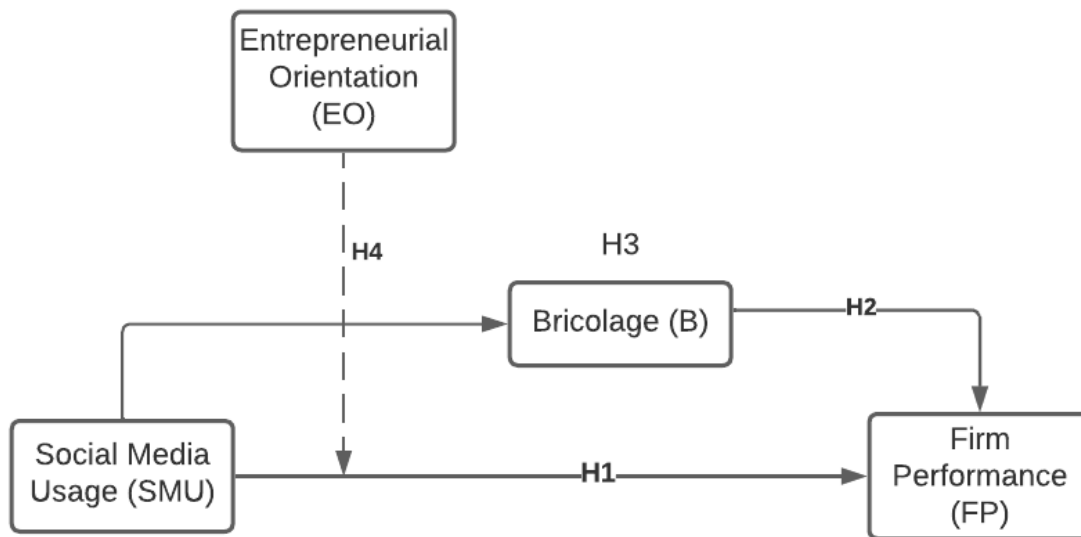
By examining the innovativeness feature, it is anticipated that businesses with a high level of EO will utilize contemporary technologies such as SM platforms more frequently (Rezaei and

Ortt, 2018). Specifically, the risk-taking and innovativeness traits of EO make it possible for businesses to acquire and utilize innovative and advanced technology. Consequently, we hypothesize:

H4 - EO moderates the relationship between SMU and FP.

2.9 Hypothesize research model:

Below is the hypothesize research model:



Note. _ _ _ _ Moderation

Figure 1. Hypothesize Model

This research model aims to investigate the relationship between SMU, bricolage, EO, and FP. SMU is the independent variable, while bricolage is the mediator and EO is the moderator. The dependent variable is FP. The hypotheses include H1, which proposes a direct relationship between SMU and FP; H2, which posits a relationship between bricolage and FP; H3, which proposes that bricolage mediates the relationship between SMU and FP; and H4, which suggests that the impact of SMU on FP is moderated by EO. This model aims to provide insights into how SMU, bricolage, and EO can influence FP.

CHAPTER 3: METHODOLOGY

The chapter provides the research methodology utilized for data collection. The chapter incorporates the philosophical stance of the research, a detailed research design and justification, and data collection techniques. The data collection tools and techniques have been employed to understand the relationship between SM usage and organization performance with the moderating role of EO and the mediating role of bricolage.

3.1 Philosophical Orientation

All research investigations are founded on fundamental ontological, epistemological, and methodological assumption (Hunt, 2014), that impact the research process (Creswell, 2014). As a result, it is critical to define the right philosophical framework for study. The current study measured the relationship between SM usage and FP, hence, adopts an objective ontology and positivist epistemology to assess the relationship between SM usage and performance, where the phenomenon is independent of social actors and evaluated within a social context.

3.1.1 *Ontology*

Ontology defines the nature of reality, that is, whether it exists or is created by one's imagination (Holden & Lynch, 2004). It represents the nature of reality or the underlying philosophy, in effect (Petty et al., 2012; Saunders et al., 2016). Ontological assumptions influence how one observes and analyses study items (Saunders et al., 2016) and generally explain the phenomenon's 'what'—what is known about a given entity or object? Objects in the business sector include companies, management, workers' jobs, corporate events, and artefacts (Saunders et al., 2016). As a result, ontology supplies reasoning with a foundation of knowledge to support reality.

The ontological perspective may be divided into two major approaches: objective ontology and subjective ontology. Subjectivism, the first ontological view, emphasizes the significance of social actors' perceptions and subsequent actions in shaping social reality (Saunders et al., 2016). The objectivist viewpoint, on the other hand, asserts that social reality is independent of other social actors and the researcher (Saunders et al., 2016).

The study's goal is to experimentally investigate the relationship between SM usage and FP using bricolage as a mediator and EO as a moderator.. The theoretical foundation indicates that the meaning will be drawn solely from the objects and not from the researcher's or other social

actors' principles (Scotland, 2012). As a result, studying it via an objective ontological lens becomes more appropriate ontological choice.

3.1.2 Epistemology

The study of epistemology focuses on the "how" of the process, or more specifically, how it is possible to acquire knowledge about the world (Hughes & Sharrock, 1997). To put it another way, epistemology refers to the criteria that researchers employ to assess knowledge claims (Hunt, 2014). This, in turn, enables them to comprehend and acknowledge reality (Feast, 2010). Both positivism and interpretivism are considered to be major schools of thought within the field of epistemology (Petty et al., 2012).

An approach that adheres to the concept that people's explanations and perceptions influence the understanding and interpretation of social reality is known as interpretivism. Interpretivism is a subjectivist approach. Individuals are able to develop their own unique understandings and interpretations of particular events or circumstances that make up social reality if their perceptions differ from one another (Petty et al., 2012). On the other hand, positivist researchers keep their personal experiences and knowledge separate from the research (Petty et al., 2012). They also operate under the assumption that they are able to observe and measure a stable reality in a manner that is rational, stringent, and systematic in order to gather objective knowledge and facts (Petty et al., 2012). This strategy considers the objective facts, making it the strategy that offers the most credible scientific proof for quantitative research methodologies (Abu-Alhaija, 2019). Since this study focused on measurement of relationship between SM usage and FP, positivist epistemology posits an appropriate **choice**

3.2 Research Design Selection and Justification

The research methodology/strategy is guided by a particular ontological and epistemological stance. While objectivist research employs quantitative methods, subjectivist researchers prefer qualitative methods (Creswell, 2014). Similarly, positivist researchers utilize quantitative methods that prevent them from their own biases. As the current study is based on objectivist ontology and positivist epistemology, a quantitative research design is appropriate.

The quantitative and deductive research approach used in this study are consistent with the positivist research philosophy. To find patterns and links, a deductively oriented investigatory approach allows meanings to emerge from data as it is collected. The purpose of this research is

to look into the relation between SM usage and FP via the perspective of bricolage theory. Thus, positivism, as well as the intrinsic techniques of quantitative studies and deductive analysis procedures, are the most suited approaches for attaining the goals of this study.

The quantitative research in this study utilized the survey technique (Creswell, 2014). Survey techniques offer a means to effectively reach large populations and are cost-efficient, allowing for swift data collection (Creswell, 2014). Within the survey strategy, the questionnaire is widely recognized as a prevalent method for collecting data (Saunders et al., 2016). To gain access to the target population, questionnaires were directly delivered to store owners and managers and were conducted in the English language. This language choice aimed to enhance the accuracy of responses and minimize any potential ambiguity (Abu Al Rub, 2016). These key individuals were approached to gain insights into the specific practices of their organizations. According to Saunders et al. (2016), both internet questionnaires and direct delivery of paper-based questionnaires are preferred methods for data collection. In this study, a paper-based survey questionnaire was provided to owners and managers in person, with an estimated completion time of 10-15 minutes. Prior to starting, participants were instructed to review the directions, demographic information, and consent form presented on the questionnaire's initial page. It is worth noting that the content of the covering letter or welcome screen in self-administered questionnaires (SAQs) can impact the response rate, as emphasized by various authors, including Dillman et al. (2014) (Saunders et al., 2016). In web-based questionnaires, the welcome screen fulfills this purpose, while in paper-based questionnaires, the covering letter serves the same role. Participants who disagreed with the terms had the option to return the form, and only those providing informed consent proceeded to the subsequent pages of the questionnaire (see Appendix A).

Furthermore, data collection occurred at a single point in time rather than over an extended period, indicating the utilization of a cross-sectional research design. This research design ensures that research questions and objectives are operationalized faithfully by employing a survey strategy. Additionally, a deductive approach was employed to test the hypothesis, allowing for logical derivation and testing of conclusions from established premises (Saunders et al., 2016).

3.3 Sampling Technique

The sampling technique employed for this research study was a combination of purposeful and random sampling. The selection of the furniture industry of Rawalpindi and Islamabad as the study's population was based on practical and personal considerations, including cost-effectiveness in terms of data collection and personal interest in the field.

According to Creswell (2014), purposeful sampling is a sampling technique that involves selecting participants based on predetermined criteria that are relevant to the research question. In this study, the criterion for selecting the population was businesses operating in the furniture industry of Rawalpindi and Islamabad.

Once the study population was identified, a random sampling technique was employed to distribute questionnaires within the industry. Random sampling is a widely used method of sampling that ensures each member of the population has an equal chance of being selected (Dillman, Smyth, & Christian, 2014). By using a random sampling technique, potential biases in the data collection process were minimized, and the results of the study were more likely to be representative of the entire population.

The combination of purposeful and random sampling techniques enabled the researcher to gather data from a diverse range of businesses within the furniture industry of Rawalpindi and Islamabad. This approach allowed for a more comprehensive understanding of the industry and its practices, ultimately leading to more accurate and reliable results.

Overall, the combination of purposeful and random sampling techniques was deemed appropriate for this research study given the practical and personal considerations involved in selecting the study population and the need for unbiased data collection.

3.3.1 Sample Size

This study investigated small-scale furniture enterprises in the twin cities of Islamabad and Rawalpindi, Pakistan. The total population of 2064 was based on 2000 registered furniture enterprises in Rawalpindi (Small and Medium Enterprises Development Authority [SMEDA], 2021) and 64 in Islamabad (Islamabad Chamber of Commerce and Industry [ICCI], 2021). A sample of 450 participants was selected, although the minimum requirement based on the population was 322. The participants were from both cities.

The researchers used the Krejcie and Morgan Table to determine the minimum sample size required for the investigation (Krejcie & Morgan, 1970). In addition, the entire sampling frame was used as the sample size to ensure the lowest possible sampling error and the highest possible response rate (Sekaran & Bougie, 2016). A convenient sampling approach was used to distribute the 450 questionnaires to participants to minimize disruption. The unit of analysis in most cases was the owners and managers of the small enterprises in the furniture sector.

A total of 234 responses were received, resulting in a 52% response rate. This response rate is considered good and exceeds the recommended response rate of 50% (Creswell & Creswell, 2017). This response rate is also better than the response rate of 31% recorded in a previous study of the furniture industry (Sidin et al., 2008).

3.4 Data Collection Duration and Procedure

The data collection process for this study spanned a period of approximately 18 months, commencing in September 2022 and concluding in February 2023. The extended duration was necessitated by the intensive and hands-on methodology employed in this research. Each store involved in the study was visited in person by the researcher to ensure the validity of the data collected. The in-person methodology was not without its challenges, as the availability of the store owners or managers was not always guaranteed. In certain instances, multiple visits to the same store were required due to the absence of the store manager or owner during the initial visit.

On a typical day, the researcher was able to complete between three and four questionnaires. The process involved explaining the questionnaires to the participants when required, to ensure comprehension and accurate responses. This direct interaction and personal explanation undeniably contributed to the meticulousness of the study but also required a substantial investment of time.

Additionally, the geographical distribution of the stores posed another challenge. Many of the retail establishments were situated a significant distance from the researcher's place of residence. The extensive travel required to reach these locations further prolonged the data collection phase of the study.

Despite these challenges, the in-depth nature of the data collection process has provided a comprehensive and robust dataset that is expected to yield valuable insights into the research questions being investigated.

3.5 Data collection instrument

Data were acquired through the use of questionnaires, which were broken up into two portions reflecting corporate and employee personal characteristics as well as research factors (Appendix A).

Section One: included the following:

- 1) Company characteristics were gathered using closed-ended questions and three attributes; company SM usage time, no of employees in the company, and company age,
- 2) Personal traits were obtained using closed-ended questions using (2) attributes (Gender, age).

Section Two: Study Variables

SM Usage: The variable SM usage shows the organization's use of Facebook, WhatsApp, as well as other SM tools for a variety of purposes. All of the components for the SM usage constructs were adapted from earlier studies, such as those by (Paulina Papastathopoulou, George J. Avlonitis, 2009). The scale is adopted from numerous studies to address different aspects of the SM usage construct.

Performance: This study classified FP into three constructs: cost reduction (Imp on CR), improved relations with customers (Imp on CS), and improved information availability (Imp on IA). All questions were adapted from prior studies including such Apigian et al. (2005), Teo and Choo (2001).

EO: Lin, Peng, and Kao's(2008) measurements for EO was used into this analysis (2008). The tool is widely used in numerous researches to assess firms' entrepreneurial inclination (Hult, Hurley and Knight, 2004).

Bricolage: Bricolage was evaluated using five points lickert scale and eight-point questionnaire created by (Senyard et al, 2014).

3.6 Pilot Study

Though there are many guidelines to follow when selecting a sample size for a pilot research, 30 respondents are often used as the benchmark (Mumtaz et al., 2017). For this reason, 50 participants were included for the pilot research. A few surprising findings emerged from the pilot project. Pilot testing also confirmed the instrument's accuracy. The consistency was calculated using the Cronbach alpha coefficient. The evaluation confirmed the instrument's

reliability. All of the measures had Cronbach alpha coefficients over 0.7, bricolage (.940), SM usage (.945), EO (.879) and Performance (.781). Each Cronbach alpha score is more than 0.7, indicating high consistency.

3.7 Data Analysis Techniques

For this study, the data analysis involved the use of two software programs, namely SPSS version 23.0 and SPSS AMOS version 23.0. SPSS was chosen as the primary analytical tool due to its numerous advantages that align with the requirements of survey-based research. Specifically, SPSS offers a wide range of statistical techniques and procedures specifically designed for accurately analyzing survey data (Pallant, 2016). These techniques include descriptive statistics, hypothesis testing, regression analysis, and factor analysis, which are vital for addressing the research hypotheses and achieving the study's objectives.

The selection of SPSS was further justified by its user-friendly interface, which allows researchers with varying levels of statistical expertise to navigate the software efficiently. With its graphical user interface (GUI) and menu-driven options, SPSS provides accessibility to users who may not possess extensive programming knowledge (Field, 2018). This user-friendly approach facilitated the smooth execution of data analysis tasks, thereby enhancing the overall research process.

In addition, SPSS provides robust tools for effective data management and preparation, which are essential in survey-based research. These features empower researchers to handle large datasets efficiently, including important tasks such as data cleaning, variable recoding, dataset merging, missing data handling, and the creation of derived variables (Pallant, 2016). By utilizing these capabilities, researchers can ensure data quality and integrity, ultimately enabling accurate and reliable analysis.

The utilization of SPSS also yielded benefits in terms of efficient data entry and data transformation. By directly inputting survey data into SPSS, the chances of data entry errors were minimized, thereby enhancing the accuracy and reliability of the analysis. Moreover, SPSS facilitated various data transformation tasks such as the computation of new variables, the creation of scales, and the aggregation of data. These functionalities provided valuable support in interpreting and analyzing the survey results (Field, 2018).

Furthermore, SPSS offered features that promote reproducibility and documentation, which are fundamental for ensuring transparency and credibility in survey-based research. Researchers had the ability to save and document their analysis steps within SPSS, enabling the reproduction and validation of results (Pallant, 2016). This capability allows other researchers to verify the findings and build upon them, thus contributing to the advancement of knowledge in the field.

The inclusion of AMOS (Analysis of Moment Structures) version 23.0 in the data analysis process holds significance for this study. AMOS is a powerful software tool specifically designed for structural equation modeling (SEM) and path analysis, providing researchers with advanced statistical techniques for analyzing complex relationships among variables (Kline, 2015).

In summary, the decision to use SPSS as the primary data analysis tool for this survey-based research was based on its comprehensive statistical analysis capabilities, user-friendly interface, efficient data management and transformation tools, and support for reproducibility and documentation. By leveraging SPSS, the study benefited from a robust analytical platform that facilitated accurate, reliable, and transparent data analysis processes.

3.8 Ethical factors

Before, during, and after the data gathering procedure, ethical considerations were given careful attention. Ethical concerns that are exacerbated by the use of the internet (Saunders et al., 2016) were also considered. Ethical principles include, among other things, the researcher's integrity and objectivity, respect for others, the avoidance of harm, the respondents' right to privacy, voluntary participation, the protection of data confidentiality, and the researcher's sense of responsibility in the analysis, reporting, and management of data (Saunders et al., 2016). For this reason, the researcher remained honest and worked to improve the accuracy of the findings, respected the rights and dignity of the participants, prevented any kind of psychological, physical, or emotional harm as well as discomfort, and protected the respondents' right to privacy and anonymity throughout the process of collecting, analyzing, and reporting the findings of the study. In addition to that, the researcher attempted to get the participants' and organizations' informed permission. The information sheet and the cover letter both contained the facts of the study as well as the information about the applicants' voluntary involvement. In addition, participants were given the assurance that their participation would be kept anonymous and secret, as was described with in cover letter. For respondents to be able to make a choice that was fully informed, information

on the requirements of the survey as well as its aim was given in the cover letter and information sheet (see Appendix A). Additionally, organizations were notified that the study data would only be utilized for academic reasons and that the anonymity of both the company and its personnel will be preserved throughout the process. In addition, the findings have been communicated in a responsible manner. Last but not least, the work that was done on the research was done by the researchers themselves and did not contain any instances of plagiarism.

3.9 Summary

This chapter explains the research design, data collection methods, instruments and scales, and data analysis methodologies in relation to the hypotheses and research framework. The study's findings are presented in the next chapter.

CHAPTER 4: RESULTS AND INTERPRETATIONS

This chapter analyze the data that was collected. The demographic factors are covered in the first section of the chapter, followed by an analysis of the study variables. The study results are presented in tables with explanations. The data is analyzed using 234 responses.

4.1 Common method bias

Common method bias (CMB) was anticipated to exist in the data due to the fact that responses were gathered from a single respondent (a business owner) and at a single time point (cross-sectional). Using both procedural and statistical measures, CMB was quickly dealt with. Podsakoff et al. (2012) suggest adopting survey questionnaire and Harman's single factor analysis when data cannot be obtained from several sources. The procedures used to resolve the CMB issues in this study were split into two parts. The study's purpose and the respondents' privacy were clearly stated in an accompanying cover letter (Podsakoff et al., 2012). Respondents were guaranteed of secrecy and asked to reply truthfully. In addition, participants were given specific instructions on questions. Second, basic and easy phrasing were employed to decrease the predicted challenges produced by ambiguous and double-barreled questions during the comprehension stage.

4.1.1 Harman's single factor test

To solve the CMB problem, statistical measurements were used in addition to questionnaire design measures. SPSS was used to run Harman's single factor test. The largest variation explained by a single component in the dataset was 35.672 percent (see Appendix C). This number is less than the 50% criterion. As a result, common technique bias is not an issue.

4.2 Respondents' Demographic Description:

Gender: Out of the 234 respondents, 234 (100%) were males, and 0 (0%) were females. All of the participants were males.

Gender

Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Male	234	100.0	100.0	100.0
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Business Owner Age: Among all the respondents, 20 (8.5%) were in under 20 age group, 4 (20.9%) in 20-30 age group, 69(29.5%) in 30-40 age group, 65 (27.8%) in 40-50 age group and 31(13.2%) were in 50+ age group. The large representation of the respondents between 20-40 shows that most of the furniture sector owners were at their most active age. Which suggest that they might be more active users of SM as most of the people using SM fall in this age bracket.

Business owner age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 20 years	20	8.5	8.5	8.5
	20-30 years age	49	20.9	20.9	29.5
	30-40 years age	69	29.5	29.5	59.0
	40-50 years age	65	27.8	27.8	86.8
	50 plus years of age	31	13.2	13.2	100.0
	Total	234	100.0	100.0	

Business Location: Among all the organizations from which data were collected, 83(35.5%) were located in Islamabad while 151 (64.5 % were located in Rawalpindi).

Business location

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Islamabad	83	35.5	35.5	35.5
	Rawalpindi	151	64.5	64.5	100.0
	Total	234	100.0	100.0	

No of employees: Among all the organizations of this study around 43(18.4%) were having less than 5 employees, 96(41%) had 5-10 employees, 44(18.8%) had 10-15 employees, 24(10.3%) had 15-20 employees and 27 firms (11.5%) had 20+ employees. The majority of businesses had employees ranging from 5-10 which indicates that most these businesses are small businesses.

Number of employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 5 employees	43	18.4	18.4	18.4
	5-10 employees	96	41.0	41.0	59.4
	10-15 employees	44	18.8	18.8	78.2
	15-20 employees	24	10.3	10.3	88.5
	20 plus employees	27	11.5	11.5	100.0
	Total	234	100.0	100.0	

Business Age: Out of the 234 businesses that were investigated for data collection, 28(12%) business were establish in the last 1 year, 98(41.9%) were established in the last 1-5 year, 37(15.8%) were 5-10 years old, 32(13.7%) were 10-15 years old, 39(16.7%) were established 15+ years ago.

Business age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 1-year age	28	12.0	12.0	12.0
	1-5 years age	98	41.9	41.9	53.8
	5-10 years age	37	15.8	15.8	69.7
	10-15 years age	32	13.7	13.7	83.3
	15 years plus age	39	16.7	16.7	100.0
	Total	234	100.0	100.0	

SM Usage time: Among the 234 businesses, 128 (54.7%) have started using SM in less than 1-year time, 59(25.2%) were using SM from 1-3 years, 30(12.8%) were using SM from 3-5 years,

9 (3.8%) businesses were using SM from 5-7 years while 8 business (3.4) were using SM for 7+ years.

SM usage time

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	128	54.7	54.7	54.7
	1-3 years	59	25.2	25.2	79.9
	3-5 years	30	12.8	12.8	92.7
	5-7 years	9	3.8	3.8	96.6
	7 years plus	8	3.4	3.4	100.0
	Total	234	100.0	100.0	

4.3 Descriptive Statistics

The average, skewness standard deviation, and kurtosis of the variables are presented in Table 1. The mean is the average value in a set of data. The spread of the numbers is represented by the standard deviation. The data is less dispersed from the mean because all the standard deviation values are less than one. Since Skewness values are between -1 and 1 and Kurtosis values are between -3 and -3, we can conclude that the data follow a normal distribution.

Descriptive Statistics

	N	Mean	Std. Deviation	Skewness	Std. Error	Kurtosis	Std. Error
SMU	234	2.9972	.74106	-.275	.159	-.041	.317
B	234	3.9968	.61072	-.683	.159	1.226	.317
EO	234	3.4690	.69233	-.472	.159	.591	.317
FP	234	3.6576	.49000	-.583	.159	.943	.317
Valid n (listwise)	234						

Table 1, Note: n=234, SMU= Social media usage, B= Bricolage, EO= EO, P= Firm Performance

Table 2 shows the relationships between the variables. The correlations support the proposed direction of the connections. The coefficients reflect the positive directions of all hypothesized associations.

Correlations

		FP	EO	EB	SMU
FP	Pearson Correlation	1	.441**	.603**	.390**
	Sig. (2-tailed)		.000	.000	.000
	N	234	234	234	234
EO	Pearson Correlation	.441**	1	.544**	.605**
	Sig. (2-tailed)	.000		.000	.000
	N	234	234	234	234
B	Pearson Correlation	.603**	.544**	1	.439**
	Sig. (2-tailed)	.000	.000		.000
	N	234	234	234	234
SMU	Pearson Correlation	.390**	.605**	.439**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	234	234	234	234

Table 2, Note: **. Correlation is significant at the 0.01 level (2-tailed). SMU= Social media usage, B= Bricolage, EO= EO, FP= Firm Performance

4.4 Exploratory Factor Analysis

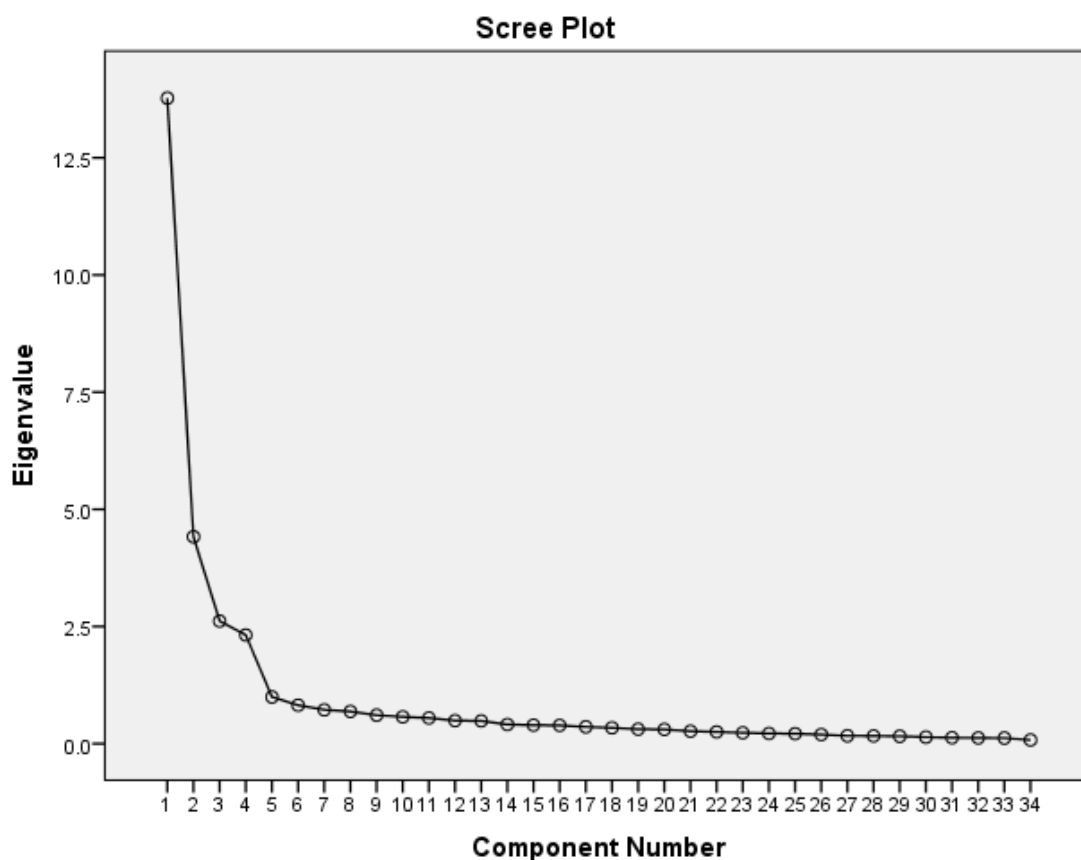
Exploratory factor analysis using the maximum likelihood method and Varimax rotation is used to analyze the scale's factor structure and the correlation between its items. Below are tables displaying the outcomes of the rotated component matrices.

Factor loading. How closely each item correlates with the overall construct is shown by the factor loadings (Hair et al., 2017). Factor loadings are over the 0.7 and 0.5 thresholds. As shown in Table 7, below. Factor loadings for dimensions E3, FP7, and FP8 were null and had to be removed. This follows the guidelines set forth in (Hair et al., 2017).

The sample adequacy conditions have been met because the KMO value is greater than 0.50. Our correlation matrix differentiates from an identity matrix in the correct fashion, as shown by the Bartlett test of sphericity, which is statistically significant ($P < 0.05$).

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.930
Bartlett's Test of Sphericity	Approx. Chi-Square	6726.357
	df	561
	Sig.	.000



The results of the exploratory factor study corroborate the use of four factors in the solution and show that all of the projected solution components load onto the correct factors. The results of our exploratory factor analysis indicate that the factors are very reliable.

Indicator multicollinearity: The collinearity between measurements can be measured using a statistic called the variation inflation factor (VIF). If the VIF number is more than 5, it indicates a multicollinearity problem (Hair et al., 2017). The results varied from (1.478 to 1.641), and the tolerance values exceeded 0.10. (see Appendix D). As a result, there was no problem with multicollinearity.

4.5 Confirmatory Factor Analysis

AMOS version 23 is used to do the confirmatory factor analysis. We put the model through its paces by checking its robustness, convergent validity, and discriminant validity. Below are screenshots depicting the initial CFA model as well as the final computed model, respectively.

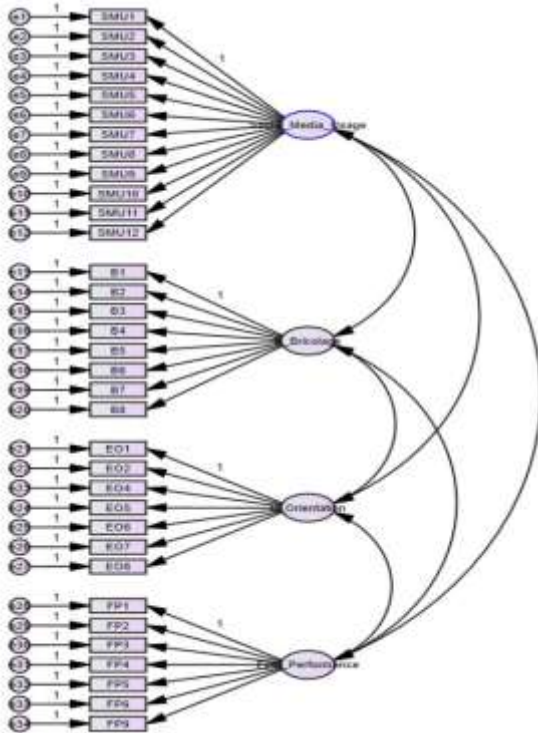


Figure 1: Initial CFA Model

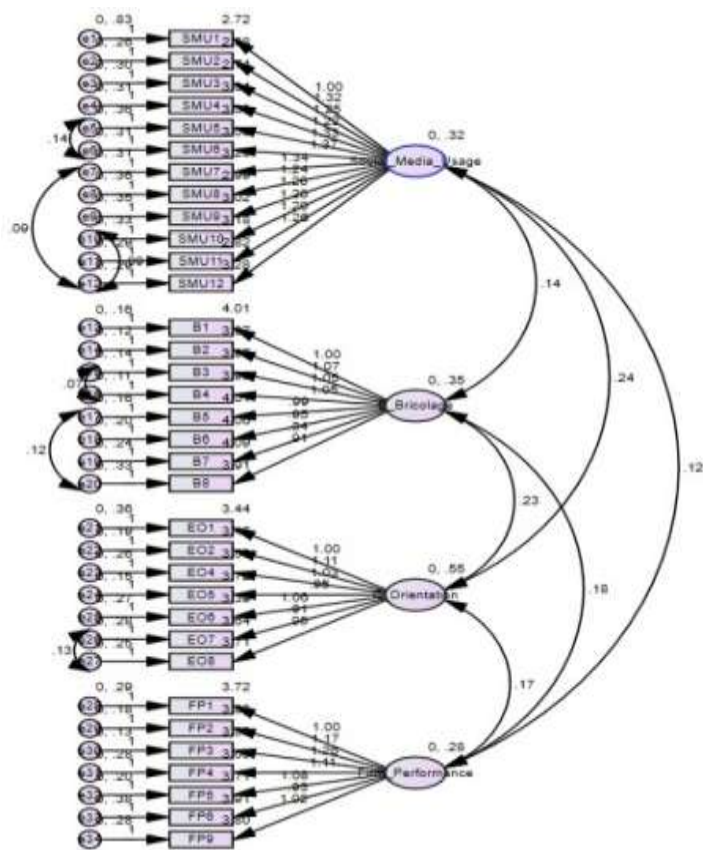


Figure 2: Final CFA Model

Reliability and Validity retest after indicator removal

Variables	Items	Factor Loadings	Composite Reliability (CR)	Average Variance Extracted (AVE)	Cronbach's Alpha (α)
SMU	SMU1	.520	0.947	0.60	0.945
	SMU2	.786			
	SMU3	.751			
	SMU4	.737			
	SMU5	.776			
	SMU6	.806			
	SMU7	.817			
	SMU8	.764			

	SMU9	.748			
	SMU10	.814			
	SMU11	.741			
	SMU12	.815			
EO	EO1	.678	0.939	0.69	0.94
	EO2	.819			
	EO3	Deleted			
	EO4	.764			
	EO5	.786			
	EO6	.806			
	EO7	.782			
	EO8	.840			
B	B1	.812	0.938	0.66	0.94
	B2	.761			
	B3	.794			
	B4	.808			
	B5	.875			
	B6	.784			
	B7	.703			
	B8	.734			
FP	FP1	.656	0.901	0.57	0.781
	FP2	.783			
	FP3	.859			
	FP4	.783			
	FP5	.782			
	FP6	.553			
	FP7	Deleted			
	Fp8	Deleted			
	Fp9	.703			

Table 3

CFA results originally revealed that the model has certain poor fit statistics, such as CFI of 0.888, but others, such as $\chi^2/df = 2.41$, RMR of 0.041, and RMSEA of 0.078, are within the acceptable range. To get the model fit statistics, we evaluated covariances among the error components using modification indices ($MI > 25$).

According to the CFA findings, the updated model has more favorable fit statistics. According to the standards established by Hu and Bentler (1999) and Browne and Cudeck (1992), the recommended values are provided within the brackets ($RMSEA < .08$, $RMR < .05$, $CFI > .90$).

Reliability analysis: Reliability is a measure of how steady and consistent the measuring tool is. Internal consistency and reliability are often evaluated using either Cronbach's alpha or a composite reliability (CR) measurement. Following the advice of Hair et al., (2017) we provide both Cronbach's alpha and composite reliability. In table 3 we see the Cronbach alpha estimates for the various constructs. Ranging from 0.781 to 0.945. Composite reliability values are in the range of 0.901 to 0.947. (Table 3). Both the Cronbach alpha and CR values are in the acceptable range. Therefore, it is reasonable to assume that internal consistency has been met.

Convergent validity: Convergent validity was assessed by the AVE value, or average variance extracted (Hair et al., 2017). Because every AVE number is greater than 0.5 (see table 3), we can safely say that the overall reliability is fine. Therefore, we may say the structures are valid.

Discriminant Validity: To check the discriminant validity, we applied the (Fornell & Larcker, 1981) criterion. AVE's square root is denoted by the bold values on the diagonal, while the other values show the degree of correlation between the variables. The diagonal bold values be greater than other values in their corresponding rows and columns, which is satisfied as shown in table 4. As a result, we may state that the variables have high discriminant validity.

Discriminant Validity

	Firm_Performance	Social_Media_Usage	Bricolage	E_Orientation
FP	0.755			
SMU	0.385	0.774		
B	0.583	0.414	0.810	
EO	0.430	0.575	0.513	0.830

Table 4

4.6 Hypotheses Testing

To test our hypothesis, we used linear regression analysis to analyze the association between variables.

Regression Analysis

Variables	Model 1		Model 2		Model 3		Model 4	
	β	<i>S-E</i>	β	<i>S-E</i>	β	<i>S-E</i>	β	<i>S-E</i>
Controlled Variables								
BL	0.027	0.06	0.03	0.06	0.03	0.05	0.03	0.06
NOE	-0.116	0.03	-0.1	0.02	-0.102	0.02	-0.113	0.03
OA	0.074	0.03	0.049	0.03	0.063	0.03	0.073	0.03
BA	-0.116	0.04	-0.152	0.03	(-0.178)*	0.03	-0.116	0.04
SMUA	0.107	0.04	0.15	0.04	0.163*	0.04	0.108	0.04
Main Variables								
SMU	0.186*	0.05			0.1	0.05	0.187*	0.05
EO	0.349***	0.05			0.129	0.05	0.355***	0.05
Mediation Effect								
B			0.622***	0.05	0.510***	0.05		
Moderation Effect								
SMU*EO							0.038	0.049
<hr/>								
R ²	0.238		0.385		0.414		0.239	

Table 5; Note: $N=234$, * $p<0.05$, ** $p<0.01$, *** $p<0.001$

In Model 1 we examined the impact of SMU on FP, In Model 2 we examined the direct impact of bricolage on FP, In Model 3 we examined the mediation impact of E_Bricolage on the Relation between SMU and FP, In Model 4 we examined the moderation impact of EO on relation between SMU and FP.

Controlled Variable: SMU age(SMUA), Business location(BL) Number of employees (NOE), Business owner age(OA), Business age (BA)

H1: SM usage positively and significantly relates to FP.

We hypothesize that the adoption of SM practices by company owners will result in a positive and appreciably noticeable improvement in the performance of their enterprises. In a regression model 1, the dependent variable, which was FP, while the SM consumption served as the independent variable. Controlled variables were also used in the regression analysis. There was a significant association between SMU and FP, $F=10.070$, $p<0.001$, showing that an entrepreneur's use of SM has a noteworthy influence on the success of their firm ($\beta =.186$, $p<0.05$). These data go in the direction of beneficial benefits that have been caused by SMU. The fact that the model has an R^2 value of 0.238 demonstrates that it also explains 23.8% of the total variance in FP. In the table 5 an overview of the outcomes of Model 1 is given.

H2: Bricolage positively relates to FP.

The purpose of this investigation is to determine whether or not the use of bricolage has a significant impact on the results that organizations achieve. In order to test Hypothesis H2, we conducted a regression using "performance" as the dependent variable and "bricolage" as the independent variable. All the controlled variables were also used in this regression analysis. We found that there was a strong relation between B and FP, $F=23.66$, $p<0.001$, which suggests that a bricolage can have a significant influence on the performance of a business ($\beta =0.622$, $p<0.001$). These results provide light on the nature and trajectory of the positive effects brought about by B. And the R^2 value of 0.385 demonstrates that the model is responsible for 38.5% of the variability in FP. The model 2 in table 5 provides a summary of the findings for your convenience.

4.6.1 Mediation analysis

H4: Bricolage mediate the relationship between SMU and FP.

The purpose of hypothesis to determine that whether or not entrepreneurial bricolage act as a mediator in the relation between SMU and FP. In order to test this hypothesis, in model 3 we

used regression analysis, FP was used as dependent variable, B, SMU and EO were used as independent variables, controlled variables were also used as independent variables in a separate box. Results shows that entrepreneurial bricolage is mediating the relationship between SMU and FP, as indirect effect are statistically significant ($\beta = 0.510$, $p < 0.001$), $F = 41.115$, $p < 0.001$. Based on these results, we accept H3. The fact that the model has an R^2 value of 0.414 demonstrates that it also explains 41.4% of the total variance in the relation between SMU and FP. The findings of the mediation analysis are shown in the table 5, model 3.

4.6.2 Moderation Analysis

H4: EO moderates the relationship between SMU and FP.

The moderation analysis is conducted in model 4 through a regression analysis, by treating SM usage as independent variables, performance as dependent variable, and EO as moderator variable. The moderation affect is tested, using the mean centered value (SMU*EO) in order to control the VIF values. Controlled variables were used in model 4 as well. Results shows that EO has no moderating effect on the relationship between SM usage and FP, as the results we statistically insignificant ($\beta = 0.038$, $p > 0.005$). Based on these results, we conclude that hypothesis H4 cannot be supported. In contrast to the nature of the association that was predicted, the finding demonstrates that there is no statistical evidence for the moderating function of EO in our data.. The findings of the mediation analysis are shown in the table 5, model 4.

CHAPTER 5:DISCUSSION

In this research study, we investigated the connection between a business's use of SM and its overall performance. The furniture stores located in Rawalpindi and Islamabad were the focus of our investigation for this particular research project. The vast majority of studies conducted in the past concentrated on the direct connection that exists between SMU and performance (Dodokh & Al-ma'aitah, 2019), almost completely neglecting the indirect route via which SMU might affect the performance of a company. As part of our study, we established a framework to illustrate how the link between SMU and the performance of a business is not as straightforward and easy to understand as one would think. We focused our attention on exploring the function that bricolage plays as a mediator and the moderating effect that EO plays in the relationship between the use of SM and the performance of the company. The information that we gathered from 234 Smbs lends credibility to the four hypotheses that we developed for our study. This suggests that bricolage is a process that acts as a mediator between the use of SM and an improvement in the performance of the firm.

A quantitative methodology was employed in this study to examine the direct influence of SMU on FP, with a specific focus on the moderating role of EO in the relationship between SM usage and performance in SMEs. Additionally, the study investigated the mediating role of entrepreneurial bricolage in this relationship. Apart from the moderation effect of EO, the findings of the study were particularly noteworthy, as they revealed that increased utilization of SM positively correlates with enhanced performance. Furthermore, the owner's engagement in bricolage activities was identified as a critical factor in fostering greater SM usage, ultimately leading to improved performance.

5.1 Research objective 1: Impact of SM usage on FP

The results validate hypothesis *H1: SM usage positively relates to FP.*

According to the results of this study, the use of social networking sites has a positive affect that is considerably impacting on the FP of furniture producers in Islamabad and Rawalpindi. In addition, it was shown that in order for businesses to acquire a competitive advantage, they maintained awareness of emerging trends and new SM platforms, carefully collected feedback from customers on these platforms, and made use of SM to research their rivals. The data also imply that the use of SM sites has a substantial influence on cost savings, the convenience of

access, and overall customer satisfaction. This is suggested by the fact that these factors were found to be significantly correlated with one another.

The results are in line with the finding of (Tajvidi & Karami, 2017; Cervellon and Galipienzo, 2015; Garrido-Moreno and Lockett, 2016) which shows the positive correlation of SMU with firm success and better performance. Customer relations and customer service were both improved as a result of increased access to information on customers and rivals, while at the same time, expenditures related to marketing and customer service were brought down. The finding of this study are also congruent with the findings of (Kimani's, 2015) study, which revealed that SM marketing provides a great deal of value to individuals by allowing staff to interact with customers, particularly those in different geographic locations. Additionally, previous study (Mehrabi, 2014) discovered a strong association between SM and brand loyalty, with a company's presence on several platforms and the availability of SM apps positively influencing customers' brand loyalty.

In addition, it was clear that the majority of furniture companies in Islamabad and Rawalpindi employed between 1 and 25 employees, while the smallest number employed more than that. This demonstrates that the sector is still relatively small and has possibilities for expansion with government support in Pakistan. This demonstrates that the furniture industry's population is youthful and requires more male workers than females due to the nature of the employment in the sector, which demands lower levels of education. All of the research respondents are men (100%) as opposed to women (0%).

5.2 Research objective 2: Mediating role of Bricolage

The findings confirm *H2: Bricolage positively relates to FP.* and *H3: Bricolage mediate the relationship between SM usage and FP.*

When organizations face uncertainty and fluctuations in demand, it becomes crucial for them to possess flexibility and agility in their responses. This is particularly evident when financial shocks lead to market crashes and a decline in customer demand. To overcome such challenges, organizations must exhibit resilience by adapting to emerging circumstances. The implementation of physical restrictions and closures can result in a sudden and significant decrease in the demand for a firm's products and services. Consequently, affected enterprises are compelled to redefine their operations and diversify their offerings, even if it requires a complete transformation of their

business model. They must employ creative inventory reinvention and challenge the limitations imposed by resource constraints, industrial norms, practices, and policies. By tapping into their stocked and unused resources, companies can harness their manufacturing potential and initiate a revolution without requiring additional investments. This approach contributes to economic sustainability. Furthermore, by saving funds and leveraging this new activity, organizations may not only overcome the constraints imposed by the pandemic but also achieve success and prosperity through effective social entrepreneurship.

The data analysis confirms a favorable and statistically significant ($p < 0.05$) relationship between bricolage and performance. This is in line with the findings of previous studies conducted by (Alsharif et al., 2021; Bacq et al., 2015; Kickul et al., 2018). The results of this research provide credibility to the hypothesis that bricolage have an influence on an organization's performance. Instead of investing in extra resources, business owners and entrepreneurs can circumvent resource constraints and improve their company's performance by making better use of the resources they currently have. This suggests that bricolage resulted in the use of readily available resources, including SM for novel purposes. As an alternative to investing in new, more expensive resources, business owners and entrepreneurs can opt to employ SM, which requires no initial financial commitment and is available without limitation, to improve the performance of their firms.

Our findings show that bricolage partially mediates the relationship of SMU variable and with firm survival. This supports the findings of (An et al., 2019), who demonstrated that bricolage serves as a mediator between an entrepreneur's creativity and firm-level success. These findings are interesting because we frequently associate the SMU directly with the performance outcomes (Ahmad et al., 2018).

These results provide validity to the bricolage theory's proposition that entrepreneurs who adopt bricolage tactics are more prone to challenge or discard standard concepts of material input and processes (Desa 2012). The notion of bricolage indicates that businesses must mix and repurpose existing resources to successfully manage resource constraints and discover solutions to problems (Wenwen An et al., 2018). When resources are limited, business owners and entrepreneurs use easily accessible resources for purposes other than those for which they were developed or intended (in this example, to improve company performance) (Banerjee, Campbell, and Saxton 2013). Because these sources are regarded insufficient or useless by others, "resources at hand" are often low-cost or even gratis.

5.3 Research objective 3: Moderating role of EO

The findings rejected *H4: EO moderates the relationship between SM usage and FP.*

In contrast to the hypothesized function of the EO as a moderator in the association between organization SM use and performance, the research indicated a positive but insignificant influence for the EO in this relationship. This is also inconsistent with the findings of the study conducted by (Fan et al., 2021), which indicated that the influence of EO on SM adoption and performance was favorable and substantial. Based on the research conducted by (Fan et al., 2021), SMEs in emerging economies, such as Pakistan, exhibit EO in their adoption of SM. This behavior can be attributed to their fear of falling behind their competitors in the market. As there is a noticeable trend towards increased usage of SM platforms, accompanied by a shift in customer behavior from offline to online interactions, the EO of firms becomes significantly influential in driving the adoption of SM strategies. Furthermore, the existing research results exhibit disparities in comparison to Jiang's study, which emphatically posited the significance of EO in augmenting FP (Jiang et al., 2018).

The results presented here in this study are inconsequential. The findings cannot be regarded definitive and urge additional inquiry since they call for further research into the moderating effect of EO in the link between SM use and firm performance.

5.4 Conclusion:

The results of this research study contribute to the body of knowledge in two significant ways. 1) The results of this study indicate that bricolage plays an important role as a key mediator in the relationship between the use of SM and FP in the furniture industry. We investigated how the usage of SM sites may lead to improved corporate performance. We feel that bricolage may be an important technique, in spite of the inherent resource limits that are present in SMEs, since it includes repurposing existing resources for new uses, so contributing to the performance of the business. 2) This study also contributes to the current understanding of bricolage by exploring the function of SM use in causing bricolage. When compared to the growing number of studies that explore the impact of bricolage on the performance of a firm, relatively few studies have investigated the question of why certain companies exploit the phenomenon of bricolage more than others. In order to contribute to the bricolage literature, a scientific investigation of this relationship was carried out.

In light of the results of our study, we propose that owners of businesses should pay attention to the phenomenon of bricolage as a critical incubator for the use of SM in circumstances in which resources are restricted.

Bricolage, on the other hand, is an endogenous strategy that, in contrast to exogenous innovation strategies, is designed to get around limitations imposed on the system by external resource providers. Bricolage is an asset that is necessary for the continuous survival of enterprises as well as their expansion. Second, not all Smbs are competent to employ bricolage to translate available resources into increased performance. Younger enterprises will be more successful in this quest.

CHAPTER 6: CONCLUSION

The data analysis results have been provided and discussed in detail in the preceding chapters in accordance with the study requirements. The final conclusive chapter will explain the research limitations, their implications, and their contribution based on the survey data acquired.

6.1 Theoretical Implications

Due to the fact that bricolage is a quite recent development in the field of management literature. The current study has shed light on a number of key themes, so paving the way for more research to be carried out in the future. This research makes an important contribution to bricolage literary studies and wider SM networks in the field of manufacturing. The significance of the study for scholars and the existing body of literature in the topic can be traced to a number of different reasons. First, the current study establishes a previously unstudied relationship between SM usage and business performance via the mediating role of entrepreneurial bricolage and the moderating impact of EO. Second, bricolage have been used to describe the underlying mechanism through which performance outcomes are attained. It changes the literature's focus to the individual resources that are critical in obtaining FP results. This viewpoint was mostly unexplored. Despite the fact that the literature has identified many performance consequences of SM usage, few researches have used bricolage theory to investigate the effects of SM usage. It also lends credence to the bricolage theory. As a result, this study is significant because it widened the scope of bricolage theory and provided a once-in-a-lifetime opportunity to verify the theory's premises and corollaries. The data indicate that bricolage is an underlying mechanism that explains how the use of SM affects the performance of corporations. According to the findings, bricolage acts as a mediator between the positive influence that the use of SM has on organization performance. The significance of these findings lies in the fact that a previous study did not investigate bricolage in the role of a mediator between SM usage and performance.

6.2 Limitations of Study

- The current study sheds light on crucial and emerging ideas such as SM usage, bricolage, and so on. However, the study was constrained by time and other factors. First, the study solely looked at the mediating effect of bricolage. Other psychological factors can also result in a variety of performance outcomes.

- Second, the study only examined at one moderating variable: EO. The moderator in this study is associated with risk taking, creativity, and proactivity. Employees are significantly influenced by contextual factors other than organizational ones. These can include the ethical climate of the organization, as well as coworker and supervisor support. This type of social assistance can be used as a contextual resource. Because the more employees sense corporate support, the better behavior they exhibit.
- Third, the study's sample was drawn from the furniture industry. Future researchers may explore the current research model in other areas to improve the findings' reliability and validity. Although the furniture industry is ahead of other sectors in terms of SM network utilization due to its nature, there is still more that may be explored in other industries. In light of the same constraint, a qualitative research design might be used in the furniture industry to gain a comprehensive understanding of SM usage, which is not achievable with quantitative research designs.
- Human limitation: The research is limited by the fact that only managers and owners of furniture stores in Islamabad and Rawalpindi were included in the analysis. Therefore, the researcher has various challenges when attempting to gather data and obtaining clearance from those managers to give data through questionnaires.
- Geographic limitation: The study's scope was limited to the cities of Islamabad and Rawalpindi both of which have a number of furniture retailers.
- Time limits: The research was undertaken during the fourth, fifth, and sixth semesters of the academic year 2021/2022 due to time constraints. This included going on field trips to furniture stores in Islamabad and Rawalpindi, as well as handing out questionnaires. In addition, an in-depth discussion with SM executives in these businesses, was arranged to gather the essential information and address the industry's regional and international limits.
- The final drawback is related to the current study's approach. The research employs a cross-sectional design. Researchers in the future can utilize longitudinal study designs to evaluate the association across time and derive causal conclusions. It can be very advantageous to look into various psychological elements in the relationship throughout time.

6.3 Recommendations

Based on the findings of the study, the following recommendations can be made.

6.3.1 *Recommendations for the Furniture and Other Industries:*

- It is urged to use SM platforms to better engage customers in the design of the company's products, which would promote customer integration.
- It is recommended that furniture product companies focus on enhancing their flexibility through SM platforms by being open to new ideas and concepts.
- Furniture producers must encourage the usage of SM because it is essential for increasing FP.
- Businesses need to use SM networks to develop new techniques of product or process innovation, which leads to improved efficiency and productivity inside the company.
- It is suggested that all types of furniture companies incorporate the usage of SM into their company's strategy, which will improve FP.

6.3.2 *Academic Recommendations and Future Research:*

- Considering that the scope of this study is restricted to the Furniture industry, it would be good for academics to investigate the usage of SM in other manufacturing industries.
- The research suggests that comparable research on the furniture industry be carried out in other geographical regions of Pakistan as well as in other nations in order to compare the data, discover the discrepancies, and make appropriate conclusions.
- Despite the fact that only a few items of SM usage variables were used, it is important to note that there might be other possibilities to include other factors along with the inclusion of a variable to a mediating role. These considerations could include the influence of the factors surrounding the employee, employee characteristics: gender orientation, age, schooling qualification etc.
- It is recommended that the same aspects be restudied on the same businesses over the course of time in order to determine the development that has been achieved as a result of the application of SM usage.
- It is also advisable to carry out comparison research looking at things from the perspective of the client.
- In addition, for the purpose of gathering useful data, this study heavily depended on surveys, which are not completely free of bias. As a consequence of this, it is advised that in subsequent

research, alternative methods such as focus groups or interviews be utilized in order to achieve a more in-depth comprehension of the phenomenon that the study investigated.

- As was said before, extrapolating these research findings outside the scope of the research sample is difficult, and the conclusions reached should be assessed with extreme circumspection. The findings of this research could be generalized to a greater number of organizations if subsequent studies use the same approach to such organizations.

6.4 CONCLUSION

The goal in conducting this research was to determine, via bricolage as a mediator and an EO as a moderator, how effective SM is in improving business performance. In addition, bricolage theory is employed to back up the study's framework. This results in a shift in the emphasis placed on research of how SM is used. Despite the aforementioned caveats, this work makes a substantial contribution to our understanding of SM usage in Pakistan furniture businesses.

All the hypothesis except for the moderator have been established. Use of SM has been shown to improve performance, with the bricolage effect playing a mediating role. The role of moderator, i.e. EO, has been dismissed.

The following inferences and conclusions can be made on the basis of the findings of the research:

- In terms of cost reduction, information accessibility, and client communication, SM utilization is extremely important among furniture companies in Islamabad and Rawalpindi.
- The use of SM is not restricted to large and well-established businesses; rather, the concept of bricolage can help small businesses easily integrate the use of SM.
- The use of SM has a significant impact on the performance; including marketing, customer interactions and services, and information accessibility. As a consequence of this, the primary focus of building marketing and commercial strategies should be on increasing the amount of time spent on SM.
- The use of SM in business provides the company with a competitive advantage over its rivals, allowing it to rapidly adjust to both external and internal shifts in the environment, as well as meet evolving customer demands in a short period of time, which provides the company with a competitive advantage over its rivals.

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Appendix A: Questionnaire

You are invited to participate in a survey about SM usage impact on furniture businesses performance. The study is being conducted in furniture businesses hence, you are invited to participate in this research study by completing the questionnaire.

Directions:

1. It is important that you respond honestly.
2. Rest assured that your data will be treated anonymously.
3. The participation is voluntary and you may refuse to answer a question or choose to stop participating.
4. The questionnaire will not take more than 10 minutes.

I will be thankful for your assistance in my educational endeavors. The data collected will provide useful information regarding organization performance impacted by SM usage. In case you would like to have a copy of this study please send an email requesting a copy at the email address given below. In case of any ambiguities and confusion, please feel free to contact me on the following email id:

muhammad.msie19nbs@student.nust.edu.pk

INFORMED CONSENT

I have read the information provided above and thereby voluntarily agree to participate in this research.

- Yes No

Gender

- Male Female

Owners Age:

- less than 20 years
 20-30 years
 30-40 years
 40-50 years
 50+ years

Business Age:

- less than 5 years

- 5-10 years
- 10-15 years
- 15-20 years
- 20+ years

SM usage in the current organization:

- Below 5 years
- 5-10 years
- 10-15 years
- >15 years

Business name: _____

My role: _____

Business Location: _____

Please select your suitable answer that best describes your perception about SM usage in your organization:

1=Never, 2=Rarely, 3=Sometimes, 4=Often, 5=Always

Please select your suitable answer that best describes your perception about EO of your organization:

1=Completely Disagree, 2=Mostly Disagree, 3=Neutral, 4=Mostly Agree, 5=Completely Agree

S.NO	Statements	1	2	3	4	5
1.	Within the last five years, we have brought several new products or services to the market					
2.	Innovations are appreciated above everything else					

No	Items	Never	Rarely	Sometimes	Often	Always
	SM for Marketing Purposes					
1.	We use SM to Advertise and promote our product and service					
2.	We use SM platforms to create brand visibility					
3.	We use SM to conduct marketing research					
	SM for Customer relations and service					
4.	We use SM platforms to develop customer relations					
5.	We use SM platforms to communicate with customers					
6.	We use SM platforms to conduct customer service activities					
7.	We use SM platforms to receive customer feedback on existing product/services					
8.	We use SM platforms to receive customer feedback on new/future product/services					
9.	We use SM platforms to reach new customers					
	SM for Information accessibility					

10.	We use SM platforms to search for general information					
11.	We use SM platforms to search for competitor information					
12.	We use SM platforms to search for customer information					
3.	We emphasise R&D, technological leadership and innovativeness instead of trusting only those products and services, which we have traditionally found to be good					
4.	We emphasize risk taking					
5.	In our company, many people want to take risks					
6.	We intend to get into markets before our competition					
7.	We are typically ahead of competitors in presenting new products or procedure					
8.	In our company people want to be first in the markets					

Please select your suitable answer that best describes your perception about entrepreneurial bricolage behavior:

1=Completely Disagree, 2=Mostly Disagree, 3=Neutral, 4=Mostly Agree, 5=Completely Agree

S.NO	Statements	1	2	3	4	5
1.	We are confident of our ability to find workable solutions to new challenges by using our existing resources					
2.	We gladly take on a broader range of challenges than others with our resources would be able to.					
3.	We use any existing resource that seems useful to responding to a new problem or opportunity					
4.	We deal with new challenges by applying a combination of our existing resources and other resources inexpensively available to us					
5.	When dealing with new problems or opportunities we take action by assuming that we will find a workable solution					
6.	By combining our existing resources, we take on a surprising variety of new challenges					
7.	When we face new challenges we put together workable solutions from our existing resources					
8.	We combine resources to accomplish new challenges that the resources weren't originally intended to accomplish					

Please select your suitable answer that best describes your perception about SM impact on your business performance:

1=Completely Disagree, 2=Mostly Disagree, 3=Neutral, 4=Mostly Agree, 5=Completely Agree

S.NO	Statements	1	2	3	4	5
	Impact on Cost Reduction (Imp on CR)					
1.	Reduced the cost of communication with customers					
2.	Reduced the cost of advertising and promotion					
3.	Reduced the cost of customer service and support					
	Improved Customer Relations & Service (Imp on CS)					
4.	Enhanced customer service					
5.	Increased customer loyalty and retention					
6.	Improved customer relationship					
	Enhanced Information Accessibility (Imp on IA)					
7.	Enabled easier access to competitor information					
8.	Enabled easier access to market information					
9.	Enabled faster delivery of information to customers					

Appendix B

Pilot Study Reliability Test

Case Processing Summary

		N	%
Cases	Valid	234	100.0
	Excluded ^a	0	.0
	Total	234	100.0

a. Listwise deletion based on all variables in the procedure.

Cronbach Alpha (**SM Usage**)

Reliability Statistics

Cronbach's	
Alpha	N of Items
.945	12

Cronbach Alpha (**EO**)

Reliability Statistics

Cronbach's	
Alpha	N of Items
.879	8

Cronbach Alpha (**Bricolage**)

Reliability Statistics

Cronbach's	
Alpha	N of Items
.940	8

Cronbach Alpha (**Firm Performance**)

Reliability Statistics

Cronbach's	
Alpha	N of Items

.781	9
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Appendix C

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	13.796	37.287	37.287	13.199	35.672	35.672
2	4.428	11.966	49.253			
3	2.714	7.335	56.589			
4	2.337	6.317	62.906			
5	1.914	5.172	68.078			
6	1.052	2.843	70.921			
7	.978	2.643	73.563			
8	.808	2.185	75.748			
9	.710	1.920	77.668			
10	.660	1.783	79.450			
11	.606	1.639	81.089			
12	.548	1.480	82.570			
13	.542	1.464	84.033			
14	.489	1.321	85.354			
15	.469	1.268	86.622			
16	.410	1.108	87.730			
17	.393	1.061	88.791			
18	.374	1.010	89.801			
19	.355	.959	90.759			
20	.335	.904	91.664			
21	.306	.826	92.490			
22	.296	.799	93.289			
23	.265	.716	94.005			
24	.251	.679	94.684			

25	.227	.614	95.298
26	.218	.588	95.886
27	.202	.547	96.433
28	.189	.511	96.944
29	.165	.445	97.389
30	.163	.440	97.829
31	.156	.422	98.251
32	.137	.370	98.621
33	.130	.351	98.972
34	.122	.329	99.301
35	.120	.324	99.625
36	.081	.218	99.843
37	.058	.157	100.000

Extraction Method: Principal Axis Factoring.

Appendix D

Coefficients^a

Model		Unstandardized		Standardized		Collinearity	
		Coefficients	Std. Error	Coefficients	t	Sig.	Statistics
		B		Beta			Tolerance
							VIF
1	(Constant)	.988	.179		5.518	.000	
	Social_Media_Usage	.077	.047	.109	1.659	.098	.617
	E_Orientation	.072	.049	.104	1.474	.142	.538
	E_Bricolage	.436	.054	.499	8.014	.000	.685
2	(Constant)	.931	.214		4.348	.000	
	Social_Media_Usage	.071	.046	.100	1.530	.127	.609
	E_Orientation	.091	.049	.129	1.842	.067	.528
	E_Bricolage	.446	.054	.510	8.218	.000	.676
	Business location	.032	.054	.030	.584	.560	.985
	Number of employees	-.042	.023	-.102	-1.839	.067	.847
	Business owner age	.027	.025	.063	1.080	.281	.767
	Business age	-.069	.032	-.178	-2.195	.029	.397
	Social media usage	.081	.037	.163	2.166	.031	.458

a. Dependent Variable: Firm_Performance