

Small Business Social Media Use, Innovative Work Behavior, and Organizational Performance

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This article quantitatively examines the relationships between social media use, innovative work behavior, and organizational performance among small businesses in the United States. A theoretical model containing these latent variables was developed using the assumptions established by the Resource-Based View Theory and the Diffusion of Innovations Theory. Survey data from United States small business employees was collected and subsequently analyzed using partial least squares structural equation modeling (PLS-SEM). Statistically significant positive relationships between each of the examined variables were found. Recommendations involving the use of social media by small businesses to improve employee innovative work behavior and organizational performance were made.

Keywords: social media, innovative work behavior, organizational performance, United States small business

INTRODUCTION

The term social media relays the use of interactive communications-based online platforms wherein users can share or disburse individualized content. The use of social media has been adapted from personal to business-related use within numerous organizations to facilitate organizational functions related to marketing, sales, customer service, internal operations, and more (Schaupp & Bélanger, 2014). In addition to derived organizational value, business use of social media has been linked to the creation of innovative work behavior among employees (Saleem et al., 2017). This association is attributed to social media's employed communication channels, which allow businesses to easily access consumers' publicized feedback (Hanna et al., 2011; Saleem et al., 2017). The availability of this type of information can initiate idea exploration and generation processes on behalf of employees (De Jong & De Hartog, 2010). Although social media's ability to influence organizational performance (Cao et al., 2018; Schaupp & Bélanger, 2014) and innovative work behavior (Saleem et al., 2017) has been briefly studied, the inclusion of social media use, innovative work behavior, and organizational performance within a single model is lacking, particularly as it relates to small businesses. This study fills the identified literature gap by analyzing the three variables simultaneously to understand their related effects on one another among small businesses in the United States.

This study also makes a unique contribution to the literature through its surveyed population, which includes full-time small business employees located within the United States. As small businesses make up 99.9% of the total population of United States businesses, the prevalence and importance of these entities is substantial (Office of Advocacy, 2022). For example, the United States Small Business Administration – Office of Advocacy reported that in 2022, 46.4% of the United States workforce was comprised of small business employees, with the total small business employee population equaling 61.7 million persons (Office of Advocacy, 2022).

Considering the vital role that small-sized businesses play within the United States economy, the current study provides recommendations relating to the use of social media for business purposes among these identified entities. The study also contributes useful information concerning social media's potential impact on innovative work behavior and organizational performance. Therefore, in utilizing the uncovered information, small businesses could potentially experience subsequent growth, which could ultimately subsidize the health of the United States economy through increased financial performance.

REVIEW OF LITERATURE

Social media (Castronovo & Huang, 2012; Kaplan & Haenlein, 2010; Mangold & Faulds, 2009; Odoom et al., 2017), innovative work behavior (De Jong & Den Hartog, 2010; Janssen, 2000; Kanter, 1988; Scott & Bruce, 1994; Yuan & Woodman, 2010), and organizational performance (Ho, 2008; Kaplan & Norton, 1992; Porter, 1985; Singh et al., 2016) have been examined among academicians within the field of business. The topics have been examined both separately and conjointly. Specifically, Saleem et al. (2017) examined the quantitative relationship between social media use and innovative work behavior. Cao et al. (2008) and Schaupp and Bélanger (2014) examined the quantitative relationship between social media use and organizational performance. Janssen (2000), Kanter (1988), Scott and Bruce (1994), and Yuan and Woodman (2010) have provided qualitative evidence on the effects of innovative work behavior on organizational performance. Foundational and current information pertaining to the discussed variables and relationships is found in the following subsections.

Social Media

Modern forms of social media encompass “a wide range of online word-of-mouth forums” (Mangold & Faulds, 2009, p.385). These platforms include online blogs, chat rooms, video-sharing websites, photo-sharing websites, virtual social worlds, e-commerce communities, and social networking sites. Some of the most notable and highly utilized social media platforms include Facebook, Twitter, Instagram, LinkedIn, and YouTube. In utilizing social media sites to distribute business-related content, businesses can more easily reach wide-scale audiences while still targeting distinct segments of the population. Several authors have analyzed the adoption of social media by small businesses on the grounds of cost efficiency and compatibility (Castronovo & Huang, 2012; Kaplan & Haenlein, 2010; Odoom et al., 2017; Schaupp & Bélanger, 2014). In discussing the cost efficiency attribute of social media use by small businesses, Kaplan and Haenlein (2010) state, “Social Media allow firms to engage in timely and direct end-consumer contact at relatively low cost and higher levels of efficiency than can be achieved with more traditional communication tools” (p.67). Castronovo and Huang (2012) reinforce this finding by emphasizing that small-sized businesses, typically restricted by capital and resources, often encounter challenges within the realm of marketing compared to their large-sized counterparts. However, in employing social media for marketing activities, small-sized firms can overcome capital-based marketing constraints through the utilization of public social media platforms (Castronovo & Huang, 2012).

Innovative Work Behavior

Innovative work behavior is a set of actions wherein individuals recognize problems, generate solutions, and implement solutions within a work setting (Scott & Bruce, 1994). Janssen (2000) more explicitly defines innovative work behavior as “the intentional creation, introduction, and application of new ideas within a work role, group, or organization, in order to benefit role performance, the group, or the

organization” (p.288). Similarly, Yuan and Woodman (2010) define the term as, “an employee’s intentional introduction or application of new ideas, products, processes, and procedures to his or her work role, work unit, or organization,” (p.324).

The importance of innovation-related processes in the workplace gained recognition due to Kanter (1988). Kanter (1988) found that the creation of innovation is a multi-faceted, multi-dimensional process which includes the stages of idea generation, coalition building, idea realization, and the application of ideas. Recent research by De Jong and Den Hartog (2010) also outlined a four-stage innovative work behavior process that includes idea exploration, idea generation, idea championing, and idea implementation. While similar to past models (Kanter 1988; Scott & Bruce, 1994), De Jong and Den Hartog (2010) choose to differentiate idea exploration and idea generation into two separate stages within the innovation process, as the two behaviors rely on distinct cognitive functions (Basadur, 2004).

Organizational Performance

Organizational performance “is an indicator which measures how well an enterprise achieves their objectives” (Ho, 2008, p.1238). Similarly, Kaplan and Norton (1992) discuss the concept as a compilation of both financial and non-financial measures that seek to accomplish defined organizational goals. As competitive organizations continually seek to meet targets related to profitability, efficiency, quality, sustainability, industry standing, and more, long-term success rates and overall business performances are impacted by numerous organizational areas (Ho, 2008; Singh et al., 2016; Venkatraman & Ramanujam, 1986). Porter (1985) defines organizational areas of the business that directly correlate with overarching success and consumer-perceived value. Collectively labeling these performance-aiding areas as “The Value Chain,” Porter (1985) explains their significance in providing firm-specific competitive advantage, a concept which directly correlates with positive organizational performance and survival (Agha et al., 2011; Singh et al., 2016). Porter (1985) notes that the assigned level of importance of various value chain components may differ among varying business-types and industries based upon their specific needs and nature. While the importance of the different elements may vary, all of the Value Chain’s identified areas of interest can provide businesses with various levels of competitive advantage in accordance with how well management organizes and governs each component (Porter, 1985).

Social Media Use, Innovative Work Behavior, and Organizational Performance

The relationship between social media use and innovative work behavior has previously been examined (Saleem et al., 2017). Saleem et al. (2017) analyzed the relationship between employees’ social media use and innovative behavior using the mediating variable of knowledge sharing and the moderating variable of cognition-based trust. They found that knowledge sharing was a significant mediating variable between social media use and innovative work behavior ($\beta = 1.04, p < 0.01$), thus providing empirical support for social media’s ability to facilitate innovative behavior through knowledge sharing capabilities (Saleem et al., 2017). Further, Cognition-based trust was a significant predictor ($\beta = 3.16, p < 0.01$) and moderating variable of knowledge sharing ($\beta = 0.78, p < 0.01$) (Saleem et al., 2017).

Cao et al. (2018) determined that organizational social media use was significantly related to organizational performance outcomes ($\beta = 0.12, p < 0.01$). They also found that expected benefits ($\beta = 0.21, p < 0.01$), perceived risk ($\beta = 0.09, p < 0.05$), organizational pressure ($\beta = 0.31, p < 0.001$), internal readiness ($\beta = 0.27, p < 0.001$), and strategic goals ($\beta = 0.13, p < 0.05$) were statistically significant factors in explaining organizational social media use (Cao et al., 2018). Schaupp and Bélanger (2014) also analyzed social media’s ability to produce positive outcomes within the areas of internal operations, marketing, customer service, and sales within a small business context. They found that internal operations ($\beta = 0.675, p < 0.0001$), marketing ($\beta = 0.554, p < 0.0001$), customer service ($\beta = 0.482, p < 0.0001$), and sales ($\beta = 0.607, p < 0.0001$) were all positively affected by business use of social media (Schaupp & Bélanger, 2014).

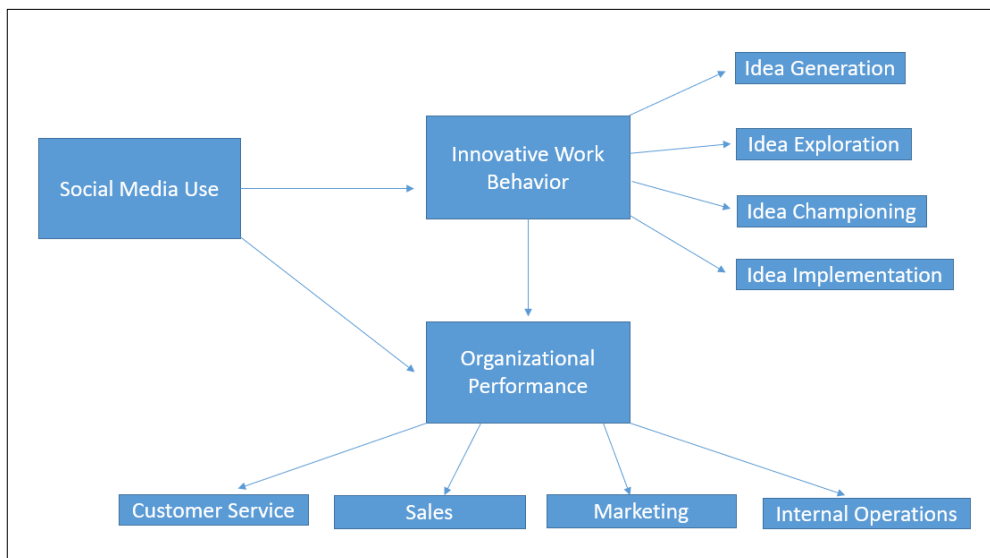
While the relationship between innovative work behavior and organizational performance has been explored by Kanter (1988), Scott and Bruce (1994), Janssen (2000), Yuan and Woodman (2010), and many other scholars, there remains a lack of empirical evidence on the relationship between innovative work behavior and the numerous, yet differentiated, areas of the organization. To fill this literature gap, a portion

of the current research examined the statistical relationship between innovative work behavior and organizational performance.

THEORETICAL FRAMEWORK

To analyze the selected variables used in the study, we combined the models of Odoom et al. (2017), De Jong and Den Hartog (2010), and Schaupp and Bélanger (2014). The model includes the variables of Social Media Use, Innovative Work Behavior, and Organizational Performance, along with the proposed directional paths that link each item. The model shown in Figure 1 also demonstrates the dimensions of Innovative Work Behavior and Organizational Performance that were used to provide component clarity and theoretical parsimony.

FIGURE 1
PROPOSED RESEARCH MODEL COMBINING THE MODELS OF ODOOM ET AL. (2017),
DE JONG AND DEN HARTOG (2010), AND SCHAUPP AND BÉLANGER (2014)



The directions of the relationships in this model are supported by the assumptions of the Resource-Based View Theory and the Diffusion of Innovations Theory. As the Resource-Based View Theory advocates for the use of firms' technological resources as value drivers to positively influence organizational performance, the proposed model assumes social media use leads to increased organizational performance (Wernerfelt, 1984). Furthermore, the Resource-Based View Theory reinforces the relationship assumed between social media use, innovative work behavior, and organizational performance as the information gathered from small business social media use can initiate innovative ideas or solutions that lead to positive organizational outcomes (Colicev et al., 2019). The Diffusion of Innovations Theory additionally supports the suggested relationship between social media use and organizational performance as business use of this technological resource can initiate and facilitate the adoption of organizational offerings, thus heavily affecting organizational performance through earned revenue (Rogers, 1962).

RESEARCH PROCEDURES AND METHODOLOGY

A quantitative survey was employed to test the research model. The first portion of the survey consisted of demographic questions pertaining to gender and age. The second portion of the survey combined the existing instruments of Odoom et al. (2017), De Jong and Den Hartog (2010), and Schaupp and Bélanger

(2014). Social Media Use was measured using the Usage construct and corresponding survey items from the model of Odoom et al. (2017). This construct was originally created to measure small to medium-sized businesses' reasons behind their adoption and use of social media for business purposes. Innovative Work Behavior was measured using the model and survey items of De Jong and Den Hartog (2010). This instrument was created to examine employees' perceptions of their personal innovative work-related behaviors. Organizational Performance was measured using Schaupp and Bélanger's (2014) dimension-oriented constructs of Perceived Impact on Customer Service, Perceived Impact on Sales, Perceived Impact on Marketing, and Perceived Impact on Internal Operations. These constructs were deemed appropriate measures of the current study's variable of Organizational Performance as they were originally used as dimensions relating to the organizational value derived from the use of social media within each of the identified areas. Therefore, within this study, the Organizational Performance variable refers to the ability of social media to impact the defined organizational areas which contribute to overall performance. Table 1 outlines the survey items used within the combined instrument to measure each of the latent variables. This table also demonstrates the levels of measurement used for each survey item.

TABLE 1
LATENT VARIABLES, INDICATORS, AND VALUES

Latent Variable	Indicator	Values
Social Media Use	SM1, SM2, SM3, SM4, SM5, SM6	1-5, Likert scale 1 = "Not at all" 3 = "Neutral" 5 = "To a large extent"
Innovative Work Behavior Idea Exploration Idea Generation Idea Championing Idea Implementation	IWB1, IWB2, IWB3, IWB4, IWB5, IWB6, IWB7, IWB8, IWB9, IWB10	1-5, Likert scale 1 = "Never" 3 = "Sometimes" 5 = "Always"
Organizational Performance Customer Service Sales Marketing Internal Operations	OP1, OP2, OP3, OP4, OP5, OP6, OP7, OP8, OP9, OP10, OP11, OP12, OP13	1-5, Likert scale 1 = "Strongly disagree" 3 = "Neither agree nor disagree" 5 = "Strongly agree"

The target population of this study was full-time small business employees within the United States who utilize social media for business purposes. Following the United States Small Business Administration (SBA), small businesses are defined as those whose employee count is 250 employees or less (SBA – Electronic Code, 2022). While the SBA extends small business categorization to 1,500 employees per business within certain industries, this study utilized participants who work for small businesses with 250 employees or less for the sake of uniformity (SBA - Electronic Code, 2022). In addition to the defined numerical employee count standard, the current study also sought participants from small businesses that are for-profit, independently owned and operated, not dominant in a national field, and physically located within the United States or one of its territories (SBA – Size Standards, 2022). Participants were also required to be employed on a full-time basis and 18 years of age or older at the time of study participation.

Amazon Mechanical Turk was used to recruit study participants. This online labor market platform was selected for the purpose of providing a broad sample that is reflective of a larger portion of the United States small business employee population. Recruited participants were required to answer implemented screening

questions to ensure they met the outlined participation specifications. Upon answering the screening questions correctly, access to the full online survey was granted.

An initial pilot test was performed to verify the reliability of the combined survey instrument. Twenty responses were used within the pilot test due to recommendations from Barclay et al. (1995). No responses within the pilot test had to be deleted for straight-lining or survey abandonment. Pilot test data were analyzed using partial least squares structural equation modeling (PLS-SEM) through SmartPLS. The following Cronbach's Alpha values were found for the model's reflective measurement constructs (Table 2).

TABLE 2
PILOT TEST CRONBACH'S ALPHA VALUES OF REFLECTIVE MEASUREMENT CONSTRUCTS

Reflective Measurement Construct	Indicators	Cronbach's Alpha Value
Customer Service	OP1, OP2, OP3, OP4	0.766
Idea Championing	IWB6, IWB7	0.696
Idea Exploration	IWB1, IWB2	0.811
Idea Generation	IWB3, IWB4, IWB5	0.755
Idea Implementation	IWB8, IWB9, IWB10	0.719
Social Media Use	SM1, SM2, SM3, SM4, SM5, SM6	0.825

Aside from the Idea Championing construct, the Cronbach's Alpha values of the model's reflective measurement constructs were all above 0.70, which falls in line with recommendations from Hair et al. (2019). The Cronbach's Alpha value for Idea Championing was 0.69, which falls into an acceptable range for exploratory studies (Hair et al., 2019). Further, the Idea Championing construct was not altered as the Rho A and Composite Reliability values equaled 0.753 and 0.865, respectively.

As formative indicators attempt to represent constructs more broadly to define the various aspects or dimensions of a given construct, it is inappropriate to measure the internal consistency of formative constructs due to an intentional lack of correlation present between the indicators (Jarvis et al., 2003; Petter et al., 2007). Hair et al. (2017) and Rusticus (2014) recommend assessing the content validity of formative measures as a part of initial assessment procedures. As the formative constructs used within the current research were borrowed from Schaupp and Bélanger (2014), content validity was assumed as these authors affirm that sales, marketing, and internal operations represent critical areas of the organization that impact organizational performance. These assumptions are theoretically confirmed by Porter (1985) and Wernerfelt (1984).

Following the reliability assessment of the combined instrument, sample recruiting and data collection resumed. One hundred and eighty complete responses were gathered. The final study sample size was selected as Cohen (1992) recommends a minimum of 110 responses to obtain a minimum effect of 0.10 with a significance level of 5% ($p < 0.05$) when using variance-based structural equation modeling. Eight responses were deleted from the final dataset due to straight-lining. Of the 172 utilized responses, 50.6% were given by male participants, and 49.4% were given by female participants.

PLS-SEM using SmartPLS 3.0 was used to analyze the data within the final study. This multivariate analysis method is designed to simultaneously analyze multiple latent variables that cannot be measured

directly (Hair et al., 2017). This estimation method was used due to the framework of the research's proposed conceptual model found in Figure 1. The method was also selected due to the exploratory nature of the research.

DATA ANALYSIS

First, the reflective, formative, and hierarchical component models (HCMs) of the combined instrument were assessed for reliability and validity. Table 3 categorizes the reflective, formative, first-order, or second-order nature of the measurement models used within the current PLS-SEM model.

TABLE 3
REFLECTIVE AND FORMATIVE CONSTRUCTS USED WITHIN THE PLS-SEM MODEL

Reflective, First-Order Constructs	Formative, First-Order Constructs	Reflective, Second-Order Constructs
1. Social Media Use 2. Idea Exploration 3. Idea Generation 4. Idea Championing 5. Idea Implementation 6. Customer Service	1. Sales 2. Marketing 3. Internal Operations	1. Innovative Work Behavior 2. Organizational Performance

The model's reflective first-order measurement constructs were assessed by examining the outer loadings, internal consistency reliability, convergent validity, and discriminant validity. The only indicator with an outer loading of less than 0.708 was OP4, which was used to measure Customer Service. As this loading equaled 0.583, the item was removed from the model. Upon removing OP4, the composite reliability and average variance extracted metrics of the Customer Service construct increased from 0.841 to 0.867 and 0.574 to 0.685, respectively. The revised outer loadings are shown in Table 4.

TABLE 4
REFLECTIVE FIRST-ORDER CONSTRUCTS' REVISED OUTER LOADINGS, CRONBACH'S ALPHA, RHO A, COMPOSITE RELIABILITY, AND AVE VALUES OF REFLECTIVE MEASUREMENT CONSTRUCTS

Reflective Measurement Construct	Indicators	Revised Outer Loadings	Cronbach's Alpha	Rho A	Composite Reliability	AVE
Customer Service	OP1	0.801	0.770	0.771	0.867	0.685
	OP2	0.854				
	OP3	0.826				
Idea Championing	IWB6	0.866	0.700	0.703	0.869	0.769
	IWB7	0.887				
Idea Exploration	IWB1	0.713	0.444	0.483	0.777	0.638
	IWB2	0.876				

Idea Generation	IWB3	0.793	0.766	0.766	0.865	0.682
	IWB4	0.856				
	IWB5	0.827				
Idea Implementation	IWB8	0.879	0.794	0.794	0.879	0.709
	IWB9	0.811				
	IWB10	0.835				
Social Media Use	SM1	0.787	0.845	0.851	0.885	0.561
	SM2	0.752				
	SM3	0.722				
	SM4	0.715				
	SM5	0.752				
	SM6	0.765				

The reflective first-order measurement models were secondly evaluated for internal consistency reliability through the Cronbach's Alpha, Rho A, and Composite Reliability metrics. All reflective measurement constructs, aside from Idea Exploration, had a Cronbach's Alpha and Rho A value of 0.700 or greater. All reflective measurement constructs had a Composite Reliability metric of 0.700 or greater. While the Cronbach's Alpha and Rho A values of the Idea Exploration construct were 0.444 and 0.483, respectively, the Composite Reliability equaled 0.777. As such, this construct was not altered as the lower Cronbach's Alpha and Rho A values are likely attributed to the construct's use of only two scale items. As the Composite Reliability values of all reflective measurement models were greater than 0.700 and less than 0.950, the constructs communicated internal consistency reliability and a lack of item redundancy (Hair et al., 2019).

Next, the reflective measurement models were assessed for convergent validity through the Average Variance Extracted (AVE) metric. The AVE values of all reflective measurement models were greater than the recommended 0.50, therefore displaying convergent validity among the reflective constructs (Hair et al., 2019).

Lastly, the reflective first-order constructs were assessed for discriminant validity using the Fornell-Larcker criterion and indicator cross-loadings (Hair et al., 2019). As shown in Table 5, discriminant validity was established among the reflective measurement constructs as the bold diagonal values, which equal the square root of the reflective measurement constructs' AVE values, are all larger than the constructs' highest correlation with any other reflective construct in the model. Discriminant validity was also established among the reflective measurement models as their indicator loadings were higher than all their cross-loadings with other reflective constructs within the model. The cross-loadings are located in Table 6.

TABLE 5
DISCRIMINANT VALIDITY OF REFLECTIVE MEASUREMENT CONSTRUCTS
(FORNELL-LARCKER CRITERION)

	Customer Service	Idea Championing	Idea Exploration	Idea Generation	Idea Implement.	Social Media Use
Customer Service	0.828					
Idea Championing	0.527	0.877				
Idea Exploration	0.293	0.526	0.798			

Idea Generation	0.446	0.642	0.575	0.826		
Idea Implement.	0.513	0.767	0.535	0.742	0.842	
Social Media Use	0.604	0.438	0.315	0.400	0.403	0.749

*Bold values are equal to the square root of the reflective measurement constructs' AVE values.

TABLE 6
DISCRIMINANT VALIDITY OF REFLECTIVE MEASUREMENT CONSTRUCTS
(CROSS LOADINGS)

	Idea Exploration	Idea Generation	Idea Championing	Idea Implement.	Customer Service	Social Media Use
IWB1	0.713	0.319	0.316	0.358	0.199	0.246
IWB2	0.876	0.566	0.501	0.485	0.264	0.261
IWB3	0.548	0.793	0.538	0.631	0.297	0.221
IWB4	0.403	0.856	0.551	0.611	0.416	0.371
IWB5	0.473	0.827	0.501	0.593	0.391	0.402
IWB6	0.412	0.534	0.866	0.649	0.444	0.357
IWB7	0.507	0.591	0.887	0.695	0.479	0.41
IWB8	0.432	0.645	0.719	0.811	0.501	0.354
IWB9	0.517	0.603	0.621	0.835	0.372	0.337
IWB10	0.402	0.623	0.593	0.879	0.42	0.327
OP1	0.27	0.331	0.451	0.45	0.801	0.52
OP2	0.178	0.373	0.457	0.451	0.854	0.485
OP3	0.28	0.399	0.402	0.376	0.826	0.496
OP5	0.151	0.377	0.377	0.401	0.628	0.438
OP6	0.284	0.364	0.368	0.402	0.573	0.443
OP7	0.106	0.277	0.275	0.258	0.592	0.468
OP8	0.19	0.366	0.354	0.401	0.485	0.422
OP9	0.221	0.397	0.328	0.382	0.418	0.33
OP10	0.226	0.375	0.429	0.385	0.574	0.373
OP11	0.164	0.281	0.388	0.355	0.476	0.29
OP12	0.228	0.399	0.443	0.376	0.592	0.349
OP13	0.165	0.359	0.415	0.444	0.555	0.357
SM1	0.262	0.299	0.35	0.308	0.506	0.787
SM2	0.287	0.175	0.291	0.251	0.389	0.752
SM3	0.152	0.251	0.162	0.141	0.348	0.722
SM4	0.29	0.36	0.464	0.344	0.489	0.715
SM5	0.236	0.361	0.279	0.339	0.394	0.752
SM6	0.172	0.302	0.343	0.357	0.529	0.765

The model's formative first-order measurement constructs were assessed by examining indicator collinearity, the statistical significance of indicator weights, and relevance of indicator weights (Hair et al., 2019). These constructs were first assessed for collinearity using the Variance Inflation Factor (VIF) metric. The VIF values of all formative indicators were below the recommended value of 3.0, thus displaying a lack of collinearity issues among the formative indicators and models (Hair et al., 2019). Formative measurement models were secondly evaluated to determine the statistical significance and relevance of the construct indicators. The indicators relating to the formative constructs of Sales, Marketing, and Internal Operations were significant, with no *p*-values exceeding the 0.05 significance level. Additionally, all formative indicators demonstrated positive relevance, with values ranging from 0.157 to 0.659. No formative indicators were removed from the research model.

TABLE 7
FORMATIVE FIRST-ORDER CONSTRUCTS' VIF VALUES, STATISTICAL SIGNIFICANCE
& RELEVANCE OF FORMATIVE MEASUREMENT CONSTRUCTS'
INDICATORS WEIGHTS

Formative Measurement Construct	Indicators	VIF	P-Value	Indicator Weight
Sales	OP5	1.325	0.001	0.659
	OP6	1.325	0.001	0.494
Marketing	OP7	1.492	0.001	0.540
	OP8	1.620	0.001	0.379
	OP9	1.360	0.001	0.304
Internal Operations	OP10	1.431	0.001	0.476
	OP11	2.191	0.045	0.157
	OP12	2.344	0.001	0.287
	OP13	2.279	0.001	0.300

The model's second-order reflective measurement models were assessed using loadings represented by path coefficients found between the higher-order constructs (HOCs) and lower-order constructs (LOCs), internal consistency reliability, and convergent validity (Hair et al., 2018). The loadings between Innovative Work Behavior and each of its four dimensions were all above the recommended 0.708. Similarly, the loadings between Organizational Performance and each of its four dimensions were also above 0.708 (Hair et al., 2018). Secondly, the internal consistency reliability of the HOC measurement models was examined using Cronbach's Alpha, Rho A, and Composite Reliability metrics. The Cronbach's Alpha, Rho A, and Composite Reliability of Innovative Work Behavior and Organizational Performance all exceeded 0.70, thus communicating internal consistency reliability among these constructs (Hair et al., 2018). Additionally, no values exceeded 0.95, therefore refuting possible redundancy (Hair et al., 2018). Lastly, the convergent validity of the HOC measurement models was determined using the average variance extracted metric. AVE values were computed manually by finding the average of the squared path coefficients, or loadings, present between each HOC and its related LOCs (Sarstedt et al., 2019). The AVE of Innovative Work Behavior was calculated as: $0.722 ((0.711^2 + 0.890^2 + 0.861^2 + 0.922^2)/4 = 0.722)$. The AVE of Organizational Performance was calculated as: $0.733 ((0.880^2 + 0.857^2 + 0.826^2 + 0.861^2)/4 = 0.733)$. As both AVE values are well above the recommended value of 0.5, convergent validity for the HOC measurement models were demonstrated (Hair et al., 2018).

TABLE 8
REFLECTIVE SECOND-ORDER CONSTRUCTS' PATH COEFFICIENTS, CRONBACH'S ALPHA, RHO A, COMPOSITE RELIABILITY, AND AVE VALUES OF HOC MEASUREMENT MODELS

HOC Measurement Model	LOCs	Path Coefficients/ Loadings	Cronbach's Alpha	Rho A	Composite Reliability	AVE
Innovative Work Behavior	Idea Exploration	0.711	0.894	0.902	0.914	0.722
	Idea Generation	0.890				
	Idea Championing	0.861				
	Idea Implementation	0.922				
Organizational Performance	Customer Service	0.882	0.907	0.910	0.922	0.733
	Sales	0.857				
	Marketing	0.826				
	Internal Operations	0.861				

Once the measurement models of the combined instrument were determined to be reliable and valid, the structural model was assessed to determine the presence of causal relationships between variables. The structural model was assessed by examining indicator collinearity, R^2 values, f^2 effect sizes, Q^2 values, and statistical significance and relevance of path coefficients (Hair et al., 2019). The structural model was first assessed for collinearity using the Variance Inflation Factor (VIF) metric. All VIF values present between predictor and dependent constructs within the structural model fell well below the recommended maximum value of 3 (Hair et al., 2019). Secondly, the R^2 values of the structural model were examined to determine the endogenous constructs' explained variance. The R^2 value of Organizational Performance was 0.469, and the R^2 value of Innovative Work Behavior was 0.211. These values demonstrate moderate and weak explanatory power, respectively (Hair et al., 2019). However, Hair et al. (2019) state that R^2 values should be examined in the context of each individual study as the R^2 value of a dependent construct is inherently affected by its number of predictor constructs. While the R^2 of Innovative Work Behavior is seemingly low, it is only being predicted by the Social Media Use variable. Therefore, it can be inferred that Social Media Use alone explains 21.1% of the variance of Innovative Work Behavior. Likewise, Social Media Use and Innovative Work Behavior, together, explain 46.9% of the variance of Organizational Performance.

Following the evaluation of the R^2 values, the f^2 effect size was evaluated. The f^2 effect size of Social Media Use on Innovative Work Behavior was 0.267. The f^2 effect size of Social Media Use on Organizational Performance was 0.256. The f^2 effect size of Innovative Work Behavior on Organizational Performance was 0.222. As such, all of the structural model's predictor constructs demonstrated a medium-sized effect on their related dependent constructs (Hair et al., 2019). The Stone-Geisser Q^2 value was also examined to understand the predictive relevance of the structural model through a cross-validated redundancy approach. This evaluation measure only applies to reflectively measured endogenous constructs. The Stone-Geisser Q^2 values of the model's reflective endogenous constructs were all above 0, which indicated predictive accuracy and relevance among constructs (Hair et al., 2019). Q^2 values of 0.107 and 0.227 were found for Innovative Work Behavior and Organizational Performance, respectively. Q^2 values of 0.523, 0.563, 0.307, 0.531, and 0.595 were found for Customer Service, Idea Championing, Idea Exploration, Idea Generation, and Idea Implementation.

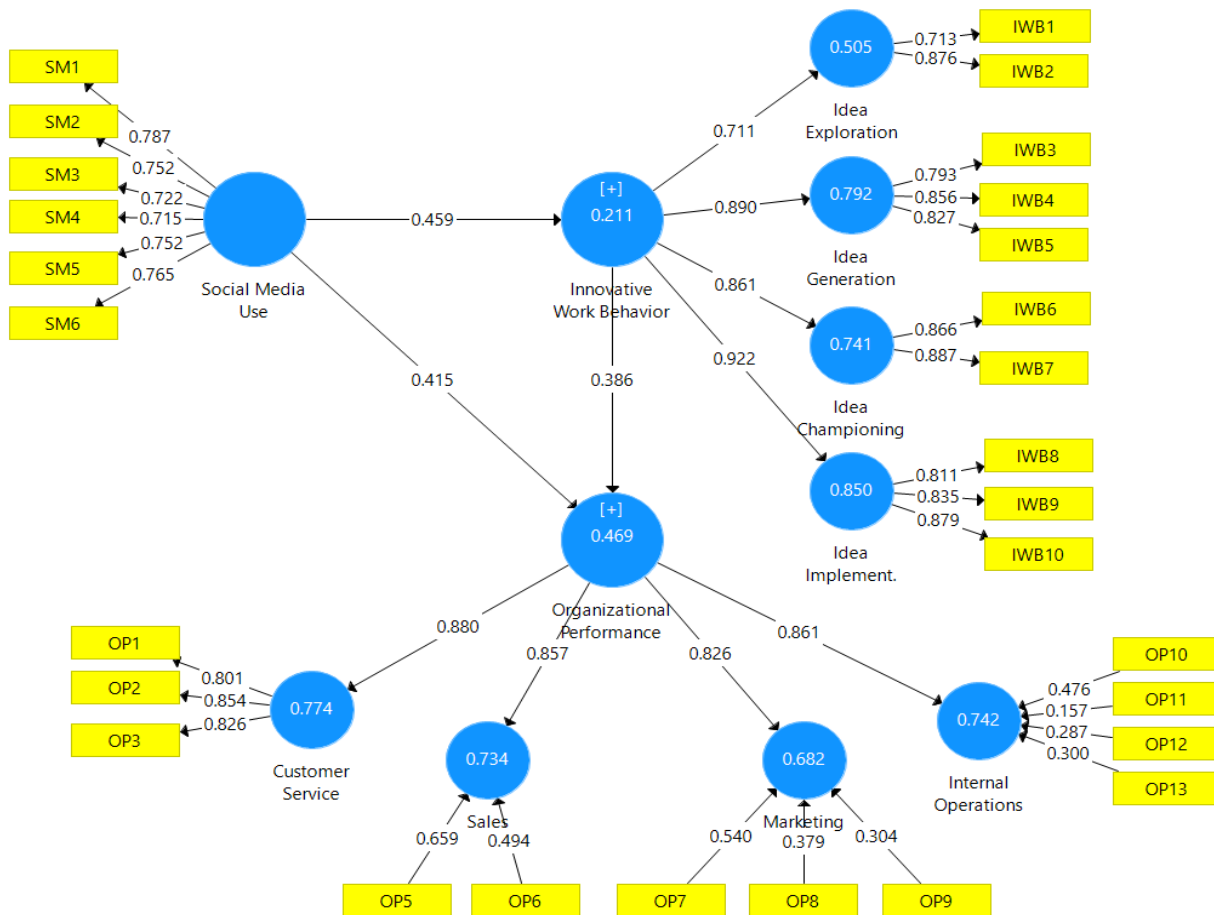
Lastly, the structural model was assessed by examining the statistical significance and relevance of path coefficients. Bias-corrected and accelerated (BCa) bootstrapping with 5,000 samples was applied to the model for the purpose of determining these assessment criteria. Social Media Use to Innovative Work Behavior demonstrated a p -value of 0.001 and a path coefficient of 0.459. Social Media Use to Organizational Performance demonstrated a p -value of 0.001 and a path coefficient of 0.415. Innovative

Work Behavior to Organizational Performance demonstrated a p -value of 0.001 and a path coefficient of 0.386. In addition to the statistical significance and positive relevance of the direct effects described, the indirect effect of Social Media Use on Organizational Performance through the mediating variable of Innovative Work Behavior was also statistically significant ($\beta = 0.177, p < 0.001$). P -values and path coefficients belonging to the direct relationships found within the structural model are summarized in Table 9. The final results of the structural model are given in Figure 4.

TABLE 9
STATISTICAL SIGNIFICANCE & RELEVANCE OF STRUCTURAL MODEL
PATH COEFFICIENTS

Structural Model Path	P-Value	Path Coefficient
Social Media Use to Innovative Work Behavior	0.001	0.459
Social Media Use to Organizational Performance	0.001	0.415
Innovative Work Behavior and Organizational Performance	0.001	0.386

FIGURE 4
FINAL RESULTS OF THE PLS-SEM MODEL



DISCUSSION

Small business social media use was found to positively affect employee innovative work behavior. This result aligns with those published by Saleem et al. (2017), wherein innovative work behavior was influenced in accordance with the knowledge-sharing capabilities of social media use. The knowledge-sharing capabilities of social media platforms are reiterated by Colicev et al. (2019), as social media provides viable communication channels between businesses and consumers. As a result, consumer information and data through social media platforms can be gathered by businesses, who can then improve current processes, practices, or offerings through consumer feedback and evaluation analysis. The plausibility of this action is supported as the current model found that receiving consumer feedback (SM4) was a statistically significant reason behind the use of small business social media ($p < 0.001$). In using the information derived from social media platforms to improve and align product or service offerings with the vocalized needs and wants of desired consumer groups, it is recommended that employees of small businesses be trained to effectively gather and analyze consumer feedback pertaining to business, product, and service reviews. Once consumer-provided feedback is collected, the information can then be evaluated for the purpose of devising responsive, innovative solutions that best meet consumers' expressed desires. This action would be compatible with the current study's tested dimensions of innovative work behavior wherein idea exploration ($\beta = 0.711, p < 0.001$), idea generation ($\beta = 0.890, p < 0.001$), idea championing ($\beta = 0.861, p < 0.001$), and idea implementation ($\beta = 0.922, p < 0.001$) all proved to be statistically significant aspects of the innovative work behavior process. Similarly, United States small business employees could also use the information gathered from social media channels to tailor their marketing and advertising strategies based on displayed consumer responses. In adjusting one's marketing strategy to emphasize the key aspects of the business's value proposition that consumers find most appealing and relevant, small businesses could improve their standing among competitors by effectively capturing the attention of potential customers. This type of innovative behavior on behalf of employees is essential to modern businesses due to the increasingly competitive nature of modern markets.

Small business social media use was also found to positively affect organizational performance. As such, it is recommended that United States small businesses utilize social media to improve overall organizational performance through the value-adding areas of customer service ($\beta = 0.880, p < 0.001$), marketing ($\beta = 0.826, p < 0.001$), sales ($\beta = 0.857, p < 0.001$), and internal operations ($\beta = 0.861, p < 0.001$). Organizational social media use can serve as a viable customer relationship management (CRM) system due to the communication channels that are formed between businesses and consumers. These channels can be used to improve customer service efforts as accessible social media platforms allow organizations to easily communicate with consumers who openly post comments, ratings, or questions on individual sites (Colicev et al., 2019). In actively communicating with consumers through social media channels, small businesses could improve customer service by assisting consumers with issues pertaining to purchased goods, services, or experiences. In turn, heightened customer experience can lead to increases in customer retention and repeat purchasing, which may then supplement organizational performance due to resulting revenue increases.

In using social media to improve organizational performance through marketing efforts, it is recommended that small business employees create business-specific pages on sites such as Facebook, Instagram, Twitter, LinkedIn, and YouTube. These platforms are recommended as they provide advertising opportunities wherein organizations can readily target their intended audience based upon the information that consumers provide when creating profile pages. In addition to using the sites for advertising and targeting purposes, the mentioned platforms can greatly increase small business reach due to the sites' active user counts, which total well into the billions. As such, an increase in reach can effectively aid small business brand building due to garnered notoriety and consumer awareness, which may also lead to improved word-of-mouth marketing among consumers. Small businesses continually recognize the use of social media as a significant component of their marketing strategies and regularly work to prioritize account maintenance through frequent postings, updated page content, and engaging electronic advertisements and campaigns.

In using social media to further prompt increases in sales, small businesses can utilize social media platforms to promote consumer purchase behavior through the deployment of a simplistic buying process. To do this, it is recommended that small businesses expand upon the abilities of their social media postings by providing direct links to products and services within their electronic advertisements. In providing hyperlinks to the specific web pages of advertised products and services, consumers may be more likely to complete a purchase transaction due to the ease associated with locating the item on the seller's website. In addition to placing direct links to product pages on social media advertisements, small businesses could also promote purchase behavior and resulting sales by placing noticeable hyperlinks to the business's website on organizational social media account homepages.

In using social media to enhance internal operations, small businesses should examine current processes that require outsourced labor to determine if those same actions can be completed using business-oriented social media practices. Outsourced business processes may include those relating to marketing, customer service, staffing, and more. If marketing and customer service were outsourced operations, small businesses could utilize social media to supplement current efforts, or to fully insource these items for the purpose of promoting cost-efficiency through the elimination of third-party marketing agencies and customer service centers. Similarly, if staffing was an outsourced operation, small businesses could advertise open positions on their site pages, thus lessening or eliminating the need for staffing agencies.

This research also found that employee innovative work behavior positively affects organizational performance. In employing De Jong and Den Hartog's innovative work behavior process of idea exploration, generation, championing, and implementation, small business employees, may enhance organizational performance by improving processes and actions relating to the tested organizational areas of customer service, sales, marketing, and internal operations. In deliberately seeking to improve organizational performance through innovative ideas and solutions, small businesses may encounter a correlated increase in revenue. The consistent increase in revenues can effectively aid small businesses by extending their life cycles and long-term viability. This is accomplished through increases in operational cash flow which allow business owners and managers the opportunity to invest back into the business for the purpose of improvement, growth, and expansion. Additional cash flow may also aid businesses in times of economic recession, whereby businesses could supplement lost earnings with accumulated reserves.

CONCLUSION

This study was conducted for the purpose of understanding the presence of relationships between the latent variables of Social Media Use, Innovative Work Behavior, and Organizational Performance among United States' small businesses. Data were collected by surveying United States small business employees. Subsequent data analyzation was performed using PLS-SEM. The findings of the statistical analysis confirmed significant positive relationships between Social Media Use and Innovative Work Behavior, Social Media Use and Organizational Performance, and Innovative Work Behavior and Organizational Performance. The results of this study maintain practical significance for United States small businesses as these institutions could utilize social media to advance organizational performance through improved customer service, sales, marketing, and internal operations. Additionally, small businesses could utilize social media to instigate innovative work behavior for the purpose of advancing organizational performance by way of improved processes and ideas.

In using social media to improve innovative work behavior and organizational performance, United States' small businesses could strengthen their sustainability and viability as heightened organizational performance may lead to elevated and more consistent revenue streams. Improved revenue levels provide businesses the opportunity to invest in themselves through increased operational cash flow. Cash reserves built from revenue surpluses also serve to support businesses through economic recession periods. In utilizing these findings to supplement United States small businesses, the overall health of the United States economy could be improved due to the presence of small businesses, which account for 99.9% of the total population of United States businesses (Office of Advocacy, 2022).

In expanding upon these findings, implications for future research involve performing the study among United States small businesses who maintain employee counts of up to 1,500 persons. This would provide a more accurate and complete reflection of the total United States small business population. This study could also be performed among small businesses located within other countries to understand if this study's findings are generalizable on a global scale. Additional recommended research involves the examination of the perceived effectiveness of individual social media sites as they relate to enhanced innovative work behavior and organizational performance among small businesses. In turn, small businesses could use the information by creating and maintaining accounts of the sites deemed most effective.

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