

# Review of: "The adoption of social media tools for enhancing small and medium enterprises' performance: A synthesis of innovation of diffusion and technology-organisation-environment frameworks"

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Potential competing interests: No potential competing interests to declare.

An interesting and generally informative paper - which examined the use of social media to enhance business performance within the Harare Metropolitan Province of Zimbabwe using a cross-sectional research design which employed an online questionnaire administered to 938 participants operating business entities within the Harare region with data analysis and testing of the proposed hypotheses using a structural equation model. From an academic perspective, the paper is unique in its contribution given the area of study; and the research design used by the author(s). The uniqueness and the approach taken by the authors contributes knowledge to the field of SME research by identifying the primary factors that influence management decisions to implement social media and how social media tools such as relative advantage, presence—visibility, interconnections in conjunction with a favorable organizational environment, are exemplified in an innovative culture with support from c-suite leaders. From an academic perspective the scope presented in the paper by the author(s) is generally sufficient in terms of currency breadth – however, there is an absence of research related to divergent and conflicting perspectives which is necessary to enhance the comprehensiveness of the paper to achieve depth and scope within the paper as is evident in literature, yet which is not presented in the paper. For this reason, I think an inclusion of literature related to divergent and conflicts perspectives (3-4 paragraphs), will enhance the inclusiveness of the article. I further think academic scholars and stakeholders would likely appreciate the merits of the article and its more divergent scope once the article is revised. For example – academics could utilize the article as a teaching aid, and given the premise of the article findings enhance student engagement to a new level, while stakeholders could utilize the article as an example of how to structure business initiatives / practices related to the use of social media to maximize business performance, sustainability and profitability, which requires a focused approach.

As noted previously, it is recommended that the author(s) add further depth and breadth to ensure a more comprehensive perspective of the conflicting and divergent perspectives evident in the literature (2 – 3 paragraphs). In my opinion, the additional this literature would enable the author(s) to demonstrate greater comprehensiveness and broad level of currency to the intended audiences.

While the methodology identifies / provides the appropriate design elements, as an opportunity for improvement, I would recommend the inclusion of limitations, which would clearly and concisely describe the research limitations, since providing limitations demonstrates a more focused consistency and transparency of limitations to readers. I believe it

would be both informative and relevant to identify and suitability present the limitations in relation how the research was conducted, since in my opinion, the majority of academics would have interest in understanding the limitations before reading through the paper so as to understand any caveats upfront. As well, the author(s) should clearly identify if any individual received an incentive to participate in the study or to promote participation in the study by others? As well, clarity with respect to the total number of questionnaires returned, and the number of incomplete or unusable questionnaires is appropriate since this clarity would enable those interested in the paper to situate the context in relation to what is noted and stated by the author(s).

The results are presented in a clear and concise manner; there is evidence of analysis; and the inclusion of Tables and Figures are an effective visual. As well, the author(s) have developed a strong linkage between the results and conclusions noted. The points noted in the paper were tied together into a final coherent picture. It is evident that the author(s) have an excellent understanding of the subject area.

This is an interesting paper in many respects, since it potentially creates various opportunities for continued research in the subject area with the possibility of different streams within the research area, while providing further avenues of research based on the specific focus of different geographic locations.

Overall, the author(s) have demonstrated good scholarly voice and tone – no English edit is required. I would however, recommend an inclusion of the URL / doi for articles so that readers can locate the references.

If you take time to incorporate the suggested revisions, you will take your paper to the next level, and will gain a readership for your research, and a following for your future research initiatives.