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Drivers of social media adoption in B2B markets

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Abstract

The Internet and social media have been gaining increasing visibility in the business world. In the last decade, this digital transformation has led to a change in the behaviour of marketing professionals and managers around the world. Although there are still some fears about the use of social media in the B2B context, it is unquestionable that these social media have proven to be essential in outlining a competitive strategy. The purpose of our study is to identify the main drivers of social media adoption in B2B markets. Based on a sample of 223 workers from B2B companies, a structural equations model was used to test the relationships among the variables learning, memorability, absence of errors, usability, functionality, social influence, satisfaction, trust, and social media adoption. The results showed that the variables learning, memorability and absence of errors are key determinants of social media usability. In turn, social influence and usability are crucial for trust in social media. Conversely, usability and trust are fundamental to social media usefulness. Satisfaction with social media is achieved through greater ease of use, usefulness, and trust. Finally, when social media users are satisfied, are subject to social influence, and judge social media to be usefulness, they tend to adopt social media.

Keywords: Social Media; Adoption; Drivers; B2B Markets.

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1. Introduction

The purpose of this study is to investigate the factors that, in the Business-to-Business (B2B) context, lead to the adoption of social media. Thus, the factors considered most important in the adoption of social media will be analysed, such as the usability of social media, that is, their ease of use, the social media usefulness, that is their functionality, satisfaction with social media, the trust that they should provide to their users, and, finally, the social influence they exert. In turn, variables such as learning, memorability and absence of errors were considered fundamental determinants of social media ease of use, i.e., of their usability.

2. Literature Review and Research Hypotheses

The decision to adopt a new technology is based on several parameters, such as the evaluation of the capabilities, the characteristics, and the challenges of the technology, which is rarely independent of other choices (Sharma et al., 2020). Researchers, when it comes to information technology adoption, have applied theories such as Rogers' Diffusion of Innovation (DOI) (1962), Fishbein and Ajzen's Theory of Reasoned Action (TRA) (1975), Davis's Technology Acceptance Model (TAM) (1989), and Venkatesh et al.'s Unified Theory of Acceptance and Use of Technology (UTAUT) (2003).

The TAM, developed by Davis (1989), based on Fishbein and Ajzen's TRA (1975), is one of the most common frameworks for investigating innovation adoption (Karjaluoto et al., 2021). The original TAM comprises two main predictors: perceived usefulness (or perceived functionality) and perceived ease of use (or perceived usability), which together explain attitudes towards technology use and intention to use. Over time, several researchers have extended TAM by adding more components considered determinants of technology adoption. Thus, Venkatesh and Davis (2000) devised TAM2, adding social influence to the other two determinants, usability and utility. Later, Venkatesh and Bala (2008) developed TAM3. The Unified Theory of Technology Acceptance and Use (UTAUT) by Venkatesh et al. (2003) is another extension of TAM and used constructs such as performance expectancy (similar to perceived usefulness), effort expectancy (similar to usability), social influence (similar to subjective norms) and facilitating conditions (similar to perceived behavioural control). According to Alghazi et al. (2021), TAM and UTAUT are the most frequently used models to measure users' perceptions of technology. TAM was developed to measure only behaviour in relation to computer use. The UTAUT, on the other hand, was developed based on eight theories to measure technology acceptance.

This section presents the theoretical framework that supports the construction of our research model, which is based on the Technology Acceptance Model (TAM) developed in 1989 by Davis. The TAM, being one of the most widely applied models of technology acceptance and use by users, is one of the best-known extensions in the literature of the Theory of Reasoned Action (TRA) by Fishbein and Ajzen's (1975). Trust was inserted into the model proposed in this work, given that it seems to be a key piece in explaining technology adoption, to the extent that it reduces the perception of risks associated with its use. In this sense, some authors, as is the case of Muñoz-Leiva et al. (2017) advocated that the inclusion of the trust variable can be seen as an extension of the TAM model. In turn, satisfaction is also considered a key variable in competitive environments, particularly in the online context (Tandon et al., 2016). The model proposed by Lacka and Chong (2016) also considered as facilitator variables of the social media use, the ability to learn how to use them, the memorability and the absence of errors, so we considered it important to include these variables in our model.

2.1. Drivers of social media adoption

The adoption of social media by companies was chosen as the final variable of our model. Although the authors differ as to the importance they assign to the factors that encourage the adoption of social media, we considered important to consider as antecedents of this variable the learning ability, memorability, absence of errors, usability and usefulness of social media, the satisfaction with social networks, the trust they should provide to their users and the social influence they radiate.

Learning ability emerges as one of the factors that determines the adoption of social networks in the B2B context. For Nielsen (1993), learning ability is one of the crucial components that justify the ease of use of a given technology. For this author, the easier a given technology is to learn, the easier it is to use. In a similar vein, some emphasise that since social media are easy-to-learn technologies, the learning capacity of firms becomes quite high, hence the impact on their usability (Siamagka et al., 2015). Nielsen (1993) also states that memorability is another crucial factor when it comes to the use of new technologies, because if users are able to easily memorise their use, they will use them in their work context. There are studies that reinforce the idea that the usability of social networks, in the B2B context, depends largely on memorisation by their users. A technology, besides having to be learned, it is crucial that it is easy to remember (Lacka & Chong, 2016). Thus, we will test the following hypotheses:

H1: Learnability positively influences social media usability in the B2B context.

H2: Memorability positively influences social media usability in the B2B context.

An error may limit the users' perception of social media usability in the B2B context and, consequently, may decrease their interest in adopting this type of technology (Nordlund et al., 2011). From this perspective, the use of technologies may eventually involve errors (Lacka & Chong, 2016). However, the number of errors should be low, otherwise it will have a less positive impact on usability. Since the question focuses on the absence of errors, we will test the following hypothesis:

H3: Errors absence positively influence social media usability in the B2B context.

Perceived usability (perceived ease of use) refers to the degree to which a person believes that using a given system is effortless (Davis, 1989). In this way, perceived usability or perceived ease of use refers to the ease of use of a given technology and is therefore often associated with factors such as trust and satisfaction on the part of users (Flavián et al., 2006; Casaló et al., 2008; Tandon et al., 2016). Nielsen (2012) states that perceived usability refers to the ease of understanding the structure of a given platform, in this case social media, as well as its functions, and the content that is visible by the user. Another issue that is also related to usability is the simplicity of use of that same platform, especially when there is an initial contact. The ease with which users find what they are looking for is also another very important component, as well as the ease of navigation on that same platform, i.e., in this case the social media, and how these are able to make the user get the desired results, there being a good relationship between the moment an action is ordered by the user and the response time of that same platform to accomplish that request.

According to Casaló et al. (2008), the concept of usability considers the following factors: the ease of understanding the structure of the website, its functions, interface and contents that can be observed by the user; the simplicity of using the website in its initial phases; the speed with which users can find what they are looking for; the ease of navigating the website in terms of time required and action needed to obtain the desired results; and the ability of users to control what they do and where they are, at any time.

Usability is related to trust and intention to use a given product/service (Rupp et al., 2018). In other words, the higher the usability of a given technology, the greater the individual's belief that its use will help him/her achieve the proposed goals, which results in increased trust towards the technology. Several studies point in the same direction, as usability positively influences trust due to the honesty that transpires on the website or online technology that is used (Chinomona, 2013; Atwater et al., 2015; Al-Khalaf & Choe, 2019; Chawla & Joshi, 2019, Kaabachi et al., 2020). Thus, we will test the following hypothesis:

H4: Usability positively influences trust in social media in the B2B context.

Perceived usefulness refers to the degree to which a person believes that using a particular system improves their productivity or job performance (Davis, 1989). Perceived usefulness or perceived functionality is also understood, on numerous occasions, as a perceived relative advantage (Liebana-Cabanillas et al., 2020).

According to the TAM model, usability has a positive impact on perceived functionality (Davis, 1989). Studies are known to have highlighted this relationship in social networks, in the B2B context (Siamagka et al., 2015). This occurs because the easier it is to use a particular technology, the more likely the user is to see it as functional, i.e., as increasing performance in their work (Lacka & Chong, 2016). Also in an online context, there is no shortage of studies that have shown the impact that usability has on usefulness (Belanche et al., 2019; Foroughi et al., 2019; Hubert et al., 2019; Park et al., 2019; Qin et al., 2019; Zhang et al., 2019; Aji et al., 2020; Baccarela et al., 2020; Chattergee et al., 2020; Cheunkamon et al., 2020; Karkar, 2020; Kavota et al., 2020; Liébana-Cabanillas et al., 2020; Lin et al., 2020; Saheb, 2020; Trinh et al., 2020; Yu & Huang, 2020; Bravo et al., 2021; Khan et al., 2021; Rahi et al., 2021; Wong et al., 2021). Thus, we will test the following hypothesis:

H5: Usability positively influences social media usefulness in the B2B context.

Usability has a positive impact on user satisfaction (Flavián et al., 2006). This is because the easier a technology is to use, the greater the degree of user satisfaction. Several studies have shown that there is a direct relationship between these two variables (Tandon et al., 2016; Aboelmaged, 2018; Wu & Cheng, 2018; Rahi & Ghani, 2019; Nadeem et al., 2020; Shin, 2020; Salimon et al., 2021). Thus, we will test the following hypothesis:

H6: Usability positively influences satisfaction with social media in the B2B context.

Bhattacherjee (2001) related the functionality variable of the TAM model with the satisfaction variable, finding that the functionality of a given technology has a strong impact on user satisfaction. Several studies have shown that there is a positive impact of the functionality of a given technology on its users' satisfaction in the online context (Hsiao & Tang, 2016; Wu & Cheng, 2018; Foroughi et al., 2019; Tsao, 2019; Cheng, 2020; Cheunkamon et al., 2020; Gupta et al., 2020; Kar, 2020; Osatuyi et al., 2020; Ruangkanjanases et al., 2020; Shin, 2020; Rahi et al., 2021; Salimon et al., 2021). Thus, we will test the following hypothesis:

H7: Usefulness positively influences satisfaction with social media in the B2B context.

In an online environment with high uncertainty, the importance of trust is crucial for consumers to reduce risk perceptions (Pavlou & Xue, 2007). Trust plays an important role in social media adoption because online transaction, besides being intangible, involves a significant degree of perceived risk and unpredictability (Slade et al., 2014; Arif & Du 2019).

Perceived functionality only exists when trust on the part of the user is formed (Pavlou, 2003; Hong & Na, 2008; Alarcón-del-Amo et al., 2014; Yoo et al., 2017). In studies, conducted in the online world, trust exerted a significant impact on the functionality of the online product/service that the user was enjoying (Li et al., 2017; Chen & Aklikokou, 2019; Al-Omairi et al., 2020; Talwar et al., 2020; Gawron and Strzelecki, 2021; Khan et al., 2021). Thus, we will test the following hypothesis:

H8: Trust positively influences social media usefulness in the B2B context.

In several studies, trust exerted a positive impact on the satisfaction of an individual purchasing a product or service from a company (Romeike et al., 2016; Ofori et al., 2017; Beyari & Abareshi, 2018; Cheunkamon et al., 2020; Kalinić et al., 2020; Kar, 2020; Tam et al., 2020; Zhu et al., 2020; Attar et al., 2021; Rahi et al., 2021). In general, life satisfaction for an individual, in this case a user, is inevitably related in a positive way to norms of reciprocity and trust towards the other party involved (Valenzuela et al., 2009). In this sense, we will test the following hypothesis:

H9: Trust positively influences satisfaction with social media in the B2B context.

Social influence is defined as the importance given by consumers to the opinions of other people (family, friends, among others) in relation to technology use (Venkatesh et al., 2012). Social influence plays a key role in increasing the adoption rate of consumer-focused digital services (Venkatesh et al. 2003; Shin 2009).

Several authors have advocated that there is a positive effect of social influence on the trust variable, since if people whose opinion the user values use, then it is because they trust that service or product (Chaouali et al., 2016; Malachi & Hwang, 2016; Hoque & Sorwar, 2017; Shareef et al., 2017; Kaabachi et al., 2019; Pinochet et al., 2019; Al-Omairi et al., 2020). Thus, we will test the following hypothesis:

H10: Social influence positively influences trust in social media in the B2B context.

There have been studies where social influence had a positive impact on users' adoption of a given technology (Zhou et al., 2010; Mandal & McQueen, 2012; He et al., 2017; Sabani, 2020; Sampa et al., 2020; Singh et al., 2020). This is because the beliefs of others, whose opinion the user values, influence the adoption of a given technology (Tam & Oliveira, 2017). Having said this, we will then test the following hypothesis:

H11: Social influence positively influences social media adoption in the B2B context.

Satisfaction has a positive impact on adoption, as when users feel satisfied, they adopt social media (Tam & Oliveira, 2017; Hallak et al., 2018; Markovic et al., 2018). Thus, we will test the following hypothesis:

H12: Satisfaction positively influences social media adoption in the B2B context.

Perceived usefulness, rather than perceived ease of use, is the most significant factor influencing firms' adoption of social media (Ahamat et al., 2017). The studies by Siamagka et al. (2015), Golsefid and Kiakalayeh (2016), Isaac et al. (2017), Sharma et al. (2017), Bogea and Brito (2018), Rahman et al. (2019), Alamri et al. (2020), Basit et al. (2020), Sampa et al. (2020), Singh et al. (2020), and Dwivedi et al. (2021) also highlighted this relationship. Thus, we will test the following hypothesis:

H13: Usefulness positively influences social media adoption in the B2B context.

3. Research Methodology

The conceptual model proposed in the present study is depicted in Figure 1. This research model investigates learnability, memorability, and absence of errors as antecedents of social media usability. In turn, we propose that social media usability and social influence are determinants of trust in social media. On the other hand, we propose that social media usability and social influence are determinants of trust in social media, being, in turn, the variables social media usability and trust in social media antecedents of social media usefulness and satisfaction with social media. The usefulness of social networks is a determinant of

satisfaction. Finally, we propose as direct antecedent variables of social network adoption, social influence, social network usefulness and satisfaction with social networks. Consequently, this is a pioneer model about the determinants of social media adoption in Portugal.

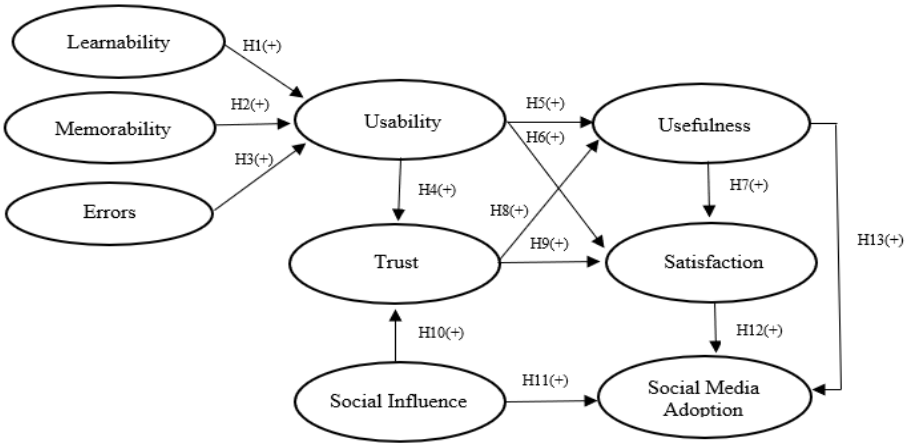


Figure 1 - Proposed Conceptual Model

Source: Elaborated by the authors

3.1. Sample selection and data collection

From the online surveys sent to B2B companies from the North to the South of Portugal, 223 valid answers were obtained. Of these, 48.4% are female and 51.6% are male. As to the position held, the majority, 54.7%, stated that they hold management, marketing, or CEO positions. As for education, 53.4% have a degree and 22.9% a master's degree. In turn, 99.1% stated that they have been familiar with the Internet for more than 6 years. Lastly, companies with up to 10 and between 10 and 49 workers represented 55.6% of the sample, between 50 and 250 are 20.2% and with more than 250 are 24.2%.

3.2 Measurement scales

To measure the variables, we used scales based on the literature. The variables were assessed using 7-point Likert scales, where 1 is equivalent to "Strongly Disagree" and 7 corresponds to "Strongly Agree". The choice of this scale is justified because it is the most recommended for attitudes, being useful in measuring the intensity of the respondent's feelings (Churchill, 1979).

The scales for the variables used in this study were adapted from other scales taken from the literature and are shown in Table 2. The scales for measuring learnability, memorability and errors absence were taken from Lacka and Chong (2016). The scale to measure usability was adapted from Flavián et al. (2006) and Lacka and Chong (2016). The scale to measure usefulness was adapted from Siamagka et al. (2015) and Lacka and Chong (2016). The scale to measure satisfaction was adapted from Hsiao et al. (2016) and López-Miguens and Vázquez (2017). The scale to measure trust was adapted from Oliveira et al. (2014) and Muñoz-Leiva et al. (2017). The scale to measure social influence was adapted from Gu et al. (2009) and Oliveira et al. (2016). Finally, the scale to measure social media adoption was taken from Agnihotri et al. (2016) and Lacka and Chong (2016).

4. Analysis and Results

4.1. Measurement Model

An initial screening of each scale was conducted using item-total correlations, and exploratory factor analysis (EFA) using SPSS 26.0. Following Anderson and Gerbing's (1988) two-step approach, a measurement model was estimated before testing the hypotheses, using a structural model. The analysis of data was realized through confirmatory factor analysis (CFA) and structural equation modeling (SEM) using the statistical software AMOS (Analysis of Moment Structures) version 26.0. Maximum likelihood estimation procedures were used since these afford more security in samples that might not present multivariate normality. First, we examined the most relevant fit indices of the measurement models recommended by Chin and Todd (1995) and Hu and Bentler (1999).

Table 1 – Factor Correlation and Measurement in Information Matrix

Construct	CR	AVE	X_1	X_2	X_3	X_4	X_5	X_6	X_7	X_8	X_9
Learnability (X_1)	.96	.88	*.96*								
Memorability (X_2)	.97	.93	.84	*.98*							
Errors (X_3)	.94	.83	.76	.77	*.93*						
Satisfaction (X_4)	.99	.94	.68	.68	.77	*.99*					
Trust (X_5)	.99	.95	.58	.60	.65	.74	*.99*				
Usability (X_6)	.98	.92	.81	.86	.77	.77	.73	*.98*			
Usefulness (X_7)	.98	.93	.69	.66	.68	.83	.81	.78	*.98*		
Social Influence (X_8)	.95	.85	.58	.58	.62	.76	.83	.72	.79	*.94*	
Social Media Adoption (X_9)	.98	.93	.64	.65	.65	.85	.76	.74	.87	.77	*.98*

Note: The Cronbach's alpha coefficients are found on the diagonal (italic).
Abbreviations: AVE (average variance extracted), CR (composite reliability).

Table 2 - Measurement scales, results of standardized estimated parameters and t-values of the measurement model

Measures	Standardized Loadings	t-Value
Learnability		
Learning how to use social media is easy for me.	0.866	16.995
It is easy for me to learn how to use social media to achieve the proposed objectives.	0.996	21.775
It is easy for me to understand how to use social media to achieve the proposed goals.	0.980	21.089
Memorability		
It is easy to remind myself how to use social media.	0.970	20.792
I am able to return to social networks and use them after a period without using them.	0.971	20.724
I am able to repeat activities carried out using social media.	0.946	19.747
Errors		
I make few errors while using social media.	0.936	19.174
If I make errors using social media, I can easily overcome them.	0.948	19.367
Catastrophic errors do not occur while I am using social media.	0.853	16.419
Satisfaction		
My experience using social media in my work has been satisfactory.	0.957	20.213
I am satisfied with the service provided by social media.	0.959	20.271
My choice to use social media for work purposes has been successful.	0.990	21.574
I feel good about having decided to use social media.	0.988	21.487
Overall, I am satisfied with social media.	0.970	20.738
Trust		
Social media seem trustworthy.	0.985	20.338
Social media seem safe.	0.970	20.719
Social media seem credible.	0.974	20.860
In general, I trust social media.	0.962	20.405
Usability		
It's easy to navigate social media.	0.952	19.994
It is easy to become skilled at using social media.	0.965	20.472
Interaction with social media is clear and understandable.	0.947	19.776
In general, social networks are easy to use.	0.964	20.442
Usefulness		
Using social networks increases my productivity at work.	0.951	19.950
Using social media boosts my effectiveness.	0.964	20.455
Using social media improves my performance.	0.982	21.445
Social media allows me to get my work done faster.	0.959	20.455
Social Influence		
People who are important to me think I should use social media.	0.923	18.799
People who influence my behaviour think I should use social media.	0.973	20.664
I use social networks because many people use them.	0.874	17.129
Social Media Adoption		
I frequently use social media in my work.	0.963	20.419
I am using social media to its full potential to get my work done.	0.952	20.014
In my work routine, social media is an integral part.	0.980	21.390
In the last 6 months, I have regularly used social media in my work.	0.960	20.310

The measurement model fits the data well. To test a model's fit, the chi-square (X2) test statistic concerning degrees of freedom (df) can be used. If the X2 /df value is less than 3, the model is considered a good fit. The chi-square (X2) was 972.464 with 459 degrees of freedom at $p<0.001$ (X2 /df=2.1). Because the chi-square is sensitive to sample size, we also assessed additional fit

indices: (1) normed fit index (NFI), (2) incremental fit index (IFI), (3) Tucker–Lewis's coefficient (TLI) and (4) comparative fit index (CFI). All these fit indices are higher than 0.9 (NFI=0.93, IFI5=.95, TLI=0.96 and CFI=0.96). Because fit indices can be improved by allowing more terms to be freely estimated, we also assessed the RMSEA, which is 0.071.

CFA enables the performance of tests regarding the convergent validity, discriminant validity and reliability of the study constructs. A commonly used method for estimating convergent validity examines the factor loadings of the measured variables (Anderson & Gerbing, 1988). Following the recommendations by Hair et al. (2014), factor loadings greater than 0.5 are considered very significant. Also, we used the AVE to contrast convergent validity. Fornell and Larcker (1981) suggested adequately convergent valid measures should contain less than 50% error variance (AVE should be 0.5 or above). Convergent validity was achieved in this study because all the factor loadings exceeded 0.5 and all AVEs were greater than 0.5. Next, CFA was used to assess discriminant validity. If the AVE is larger than the squared correlation between any two constructs, the discriminant validity of the constructs is supported (Fornell & Larcker, 1981). Discriminant validity was also assessed for each pair of constructs by constraining the estimated correlation between them to 1.0, and a difference test was performed on the values obtained from the constrained and unconstrained models (Anderson & Gerbing, 1988). Discriminant validity of the scales was also supported, as none of the confidence intervals of the phi estimates included 1.0 (Anderson & Gerbing, 1988). Finally, Gaski (1984) suggests the existence of discriminant validity if the correlation between one composite scale and another is not as high as the coefficient alpha of each scale. These tests demonstrated that discriminant validity is present in this study.

To assess reliability, the composite reliability (CR) for each construct was generated from the CFA. The CR of each scale must exceed the 0.7 thresholds (Bagozzi, 1981). As Table 1 shows, the composite reliability coefficients of all the constructs are excellent, being larger than 0.9. Cronbach's alpha indicator was also used to assess the initial reliability of the scales, considering a minimum value of 0.7 (Cronbach, 1970; Nunnaly, 1978). As shown in Table 1, coefficient alpha values are all over 0.9, exhibiting high reliability. Table 1 also shows the AVE for each construct, and a correlation matrix of constructs is also shown. In Table 2, we can also see the standardized loadings and t-value of all scale items.

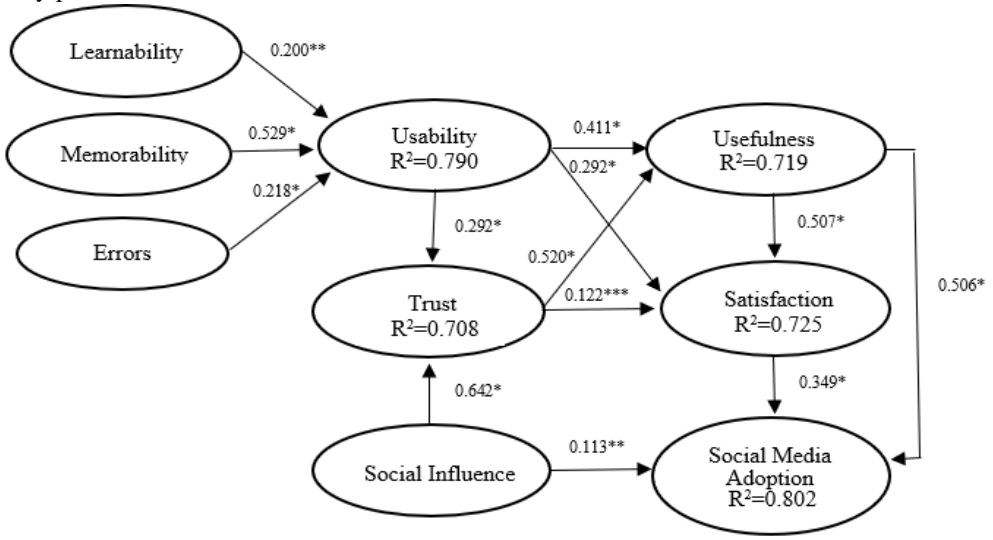
4.2. Structural Model

The structural model fits the data very well (X^2=1153.937, df=476, p<0.01, X^2/df=2.4, IFI=0.96, TLI=0.95, CFI=0.96, RMSEA=0.077). This model is represented in Figure 2.

The results in Table 3 show the relationships proposed in the structural model. The model supports the thirteen proposed hypotheses.

According to Bollen (1989), it is very important to analyze the effects of total effects (direct and indirect effects) because an examination of only the direct effects could be misleading. The analysis of indirect effects highlights the importance of mediating variables in explaining social media adoption. Thus, in Table 4, we can observe the standardized direct, indirect and totals effects.

We used the bootstrapping technique with a sample of 2,000 random observations generated from the original sample, and a confidence interval of 95% was also used in the estimation of the proposed model. This is because the analysis of total and indirect effects is only possible with the use of this method of estimation.



Note: * p<0.001; ** p<0.01; *** p<0.05; R^2=*Squared Multiple Correlations*.

Figure 2 – Structural Model

Source: Elaborated by the authors

Table 3- Estimation results of the structural model

Path	Standardized Loadings	t-Value	Hypotheses
Learnability → Usability	0.200**	3.105	H1 (+): S
Memorability → Usability	0.529*	7.818	H2 (+): S
Errors → Usability	0.218*	3.806	H3 (+): S
Social Influence →Trust	0.642*	13.184	H4 (+): S
Usability → Trust	0.292*	6.384	H5 (+): S
Usability →Usefulness	0.411*	8.383	H6 (+): S
Trust → Usefulness	0.520*	10.619	H7 (+): S
Usability → Satisfaction	0.292*	5.322	H8 (+): S
Usefulness→ Satisfaction	0.507*	7.392	H9 (+): S
Trust → Satisfaction	0.122***	2.082	H10 (+): S
Satisfaction → Adoption	0.349*	6.333	H11 (+): S
Usefulness → Adoption	0.506*	8.410	H12 (+): S
Social Influence → Adoption	0.113**	2.725	H13 (+): S

Note: * p<0.001; ** p<0.01; *** p<0.05 (one tail tests).

Table 4 - Standardized direct, indirect, and total effects

Paths	Direct Effects	Indirect Effects	Total Effects
Learnability → Usability	0.200***	-	0.200***
Memorability → Usability	0.529*	-	0.529*
Errors → Usability	0.218**	-	0.218**
Social Influence →Trust	0.642*	-	0.642*
Usability → Trust	0.292**	-	0.292**
Errors → Trust	-	0.064**	0.064*
Memorability → Trust	-	0.154*	0.154*
Learnability → Trust	-	0.058**	0.058**
Usability → Usefulness	0.411**	0.152*	0.563**
Trust → Usefulness	0.520*	-	0.520*
Social Influence → Usefulness	-	0.334*	0.334*
Learnability → Usefulness	-	0.112*	0.112***
Memorability → Usefulness	-	0.298*	0.298*
Errors → Usefulness		0.123*	0.123*
Usability → Satisfaction	0.292**	0.321*	0.563*
Usefulness → Satisfaction	0.507*	-	0.507*
Trust → Satisfaction	0.122***	0.264*	0.385*
Social Influence → Satisfaction	-	0.248*	0.248*
Learnability → Satisfaction	-	0.122***	0.122***
Memorability → Satisfaction	-	0.325*	0.325*
Errors → Satisfaction	-	0.134*	0.134*
Satisfaction → Social Media Adoption	0.349*	-	0.349*
Usefulness → Social Media Adoption	0.506*	0.177*	0.683**
Social Influence → Social Media Adoption	0.113****	0.255*	0.368*
Trust → Social Media Adoption	-	0.398*	0.398*
Usability → Social Media Adoption	-	0.499**	0.499**
Learnability → Social Media Adoption	-	0.100**	0.100**
Memorability → Social Media Adoption	-	0.264*	0.264*
Errors → Social Media Adoption	-	0.109*	0.109*

Note: * p<0.001; ** p<0.01; *** p<0.05.

5. Discussion and Conclusions

Memorability has the strongest direct influence on the usability of social media by companies, followed by the absence of errors and, finally, learnability. In other words, the easier social media are to remember, the easier they are to use. The absence of errors is also important to consider that social media are easy to use. On the other hand, learning ability is the variable which, although it showed a significant effect on usability, had a lower impact. In Lacka and Chong's (2016) study, memorability also proved to be the most important variable when it comes to adopting social media. However, while in our study the absence of errors exerted a stronger influence than the ability to learn when it comes to social media adoption, in the work of Lacka and Chong (2016) the effect of the ability to learn was greater.

Social influence has a very strong impact on trust in social media, because the greater the influence that other people exert, when it comes to use social media at work, the higher the trust they inspire. The same relationship was found in the study of Al-Omairi et al. (2020). The effect of the social media ease of use on trust, although significant, was found to be weaker. The studies

by Chawla and Joshi (2019) and Kaabachi et al. (2020) also demonstrated the impact of usability on trust in social media.

The strongest direct impact on social media satisfaction comes from usefulness. The studies of Rahi et al. (2021) and Salimon et al. (2021) confirm this relationship. Usability and trust have also a significant influence on social media satisfaction, although weaker. Salimon et al. (2021) support the impact of usability on social media satisfaction. Rahi et al. (2021) also demonstrate that trust has a positive effect on social media satisfaction.

When it comes to social media adoption, usefulness plays a crucial role, like the studies of Singh et al. (2020) and Dwivedi et al. (2020). Satisfaction is also very important in social media adoption, as in the studies of Hallak et al. (2020) and Markovic et al. (2018). Finally, social influence has a significant effect on social media adoption, although weaker. Sampa et al. (2020) and Singh et al. (2020) also demonstrate this last relationship.

6. Implications and Limitations

The social media usefulness depends on trust and ease of use. Thus, the strongest effect found was that of trust on social media usefulness. In other words, the more trustworthy social media are, the more useful they prove to be as a working tool in companies. The studies by Gawron and Strzelecki (2021) and Khan et al. (2021) confirmed this relationship. In turn, as in the studies of Rahi et al. (2021) and Wong et al. (2021), the social media ease of use also evidenced a strong effect on the social media usefulness.

Satisfaction with social media stems both from whether they are useful, how easy they are to use and how trusting they are. The social media usefulness exerts the strongest effect on satisfaction with social media. The impact of social media ease of use on satisfaction is also strong. The influence of trust on satisfaction with social media is weaker, although significant. The effects of ease of use and usefulness of social media on satisfaction were evidenced in Salimon et al. (2021), whereas the impact of trust in social media on satisfaction was verified in Attar et al. (2021) and in Rahi et al. (2021).

The social media adoption, in the context of work in companies, results from the social media usefulness, satisfaction with it and social influence. The social media usefulness was found to have the greatest impact on social media adoption, followed by satisfaction and finally social influence. The impact of social media usefulness on social media adoption was confirmed in Sampa et al. (2020) and Dwivedi et al. (2021). The impact of satisfaction on social media adoption was evidenced in Markovik (2018). Finally, the effect of social influence on adoption was shown in Sabani et al. (2020) and Sampa et al. (2020).

It should be stressed, however, that the total effects (direct and indirect) should be investigated, because considering the total effects will give us a more rigorous assessment of the relationships between the variables under analysis. The strongest total effect (direct and indirect) on the social media usefulness resulted from the ease of using them, closely followed by the trust one has in social media. As for the strongest total effect (direct and indirect) on satisfaction with social media, this resulted from the ease of use of social media, followed by their usefulness, and finally by trust. Finally, regarding the final variable, social media adoption, the strongest total effect (direct and indirect) resulted from social media usefulness. Social media usability, social influence, trust in social media, and satisfaction with social media also exerted a strong total effect on social media adoption. In short, it is important for companies to realise that the social media usefulness is claimed to be a determinant of social media adoption. The social media ease of use, the influence of third parties, trust in them and satisfaction with social media also proved to be decisive in the adoption of social media.

6.1. Theoretical Implications

Much of the interest of the present work lies in the analysis of the variables that determine the adoption of social media in the B2B context. The variable usefulness or functionality proved to be fundamental in the adoption of social media. The variables ease of use or usability, social influence, satisfaction, and trust also showed a significant effect on the adoption of social media by companies. Thus, our aim is to contribute to the analysis of the key determinants of social media adoption in the B2B context, in Portugal.

6.2. Management Implications

The main objective of this research is to evaluate the main antecedents of social media adoption in the B2B context. Although there is still some concern about the use of social media in the B2B context, this study highlights that social media makes a decisive contribution to companies' sustainable competitive advantage.

6.3. Limitations and Future Research

The research findings should be interpreted, taking into consideration certain limitations. Future studies could examine other determinants of social media adoption in the B2B context.

Given that the present study used cross-sectional data, it would also be of great interest for future research to use a longitudinal sample to assess the nature of social media adoption over time.

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