EXPLORING FACTORS INFLUENCING SOCIAL MEDIA MARKETING STRATEGY FOR MICRO, SMALL, AND MEDIUM ENTERPRISES

Rajan Arapi *

* University for Business and Technology (UBT), Prishtina, Republic of Kosovo
Contact details: University for Business and Technology (UBT), Lagjja Kalabria,10000 Prishtina, Republic of Kosovo

How to cite this paper: Arapi, R. (2025). Exploring factors influencing social media marketing strategy for micro, small, and medium enterprises [Special issue]. *Corporate & Business Strategy Review, 6*(3), 370–377.
https://doi.org/10.22495/cbsrv6i3siart13

ISSN Online: 2708-4965
ISSN Print: 2708-9924

Received: 27.12.2024
Revised: 04.04.2025; 02.05.2025; 26.08.2025
Accepted: 03.09.2025

JEL Classification: L26, M31, O33
DOI: 10.22495/cbsrv6i3siart13

Abstract

The purpose of this article is to analyze the factors influencing social media marketing (SMM) adoption among micro, small, and medium enterprises (MSMEs) in Kosovo. The study employs an adapted model based on the technology acceptance model (TAM) and the unified theory of acceptance and use of technology 2 (UTAUT2). A stratified random sampling method was used to ensure representativeness across different industry sectors and company sizes, with a final sample of 276 employees from 44 enterprises. Results indicate that perceived usefulness (PEU), perceived ease of use (PEOU), compatibility (COM), and facilitation conditions (FCO) significantly impact SMM adoption. Contrary to expectations, cost (COS) and enterprise size did not show a significant effect. A complementary qualitative analysis through interviews and focus groups with business owners further clarifies these findings and explores reasons for the lack of COS impact. Limitations of self-reported data are addressed by triangulating questionnaire responses with secondary data sources on actual digital marketing expenditures. The study also explores potential interactions between independent variables, such as the combined effects of COM and FCO. Finally, an international comparison with studies from similar economies provides insights into cultural and economic influences on SMM adoption. The results have practical implications for policymakers and businesses aiming to enhance digital marketing strategies through tailored support programs and training initiatives.

Keywords: Social Media Marketing, Micro Enterprises, Small Enterprises, Medium Enterprises, Kosovo

Authors' individual contribution: The Author is responsible for all the contributions to the paper according to CRediT (Contributor Roles Taxonomy) standards.

Declaration of conflicting interests: The Author declares that there is no conflict of interest.

1. INTRODUCTION

The rise of social media (SM) as a marketing tool has transformed the way businesses engage with customers, build brand awareness, and promote products and services. Small and medium enterprises (SMEs), which constitute the majority of businesses in Kosovo, can leverage social media marketing (SMM) to reach wider audiences at relatively low costs compared to traditional advertising channels. However, despite its advantages, the adoption of SMM among micro, small, and medium enterprises (MSMEs) in Kosovo remains inconsistent due to various factors, including technological readiness, financial constraints, and managerial attitudes toward digital transformation. Nazir et al. (2024) found that factors such as technology compatibility (COM), available infrastructure, and organizational knowledge play a key role in encouraging SMM adoption among

SMEs. Similarly, Lutfi et al. (2022) emphasized that technological readiness is a critical enabler for digital transformation, particularly through platforms like SM.

This study aims to examine the determinants of SMM adoption among MSMEs in Kosovo by applying an adapted model based on the technology acceptance model (TAM) and the unified theory of acceptance and use of technology 2 (UTAUT2). By investigating key influencing factors, such as perceived usefulness (PEU), perceived ease of use (PEOU), COM, and facilitation conditions (FCO), the research seeks to provide empirical evidence on what drives or hinders the uptake of SMM in the Kosovo business landscape.

Additionally, the study explores the impact of enterprise size on SMM adoption, as larger companies may have more resources to invest in digital marketing compared to micro-enterprises. While cost (COS) is often cited as a barrier to digital marketing adoption, the study investigates whether COS considerations significantly impact the use of SMM in Kosovo's MSME sector. To further strengthen the findings and provide a more comprehensive analysis of how company size affects SMM adoption, future research should include a larger sample that incorporates larger enterprises. This would allow for better comparisons and a deeper understanding of how company size influences digital marketing strategies. While some studies (Chatterjee & Kumar Kar, 2020; Shi et al., 2019) have found COS to be a major influence, others suggest it may not be as significant in all contexts.

To improve the representativeness of the findings, a stratified sampling approach was used, segmenting enterprises based on industry sector and size. Additionally, qualitative interviews and focus groups supplement the quantitative findings, offering deeper insights into the perceived challenges and opportunities of SMM, particularly regarding COS considerations and managerial perceptions. Furthermore, the study addresses potential limitations of self-reported data by triangulating survey responses with secondary data sources on actual digital marketing expenditures.

This paper is structured as follows. Section 1 reviews MSME development in Kosovo, referencing local laws and statistical data. Section 2 explores global perspectives on SMM adoption. Section 3 presents the study's methodology, including sampling, data collection, and analytical procedures. Section 4 discusses findings in relation to existing literature. Section 5 of the paper concludes with implications and recommendations.

2. LITERATURE REVIEW

SMEs are one of the most important mechanisms that stimulate economic growth; they "are the engines of economic growth through employment generation, contribution to GDP, technological innovations, and other aspects of economic and social development" (Krasniqi, 2007, p. 3). According to Neagu (2016), "SMES represent over 99% of the total number of enterprises in most economies" (p. 333).

In Kosovo, according to Law No. 03/L-031, which was drafted in addition to Law No. 02/L-5 on support to SMEs, micro-enterprises are businesses that employ up to nine workers, SMEs are businesses that employ from 10 to 49 employees and 50 to 249 employees, respectively, and large enterprises are businesses that have over 250 employees (Law No. 03/L-031 on amending and supplementing Law 02/L-5 on Support of Small and Medium-Sized Enterprise, 2008).

The same categorization is defined by the guidelines set forth by the European Commission (EC), according to which "SMEs are categorized by three criteria: staff headcount, annual turnover or annual balance sheet total" (EC, 2015, p. 11).

Table 1. The European Commission's definition of MSMEs

Enterprise category	*Headcount annual work unit*	*Annual turnover*	*Balance sheet*
Medium	< 250	≤ 50 million €	≤ 43 million €
Small	< 50	≤ 10 million €	≤ 10 million €
Micro	< 10	≤ 2 million €	≤ 2 million €

Source: EC (2015, p. 11).

For this paper, only the criteria of "headcount annual work unit" are taken into consideration, and, instead of the definition of SME, the concept of MSME is taken into consideration, due to the large number of micro enterprises that operate in the Kosovo context.

Referring to the data taken in 2019, 188,529 businesses operated in Kosovo with fewer than nine employees, which are classified as micro-enterprises and constitute about 98% of the total business mass; 2,567 businesses were registered as small enterprises, while 421 of them had from 50 to 249 employees and are called medium-sized enterprises. Large businesses are the least present in the Kosovo market, with only 82 entities, employing more than 250 employees each (Metro Gazeta, 2019).

Regarding the registration of the new businesses in Kosovo, according to the Agency of Statistics in Kosovo, during the year 2021, the number of new registered enterprises was 2416; 98.1% of them were micro enterprises, 1.5% small enterprises, and 0.3% medium enterprises (Agjencia e Statistikave të Kosovës, 2021, p. 13).

Table 2. Classification of the enterprises registered in Kosovo during the year 2019

Classification	*Number of employees*	*Number of businesses*	*%*
Micro enterprises	1–9	2,371	98.1%
Small enterprises	10–49	37	1.5%
Medium enterprises	50–249	7	0.3%
Big enterprises	More than 250	1	0.0%
Total		2,416	100%

As the data show, there is a strong tendency in Kosovo to open micro and small businesses, which are mainly family enterprises. Given this fact, it is necessary to research the marketing issues of these businesses, focusing specifically on the analysis of factors that impact the SMM.

SM are computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests, and other forms of expression via virtual communities and networks (Lakshmi et al., 2017). SMM can be simply defined as the use of SM channels to promote a company and its products (Nadaraya & Yazdanifard, 2013). A study by Nazir et al. (2024) highlights that technology, COM, infrastructure, and knowledge positively influence SMM adoption among SMEs. Similarly, research by Lutfi et al. (2022) emphasizes the role of technological readiness in facilitating digital transformation through SM.

In a global context, there are many studies that highlight the advantages of SMM, especially for SMEs. Through SMM, customers can be better connected with the products, services, and brands (Sawhney & Prandelli, 2000). SMM seems to be especially advantageous for SMEs due to its moderate COS, and the flexibility with which smaller organizations can adapt social networks for both marketing and new product development (Pentina et al., 2012). SMEs often assess the cost-effectiveness and potential return on investment when considering SMM. A study by Otoo et al. (2021) indicates that factors like brand awareness and customer engagement are perceived benefits that drive SM usage. The study of Ahmed et al. (2025) found that technology, COM, infrastructure, and knowledge positively influence SMM adoption, while technology complexity and COS were not significant barriers for startups.

However, the purpose of this article is not to analyze the role of SMM in the development of SMEs, but to examine the factors that promote the use of SMM by MSMEs, exploring the case of Kosovo.

Compared to big enterprises, MSMEs seem to have some specific characteristics that make using SMM helpful to them. In a short article, published on the Duct Tape marketing webpage, some arguments why small businesses have some advantages in using SMM, compared to the big companies, have been listed (Blakely, n.d.):

- First, usually, MSMEs are community and individual-focused. Many small businesses choose to be heavily involved in their communities, which leads to a connection with customers. The use of SMM can be an easy way of communication for MSMEs because MSMEs are more likely to respond to their customers than large enterprises, handling the influx of comments from customers and replying quickly to them.
- Second, referring to a limited number of customers, MSMEs can use free platforms for marketing, such as Facebook, Instagram, etc., focusing on their localities, without spending money on SMM to reach across the nation.
- Third, being small allows enterprises to collaborate with other small companies to get involved in joint marketing, unlike large companies, which feel more competition even in using SMM.
- Fourth, small businesses give personalized attention to the customer, and this raises customer satisfaction. Taking advantage of this priority, MSMEs can do successful marketing through SM.
- Fifth, in many countries, small businesses have the support of large businesses to do SMM throughout the nation. An example is Small Business Saturday, a day established by American Express to promote small businesses across the nation.

In their study, Sharabati et al. (2024) examined the impact of digital marketing strategies, including SMM, on SME performance. They highlighted that organizational readiness and the development of a digital culture within the company significantly affect the successful adoption and implementation of these strategies.

Taking these arguments, below is presented a model of study that aims to explore the factors that influence the use of the SMM by MSMEs in the Kosovo context.

By comparing findings with similar studies conducted in other economies, this research contributes to a broader understanding of how cultural and economic factors influence SMM adoption. The study's insights can guide policymakers, business associations, and entrepreneurs in formulating strategies that enhance the effective use of digital marketing for business growth.

The hypotheses that were raised after exploring the literature review are:

H1: There is a positive correlation between the enterprise and SMM.

H2: The perceived usefulness (PEU) influences SMM for MSMEs in Kosovo.

H3: Perceived ease of use (PEOU) influences SMM for MSMEs in Kosovo.

H4: The compatibility (COM) influences SMM for MSMEs in Kosovo.

H5: Facilitation condition (FCO) influences SMM for MSMEs in Kosovo.

H6: Costs (COS) influence SMM for MSMEs in Kosovo.

3. RESEARCH METHODOLOGY

A mixed-method approach was used, integrating both quantitative and qualitative data. A stratified random sampling technique was employed to ensure a balanced representation across company sizes and industry sectors. Data collection included surveys, follow-up interviews, and focus groups with business owners to gain a deeper understanding of the factors affecting SMM adoption.

To address the limitations of self-reported data, secondary data sources, including actual digital marketing expenditure reports, were used for triangulation. This strengthens the validity of the findings by reducing potential biases such as social desirability bias.

To further justify the methodological choices, the study considers alternative company classification criteria, such as annual turnover and balance sheets, but ultimately focuses on employee count due to data availability and alignment with prior research on MSMEs. Additionally, future research should expand the sample to better assess the differences in SMM adoption across company sizes.

3.1. The applied model, hypotheses, and the research instrument

The applied model. The methodology used to gather the data was a quantitative one. A structured survey, based on the model offered by Chatterjee and Kumar Kar (2020), which was constructed it borrowing from TAM and UTAUT2, with some modifications, was delivered through Google form to

44 MSMEs in Kosovo, whose activity focuses on the field of production, services, health, engineering services, etc.

The TAM is a theory that predicts intentions to adopt a new technology by the organizational decision-maker. This model postulates that for an organizational decision-maker, a decision to adopt a new technology is mainly based on the perceptions of its ease of use and usefulness (Davis, 1989). The independent variables for TAM are *PEU* and *PEOU*.

Relating to *PEU*, it is expected that if the SME authority perceives that the use of a technology would considerably enhance the productivity of the SME, the SME will be more willing to use that technology (Park, 2009). According to Chatterjee and Kumar Kar (2020), *PEU* contains different beliefs like performance, effectiveness, risk, and trust, which have been used as items to construct the variable *PEU* in the research instrument.

Regarding *PEOU*, referring to the TAM model, it is expected that if the technology can be used easily, so it is not associated with complexity, the user will not hesitate to adopt it. This belief (*PEOU*) includes ingredients like self-efficacy or simplicity, which have been used as items to construct the variable *PEOU* in the research instrument Chatterjee and Kumar Kar (2020).

In their paper, focusing on the factors why SMEs use SMM and what the impact is, Chatterjee and Kumar Kar (2020), referring to Venkatesh et al (2012), take into consideration some independent variables, borrowed from the UTAUT2 model, such as:

COM, which may be considered an important belief parameter for the adoption of SMM by SMEs. *COM* is associated with the conception concerning to the extent to which the innovative technology (here, use of SMM mechanism) fits appropriately with the earlier practices and current needs along with the existing values of the SMEs (Rogers, 1983).

FCO, used by Venkatesh et al. (2003) in the UTAUT2 model to interpret adoption behavior, is also considered an important variable by Chatterjee and Kumar Kar (2020) to explain why SMEs use SMM. According to this, if there's a belief that appropriate technical infrastructure and top management support exist, the small or medium enterprise is more willing to adopt SMM.

Regarding *COS*, different studies have shown that low *COS* can also influence the use of SMM by SMEs (Misirlis & Vlachopoulou, 2018; Shi et al, 2019). So, having fewer *COS*, SMEs would be more willing to adopt SMM for communicating with their customers.

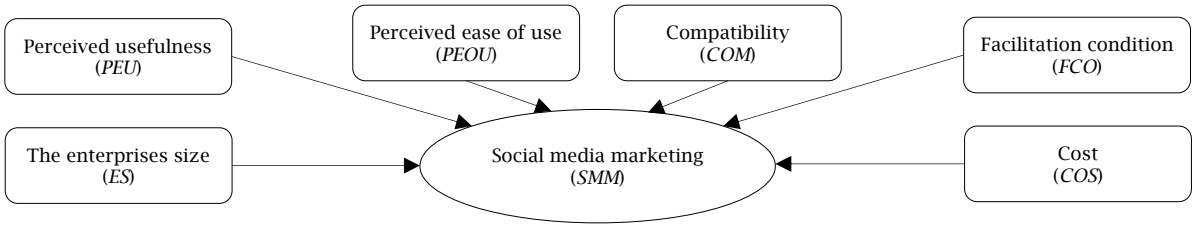
SMM is considered here a dependent variable. SM is considered a secure generation of web development and design, which aims to facilitate communication, source information sharing, interoperability, and collaboration on the World Wide Web (Chatterjee & Kumar Kar, 2020). For this study, *SMM* is composed of three items, as explained in Table 3.

Based on the literature review, the variables (including specific items) have been constructed, and their reliability scale (Cronbach's alpha) was measured. Schematically, the research model is presented in Figure 1.

Table 3. Variables and their reliability scale

The variable	*The items*	*Cronbach's alpha*
PEU	*PEU*1: SM is useful for businesses *PEU*2: SM is a valuable tool for marketing *PEU*3: SM enhances the productivity of the business *PEU*4: SM helps with better query management *PEU*5: SM helps more customer satisfaction	0.964
PEOU	*PEOU*1: Overall, it's easy to learn SMM *PEOU*2: It's easy to identify new customers using SM *PEOU*3: It's easy to identify customer demand using SM *PEOU*4: Information retrieval about a customer is easy using SM *PEOU*5: Advertising products and services on SM is easy	0.935
COM	*COM*1: Our enterprise is compatible with using SM for different purposes *COM*2: I use SM regularly for business purposes *COM*3: My organization provides me with support for getting training on SM *COM*4: Our business is compatible using SM for marketing purposes	0.917
FCO	*FCO*1: We have adequate infrastructure using SM *FCO*2: Our enterprise promotes SM for business *FCO*3: Our organization invests adequately in *SMM* *FCO*4: We have enough trained manpower dealing with SMM *FCO*5: Our employees have provided training on using SMM *FCO*6: We have an in-house facility to learn about different aspects of SM	0.933
COS	*COS*1: My *COS* of dealing with customer enquiries has been reduced using *SMM* *COS*2: *COS* of identifying new customers has been reduced through SMM *COS*3: Customer awareness and training, *COS* has been diminished by the use of *SMM* *COS*4: The overall advertising and promotion have gone down using *SMM*	0.929
SMM	*SMM*1: For advertising my products and services, *SMM* is useful *SMM*2: Because my competitors are using *SMM*, I should use it too *SMM*3: Usage of the *SMM* technique is good for my business	0.904

Figure 1. The research model



The research instrument. To test the hypotheses, a questionnaire used firstly by Chatterjee and Kumar Kar (2020) was piloted for six enterprises in Kosovo and, after its improvement, was delivered to 42 companies. The questionnaire included 29 questions. The first one aimed to gather data about the business size, the second one aimed to gather information about the business profile and then 27 affirmations, which represented the independent variables of *PEU*, *PEOU*, *COM*, *FCO* and *COS*, as well as the dependent variable of *SMM*, were tested according to a five Likert scale where 1 = strongly disagree and 5 = strongly agree.

3.2. Participants and sampling

As mentioned above, the questionnaire was delivered to 44 MSMEs in Kosovo. The number of employees in the 44 companies that participated in this study is 970, while the number of the sample is 276 (confidence level 95% and margin of error 5%). In order to calculate the sample size, the following formula has been used.

$$Sample\ size = \frac{\frac{z^2 * p(1-p)}{e^2}}{1 + (\frac{z^2 * p(1-p)}{e^2 N})} \quad (1)$$

where:

- N = population size;
- e = margin of error;
- z = z-score, which for a confidence level of 95% is 1.96;
- p = population portion.

The following table gives a better panorama of the population and the simple size according to each of the 44 companies included in the study.

Table 4. The micro, small, and medium enterprises, the population, and the research sample

No.	*The company's name*	*Population (number of employees)*	*Enterprise classification*	*Sample size*
1	Bibita group	32	Small	9
2	Fresh	20	Small	6
3	Gacaferi	27	Small	8
4	Top Reklama	15	Small	4
5	Bojku Hidraulik	8	Micro	2
6	Insurance company Dukagjini	18	Small	5
7	Argjendaria Tara	4	Micro	1
8	Argjendaria Roli	3	Micro	1
9	Argjendaria Kolica	14	Small	4
10	Silver Jewelry	4	Micro	1
11	Pro print	8	Micro	2
12	Nautillus	20	Small	6
13	Gjemi	5	Micro	1
14	Lemon Cleaning Services	10	Small	3
15	Coffee House	12	Small	3
16	Library Roxha	3	Micro	1
17	Dukagjini Hotel	45	Small	13
18	Sara flower	7	Micro	2
19	Mega Solarium	4	Micro	1
20	Lisi Siver & Gold	6	Micro	2
21	Metron SHPK	18	Small	5
22	Don Caffe House	25	Small	7
23	Inn Design	6	Micro	2
24	Borea SHPK	10	Small	3
25	Burri Jewelry	5	Micro	1
26	Anadolli Dent	7	Micro	2
27	Biohit Laboratory	35	Small	10
28	Luani AG:	20	Small	6
29	Project Architecture	12	Small	3
30	Nomma studio	10	Small	3
31	Form Architect	10	Small	3
32	HSP Architect	9	Micro	3
33	Aldex qeramika	15	Small	4
34	Korniza studio	8	Micro	2
35	Eda Silver	4	Micro	1
36	Dobroshi Jewelry	7	Micro	2
37	Dukagjini Corporation	200	Medium	57
38	Arta Tex Corporation	160	Medium	46
39	Kaqandolli Corporation	50	Medium	14
40	Foto Begolli	4	Micro	1
41	Gogaj	40	Small	11
42	FRON real estate	10	Small	3
43	LIKA pharmacy	15	Small	4
44	BELLINO Home	25	Small	7
Total		970		276

In a more synthesized way, the division of enterprises that participated in the research, according to the criteria presented by Law No. 03/L-031, is as follows:

Table 5. Size of the enterprises included in the study

Size of the enterprises	*Frequency*	*Percent*
Micro enterprises	29	10.5
Small enterprises	130	47.1
Medium enterprises	117	42.4
Total	276	100.0

3.3. Procedure of data analysis and the study limitations

The research data have been analyzed through the SPSS 23 program. Correlations and regression using path coefficients were used to measure the influence of the independent variables on the dependent variable (*SMM*).

The study was exposed to some limitations:

1. Despite the research in an international context, there are no studies in the Kosovo context dealing with the factors that influence *SMM* for MSMEs.

2. The sample used in the research is a random one, so the selection of companies that would participate in the study was random; therefore, the generalization of the findings remains relatively limited.

4. RESEARCH RESULTS AND DISCUSSION

Referring to the first hypothesis, according to which there is a positive correlation between the size of the company and the *SMM*, a correlation between the independent variable of the company size and *SMM* (divided into three levels) was measured. The correlation didn't support the verification of the hypotheses, because there was no statistical significance ($p > 0.05$).

Table 6. The relationship between the size of enterprises and SMM

Size of enterprises		*SMM*			*Total*
		Low	*Medium*	*High*	
Micro enterprises	Count	2	8	19	29
	Frequency	6.9%	27.6%	65.5%	100.0%
Small enterprises	Count	5	41	84	130
	Frequency	3.8%	31.5%	64.6%	100.0%
Medium enterprises	Count	9	24	84	117
	Frequency	7.7%	20.5%	71.8%	100.0%
Total	Count	16	73	187	276
	Frequency	5.8%	26.4%	67.8%	100.0%

The data. Generated from the regression, used to verify he hypotheses, showed that:

The *PEU* influences *SMM* for MSME in Kosovo (path coefficient 0.177, $p < 0.05$); the *PEOU* influences *SMM* for MSME in Kosovo (path coefficient 0.323, $p < 0.05$); the *COM* influences *SMM* for MSME in Kosovo (path coefficient 0.263, $p < 0.05$); *FCO* influences *SMM* for MSME in Kosovo (path coefficient 0.157, $p < 0.05$); *COS* does not influence *SMM* for MSME in Kosovo (path coefficient 0.083, $p > 0.05$). Table 7 shows the support or lack thereof for all hypotheses raised in this research.

Figure 2. The variables relationship

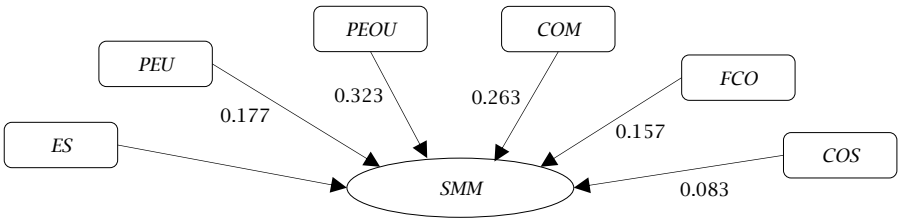


Table 7. Results of hypothesis testing

Path	*Hypothesis*	*Path coefficients*	*Significance*	*Remarks*
ES → SMM	*H1*	N/A	0.923	Not supported
PEU → SMM	*H2*	0.177	0.000	Supported
PEOU → SMM	*H3*	0.323	0.000	Supported
COM → SMM	*H4*	0.263	0.000	Supported
FCO → SMM	*H5*	0.157	0.003	Supported
COS → SMM	*H6*	0.083	0.076	Not supported

The study confirms that *PEU*, *PEOU*, *COM*, and *FCO* significantly influence *SMM* adoption, aligning with previous international research. The absence of a significant correlation between *COS* and *SMM* adoption suggests that businesses prioritize effectiveness over *COS* considerations. A qualitative analysis of interview and focus group responses supports this conclusion, highlighting that business owners perceive digital marketing as a necessary investment rather than an optional expense.

Additionally, the study explores interactions between independent variables. Notably, the interaction between *COM* and *FCO* suggests that companies with strong internal support systems are more likely to benefit from *COM* with existing workflows. Future studies should further explore these interactions to identify combined effects that may influence *SMM* adoption.

A comparative analysis with studies from other economies (e.g., India and Eastern Europe) reveals similarities in perceived benefits but differences in adoption barriers, particularly regarding digital literacy levels and infrastructure quality. By extending the discussion to an international context, the study provides insights into cultural and economic similarities and differences that influence digital marketing adoption.

Practical implications include the need for policymakers and business associations to integrate *SMM* training into government initiatives. Providing targeted support for businesses struggling with digital transition could facilitate wider adoption of *SMM* strategies.

5. CONCLUSION

This study clarifies the relationships between factors. As the research showed, there is a positive influence of perceived usefulness on SMM used by MSMEs in Kosovo. This means that the more useful the SMM is perceived by the enterprise, the more it can be used. This conclusion is affirmed by some other studies as well in different countries (Turner et al., 2010; Venkatesh et al., 2012; Chatterjee & Kumar Kar, 2020).

The study also showed a positive influence of perceived ease of use on SMM used by MSMEs in Kosovo. This means that if enterprises perceive SMM as an easy way to be used (simplicity of technology as well as of self-efficacy), the more SMM is used by them. This result is also confirmed by different earlier studies (Chatterjee & Kumar Kar, 2020).

The study also noted that compatibility has a positive and significant impact on SMM. This linkage has been validated through statistical analysis, and it has also received support from different earlier studies (Derham et al., 2011; Chatterjee & Kumar Kar, 2020).

The research also noted that facilitation conditions positively influence SMM. In an international context, there are studies that support this finding and others that do not support it (Chatterjee & Kumar Kar, 2020).

Despite the initial hypothesis, the study did not show any correlation between the enterprise's size and SMM. Given the limitations in sample selection, further studies need to be undertaken to examine this relationship in a more in-depth way.

The empirical research also did not affirm the hypothesis that costs influence SMM for MSMEs. In contrast to that, some other earlier studies support this hypothesis (Dwivedi et al., 2017; Chatterjee & Kumar Kar, 2020).

This paper is important for future research because it sheds light on how small and medium businesses in Kosovo are using SMM, a topic that has not been studied much in this region. It confirms that factors like how useful, easy, and compatible social media tools are can really influence whether businesses decide to use them. These findings can help improve digital strategies not just in Kosovo but in other similar countries as well. However, the study does have some limitations; it only looked at a small group of businesses, did not include large companies, and captured opinions at just one point in time. That is why future research should include a wider range of businesses, take place over a longer period, and look more closely at individual experiences to get a fuller picture.

This study offers several important takeaways. The findings can be useful for both business owners and policymakers who want to improve the factors that help small and medium-sized businesses use SMM more effectively. Since there has not been much research done on this topic in Kosovo, future studies should explore it on a larger scale. The results also highlight the need for targeted training programs to boost digital skills and help businesses make better use of social media tools. It would be helpful for future research to include larger companies and compare results across different countries to see how economic and cultural factors play a role. By using both surveys and interviews, this study gives a well-rounded picture of how businesses in Kosovo are adopting SMM. Still, more in-depth case studies could offer even deeper insights into the local challenges and opportunities that influence how these tools are used.

REFERENCES

Agjencia e Statistikave të Kosovës. (2021). *Repertori statistikor i ndërmarrjeve: TM4 2021* [Statistical repertoire of enterprises: Q4 2021]. https://www.suharekaonline.com/wp-content/uploads/2022/01/repertori-statistikor-mbi-ndermarrjet-ekonomike-ne-kosove-tm4-2021.pdf

Ahmed, A., Rashid, S., Saad, N. M., Rana, M. W., Khoso, I. A., & Ahmed, Z. (2025). The tech advantage: Exploring technological determinants of social media marketing adoption in Pakistani small and medium startups. *Journal of Innovation and Entrepreneurship, 14*, Article 23. https://doi.org/10.1186/s13731-025-00470-3

Blakely, R. (n.d.). *Why small businesses have the social media marketing advantage.* Duct Tape Marketing. https://ducttapemarketing.com/small-businesses-social-media-marketing/

Chatterjee, S., & Kumar Kar, A. (2020). Why do small and medium enterprises use social media marketing and what is the impact: Empirical insights from India. *International Journal of Information Management, 53,* Article 102103. https://doi.org/10.1016/j.ijinfomgt.2020.102103

Davis, F. D. (1989). Perceived usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly, 13*(3), 319–340. https://doi.org/10.2307/249008

Derham, R., Cragg, P., & Morrish, S. (2011). Creating value: An SME and social media. *PACIS 2011 Proceedings,* Article 53. http://aisel.aisnet.org/pacis2011/53

Dwivedi, Y. K., Rana, N. P., Janssen, M., Lal, B., Williams, M. D., & Clement, M. (2017). An empirical validation of a unified model of electronic government adoption (UMEGA). *Government Information Quarterly, 34*(2), 211–230. https://doi.org/10.1016/j.giq.2017.03.001

European Commission (EC). (2015). *User guide to the SME definition.* https://op.europa.eu/en/publication-detail/-/publication/79c0ce87-f4dc-11e6-8a35-01aa75ed71a1

Krasniqi, B. A. (2007). Barriers to entrepreneurship and SME growth in transition: The case of Kosova. *Journal of Developmental Entrepreneurship, 12*(1), 71–94. https://doi.org/10.1142/S1084946707000563

Lakshmi, V., Afraa Mahboob, & Ankita Choudhary. (2017). A study on impact of social media on small and medium enterprises. *International Journal of Scientific Development and Research, 2*(11), 64–71. https://www.ijsdr.org/papers/IJSDR1711013.pdf

Law No. 03/L-031 on amending and supplementing Law 02/L-5 on Support of Small and Medium-Sized Enterprise. (2008). *Official Gazette of the Republic of Kosovo, 42*. https://gzk.rks-gov.net/ActDocumentDetail.aspx?ActID=2596

Lutfi, A., Alkelani, S. N., Al-Khasawneh, M. A., Alshira'h, A. F., Alshirah, M. H., Almaiah, M. A., Alrawad, M., Alsyouf, A., Saad, M., & Ibrahim, N. (2022). Influence of digital accounting system usage on SMEs performance: The moderating effect of COVID-19. *Sustainability, 14*(22), Article 15048. https://doi.org/10.3390/su142215048

Metro Gazeta. (2019, June 13). *Kosovë: Dominojnë mikrondërmarrjet, vetëm 82 biznese të mëdha* [Kosovo: Micro-enterprises dominate, only 82 large businesses]. https://gazetametro.net/kosove-dominojne-mikrondermarrjet-vetem-82-biznese-te-medha/

Misirlis, N., & Vlachopoulou, M. (2018). Social media metrics and analytics in marketing — S3M: A mapping literature review. *International Journal of Information Management, 38*(1), 270–276. https://doi.org/10.1016/j.ijinfomgt.2017.10.005

Nadaraya, R., & Yazdanifard, R. (2013). *Social media marketing. Advantages and disadvantages.* https://surl.lt/cltxzs

Nazir, M. A., Rizwan, H., & Zhu, X. (2024). A thematic analysis of factors influencing small and medium enterprise adoption of social media marketing: A TOE framework perspective. *Qualitative Market Research, 28*(1), 178–204. https://doi.org/10.1108/QMR-10-2023-0143

Neagu, C. (2016). The importance and role of small and medium-sized businesses. *Theoretical and Applied Economics, 23*(3), 331–338. https://store.ectap.ro/articole/1217.pdf

Otoo, G. E., Amponsah, R., Afful-Dadzie, E., & Kolog, E. A. (2023). Digital transformation of SMEs through social media. *African Conference on Information Systems and Technology,* Article 16. https://digitalcommons.kennesaw.edu/acist/2023/presentations/16

Otoo, G. E., Kim, S. S., & Stylidis, D. (2021). Diaspora tourists' emotional experience. *International Journal of Tourism Research, 23*(6), 979–991. https://doi.org/10.1002/jtr.2461

Park, S. Y. (2009). An analysis of the technology acceptance model in understanding university students' behavioral intention to use e-learning. *Educational Technology & Society, 12*(3), 150–162. https://scispace.com/pdf/an-analysis-of-the-technology-acceptance-model-in-1qrrpui0mn.pdf

Pentina, I., Koh, A. C., & Le, T. T. (2012). Adoption of social networks marketing by SMEs: Exploring the role of social influences and experience in technology acceptance. *International Journal of Internet Marketing and Advertising, 7*(1), 65–82. https://doi.org/10.1504/IJIMA.2012.044959

Rogers, E. M. (1983). *Diffusion of innovations* (3rd ed.). Free Press.

Sawhney, M., & Prandelli, E. (2000). Communities of creation: Managing distributed innovation in turbulent markets. *California Management Review, 42*(4), 24–54. https://doi.org/10.2307/41166052

Sharabati, A.-A. A., Ali, A. A. A., Allahham, M. I., Hussein, A. A., Alheet, A. F., & Mohammad, A. S. (2024). The impact of digital marketing on the performance of SMEs: An analytical study in light of modern digital transformations. *Sustainability, 16*(19), Article 8667. https://doi.org/10.3390/su16198667

Shi, S., Cao, Y., Chen, Y., & Chow, W. S. (2019). How social media brand pages contribute to functional conflict: The central role of commitment. *International Journal of Information Management, 45*, 95–106. https://doi.org/10.1016/j.ijinfomgt.2018.11.007

Turner, M., Kitchenham, B., Brereton, P., Charters, S., & Budgen, D. (2010). Does the technology acceptance model predict actual use? A systematic literature review. *Information and Software Technology, 52*(5), 463–479. https://doi.org/10.1016/j.infsof.2009.11.005

Venkatesh, V., Morris, M. G., Davis, G. B., & Davis, F. D. (2003). User acceptance of information technology: Toward a unified view. *MIS Quarterly, 27*(3), 425–478. https://www.jstor.org/stable/30036540

Venkatesh, V., Thong, J. Y. L., & Xu, X. (2012). Consumer acceptance and use of information technology: Extending the unified theory of acceptance and use of technology. *MIS Quarterly, 36*(1), 157–178. https://doi.org/10.2307/41410412

Yaseen, H., Mohammad, A. S., Ashal, N., Abusaimeh, H., Ali, A., & Sharabati, A.-A. A. (2025). The impact of adaptive learning technologies, personalized feedback, and interactive AI tools on student engagement: The moderating role of digital literacy. *Sustainability, 17*(3), Article 1133. https://doi.org/10.3390/su17031133