

## SOCIAL MEDIA ADOPTION AS A BUSINESS PLATFORM: AN INTEGRATED TAM-TOE FRAMEWORK

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**Abstract:** As a result of the advance in social media technologies, nascent entrepreneurs, especially youths can use social media to effectively operate their businesses, communicate information about their products or services, and respond to competitors with minimal cost. The purpose of this paper was to determine the factors influencing entrepreneurial students' decision to adopt social media as a business platform in Thailand. By integrating the technology acceptance model (TAM) and the technological, organizational and environmental (TOE) framework as the conceptual parameter, data were collected through an online questionnaire-based survey that was completed by 357 respondents residing in Thailand. Structural equation modeling (SEM) was used to analyze the data and the proposed hypotheses. The results showed that the technological, organizational and environmental contexts had a significant impact on the adoption of social media using the perceived ease of use (PEOU) and perceived usefulness (PU) as mediating variables. The main factor that was identified as playing the most significant role in the adoption of social media by means of the PEOU and PU was the technological context followed by the environmental and organizational contexts, respectively. This paper provides an integrated TAM-TOE model as a robust format that can predict the adoption of social media as a business platform.

**Key words:** Social Media, TAM, TOE, Technology Adoption, Thailand

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### Introduction

The emergence of social media has proven to significantly change people's daily life and society. According to the new 2018 Global Digital suite of reports (We Are social, 2018), over four billion people worldwide use the Internet in which at least three billion access social media on a monthly basis. Furthermore, nine out of 10 users utilize mobile devices to connect to the platforms of their choice. As such, social media has continued to change the way of doing business in many dimensions; such as, communication between firms and customers (Rapp et al., 2013). Companies have also changed their advertising platform from mainstream media like television to invest their marketing communication budget on social media. As a result, revenue in the social media advertising segment has so far amounted to US\$67 billion in 2018 (We Are social, 2018). Social media enables multiple ways of communication not only between a seller and a customer, but also

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customers' feedback on products for the general public. Consequently, firms can exploit the information about their products or services and respond to customers' needs promptly in an effective manner. In 2017, Thailand ranked in the world's top 10 for social media usage. There were 49 million Facebook users, 13.6 million users of Instagram and 12 million users of Twitter (We Are social, 2018). Hence, social media has had a tremendous impact on the Thai people and has increasingly become an important tool for business marketing and for business success.

Previous studies have examined the factors that have had an influence on the adoption of social media. However, there have been few studies that have explored the use of social media as a business platform. Another objective of this study was to integrate two well-known technology adoption models: the TAM and TOE framework. The integrated TAM-TOE model was proposed to overcome a criticism of unclear major constructs (Wang et al., 2010) in the TOE framework and the undefined external variables of the TAM. Moreover, this would be beneficial for entrepreneurial students who start and operate their businesses with a business perspective from the beginning not for recreation reasons. Therefore, an individual psychological-based technology adoption model like TAM would probably not be able to explain this phenomenon. Therefore, social media has been used as a business tool or platform for them to access potential customers, build brand awareness, and other integrated marketing communication (IMC) objectives. This research aimed to determine the factors influencing entrepreneurial students' decision to adopt social media as a business platform by utilizing an integrated TAM-TOE model.

## Literature Review

### Social Media and Entrepreneurs

Social media refers to the means of interaction among people in which they create, share and exchange information, as well as ideas in virtual communities and networks. Social media depends on mobile and web-based technologies to create highly interactive platforms through which individuals and communities share, co-create, discuss and modify user-generated content. Effective use of IT; such as, social media, can improve productivity, revenue and profit of enterprises (Nagy et al., 2018). Investment in IT is positively associated with higher revenue and quality performance; in addition, the exploitation of suitable technologies may yield competitive advantages and higher financial rewards for enterprises (Oláh et al., 2018). Criado, Sandoval-Almazan, and Gil-Garcia (2013) stated social media can also encourage innovation from companies by monitoring customer communications, feedback, and opinions. Although previous research studies have explored the influence of culture on various aspects of technology and organizational performance, the influences of social media usage have rarely been investigated, especially in the entrepreneurial context (Ahmad et al., 2018). According to Tata Consultancy Services (2016), from a study about social media and entrepreneurship among 5,000 young people in 15 European countries, it was

found that 33% of the participants used social media every day to hire, communicate with clients, network, collaborate and develop skills. Sixty percent said that social media helped them find freelancers and 62% used social media to increase their business network. In essence, social media has become a fundamental aspect of growing and sustaining a business for young entrepreneurs.

#### Technology Acceptance Model (TAM)

One of the most theoretical models for understanding the adoption of new technology and usage processes is the technology acceptance model (TAM) developed by Davis in 1989. TAM was built on the principles of the theory of reasoned action (TRA). TAM is generally considered the most influential theory for describing an individual's acceptance and use of technological innovations (Gangwar et al., 2015). According to the TAM, perceived usefulness (PU) and perceived ease of use (PEOU) are proposed as the fundamental determinants of the adoption of new technology. Davis (1989) defined PU as "the degree to which a person believes that using a particular system would enhance his or her job performance", and PEOU as "the degree to which a person believes that using a particular system would be free of effort". As such, a person's attitude would determine the intention to use.

#### TOE Framework

The TOE framework developed by Tornatzky et al., (1990) has been widely used to analyze the firm-level adoption of technologies using three types of contexts that would possibly influence the adoption of technology; namely, technological, organizational, and environmental. The technology adoption process is influenced by three aspects of an enterprise's context. The technological context represents both the internal and external technologies related to enterprises. These are both technologies that are already used at an enterprise and exist, but are not currently in use, in the marketplace. There are only a few research studies that have investigated the impact of the technological context on the adoption of social media for business purposes by students. The relative advantage, compatibility, complexity, trialability and observability are considered to be technological factors that influence adoption (Rogers, 2010). The organizational context is related to the resources and characteristics of an enterprise; such as, managerial structure. Factors in the organizational context have been found to be one of the predictors of the organizational adoption of ICT (Oliveira and Martins, 2011). Support from superiors, innovativeness, and the IT experience were considered to be organizational factors that influenced the adoption of social media in this study. Since this study focused on the adoption of social media by undergraduate students in university, support from superiors or top management support could be implied to be any form of support by lecturers and mentors that provided knowledge on how to exploit social media for business purposes. The environmental context refers to a business environment in which an enterprise conducts its business; such as, industry, competitors and technology service providers. Pressure from competitors, customers, and society are considered to be environmental factors that

influence the adoption of new technology by SMEs (Ahmad et al., 2018; Low et al., 2011). Therefore, the environmental context was included in this study as one of the determinants impacting the adoption of social media.

### Conceptual framework and hypothesis development

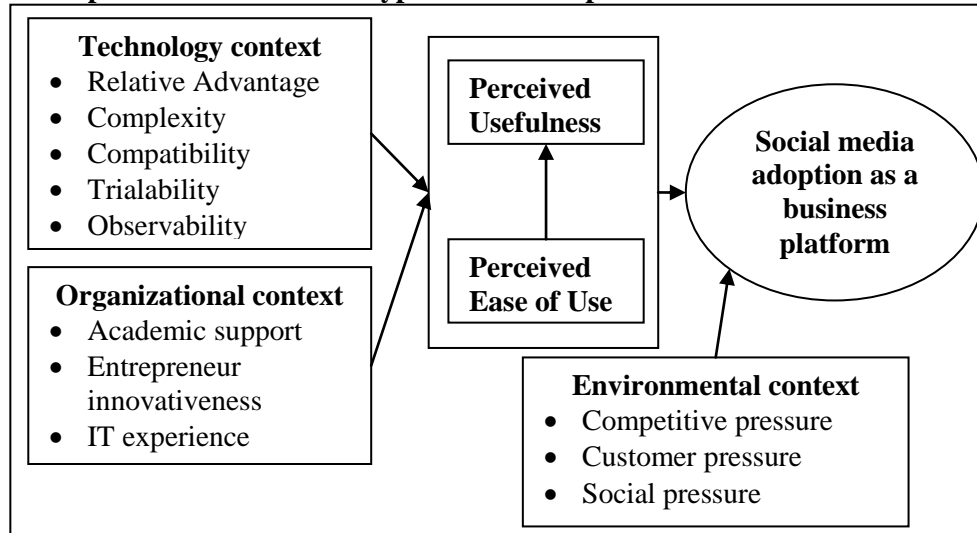


Figure 1. The conceptual framework and measurement model for the study

The proposed conceptual framework in this study integrated two well known and widely used theoretical models for the adoption of new technology; namely, the TAM and TOE framework. In order to investigate the factors influencing entrepreneurial students' decision to adopt social media as a business platform based on the TAM-TOE model, the following hypotheses were developed:

- H1: The technological context has a positive influence on the perceived ease.
- H2: The technological context has a positive influence on perceived usefulness.
- H3: The organizational context has a positive influence on the perceived ease.
- H4: The organizational context has a positive influence on perceived usefulness.
- H5: The environmental context has a positive influence on the adoption of SM
- H6: The perceived ease of use has a positive influence on perceived usefulness.
- H7: The perceived ease of use has a positive influence on the adoption of SM
- H8: Perceived usefulness has a positive influence on the adoption of SM.

### Research Methodology

#### Measurement and Sample

Items for measuring the TAM-TOE model were adapted and modified from the previous studies of Ahmad et al., (2018), as well as Gutierrez et al., (2015). The social media adoption measurement was modified from previous studies of Ramdani et al., (2013). All items were measured using a five-point Likert-type

scale (ranging from 1 = strongly disagree to 5 = strongly agree). The population for this study were students who had the intention to start or operate businesses by exploiting social media as one of their business platforms or desired to use social media for business purposes. Based on the purposive sampling method, an online questionnaire-based survey was created using Google Forms and sent to students in the School of Entrepreneurship and Management, Bangkok University, Thailand. In total, the data of 357 respondents was completed and used for the analysis.

## Results

### Samples profile

The majority of the respondents were female (53.5%) followed by male (47.5%). In terms of daily social media usage, 48.6% of student entrepreneurs used social media for more than four hours daily followed by 32.7% of respondents who reportedly used social media ranging from one-two hours every day. For technological devices access to social media (a multiple response question), mobile phones that used social media applications were ranked first (100.0%) followed by a laptop/notebook (78.3%), desktop/PC (57.0%), and other devices (18.8%), respectively. For social media application usage, LINE earned the highest percentage with 100.0% followed by YouTube (97.6%), and Facebook (96.2%). The most common time of the day spent on social media was from 18.01-24.00 hours (90.7%) followed by 12.01-18.00 (6.5%).

### Measurement model

The pooled confirmatory factor analyses (PCFA) method combines all the latent constructs into one measurement model and performs the confirmatory factor analyses (CFA) at once (Zainudin, 2012). Convergent validity exists when the item factor loadings are greater than 0.6 and the item squared multiple correlations are greater than 0.5. To satisfy the requirement of the discriminative validity, the square root of a construct's AVE must be greater than the correlations between the construct and other constructs in the model. The measurement model offered an acceptable fit to the data (Chi-square = 392.95; df = 237; CMIN/df = 1.658; GFI = 0.912; RMSEA = 0.046; CFI = 0.966; NFI = 0.957). Tables 1 and 2 show the results of the confirmatory factor analysis, which further supports both the convergent and discriminant validity.

**Table 1. Properties of the measurement constructs**

Construct	Item Measurement	Factor Loading	R <sup>2</sup>
Relative advantage (RA)	Social media helps me to better communicate with my business stakeholders.	0.818***	0.671
	Social media helps me to minimize business transaction costs.	0.854***	0.730
	Social media enhances my business's image.	0.897***	0.643
	Social media helps me to do more effective	0.856***	0.658

	marketing activities.		
	Social media helps me to achieve specific tasks more quickly.	0.842***	0.701
Complexity (CX)	It is easy to get social media to do what I want it to do.	0.747**	0.619
	It is easy to become skillful at using social media for business purposes.	0.801***	0.763
	Social media is flexible to interact with.	0.775***	0.598
	Social media platforms are easy to use.	0.885***	0.632
Compatibility (CM)	Learning to use social media platforms is easy.	0.742***	0.790
	Using social media is compatible with existing IT infrastructure.	0.844***	0.742
	Using social media is compatible with my business processes and operations.	0.815***	0.753
Triability (TR)	It is easy to integrate social media with my existing business platform.	0.746***	0.755
	I was able to properly try it out before I used social media applications.	0.888***	0.791
	The cost of trying social media for a business purpose is relatively low compared with other platforms.	0.860***	0.631
Observability (OB)	I have a great deal of opportunity to try various social media capabilities.	0.696**	0.702
	I would have no difficulty telling others about the results of using social media applications.	0.713**	0.714
	I believe I could communicate to others the consequences of using social media applications.	0.771***	0.724
Academic support (AS)	Lecturers or mentors enthusiastically support the adoption of social media as a business platform.	0.844***	0.687
	Lecturers or mentors have provided adequate know-how on how to adopt social media as a business platform.	0.853***	0.684
	Lecturers or mentors believe that social media has potential strategic value for my business.	0.796***	0.702
	My university provided me with complete training in using social media for business purposes.	0.786***	0.678
	The training provided by the university gave me confidence in using social media.	0.790***	0.701
Entrepreneur innovativeness (EI)	If I hear about new information technologies, I would look for ways to experiment with it.	0.757***	0.733
	I am usually the first to try out new IT compared with my friends.	0.768***	0.712
	I like to try out new information technologies.	0.795***	0.713

IT experience (IT)	I have extensive technical knowledge about technologies similar to social media.	0.786***	0.668
	Social media is a familiar type of technology to use.	0.823***	0.672
	I have the ability to quickly learn and apply new information technologies.	0.806***	0.703
Competitive pressure (CP)	I believe I will lose my customers to competitors if I do not adopt social media.	0.838***	0.777
	I feel it is a strategic necessity to use social media to compete in the marketplace.	0.798***	0.756
	Social media would help my business to earn more competitive advantage.	0.801***	0.724
	Social media would help my business ability to outperform competition.	0.776***	0.679
	Social media would help my business to generate higher profits.	0.781***	0.782
Customer pressure (CS)	I know my customers are ready to do business transactions via social media applications.	0.794***	0.639
	My customers are demanding the use of social media in doing business transactions with them.	0.738***	0.657
	It is easy for my customers to switch to other sellers for similar services/products that I provide.	0.755***	0.710
Social pressure (SP)	Social media is a popular application; therefore I would like to use it as a business platform, too.	0.674**	0.698
	I follow others in a society for adopting social media.	0.753***	0.687
	I choose to adopt social media because many other businesses are already using it.	0.795***	0.666
Perceived ease of use (PEOU)	The procedure of using social media is understandable.	0.821***	0.725
	It is easy for us to learn using social media for business purposes.	0.789***	0.733
	It is easy to make use of using social media for business purposes.	0.810***	0.648
Perceived usefulness (PU)	Using social media allows me to manage my business operation in an efficient way.	0.793***	0.751
	Using social media allows me to increase business productivity.	0.780***	0.717
	Using social media allows me to accomplish my business tasks more quickly.	0.811***	0.689
	The use of social media improves the quality of my business operation.	0.697***	0.703
	Using social media advances my	0.725***	0.714

	competitiveness.		
Social media adoption (SM)	I am quite confident about the benefits of social media if I adopted social media as a business platform.	0.901***	0.705
	Using social media as a business platform would help me to do things that I couldn't do easily before.	0.862***	0.765
	I will use social media as a business platform whenever it is possible.	0.841***	0.741
	I intend to use social media as a business platform in the future.	0.793***	0.742

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

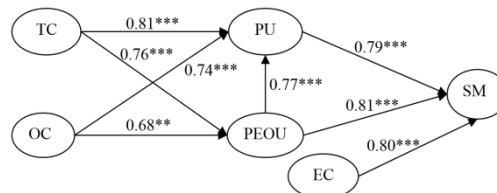
**Table 2. Convergent and discriminant validity**

	AVE	CR	TC	OC	EC	PEOU	PU	SM
TC	0.734	0.813	<b>0.857</b>					
OC	0.736	0.877	0.691	<b>0.858</b>				
EC	0.780	0.831	0.808	0.701	<b>0.883</b>			
PEOU	0.723	0.802	0.779	0.798	0.801	<b>0.850</b>		
PU	0.754	0.865	0.798	0.821	0.786	0.799	<b>0.868</b>	
SM	0.758	0.885	0.745	0.802	0.767	0.758	0.823	<b>0.871</b>

Note: The square root of the average variance extracted (AVE) of each construct is shown on the diagonal in bold format and the off-diagonal represents the correlations

Structural model

Figure 3 (\*p < 0.05; \*\*p < 0.01; \*\*\*p < 0.001) illustrates the path coefficients from three predictors to a dependent variable as stated in the research hypotheses. The overall fit statistics show that the model has a satisfactory model fit. The model fit indexes all exceed their respective common acceptance levels indicating that the displayed fitted the data well.



**Figure 3. The path coefficient for all hypotheses of interest in the study**

The results in Table 3 indicate the path coefficient together with its significance.

**Table 3. Hypothesis testing**

	Construct	Path	Construct	Estimate	t-value	Result
H1	PEOU	←	TC	0.763	5.369***	Supported
H2	PU	←	TC	0.812	3.372***	Supported
H3	PEOU	←	OC	0.677	4.480**	Supported



H4	PU	←	OC	0.735	5.689***	Supported
H5	SM	←	EC	0.803	4.234***	Supported
H6	PU	←	PEOU	0.774	3.728***	Supported
H7	SM	←	PEOU	0.811	4.029***	Supported
H8	SM	←	PU	0.792	3.158***	Supported
Notes: *p < 0.05; **p < 0.01; ***p < 0.001						

The results in Figure 3 show that the goodness-of-fit results for the structural equation model indicated a good model fit to the sample data. All model fit indices (Chi-square = 454.81; df = 240, CMIN/df = 1.895, GFI = 0.914, RMSEA = 0.047; CFI = 0.965; NFI = 0.929) showed that the data successfully fit the model and clearly met the requirements recommended in the literature (Zainudin, 2012).

The hypothesis testing results in Table 3 revealed the significance of eight hypotheses. TC was supported to positively affect the PEOU (H1:  $b = 0.763$ ,  $t\text{-value} = 5.369$ ,  $\text{sig} < 0.001$ ) and PU (H2:  $b = 0.812$ ,  $t\text{-value} = 3.372$ ,  $\text{sig} < 0.001$ ). OC was also found to positively affect the PEOU (H3:  $b = 0.677$ ,  $t\text{-value} = 4.480$ ,  $\text{sig} < 0.01$ ) and PU (H4:  $b = 0.735$ ,  $t\text{-value} = 5.689$ ,  $\text{sig} < 0.001$ ). EC had a direct positive effect on SM (H5:  $b = 0.803$ ,  $t\text{-value} = 4.234$ ,  $\text{sig} < 0.001$ ). The PEOU positively influenced PU (H6:  $b = 0.774$ ,  $t\text{-value} = 3.728$ ,  $\text{sig} < 0.001$ ). Lastly, the PEOU (H7:  $b = 0.811$ ,  $t\text{-value} = 4.029$ ,  $\text{sig} < 0.001$ ) and PE (H8:  $b = 0.792$ ,  $t\text{-value} = 3.158$ ,  $\text{sig} < 0.001$ ) also had positive impacts on SM. According to the path coefficient results from Table 3, TC had the strongest positive impact on the PEOU and PU. Furthermore, SM as the dependent variable was significantly influenced by the PEOU, EC, and PU respectively. The implication of how the explanatory variables influenced the dependent variable is discussed in the next section.

### Discussion and Implications

This study attempted to investigate the factors influencing entrepreneurial students' decision to adopt social media in Thailand. The findings from the study revealed that the technological and organizational contexts have a significant positive impact on the adoption of social media as a business platform using the PEOU and PU as mediating variables. Moreover, the environmental context had a significant direct positive impact on entrepreneurial students' adoption of social media. The findings were consistent with the results from previous studies that had examined the adoption of other types of ICT (Ahmad et al., 2018; Gutierrez et al., 2015).

In accordance with the factor loading results from the SEM analysis, the technological context had the strongest positive impact on the PEOU and PU. This could be interpreted that entrepreneurial students have realized the benefits of social media for operating their businesses. Many social media platforms are free for standard usage and do not require any technology investment. Entrepreneurial students can use social media to listen and engage with customers talking about their products or services. Moreover, in terms of cost, social media is one of the most cost-efficient marketing tools of an IMC strategy for youth entrepreneurs.

Signing up and creating a profile is free for almost all social media platforms, and any paid promotions in social media are a relatively low cost compared to other marketing activities. The relative advantage, complexity, compatibility, trialability, and observability have all been found to be significant technological factors in determining the adoption of social media by entrepreneurial students by means of the PEOU and PU as mediators. Relative advantage had the highest positive factor loading to the technological context. This could be interpreted as student entrepreneurs believe that adopting social media would enhance the performance of their online businesses. The second highest factor loading to the technological context was complexity. This finding was consistent with previous research (Ahmad et al., 2018). Therefore, social media applications that students choose to adopt for business purposes would perhaps be those applications they are used to and also use in their daily life. Compatibility was ranked the third significance factor loading level to the technological context. This was because it could be implied that incompatibilities in terms of enterprises' procedures could be an obstacle to the adoption of social media (Ramdani et al., 2013).

The second factor directly influencing entrepreneurial students adoption of social media as a business platform was the environmental context. The advance of Internet technology and social media popularity has dramatically changed people's daily life and behaviour. According to EcommerceIQ (2017), in year 2017, 12.1 million consumers in Thailand are expected to make purchases online. This number is projected to grow by 15% within the next five years reaching 13.9 million in 2021. When examining the range of ages, it was found that 4.4 million online shoppers were 25-34 years old followed closely by 3.9 million online users aged 16-24 years. Undeniably, social media is one of the most vital platforms in online shopping. Customers are more complicated with regards to consumer behavior and require more demand in terms of interaction with sellers. Competitive pressure is also an important factor to drive entrepreneurial students to adopt social media. Since the barriers between online and offline sales channels are ambiguous, many firms are venturing into online channels with a complete virtual offline offering. Therefore, regardless what kind of business the entrepreneurial students are conducting, social media is perceived as one of the business platforms that are needed to compete with other business competitors. As such, competition, customers, and social pressure have been found to be significant factors in determining the adoption of social media. The result of the second order confirmatory factor also revealed that the main environmental factor influencing the adoption of social media was customer pressure, which conformed with the study of Ngah et al., (2017) that showed the dramatic change in the ways of consumer behavior and the consumer buying decision process as a result of social media and Internet technology. This led to the need for businesses to adapt their ways of conducting their operations.

The organizational context also had a positive impact on the adoption of social media by means of the PEOU and PU as mediators. Academic support,

entrepreneurial innovativeness, and IT experience were found to be significant organizational factors in determining the adoption of social media. This finding conformed with previous studies (Gutierrez et al., 2015). Considering the factor loadings, academic support was found to be the most important factor to explain organizational context. This would imply that any support and guidelines from lecturers for students would be very crucial for an adoption decision. Lecturers need to play an important role to support their students by providing subjects or practicum training on how to exploit the benefit of social media for doing business.

### Conclusion

This study offered a new insight into the factors affecting the adoption of social media as a business platform by entrepreneurial students in Thailand. The proposed integrated TAM-TOE model in this study provided a more comprehensive framework to understand the adoption of social media in the Thai entrepreneurial context. However, there were a few limitations. Firstly, data collection was limited to students who only live in Thailand. Therefore, the findings should be carefully generalized for all entrepreneurial students of other countries. Secondly, samples of this study were from students in an entrepreneurship program. Thus, the findings would be considered insufficient to represent all university students in general. Therefore, future research could contribute to ascertain the generalizability of the findings by testing the proposed research model in other faculties or fields of study. Lastly, while a quantitative survey strategy was chosen for this research, future research studies could also use other sophisticated statistical analysis methods; such as, multiple regression, ordinary least squares (OLS), logistic regression, and so on for an analysis; furthermore an in-depth interview would be recommended to provide further insight.

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#### PRZYSTOSOWANIE MEDIÓW SPOŁECZNOŚCIOWYCH JAKO PLATFORMY BIZNESOWEJ: ZINTEGROWANY MODEL TAM-TOE

**Streszczenie:** W wyniku postępu w zakresie technologii mediów społecznościowych przedsiębiorcy, zwłaszcza młodzież, mogą korzystać z mediów społecznościowych, aby skutecznie prowadzić działalność gospodarczą, przekazywać informacje o swoich produktach lub usługach oraz reagować na konkurencję przy minimalnych kosztach. Celem tego artykułu było określenie czynników wpływających na decyzję przedsiębiorców o przyjęciu mediów społecznościowych jako platformy biznesowej w Tajlandii. Dzięki zintegrowaniu modelu akceptacji technologii (TAM) oraz ram technologicznych, organizacyjnych i środowiskowych (TOE) jako parametru koncepcyjnego, dane zebrano za pomocą ankiety internetowej opartej na kwestionariuszu, którą ukończyło 357

respondentów przebywających w Tajlandii. Do analizy danych i proponowanych hipotez wykorzystano modelowanie równań strukturalnych (SEM). Wyniki wykazały, że kontekst technologiczny, organizacyjny i środowiskowy miał znaczący wpływ na przyjmowanie mediów społecznościowych z wykorzystaniem postrzeganej łatwości użytkowania (PEOU) i postrzeganej użyteczności (PU) jako zmiennych pośredniczących. Głównym czynnikiem, który został zidentyfikowany jako odgrywający najważniejszą rolę w przyjmowaniu mediów społecznościowych za pośrednictwem PEOU i PU, był kontekst technologiczny, a następnie konteksty środowiskowe i organizacyjne. Niniejszy dokument zawiera zintegrowany model TAM-TOE jako solidny format, który pozwala przewidzieć przyjęcie mediów społecznościowych jako platformy biznesowej.

**Słowa kluczowe:** media społecznościowe, TAM, TOE, adopcja technologii, Tajlandia

#### 社交媒体采用作为商业平台：一体化的TAM-TOE框架

**摘要:** 由于社交媒体技术的进步, 新生企业家, 特别是年轻人可以使用社交媒体有效地运营业务, 传播有关其产品或服务的信息, 并以最低的成本回应竞争对手。本文的目的是确定影响创业学生决定采用社交媒体作为泰国商业平台的因素。通过整合技术接受模型(TAM)和技术, 组织和环境(TOE)框架作为概念参数, 通过在线问卷调查收集数据, 该调查由居住在泰国的357名受访者完成。结构方程模型(SEM)用于分析数据和提出的假设。结果表明, 技术, 组织结构和环境背景对使用感知易用性(PEOU)和感知有用性(PU)作为中介变量的社交媒体的采用具有显著影响。通过PEOU和PU在社交媒体采用中发挥最重要作用的主要因素分别是环境和组织背景所遵循的技术背景。本文提供了一个集成的TAM-TOE模型作为一种强大的格式, 可以预测社交媒体作为业务平台的采用。

**关键词:** 社交媒体, TAM, TOE, 技术采用, 泰国