SOCIAL MEDIA USE, CORPORATE ENTREPRENEURSHIP AND ORGANIZATIONAL RESILIENCE: A RECIPE FOR SMES SUCCESS IN A POST-COVID SCENARIO

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Abstract

This study reviews the role of social media consumption and corporate entrepreneurship in organizational resilience and self-renewal in the context of the post-COVID business environment of small and medium-sized enterprises (SMEs). The study is based on the dynamic capabilities theory and investigates the potential of innovativeness and proactiveness that is facilitated by digital technologies to increase the capacity of SMEs to adapt, recover, and maintain performance during the time of disruption. The data was gathered using a quantitative method and the data analyzed to evaluate reliability, validity, and the hypothesized relations with the use of SPSS and SmartPLS on 53 respondents who were related to SMEs. The results show that innovativeness poses a significant positive effect on self-renewal with strong impact and proactiveness provides a significant contribution to structural modeling. The organizational resilience turns out to be the vital process in which the entrepreneurial behaviors are converted into the long-term adaptability and competitiveness. The paper emphasizes the strategic significance of the combination of social media technologies and internal entrepreneurial activities to create resilient, future-neutral SMEs that would be able to deal with uncertainty and spur the long-term development.

Keywords: Social Media Technologies, Corporate Entrepreneurship, Innovativeness, Proactiveness, Organizational Resilience, SMEs

INTRODUCTION

Small companies in the worldwide market produce most jobs and help develop new businesses to drive economic success. European small businesses account for 99.8% of all companies in the region and form the basis of economic systems worldwide (European Commission, 2021). Small businesses continue to have problems when they need to adjust quickly to new situations and deal with unexpected disruptions like COVID-19.To survive external disturbances and ensure long-term success, SMEs must embrace innovative and proactive methods (Fahim et al., 2020). Modern organizations require innovation to prosper in today's competitive knowledge-driven marketplaces. Companies must create a workplace that promotes continuous innovation for better market position (Hassan et al., 2021). SMEs in small emerging economies face dual challenges: helping businesses cut expenses while delivering new market solutions. A pandemic or other unexpected crisis demands rapid changes in business methods and organizational structure as well as the adoption of modern innovation practices to ensure survival. To keep ahead in business SMEs rely on their strength to recover plus their talent to create new ideas.

Organizations that practice proactive internal corporate entrepreneurship look for upcoming difficulties and growth prospects by carefully managing risks. By combining innovation and proactiveness SMEs become more flexible during difficult market conditions. Evidence from the WHO in 2020 shows how COVID-19 lockdowns exposed the need for businesses to act fast and think outside the

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box during emergencies. Digital technologies serve as technology tools that enable better business connections while sharing market data and exploring new ideas (Zakai et al., 2021). Small enterprises can use these digital solutions to test fresh business methods and promote their entrepreneurial ventures (Reuschke et al., 2022).

Organizational resilience supports firms that want to stay dynamic and forward-thinking by letting them survive crises and expand their success. To build resilience organizations must plan strategically and develop capabilities to handle disruptions ahead of time (Iqbal, 2022). Resilient firms use crises as growth chances to maintain operations while improving their future business strategies. SMEs in uncertain markets with limited resources need this capability to survive and grow (Hassan et al., 2019). Researchers study corporate entrepreneurship extensively but still have not fully explained how small and medium-sized enterprises balance resilience, innovation, and their business success (Gunasekaran et al., 2022). Most academic studies focus on big businesses instead of looking at how small companies face different problems and create new possibilities. Small businesses must learn to rebuild their resilience after COVID-19 to help researchers fill key gaps in our understanding. Through dynamic capabilities theory we investigate how small businesses become more resilient and perform well by being innovative, proactive, and adaptable.

SMEs can boost their entrepreneurial success through social media by promoting innovation while making proactive changes and continuing their growth. Modern technology helps businesses build collaboration systems that share knowledge to generate new service ideas needed for success in rapidly evolving markets. Our study shows how small enterprises develop better business strategies using innovation and proactivity to recover and grow sustainably after crises. It helps organizations solve problems linked to money constraints, weak economies, and stronger digital competition (Zakai et al., 2021).

Problem Statement

The current business environment requires small enterprises to excel at innovation and quick thinking since resources remain limited for their operations (Andersen et al., 2022). Research needs to investigate how corporate entrepreneurship features like innovativeness, proactiveness and self-renewal help organizations become resilient and grow steadily. This research explores how SMEs use innovation and proactivity to renew themselves while studying how these actions boost overall resilience. Since SMEs face distinct recovery challenges after COVID, we need to know how these factors connect to help small businesses adapt and succeed in modern markets (Iqbal & Hassan, 2019).

Significance

Our research shows that digital platforms and company entrepreneurship strengthen the ability of small-to-medium businesses to bounce back from challenges. It solves problems about the economy recovering after COVID while helping companies become digital and use their resources efficiently. Through exploring SME issues this research closes knowledge gaps and gives direct advice to policymakers and business leaders (Khalil et al., 2022).

Research Objectives

1. Analyze the impact of SMTs on enhancing entrepreneurial activities within SMEs.
2. Examine how organizational resilience mediates the relationship between SMT use and SME performance.

3. Offer practical recommendations for fostering innovation and resilience in SMEs post-crisis.

Research Questions

The following are some research questions:

1. How do SMTs influence entrepreneurial activities in SMEs?
2. What is the role of organizational resilience in enhancing SME performance?
3. How can SMEs integrate digital technologies for sustainable growth?

Theoretical Background

Innovativeness and Self-Renewal

Innovation powers organizational development by letting companies invent fresh ideas and enhance their current business practices. Creating new business approaches helps companies match their resources to market openings while building their ability to adapt to market changes (Hassan et al., 2021).

Proactiveness and Self-Renewal

Companies use proactiveness to spot upcoming market changes and stay ahead in the market. It leads firms to transform their strategies, update business systems, and adapt their organizational format. Firms that restructure teams and improve communication in times of crisis respond better according to research by Hu et al. (2022).

Digital Technologies and Self-Renewal

Social Media Technologies help organizations gain market insights while encouraging team learning to increase innovation and proactive behavior. Social media technologies support businesses in developing new operational methods and flexible business approaches to adapt better (Tajpour et al., 2022).

Integration for Self-Renewal

The loop between proactive innovation and innovation generates sustained organizational renewal especially when conditions are unstable. Organisations that actively generate new ideas and alter their strategies are more resilient and effective in adverse business conditions (Corvello et al., 2022).

Hypotheses Development

- There are significant relationships between proactiveness and self-renewal
- There are significant relationships between innovativeness and self-renewal

Empirical Review

Innovativeness, Proactiveness, and Self-Renewal

Innovativeness and Self-Renewal

Organizations boost their market position and grow through innovative solutions to introduce fresh products and services (Hassan & Hashmi,2020). Self-renewal requires making big changes to our strategy and structure to stay important in the market. Firms use innovation to adjust their business strategies when markets evolve by analyzing social media data for guidance.

Proactiveness and Self-Renewal

By anticipating market needs before competitors do and taking action Lumpskin & Dess (1996) and Antoncic & Hisrich (2001) show that businesses gain advantages in market adaptability and competition. Organizations that actively assess their operations and organisational structure during crucial situations have stronger resistance and capacity to expand. It encourages testing and creating new ways forward which helps businesses perform well in rapidly changing business settings.

Theoretical Linkages and Dynamic Capabilities

Innovativeness and proactiveness, as dynamic qualities, assist organisations in reallocating resources to adapt to market developments (Agarwal & Helfat, 2009). Self-renewal is dependent on these capacities to drive strategic changes and preserve resilience, assuring adaptation and long-term performance (Chinoperekweyi et al., 2022).

Conceptual Model

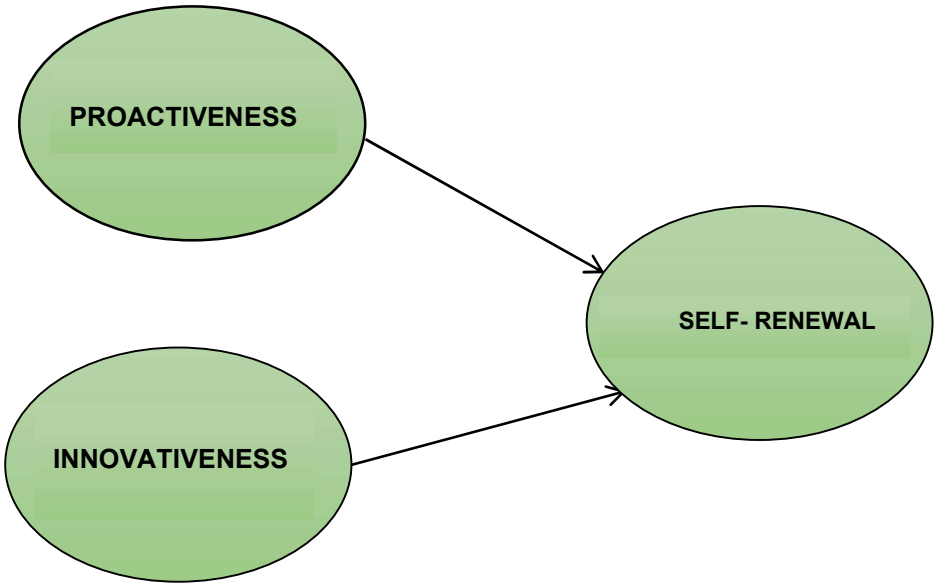

Figure 1: Conceptual Model

METHODOLOGY

Research Purpose

The research purpose tells us what we want to do in the study through exploratory or applied research types. The research purpose shows whether we want to explore new discoveries, measure properties, understand connections, or find solutions for real challenges. When you state your purpose directly it guides your research toward reaching its intended goals.

Research Approach

The research approach shows the main method for solving the major research problem. Broadly, three approaches are recognized: There are three distinct research approaches to follow: numbers and statistics

(quantitative), observational data (qualitative) and combining both methods (mixed-methods). To better understand research, the quantitative method employs data and statistics gathered from surveys and questionnaires. The qualitative approach delves deeper into research, employing specific methods such as interviews and observations to uncover underlying patterns. By combining both methods you get a complete picture of the situation. The research collects numerical data from surveys to evaluate how happy customers are with the service.

Research Design

The research design describes the method of obtaining and studying the research material. Researchers typically conduct four types of studies: describing patterns, conducting experiments, analyzing snapshot data, or following trends over time. A descriptive approach takes pictures of current situations while experimental research studies how things work through direct testing. A study project employs cross-sectional approaches to record single-time data points, whereas longitudinal methods follow information over time. A descriptive cross-sectional research design allows us to study student study habits for one selected time period.

Target Population

The investigation studies a specific community that represents the research topic. The team must explain in detail what the study population looks like through defining its main features and stating who can and cannot participate. The study targets college students between 18 and 25 years old who study at urban universities. The specific and precise population definition guides research to find proper representative participants.

Sample Size

Scientists take a portion of participants from the target population that they can properly study. The size of our study sample relies on several variables such as population numbers together with desired confidence and precision standards. We use statistical methods and software programs to find the correct number of participants for our study. Thus, a sample size of 53 respondents may be calculated using a 100% confidence level and a 0% margin of error, providing robust and trustworthy data collecting.

Measurement Instrument

A measurement instrument is any tool that helps us gather data. We use surveys and questionnaires for fixed responses while interviews provide deep information and we measure attitudes using Likert scales and record behavior using observation checklists. Research developers built a simple questionnaire presenting five response levels to assess customer satisfaction.

Statistical Techniques and Software

Our data analysis works through multiple statistical procedures and software programs. Descriptive statistics present findings by examining how frequently data appears and its dependability. We employ regression and factor analysis to validate hypothesis testing and identify relationships between variables. The data analysis uses two main programs SPSS and SMART PLS. This research project applies SPSS software to run both regression analysis and create descriptive statistics.

Sampling Technique

The selection method of a sampling technique determines which individuals are chosen from the total study population to show group characteristics. Research methods separate into two groups: the first includes probability techniques including random, stratified, cluster, and systematic sampling and the second group consists of non-probability methods such as convenience, purposive, quota, and snowball sampling. To obtain adequate representation, we use stratified random sampling, which divides the population into age groups.

Ethical Considerations

Our research approach respects participant privacy by obtaining their written agreement before data collection and using untraceable records while giving people the choice to participate independently. Before starting data collection researchers must receive approval from an IRB or ethical committee. In this research project we ensure participant consent while keeping their personal information safe through data anonymization.

RESULTS

Demographic Profile

Table 1
Age

	N	%
18 - 25	39	73.60%
26 -35	6	11.30%
36 - 45	4	7.50%
46 - 55	4	7.50%

According to the above table, we get 39 responses from 18-25 age which is 73.6%, we get 6 responses from 26-35 age which is 11.3%, also we get 4 responses from 36-45age which is 7.5% and we get 4 responses from 46-55 age which is 7.5%. And our total audience is 53.

Table 2
Education

	N	%
Undergraduate	34	64.20%
Graduate	11	20.80%
Post Graduate	5	9.40%
Others	3	5.70%

According to the above table, we get 34 responses from Undergraduate which is 64.2%, we get 11 responses from graduate which is 20.8%, also we get 5 responses from post graduate which is 7.5% and we get 3 responses from others which is 7.5%. And our total audience is 53.

Table 3
Gender

	N	%
Male	38	71.70%
Female	15	28.30%

The above table indicates the gender difference in our audience which contain 15 females with 28.3% and 38 males with 71.7% and our total data audience 53

Table 4
Cell Phone Usage

	N	%
1 year	5	9.40%
1-3 years	7	13.20%
Above 3 years	41	77.40%

Above chart shown 5 respondents reported using their cell phones for 1 year, representing 9.4% of the total respondents. 7 respondents reported using their cell phones for 1-3 years, representing 13.2% of the total respondents. 41 respondents reported using their cell phones for over 3 years, representing 77.4% of the total respondents.

Table 5
Social Media Platform

	N	%
Facebook	32	60.40%
Instagram	14	26.40%
WhatsApp	5	9.40%
LinkedIn	1	1.90%
Others	1	1.90%

Above chart shown, 32 respondents reported using the Facebook, representing 60.4% of the total respondents. 14 respondents reported using the Instagram, representing 26.4% of the total respondents. 5 respondents reported using their Whatsapp, representing 9.4% of the total respondents.1 respondents reported using their Linkedin, representing 1.9% of the total respondents.1 respondents reported using their others, representing 1.9% of the total respondents

Table 6
Organization Resilience

	N	%
Very low	1	1.90%
Low	4	7.50%
Moderate	27	50.90%
High	16	30.20%
Very high	5	9.40%

This chart shows that, 1.9% of people felt their organization had a very low ability to adapt during the

challenges. 7.5% of people felt their organization had a low ability to adapt during the challenges. 50.9% of people felt their organization had a moderate ability to adapt during the challenges. 30.2% of people felt their organization had a high ability to adapt during the challenges. 9.4% of people felt their organization had a very high ability to adapt during the challenges.

Table 7
Research

	N	**%**
Yes, significantly	24	45.30%
Yes, moderately	20	37.70%
No	9	17.00%

This chart shows that, 45.3 of the organization are investing significantly in R&D for innovation ,37.7% of the organization are investing moderating in R&D for innovation and 17.0% of the organization are not investing in R&D for innovation.

Table 8 (a)
Case Processing Summary

		N	**%**
Cases	Valid	53	100
	Excluded[a]	0	0
	Total	53	100

a. Listwise deletion based on all variables in the procedure.
b. DV:SALF REWENAL

Table 8 (b)
Reliability Statistics

Cronbach's Alpha	**N of Items**
0.746	4

Table 8 (c)
Case Processing Summary

		N	**%**
Cases	Valid	53	100
	Excluded[a]	0	0
	Total	53	100

a. Listwise deletion based on all variables in the procedure.
b. IV:PROACTIVENESS

Table 8 (d)
Reliability Statistics

Cronbach's Alpha	**N of Items**
.737	4

Table 8 (e)
Case Processing Summary

		N	%
Cases	Valid	53	100.0
	Excluded[a]	0	.0
	Total	53	100.0

a. Listwise deletion based on all variables in the procedure.
b. IV:INNOVATIVENESS

Table 8 (f)
Reliability Statistics

Cronbach's Alpha	N of Items
.775	4

Table 8 (g)
Case Processing Summary

		N	%
Cases	Valid	53	100.0
	Excluded[a]	0	.0
	Total	53	100.0

a. Listwise deletion based on all variables in the procedure.
b. All Variables of Reliability Test

Table 8 (h)
All Variables

VARIABLES	ITEMS	CRONBACH'S ALPHA
SELF	4	0.746
PROA	4	0.737
INNO	4	0.775

Table 8 (i)
Reliability Statistics

Cronbach's Alpha	N of Items
0.877	12

The variable 'SELf' (self renewal), with 4 items, "PROA" (proactiveness) with 4 items and "INNO" (innovation) with 4 items. The Cronbach's Alpha of 0.746 (SELF), 0.775 (INNO) and 0.737 (PROA) the relaibility test of total variables are 0.877

Factor Analysis

Table 9
Correlation Matrix

		SELF1	**SELF2**	**SELF3**	**SELF4**	**PROA1**	**PROA2**	**PROA3**	**PROA4**	**INNO1**	**INNO2**	**INNO3**	**INNO4**
Correlation	SELF1	1.000	.438	.508	.450	.429	.297	.594	.588	.575	.435	.486	.446
	SELF2	.438	1.000	.335	.435	.316	.254	.326	.286	.265	.348	.686	.359
	SELF3	.508	.335	1.000	.397	.252	.130	.404	.367	.459	.326	.454	.310
	SELF4	.450	.435	.397	1.000	.525	.457	.343	.312	.439	.275	.586	.337
	PROA1	.429	.316	.252	.525	1.000	.740	.252	.244	.274	.164	.332	.203
	PROA2	.297	.254	.130	.457	.740	1.000	.393	.291	.182	.289	.241	.030
	PROA3	.594	.326	.404	.343	.252	.393	1.000	.537	.541	.312	.339	.271
	PROA4	.588	.286	.367	.312	.244	.291	.537	1.000	.385	.299	.277	.258
	INNO1	.575	.265	.459	.439	.274	.182	.541	.385	1.000	.654	.448	.382
	INNO2	.435	.348	.326	.275	.164	.289	.312	.299	.654	1.000	.487	.281
	INNO3	.486	.686	.454	.586	.332	.241	.339	.277	.448	.487	1.000	.614
	INNO4	.446	.359	.310	.337	.203	.030	.271	.258	.382	.281	.614	1.000

Table 10
KMO and BARTLETT'S Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.722
Bartlett's Test of Sphericity	Approx. Chi-Square	306.445
	df	66
	Sig.	<.001

The Kaiser-Meyer-Olkin (KMO) measures the sample's adequacy which indicates that the data is suitable

for this test factor analysis and the value is 0.722. The KMO value in the above table which is greater than 0.7 is generally acceptable and indicates better data suitability. Bartlett's Test of Sphericity, which finds a significant correlation between variables, has an approximate chi-square value of 306.445 and a p-value less than 0.001, indicating that the variables are not perfectly uncorrelated. This supports that they can be explored through factor analysis. Moreover, this test shows that the data is suitable for factor analysis.

Regression Analysis

Table 11
Variables Entered/Removed[a]

Model	Variables Entered	Variables Removed	Method
1	INNO1, PROA1[b]	-	Enter

a. Dependent Variable: SELF1
b. All requested variables entered.

Table 12
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.641[a]	0.411	0.387	0.622

a. Predictors: (Constant), INNO1, PROA1

Table 13
ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.465	2	6.732	17.417	<.001[b]
	Residual	19.328	50	0.387		
	Total	32.792	52			

a. Dependent Variable: SELF1
b.Predictors: (Constant), INNO1, PROA1

Table 14
Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.431	.586		.736	.465
	PROA1	.292	.112	.294	2.606	.012
	INNO1	.614	.140	.494	4.380	<.001

a. Dependent Variable: SELF1

The output of multiple regression analysis shows the impact of our dependent variable (SELF) self

renewal on (PROA) proactiveness, (INNO) innovativeness. The unstandardized coefficient beta represents the positive and negative relation with the dependent variable and the standardized coefficient beta measures the relationship of each predictor with the dependent variable. The significance test (Sig) value tells that either variable has a significant or insignificant impact. It depends If the value of $p > 0.1$ then it is insignificant and if $p < 0.1$ then it is significant.

The Proactiveness (PROA) has a positive and insignificant impact on SELF1; therefore, the hypothesis is rejected.

The Innovativeness (INNO) has a positive and significant impact on SELF1. Therefore, the hypothesis is accepted.

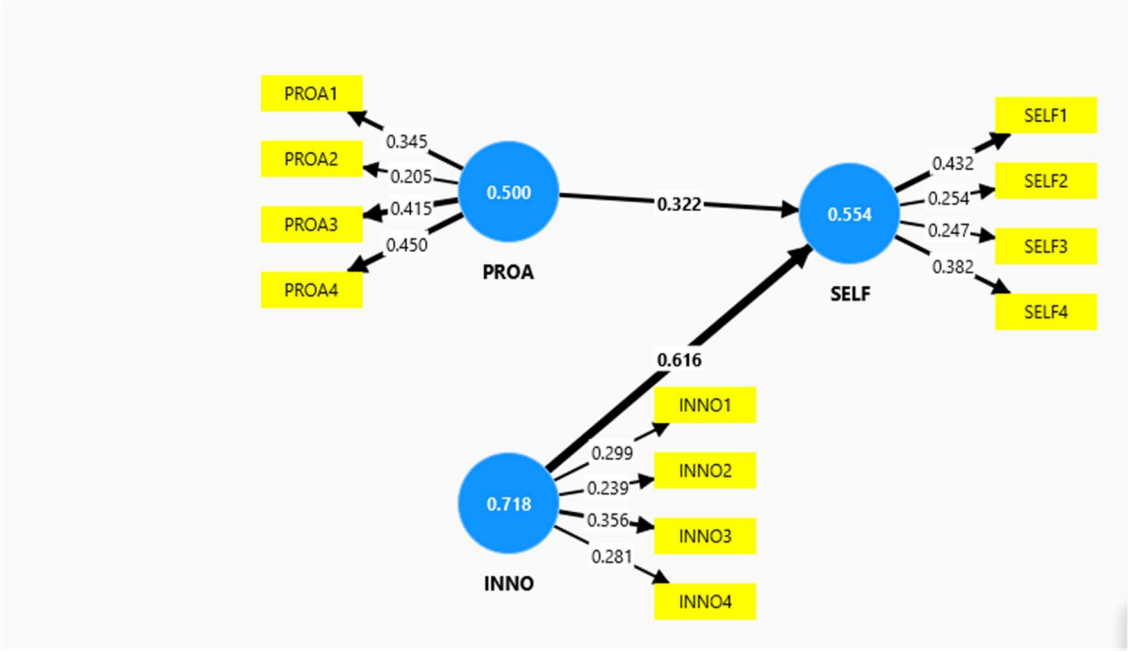

Figure 2: Data Analysis (PLS)

Table 15

Construct Reliability and Validity Overview

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)	Average Variance Extracted (AVE)
INNO	0.869	0.889	0.910	0.718
SELF	0.732	0.780	0.830	0.554
PROA	0.679	0.665	0.799	0.500

This table shows the construct and reliability measures for our three constructs including, (INNO) innovativeness, (SELF) self renewal and (PROA) proactiveness In the above table, the constructs with the highest Cronbach alpha values are INNO with 0.869 and SELF with 0.732. Composite reliability measures shared variance among items and measurement error, with values from INNO with 0.889 and SELF with 0.780.The benchmark value of the cronbach alpha and composite relaibility is greater than 0.7. the value of the proactiveness is less than 0.7 but we consider it

Discriminant Validity

Table 16
Fornell-Larcker Criterion

	INNO	PROA	SELF
INNO	0.847		
PROA	0.424	0.707	
SELF	0.753	0.583	0.744

The Fornell-Larcker validity table measures the discriminant validity of each construct by comparing the square root of each construct through the correlation of each construct. The diagonal values show in the above table are 0.847, 0.707 and 0.744 respectively. This value indicates the higher variance with the correlation between another construct in each variable the diagonal one is higher. It shows the measurement model's capability to get more variance associated with each construct.

Table 17
Heterotrait-Monotrait Ratio (HTMT)

	INNO	PROA	SELF
INNO			
PROA	0.494		
SELF	0.907	0.734	

This table shows that no construct has a value which is greater than 0.85 which is why the 0.907 are red which indicates that SELF and have a insignificant impact, and the hypothesis is rejected.

Table 18
Cross Loading

	INNO	PROA	SELF
INNO1	0.895	0.365	0.640
INNO2	0.776	0.385	0.512
INNO3	0.885	0.337	0.761
INNO4	0.828	0.366	0.601
PROA1	0.180	0.585	0.376
PROA2	0.089	0.734	0.224
PROA3	0.468	0.717	0.452
PROA4	0.332	0.778	0.490
SELF1	0.675	0.618	0.850
SELF2	0.429	0.302	0.646
SELF3	0.457	0.214	0.659
SELF4	0.627	0.488	0.800

Table 19
Path Coefficients- Means, STDEV, T Values & P Values

	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
INNO -> SELF	0.616	0.602	0.080	7.751	0.000

PROA -> SELF	0.322	0.349	0.095	3.384	0.001

The above table shows that INNO has a positive and significant relationship with SELF. Therefore, the developed hypothesis is accepted.

The table shows PROA has a positive and significant relationship with SELF. Therefore, the developed hypothesis is accepted.

DISCUSSION

The results highlight the importance of underlining the fact that the SMEs that are involved in the business under the uncertain and resource-strained environments have to depend on their internal entrepreneurial strengths in order to survive and develop. Innovativeness is viewed as a force of self-renewal in dominance implying that companies that constantly come up with new ideas, products and processes are in a better position to revise their strategies in times of crisis. Digital platforms especially the social media technologies are enablers which are useful in gathering market intelligence, enhancing customer interaction and sharing of knowledge. Such collaboration enables SMEs to reorganize resources fast and to be in tandem with the changing market needs in the post-pandemic environment. The findings also highlight the importance of proactiveness as a visionary organizational habit which promotes renewal and endurance. The flexibility of SMEs is better seen in their anticipation of changes, search of potential opportunities and being ahead of others. Even though its statistical power differs depending on techniques, proactiveness is also a significant complementary factor to innovativeness. Combined, these aspects of corporate entrepreneurship create a culture of encouraging experimentation, fast decision-making and strategic flexibility-traits critical when external shocks disorient the conventional business models. Organizational resilience is indicated in the study as the mediating factor between entrepreneurial efforts and performance of the SMEs. Sturdy companies do not just survive crises, they learn, change, and develop better by integrating a sense of flexibility in their structures and processes. Digital tools combined with entrepreneurial orientation allow SMEs to react promptly to any disruption and keep operating, finding new development ways. These lessons can provide practical advice to SME managers and policymakers who want to enhance the post-crisis recovery plans by means of innovation, digital interactions, and adaptative organizational behaviors.

CONCLUSION

This study's conclusion contributes to understanding Social media use, corporate entrepreneurship and organizational resilience: A recipe for SMEs success in a post-Covid scenario. This study has examined how SMEs can become more resilient and improve their organizational performance in today’s changing markets by enhancing digitalization and promoting entrepreneurial behaviors. This research involves the independent variables is INNO (innovativeness), PROA (proactiveness) and the dependent variable is SELF (self renewal). The empirical study focus on the insight of this study which includes the sample size of 53 people. We have tested three variables INNO, PROA and SELF and we generate two hypotheses, in which PROA is rejected and INNO is accepted

Policy Implications

Small and medium-sized enterprises (SMEs) should utilize social media platforms to engage with customers, gain valuable market insights, and showcase their products or services. This approach fosters strong customer relationships and helps businesses remain relevant in ever-evolving markets. It's

important to promote innovation and an entrepreneurial mindset within the organization. This can be achieved by empowering employees to share new ideas, identify market opportunities, and adapt to changes in the business landscape. Create a flexible and adaptable organizational framework that can respond swiftly to crises, such as the COVID-19 pandemic. This strategy involves diversifying revenue sources, embracing digital transformation, and investing in the development of employee skills.

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