

Social Media Marketing and Organisational Performance of Selected Small and Medium Enterprises in Ogun State, Nigeria

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Abstract

Organizational performance is a multifaceted and critical concept that lies at the core of every business and institution. It functions as a compass, guiding an organization toward achieving its objectives, fulfilling its mission, and ensuring long-term sustainability. This study investigates the effect of social media marketing on the organizational performance of selected SMEs in Ogun State, Nigeria. A total sample of 493 SMEs specifically targeting CEOs and managers was selected as the sampling unit. Ogun State was chosen for its relevance in addressing pressing socio-economic, health, and environmental issues that are prevalent both within the state and across Nigeria's southwestern region. Data were successfully collected from 423 respondents, representing a response rate of 85.8%. The data were subjected to diagnostic tests for normality (skewness and kurtosis), linearity (Pearson correlation coefficient), homoscedasticity (Bartlett's test), and multicollinearity (VIF). Descriptive and inferential statistical methods were applied, and multiple regression analysis was conducted to test seven hypotheses. The findings revealed that social media marketing strategies collectively had a significant effect on organizational performance ($\text{Adj. } R^2 = 0.443$, $F(3, 422) = 112.699$, $p < 0.05$). In conclusion, the empirical findings provide strong evidence of the significant effect of social media marketing on the performance of selected SMEs in Ogun State. Based on these findings, the study recommends that organizations prioritize the delivery of personalized content that aligns with the specific needs and preferences of their target audiences. Management should invest in data analytics tools for user profiling and behavioral analysis to support effective content customization. Additionally, the use of personalized messaging and interactive experiences is encouraged to strengthen emotional connections with customers, thereby enhancing satisfaction and promoting a positive brand image.

Background to the Study

Organizational performance is a multidimensional and essential construct that underpins the functioning, competitiveness, and long-term viability of any enterprise. It serves as a strategic indicator of how effectively an organization achieves its goals, fulfills its mission, and sustains growth amidst evolving market conditions. In Nigeria, Small and Medium Enterprises (SMEs) are instrumental to national economic development, serving as a backbone for innovation, job creation, and local value generation across various sectors. Although SMEs span diverse industries, they remain particularly prominent in Nigeria's entrepreneurial ecosystem. Nevertheless, their contributions are often undermined by a range of persistent challenges that constrain their performance. These include customer retention difficulties, high levels of customer dissatisfaction, profitability constraints, limited access to funding, skill gaps, and intense competition from larger corporations.

The global SME sector, despite its pivotal role in driving innovation, employment, and economic diversification, continues to grapple with numerous systemic challenges that threaten its sustainability and performance. According to the Guénette et al. (2022), SMEs constitute over 90% of businesses and more than 50% of employment worldwide, yet many remain vulnerable to economic shocks and market fluctuations. The Russia-Ukraine war has compounded the global economic strain following the COVID-19 pandemic, exacerbating inflationary pressures, disrupting supply chains, and increasing the cost of raw materials and logistics factors that directly affect the operational efficiency and survival of SMEs (Guénette et al., 2022). The rising cost of doing business erodes already thin profit margins, leaving many enterprises struggling to remain competitive in a volatile and uncertain global market (Romanova et al., 2021). In the United States, SMEs serve as the backbone of the economy, contributing nearly 44% to the national GDP and accounting for approximately 62% of net new private-sector jobs over the past two decades (Vegter et al., 2020).

Despite their vital role, American SMEs are increasingly confronted with challenges that impact their organizational performance, profitability, customer retention, and satisfaction. The COVID-19 pandemic fundamentally altered business-consumer dynamics, driving accelerated demand for digital services, remote operations, and flexible work arrangements, while also necessitating rapid adoption of technologies such as cloud computing, e-commerce platforms, and digital payment systems (Nigro et al., 2022). In Nigeria, Small and Medium Enterprises (SMEs) across various sectors continue to grapple with challenges related to customer retention, satisfaction, and profitability, despite the country's promising economic outlook, including a projected annual GDP growth rate of 4.2% from 2016 to 2050 placing Nigeria among the top 15 global economies by mid-century (Flanders Investment, 2020).

These enterprises, though integral to Nigeria's economic framework, often face critical difficulties in delivering consistent product or service quality, maintaining operational efficiency, and offering competitive pricing. Such constraints undermine customer satisfaction and impede the development of long-term loyalty. Furthermore, many SMEs

lack robust customer engagement frameworks, suffer from weak brand positioning, and provide inadequate post-sale service, all of which contribute to persistently low retention rates (Subagja et al., 2022). Digital interactions not only provide insight into customer preferences and behaviors but also present avenues for real-time problem resolution, which can potentially reduce dissatisfaction and improve customer loyalty. However, the effectiveness of social media marketing in translating these digital efforts into measurable improvements in organizational performance remains an area warranting empirical investigation. In light of these dynamics, this study aims to examine the effect of social media marketing on the organizational performance of SMEs in Ogun State, Nigeria.

Literature Review

Organisational Performance

Organisational performance is the ability of an organisation to reach its goals and optimize results. organisational performance can be defined as a company's ability to achieve goals in a state of constant change (AlHamad et al., 2022). Organisational performance involves analysing a company's performance against its objectives and goals (Leitão et al., 2019). Organisational performance comprises real results or outputs compared with intended outputs (Singh et al., 2021). Organisational performance is divided into three main outcomes shareholder value performance, financial performance, and market performance (Nordqvist, 2017). Organisational performance is characterized by its ability to achieve predefined goals efficiently and effectively (Vegter et al., 2020). This involves optimising resource utilisation to attain desired outcomes while adhering to the organisation's mission and values (Pambreni et al., 2019). Innovative organisations, displaying strong performance, embrace novel ideas and technologies to enhance their processes, products, and services, gaining a competitive edge (Amini & Jahanbakhsh, 2023). Moreover, the capacity to adapt to evolving circumstances is crucial, allowing organisations to navigate changing markets, technologies, and customer preferences while maintaining their performance levels (Dagnino et al., 2021).

Organisational performance encompasses a range of additional characteristics that collectively shape an organisation's success. Accountability and responsibility are essential traits, as high-performing organisations foster a culture where individuals take ownership of their roles and actions (Purnantara et al., 2023). Transparency in communication and decision-making ensures that all stakeholders are informed and engaged, promoting trust and cohesion (Vasseur et al., 2022). Collaboration and teamwork play a vital role, as strong organisational performance is often the result of collective effort rather than individual contributions (Pulakos et al., 2019). Learning and continuous improvement are key aspects, as high-performing organisations embrace feedback and actively seek opportunities to enhance their processes and strategies (Rožman et al., 2023). Moreover, ethical conduct and social responsibility underscore organisational performance, demonstrating a commitment to sustainable practices and positive societal impact (Bizri et al., 2021). Adaptability and resilience enable organisations to thrive amidst uncertainty, demonstrating the capacity to adjust strategies and operations in response to unforeseen challenges (Hillmann & Guenther, 2021).

Organisational performance offers a range of significant advantages for businesses and institutions. One of the foremost benefits is increased productivity and efficiency, when an organisation's processes are well-structured and streamlined, resources are utilized optimally, resulting in higher output levels (Butt, 2020). This efficiency boost can lead to cost savings and improved utilisation of time and labor. Organisations that consistently perform well often achieve a competitive advantage within their respective industries deliver products or services more swiftly, at lower costs, or with superior quality (Niemand et al., 2021). This competitive edge enables them to attract more customers, gain market share, and solidify their position in the market (Osiichuk & Wnuczak, 2022). A high level of organisational performance contributes to enhanced employee satisfaction and engagement and when employees witness their efforts directly contributing to the organisation's success, they tend to feel more valued and motivated, ultimately fostering a positive work environment (Rampen et al., 2023).

Enhanced decision-making is a hallmark, as organisations with strong performance often base their choices on accurate data and analysis, resulting in better-informed strategies (Mikalef et al., 2019). Positive organisational performance can attract top talent, as individuals are drawn to successful organisations that offer growth opportunities and a dynamic work environment. Effective performance can also lead to increased stakeholder confidence, including investors and partners, which can contribute to financial stability and access to resources (Alsayegh et al., 2020). Finally, superior organisational performance can contribute to a positive reputation and brand image, helping organisations build lasting relationships with customers and stakeholders (Javed et al., 2020).

While organisational performance offers numerous benefits, there are also potential disadvantages to consider. The pursuit of high performance might lead to increased workloads and pressure, potentially causing physical and mental strain on individuals also focusing solely on performance metrics can sometimes result in a narrow perspective that ignores qualitative aspects, such as creativity, innovation, and long-term sustainability (Liu et al., 2020). Organisations overly fixated on immediate performance gains might sacrifice their ability to adapt to changing circumstances or invest in innovation (Duque-Grisales et al., 2020). Furthermore, an excessive emphasis on performance metrics can inadvertently encourage unethical behavior (Aboubichr & Conway, 2023). Employees might be tempted to manipulate data or cut corners to meet targets, compromising the organisation's integrity (Zhu et al., 2023).

Striking a balance between performance goals and ethical conduct is essential to avoid these potential pitfalls and overemphasis on short-term gains can undermine long-term sustainability, potentially sacrificing innovation and strategic planning for immediate results (He, 2020). Organisational performance metrics may not always capture the full complexity of an organisation's operations, risking a narrow focus that overlooks essential qualitative aspects (Anwar & Abdullah, 2021). Excessive competition driven by performance targets might lead to a lack of collaboration, hindering information sharing

and hindering collective problem-solving (George et al., 2019). Additionally, a rigid focus on performance indicators could lead to resistance against change, as employees might fear that new approaches could jeopardize their ability to meet existing targets (Lee et al., 2022). Lastly, an organisation overly focused on performance might neglect employee well-being, potentially leading to burnout, decreased job satisfaction, and high turnover rates (Kurdi & Alshurideh, 2020). Striking a balance between performance aspirations and holistic organisational health is crucial to mitigate these potential downsides (Singh & Misra, 2021). In this section, the researcher will deal with the following sub-variables of the dependent variables which are profitability, customer retention and customer satisfaction.

Social Media Marketing

Social media marketing (SMM) is the digital marketing communication tools which monitors and facilitates customer communications, collaborations and interactions with the company, its brands and other customers, and encourages their engagement with customers' view of the company's multiple marketing activities on the social media platform (Wardati & Mahendrawathi, 2019). SMM challenges marketing managers, as this is a communication tool that can be used as a powerful driver to customers' responses that can positively influence their intentions, behaviors, and purchase decisions (Ebrahim, 2020). According to Manzoor et al. (2020), social media marketing is defined as marketing that uses social networking websites as a marketing channel as it is an essential tool for economic growth as its tools include two-way communication and low-cost marketing to obtain information, connect and establish a relationship with its clients (Ewing et al., 2019). Social media marketing can also be defined as the process that utilizes social media technologies and channels to create, communicate, and deliver marketing offerings that enhance the company's stakeholders' value (Stellefson et al., 2020). social media marketing activities can be defined as effective marketing communication methods that capture engaged consumers' perceptions and understanding of activities on social media marketing by five dimensions namely; entertainment, interaction, trendiness, customisation and word-of-mouth (Farsi, 2021).

Social media encourages contributions and feedback from everyone. It includes the delivery of ideas at the time of online conversation (Ernst et al., 2019). It tries to bridge the gap between companies and their audiences. People are enjoying this process of participation where they feel they have a voice, an impact. What organisations do, what organisations say, everything is out there in the open. People are quick to call out any contradiction, foul play, or mistakes (Oltarzhevskiy, 2019). Brands have to be honest, transparent, and authentic as negativity can destroy a brand's online reputation. Social media is a two-way communication channel, requiring participation from both brands and customers. It is a must for businesses to make good connections with their target audience (Kankanamge et al., 2020). Online conversation through various social media tools happens in real-time with real people. Engaging to build relations can go a long way for businesses. Organisations need to consistently show their online presence to come off as reliable (Kushwaha et al., 2020). Effective social media marketers actively use target

social platforms to get involved with new users and promote their offerings (Pöyry et al., 2021). They talk to their target audience regularly. Use social media as a means of trust-building. Social media platforms are the right place to build communities quickly. This helps organisations communicate more effectively. Communities have common interests (Jang & Baek, 2019). These communities help organisations learn about their target audience. Organisations can also support other communities that organisations think are good for their business. Customers must be taken care of. Social media networks are all about connecting with them and helping them understand how the services or products add value to their lives (Trunfio & Rossi, 2021). Compared with other online marketing such as search engines and email, social media marketing has a trust-based communication mechanism and active participation of users, which can better influence the consumption decisions of Internet users (Cao et al., 2021). Sharing information and discussing issues among people, through constant interaction can effectively reach a consensus on a certain topic, providing a lot of opportunities for brands to be spread and amplified (Li & Xie, 2020). Social media users have high stickiness and stability, and clear positioning, which can provide brands with more segmented target groups. Based on the fertile ground of the Internet, the market for social media marketing is still expanding and has become not just a place for friends to share, but a new business competition model (Dolan et al., 2019).

One of the advantages of social media marketing is that it aims to help the companies to increase their market share and purchase intentions of their customers. The use of social media technologies is growing, and, in the future, we should expect it to have the same effect on businesses (Moran et al., 2020). With new technologies available, companies that learn to use them gain considerable advantages. Among the top examples are technologies like Microsoft, eBay, Amazon and Google. Social media has quickly become one of today's most popular youth outlets (Lindström et al., 2021). The newest marketing trend is social media marketing, and business owners want to learn how it can create interest in their business. Many companies invest a lot of money in advertising every year, but the return rate is very low (Tyson et al., 2021). Social network marketing many-to-many mode of information delivery has a stronger interactive, by more people's attention (Philp et al., 2022). With the increasing maturity of Internet users' online behavior, users are more willing to take the initiative to obtain information and share information, community users show a high degree of participation, sharing and interactivity, the main medium of social network marketing communication is the user, the main way is the word of mouth among users (Schivinski, 2021). Therefore, compared with traditional forms of advertising, there is no need to invest a lot in advertising. A company with limited funds for marketing, but wants to get a better result, can only target some regions for marketing, or advertise according to the user's location, gender, age, interests and other tags, so as to achieve precise marketing of target users (Bruns, 2019). But with community content sharing is more like sharing among friends, it makes users more receptive to information (Cinelli et al., 2022). Whether it's a diary of a friend, a recommended video, participation in an event, or a friend's new acquaintance, people will be the first to know and pay attention to what their friends are doing and share their

feelings with them (Ali et al., 2023). Participation, sharing, and interaction, it represents the characteristics of network users, but also in line with the new trend of network marketing development, and the rapid development of social network marketing model is precisely in line with this characteristic of network users (Hruska & Maresova, 2020). No media can pull the relationship between people so closely, the use of different types of advertising with the continuous stimulation of the user's desire to buy, diversified forms of concessions also bring considerable fission effect for product sales (Saud et al., 2020). Therefore, in line with the needs of network users marketing model to help companies get a greater role in online marketing (Al-Dmour et al., 2020).

One of the major drawbacks of social media marketing is the overwhelming amount of content bombarding users. With countless brands vying for attention, users can quickly become saturated with messages, leading to content fatigue and the potential for important messages to get lost in the noise (Naeem, 2021). Though riddled with benefits, there are some downsides and complications to social media marketing (Abaido, 2020). Building a strong social media presence takes time and effort, and business owners must often consistently engage and create content (Cinelli et al., 2020). Companies may be difficult to clearly understand the return on social media marketing. Measuring the effectiveness and ROI of social media marketing can be challenging as it often involves tracking multiple metrics, analysing complex data sets, and making assumptions on why consumers may have acted in various ways (Dubbelink et al., 2021). Social media offers a platform for positive engagement, it's also a breeding ground for negative comments and criticism (Li et al., 2021). Negative feedback can spread rapidly, damaging a brand's reputation if not managed promptly. Brands must be vigilant in monitoring and addressing negativity to prevent reputational harm (Mason et al., 2021). Social media marketing demands significant time and effort to consistently create and curate content, engage with followers, and respond to inquiries (Wibowo et al., 2020). Small businesses with limited resources may struggle to maintain an effective and responsive online presence across multiple platforms (Chatterjee & Kar, 2020). Social media platforms collect vast amounts of user data, raising privacy concerns and ethical questions about how this information is used. Brands must navigate the balance between targeted marketing and respecting user privacy, especially in light of evolving data protection regulations (Jacobson et al., 2020). Missteps or controversial content can quickly go viral, leading to significant backlash and public relations challenges (Ebrahim, 2020). Brands need to carefully consider the potential consequences of their content to avoid unintended negative publicity. Despite the wide reach of social media, it's not always easy to reach the exact target audience. Algorithms and the sheer volume of content can result in messages not reaching the intended demographic, diminishing the effectiveness of marketing efforts (Zollo et al., 2020). The following are sub-variables of the dependent variable's social media marketing (customisation, engagement and electronic word of mouth).

Theoretical underpinnings

Uses and Gratification Theory

The uses and gratification theory were chosen because it has gained particular relevance in the context of social media marketing. In the age of digital media and social networking platforms, individuals have even more choices and control over the content they consume. Social media marketing professionals recognize that understanding why customers engage with social media is crucial for developing effective marketing strategies. Here's how this theory connects to social media marketing. Social media marketers employ the principles of the uses and gratification theory to tailor content to meet the specific needs and desires of their target audiences. By understanding why users turn to social media, marketers can create content that aligns with those motivations. For example, if users seek entertainment or connection on social media, marketers can craft campaigns that provide precisely that. Social media platforms enable two-way communication between brands and users. Users often engage with content because they seek information or want to be part of a community. Marketers can leverage this by fostering meaningful interactions with users, responding to their needs, and providing valuable information. Through data analytics and user insights, social media marketers can personalize content to cater to individual preferences. This aligns with the core idea of users actively selecting media content based on their needs. Personalisation helps increase engagement and customer satisfaction. Social media platforms offer instant feedback in the form of likes, shares, comments, and direct messages. This real-time interaction allows marketers to gauge audience responses, refine strategies, and ensure that their content continues to meet user needs. Social media marketing practitioners must also be mindful of the ethical implications related to user data, privacy, and manipulation. The uses and gratification theory underscore the importance of respecting users' choices and ensuring that marketing practices align with their expectations. The uses and gratification theory provide valuable insights into why individuals engage with media content, including social media. For social media marketers, understanding these motivations is instrumental in creating effective, user-centric strategies that resonate with audiences, foster engagement, and drive marketing success. However, it's essential to strike a balance between meeting user needs and maintaining ethical marketing practices in the digital landscape.

Methodology

A survey research design was adopted to examine the effect of social media marketing on organisational performance among selected small and medium-sized enterprises (SMEs) in Ogun State, Nigeria. The study population consisted of CEOs drawn from 31,133 registered SMEs in the state (Adekunle & Adejuwon, 2024). Using the Krejcie and Morgan (1970) table at a 95% confidence level and a 5% margin of error, the sample size was calculated to be 379. To account for possible non-responses and incomplete questionnaires, an additional 30% was added, giving a final sample size of 493 respondents. The simple random sampling technique was employed to ensure every SME CEO had an equal chance of selection, thereby enhancing the representativeness of the sample. Data were collected using self-structured questionnaires, designed in three

sections to capture demographic information, social media marketing variables, and organisational performance. A six-point Likert-type scale was used for all substantive items, ranging from Very High (6) to Very Low (1), consistent with the scaling approach adopted in prior research (Mishra et al., 2019; Kaur et al., 2018; Kaliyadan & Kulkarni, 2019; Onifade et al., 2022).

The questionnaires were administered with the assistance of two trained enumerators, while the researcher conducted follow-ups to maximise response rates. Data collection spanned three weeks to avoid interference with respondents' schedules. The primary data collection method was selected to ensure first-hand, accurate, and reliable information directly from the target respondents. Statistical analysis was conducted using the Statistical Package for the Social Sciences (SPSS) version 26, applying both descriptive and inferential techniques, including multiple regression analysis to determine the impact of social media marketing on organisational performance.

A pilot study was conducted in Sagamu, Ogun State outside the main study area to test the clarity, relevance, and comprehension of the questionnaire items. Following the recommendation of Marco-Gardoqui et al. (2020), 10% of the main sample size (49 respondents) participated in the pilot. The results showed that the instrument was reliable, with Cronbach's alpha coefficients above the 0.70 threshold for all variables. Feedback from the pilot led to the modification of certain items, with unclear or irrelevant questions either revised or removed. This process ensured the instrument was both valid and user-friendly, encouraging respondent willingness and enhancing the quality of the final data set. Cronbach alpha was used to test the reliability of the instrument which can be judged by some rules, that an alpha coefficient which is greater than 0.90 is considered as excellent, more than 0.80 is categorized as good, while greater than 0.70 is acceptable, greater than 0.6 is questionable, greater than 0.5 is poor, and finally less than 0.5 is generally unacceptable (John & Reve, 1982). In general, a Cronbach alpha of 0.7 has been accepted as the minimum benchmark for examining reliability. The reliability result shown in table 1 indicated that the instrument is reliable for data collection.

Table 1: Reliability Results

S/N	Variables	No of Items	Cronbach	Composite	Remarks
1.	Social Media Marketing	5	0.892	0.921	Accepted
2.	Organisational Performance	5	0.860	0.900	Accepted

Source: Researchers Compilation (2023)

Data Analysis and Results

A total number of 493 copies of questionnaire were administered to employees from the CEOs of the selected SMEs in Ogun State. A total of four hundred and twenty-three (423) which represented 85.8% of the total copies of the questionnaire administered were returned and found usable for the analysis.

Hypothesis: Social media marketing has no significant combined effects on organisational performance.

Hypotheses four was tested using multiple linear regression. The multiple regressions were computed at 95 percent confidence interval (0.05 margin error) to show the linear effect of the independent variables on the dependent variable of the study.

Table 2: Summary of Multiple Regression Analysis for Hypothesis Four

N	Model	B	T	Sig.	ANOVA (Sig.)	R	Adjusted R ²	F (3, 422)
423	(Constant)	27.612	10.234	.000	0.001 ^b	0.668 ^a	0.443	112.699
	Electronic-Word of Mouth (E- WOM)	.381	4.085	.000				
	Social Media Customisation	.908	9.048	.000				
	Social Media Engagement	.610	5.967	.000				
	a. Dependent Variable: Organisational Performance							
b. Predictors: (Constant), Social Media Engagement, Electronic-Word of Mouth (E-WOM), Social Media Customisation								

Source: Researcher's Field Survey, 2025

Interpretation

Table 2 presents the multiple regression analysis results examining the effect of social media marketing on organizational performance. The analysis tested the null hypothesis four, which states that social media marketing has no significant combined effects on organisational performance. The independent variables in the model include social media engagement, electronic-word of mouth, social media customisation, while the dependent variable is organisational performance. The results indicate that all three components of social media marketing significantly influence organisational performance. Specifically, social media customisation ($\beta = 0.908$, $t = 9.048$, $p < 0.05$), social media engagement ($\beta = 0.610$, $t = 5.967$, $p < 0.05$) and electronic-word of mouth ($\beta = 0.381$, $t = 4.085$, $p < 0.05$) all have a significant positive effect on organisational performance of SMEs in Ogun State, Nigeria. This indicates that social media engagement, electronic-word of mouth, social media customisation were important predictors of organisational performance of SMEs in Ogun State.

The overall regression model demonstrates a strong positive relationship between social media marketing and organisational performance, as indicated by the correlation coefficient (R) of 0.668. The adjusted R² value of 0.443 suggests that 44.3% of the variation in organizational performance can be explained by social media engagement, electronic-word of mouth and social media customisation, while the remaining 55.7% is influenced

by other factors not included in the model. This implies that while social media customisation is an important determinant of organizational performance, other variables also contribute significantly to shaping organisational performance. The predictive and prescriptive multiple regression models are thus expressed:

$$OP = 27.612 + 0.908SMC + 0.610Diff + 0.381e-WOM + U_i \dots \text{Eqn i (Predictive Model)}$$

$$OP = 27.612 + 0.908SMC + 0.610Diff + 0.381e-WOM + U_i \dots \text{Eqn i (Prescriptive Model)}$$

Where:

OP = Organizational Performance

SMC = Social Media Customisation

Diff = Social Media Engagement

e-WOM = Electronic-Word of Mouth

The regression equation suggests that, in the absence of social media marketing components (i.e., social media engagement, electronic-word of mouth and social media customisation are all zero), the baseline level of organisational performance is 27.612 implying that in the absence of social media marketing, organisational performance will be 27.612. From the prescriptive model, an improvement in social media engagement, electronic-word of mouth and social media customisation would further increase organisational performance by 0.610, 0.381, 0.908 units respectively. Further, the *F*-statistics ($df = 3, 422$) = 112.699 at $p < 0.05$) showed that the overall model for predicting the effect of social media marketing on organisational performance in selected SMEs in Ogun State, Nigeria was significant. The *p*-value is less than 0.05. This suggests that the effect of social media marketing on organisational performance is relevant for the organisation's decisions. Based on these results, the null hypothesis one (H_{04}) which states that social media marketing has no significant combined effects on organisational performance was rejected.

Discussion of Findings

The study investigated the effects of social media marketing on organisational performance in selected SMEs in Ogun State, Nigeria. Multiple regression analysis was adopted to test hypotheses was rejected. The hypotheses formulated and tested were rejected, suggesting that social media marketing have a significant effect on organisational performance. These findings showed the value of social media marketing in fostering performance through many dimensions in the selected SMEs in Ogun State, Nigeria.

Conclusion and Recommendations

This study investigated the effect of social media marketing on the organizational performance of selected Small and Medium Scale Enterprises (SMEs) in Ogun State, Nigeria. The findings revealed that social media marketing strategies has a significant effect on organisational performance (Adj. $R^2 = 0.443$, $F(3, 422) = 112.699$, $p < 0.05$). The first limitation is the geographic focus on SMEs in Ogun State, Nigeria. This specificity

limits the generalizability of the findings to other regions or sectors, as the dynamics of social media marketing and organizational performance might differ in other locations or industries. First, expanding the geographic scope beyond Ogun State to include SMEs in different regions of Nigeria, or even across different countries, would help provide a more generalized understanding of the impact of social media marketing on organizational performance. Additionally, the study employed a purposive sampling technique, which means the sample may not fully represent the broader population of SMEs in Ogun State, limiting the external validity of the results. A longitudinal study could also be conducted to track changes in profitability, customer retention, and customer satisfaction over time and assess the long-term effects of social media marketing efforts, providing a more dynamic understanding of these relationships.

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