


**ELUCIDATING THE FACTORS AFFECTING ENTREPRENEURS' INTENTION TO ADOPT SOCIAL MEDIA IN THEIR BUSINESS: A PERSPECTIVE FROM INDONESIA**

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ARTICLE INFO	ABSTRACT
<p><b>Article history:</b></p> <p><b>Received</b> 31 January 2023</p> <p><b>Accepted</b> 28 April 2023</p>	<p><b>Purpose:</b> This study aims to identify the factors that influence the incorporation of social media into business activities by Indonesian Millennial. In Indonesia, although the adoption of social media can bring many advantages for the business, only a small portion of Indonesia's small and medium enterprises have fully utilized social media in their business. Most of them only use social media only to market or showcase their product. Meanwhile, only 15% of them have used social media in the selling and transaction process. This is unfortunate as it has been proven that the adoption of social media in the business can help SMEs in day-to-day operation, as well as help them to escalate their business performance.</p>
<p><b>Keywords:</b></p> <p>Intention to Adopt Social Media in Business; Performance Expectancy; Effort Expectancy; Social Influence; Attitude.</p>	<p><b>Theoretical Framework:</b> The integration of UTAUT and TAM models was employed to understand entrepreneurs' intentions in applying social media to their businesses. Performance expectancy, effort expectancy and social influence were proposed as the predictor of attitude toward using social media in business, which in turn would influence the intention to adopt social media in business.</p>
	<p><b>Design/Method/Approach:</b> This study employed the conclusive research design, specifically descriptive research design, as the objective of the research is to examine the relationship between proposed antecedents and the outcome variable. Three hundred and sixty-two valid responses were acquired through an online survey. PLS-SEM analysis was then conducted to test proposed research hypotheses using smartPLS software.</p> <p><b>Findings:</b> From the hypotheses testing, it is found that all proposed predictors were proven to be able to affect social media adoption intention, in which social influence was found to contribute the most. This study emphasizes the importance of performance expectancy, effort expectancy, social influence, and attitude in encouraging the adoption of social media in business for millennial entrepreneurs in Indonesia. This study also gives insight to the Government or policy maker regarding how to use these factors in designing the strategy to increase social media adoption in millennials business in Indonesia.</p> <p>Doi: <a href="https://doi.org/10.26668/businessreview/2023.v8i5.1413">https://doi.org/10.26668/businessreview/2023.v8i5.1413</a></p>

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## ELUCIDANDO OS FATORES QUE AFETAM A INTENÇÃO DOS EMPRESÁRIOS DE ADOTAR A MÍDIA SOCIAL EM SEUS NEGÓCIOS: UMA PERSPECTIVA DA INDONÉSIA

**Objetivo:** Este estudo tem como objetivo identificar os fatores que influenciam a incorporação da mídia social nas atividades comerciais da geração do milênio da Indonésia. Na Indonésia, embora a adoção da mídia social possa trazer muitas vantagens para os negócios, apenas uma pequena parte das pequenas e médias empresas indonésias utilizou totalmente a mídia social em seus negócios. A maioria delas usa a mídia social apenas para comercializar ou exibir seus produtos. Enquanto isso, apenas 15% delas usaram a mídia social no processo de venda e transação. Isso é lamentável, pois já foi comprovado que a adoção das mídias sociais nos negócios pode ajudar as PMEs nas operações diárias, bem como ajudá-las a aumentar o desempenho de seus negócios.

**Estrutura teórica:** A integração dos modelos UTAUT e TAM foi empregada para entender as intenções dos empreendedores em aplicar a mídia social em seus negócios. A expectativa de desempenho, a expectativa de esforço e a influência social foram propostas como preditoras da atitude em relação ao uso da mídia social nos negócios, o que, por sua vez, influenciaria a intenção de adotar a mídia social nos negócios.

**Projeto/Método/Abordagem:** Este estudo empregou o projeto de pesquisa conclusiva, especificamente o projeto de pesquisa descritiva, pois o objetivo da pesquisa é examinar a relação entre os antecedentes propostos e a variável de resultado. Trezentas e sessenta e duas respostas válidas foram obtidas por meio de uma pesquisa on-line. A análise PLS-SEM foi então conduzida para testar as hipóteses de pesquisa propostas usando o software smartPLS.

**Conclusões:** A partir do teste de hipóteses, constatou-se que todos os preditores propostos foram capazes de afetar a intenção de adoção da mídia social, sendo que a influência social foi a que mais contribuiu. Este estudo enfatiza a importância da expectativa de desempenho, expectativa de esforço, influência social e atitude para incentivar a adoção da mídia social nos negócios dos empreendedores da geração do milênio na Indonésia. Esse estudo também fornece informações ao governo ou ao formulador de políticas sobre como usar esses fatores na elaboração da estratégia para aumentar a adoção da mídia social nos negócios da geração do milênio na Indonésia.

**Palavras-chave:** Intenção de Adotar a Mídia Social nos Negócios, Expectativa de Desempenho, Expectativa de Esforço, Influência Social, Atitude.

## ELUCIDACIÓN DE LOS FACTORES QUE AFECTAN A LA INTENCIÓN DE LOS EMPRESARIOS DE ADOPTAR LOS MEDIOS SOCIALES EN SUS NEGOCIOS: UNA PERSPECTIVA DESDE INDONESIA

**Propósito:** Este estudio pretende identificar los factores que influyen en la incorporación de los medios sociales a las actividades empresariales por parte de los millennials indonesios. En Indonesia, aunque la adopción de los medios sociales puede aportar muchas ventajas a la empresa, sólo una pequeña parte de las pequeñas y medianas empresas del país han utilizado plenamente los medios sociales en sus negocios. La mayoría de ellas sólo utiliza las redes sociales para comercializar o mostrar sus productos. Mientras tanto, sólo el 15% de ellas han utilizado los medios sociales en el proceso de venta y transacción. Esto es lamentable, ya que se ha demostrado que la adopción de los medios sociales en el negocio puede ayudar a las PYME en el funcionamiento diario, así como ayudarles a aumentar su rendimiento empresarial.

**Marco teórico:** Se empleó la integración de los modelos UTAUT y TAM para comprender las intenciones de los empresarios a la hora de aplicar los medios sociales a sus negocios. Se propusieron la expectativa de rendimiento, la expectativa de esfuerzo y la influencia social como predictores de la actitud hacia el uso de los medios sociales en los negocios, que a su vez influirían en la intención de adoptar los medios sociales en los negocios.

**Diseño/Método/Enfoque:** En este estudio se empleó el diseño de investigación concluyente, concretamente el diseño de investigación descriptivo, ya que el objetivo de la investigación es examinar la relación entre los antecedentes propuestos y la variable de resultado. Se obtuvieron 362 respuestas válidas a través de una encuesta en línea. A continuación, se llevó a cabo un análisis PLS-SEM para probar las hipótesis de investigación propuestas utilizando el software smartPLS.

**Resultados:** A partir de la comprobación de las hipótesis, se encontró que todos los predictores propuestos demostraron ser capaces de afectar a la intención de adopción de los medios sociales, en la que la influencia social resultó ser la que más contribuyó. Este estudio subraya la importancia de la expectativa de rendimiento, la expectativa de esfuerzo, la influencia social y la actitud a la hora de fomentar la adopción de los medios sociales en los negocios por parte de los empresarios milenarios de Indonesia. Este estudio también da una idea al Gobierno o a los responsables políticos sobre cómo utilizar estos factores en el diseño de la estrategia para aumentar la adopción de los medios sociales en los negocios de los millennials en Indonesia.

**Palabras clave:** Intención de Adoptar los Medios Sociales en los Negocios, Expectativa de Rendimiento, Expectativa de Esfuerzo, Influencia Social, Actitud.

## INTRODUCTION

### Research Background

Entrepreneurial activity is essential to boost the country's economic growth (Wehrich *et al.*, 2008; Al Mamun *et al.*, 2016). Entrepreneurship can help a country reduce unemployment, create wealth and opportunities, increase creativity and productivity, and boost total production (Ekpe *et al.*, 2016). In Indonesia, entrepreneurship also contributes to the economy's growth. Ministry of Cooperatives and SMEs postulated that the number of SMEs would reach 64.2 million, contributing 61.97% or Rp. 8.6 trillion (Mariana, 2022). This number can be further maximized as the potential of entrepreneurship in Indonesia has not been fully explored. In 2021, Indonesia's entrepreneurial ratio was only 3.55 percent. This number is still lower than other ASEAN countries, like Thailand and Malaysia, with a 4 percent ratio, and Singapore, with an 8.7% ratio. Meanwhile, developed countries have reached more than a 12 percent entrepreneurial ratio (Putra, 2022). Additionally, a study conducted by SMERU found that although there is a high interest in youth to start their own business, only about 8% of them were able to realize their business.

One of the ways to boost the rate of entrepreneurship is through the digitalization of business and the integration of social media. Past studies found that social media can become an essential tool for businesses to compete and strive in the competition (Fraccastoro *et al.*, 2021; Widiastini *et al.*, 2023). It changes how businesses and consumers behave (Hennig-Thurau *et al.*, 2013). Social media is considered a significant development in business, specifically in the aspect of electronic business or online business, in which social media acts not only as the platform for selling goods and services but also as the media to connect the business with the market and consumer (Shokery *et al.*, 2016). Social media differs from traditional media as it provides a higher level of engagement, interaction, and collaboration between business and their consumers (Henderson & Bowley, 2010). Businesses can use social media to gain market insights, advertise their value to potential consumers, and interact with consumers. (Andersson & Wilkstrom, 2007; Johanson & Vahlne, 2009). Past studies also found that social media can help businesses in the promotion process. (Hanna *et al.*, 2011; Bazuhair, 2023). As found in previous studies, a business's critical success in striving in the middle of fierce competition is the ability to detect market opportunities and understand the needs of potential consumers (Oliveira & Von Hippel, 2011). These can be done by utilizing social media in their business (Nguyen *et al.*, 2015). By using and utilizing social media in the business, entrepreneurs can gain interact and communicate with fellow entrepreneurs,

Government, suppliers, and consumers (Felix et al., 2017), and through this, they can easily detect market changes, identify new business opportunities, build a valuable network as well as face challenges in the business (Hanna et al., 2011; Park et al., 2017; Mikalef et al., 2013).

Social media is "a set of Internet-based applications built on the ideological and technological foundations of Web 2.0, enabling the creation and sharing of user-generated content." (Kaplan & Haenlein, 2010, p.61). It refers to a group of people or communities interacting with each other using online and mobile platforms to exchange information, ideas, and opinions (Ajjan *et al.*, 2015). Social media usage and adoption have proliferated due to three reasons, which are its ability to connect with people easily, its ease of use in which people require little knowledge and familiarization before using it, and its availability which most of the most popular social media are available for free (Ali, 2011). Social media itself can be categorized into several types, like social networking (Instagram, Facebook), microblogging (Twitter, Pinterest), multimedia sharing sites (Youtube, TikTok, Instagram), professional networking sites (Linkedin, Google+), and instant messaging platform (WhatsApp, Line, WeChat, etc.). (Shokery et al., 2016).

The Government of Indonesia believes that digitalization and the utilization of social media in business will be the critical factor for SMEs and entrepreneurship in Indonesia. Realizing the prominence of social media for entrepreneurs, the Government has promoted several initiatives to escalate the adoption of e-commerce businesses and social media within enterprises. One of the programs is e-smart IKM, in which the Government gives mentoring and training to small and medium enterprises about developing the market, increasing productivity, and utilizing digital platforms and the internet. As also stated by the report from the World Bank, 80% of the digitalized SMEs would have better resilience and thus would have a higher probability of surviving in the market (Kemenperin, 2021).

Despite the vast potential social media offers, only a few businesses have fully integrated social media for their business (Do *et al.*, 2020). Adoption here refers to how social media is utilized in the business (Bryer, 2011), not only to market the product but also to sell and finalize the transaction. Only 16.4 out of 64.2 million SMEs in Indonesia have fully implemented social media in their business (Novelino, 2021). Most of them use social media only to market or showcase their product. Meanwhile, only 15% of them have used social media in the selling and transaction process.

Moreover, while many studies already highlight the importance of social media in business, only a few discussed social media adoption in business by young people and

millennials. (Shokery *et al.*, 2016). The understanding of social media adoption in business among millennials is essential as one of the goals of the Indonesian Government is to encourage the growth and skill development of millennial entrepreneurs in Indonesia (Endarwati, 2021). Hence, the objective of this study is to examine what factors can influence the intention of social media adoption in millennial businesses. This intention is essential since it indicates future behavior, which in this context is entrepreneurial behavior (Obschonka *et al.*, 2010).

## LITERATURE REVIEW

### Performance Expectancy

Performance expectancy is "the degree to which an individual believes that using the system will help him or her to attain gains in job Experience" (Venkatesh *et al.*, 2003, p. 447). It is the belief that using a particular technology or system would accommodate an individual to achieve a better outcome or performance (Venkatesh & Zhang, 2010). A similar definition is also provided by Nawi *et al.* (2017), who stated that performance expectancy is the entrepreneurs' belief that the adoption of social media in conducting their business would assist them in reaching better business performance. This concept is similar to perceived usefulness, outcome expectation, and relative advantage (Venkatesh *et al.*, 2003). In the context of social media adoption, performance expectancy refers to entrepreneurs' perception of social media's ability to help them achieve their expected business performance (Turan & Kara, 2018).

Venkatesh *et al.* (2003) found that performance expectancy is the most influential factor in attitudes toward adopting a new system and the intention to adopt a new system or technology. Past studies have proven that performance expectancy is a significant predictor of intention to adopt a new system or technology, like in mobile payment (Oliveira *et al.*, 2016; Lim *et al.*, 2019; Odoom & Kosiba, 2020), internet banking (Foon & Fah, 2011; Ghalandari, 2012; Martins *et al.*, 2014; Tan & Lau, 2016; Rahi *et al.*, 2019). Past studies also found that performance expectancy significantly impacts attitudes toward using new systems and technology (Pynoo *et al.*, 2011; Dwivedi *et al.*, 2017; Ryu & Fortenberry, 2021). As also asserted by Kim (2014), users' attitude toward a new system or technology is formed by their perception and expectation regarding how useful the new system would be to elevate their performance (performance expectancy) and how easy that new system or technology to be learned or to be implemented (effort expectancy).

In regards to this study, it has been argued that when entrepreneurs believe that adopting social media will help them in achieving a higher business performance, they will regard the

incorporation of social media in the business to be beneficial, and this will further encourage them to have the intention of using it in the business (Turan & Kara, 2018). Based on this postulation, the following hypothesis is proposed

H1: Performance expectancy significantly influences attitude towards adopting social media in business

### **Effort Expectancy**

Effort expectancy is the degree to which an individual believes that adopting a new system or technology requires no or less effort (Davis *et al.*, 1989). Effort expectancy refers to the perceived ease of using a new system or technology (Rahi *et al.*, 2019). It also refers to how easily an individual can learn to use a particular system or technology (Boateng *et al.*, 2016). Effort expectancy reflects an individual's perception of how easy it is to use a particular new system or technology (Abd Ghani *et al.*, 2017). Venkatesh *et al.* (2003) also asserted that effort expectancy is the same concept as perceived ease of use, ease of use, and complexity.

It is believed that the effort exerted by an individual to learn new system or technology can affect their usage intentions (Boateng *et al.*, 2016). Past studies found that the new system's complexity or new technology can hinder users' interest in adopting it and make them negatively see the new system or new technology (Liao & Cheung, 2001). The underpinning concept of effort expectancy is that the likelihood of a certain new system or technology to be adopted depends on the perception of how easy it is to be learned and used (Abd Ghani *et al.*, 2017). When individuals deal with new systems or technologies, their main concern is whether they can use them easily and whether they have to exert extra effort to learn to use them accordingly (Utomo *et al.*, 2021). Therefore, if individuals perceive the new system or technology to be user-friendly, they are more likely to be fond of it and form a favorable evaluation towards it (Van der Heijden *et al.*, 2003).

A lot of studies have emphasized the role of effort expectancy in forming a favorable attitude toward using the new system or technology (Taylor & Dodd, 1995; Chaouali *et al.*, 2016; Martins *et al.*, 2014; Riffai *et al.*, 2012; Bashir and Madhavaiah, 2015; Liebana-Cabanillas *et al.*, 2013; Ifinedo, 2017). As for this study, if entrepreneurs perceive that adopting social media is easy and requires less effort, they will regard it to be beneficial and will form a favorable evaluation toward it (Turan & Kara, 2018). Individuals who believe that using a particular new system or technology can help them achieve the desired outcomes will form a more positive attitude toward adopting that new system or technology. In the technology

acceptance model, it is also found the more accessible a new system or new technology to be learned and adopted, the more positive an individual's attitude towards using that new system or technology (Taylor & Dodd, 1995). Thus, the following hypothesis is proposed

H2: Effort expectancy significantly influences attitude towards the social media adoption in business

### **Social Influence**

Social influence refers to the degree to which an individual believes their environment expects them to adopt a new system or technology. (Venkatesh *et al.*, 2003). It reflects to the condition in which an individual's behavior is influenced by how others expect them to behave (Davis *et al.*, 1989). Social influence is similar to subjective norms, social factors, and image (Venkatesh *et al.*, 2003; San Martin & Herrero, 2012).

Social influence is a critical factor in affecting an individual's affect state and perceptions, which in turn would encourage the individual to develop an intention to perform a particular behavior (Shittu *et al.*, 2011). It is believed that if most people in an individual's environment have adopted a new system or technology, it will encourage them to use that platform (Wessels & Drennan, 2010; Mohammadi, 2015). Social influence is a significant factor that can change or alter attitudes (Shen *et al.*, 2011; Chang *et al.*, 2017). It is also evident that social influence can affect intention through attitude (Farrag, 2017)

In the context of this study, it has been found that when individuals perceive that their surrounding view social media as a positive thing, they will be more likely to make a positive evaluation about social media adoption in business. (Shittu *et al.*, 2011). Entrepreneurs would be more likely to form a good attitude about adopting social media for their business if the people important to them, like family, friends, or relatives suggest them to incorporate social media in the business (Turan & Kara, 2018). Therefore, this study proposes the following hypothesis

H3: Social influence has a significant positive effect on attitude towards the social media adoption in business

### **Attitude**

Attitude is the characteristic of an individual which reflects their feeling towards particular behavior or object (Hussein, 2017). It is an individual's response toward the object, brand, or behavior and depends on each individual's value standard (Liou *et al.*, 2015). Attitude

refers to "an individual's positive or negative feeling about performing the target behavior (e.g., using a system)" (Fishbein & Ajzen, 1975, p.216). It also refers to a favorable or unfavorable evaluation towards a behavior (Ajzen, 1991). Moreover, it reflects an individual's affective response toward a new system (Venkatesh *et al.*, 2003).

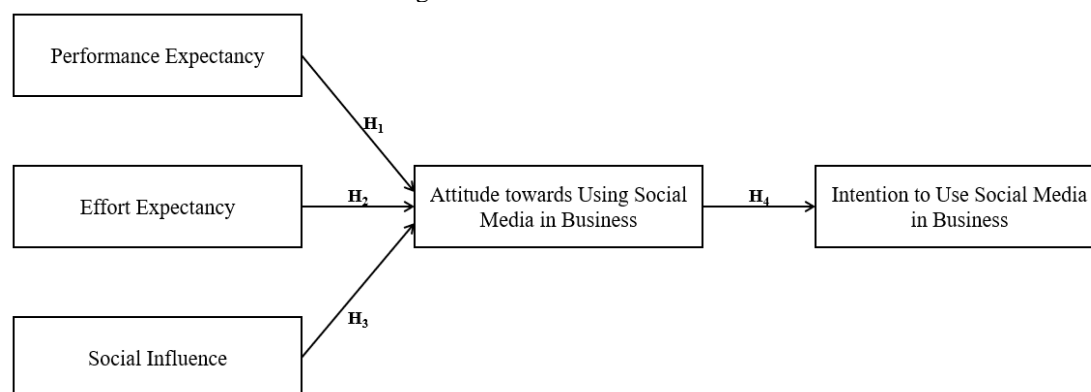
In general, when individuals perceive that a particular behavior will lead to positive consequences, they will be more willing to conduct it (Ajzen, 2005). Past studies have found that when an individual has a favorable attitude toward using a new system, they will be more likely to use it (Moon & Kim, 2001; George, 2002). Therefore, attitude toward adopting a particular new system significantly influences the intention to use that system (Aboelmaged, 2010; Hung *et al.*, 2013; Theo & Zhou, 2014; Fathema *et al.*, 2015; Liou *et al.*, 2015; Sibona *et al.*, 2017; Oertzen & Schroder, 2019).

H3: Attitude positively influences intention to adopt social media in business

## Research Framework

The framework of this study is built by integrating the theory of acceptance model (Davis *et al.*, 1998) and unified theory of acceptance and use of technology (Venkatesh *et al.*, 2003). These theories have been proven to uncover what motivates individuals to use a particular technology. This model also includes attitude under the consideration that when individuals make rational choices, they are usually influenced by their attitude toward the object or behavior. The inclusion of attitude in this model follows the reasoning under the theory of planned behavior from Ajzen in 1991, in which attitude plays as the mediator between beliefs or factors like experience and behavior (Dwivedi *et al.*, 2017). Based on the proposed hypotheses, the following research framework is formulated

Figure 1: Research Framework



Source: Compiled from Various Sources



## Methodology

The sample of this study consisted of 410 respondents, in which 362 valid responses were obtained since the remaining responses were either incomplete or invalid. This number is deemed to be sufficient as, according to Hair *et al.* (2017), the minimum sample size is calculated by the 10-times rule. Under this rule, the recommended sample size to guarantee a stable maximum likelihood estimation (MLE) is ten times the number of indicators. As there are 16 indicators employed in this study, the total of 362 respondents is considered to be sufficient as it exceeds the minimum requirement of 160 respondents. To acquire the respondents, we employed the purposive sampling method, where only millennials (aged between 25-40) who already had their businesses were eligible to be the respondents for our study. Data collection was conducted according to strict ethical codes to ensure the respondents' anonymity and their responses' authenticity. We acquire the response from the respondents using the self-administered questionnaire consisting of 3 parts: consent form, screening and profiling, and main section. As a whole, the main section of this questionnaire consists of 5 variables and 16 items, as presented in table 1. This study implemented a 5-point Likert scale to record the response of the respondent. The measurement for each variable was adapted from instruments developed by Turan & Kara (2018) and Gavino *et al.* (2018). To analyze the data, this study implemented the two-stage variance-based partial least square using smartPLS software.

Table 1. Item Loadings

Variables	Items/Factors	Standardized Loading
Performance Expectancy	Using social media makes it easier for me to increase my entrepreneurial skill (PE1)	0.897
	Using social media enables me to gain knowledge about market and consumer (PE2)	0.88
	Using social media helps me in discovering new business opportunity (PE3)	0.892
Effort Expectancy	I am capable in using social media for my business (EE1)	0.901
	I find it easy to learn how to use social media for my business (EE2)	0.9
	The knowledge and resource to use social media for my business is easily accessible (EE3)	0.882
Social Influence	People I care about think I should use social media for my business (SI1)	0.91
	People who affect my behavior think that I should use social media for my business (SI2)	0.948
	My friends suggest me to use social media for my business (SI3)	0.894
Attitude	There is a low financial risk in using social media for business (ATT1)	0.905
	Social media is needed for business (ATT2)	0.905

Variables	Items/Factors	Standardized Loading
	Using social media in the business is not wasting my time (ATT3)	0.873
	Adopting social media in my business will not endanger my personal information (ATT4)	0.771
	I think using social media in business is inexpensive (ATT5)	0.852
Intention to Use social media in Business	I plan to utilize social media to evaluate my service to the consumers (INT1)	0.861
	Current business trend motivates me to use social media (INT2)	0.871
	I will continue using social media in my business (INT3)	0.881

Source: Author

## RESULT AND DISCUSSION

### Characteristics of Respondents

There are 362 respondents in this study, consisting of 32% male and 68% female. Majority of them were aged between 25-28 years with a percentage of 41%, followed by 25-27 years with 31.5%, 32-36 years old with 14.5% and 37-40 years old with 13%. As for income most of them have monthly income of Rp.4.4 – 7.5 million with 50.56%.

Table 2. Summary of Respondents' Profile

	Percentage	Frequency
<b>Gender</b>		
Female	68%	246
Male	32%	116
<b>Age Group</b>		
25-28	41%	148
29-32	31.5%	114
32-36	14.5%	52
37-40	13%	48
<b>Income</b>		
Rp.4.4 – 7.5 mio	50.5%	183
Rp. 7.5 – 10 mio	24%	87
Rp. 10 – 15 mio	11.5%	42
More than Rp. 15 mio	14%	50
<b>Type of Business</b>		
Consumer's goods	3%	11
Fashion & Accessories	19.5%	71
Photography	2%	7
Information & Technology	4%	14
Health	2%	7
Food and Beverages	36.5%	132
Professional services	3.5%	13
Others	29,5%	107

Source: Author

### Measurement Model Evaluation

Before testing the research hypotheses, the measurement model evaluation was conducted to assess the convergent validity, discriminant validity and reliability of the constructs.

Table 3. Result of Convergent Validity and Reliability Assessment

Variables	No of Items	Cronbach's Alpha	Rho_A	Composite Reliability	AVE
Performance Expectancy	3	0.868	0.87	0.919	0.791
Effort Expectancy	3	0.875	0.876	0.923	0.8
Social Influence	3	0.906	0.909	0.941	0.842
Attitude	5	0.913	0.919	0.935	0.744
Intention to Use	3	0.842	0.847	0.904	0.759

Source: Author

For convergent validity, two parameters will be analyzed, namely average variance extracted (AVE) and outer loadings. As can be seen in Table 3, the convergent validity condition was achieved, proven by the scores of AVE (all above the minimum threshold of 0.5) and the scores of outer loadings (all above the minimum threshold of 0.7). As for reliability, this study assessed the scores of Cronbach's alpha and composite reliability, in which both has to be above the minimum threshold of 0.7. As shown on table 3, the reliability of the construct is also achieved.

Table 4. Cross Loadings

	Attitude	Effort Expectancy	Intention to Use	Perf. Expectancy	Social Influence
ATT1	0.905	0.369	0.577	0.615	0.661
ATT2	0.905	0.316	0.527	0.594	0.647
ATT3	0.873	0.294	0.541	0.587	0.618
ATT4	0.771	0.219	0.422	0.451	0.571
ATT5	0.852	0.265	0.486	0.546	0.634
EE1	0.297	0.901	0.378	0.367	0.341
EE2	0.32	0.9	0.417	0.322	0.308
EE3	0.302	0.882	0.387	0.351	0.316
INT1	0.492	0.264	0.861	0.327	0.358
INT2	0.489	0.494	0.871	0.345	0.333
INT3	0.568	0.395	0.881	0.348	0.341
PE1	0.599	0.326	0.333	0.897	0.636
PE2	0.55	0.372	0.358	0.88	0.61
PE3	0.587	0.337	0.352	0.892	0.687
SI1	0.64	0.352	0.368	0.662	0.91
SI2	0.706	0.34	0.406	0.685	0.948
SI3	0.652	0.295	0.309	0.648	0.894

Source: Author

Cross loading and Fornell-Larcker criterion were then analyzed to determine the discriminant validity. For the cross loading, the score of all items must be above 0.7 (Hair *et al.*, 2017). From table 4 above, it is apparent that the score of all item is above the minimum requirement. As from Fornell-Larcker criterion evaluation, it is also apparent that the discriminant validity has been achieved as the scores of AVE is higher than the squared correlation of each constructs (Hair *et al.*, 2017)

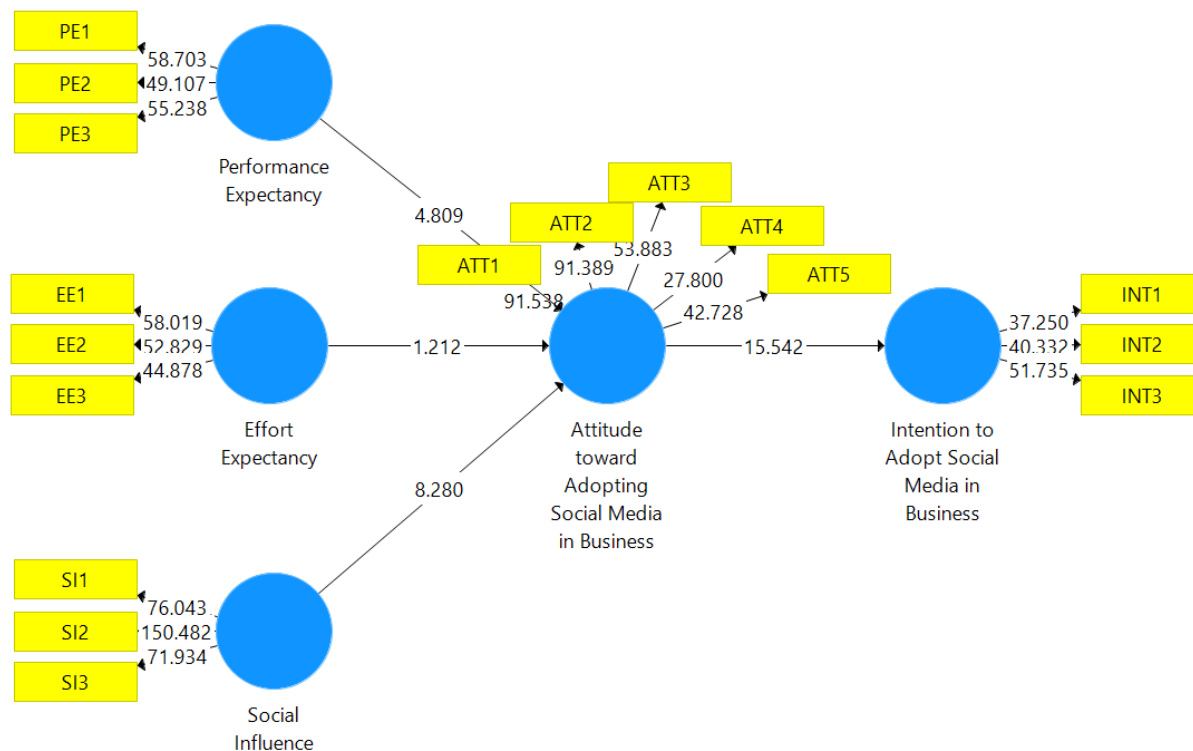
Table 5. Fornell-Larcker Criterion

	Attitude	Effort Expectancy	Intention to Use	Perf. Expectancy	Social Influence
Fornell-Larcker Criterion					
Attitude	0.863				
Effort Expectancy	0.343	0.895			
Intention to Use	0.595	0.441	0.871		
Perf. Expectancy	0.651	0.387	0.39	0.89	
Social Influence	0.727	0.359	0.394	0.725	0.918

Source: Author

### Structural Model Evaluation

Figure 2: Structural Model



Source: Author

After conducting evaluation to measurement test, structural model evaluation using the bootstrapping method with 5000 resamples to assess the proposed research hypotheses. The result of hypothesis testing is presented on table 5 below. Overall, all hypothesis proposed in this study are supported. We firstly found that 2 out of 3 proposed antecedents are proven to be able to influence attitude. These antecedents are performance expectancy ( $\beta = 0.246$ ,  $p < 0.000$ ) and social influence ( $\beta = 0.527$ ,  $p < 0.000$ ). Then attitude was also proven to have a significant effect on intention to use social media in business ( $\beta = 0.550$ ,  $p < 0.000$ ). Meanwhile, effort expectancy ( $\beta = 0.058$ ,  $p > 0.05$ ) is found to be insignificant in influencing attitude to adopt social media in business

Table 5. Path Analysis

Path	Beta	p-value	t-value	Decision	Adj R2	F2
Perf. Expectancy → Attitude	0.246	0.000	4.809	Significant	0.560	0.063
Effort Expectancy → Attitude	0.058	0.113	1.195	Not Significant		0.007
Social Influence → Attitude	0.527	0.000	8.280	Significant		0.297
Attitude → Intention to use	0.595	0.000	15.542	Significant	0.352	0.548
<b>Indirect Effect</b>						
Perf. Expectancy → Attitude → Intention to use	0.147	0.000	4.541			
Effort Expectancy → Attitude → Intention to use	0.035	0.111	1.223			
Social Influence → Attitude → Intention to use	0.314	0.000	7.553			

Source: Author

## Discussion and Recommendation

This study gives insight to the Government and policymakers in increasing SMEs' utilization of social media. The findings from this study also enrich the literature on entrepreneurial studies, specifically in the context of social media adoption in business. Understanding what drives entrepreneurs and SMEs to adopt social media is essential for designing effective programs and policies. The result confirmed that an entrepreneur's intention to embrace social media in business could be predicted by attitude. As for the attitude itself, this study found that it can be influenced by the proposed predictor, namely performance expectancy and social influence.

The attitude was found to affect the intention to adopt social media in business. This result is similar to the research from Durkin *et al.* (2013), Liaou *et al.* (2015), and Oertzen and Schroder (2019), which found that attitude toward social media adoption plays a crucial role in the formation of the intention of adopting it in the business. If entrepreneurs view that adopting social media will benefit them, then the likelihood of them adopting it in their business is

increasing (Lestari *et al.*, 2022). Therefore, Government, as the policy maker and other decision-makers, must emphasize and highlight social media's benefit and value for entrepreneurs so that it can be regarded as a tool, not an expense.

In this study, attitude formation is mainly contributed by social influence. This result is similar to the research from Turan & Kara (2018). The Government has to be able to make social media a common practice and trend in business since it has been proven that entrepreneurs regard what their surroundings think about their decision in business, including the decision related to the incorporation of social media in their business. As the policy maker, the Government can use this information when making programs to encourage social media usage and business digitalization.

This study also found that performance expectancy plays a significant role in driving attitudes to adopt social media. As mentioned by Papachristos *et al.* (2014), one of the reasons why some entrepreneurs still feel reluctant to incorporate social media in their business is the belief that it does not bring much benefit to the business, aside from other reasons like lack of resources and lack of understanding in technology. It is also highlighted by Boyd and Ellison (2007) that the reluctance to adopt social media in the business is due to the lack of comprehension regarding the proper usability of social media within the business. Therefore, Government and policymakers must rectify this false negative belief and convince entrepreneurs that social media benefits the business. The Government and policymakers must show that social media is superior to traditional media, especially in terms of the cost aspect and its ability to reach a wider audience (Taneja & Toombs, 2014). One of the ways is by making a mentoring program or workshop in which the entrepreneurs can be informed about the benefit and utility of social media in conducting the business, like its ability to perform day-to-day monitoring, evaluation, and information gathering (Culnan *et al.*, 2010), its ability to influence consumers and form a favorable perception about the product (Abdullah & Siraj, 2018) and its ability to expand the market as well as networking (Van Noort *et al.*, 2012).

Meanwhile, this study found that effort expectancy is insignificant in influencing attitudes toward adopting social media in business. This finding is similar to the study from Abdat (2020), which found that effort expectancy is not the predictor of attitude toward adopting technology. The reason for this is because of the nature of the respondents of this study. According to Vogels (2019), millennials stand out for their comprehension of technology usage, including social media. For them, using social media is not a hassle and is already becoming a habit in their daily lives.

## Conclusion and Limitations

This study aims to develop an integrated model for understanding entrepreneurs' intentions to introduce social media into their business by combining UTAUT and TAM. The integration of both models was conducted to acquire a more comprehensive understanding of technical and social aspects of social media adoption in the business. We collected empirical data using a survey to verify the proposed hypotheses. Before doing the structural model validation, we examine the measurement model first, which was proven to have adequate validity and reliability. From structural model analysis, we found that all hypotheses were supported, which show that all proposed predictors were proven to be able to influence, which in turn also affect the intention of the entrepreneurs to adopt social media in their business.

This study has some limitations that could be improved for further study. First of all, the subject of this study is millennial entrepreneurs, which is the second largest generation in Indonesia. For future research, it is recommended to study Gen Z, the largest generation in Indonesia, contributing to 25.8% of the total population. Second, this study only utilized a self-administered questionnaire to acquire the respondents' responses, making it harder to explore and probe the answers from the respondents. Future studies are encouraged to implement focus group discussions or in-depth interviews to get a richer insight from the respondents.

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