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Exploring the consequence of social media usage on firm performance

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ABSTRACT

This study aims to identify the consequence of social media usage on firm performance. To this end, it proposes a conceptual map that shows promising linkages between the maturity level realization of an organization in social media usage and its corresponding performance consequences. The conceptual map was developed by combining two theories: performance theory and theory of growth and maturity in social media, and then through systematic mapping. This map can predict what performance consequences will emerge in the organization for each stage of maturity in social media usage. According to this conceptual map, the organization is expected to benefit from accessing and sharing knowledge by realizing the first stage of maturity. The realization of the second stage is expected to establish more relationships with the customers, and the third stage will be followed by product and new processes development. By promoting the organization to the fourth stage, it is expected that communication with the organization's stakeholders emerges via social media. In the fifth stage, social media will help with value creation. Thus, managers and professionals can predict what performance consequences they will benefit from if each stage of maturity is realized.

1. Introduction

The rise of social media has led to changes in how organizations carry out their daily activities (Olanrewaju, Hossain, Whiteside, & Mercieca, 2020). Social media is expanding its status as an essential communication channel for businesses—but it has the potential to be much more. Alarcón, Sepúlveda, Valenzuela-Fernández, and Gil-Lafuente (2018) suggest that the higher use of social media leads to higher business performance, both financial and non-financial.

Ninety-one percent of executives report that their company's social media budgets will increase in the next three years (Newberry & Dawley, 2020). While many companies spend a lot of money on social media, the results are insignificant (Souza, 2012). According to a report from Sagefrog Marketing Group, 88% of managers are not able to effectively measure the results obtained through the use of social media in the organization's performance. Also, 60% of business owners have not gained their expected outcomes from social media (Sagefrog, 2021). According to Ted Rubin (chief social marketing officer of Collective Bias), the reason is that the business community's expectations of social media platforms, the way they use them, and the reality of the technology are simply out of whack. Their expectations are set up in the wrong way (Casserly, 2013). It means that sometimes managers have unrealistic expectations of using social media or are basically unfamiliar with the consequences of using social media. Another reason that organizations fail to achieve the expected performance results

from social media is the immaturity of their organization in the use of social media. In other words, in order for organizations to enjoy the benefits of using social media, their organization must be grown and matured enough to use social media.

With the evolution of social media, new social platforms emerge; thus, selecting the right platform has become an integral part of any organization's success (Dwivedi et al., 2021). While small businesses should keep their social media efforts focused due to limited resources, it's critical to ensure that this investment yields results. Hence, organizations should know that under which conditions (organization's maturity) they can enjoy the maximum benefit of social media. Accordingly, they should have a proper understanding of the consequences of social media. They can plan specific objectives for their activities in such media in line with the organization's maturity and the market's dynamics.

Academics and practitioners have conducted different studies to identify these consequences (Olanrewaju et al., 2020). For example, Parveen, Jaafar, and Ainin (2015) considered enhancement in customer relations, customer service activities, improvement in information accessibility, and cost reduction as the results of social media usage in the organization. Solis (2010) identified digital advertising and promotion, handling customer service issues, mining innovative ideas, and building customer relations as the consequences of social media. In addition, consequences like business process performance (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015), crowdfunding performance (Kang, Jiang, & Tan, 2017;

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Li, Chen, Kotha, & Fisher, 2017), and innovation performance (Pérez-González & Trigueros-Preciado, 2017; Scuotto, Del Giudice, della Peruta, & Tarba, 2017) have been mentioned. The need to associate the results of social media usage to the organizational level has also been identified as a research requirement (Ali-Hassan, Nevo, & Wade, 2015; Braojos-Gomez, Benitez-Amado, & Llorens-Montes, 2015; Cao & Ali, 2018; Lovejoy, Waters, & Saxton, 2012).

Despite several studies on the consequences of social media usage, according to Kapoor et al. (2018), these consequences have not been well categorized and associated with the maturity level of an organization. For example, Parveen, Jaafar, and Ainin (2016) classified the consequences of social media into three sub-constructs of cost reduction, improved customer relations, and enhanced information accessibility. In this classification, only the out-of-organization consequences have been addressed, and the internal cases of the organization are not considered. Within the organization, the consequences of helping to build internal communities and connections, promoting collaboration, knowledge sharing, organizational learning, and innovation have been discussed by other researchers (Haddud, Dugger, & Gill, 2016; Leonardi, Huysman, & Steinfield, 2013; Men & Bowen, 2017).

Although researchers have determined and classified the consequences of the organization's presence on social media, the organization's maturity level in using this technology and its performance consequences relevant to each maturity level have not been dealt with (Schlagwein & Hu, 2017). At the same time, managers do not achieve the promised consequences after extensive investment and planning (Ahmad, Ahmad, & Bakar, 2018). One of the reasons for this failure is the lack of congruity between the organization's maturity and the expected performance consequences. In other words, the organization's immaturity has not been considered in using social media and obtaining the maximum results. If the ground is not prepared for the use of social media and the organization is immature, the progress will be hindered (Chan & Swatman, 2004). Therefore, in addition to recognizing and categorizing the consequences of using social media in the organization, it is necessary to determine what level of organizational maturity in the use of social media will lead to what type of performance. On the other hand, due to the diversity of social media, it is necessary to use an appropriate social media platform in accordance with the organization's maturity level to gain favorable results (Hanafizadeh & Shafia, 2021). In this respect, the present study seeks to answer the question, "what kind of path social media could impact the firm's performance?" To answer this question, the levels or stages of maturity in the use of social media and its relationship with performance consequences in the organization will be mapped. In this way, the promised performance consequences for each level of the organization's maturity in using social media will be identified.

The findings of the present study can help the organization plan using social media. Before making investments in using this technology, the organization needs to set its goals and specify what performance consequences it is seeking. On the basis of the expected consequence, the appropriate maturity levels and social media platforms can be decided upon. Other audiences of this study are the research community and experts interested in the function of social media in organizations. Researchers can use the results of this study to identify areas where few studies have been conducted and plan future research accordingly.

In the following, in the theoretical background section, different types of social media and the theoretical foundations will be described for establishing the conceptual map. The methodology section will present the systematic map approach, the components of the search protocol, the literature review, and content analysis as data processing methods. Then, in the findings section, the results will be presented to answer the research question. In this section, for each maturity level, the performance consequences of using social media will be elaborated on. In the discussion section, the conceptual map will be explained. In the last section, conclusions and suggestions for future research will be provided.

2. Theoretical background

The primary purpose of this study is to enrich the existing literature on the impact of social media on business to figure out how social media usage

affects firm performance. To define performance, it is necessary to have a theory that describes both sets of performance consequences, i.e., tangible or intangible. In this study, we adopt the model presented by Mithas, Ramasubbu, and Sambamurthy (2011) that has demonstrated the effectiveness of using information systems on the firm's performance (Schlagwein & Hu, 2017). Social media is also placed in the information systems category (Aral, Dellarocas, & Godes, 2013; Chu & Xu, 2009). Thus, the model of Mithas et al. (2011) can be used to classify the performance consequences of social media usage. An important feature of the performance model (Mithas et al., 2011) is to consider the intangible consequences of using technology in the organization because the results of using social media are often imperceptible (Kizildag, Altin, Ozdemir, & Demirer, 2017). On the other hand, organizations can not use all social media capabilities at once (Buratti, Parola, & Satta, 2018). Therefore, they gradually reach evolution and maturity in using this technology. The capabilities of social media are different. The difference of social media types and the capabilities each provides the organization with affects the consequences of using them. Hence, it is very important to take the different nature of social media into account when identifying the types of their performance consequences.

In the present study, the social media stages of growth model (SMSOG) presented by Chung, Andreev, Benyoucef, Duane, and O'Reilly (2017) was used to determine the maturity level of social media usage by the organizations. In the following, after describing different types of social media, the basics of two theories – SMSOG and performance – will be explained.

2.1. Social media

Social media are a set of cellphone or web-based technologies through which people interact and share various contents (Kietzmann, Hermkens, McCarthy, & Silvestre, 2011). A variety of social media platforms are used in organizations for different purposes, such as marketing, public relations, recruitment, research, product testing, criticism, and financing (Aggarwal, Gopal, Sankaranarayanan, & Vir Singh, 2012). Various classifications have been presented for social media types in the literature. Table 1 presents some of the highly-cited classifications.

In continuation, based on the classification proposed by Misirlis and Vlachopoulou (2018), each social media platform is briefly defined.

2.1.1. Social network sites (SNS)

Social network sites are web-based platforms where users can "(1) construct a public or semi-public profile, (2) articulate a list of other users with whom they share a connection, and (3) view and traverse their list of connections and those made by others within the system" (Boyd & Ellison, 2007).

The goal of public social networks is to create human-to-human interactions. In these networks, users share user-generated content (Liu & Ying, 2010). One type of SNS is instant messaging, which is used for real-time text transmission (Hsieh & Tseng, 2017). Instant messaging, providing on-line chat services, is an appropriate replacement for operator-based text messaging via SMS (Isaacs, Walendowski, Whittaker, Schiano, & Kamm, 2002). The other type of SNS is business networking sites. These sites have been designed for enhancing connections in the business community (Davis, Wolff, Forret, & Sullivan, 2020). The most popular business networking site is LinkedIn which is used for professional networking and monitoring the labor market (Van Dijck, 2013).

2.1.2. Content communities

Content communities allow content production and sharing (Kaplan & Haenlein, 2010). Creativity works sharing sites (such as YouTube, Instagram, and SlideShare) are a type of content communities in which multimedia content is uploaded by users and made available to the public. Educational materials sharing is another type of content community used to share educational content and manage relationships in training courses.

Table 1
Classifications of social media platforms.

(Misirlis & Vlachopoulou, 2018)	(Moore, Hopkins, & Raymond, 2013)	(Kaplan & Haenlein, 2010)	(Mangold & Faulds, 2009)	(Constantinides & Fountain, 2008)
- Social networking sites	- Instant messaging - Social & Professional Networking	- Social Networking Sites	- Social networking - Business networking - Educational materials	- Social networks
- Content communities	- Photo/ Video sharing - RSS Feed Readers - Interactive broadcasting - Web-Based e-mail	- Content communities	- Creativity works sharing - News delivery - Social bookmarking - Open source communities	- Content communities - Content aggregators- RSS
- Blogs	- Blogs	- Blogs	- User-sponsored blogs	- Blogs
- Microblogs	- Micro-blog	- Collaborative projects	- Company-sponsored websites/blogs	- Forums
- Online forums & discussion	- Online conferencing - Social bookmarking - Moderated community - Unmoderated community	- Virtual social worlds - Virtual game worlds	- Company-sponsored cause/ help sites - Commerce communities - Collaborative websites - Virtual worlds	- bulleting board

2.1.3. Blogs

Blogs are publicly accessible personal journals, which can be read and commented on by visitors (Aichner & Jacob, 2015). Blogs provide the users with a space to express their thoughts (Rollins, Nickell, & Wei, 2014). One difference between a blog and SNS is the public nature of messages for all users (Kaplan & Haenlein, 2010). The difference between Microblogs and traditional blogs lies in the size of the content. In Microblogs, users share short content such as short sentences, individual images, and video links (Kaplan & Haenlein, 2010).

2.1.4. Online forums & discussion

Online forums are virtual discussion platforms where users can ask and/or answer other users' questions and exchange opinions or experiences. Communication here does not happen in real time, like in a chat, but is time-delayed and usually visible to the public (Aichner & Jacob, 2015).

Various types of platforms are placed in discussion forums group. Collaborative websites bring together internet users with a common interest to plan, develop and improve scientific or fun-oriented projects. The results are usually distributed as open-source and are made available to the public for no charge (Seliaman, 2013). Product and service reviewing websites sell and provide information about products. Customers can evaluate products and write or read product reviews (Kaplan & Haenlein, 2010). Company-sponsored networks are open for registration only to employees of a specific company. The capabilities of these platforms include (1) creating a network of relationships with co-workers, (2) exchanging and broadcasting messages, (3) editing and sending organizational files, and (4) observing the interactions of other people in the network (Leonardi et al., 2013).

A summary of social media types and examples of each group are presented in Table 2.

Considering the diversity of capabilities of each social media type, organizations will not be able to make the most of all these capabilities at once. Therefore, gradually in their maturity trend, they will benefit from these capabilities. In the following, the model used in this study to measure the organization's maturity level in the use of social media is explained.

2.2. Social media stage of growth

Different models have been proposed for identifying the organization's maturity in social media, each describing the steps an organization takes to utilize this technology (Duane & O'Reilly, 2016). Stages of growth models are popular approaches to understanding development and maturity in the use of information systems in the organization (Chung et al., 2017). In these models, the characteristics of each level and the path to a higher level are determined (Jacobs & Nakata, 2010). At each level, different technologies are used. Each technology will require a different management style. Therefore, in the growth model, a number of technologies and management methods are attributed to each level (McKay, Prananto, & Marshall, 2000). In addition, for each level, a management style is determined (Chan & Swatman, 2004) because the mismatch between the structure and type of management and the characteristics of each level faces the growth and development of the organization on the path to maturity with difficulties (Ward & Ostrom, 2006). In the present study, SMSOG is used to identify the level of organization in social media. This model was developed by Duane and O'Reilly (2012) based on the procedure for the stages of the growth modeling process (Solli-Sæther & Gottschalk, 2010). SMSOG was formed to measure the organization's growth in the use of social media by considering the number of levels, representative variables, and dominant problems of each level. In Duane and O'Reilly (2014), this model is theoretically evaluated in comparison with other growth models in the area of information systems, and its function is reported empirically in SMEs. In Duane and O'Reilly (2017), the level of 103 organizations was examined using this model, the results of which indicate the appropriate accuracy of the model in defining and providing guidelines for each level. In Chung et al. (2017), this model was reused and introduced as a desirable model for measuring the maturity level of social media use in organizations.

Hanafizadeh & Shafia, 2021 introduced social platforms appropriate to each maturity level of the organization in using social media by synthesizing empirical studies. In their study, by establishing a relation matrix of the properties of maturity levels and capabilities of each platform, they developed a conceptual map of maturity levels and platforms. Based on this

Table 2
Social media types.

Type	Subtype	Examples
Social networking sites	General social networking sites Instant messaging Business networking	Facebook, Myspace, Kakao-story, Naver-band, Friendster, Myworld, vk, V Kontakte, WhatsApp, Line, Telegram, WeChat, QQ, Skype, Zoom, ICQ
Content communities	Creativity works sharing sites Educational materials sharing	LinkedIn, Viadeo, Glassdoor Video (YouTube, TikTok, Vimeo), Photo (Instagram, Flickr), Pinterest, Voice/Music (Jamendo, Clubhouse), Intellectual property (Slideshare)
Blogs	General blogs Microblogs	MIT OpenCourseWare, MERLOT, Researchgate, Koofers BlogSpot, WordPress, Tumblr, Medium,
Online forums & discussion	Collaborative websites Social review sites Company-sponsored networks	Twitter, Twitxr, Tweetpeek, Plurk, Sina Weibo Wikipedia, StumbleUpon, Digg, Newsvine, Reddit, Knowledge-iN TripAdvisor, Epinions, Yelp, FourSquare, Angie's List, Kickstarter social-CRM house, Apple.com, P&G's Vocalpoint

Table 3

The suggested stage model for social media implementation.

Stage	Focus (Duane & O'Reilly, 2017)	Strategy (Chung et al., 2017)	Proposed platforms (Hanafizadeh & Shafia, 2021)
1-Experimentation & learning	Announcing the launch of social media, providing some product/service information.	It is experimental, with every department doing its own thing.	- General social network sites - General social network sites
2-Rapid growth	Consumer-centric focus. Efforts aimed at increasing internal and external awareness.	It is coordinated across all departments by management. Objectives have been established.	- Instant messaging - Creativity works sharing - Creativity works sharing
3- Formalization	Planning, strategy, governance, and alignment with overall business strategy	It is controlled across the company, with a strategy aligned with the business plan.	- Educational materials sharing - General blogs & Microblogs - General blogs & Microblogs
4-Consolidation & integration	Optimization of processes. Pursue alignment with external partners/suppliers. Creation/ ideation, crowdsourcing.	It is very well integrated with key business processes, driving fundamental change in how we do business.	- Collaborative websites - Social review sites - Company-sponsored networks - Company-sponsored networks
5- Institutional Absorption	De-facto application for key business tasks. Enterprise-wide social media for the entire workforce. New/ re-engineer existing business models.	It is embedded into the core of what we do and how we do it, from customers to suppliers, from internal partners to external partners.	- Collaborative websites - Microblogs - Business networking sites

mapping, the appropriate platform of each level has capabilities that meet the needs, goals, and problems of that level.

On the basis of the findings of the studies mentioned above, the defining features of each level of SMSOG are summarized in Table 3.

2.3. Performance theory

Several authors consider “performance” related to effectiveness and productivity (Adler & Benbunan-Fich, 2012), or effectiveness and efficiency (Ne’eman, Jürgens, Newstrom-Lloyd, Potts, & Dafni, 2010). Benitez-Amado, Llorens-Montes, and Fernandez-Perez (2015) defined firm performance as a formative construct determined by competitive position, net margin, and profitability.

In this study, we adopt the term “performance” as proposed by Mithas et al. (2011) to show that the idea of firm performance refers to the firm's ability to gain and keep customers as well as to promote sales, profitability, and return on investment. Like Ranganathan and Brown (2006), the model presented by Mithas et al. (2011) has studied the effect of using information systems on firm performance (Schlagwein & Hu, 2017). Mithas et al. (2011) define firm performance as a multidimensional construct that consists of four elements: (1) organizational effectiveness, including time to

market, level of innovation, and production and supply chain flexibility; (2) customer-focused performance, including customer satisfaction, and product or service performance; (3) human resource performance, including employee satisfaction; and (4) financial performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share.

3. Methodology

In the present study, an initial conceptual map is presented by synthesizing two theories, i.e., performance theory (Mithas et al., 2011) and the social media stages of growth model (SMSOG) (Chung et al., 2017). Then, this conceptual map is developed using the content analysis method by reviewing the literature. Systematic mapping is “a form of secondary study that uses a well-defined methodology to identify, analyze and interpret all available evidence related to a specific research question in a way that is unbiased and (to a degree) repeatable” (Brereton, Kitchenham, Budgen, Turner, & Khalil, 2007). It typically follows a protocol. The research stages were followed using the proposed guidelines in Wohlin (2014), as shown in Table 4.

Table 4

The systematic literature review protocol for this study.

Protocol elements	Translation to this study
Research objective	At each stage of maturity in using social media, in which performance consequence of the organization, a change is expected?
Sources searched	Emerald, IEEE Explore, Science Direct, Scopus, Web of Science, Business Source Premier, AIS Electronic Library, and Google Scholar
Search terms	“Organization” AND “Performance” AND “usage” AND (“Social media” OR “Social network” OR “Blog” OR “collaborative sites” OR “forums” OR “virtual world” OR “virtual games” OR “virtual communities”) - Peer-reviewed journals and conference papers; - Theoretical and empirical studies; no sector limit; - Published during the intended timeframe (2010–2018); - Search terms contained in articles' title, abstract, and keywords
Search strategy	
Inclusion criteria	Related to the topic of the present study: The reported consequences in the organization's performance affected by different levels of using social media
Exclusion criteria	Ph.D. dissertations, Theses, course books, reports; Inaccessibility to the textual body of articles; Published in languages other than English; Repetitive articles

In automated search, the journals of the area of business were searched. The searched databases are shown in Table 4. These resources cover social sciences and management literature better than other databases (Ngai, Tao, & Moon, 2015). Theses, textbooks, reports, and articles published in the books were also excluded from the research sample because the articles reviewed in reputable journals represent the summation of scientific studies and include the content of the removed items (Ahmad et al., 2018). This approach is consistent with previous review papers on social media that have limited their scope to journal articles (e.g., Bhimani, Mention, & Barlatier, 2019; Ngai et al., 2015).

As a result of an electronic search based on key terms in the title, research questions, and keywords, 296 articles were obtained. Then, based on Brereton et al.'s (2007) approach, the new references were identified manually through the snowball method for the articles that were well related to the research topic. Finally, after automatic and manual search and removal of duplicates, a total of 373 articles were selected for analysis. After studying the text of the articles, 184 articles were removed due to incompatibility of their content with the scope of research. The criterion for selecting articles was their research focus on the impact of social media in advancing the goals and tasks of the organization.

As a result, articles dealing with other consequences of social media, including the effect on customers, were removed. Finally, 178 articles were selected for analysis. The bibliographic details of the individual articles are listed in Appendix I.

3.1. Extracting data

The content analysis method was used for analyzing 178 selected articles. The independent coding process was performed by two researchers. That is, the two SMSOG and performance theories were inductively used as the theoretical framework for coding. The components of these theories were employed as the main codes for shaping the conceptual map.

In the process of content analysis of the articles based on Erlingsson and Brysiewicz (2017), a code was assigned to each article from two perspectives: first, the performance consequence reported as a result of the organization's social media usage, and second, the maturity stage of the organizations in social media usage. The information fields of each article were extracted according to Appendix 1. The way the articles were encoded from these two perspectives is described below.

3.1.1. Encoding in terms of performance consequence

The reported performance consequences were identified in the content analysis, and a code was assigned to each article. The terms were extracted from Parveen et al. (2015) and Nascimento and Da Silveira (2017) for selecting code titles. To categorize the codes, the model proposed by Mithas et al. (2011) was employed. In this model, the performance consists of four dimensions: (1) Organizational effectiveness, which deals with time to market, level of innovation, and flexibility; (2) Customer-focused performance related to marketing, branding, and changes in customer satisfaction; (3) Human resources including changes in communications among supply chains, employee productivity, and agility; and (4) Financial performance including revenue, profits, cash-to-cash cycle time.

3.1.2. Encoding with respect to the growth stage in social media usage

The definitions of SMSOG by Chung et al. (2017) were used to determine the maturity level of the organizations in each article. For this purpose, the articles were searched to identify the keywords associated with each stage of SMSOG. Codes 1 to 5 were assigned according to the organization's stage of maturity: (1) The articles in the first stage examine the feasibility of social media usage and its consequences on performance. (2) In the second stage, the articles examine how managers plan and monitor employees' social media usage with a consumer-centric focus. (3) The third stage deals with the organization's governance and formal control of social media. (4) The fourth stage includes studies seeking to make fundamental changes by integrating social media with business processes. Moreover, the articles dealing with the coordination of partners and suppliers through

social media are categorized in this stage. (5) In the last stage, social media are considered the center of all organizational processes. Papers dealing with creating or re-engineering business models through social media were also categorized in the fifth stage.

3.2. Integrating the evidence

After assigning two global codes (performance consequence and maturity level) to each article, the codes were deductively categorized and organized in a conceptual map. For each maturity level code, the codes of related performance consequences were identified. The dominant consequence of each level is the code that has the highest frequency compared to other consequences of that level. For example, out of 17 articles categorized at the first level of maturity, ten received the E-ISA performance code, and seven other articles were assigned C-BRN, E-DNP, E-VCR, and C-CUR codes. Therefore, the consequence of E-ISA was determined as the dominant consequence for this level compared to other first-level codes. For other maturity levels, the dominant consequence was similarly determined. Based on this, the research findings are presented below.

To evaluate and control the quality of the code extraction process, independent coders and expert panels were used, according to O'Connor and Joffe (2020). Comparing and matching the extracted codes by two independent coders point to the reliability of the codes assigned to each article.

4. Findings

This study aimed to identify performance consequences reported for each maturity level of organization in using social media. According to the methodology, a code (from 1 to 5) was assigned to each article based on its stage of social media usage. In the following, the results of coding articles in terms of performance consequences are presented.

A summary of the consequences is also shown in Table 5. The table shows the distribution of the articles at the stages of SMSOG and the performance consequences to identify the consequences for each stage of maturity according to the researchers' viewpoint. The first column of Table 5 represents the dimensions of performance (Mithas et al., 2011). The second and third columns also show the consequences of the dimensions and their assigned codes. The last five columns of the table show the distribution of articles separately per the SMSOG model levels. The codes and numbers assigned to each article are also available in Appendix 1.

As shown in Table 5, out of the 17 papers in the first stage, 10 cases considered the effect of social media usage on accessing and sharing information inside and outside the organization.

Most of the 46 papers in the second stage have cited the customer-focused dimension with the CUR code. More than half of the 62 papers in the third stage have focused on the consequences of organizational effectiveness. The dominant focus of the 45 papers in the fourth stage was on human resource consequences, with the highest number being EST consequences. Finally, out of eight articles in the fifth stage, six have discussed VCR code. In the following, each of the performances will be explained.

4.1. Organizational effectiveness (E)

70 papers out of 178 were classified in this dimension.

- *Information sharing & accessibility (E-ISA)*: Knowledge sharing has been reported to be one of the social media consequences (Kwahk & Park, 2018). The third generation of knowledge management is based on web 2.0, and it enables the interaction of the right people at the right time. Implicit knowledge management prevents the loss of core knowledge and enhances the capacity for innovation and collective wisdom (Amidi, Jusoh, Abdullah, Jabar, & Khalefa, 2015).
- *Develop new process/ product (E-DNP)*: Although the information gained through social media has a significant role in obtaining customer insights, social media is not yet an official part of product development in organizations (Bashir & Papamichail, 2017; Roberts & Piller, 2016).

Table 5

Distribution of the papers on performance consequences and the stages of SMSOG.

Dimension	Consequence	Code	Stage 1	Stage 2	Stage 3	Stage 4	Stage 5	N
Organizational effectiveness	Information sharing & accessibility	E-ISA	[6]; [37]; [74]; [77]; [94]; [124]; [130]; [149]; [151]; [153]	[12]; [13]; [29]; [31]; [48]; [51]; [102]	[16]; [22]; [81]; [99]; [106]; [123]; [127]; [134]; [146]	[83]		27
	Develop new process/product	E-DNP	[65]; [7]	[8]; [174]	[2]; [10]; [17]; [23]; [33]; [34]; [61]; [79]; [91]; [96]; [97]; [103]; [117]; [126]; [132]; [141]; [171]	[11]; [14]; [110]; [122]; [140]		26
	Value creation	E-VCR	[1]; [87]	[49]; [109]; [163]	[90]; [98]; [177]	[63]; [84]; [154]	[28]; [30]; [95]; [119]; [150]; [167]	17
Customer-focused	Customer relationships	C-CUR	[159]; [176]	[85]; [92]; [93]; [101]; [111]; [113]; [114]; [120]; [125]; [133]; [144]; [160]; [165]; [173]	[39]; [52]; [53]; [55]; [72]; [86]	[107]; [156]		24
	Branding	C-BRN	[152]	[9]; [50]; [60]; [88]; [89]; [115]; [139]	[15]; [46]; [47]; [56]; [59]; [105]	[4]; [43]; [45]; [145]; [175]	[70]; [155]	21
	Customer satisfaction	C-CUS		[166]; [24]; [44]; [68]	[116]; [69]	[137]; [18]; [26]		9
Human resource	Engage stakeholders	H-EST			[138]	[5]; [19]; [25]; [27]; [40]; [66]; [80]; [104]; [108]; [128]; [131]; [147]; [162]; [170]		15
	Internal communication	H-ICM			[54]; [62]; [71]; [164]	[36]; [38]; [58]; [112]; [136]		9
	Employee productivity & agility	H-EPA		[3]	[20]; [82]; [148]	[158]		5
	Effective teamwork	H-EFT		[35]; [64]; [172]		[21]		4
Financial	Revenue generation	F-RVN		[57]; [73]; [168]	[32]; [67]; [75]; [76]; [78]; [118]; [135]; [143]	[100]; [129]; [157]; [161]		15
	Cost reduction	F-CRD		[42]; [121]	[41]; [142]; [169]	[178]		6

Innovative approaches in social media analysis are used to gain insight into the desired products (Parveen et al., 2015; Xiong, Chapple, & Yin, 2018).

- *Value creation (E-VCR)*: Circulating data on social media possesses a high potential for analysis and value creation (Lavalley, Lesser, Shockey, & Kruschwitz, 2011). Organizations can create value propositions through social media capabilities (Chae, Olson, & Sheu, 2014). Social media is used to identify new marketing and operations opportunities (Parveen, 2012). Hence, some researchers have explored value creation by social media, mainly focusing on using extra-organizational knowledge like suppliers, customers, partners, and research centers (Loukis, Charalabidis, & Androutopoulou, 2017).

4.2. Customer-focused performance (C)

54 out of 178 articles considered the effect of social media on the customer domain.

- *Customer relationships (C-CUR)*: Charoensukmongkol and Sasatanun (2017) have called social media capability an effective mechanism for communicating with customers. Hanna, Rohm, and Crittenden (2011), McCaughey et al. (2014) and Alves, Fernandes, and Raposo (2016) have considered social media the primary means of communication, advertising, retention, and market penetration.
- *Branding (C-BRN)*: Lin, Swarna, and Bruning (2017) have specifically introduced social media as a marketing and branding tool. Social media can lead to improved brand visibility (Nafees, Cook, Nikolov, & Stoddard, 2021) and enhanced brand health (Parveen et al., 2015).
- *Customer satisfaction (C-CUS)*: In marketing, value is created when a customer changes from a passive audience to an active partner (Tajvidi, Richard, Wang, & Hajli, 2018). Social media provides the opportunity for direct communication with the end customer promptly (Kaplan & Haenlein, 2010). Therefore, by customizing the organization's

marketing communications, the level of audience satisfaction and commitment to a long-term relationship increases (Alves et al., 2016).

4.3. Human resource performance (H)

Thirty-three articles were categorized in this dimension.

- *Engage stakeholders (H-EST)*: To leverage relationships, organizations use social media to reach their internal and external audience (Dutta, 2010) and receive real-time feedback directly from their stakeholders (Lovejoy et al., 2012). Social media consider as an appropriate tool for improving the virtual teams and knowledge sharing with external stakeholders, enhancing trust and participation level of the personnel (Jiang, Luo, & Kulemeka, 2016; Kane, Alavi, Labianca, & Borgatti, 2014).
- *Internal communication (H-ICM)*: Reachness in content production will be ensured, and the organization will have multiple voices alongside targeted communications (Huang, Baptista, & Galliers, 2013). However, the teams usually fail to effectively use potential knowledge resources as they cannot integrate and share individual knowledge (Mell, Van Knippenberg, & Van Ginkel, 2014). Social media in teams is used to communicate members' meta-knowledge (Ahmad et al., 2018).
- *Employee productivity & agility (H-EPA)*: Edosomwan, Prakasan, Kouame, Watson, and Seymour (2011) considered increasing employees' creativity, enthusiasm, and productivity as the results of social media usage. According to Kuegler, Smolnik, and Kane (2015), the positive effect of social media will be more on the employees that carry out non-routine activities. These employees face problems that do not have a clear solution. Thus, various sources of information are needed to find the right solution. In this atmosphere, using shaped communications in social networks will be helpful (Kane et al., 2014).
- *Effective teamwork (H-EFT)*: Harden (2012) considers social media an indispensable source for team creativity in organizations. Social media

have dramatically changed the patterns of using technology to support knowledge management in teams (Cao & Ali, 2018). Nowadays, more decision-making tasks are assigned to teams, as collaborative teams appear to be more effective than individuals in carrying out complex tasks (Zhong, Huang, Davison, Yang, & Chen, 2012). By bringing people together in a team, a pool of knowledge resources is created to meet the dynamic challenges of organizations (Janhonen & Johanson, 2011).

4.4. Financial performance (F)

21 out of 178 articles have focused on the financial consequences. These articles have only studied the research cost reduction, access to low-cost marketing tools, and reduced communication costs.

- *Revenue generation (F-RVN)*: In addition to affecting customer purchase goals, social media influence firm sales (Andzulis, Panagopoulos, & Rapp, 2012). Schniederjans, Cao, & Schniederjans, 2013 have considered creating new revenue and reducing the current costs as the outcomes of entering social media.
- *Cost reduction (F-CRD)*: Kim, Koh, Cha, and Lee (2015) and Cordes (2017) tried to measure the effectiveness of social media and the cost recovery performed by the organization. Given the rapid and widespread availability of customers in this domain, social media will be a cost-effective replacement in market research (Choo et al., 2015; Kizildag et al., 2017). Moreover, since understanding customer needs is provided by direct relationships in social media, research and development costs for product design and services will be lower (Benthaus, Risius, & Beck, 2016). Marketing and customer serving costs in specific geographic areas will be reduced as well (Franco, Haase, & Pereira, 2016).

According to the distribution of the papers shown in Table 5, the conceptual map of the study was developed in accordance with Fig. 1.

In Fig. 1, the relationship between maturity stage and performance consequence is shown. The box at the right bottom of the rectangle shows the performance dimensions created by the organization's presence at maturity stages in social media usage. This box is divided into four sections (representing four dimensions of performance). At the top of the rectangle, five arrows per stage of SMSOG split the main rectangle into five sections. The oval markers are shown for each code related to the performance

consequences. The size of these markers is proportional to the number of articles to which the performance code is assigned. For instance, out of 178 papers, the highest frequency (17) belongs to the product or process development with DNP code; so, the largest oval is drawn for this code. A bolder oval also marks the dominant consequence at each stage. According to Fig. 1, the organization is expected to benefit from accessing and sharing knowledge by realizing the first stage of maturity. The realization of the second stage is expected to establish more relationships with the customers, and the third stage will be followed by product and new processes development. By promoting the organization to the fourth stage, it is expected that communication with the organization's stakeholders emerges via social media. In the fifth stage, social media will help with value creation.

In Section 5, the relationship between using social platforms in each maturity level and the respective performance consequences in the organization is addressed.

5. Discussion

The present study sought to answer this question, "what performance consequences do researchers associate with the organization's presence in each maturity level?" To this aim, the organization's social media growth theory (Chung et al., 2017) and performance theory (Mithas et al., 2011) were synthesized. Then, a conceptual map representing the relationship between maturity levels and consequences of the organization's presence in each level was developed by reviewing the related literature. By explaining the conceptual map obtained in this research, the relationship between each consequence and the organization's maturity level in the use of social media is explained. Accordingly, in the last column of Table 6, the performance consequences identified for each maturity level are presented.

In what follows, for each level of the model, the relationship between the identified performance consequences and the social platforms used at each level is elaborated on.

In the first stage, the organization has just started to use social media. Thus, the goal is to announce the organization's social media launch in these networks (Duane & O'Reilly, 2017). The platform suitable for the first stage is general social networks (Hanafizadeh & Shafia, 2021). Social networks have been developed for making connections and exchanging information (Michaelidou, Siamagka, & Christodoulides, 2011). The organization can

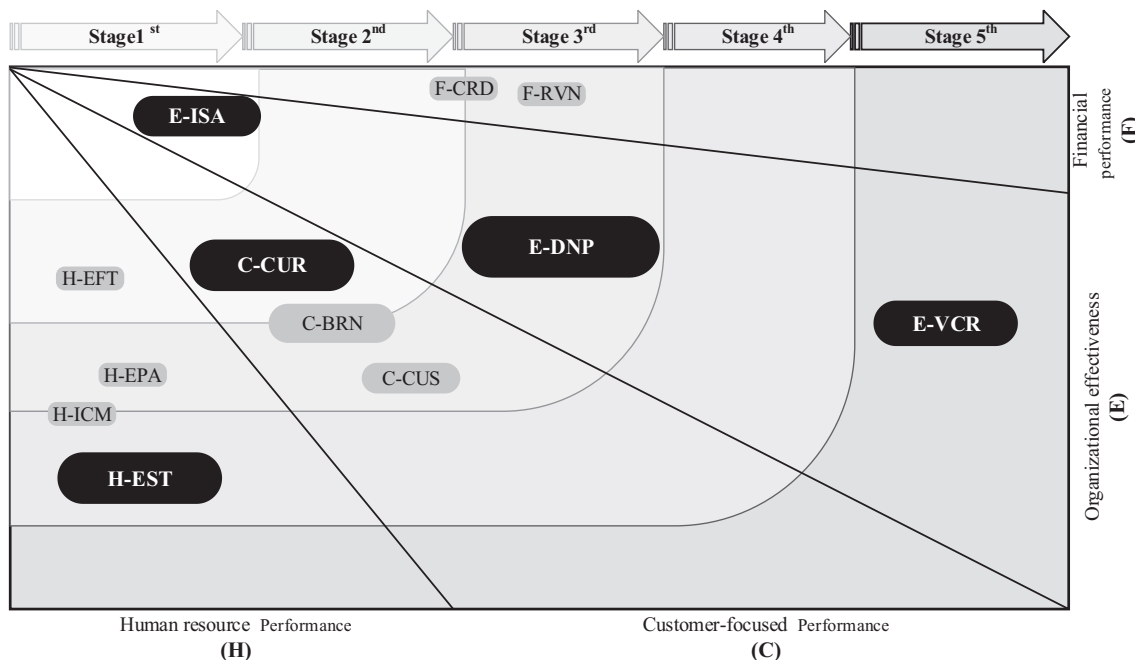


Fig. 1. The relationship between performance and the stages of the SMSOG model.

Table 6
Performance consequences per levels of SMSOG model.

Stage	Focus (Duane & O'Reilly, 2017)	Proposed platforms (Hanafizadeh & Shafia, 2021)	Expected performance consequences
1-Experimentation & learning	Announcing the launch of social media, providing some product/service information.	- General social network sites	- Information sharing & accessibility
2- Rapid growth	Consumer-centric focus. Efforts aimed at increasing internal and external awareness.	- General social network sites - Instant messaging - Creativity works sharing	- Customer relationships - Branding - Effective teamwork - Cost reduction
3- Formalization	Planning, strategy, governance, and alignment with overall business strategy	- Creativity works sharing - Educational materials sharing - General blogs & Microblogs	- Develop new process/product - Customer satisfaction - Branding - Internal communication - Employee productivity & agility - Cost reduction - Revenue generation
4- Consolidation & integration	Optimization of processes. Pursue alignment with external partners/suppliers. Creation/ ideation, crowdsourcing	- General blogs & Microblogs - Collaborative websites - Social review sites - Company-sponsored networks	- Engage stakeholders - Internal communication
5- Institutional absorption	De-facto application for key business tasks. Enterprise-wide social media for the entire workforce. New/ re-engineer existing business models.	- Company-sponsored networks - Collaborative websites - Microblogs - Business networking sites	- Value creation

promote its social presence. By posting business information on these platforms, organizations introduce their products to a new range of audiences (Steyn, Salehi-Sangari, Pitt, Parent, & Berthon, 2010). Most articles consider information sharing and accessibility the consequences of social media at the first level. For example, Osatuyi (2013), with an exploratory survey, introduced social media sites as a suitable tool for accessing market information. Swani, Milne, Brown, and B. (2013) also, by analyzing Fortune 500 companies' Facebook wall posts, showed that social networks are a good tool for introducing the organization and creating public relations in B2B interactions.

At the second level, the organization seeks to strengthen customer relationships by taking consumer-centric focus measures (Chung et al., 2017). According to Hanafizadeh & Shafia, 2021, platforms suitable for use at the second level are different social networks and creativity works sharing sites. Social networks are often used as a customer relationship management tool (Lovejoy et al., 2012). For example, Niedermeier, Wang, and Zhang (2016) showed Facebook's impact on two-way communication between sales professionals and customers. Organizations at the second level seek to make the brand of the organization known (Chung et al., 2017).

Organizations use social networks to position certain brands and inform and support customers (Langaro, Rita, & de Fátima Salgueiro, 2018; Nafees et al., 2021). Creativity works sharing sites are also a good space for branding in the minds of the audience (Hanafizadeh & Shafia, 2021). Instagram influencers can help brands build favorable brand attitudes and thus improve product acceptance and downstream business performance (Nafees et al., 2021). YouTube as creativity works sharing site allows the organization to build brand awareness and attract the audience (Geurin & Burch, 2017). On the other hand, customers publish their opinions about different products on creativity works sharing sites (Boyd & Ellison, 2007). The organization will be able to identify customer interests by analyzing the data published on these sites (Godey et al., 2016). Laroche, Habibi, Richard, and Sankaranarayanan (2012) mentioned brand creation and strengthening as the effect of using Flickr and Slideshare in the organization with the second level of maturity. On the other hand, one of the consequences reported in the second level is cost reduction. For example, Franco et al. (2016) considered using social networks to be effective in reduced marketing costs. Concerning the dimension of human resources, Zhong et al. (2012), Janhonen and Johanson (2011), and Denyer, Parry, and Flowers (2011) believe that maturity in the second stage leads to the use of social media as an effective tool for working teams.

Given the high frequency of the articles of the third stage, various performance consequences have been proposed. Developing a new product or process (*E-DNP*) has been the dominant performance consequence at this stage. Given the alignment of the organization's strategies and social media strategy, the information needed to develop new products is made available. Appropriate platforms to be used in the third stage are creativity works sharing, educational materials sharing, collaborative websites, and blogs (Hanafizadeh & Shafia, 2021). The organization's strategy at the third stage is to build communication networks to receive feedback (Chung et al., 2017). To implement this strategy, the organization can employ collaborative websites to exchange information with customers (Hanafizadeh & Shafia, 2021). By analyzing the feedbacks, organizations identify strategies for promoting products in line with the customers' needs (Roberts & Piller, 2016). In addition, given the formation of new processes, employees' more effective performance and productivity have been reported (Cai, Huang, Liu, & Wang, 2018). By producing content on educational social platforms, the policies of using social media in the work environment can be taught to the employees. In addition, accelerating information flow in the organization (Shang, Wu, & Li, 2017) and enhancing employee and customer satisfaction (Vetráková, Hitka, Potkány, Lorincová, & Smerek, 2018) are the other performance consequences reported in the third stage articles. Blogs help the knowledge management process by facilitating information exchange in the virtual social and workplace environment. Thus, visibility in the organization increases (Zhang, Kang, Jiang, & Pei, 2020). Organizations use social blogging to build engagement and introduce people to their business (Michaelidou et al., 2011).

The fourth stage studies have mostly focused on human resources performance. These articles have mainly dealt with communicating with stakeholders (Wu et al., 2018) and coordinating with partners (Cade, 2018) and suppliers (Jiang et al., 2016).

Suitable platforms for use in the fourth-stage organizations are blogs and online forums (Hanafizadeh & Shafia, 2021). Organizations use social review sites as a low-cost marketing tool for providing services. Social review sites are used to engage customers in the co-creation of new products and services (Bizzi & Labban, 2019). Of course, at the fourth maturity stage, social media is used beyond public relations and marketing tools. This technology is used to enhance interaction with external stakeholders and employees (Duane & O'Reilly, 2016). For example, in Drummond, McGrath, and O'Toole (2018), Microblogs have been used for internal communication and supporting informal education. In addition, using collaborative websites strengthens intra-team relationships and makes them productive

(Pitt, Botha, Ferreira, & Kietzmann, 2018). Companies want to ensure that their employees know one another and exchange experiences and ideas (Duane & O'Reilly, 2017). This helps increase the efficiency of knowledge management within the firm (Aichner & Jacob, 2015). On the other hand, the need to exchange confidential information among the supply chain leads the fourth-stage organization to invest in creating company-sponsored networks (Hanafizadeh & Shafia, 2021). Through these networks, the organization will be able to provide alignment and integration in the supply chain (Kuegler et al., 2015).

The focus of eight articles in the fifth stage has been on the consequence of creating and gaining value. Given the low frequency of studies at this stage, one can conclude that either the organizations under study have not reached this level of maturity or it has not been sufficiently studied by the researchers if such organizations exist. In both conditions, the dimensions of performance consequences in the fifth stage have not been explained precisely. At this stage, considering the organization's goals, managers focus on maintaining what is appropriate in existing social media applications and embracing new applications as appropriate (Chung et al., 2017). Given that few organizations are ranked fifth in terms of maturity, there is no sufficient evidence to identify appropriate platforms and prevailing problems at this stage (Duane & O'Reilly, 2017). However, it is predicted that collaborative websites, microblogs, company-sponsored networks, and business networking sites are suitable platforms to reach goals and strategies at the fifth stage (Hanafizadeh & Shafia, 2021).

The focus of the organization is on generating new or reengineering existing business models at the fifth stage (Chung, Andreev, Benyoucef, Duane, & O'Reilly, 2018). By extracting knowledge from microblogs using social listening tools, the organization will be able to design and implement actionable strategies (Hanafizadeh & Shafia, 2021). One of the organization's needs at the fifth stage is to monitor the organizational environment (Duane & O'Reilly, 2017). Business networking sites are suitable platforms for learning about the market and the status of competitors. These sites facilitate communication with external stakeholders. In business networking sites, organizational communications are formed by grouping the users and selecting the target group. Finally, with the optimal allocation of resources, customer service will be provided in line with customer needs, and sales will increase (Moore et al., 2013).

6. Conclusion

This study presented a conceptual map to relate the performance consequences of organizations' use of social media. The map suggests corresponding performance consequences for realizing every level of maturity of social media usage in organizations. This map was obtained by combining performance theory (Mithas et al., 2011) and social media growth theory (Chung et al., 2017). The conceptual map was then developed based on an intensive literature review of the effect of social media on firm performance.

According to the results, it seems that the organization obtains information sharing and accessibility by being at the first stage of maturity. General social network sites can produce such performance consequences while the organization is at the first level. By upgrading to the second stage, it is expected that more customer relationships be observed in the organization. Creativity works sharing sites, instant messaging in addition to general social network sites can develop customer relationships. At the third stage, new products and processes are expected to develop in the organization with the help of creativity works sharing, educational materials sharing, and blogs. With the organization upgrading to the fourth stage, more stakeholders are expected to interact with each other due to the emergence of blogs, collaborative websites, social review sites, and company-sponsored networks. At the fifth stage, despite the limited number of studies, the focus on value creation is expected. Company-sponsored networks, collaborative websites, microblogs, and business networking sites are among the social platforms that can help value-creation in organizations.

It should be mentioned that in this study, by adding instances of social media to each maturity stage, all promised performance consequences of that stage are attributed to all social media platforms specified for that stage. Nevertheless, in practice, using a social platform might not lead to all promised consequences of that stage. Hence, it is recommended that future studies address the maturity stage, social platform, and performance consequence at the same time. In other words, the consequences of using a special platform are identified for each maturity stage.

The map provides the managers with insights into what kind of performance consequences they can expect by investing and realizing maturing stages through social media usage. Thus, the organizations will be able to take full advantage of social media capabilities to advance their performance goals. Another advantage of this research is helping the researchers to pay attention to the stages in social media usage that require more investigations to improve the business performance.

The findings of this study complement the SMSOG theory presented in Duane and O'Reilly (2012). In order to further develop this model, it is suggested to identify appropriate theories for use in future research for each level of maturity. In addition, identifying appropriate research methods for each level considering the nature of the social platforms used and the types of data generated on these platforms can be a potential direction for future research.

The study has dealt with the performance consequences of social media implementation in organizations. As examining the expected performance of social media usage is still a new field of research (Ananda, Hernández-García, & Lamberti, 2016), the conceptual map of the study can be the foundation for future studies in a variety of fields and industries because the results of empirical studies focused on different industries may show differences in performance consequences and levels of maturity. However, the study suffered from some limitations that could be considered in future studies. One of the limitations was the authors' judgment and interpretation of the papers' text. In other words, the interpretation of the results of the studies by the researchers can affect the results of the research. Thus, as long as the results of this study are not tested by other independent studies, they will remain hypothetical.

The suggestions provided in this study about the promised consequences for each maturity stage are not based on tests with empirical data. They are based on previous studies reported by researchers in the literature. Future researchers are recommended to empirically test the suggestions of this study concerning the relationship between the performance of a specific platform at each maturity stage as independent studies.

Moreover, the analysis and interpretation of the text do not necessarily show the beliefs and perceptions of the researchers; therefore, what has been reported has not been the researchers' beliefs and only shows the priority that previous researchers gave to reporting their scientific findings.

Knowing that social media usage will grow at an ever-increasing rate in organizations, one can consider examining its effect on performance at the growth stage. Thus, over time, more studies will focus on more mature organizations in social media usage. Thus, to complete the results of this study, future studies should prioritize the studies where organizations are focused on higher levels of growth model, especially the fifth stage. Additionally, examining the selected papers showed that since 2014, the number of papers examining stakeholders' engagement through social media has increased (Kapoor et al., 2018). Hence, it is suggested that future studies, especially the studies on the fourth stage of the SMSOG model, examine stakeholders' potentials for adaptation to social media.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Appendix I. Reviewed papers

SM = social media stage of growth, code = code of social media performance consequences.

N	Author(s) & Year	SM	Code	N	Author(s) & Year	SM	Code	N	Author(s) & Year	SM	Code
[1]	(Agnihotri, Kothandaraman, Kashyap, & Singh, 2012)	1	E-VCR	[61]	(Hugo & Lam, 2016)	3	E-DNP	[121]	(Odoom, Anning-Dorson, & Acheampong, 2017)	2	F-CRD
[2]	(Agostino & Sidorova, 2016)	3	E-DNP	[62]	(Huotari, Ulkuniemi, Saraniemi, & Mäläskä, 2015)	3	H-ICM	[122]	(Olsen & Christensen, 2015)	4	E-DNP
[3]	(Aguenza, Al-Kassem, & Som, 2012)	2	H-EPA	[63]	(Itani, Agnihotri, & Dingus, 2017)	4	E-VCR	[123]	(Oostervink, Agterberg, & Huysman, 2016)	3	E-ISA
[4]	(Ahmad et al., 2018)	4	C-BRN	[64]	(Janhonen & Johanson, 2011)	2	H-EFT	[124]	(Osatuyi, 2013)	1	E-ISA
[5]	(Al-Rahmi et al., 2018)	4	H-EST	[65]	(Jha & Sarangi, 2017)	1	E-DNP	[125]	(Paniagua & Sapena, 2014)	2	C-CUR
[6]	(Amidi et al., 2015)	1	E-ISA	[66]	(Jiang et al., 2016)	4	H-EST	[126]	(Parveen et al., 2015)	3	E-DNP
[7]	(Andzulis et al., 2012)	1	E-DNP	[67]	(Jones, Borgman, & Ulusoy, 2015)	3	F-RVN	[127]	(Parveen et al., 2016)	3	E-ISA
[8]	(Asur & Huberman, 2010)	2	E-DNP	[68]	(Jussila, Kärkkäinen, & Aramo-Immonen, 2014)	2	C-CUS	[128]	(Pitt et al., 2018)	4	H-EST
[9]	(Atmaca, Schoors, & Verschelde, 2017)	2	C-BRN	[69]	(Kaewkitipong, Chen, & Ractham, 2016)	3	C-CUS	[129]	(Pratono, 2018)	4	F-RVN
[10]	(Barber, Lam, Hodge, & Pavitt, 2018)	3	E-DNP	[70]	(Kamboj, Sarmah, Gupta, & Dwivedi, 2018)	5	C-BRN	[130]	(Price et al., 2018)	1	E-ISA
[11]	(Bashir & Papamichail, 2017)	4	E-DNP	[71]	(Kane, 2017)	3	H-ICM	[131]	(Quinton & Wilson, 2016)	4	H-EST
[12]	(Behringer & Sassenberg, 2015)	2	E-ISA	[72]	(Karjaluo, Mustonen, & Ulkuniemi, 2015)	3	C-CUR	[132]	(Ranginwala & Towbin, 2018)	3	E-DNP
[13]	(Benetoli, Chen, & Aslani, 2018)	2	E-ISA	[73]	(Kim & Johnson, 2016)	2	F-RVN	[133]	(Rapp, Beitelspacher, Grewal, & Hughes, 2013)	2	C-CUR
[14]	(Benitez, Castillo, Llorens, & Braojos, 2018)	4	E-DNP	[74]	(Kim, Bae, & Hastak, 2018)	1	E-ISA	[134]	(Rialp-Criado & Rialp-Criado, 2018)	3	E-ISA
[15]	(Benthaus et al., 2016)	3	C-BRN	[75]	(Kim & Kim, 2018)	3	F-RVN	[135]	(Risius & Beck, 2015)	3	F-RVN
[16]	(Bharati & Zhang, 2015)	3	E-ISA	[76]	(Kim et al., 2015)	3	F-RVN	[136]	(Robertson & Kee, 2017)	4	H-ICM
[17]	(Braojos, Benitez, & Llorens, 2019)	3	E-DNP	[77]	(Kim & Benbasat, 2012)	1	E-ISA	[137]	(Rodrigues, Oliveira, & Costa, 2016)	4	C-CUS
[18]	(Buratti et al., 2018)	4	C-CUS	[78]	(Kizildag et al., 2017)	3	F-RVN	[138]	(Roshan, Warren, & Carr, 2016)	3	H-EST
[19]	(Cade, 2018)	4	H-EST	[79]	(Kotsenas et al., 2018)	3	E-DNP	[139]	(Saboo, Kumar, & Ramani, 2016)	2	C-BRN
[20]	(Cai et al., 2018)	3	H-EPA	[80]	(Kuegler et al., 2015)	4	H-EST	[140]	(Sadovykh, Sundaram, & Piramuthu, 2015)	4	E-DNP
[21]	(Cao & Ali, 2018)	4	H-EFT	[81]	(Kwahk & Park, 2015)	3	E-ISA	[141]	(Schaupp & Bélanger, 2014)	3	E-DNP
[22]	(Cao, Guo, Vogel, & Zhang, 2016)	3	E-ISA	[82]	(Kwahk & Park, 2016)	3	H-EPA	[142]	(Schniederjans et al., 2013)	3	F-CRD
[23]	(Carr et al., 2014)	3	E-DNP	[83]	(Kwahk & Park, 2018)	4	E-ISA	[143]	(Scuotto et al., 2017)	3	F-RVN
[24]	(Chae, 2018)	2	C-CUS	[84]	(Kwayu, Lal, & Abubakre, 2018)	4	E-VCR	[144]	(Seliaman, 2013)	2	C-CUR
[25]	(Chan et al., 2018)	4	H-EST	[85]	(Lachlan, Spence, Lin, Najarian, & Del Greco, 2016)	2	C-CUR	[145]	(Seo & Park, 2018)	4	C-BRN
[26]	(Charoensukmongkol & Sasatanun, 2017)	4	C-CUS	[86]	(Lacoste, 2016)	3	C-CUR	[146]	(Shang et al., 2017)	3	E-ISA
[27]	(Cho, Schweickart, & Haase, 2014)	4	H-EST	[87]	(Lambić, 2016)	1	E-VCR	[147]	(Sharma & Kaur, 2017)	4	H-EST
[28]	(Chung et al., 2017)	5	E-VCR	[88]	(Langaro et al., 2018)	2	C-BRN	[148]	(Sigala & Chalkiti, 2015)	3	H-EPA
[29]	(Choo et al., 2015)	2	E-ISA	[89]	(Laroche et al., 2012)	2	C-BRN	[149]	(Simon, Goldberg, & Adini, 2015)	1	E-ISA
[30]	(Chung et al., 2018)	5	E-VCR	[90]	(Lau, 2017)	3	E-VCR	[150]	(Singaraju, Nguyen, Niininen, & Sullivan-Mort, 2016)	5	E-VCR
[31]	(Chung, Nam, & Koo, 2016)	2	E-ISA	[91]	(Laurell & Sandström, 2018)	3	E-DNP	[151]	(Steyn et al., 2010)	1	E-ISA
[32]	(Cordes, 2017)	3	F-RVN	[92]	(Lee, Shin, & Hong, 2018)	2	C-CUR	[152]	(Swani, Brown, & Milne, 2014)	1	C-BRN
[33]	(de Zubielqui, Fryges, & Jones, 2019)	3	E-DNP	[93]	(Lee & Choi, 2017)	2	C-CUR	[153]	(Swani et al., 2013)	1	E-ISA
[34]	(Demek, Raschke, Janvrin, & Dilla, 2018)	3	E-DNP	[94]	(Lee, Agrawal, & Choudhary, 2015)	1	E-ISA	[154]	(Tajudeen, Jaafar, & Ainin, 2018)	4	E-VCR
[35]	(Denyer et al., 2011)	2	H-EFT	[95]	(Leek, Canning, & Houghton, 2016)	5	E-VCR	[155]	(Tajvidi et al., 2018)	5	C-BRN
[36]	(Digmayor & Jakobs, 2014)	4	H-ICM	[96]	(Leonardi, 2014)	3	E-DNP	[156]	(Tajvidi & Karami, 2020)	4	C-CUR
[37]	(Dootson, Beatson, & Drennan, 2016)	1	E-ISA	[97]	(Leonardi, 2017)	3	E-DNP	[157]	(Tajvidi & Karami, 2021)	4	F-RVN
[38]	(Drummond et al., 2018)	4	H-ICM	[98]	(Li, 2017)	3	E-VCR	[158]	(Torres, Sidorova, & Jones, 2018)	4	H-EPA
[39]	(Duan, Yu, Cao, & Levy, 2016)	3	C-CUR	[99]	(Li, Wang, Lin, & Hajli, 2018)	3	E-ISA	[159]	(Trainor, 2013)	1	C-CUR
[40]	(Ellison, Steinfeld, & Lampe, 2011)	4	H-EST	[100]	(Lin et al., 2017)	4	F-RVN	[160]	(Trainor, Andzulis, Rapp, & Agnihotri, 2014)	2	C-CUR
[41]	(Engelstätter & Sarbu, 2013)	3	F-CRD	[101]	(Lin & Utz, 2017)	2	C-CUR	[161]	(Tsapeli, Musolesi, & Tino, 2017)	4	F-RVN
[42]	(Franco et al., 2016)	2	F-CRD	[102]	(Loehmer, Smith, McCaffrey, & Davis, 2018)	2	E-ISA	[162]	(Tursunbayeva, Franco, & Pagliari, 2017)	4	H-EST
[43]	(Galati, Crescimanno, Tinervia, & Fagnani, 2017)	4	C-BRN	[103]	(Loukis et al., 2017)	3	E-DNP	[163]	(van Zoonen, Verhoeven, & Vliegthart, 2017)	2	E-VCR
[44]	(Gamboa & Gonçalves, 2014)	2	C-CUS	[104]	(Lovejoy et al., 2012)	4	H-EST	[164]	(Vetráková et al., 2018)	3	H-ICM
[45]	(Gao & Feng, 2016)	4	C-BRN	[105]	(Lund, Cohen, & Scarles, 2018)	3	C-BRN	[165]	(Wang, Pauleen, & Zhang, 2016)	2	C-CUR
[46]	(Gensler, Völckner, Liu-Thompkins, & Wiertz, 2013)	3	C-BRN	[106]	(Ma & Chan, 2014)	3	E-ISA	[166]	(Wang & Kim, 2017)	2	C-CUS
[47]	(Geurin & Burch, 2017)	3	C-BRN	[107]	(Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013)	4	C-CUR	[167]	(Williams et al., 2018)	5	E-VCR
[48]	(Gilbert, 2016)	2	E-ISA	[108]	(Manetti & Bellucci, 2016)	4	H-EST	[168]	(Wu, 2016)	2	F-RVN
[49]	(Giunchiglia, Zeni, Gobbi, Bignotti, & Bison, 2018)	2	E-VCR	[109]	(Manika, Papagiannidis, & Bourlakis, 2017)	2	E-VCR	[169]	(Wu, 2013)	3	F-CRD
[50]	(Godey et al., 2016)	2	C-BRN	[110]	(Mäntymäki & Riemer, 2016)	4	E-DNP	[170]	(Wu et al., 2018)	4	H-EST

(continued)

N	Author(s) & Year	SM	Code	N	Author(s) & Year	SM	Code	N	Author(s) & Year	SM	Code
[51]	(Hagg, Dahinten, & Currie, 2018)	2	E-ISA	[111]	(McCaughey et al., 2014)	2	C-CUR	[171]	(Xiong et al., 2018)	3	E-DNP
[52]	(Hajli, 2014)	3	C-CUR	[112]	(McCosker, 2017)	4	H-ICM	[172]	(Zhong et al., 2012)	2	H-EFT
[53]	(Hajli & Sims, 2015)	3	C-CUR	[113]	(Mehmet & Clarke, 2016)	2	C-CUR	[173]	(Yadav & Rahman, 2017)	2	C-CUR
[54]	(Harden, 2012)	3	H-ICM	[114]	(Mohajerani, Baptista, & Nandhakumar, 2015)	2	C-CUR	[174]	(Yates & Paquette, 2011)	2	E-DNP
[55]	(Hollebeek, 2017)	3	C-CUR	[115]	(Moro, Rita, & Vala, 2016)	2	C-BRN	[175]	(Yoshida, Gordon, Nakazawa, Shibuya, & Fujiwara, 2018)	4	C-BRN
[56]	(Holliman & Rowley, 2014)	3	C-BRN	[116]	(Narangajavana, Fiol, Tena, Artola, & García, 2017)	3	C-CUS	[176]	(Xiang & Gretzel, 2010)	1	C-CUR
[57]	(Horton, Millo, & Serafeim, 2012)	2	F-RVN	[117]	(Nascimento & Da Silveira, 2017)	3	E-DNP	[177]	(Zheng & Zheng, 2014)	3	E-VCR
[58]	(Huang et al., 2013)	4	H-ICM	[118]	(Naudé, Zaeferian, Tavani, Neghabi, & Zaeferian, 2014)	3	F-RVN	[178]	(Zhou, Zhang, Yang, & Wang, 2018)	4	F-CRD
[59]	(Hudson, Huang, Roth, & Madden, 2016)	3	C-BRN	[119]	(Nguyen, Yu, Melewar, & Chen, 2015)	5	E-VCR				
[60]	(Hudson, Roth, Madden, & Hudson, 2015)	2	C-BRN	[120]	(Niedermeier et al., 2016)	2	C-CUR				

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