



**DETERMINANTS OF SOCIAL MEDIA ADOPTION WITHIN IDDIR'S INTERNAL
COMMUNICATION SYSTEM: IN CASE OF BIRHAN MEN'S IDDIR IN BOLE
ARABSA, ADDIS ABABA**

By: Lewegneh Edie

**A project Submitted to School of Commerce Presented in Partial Fulfilment of requirements
for the Degree of Master of Project Management**

Advisor: Wasihun Mohammed (Assistant Professor)

Addis Ababa University

Addis Ababa, Ethiopia

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Declaration

I, the undersigned, declared that this project is my own original work and has not been submitted to any other university. I have appropriately cited all sources of materials used in the project.

Declared by: Name: Lewegneh Edie

Signature: _____

Date: _____

Endorsement

**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
GRADUATE PROGRAM**

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Approved by Board of Examiners

_____ Advisor	_____ Signature	_____ Date
_____ Examiner	_____ Signature	_____ Date
_____ Examiner	_____ Signature	_____ Date

Abstract

The current communication system employed by Birhan Men's Iddir (BMI) in Bole Arabsa, Addis Ababa, is inefficient and ineffective, impeding its overall success. Considering these challenges, integrating social media into the internal communication system of BMI offers a promising solution. This study aimed to examine the factors affecting the implementation of social media in the internal communication system of BMI, during the project initiation phase. The study utilized a mixed-method approach, combining quantitative surveys of 66 participants and qualitative interviews with Iddir leaders, to gather insights from the participants. Quantitative analysis revealed a positive attitude toward social media, emphasizing perceived benefits and community demand, but also identified perceived security as a significant barrier. The correlation and regression analysis indicated that perceived benefits encourage adoption, while perceived security inhibits it. The qualitative data underscored the importance of organizational support in raising awareness and community demand for successful social media integration in BMI. The study concludes that addressing technological, organizational, and environmental factors is crucial for effective social media adoption in BMI, providing valuable insights for community-based organizations. This study adds to the existing body of knowledge on the subject by bridging the gap between tradition and technology.

Key words: *Social Media Adoption, Internal communication, Project Initiation Phase, Iddir, Technological Factors, Organizational Factors, Environmental Factors*

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Abbreviations /Acronyms

Abbreviations/Acronyms	Definition
BMI	Birhan Men's Iddir
CBOs	Community -Based organizations
PMI	Project Management Institute
AS	Adoption of Social Media
PB	Perceived Benefits
CO	Compatibility
PS	Perceived Security
FO	Formalization
CD	Community Demand
BP	Bandwagon Pressure

Chapter - One

Introduction

1.1 Background of the study

Due to its accessibility and user-friendliness, social media has been used more and more as an effective tool at the organizational and individual levels. Through the years, it has developed into a potent tool for promoting successful communication in the social, political, and economic domains of human existence.

Community-based organizations (CBOs) can greatly enhance intra-organizational communication by implementing social media throughout the project initiation phase of their communication system. Tools for effective collaboration include WeChat and WhatsApp, which have been found to be useful for managing complicated tasks and facilitating communication among a diverse team of members (Zhang et al. 2018), which can improve the efficacy of virtual cooperation. Setting project goals, roles, and responsibilities is critical during the project initiation phase, which is important.

According to PMI (2017), a project is a brief venture that is carried out with the intention of producing a special result, service, or product. Project management success and team appreciation can be enhanced by effectively managing relationships between team members and tools, tasks and tools, and team tasks through the use of social media (Zhang et al., 2018). Additionally, as social media usage increases, organizations including CBOs have the chance to improve service delivery, forge closer ties with stakeholders and communities, and bolster their brand (Honinah and Alhakimi, 2021).

The adoption of social media within organizations may encounter obstacles such as limited resources and cultural barriers, as highlighted by Naraine and Parent (2017) and Manzoor (2016). To reap the advantages of social media for internal communication during the project initiation phase, CBOs must address these issues.

In Ethiopia, Iddirs are traditional community-based organizations that have developed to offer a variety of services beyond their initial purpose of assisting with funeral rites and consoling the bereaved. Apart from their initial duties, they presently provide vulnerable groups in the community, like orphans and their caregivers, with financial, material, medical, emotional, and psychosocial support (Mekonnen, 2020). Moreover, Iddirs have actively supported community development initiatives and have been crucial in helping members with social and medical insurance (Amsalu, 2020). These Iddirs functions are primarily carried out through communication, and social media could be very helpful in this regard.

Building a solid foundation for the project's success during the project initiation phase requires clear and efficient communication within the Iddir system. To ensure that everyone is in agreement with the project's goals, schedule, and expectations and to minimize the possibility of miscommunication or misalignment, open and transparent communication is essential. Additionally, it makes it possible to identify possible risks and challenges early on, which promotes proactive risk management and problem-solving. Effective communication also helps Iddir members feel united and purposeful, which builds a solid foundation for cooperation and teamwork throughout the project's duration. In the end, this well-coordinated communication strategy creates the conditions for a fruitful project start and enables efficient project management.

Currently, the primary mode of communication utilized by Iddir is face-to-face and oral communication. However, this approach presents a number of challenges. For instance, there is no centralized record of communication which can result in misunderstandings or forgotten details. Additionally, conveying complex information via mobile voice messages is limited. Furthermore, when physical meetings are not feasible, coordinating becomes difficult. These challenges can hinder effective communication, leading to misunderstandings, inefficiencies, and missed opportunities.

The rapid advancement of technology in recent times has made it possible for creative methods to improve organizational communication during the project imitation phase. Technology integration with the Iddir's system has the potential to change how projects are planned, carried out, monitored, and evaluated. Digital communication platforms and mobile applications are examples of technological innovations that have the potential to produce significant benefits in terms of accountability, transparency, and efficiency (Feng et al. 2023).

There are a number of benefits to use technology in internal communications within an organization. By facilitating real-time information sharing, decision-making, and coordination, the use of technology tools, such as social media platforms, can improve communication and collaboration between Iddirs members and project planners. By streamlining administrative work, data collection, and reporting, automated systems can increase productivity. For evidence-based decision-making, resource allocation, and project evaluation, data analytics can offer insightful information. In addition, technology can improve accountability and transparency by providing tools for performance tracking, financial management, and audit trails.

The transformative potential of social media is emphasized by scholars who support its adoption in organizational communication within CBOs. According to Cochrane and Rhodes

(2013), they contend that social media can improve communication tactics and make it easier for purposeful communities of practice to emerge. Social media use is viewed as a way to promote community building, participation, democratization of voice, and dialogue (Macnamara & Zerfass, 2012).

On the other hand, researchers who advise against the mindless use of social media in corporate communications draw attention to possible inconsistencies between Web 2.0's openness and corporate strategy and management procedures (Macnamara and Zerfass, 2012). They point out that while social media can democratize communication, it may also introduce challenges in balancing openness with organizational objectives, control, and governance. (Nehme et al., 2021) also bring up concerns regarding professional roles and data privacy. Moreover, organizations may not always have an atmosphere of open communication or responsive leadership, which is necessary for the adoption of new technologies (Madsen, 2022).

In light of concerns raised by academics who argue that addressing ethical issues like data security and accessibility is essential to ensuring equitable and long-lasting benefits for all community members, this study primarily supports those who support the adoption of social media on the communication process of CBOs like Iddir.

Previous studies on the Iddir system have highlighted its positive effects on society, such as its usefulness as a risk-sharing and insurance mechanism, its ability to foster social interaction, the sharing of risks and the formation of friendships, its ability to settle disputes, its ability to share and use timely information efficiently, and its promotion of agricultural technologies (Yenehun, 2016; Teshome, 2014; Hussen et al., 2017). Nevertheless, there is a dearth of research on the use of social media to improve intra-organizational communication and improve the community-based organization system's operational capabilities. This is especially true when it comes to using social media to improve Iddir's communications and optimize its possible advantages.

As a result, the primary aim of this study is to close this knowledge gap by investigating and highlighting a few key factors that influence social media adoption in order to improve BMI's internal communication process during the project's initial phase. The Iddir system's capabilities could be made much more effective and efficient by incorporating technology into its communication channels.

To address the current issues with the Iddir communication system, social media communication must be adopted in addition to supporting the stakeholder's face-to-face and mobile voice communication. This study intends to shed light on investigating the determinant factors of social media adoption on intra-organizational communication of Iddir system at

project initiation phase, providing insightful analysis and practical suggestions for its effective deployment. In order to achieve this, it looks at the various forms of communication that are currently in use, how social media can be incorporated into organizational communication channels, and the advantages and drawbacks of doing so in relation to BMI. This study advances our knowledge of on determinant factors of adoption of social media platforms to enhance internal communication in CBOs such as the Iddir.

1.2 Background of Birhan Men's Iddir

The community-based organization Birhan Men's Iddir was established in 2010 Eth. C. The 82 individuals who constitute the Iddir group collaborate harmoniously in order to provide mutual assistance during challenging circumstances, which encompass both mourning and monetary hardships. The Iddir's members currently contribute about 200,000 Birr to its operating capital. With the help of this financial resource, BMI will be able to carry out projects and give its members the assistance they need. Three primary purposes are the focal points of Birhan Men's Iddir.

Financial Support: The Iddir provides financial support to its members in times of economic hardship or urgent financial needs. This assistance may take the form of loans in small extent when health problem happening.

Funeral Arrangements: Birhan Men's Iddir plays an essential role in supporting grieving families by helping to organize and finance funeral arrangements. This includes coordinating the logistics of the funeral service and providing financial assistance to cover the costs associated with the funeral.

Emotional Support: Birhan Men's Iddir not only offers financial assistance and funeral arrangements, but also prioritizes the emotional well-being of its members. In addition to providing support during times of grief, the association also organizes visits to grieving families for its members, with three consecutive nights of discussions and support aimed at helping them deal with their emotional pain and loss.

1.3 Statement of the Problem

The current communication system of BMI lacks efficiency and effectiveness, hindering the overall effectiveness and success of Iddir. The reliance on oral, face-to-face interactions and occasional mobile phone voice messaging can lead to inefficiencies, delays in information dissemination, and limited inclusivity. A comprehensive review of existing literature highlights the challenges faced by community-based institutions like Iddir, emphasizing issues such as

slow decision-making processes, limited access to relevant information, and difficulties in effective communication. Iddirs lack a well-organized system of communication or a formal structure; however, it is marked by a sense of unity, collective support, and camaraderie among its members. Research by (Abose, 2016) underlines the significance of addressing these challenges to enhance the overall effectiveness of Iddir in supporting its members and the community at large. This indicates that traditional methods are not aligning with the dynamic needs of the rapidly evolving socio-economic landscape of Ethiopia, necessitating a shift towards innovative and technology-based solutions.

The adoption of social media into the communication process has been taken as one alternative solution to cope with the challenge to get the potential benefits that could be achieved.

The traditional approach to Iddir communication process has long been rooted in conventional practices, often hindered by inefficiencies and limitations. A comprehensive review of existing literature highlights the challenges faced by community-based institutions like Iddir, emphasizing issues such as slow decision-making processes, limited access to relevant information, and difficulties in effective communication.

Munyoro et al.,(2022) discusses the transformative potential of technology in community development. The literature emphasizes the role of digital platforms and data-driven decision-making processes in streamlining project planning and execution for community-based organizations (Yehorchenkova & Yehorchenkov, 2020). Integrating technology into Iddir operations can improve resource allocation, enhance communication channels, and facilitate quicker decision-making. By bridging the gap between tradition and technology, this research has initiated to identify factors influencing the adoption of social media on Iddirs communication process in BMI.

1.4 Basic Research Questions

- 1) What are the current communication system and challenges of BMI?
- 2) How social media influence current communication system of BMI?
- 3) How technological factors affect the adoption of social media on communication system of BMI?
- 4) How organizational factors affect the adoption of social media on communication system of BMI?
- 5) How environmental factors affect the adoption of social media on communication system of BMI?

1.5 Objectives of the study

1.5.1 General objective of the study

The objective of the this study is to examine the determinant factors that impact the adoption of social media with the goal of enhancing communication process within BMI during the project initial phase.

1.5.2 Specific objectives of the study

- 1) To assess the effectiveness of current communication methods in BMI.
- 2) To assess the effect of adoption of social media in meeting BMI's communication needs.
- 3) To assess the effect of technological factors on adoption of social media within BMI communication system.
- 4) To assess the effect of organizational factors on adoption of social media in BMI communication system.
- 5) To assess the effect of environmental factors on adoption of social media in BMI communication system.

1.6 Significance of the Study

For Birhan Men's Iddir and Other Iddirs: The study will highlight the determinant factors of adopting social media into Iddir's communication system to improve efficiency and effectiveness, enhance decision-making and to have better communication and collaboration among members. This can ultimately contribute to the overall success of the Iddir community.

For Researchers: The study will provide an opportunity for further exploration of the relationship between Iddir system and communication technology. It can shed light on how communication technology can be effectively utilized in Iddir system and contribute to the existing body of knowledge in the field.

For Policy Makers: The study will offer insights into the modernization of indigenous institutions like Iddirs. It can demonstrate the potential of communication technology in improving the functioning of these institutions and provide recommendations for policy makers on how to support and promote the adoption technological innovations in the Iddir community. Overall, the study holds significance in both practical and academic contexts by highlighting the potential benefits of social media in Iddir communication system and providing valuable insights for both the Iddir community and broader stakeholders such as academicians and policy makers.

1.7 Scope of the study

The scope of the study for the study will encompass the following areas. From a geographical perspective, the research is centered on BMI, an Iddir situated in Bole Arabsa, Addis Ababa, Ethiopia. In terms of technology, the investigation delves into exploring a range of technologies that can be applied to communication system within an Iddir. The focus then narrows down to examining the communication system utilized by BMI, aimed at evaluating their present state and identifying areas where technological integration is possible. The interrelated components of this study provide a comprehensive analysis of the specific intricacies within BMI, potentially yielding implications for broader applications in similar contexts.

1.8 Limitations

The findings' generalizability could be one of the study limitations. The research is limited to BMI in Bole Arabsa, Addis Ababa, thus its conclusions might not be applicable to other Iddirs or communication system contexts in other places.

The study can encounter obstacles pertaining to limited resources. A thorough analysis of different technological tools and their effects on communication system would be necessary to investigate some of the determinant factors of for adoption of social media on BMI's communication system. It might be difficult to cover them all given the resources connected with this study.

1.9 Definition of Terms

Social media: It is a technological tool used to facilitate communication.

Technology: It is the knowledge, techniques, skills, methods, and processes used to produce goods and services. (Agar, 2020)

A project: A temporary endeavor undertaken to create a unique product, service, or result. (PMI, 2021)

Communication: The active process of exchanging information, which is foundational to the development, management, and efficient functioning of the organization (Evers et al., 2023).

Web 2.0: It is the second generation of the World Wide Web, which emphasizes user-generated content, usability, and interoperability for end-users. (Liu, Y., & Kim, K. , 2017)

Project initiation: It is the phase in which the nature and scope of a project are defined, strategic vision is set, and the groundwork for project planning is established. (Wood et al., 2018)

Indigenous Institution: It is any institution, structure, or organization that has its roots in the customs, traditions and cultural practices of a particular indigenous community.

Community Based Organization: It is a mechanism that encourages individuals to take control of different issues impacting their life; it can be economic, social, cultural, environmental or even political. (Prasad, 2023)

Iddir: Iddir is an Indigenous Institution that provides material and psychological assistance to the relatives of a deceased family member, arranging and facilitating a decent funeral ceremony for its members. (Yimer et al., 2015)

1.10 Organization of the Research Report

The research is divided into five chapters. A concise introduction to the study is provided in Chapter One, along with information on background of the study, background of BMI, statement of the problem, and significance of the study, basic research questions, objectives of the study, the scope of the study, and limitations and definitions of terms. Chapter Two focuses on reviewing relevant literature; Chapter Three describes the research methodology; Chapter Four presents the findings and discussion; and Chapter Five summarizes, concludes, and makes recommendations based on the findings.

Chapter- Two

Literature Review

2.1 Introduction

In this chapter, a comprehensive review of related literature is presented, encompassing theoretical aspect. The literature review serves as a guide and establishes a framework for the entire study. Data has been sourced from a variety of online resources, published journals, and unpublished reports.

2.2 Theoretical Review

2.2.1 Intra-organizational communication

Intra-organizational communication during the project initiation phase is critical for the success of community-based organizations (CBOs). The initiation phase is where the strategic and operational direction for the project is set by Siriram (2022) and effective communication is essential to ensure that all stakeholders have a clear understanding of the project objectives and requirements. In Ethiopia, the informal contractual relationship between indigenous CBOs and the community is based on trust and cultural values, yet power structures may inhibit community members from effectively overseeing CBO leaders (Dinbabo, 2014). Effective internal communication is necessary for collaboration among stallholders and allows the organization to function effectively (Titang, 2013).

Moreover, the emotional intelligence of project managers and team members can significantly improve internal communication within the project team (Belogradova & Antonova, 2021). Competencies such as "self-management" and "social awareness" are crucial for adapting to other people and enhancing communication effectiveness, which is particularly relevant in the diverse and often informal setting of a CBO.

The leadership's role in influencing the communication system within organizations is indeed pivotal. Leadership communication strategies are integral to shaping organizational behavior, fostering an environment conducive to creativity, growth, and effectiveness (Enyioko, 2021). Leaders in CBOs must be conscious of how their decisions and behaviors affect intra-organizational communication and, by extension, the success of the project initiation phase. Lastly, leadership plays a determinative role in shaping the communication system within organizations. Leaders can influence intra-organizational communication positively or negatively, and the communication system, in turn, affects perceptions of the leader and their effectiveness (Titang, 2013).

2.2.2 Social media

Social media facilitates information sharing and on-the-go communication. Social media can play a major role in internal communication within an organization by facilitating connections, collaboration, and knowledge sharing among stakeholders, irrespective of their geographical location.

According to Suresh and Mukherjee (2024), social media can improve intra-organizational communication by offering real-time interaction platforms that encourage stakeholder collaboration and a sense of community. Because these platforms facilitate quick information exchange and group problem-solving, they can be used to create Agile Knowledge Management Systems (Vadari & Kummamuru, 2010). Moreover, social media integration can result in communicational ambidexterity, or the capacity to handle user-generated and organizationally produced content with equal effectiveness (Huang et al. 2015).

The application of social media in corporate environments comes with benefits and drawbacks. On the one hand, it provides chances for improved cooperation and communication. However, there's also a chance that it could result in dangers like data corruption, privacy violations, and unapproved disclosure of private information (Hoang and Pishva, 2014)..

2.2.3 Technological factors that affect social media Adoption for Intra-organizational communication

The adoption of social media for intra-organizational communication within community-based organizations is influenced by various technological, organizational, and environmental factors. One of the key technological factors affecting this adoption is perceived benefits. These benefits may include the dissemination of basic information such as news and meeting schedules through social media can increase organizational visibility and audience engagement (Jiang, et al., 2024). Similarly, CBOs can leverage these platforms to keep their community informed and involved. Moreover, transparency in financial transactions, such as the disclosure of funds collected and withdrawn, can be a source of trust in the organization (Bego & Ymeraj, 2021). Social media can serve as a platform for CBOs to report on their financial activities, thereby enhancing the perception of transparency and accountability. This can contribute to restoring citizen trust, which is crucial for the public sector and, by extension; CBOs (Ramírez & Baidez, 2023 and Sigo, 2019) highlighted that perceived benefits positively influence the adoption of social media.

H1: Perceived benefits will affect adoption of Social Media in BMI positively.

Compatibility refers to the degree to which social media aligns with the organization's existing values, practices, and technological infrastructure (Doolin & Ali, 2008). When social media tools are perceived as compatible with an organization's values, they are more likely to be embraced because they resonate with the organization's culture and goals (Wilson et al., 2020). Moreover, the extent to which social media can be integrated with existing technologies affects its ease of adoption, as less integration effort is required when new tools fit well with the current technological ecosystem (Doolin & Ali, 2008). For community-based organizations, which often have specific missions and serve particular communities, the alignment of social media with organizational values is paramount. These organizations may prioritize social media platforms that facilitate engagement with their community and uphold their core principles (Honinah & Alhakimi, 2021).

H2: Compatibility will affect adoption of Social media within BMI positively.

Perceived security, which refers to the belief that the technology will not lead to harmful or unintended consequences, is crucial for organizations as it affects the willingness of senior managers and members to adopt smart phones and similar technologies for organizational purposes.

In the context of intra-organizational communication, the adoption of social media can be influenced by how secure volunteers feel using these platforms for communication. If volunteers perceive high levels of security in the social media platforms, they are more likely to use them for communication within the organization, which can lead to increased transparency and better relational outcomes (Men et al., 2023). Conversely, concerns about privacy and the risk of losing personal information can hinder the continuance use of social media (Ofori et al., 2016).

H3: Perceived security will negatively affect social media adoption within BMI.

2.2.4 Organizational factors that affect social media Adoption for Intra-organizational communication

The influence of organizational factors, particularly formalization, on the adoption of social media for intra-organizational communication within community-based organizations can be discerned from the broader literature on information and communication technology (ICT) adoption and organizational structure. Formalization, which refers to the degree of standardization of rules, procedures, and communication within an organization, has been recognized as a significant determinant in the adoption and utilization of new technologies (Bretschneider & Parker, 2016). In the context of social media use, organizations with greater rule standardization and clarity tend to exhibit higher levels of adoption across various

application domains (Bretschneider & Parker, 2016). This suggests that formalization can facilitate the dissemination of social media within community-based organizations by providing clear guidelines and expectations for its use, thereby reducing ambiguity and potential resistance among stakeholders.

Furthermore, the Technology Organization Environment (TOE) framework, as applied to zakat institutions, identifies formalization as a determinant factor for the adoption of social media applications (Abdullah et al., 2023). This framework could be extended to community-based organizations, indicating that formalization, achieved through structured training and management directives, can positively influence the adoption of social media for internal communication.

However, it is essential to acknowledge that an excessive level of formalization may impede flexibility and responsiveness, which are also crucial for the effective use of social media (Henderson & Salado, 2023). Therefore, while formalization can provide the necessary structure for adoption, it must be balanced with the need for adaptability in the dynamic environment of social media.

H4: Formalization will positively affect social media adoption within BMI.

2.2.5 Environmental factors that affect social media Adoption for Intra-organizational communication

The adoption of social media for internal communication within CBOs can be influenced by various environmental factors, including community demand and bandwagon pressure. Community demand refers to the needs and expectations of the community that the organization serves, which can drive the organization to adopt new technologies to enhance communication and service delivery (Hamilton et al., 2018).

In the case of CBOs, community demand can be a crucial factor as these organizations often work closely with specific populations and strive to meet their needs effectively. If the community expresses a preference for social media as a means of communication and engagement, CBOs may be more inclined to adopt these platforms to maintain relevance and ensure effective communication with their stakeholders (Hamilton et al., 2018).

H5: Community demand will positively influence social media adoption within BMI.

On the other hand, bandwagon pressure is the influence exerted by trends and the actions of peer organizations, which may lead a CBO to adopt similar technologies to avoid falling behind (Honinah & Alhakimi, 2021, Solomon, 2018) highlighted that competitive pressure affect an organization's decision to adopt social media.

However, the literature suggests that bandwagon pressure may not always be a significant factor in the adoption of social media. For example, in a study of NGOs in Yemen, bandwagon pressure was found to be the only factor out of the six Technology-Organization-Environment factors that did not have a significant role in social media adoption (Honinah & Alhakimi, 2021). This indicates that while bandwagon pressure might be present, it does not necessarily lead to the adoption of new technologies within all organizational contexts.

H6: Bandwagon pressure will positively influence social media adoption within BMI.

2.2.5 Application of social media Adoption on enhancing Intra-organizational communication

The application of social media has been found to positively affect intra-organizational communication within community-based organizations (CBOs). Social media platforms offer a convenient and instant medium for communication, allowing for the sharing of pictures and videos, which can enhance the flow and effectiveness of internal communication (Salem, 2019). Moreover, social media facilitate instantaneous, two-way, and cost-effective communication, which is crucial for contemporary organizations, including CBOs (Grawe et al., 2023).

However, the effectiveness of social media in internal communication is contingent upon the presence of social media policies, compliance with these policies, and organizational support (Grawe et al., 2023). Without these elements, the use of social media can be ineffective. Additionally, while social media can significantly contribute to organizational resilience, organizations may not be fully leveraging social media's potential, as indicated by emergency-response organizations in Seoul, which found their use of social media in crisis situations to be unsatisfactory (Aba & Makinde, 2023).

In the context of CBOs specifically, social media's role in creating environmental awareness through community education has been recognized, although its use has been minimal. There is potential for social media to serve as a social learning environment, which could be enhanced through capacity building and open online communication (Waititu, 2021). This suggests that with the right strategies and support, social media can indeed enhance intra-organizational communication within CBOs. Yemer & Wassie (2020) pointed out that adoption social media positively affected communication.

2.3 Empirical studies

Table 1: Summary of past empirical studies

Studies	Country	Data	Major Findings
Perceived benefits			
Arshad & Akram, 2018	Saudi Arabia	Online survey was distributed to 661 CEO and Owner-managers responses were collected (326 from Pakistan and 335 from KSA)	Perceived benefits of social media play a mediating role in the relationship between social media features and social media adoption
Compatibility			
Zolkepli & Kamarulzaman, (2015)	Malaysia	Online survey questionnaires were distributed with 428 respondents.	Compatibility is one of the factors to increase the adoption of social media.
Perceived security			
Matemba & Li, 2018	South Africa	Online survey was conducted for a sample of 212 respondents	Trust, security, and privacy, which directly or indirectly may motivate people to adopt the technology
Formalization			
Bretschneider & Parker, 2016	USA	Online survey was conducted for 1100 respondents in organizations	Organizations with greater rule standardization and rule clarity have higher levels of social media use over a wider array of application domains.
Community Demand			
Honinah & Alhakimi, (2021)	Yemen	A survey was conducted with 96 officers in charge of communication or public relations, project officers, senior managers, and chief executive officers. from 11 local NGOs	The community demand factor has a positive role in social media adoption.
Bandwagon Pressure			
Ahmad, Abu Bakar, & Ahmad, 2019	UAE	Online survey was conducted with a total of 144 respondents	Many organizations had adopted social media as a result of bandwagon pressure.

Adoption of Social Media			
Koori et al., 2018	Kenya	A survey was conducted with 132 respondents of workers in Saccos	The social media communication usage, knowledge sharing, information search and social media advertisement are positively and significantly related with organizational performance

The existing literature provides valuable insights into the adoption of social media within organization to aid communication better on community-based organizations but there are several knowledge gaps that warrant further investigation on adoption of social media on Iddirs. First, there is a need for more research on the specific types of Social media plat forms that are most effective in enhancing organizational communication in the context of Iddir. In addition, the impact of adoption of social Medias on organizational communication outcomes during project imitation phase, such as success rates and stakeholder satisfaction, requires further exploration.

Furthermore, the role of organizational factors such as leadership support and members training in maximizing the benefits of technology in Iddir's functioning remains understudied. Future research should also consider the potential challenges and barriers associated with the adoption and impact of other technology in Iddir's functions as well as strategies to overcome these challenges.

In conclusion, this literature review highlights the theory related to the investigation of determinant factors of adoption of social media within organizational communication in community based organizations mainly in developed countries and Far East countries. On other hand literatures on adoption of social media in Ethiopian context focused on political, educational, health and mainly on market sector and over locked specifically the focus of this study related to adoption of social media for Iddir to enhancing intra-organizational communication which has substantial effect to give the societal advantages and its expected role for the members at large for the community.

2.4 Conceptual Framework

The diagram of the conceptual framework offers a visual depiction of the proposed relationships and interactions among the variables in the study. It is expected that the independent variables, technological, organizational and environmental factors will have

influence on the dependent variables, on adoption of social media and on Iddir internal communication enhancement. The following model is adopted from Sharif et al., (2017) and modified according to the context since it is prepared for the purpose empirically evaluating both dependent and independent variables are.

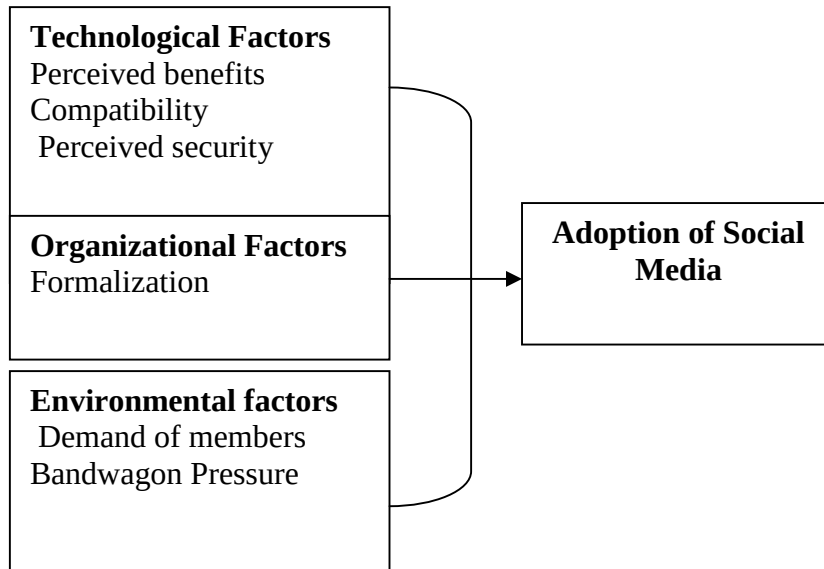


Figure 2.1 Conceptual frameworks (Source: Sharif et al., (2017))

Chapter-Three

Research Methodology

This chapter presents the research methodology used in the study. It discusses the research design and approach, population, sample and sample techniques, data collection methods and sources, data analysis, validity and reliability and ethical consideration.

3.1 Research Design and approach:

According to Grey (2021) explanatory studies seek to ask ‘why’ and ‘how’ questions. . Explanatory research looks for causes and relationship. Explanatory studies are characterized by research hypotheses that specify the nature and direction of the relationships between or among variables being studied. Research design is indeed selected based on the purpose of the study, as it is a foundational strategy that guides the researcher in planning and conducting the research (Abutabenjeh & Jaradat., 2018).

The purpose of this study is to investigate the determinant factors of adopting social media within BMI's communication. Therefore, undertaking an explanatory mixed sequential research design is a prudent decision. Explanatory research looks for causes and reasons and provides evidence to support or refute an explanation. It is conducted to discover and report some relationships among different aspects of the phenomenon under study.

Furthermore, combining both qualitative and quantitative approaches in the study strengthens its methodological rigor. The use of qualitative methods in the form of semi structured open-ended interviews provides a detailed understanding of the experiences, viewpoints, and attitudes of the leaders of the BMI. This depth of insight is essential for capturing the nuances associated with the impacts of technology.

A quantitative method in the form of a questionnaire survey is employed to gather data from members of BMI. This approach offers the advantage of allowing for the measurement and statistical analysis of variables related to determinants of adopting social media within BMI's communication system, thereby providing a broader perspective. By combining qualitative and quantitative data, this study is adopted a comprehensive and triangulated approach, where the strengths of one method compensate for the limitations of the other. The integration of both types of data can enable a more holistic understanding of the complex interplay between social media and intra-organizational communication within BMI, ultimately contributing to a well-rounded and credible research outcome.

3.2 Population, Sample and sampling technique:

This study is centered on the members and leaders of BMI, who possess extensive knowledge and experience in Iddir and are affiliated with BMI. The participants in this research are BMI members and leaders from diverse backgrounds. The BMI itself has a total of 82 members who actively engage with the organization. The study aims to use stratified sampling technique by taking 66 members and purposive sampling technique by taking 3 Iddir's leaders, as there are less than 100 members.

3.3 Data Collection Methods and Sources:

The primary data is collected through the application of survey and interview methods. The survey variables is measured using a five-point Likert scale ranging from 1 to 5, with 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree, and 5 representing strongly agree (Likert, 1932). Qualitative data is acquired through semi structured open-ended interview questions through phone. As previously described in section 3.2, the primary source of data were the members and leaders of BMI. Interviews are conducted with all BMI leaders to obtain detailed information. The data collected was analyzed using both descriptive statistics and qualitative data. The qualitative information obtained from the interview method was integrated with the quantitative data during the analysis stage.

3.4 Data Analysis:

The organization and importation of data is conducted by organizing the qualitative interview data into the SPSS Statistics 25 software, a widely utilized tool among social scientists and related professionals for statistical analysis. Descriptive statistics such as frequency, percentage, mean and standard deviation is used. Descriptive statistics is used mainly to understand the respondent demographic characteristics. Summarized descriptive data were presented in the form of a frequency table, cumulative percent, percentage, and figures.

The study is used correlation and multiple regressions data analysis tools. The Pearson Correlations coefficient analysis method is used to examine the relationship between explanatory independent variables such as technological, organizational and environmental factors with dependent variable adopting social media and the relationship among independent variables. Multiple regression analysis is used to test the research hypothesis and investigate the impact of independent variables on the dependent variable.

Regression function

The multiple regression equation is done based on two variables. These are independent and dependent variables.

Table 2: summary of multiple regression variables

Independent Variable	Dependent Variable
Perceived communication benefits(X_1)	Adopt of social media on Iddir's communication system (Y)
Compatibility (X_2)	
Perceived Security(X_3)	
Formalization (X_4)	
Community Demand (X_5)	
Bandwagon pressure (X_6)	

Proposed multiple regression model

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \varepsilon$$

Where Y is the dependent variable Adoption of social media on BMI's communication system

X_1 , X_2 , X_3 , X_4 , X_5 and X_6 are the explanatory variables.

β_0 , β_1 , β_2 , β_3 , β_4 , β_5 and β_6 refer to the coefficient of their respective independent variables.

ε is other factors affecting the adoption of social media on Iddir's communication system that are not included in the model.

3.5 Validity and Reliability

In the case of investigating the impacts of adopting social media within BMI internal communication, the following are the validity and reliability considerations:

3.5.1 Validity:

The study emphasizes content validity with experts by examining impacts of adopting social media within BMI internal communication, designing research questions and methodology to address this specific topic. Beside this literature review is conducted by focusing on impacts of adopting social media within CBOs internal communication and adopted research questions and from researcher who conduct similar study. In addition diagnostic tests for classical linear multiple regression assumptions is conducted. Finally internal validity is maintained by controlling factors like organizational culture, leadership, and resources that may impact the internal communication.

3.5.2 Reliability:

1. **Test-retest reliability:** the study is used consistent measures and methods across multiple time points to ensure that the results are reliable.
2. **Internal consistency reliability:** The study is utilized dependable and accurate measures to guarantee that the information gathered is consistent and dependable. To ensure inter-rater reliability, the Cronbach Alpha method is used to make reliability coefficient value 0.7 or higher.

3.6 Ethical Considerations:

Undertaking this research, ethical considerations are of the utmost significance. Prior to engaging in interviews or distributing questionnaires, obtaining informed consent from all participants is a dedicated priority. To ensure the confidentiality and anonymity of the collected data, unique identifiers are assigned, thereby preserving the privacy of the individuals involved. This research endeavors strictly adhere to ethical guidelines, prioritizing the protection of participants' rights and privacy throughout the entirety of the research process.

Chapter – Four

Data analysis and presentation

This section presents the study's findings, which include a quantitative analysis of the data using IBM SPSS version 25 software and a qualitative analysis of the data gathered from interviews with Iddir leaders. This chapter's main goals are to present the data, have additional discussion, and offer interpretation. The response rate leads the findings, which are then followed by demographic details. The analysis of reliability results and descriptive analysis are then covered. The analyses of correlation and multiple regressions are then shown. Following a discussion and reporting of the hypothesis test results, qualitative data analysis is done.

4.1 Response rate

An 80.5% response rate was obtained from the 68 questionnaires that were collected and only 66 that were utilized for analysis out of the 82 that were given to respondents. Story and Tait (2019) recommended that a response rate of at least 40% be used for good survey research, with a margin of error of no more than 5%. This response rate met their recommendation.

4.2 Demographic Characteristics

Table 3: Demographic characteristics of respondents

Demographic Variables	Categories	Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Male	47	71.2	71.2	71.2
	Female	19	28.8	28.8	100.0
	Total	66	100.0	100.0	
Age	Less Than 30	10	15.2	15.2	15.2
	30-40 years	23	34.8	34.8	50.0
	41-50 years	11	16.7	16.7	66.7
	Above 50 years	22	33.3	33.3	100.0
	Total	66	100.0	100.0	
Experience with Iddir	Bellow 5 Years	19	28.8	29.7	29.7
	5-10	16	24.2	25.0	54.7
	11-20	3	4.5	4.7	59.4
	21-30	7	10.6	10.9	70.3
	Above 30 years	19	28.8	29.7	100.0
	Total	64	97.0	100.0	
	Missing	2	3.0		
	Total	66	100.0		

Educational status	Secondary School	12	18.2	18.2	18.2
	Diploma	14	21.2	21.2	39.4
	1st Degree	14	21.2	21.2	60.6
	Masters- Degree	6	9.1	9.1	69.7
	Other	20	30.3	30.3	100.0
	Total	66	100.0	100.0	
Ownership of Smartphone	Members with Smartphone	56	84.8	84.8	84.8
	Members with no Smartphone	10	15.2	15.2	100.0
	Total	66	100.0	100.0	
Usage of Social Media	Members who are using social media	50	75.8	75.8	75.8
	Members who are not using social media	16	24.2	24.2	100.0
	Total	66	100.0	100.0	
Experience with Social Media	Less than 1 years	5	7.6	9.4	9.4
	1-5	13	19.7	24.5	34.0
	Above 5 years	35	53.0	66.0	100.0
	Total	53	80.3	100.0	
	Missing	13	19.7		
	Total	66	100.0		

Source: own survey, 2024

The table displays the demographic details of the participants, encompassing gender, age, education level, experience with Iddir and social media, Smartphone ownership, and social media usage. Analysis of the data in the table indicates that 71.2% of the respondents were male, while 28.8% were female. This suggests a higher participation of males in the study, reflecting the predominantly male composition of the Iddir and its members. The second demographic aspect examined was the age distribution of the respondents, with 15.2% below 30 years old, 34.8% aged in the 31-40 age range, 16.7% falling in the 41-50 age range, and 33.3% aged above 51 years.

The table demonstrates that the third demographic characteristic examined was the respondents' experience with Iddir. The data analysis shows that 28.8% of participants had less than five years of Iddir experience, 24.2% had between 5 to 10 years of experience, 4.5% had 11 to 20 years of experience, and 10.6% had 21 to 30 years of experience. Regarding educational background, 18.2% had a secondary education level, 21.2% had a diploma, 21.2% had a

bachelor's degree, 9.1% had a master's degree, and 30.3% had other educational levels. In terms of Smartphone ownership, 84.8% of respondents owned a Smartphone, while 15.2% did not. Additionally, 75.8% were social media users, and 24.2% were not. Lastly, the analysis indicated that 7.6% had less than one year of social media experience, 19.7% had 1-5 years of experience, and 53.0% had over 5 years of social media experience.

4.3 Reliability and Validity Analysis

Table 4: Reliability Test (Cronbach's Alpha)

No	Factors of the proposed research Model	Cronbach's Alpha	N of Items
1	PB	0.914	5
2	CO	0.787	3
3	PS	0.849	3
4	FO	0.908	3
5	CD	0.745	3
6	AS	0.944	3
7	BP	0.830	4
Collective Cronbach's Alpha Value		0.902	24

Source: Own Survey, 2024

According to Semdit et al. (2013), a reliability test score above 0.9 is considered excellent, between 0.8 and 0.89 is good, and between 0.7 and 0.79 is adequate. The analysis of Table 3 reveals that the Adoption of social media, Perceived benefits, and Formalization of the organization show excellent reliability. This suggests that respondents provided consistent answers to these aspects. In contrast, the reliability scores for the independent variables Perceived security and Bandwagon Pressure are classified as good, while Compatibility and community demand have adequate reliability. The lower reliability of Compatibility and community demand indicates that respondents gave inconsistent responses to these variables.

Validity Test

To ensure content validity in a study on the adoption of social media within Iddir's internal communication, a thorough review of relevant literature was conducted. Pilot testing of the questionnaire was employed to detect any doubts or inconsistencies and previously validated questions by researchers (Sharif, 2015) and Santana & Martens (2021) were utilized.

Furthermore, diagnostic tests for classical linear multiple regression assumptions, including Normality, Multicollinearity, and Heteroscedasticity, were conducted to verify the validity of study parameters and safeguard against misleading results. In addition, to check for the validity of the study parameters and to guard the study from spurious results, the researcher performed

diagnostic tests for classical linear multiple regression assumptions such as test for Normality, Multicollinearity and Heteroscedasticity.

4.4 Descriptive Analysis

In this section, the variable were thoroughly examined and discussed through descriptive analysis. Frequency, percentage, average, and standard deviation were utilized to provide a detailed description of each variable.

Perceived Benefits

Analyzing the data from Table 5, we observe a consistent positive perception among respondents towards the perceived benefits of social media adoption within BMI's communication system. Each statement, ranging from increased communication among members to enhanced reputation for both the Iddir and its leaders, garnered mean scores above 3.75, indicating agreement or strong agreement among respondents. Despite minor variations in standard deviations, which reflect the degree of dispersion in responses, the general trend suggests a favorable outlook towards the potential advantages offered by social media integration.

The grand mean, averaging 3.92, consolidates these individual perceptions, providing an overarching view of the collective sentiment towards social media adoption within the Iddir's internal communication system. This moderate grand mean underscores the overall positive attitude among respondents regarding the perceived benefits of utilizing social media platforms. It signifies recognition among respondents of the potential for social media to enhance communication dynamics, information flow, and organizational reputation within the Iddir, particularly within the context of Addis Ababa's evolving digital landscape.

Table 5: Descriptive statistics for Perceived Benefit

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	The use of social media would increase the amount of communication between the Iddir's leaders and members.	1.5%	7.6%	13.6%	33.3%	42.4%	1.01	4.09
2	The social media would increase the amount of information the members are able to give to the leader.	1.5%	7.6%	18.2%	36.4%	34.8%	1.00	3.97

3	The use of Social media would enable Iddir members to communicate more with leaders.	3.0%	4.5%	19.7%	45.5%	27.3%	0.96	3.89
4	The Iddir would be highly regarded by the members if it is used social media.	3.0%	7.6%	22.7%	31.8%	31.8%	1.07	3.84
5	The use of Social media would enhance the Iddir leaders' reputation.	6.1%	4.5%	19.7%	43.9%	25.8%	1.07	3.79
Grand mean								3.92

Source: own survey, 2024
Compatibility

The provided descriptive statistics offer a comprehensive insight into respondents' perceptions regarding the compatibility of social media adoption within BMI's communication system. Statement 1, assessing the compatibility of social media with the organization's information technology infrastructure, garnered a mean of 3.51 with a standard deviation of 0.84. This suggests a moderate agreement among respondents regarding the alignment of social media adoption with the technological capabilities of the Iddir, indicating a favorable perception regarding compatibility. Statement 2, which evaluates the consistency of social media benefits with the Iddir's values, obtained a mean of 3.48 and a standard deviation of 0.79, reflecting a similar level of agreement among respondents. This implies that respondents perceive social media benefits as largely congruent with the core values upheld by the Iddir, indicating a positive alignment between social media adoption and organizational values.

Furthermore, Statement 3 delves into respondents' attitudes towards social media within the Iddir, yielding a mean of 3.44. This suggests a relatively high level of agreement among respondents regarding the favourability of attitudes towards social media adoption within the organization. The grand mean, averaging 3.48, consolidates these individual perceptions, indicating an overall moderately positive sentiment towards the compatibility of social media adoption within the BMI's communication system. This suggests a collective recognition among respondents of the potential compatibility between social media platforms and the organization's technological infrastructure and values, underscoring the importance of considering technological factors, such as compatibility, in driving social media adoption within Iddir.

Table 6: Descriptive statistics for Compatibility

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	Social media adoption is combatable with our information technology infrastructure (e.g. Broadband availability).	1.5%	9.1%	31.8%	45.5%	7.6%	0.84	3.51
2	The benefits of social media are consistent with the Iddir's value.	1.5%	4.5%	47.0%	36.4%	9.1%	0.79	3.48
3	Attitude towards social media in our Iddir is favourable.	1.5%	1.5%	54.5%	28.8%	9.1%	0.76	3.44
Grand mean								3.48

Source: own survey, 2024

Perceived Security

The descriptive statistics presented in Table 7 provide insights into the perceived security factors influencing the adoption of social media within BMI. The mean and standard deviation (SD) values offer a comprehensive understanding of the respondents' perceptions regarding various statements related to security concerns. On average, the participants exhibit a moderate level of agreement (mean = 3.05) towards the statements, indicating a nuanced perspective on the security implications of utilizing social media within the Iddir's communication system. However, the standard deviations reveal a notable dispersion in responses, suggesting diverse viewpoints among the respondents.

Analyzing each statement individually sheds further light on the specific concerns regarding perceived security within the Iddir. For instance, regarding the potential misuse of information submitted on the Iddir's social media platform, respondents express a relatively high level of agreement (mean = 3.08) with a moderate standard deviation (SD = 1.23). Similarly, concerns about negative use and unethical utilization of information receive considerable agreement (mean = 3.06 and SD=3.02, respectively) with slightly varying levels of dispersion (SD = 1.26 and mean=1.21, respectively). These findings underscore the importance of addressing security apprehensions to enhance the adoption of social media within the Iddir's communication framework, aligning with the study's objective to evaluate the impact of perceived security on technological adoption within this specific context.

Table 7: Descriptive statistics for Perceived Security

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	Information submitted on Iddir's social media could be misused.	15.2%	16.7%	22.7%	36.4%	9.1%	1.23	3.08
2	Information submitted on Iddir's social media could be used in a negative way.	16.7%	16.7%	16.7%	40.9%	7.6%	1.26	3.06
3	Members are concerned that information submitted on Iddir's social media could be used in unethically.	15.2%	15.2%	30.3%	28.8%	9.1%	1.21	3.02
Grand mean								3.05

Source: own survey, 2024

Formalization

The descriptive statistics provided in Table 8 offer valuable insights into the organizational factors, specifically formalization, influencing the adoption of social media within BMI. The mean and standard deviation (SD) values illuminate the respondents' perceptions regarding various statements related to formalization within the Iddir's communication system. The grand mean of 2.77 indicates a moderate level of agreement among the participants, reflecting a balanced stance on the presence of formal structures and procedures governing social media activities within the Iddir. However, the standard deviations reveal some degree of variability in responses, suggesting differing opinions among the respondents regarding the organizational setup for social media adoption.

Analyzing each statement individually provides further insights into the specific aspects of formalization within the Iddir. For instance, regarding the existence of a committee for social media activities, respondents demonstrate a moderate level of agreement (mean = 2.80) with a relatively low standard deviation (SD = 1.22), indicating a somewhat cohesive perception regarding this organizational aspect. Similarly, perceptions regarding the presence of operating rules and procedures for social media activities and formal procedures and guidelines for evaluating new social media initiatives exhibit comparable mean scores (2.75 for both), with consistent levels of dispersion (SD = 1.23 and 1.19, respectively). These findings underscore the importance of formal organizational structures in facilitating the adoption of social media

within the Iddir's communication system, aligning with the study's objective to assess the impact of formalization on technological adoption during the project's initial phase.

Table 8: Descriptive statistics for Formalization

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	BMI has committee for social media activities.	15.2%	27.3%	27.3%	16.7%	10.6%	1.22	2.80
2	BMI has operating rules and procedures for social media activities.	18.2%	24.2%	24.2%	21.2%	7.6%	1.23	2.75
3	BMI has formal procedure and guidelines to evaluate new social media initiative and ideas in the Iddir.	15.2%	27.3%	28.8%	15.2%	9.1%	1.19	2.75
Grand mean								2.77

Source: own survey, 2024

Community Demand

The descriptive statistics provided in Table 9 offer valuable insights into the perception of community demand regarding the adoption of social media within BMI. Across the three statements evaluated, the mean scores range from 3.38 to 3.77, indicating a generally positive attitude towards the utilization of social media within the community. Specifically, statement 1 garnered the highest mean score of 3.77, suggesting a relatively strong agreement among respondents. Conversely, statement 2 received a slightly lower mean score of 3.38, indicating a somewhat lower level of agreement compared to the other statements. However, even with this variance, the overall trend portrays a favourable disposition towards the integration of social media into the communication system of BMI.

Furthermore, the standard deviations (SD) associated with each statement range from 0.82 to 0.98, suggesting relatively consistent responses among the respondents. This consistency indicates a degree of homogeneity in the perception of community demand regarding social media adoption within the IDDIR. The grand mean of 3.51 reflects the average agreement level across all three statements, indicating a moderate to high overall endorsement of social media integration within the IDDIR's communication framework. These findings provide a foundation for understanding the prevalent attitudes and expectations surrounding the utilization of social media as a communication tool within the specific context of BMI, thereby contributing to the

broader investigation into the determinants of social media adoption in community-based organizations.

Table 9: Descriptive statistics for Community Demand

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	The members expect Iddir to use social media.	1.5%	1.5%	33.3%	45.5%	18.2%	0.82	3.77
2	The Iddir members are actively using social media.	4.5%	7.6%	45.5%	27.3%	13.6%	0.98	3.38
3	The members will be using social media in the near future.	4.5%	7.6%	39.4%	36.4%	9.1%	0.94	3.39
Grand Mean								3.51

Source: own survey, 2024

Bandwagon pressure

The descriptive statistics presented in Table 10 shed light on the perception of bandwagon pressure concerning the adoption of social media within BMI. Across the four statements examined, the mean scores range from 2.73 to 3.89, illustrating varying levels of agreement among respondents. Statement 1, "Most Iddirs don't use social media," garnered the highest mean score of 3.89, indicating a strong agreement among participants. This suggests that there is a prevailing perception within the community that social media is not widely utilized among Iddirs. Conversely, statement 4, "Iddirs in our areas use social media," received the lowest mean score of 2.73, indicating a comparatively lower level of agreement among respondents. This suggests that there is fewer consensuses regarding the extent to which Iddirs within the vicinity utilize social media.

Furthermore, the standard deviations (SD) associated with each statement range from 0.96 to 1.22, indicating some variability in respondents' perceptions across the statements. This variability suggests that there may be differing opinions or levels of awareness regarding the extent of social media adoption among Iddirs and local businesses in the area. The grand mean of 3.06 reflects the average agreement level across all four statements, indicating a moderate overall endorsement of the influence of bandwagon pressure on social media adoption within the Iddir's communication system. These findings provide valuable insights into the prevailing perceptions of bandwagon pressure and its potential impact on the adoption of social media

within BMI, contributing to a deeper understanding of the determinants of social media adoption in Iddirs.

Table 10: Descriptive statistics for Bandwagon pressure

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	Most Iddirs don't use social media.	3.0%	4.5%	19.7%	45.5%	27.3%	0.96	3.89
2	Local businesses in surrounding locations typically use social media.	15.2%	27.3%	28.8%	18.2%	10.6%	1.21	2.82
3	Most of Iddirs use social media	15.2%	28.8%	27.3%	16.7%	10.6%	1.22	2.78
4	Iddirs in our areas use social media	18.2%	27.3%	25.8%	21.2%	7.6%	1.21	2.73
Grand Mean								3.06

Source: own survey, 2024

Adoption of Social Media

The descriptive statistics provided in Table 11 offer valuable insights into the adoption of social media within BMI, focusing on communication platforms. Across the three statements evaluated, the mean scores range from 4.00 to 4.05, indicating a consistently high level of agreement among respondents regarding the intention to use social media for following Iddir activities. Statement 1, "I predict I would use social media to follow Iddir activities," and statement 2, "I plan to use social media technologies for Iddir activities," both received mean scores of 4.05 and 4.03, respectively, reflecting strong agreement among respondents. Similarly, statement 3, "I intend to use social media to follow Iddir activities," received a slightly lower mean score of 4.00, indicating a slightly lower but still substantial level of agreement.

Furthermore, the standard deviations (SD) associated with each statement range from 0.99 to 1.10, suggesting relatively low variability in respondents' perceptions across the statements. This consistency implies a high degree of certainty or confidence in respondents' intentions to utilize social media for following Iddir activities. The grand mean of 4.03 reflects the average agreement level across all three statements, indicating a robust consensus among respondents regarding the adoption of social media as a communication platform within BMI. These findings underscore the significance of social media in meeting the communication needs of the

Iddir, aligning with the broader objective of enhancing the communication process within the organization during its initial project phase.

Table 11: Descriptive statistics for Adoption of Social Media

No	Statements	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	SD	Mean
1	I predict I would use the social media to follow Iddir activities	1.5%	9.1%	9.1%	42.4%	36.4%	0.99	4.05
2	I plan to use social media technologies Iddir activities.	3.0%	10.6%	7.6%	36.4%	40.9%	1.10	4.03
3	I intend to use the social media to follow Iddir activities	1.5%	9.1%	12.1%	40.9%	34.8%	1.00	4.00
Grand Mean								4.03

Source: own survey, 2024

The analysis of mean values and standard deviations across the seven variables provides crucial insights into the determinants of social media adoption within BMI's internal communication system. Topping the list, "Adoption of Social Media" emerges with the highest mean score of 4.03, signifying a strong consensus among respondents regarding the inclination to adopt social media for communication within the Iddir. This robust endorsement suggests that social media is perceived as a highly favourable platform for enhancing communication processes within the organization. Moreover, the relatively low standard deviation of 0.98 indicates a high degree of agreement among participants, underscoring the consistency of opinions regarding social media adoption.

Closely following, "Perceived Benefits" demonstrates a mean score of 3.92, indicating strong overall agreement among respondents regarding the perceived advantages of incorporating social media into BMI's communication system. The relatively low standard deviation of 0.88 suggests a consistent perception among participants regarding the benefits associated with social media adoption. This shared understanding highlights the perceived positive impact that social media can have on facilitating communication processes within the Iddir, aligning with the broader objective of the study to enhance communication during the project's initial phase.

Additionally, "Community Demand" and "Compatibility" both exhibit moderate mean scores of 3.52 and 3.49, respectively. These scores indicate a generally neutral stance among respondents

regarding the influence of community demand and compatibility on social media adoption within the Iddir. The relatively low standard deviations associated with these variables suggest a degree of consistency in respondents' perceptions, albeit with some variability. These findings imply that while community demand and compatibility may not be perceived as strongly influential factors, they still hold relevance in shaping the adoption of social media within the Iddir's communication system.

Furthermore, "Perceived Security" and "Bandwagon Pressure" both receive mean scores of 3.06, indicating a moderate level of agreement among respondents regarding the perceived security and social influence factors affecting social media adoption. The standard deviations of 1.08 and 0.94, respectively, suggest some variability in respondents' perceptions regarding these factors. This variability underscores the nuanced nature of perceived security and bandwagon pressure within the context of social media adoption, highlighting areas where further investigation may be warranted.

Lastly, "Formalization" presents a lower mean score of 2.78, indicating a neutral to slightly disagreeable stance among respondents regarding the formalization of social media use within the Iddir. The relatively high standard deviation of 1.12 suggests considerable variability in respondents' opinions on this aspect, indicating a lack of consensus regarding the formalization of social media practices within the organization. These findings collectively contribute to a comprehensive understanding of the determinants influencing social media adoption within BMI, offering valuable insights for enhancing communication processes during the project's initial phase and beyond. The grand mean across all variables is calculated to be 3.41, reflecting a moderate to high level of agreement across the board regarding the factors influencing social media adoption within the Iddir's communication system.

Table 12: Mean and standard deviation of variables

Rank	Variables	N	SD	Mean
1	Adoption of Social Media	66	0.98	4.03
2	Perceived Benefits	66	0.88	3.92
3	Community Demand	66	0.74	3.52
4	Compatibility	66	0.68	3.49
5	Perceived Security	66	1.08	3.06

6	Bandwagon Pressure	66	0.94	3.06
7	Formalization	66	1.12	2.78
Grand Mean				3.41
Note: Responses as numeric values results in: Means 1.00 - 1.80 = Strongly Disagree 1.81 - 2.60 =Disagree 2.61 - 3.40 = Neutral 3.41 - 4.20 = Agree 4.21 - 5.00 = Strongly Agree				

Source: own survey, 2024

4.5 A Pearson Correlation analysis

A Pearson Correlation Analysis was conducted in SPSS to check if there is a linear relationship between the independent and dependent variables and among independent variables. The Pearson correlation coefficient is a measure of the linear correlation between two variables, providing a value between -1 and 1. A value of 1 implies a perfect positive correlation, -1 implies a perfect negative correlation, and 0 implies no correlation at all. The interpretation of the Pearson correlation coefficient values in terms of the strength of association is subjective and can vary by field and context. According to Hamed et al., (2022), a commonly accepted guideline is that a value between 0.1 and 0.29 indicates a weak or poor association; a value between 0.3 and 0.49 suggests a moderate relationship, and a value greater than 0.5 indicates a strong relationship between two variables. Table 12 summarizes the correlation matrix of dependent and independent variables. As can be observed from table 12, the correlations between the independent variables and the dependent variable, we can observe the Pearson correlation coefficients. The highest correlation is observed between "Perceived Benefit" and the adoption of social media ($r = 0.717$, $p < 0.01$), indicating a strong positive relationship. "Compatibility" also shows a significant positive correlation ($r = 0.540$, $p < 0.01$). "Bandwagon Pressure" and "Community Demand" also exhibit moderate positive correlations ($r = 0.254$ and $r = 0.431$, respectively, both $p < 0.05$). These results suggest that the perceived benefit, compatibility, bandwagon pressure, and community demand are positively associated with the adoption of social media within Iddir's internal communication.

On the other hand, the correlations between the independent variables show interesting patterns. There is a strong positive correlation between "Formalization" and "Bandwagon Pressure" ($r = 0.975$, $p < 0.01$), indicating that as formalization increases, so does the

bandwagon pressure. "Compatibility" and "Perceived Benefit" also exhibit a strong positive correlation ($r = 0.623$, $p < 0.01$), suggesting that when compatibility increases, perceived benefit tends to increase as well. Additionally, "Community Demand" and "Perceived Benefit" show a significant positive correlation ($r = 0.519$, $p < 0.01$), indicating that higher community demand is associated with higher perceived benefit.

Examining the correlations between independent variables reveals potential multicollinearity issues. For example, "Compatibility" and "Perceived Benefit" have a high correlation coefficient of 0.623 ($p < 0.01$), suggesting that these variables may provide redundant information in a regression model. Similarly, "Formalization" shows a strong correlation with both "Bandwagon Pressure" ($r = 0.975$, $p < 0.01$) and "Community Demand" ($r = 0.195$, $p < 0.05$), indicating potential multicollinearity among these variables. It's important to consider these relationships when interpreting the results of regression analyses to avoid issues such as inflated standard errors and unreliable coefficient estimates.

Table 13: Correlation Matrix

Correlations		TSPB	TSCO	TSPS	TSFO	TSCD	TSBP	TSAS
TSPB	Pearson Correlation	1	.623**	-0.092	0.246	.519**	.455**	.717**
	Sig. (2-tailed)		0	0.479	0.062	0	0	0
	N	62	58	61	58	60	61	61
TSCO	Pearson Correlation	.623**	1	0.066	0.186	.586**	.341**	.540**
	Sig. (2-tailed)	0		0.618	0.162	0	0.008	0
	N	58	60	60	58	59	60	59
TSPS	Pearson Correlation	-0.092	0.066	1	0.007	-0.011	-0.005	-0.159
	Sig. (2-tailed)	0.479	0.618		0.957	0.932	0.968	0.212
	N	61	60	64	61	62	64	63
TSFO	Pearson Correlation	0.246	0.186	0.007	1	0.195	.975**	0.14
	Sig. (2-tailed)	0.062	0.162	0.957		0.135	0	0.277
	N	58	58	61	62	60	62	62
TSCD	Pearson Correlation	.519**	.586**	-0.011	0.195	1	.322*	.431**
	Sig. (2-tailed)	0	0	0.932	0.135		0.011	0
	N	60	59	62	60	63	62	62

TSBP	Pearson Correlation	.455**	.341**	-0.005	.975**	.322*	1	.254*
	Sig. (2-tailed)	0	0.008	0.968	0	0.011		0.043
	N	61	60	64	62	62	65	64
TSAS	Pearson Correlation	.717**	.540**	-0.159	0.14	.431**	.254*	1
	Sig. (2-tailed)	0	0	0.212	0.277	0	0.043	
	N	61	59	63	62	62	64	65

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.6 Multiple Regression Analysis

Normality Test

A normality test is used to Measure the collected data normally distributed. The normality test can be checked by using either graphical or statistical methods. This study used the statistical methods of the skewness and kurtosis value.

The use of skewness and kurtosis values as statistical methods for testing normality in multiple regression analysis is a recognized approach. The acceptable range for skewness and kurtosis values, as Kim, (2013) mentioned, is between -2 and 2, which indicates a distribution's conformity to normality within a certain tolerance. All variables are within the given span.

Table 14: Skewness and Kurtosis analysis result

		Statistics						
		AS	PB	CO	PS	FO	CD	BP
N	Valid	65	66	66	66	64	66	66
	Missing	1	0	0	0	2	0	0
Mean		4.0256	3.9212	3.4874	3.0606	2.7760	3.5227	3.0581
Skewness		-1.092	-.981	-.523	-.506	.099	-.353	.081
Std. Error of Skewness		.297	.295	.295	.295	.299	.295	.295
Kurtosis		.772	.935	1.890	-.585	-.872	1.104	-.679
Std. Error of Kurtosis		.586	.582	.582	.582	.590	.582	.582

Source: own survey, 2024

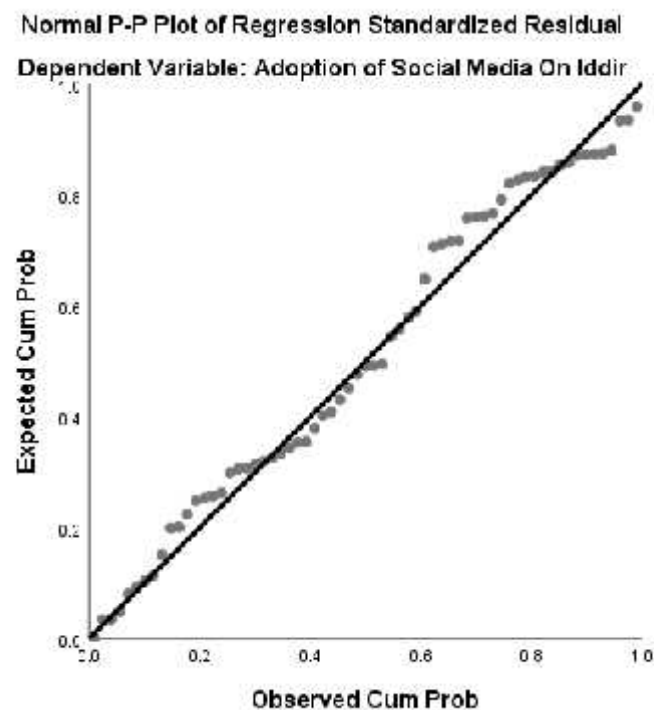
Linearity Test

Linearity is one of the assumptions which justify the use of linear regression models for prediction. It is the degree to which the change in the dependent variable is related to the

change in the independent variables. The linearity of the relationship between dependent and independent variables is most evident in a plot of residuals versus predicted values of the part of standard regression output. The relationship between the independent variables and the dependent variable can be characterized by a straight line.

Figure 4.1 below shows the plot of standards regression output of the study indicating linearity of the relationship between adoption of social media in BMI (Dependent variable) and Perceived benefits, compatibility, perceived security , formalization , community demand and bandwagon pressure (Independent variables). You can see that the relationship between the independent and the dependent could be modeled by a straight line suggesting that the relationship between these variables is linear.

Figure 4.1 Linearity Test Plot variables



Source: own survey, 2024

Multicollinearity Test

Based on the collinearity statistics provided for the variables in the model predicting the adoption of social media, it is evident that multicollinearity may be a concern. The tolerance values for the variables "Formalization" and "Bandwagon Pressure" are particularly low at 0.014 and 0.012, respectively, indicating a high level of collinearity. Additionally, the variance inflation factor (VIF) values for these two variables are extremely high at 72.338 and 83.906, respectively, further confirming the presence of multicollinearity.

Multicollinearity can distort the results of regression analysis, leading to unreliable estimates of the coefficients and potentially misleading conclusions. In this case, the high collinearity between "Formalization" and "Bandwagon Pressure" suggests that these variables may be redundant in explaining the adoption of social media. Therefore the researcher removed two of the highly collinear variables, which are "Bandwagon Pressure" and "Formalization", from the model to ensure the validity and accuracy of the findings related to social media adoption within Iddir internal system.

Table 15: Original Multicollinearity test result

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.997	0.545		1.829	0.073		
	Perceived Benefits	1.005	0.191	0.903	5.257	0.000	0.248	4.033
	Compatibility	0.270	0.169	0.188	1.598	0.115	0.531	1.882
	Perceived Security	-0.163	0.081	-0.179	-2.022	0.048	0.930	1.075
	Formalization	1.408	0.641	1.599	2.197	0.032	0.014	72.338
	Community Demand	0.134	0.146	0.101	0.915	0.364	0.606	1.651
	Bandwagon Pressure	-1.876	0.816	-1.801	-2.298	0.025	0.012	83.906

a. Dependent Variable: Adoption of social media

Source: own survey, 2024

Table 16: Adjusted Multicollinearity test result

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	0.783	0.506		1.546	0.127		
	log10PB	5.028	0.967	0.632	5.197	0.000	0.498	2.007
	log10CO	1.408	1.287	0.146	1.094	0.278	0.412	2.430

log10PS	- 0.872	0.434	-0.177	- 2.008	0.049	0.953	1.049
log10CD	- 0.060	1.099	-0.007	- 0.055	0.956	0.510	1.960

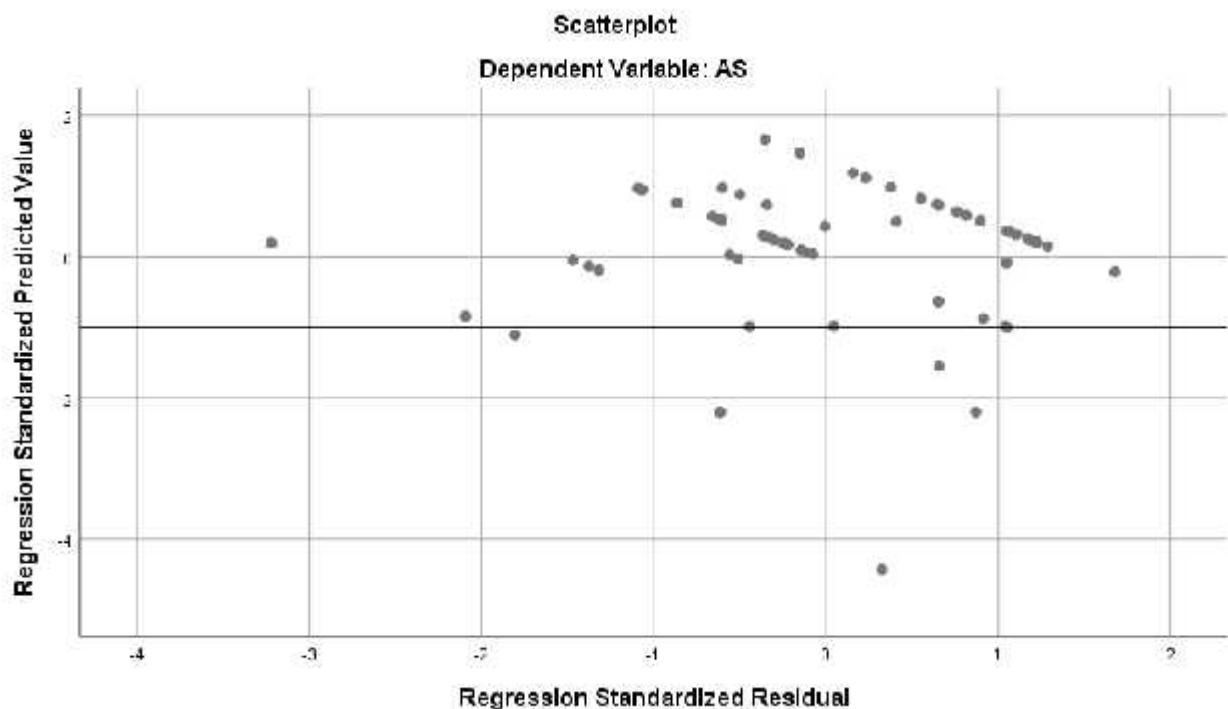
a. Dependent Variable: AS

Source: own survey, 2024

Homoscedasticity Test

The classical linear regression model assumes the variance of the error term is constant, this is known as homoscedasticity. If the variance of the error term is not the same, they are said to be heteroscedastic. To check the violation of this assumption the research used scatter plot technique. The result plots the standardized residual, against standardized predicted value. If the plots have a pattern it implies the presence of heteroscedasticity. Conversely, if the plots depict a pattern there is no evidence for the presence of heteroscedasticity. As illustrated in figure, 4.2, below the graph looks like a random array dots or the plots have no pattern. So, the homoscedasticity assumption is not violated.

Figure 4.2: Heteroscedasticity Test



Source: own survey, 2024

Multiple Regression Analysis

Table 17 shows the multiple regression model demonstrates a moderate level of predictive power, as indicated by an R-squared value of 0.557. This value suggests that approximately 55.7% of the variance in the dependent variable, AS, can be explained by the independent variables included in the model. The adjusted R-squared value of 0.528, which takes into account the number of predictors and sample size, reaffirms the model's goodness of fit, albeit slightly lower due to the inclusion of multiple predictors.

The analysis of variance (ANOVA) results further support the model's significance, with an F-statistic of 18.882 and a corresponding p-value of 0.000, indicating that the overall regression model is statistically significant. Additionally, the individual predictors, transformed perceived benefits ,compatibility, perceived security and community demand, collectively contribute significantly to explaining the variance in adopting social media within AS, as evidenced by their respective p-values. The standard error of the estimate, 0.67309, reflects the average distance between the observed values and the values predicted by the model, providing a measure of the model's accuracy in predicting AS. Overall, this regression model summary suggests that the included predictors effectively explain a substantial portion of the variability in Adopting social Media within Iddir's Internal Communication System, making it a valuable tool for understanding the relationship between the independent variables and the dependent variable.

Table 17: Regression model summary

Model Summary ^b									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.747 ^a	0.557	0.528	0.67309	0.557	18.882	4	60	0.000

a. Predictors: (Constant), log10CD, log10PS, log10PB, log10CO

b. Dependent Variable: AS

Source: own survey, 2024

Table 18 shows regression model significance. The analysis of variance (ANOVA) results reveal a statistically significant relationship between the independent variables (transformed perceived benefits ,compatibility, perceived security and community demand) and the dependent variable (adoption social media), with a regression sum of squares of 34.218 and an F-statistic of 18.882, yielding a p-value of 0.000. This indicates that the regression model

accounts for a significant proportion of the variability in AS. The residual sum of squares is 27.183, indicating that the model captures much of the variability present in the data. Overall, these findings suggest that the included predictors collectively contribute significantly to explaining the variance in AS, validating the relevance of the model for understanding the relationship between the independent and dependent variables.

Table 18: Regression model significance

ANOVA ^a						
	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.218	4	8.555	18.882	.000 ^b
	Residual	27.183	60	0.453		
	Total	61.402	64			

a. Dependent Variable: AS

b. Predictors: (Constant), log10CD, log10PS, log10PB, log10CO

Source: own survey, 2024

Multiple regression analysis was determined to reveal the value of the coefficient included in the model. Accordingly, the table below depicts the result of a regression model that examines the effect of explanatory variables on the adoption of social media. Hence, adoption of social media is explained variable whereas Perceived Benefits, Compatibility, Perceived Security and Community Demand are explanatory variables.

Table 19: Regression coefficients summary

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.783	0.506		1.546	0.127
	log ₁₀ PB	5.028	0.967	0.632	5.197	0.000
	log ₁₀ CO	1.408	1.287	0.146	1.094	0.278
	log ₁₀ PS	-0.872	0.434	-0.177	-2.008	0.049
	log ₁₀ CD	-0.060	1.099	-0.007	-0.055	0.956

a. Dependent Variable: AS

Source: own survey, 2024

Thus, the model applied in this study after transformation became the Linear-Log. The linear regression equation can be stated as:

$$Y = \beta_0 + \beta_1 \log X_1 + \beta_2 \log X_2 + \beta_3 \log X_3 + \beta_4 \log X_4 + \varepsilon$$

$$AS = 0.783 + 0.632 * \log PB + 0.146 * \log CO - 0.177 * \log PS - 0.007 * \log CD + \varepsilon$$

4.7 Hypothesis Testing Using Regression Analysis

This section discussed the relationship between the independent variables and dependent variables.

H1: Perceived benefits will affect adoption of Social Media in BMI positively.

Data analysis from table 19 showed that the coefficient for perceived benefits ($\log_{10}PB$) is found to be statistically significant ($\beta = 0.632$, $p = 0.000$), supporting **H1**. This indicates that perceived benefits have a positive effect on the adoption of social media in BMI, suggesting that individuals are more likely to adopt social media platforms if they perceive substantial benefits from their use. The finding supports the hypothesis the result and it is consistent with the previous study (Ramírez & Baidez, 2023, Sigo, 2019, Arshad & Akram, 2018).

H2: Compatibility will affect adoption of Social media in BMI positively.

The result of multiple regression analysis, as indicated in Table 19, is that the coefficient for compatibility ($\log_{10}CO$) is not statistically significant ($\beta = 0.146$, $p = 0.278$), failing to provide evidence for **H2**. This suggests that compatibility does not significantly influence the adoption of social media in BMI. It implies that factors other than compatibility may play a more substantial role in determining individuals' adoption of social media within BMI contexts. This hypothesis is rejected, as the coefficient for Compatibility is not statistically significant ($p = 0.278$), indicating no substantial influence on social media adoption. The finding does not support the hypothesis; the result is inconsistent with the previous study (Honinah & Alhakimi, 2021).

H3: Perceived security will negatively affect social media adoption of BMI.

As indicated in Table 19 above, the coefficient for perceived security ($\log_{10}PS$) is statistically significant ($\beta = -0.177$, $p = 0.049$), supporting **H3**. The negative coefficient indicates that perceived security has a negative impact on social media adoption in BMI. This suggests that individuals are less likely to adopt social media platforms within BMI contexts if they perceive security concerns associated with their use. The finding supports the hypothesis the result is consistent with the previous study (Ofori et al., 2016).

H4: Community demand will positively influence social media adoption within BMI.

The above Table 19 regression analysis result showed that the coefficient for community demand ($\log_{10}CD$) is not statistically significant ($\beta = -0.007$, $p = 0.956$), failing to provide support for **H4** since the p-value is substantially greater than the conventional threshold of significance ($p > 0.05$). This indicates that community demand does not significantly influence the adoption of social media within BMI. It suggests that other factors beyond community demand may play a more dominant role in shaping individuals' decisions regarding social media adoption in BMI contexts. The finding does not support the hypothesis; the result is inconsistent with the previous study (Hamilton et al., 2018).

Table 20: Summary of hypothesis

Research Hypotheses	Result
H1: Perceived benefits will affect adoption of Social Media in BMI positively.	Supported
H2: Compatibility will affect adoption of Social media in BMI positively.	Rejected
H3: Perceived security will negatively affect social media adoption on BMI.	Supported
H4: Community demand will positively influence social media adoption within BMI.	Rejected

Source: own survey, 2024

Qualitative data analysis

Social media is used and viewed positively by the majority of Iddir leaders. In particular, the Iddir's second chairman stated, "Social media can be helpful if used for positive purposes. These results of top management support could have an impact on Iddir's social media application facilitation.

Iddir leaders have mentioned organizational support from top management and demographic factors like age as additional determinants of Iddir's adoption of social media. This indicates that the Iddir is currently addressing the message through traditional means of communication. This covers verbal and face-to-face communication. However, the Iddir chairman stated, "I don't think that there are any reasons for the members not to use social media, unless we top management leaders are raising awareness for members".

The application of social media within Iddir can be attributed to the creation of transparency and the ease of accessing and sharing information. The advent of smart phones and the technology era are mentioned as helpful factors in this regard. According to the accountant of

the Iddir, social media proves to be useful for timely monitoring of information pertaining to the transaction of Iddirs.

In relation to the focal point of this study, namely technological, organizational, and environmental factors, the majority of top management leaders within Iddirs have acknowledged that technological factors, such as compatibility (network availability) , play a crucial role in the adoption of social media. Additionally, they argue that there are no organizational factors, such as formalization, that hinder the implementation of social media within Iddirs. Thus, formalization is not considered a detrimental factor in the adoption of social media within Iddirs. Lastly, an environmental factor, namely community demand, is highlighted as a determining factor in the adoption of social media within Iddirs. Specifically, the Iddir accountant has put forth the idea that the community is in need of social media and has observed that members are actively seeking Adoption of social media within Iddir.

Chapter- Five

Summary, conclusions and recommendations

This section provides summary of the results, conclusions, and recommendations derived from the study.

5.1 The summary of the finding

Demographic analysis revealed several key characteristics of the participants involved in the study on the adoption of social media within BMI. Predominantly, the participants were male, reflecting the male-dominated composition of the Iddir. The age distribution varied, with a significant portion falling within the 31-40 age range. Education levels varied as well, with a notable proportion holding bachelor's degrees. The majority of participants owned smart phones and were active social media users, with many having several years of experience in social media usage. These demographic insights provide context for understanding the sample population's predispositions towards technology adoption and communication preferences within the Iddir.

Mean and standard deviation analysis of variables related to social media adoption within BMI revealed valuable insights into the perceptions and attitudes of participants. The mean scores indicated a generally positive outlook towards factors such as adoption of social media, perceived benefits, and community demand, with perceived security and formalization scoring lower. Standard deviations illustrated the variability in responses, highlighting the diversity of opinions within the sample. These quantitative measures offer a nuanced understanding of how various factors influence social media adoption within the organizational context of the Iddir.

Correlation analysis unveiled significant relationships between key variables and the adoption of social media within BMI. Variables such as perceived benefits, compatibility, community demand, and bandwagon pressure exhibited positive correlations with social media adoption, indicating their importance in driving adoption behavior. Regression analysis identified that majorly two technological factors, perceived benefits positively and perceived security negatively influence social media adoption in BMI.

Additionally, qualitative data further supported these findings, emphasizing the role of organizational support, technological factors, and community demand in facilitating social media adoption. These findings underscore the multifaceted nature of social media adoption

within organizational contexts and provide valuable insights for enhancing communication processes within the Iddir.

5.2. Conclusion of the study

The demographic analysis of the study participants shed light on crucial characteristics within the Iddir, offering contextual understanding for technology adoption and communication preferences. The prevalence of male participants aligns with the traditional male-dominated composition of the Iddir, reflecting broader societal gender dynamics. Furthermore, the age distribution, with a notable concentration in the 31-40 age range, suggests a demographic segment likely to be familiar with technology and potentially more receptive to social media adoption. Varied educational backgrounds, particularly with a notable proportion holding bachelor's degrees, indicate a diverse range of perspectives and potentially differing levels of technological literacy. Moreover, the widespread ownership of smartphones and active engagement with social media platforms among participants signify a technologically savvy population with prior experience in digital communication, setting a foundation for exploring social media adoption within the organizational context of the Iddir.

Mean and standard deviation analysis provided quantitative insights into participants' perceptions and attitudes towards social media adoption within BMI. The generally positive mean scores for factors such as social media adoption, perceived benefits, and community demand suggest a favorable disposition towards utilizing digital platforms for communication and engagement within the Iddir. However, the lower mean scores for perceived security and formalization indicate areas of concern or skepticism regarding the security implications of social media use and the formalization of communication processes. The variability in responses, as indicated by standard deviations, underscores the diversity of opinions and experiences within the sample, highlighting the need for a nuanced approach to understanding the factors influencing social media adoption dynamics within organizational contexts.

Correlation and regression analyses further elucidated the relationships between key variables and social media adoption within the BMI framework. Positive correlations between perceived benefits, compatibility, community demand, and social media adoption reaffirm the importance of these factors in driving adoption behavior within the Iddir. Regression analysis highlighted the significant influence of perceived benefits in fostering adoption while also indicating a negative impact of perceived security on adoption behavior. These findings suggest that while

perceived benefits incentivize social media adoption, concerns related to security may act as barriers, emphasizing the need for strategies that address security apprehensions while capitalizing on perceived benefits to promote social media adoption effectively. Additionally, qualitative data provided additional insights, emphasizing the role of organizational support and community demand in shaping adoption dynamics, further enriching our understanding of social media adoption processes within organizational contexts.

Generally the study highlights it is easy to adopt social media in BMI internal communication system.

5.3. Recommendation of the study

Based on the comprehensive analysis conducted on the adoption of social media within BMI, several recommendations emerge to optimize communication processes and enhance organizational effectiveness within the Iddir framework:

1. BMI should adopt social media adoption as means of communication since this study participants admitted that it has benefits by doing more on addressing the security concern.
2. Implementing training programs for BMI members to give awareness about the usage of social media as a precondition will enhance adoption of social media within Iddir's internal communication system.
3. More research should be done on community demand of BMI to adopt social media as the means of communication since the qualitative study show that there is community demand on the usage of social media.

5.4 Future research area

Future research in the realm of social media adoption within organizational contexts like BMI could explore several promising avenues to further enrich our understanding and inform future practice:

Longitudinal research into social media adoption in Iddir offers invaluable insights into sustainability and long-term effects. By monitoring significant factors affecting adoption and enhancing iterative improvements in communication processes, such studies help identify critical elements for effective social media implementation.

Conducting comparative analyses of social media adoption across different community organizations can provide further insights into factors that impact outcomes. Examining variations in structures, norms, and environments can help identify transferable best practices for enhancing adoption in diverse settings.

Qualitative exploration via interviews, focus groups, and ethnographic studies can offer valuable insights into the motivations, challenges, and experiences of Iddir members. These insights can aid in designing targeted interventions to promote social media adoption.

Furthermore, impact assessments combining quantitative metrics and qualitative insights can evaluate the effects of social media adoption on organizational performance, community engagement, and stakeholder satisfaction

By pursuing these avenues of future research, scholars can contribute to advancing knowledge and practice in the domain of social media adoption within community-based organizations like BMI, ultimately fostering innovation, inclusivity, and effectiveness in organizational communication processes.

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Appendix

ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE

Research Questionnaire

Dear respondents,

I am a graduate student at Addis Ababa University School of commerce undertaking a degree of Master in Project Management. I am conducting a research on DETERMINANTS OF SOCIAL MEDIA ADOPTION ON IDDIR'S INTERNAL COMMUNICATION: IN CASE OF BIRHAN MEN'S IDDIR IN BOLE ARABSA, ADDIS ABABA. This questionnaire is designed to collect data on influential factors for adoption of social media on enhancing Iddir's communication system. I kindly ask you to give me a few minutes of your time to answer the questions. The information you will provide will be treated with utmost confidentiality and will only be used for academic purposes. Thank you in advance for your cooperation.

Thank you.

Lewegneh Edie

0913399765

General Instructions

- **You do not need to write your name**
- **use tick mark (✓) to answer the questions on the space provided**

PART One: Demographic Characteristics

	Male	Female
1. Gender		

2. Age	Less than 30 Years	30-40 years	40-50 years	50 years and above

3. How long have you been involved in any Iddir?

Bellow 5 Years	From 5- 10 years	From 11- 20 Years	From 21- 30 Years	Above 30 years

4. Education Status

Secondary School	Diploma	1 st Degree	Master	Other

5. Do you use Smartphone?

6. Do you use social media? (Social media means applications such as Face book, Telegram etc...)

7. If you use social media, how long did you use social media?

Less than 1 year

between 1 and 5 years

More than 5 years

PART Two: Determinants of social media Adoption

Please indicate the extent of your level of agreement and disagreement with the following statement. Please tick (✓) your appropriate answer based on the following rating.

1= strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5= `strongly agree

	Technological Factors	Rating points				
	Perceived Benefits (PB) (Adapted from Sharif ,2015)	1	2	3	4	5
1	The use of Social media would enable Iddir members to communicate more with leaders. (PB1)					
2	The use of Social media would enhance the Iddir leaders' reputation .(PB2)					
3	The social media would increase the amount of information the members are able to give to the leader.(PB3)					
4	The Iddir would be highly regarded by the members if it is used social media.(PB4)					
5	The use of social media would increase the amount of communication between the Iddir's leaders and members.(PB5)					
	Compatibility (CO) (Adapted from Sharif ,2015)	1	2	3	4	5
1	Attitudes towards social media in our Iddir is favorable.(CO1)					
2	The benefits of social media are consistent with the Iddir's value. (CO2)					
3	Social media adoption is combatable with our information technology infrastructure (e.g. Broadband availability) .(CO3)					

	Perceived Security (PS) (Adapted from Sharif ,2015)	1	2	3	4	5
1	Information submitted on Iddir's social media could be misused .(PS1)					
2	Information submitted on Iddir's social media could be used in a negative way. (PS2)					
3	Members are concerned that information submitted on Iddir's social media could be used in unethically. (PS3)					
	Organizational factor					
	Formalization (FO) (Adapted from Sharif ,2015)	1	2	3	4	5
1	BMI has committee for social media activities.(FO1)					
2	BMI has operating rules and procedures for social media activities. (FO2)					
3	BMI has formal procedure and guidelines to evaluate new social media initiative and ideas in the Iddir. (FO3)					
	Environmental Factors					
	Community Demand (CD) (Adapted from Sharif ,2015)	1	2	3	4	5
1	The members expect Iddir to use social media. (CD1)					
2	The Iddir members are actively using social media. (CD2)					
3	The members will be using social media in the near future. (CD3)					
	Bandwagon pressure (BP) (Adapted from Sharif ,2015)	1	2	3	4	5
1	Most of Iddirs use social media (BP1)					
2	Iddirs in our areas use social media (BP2)					
3	Local businesses in surrounding locations typically use social media. (BP3)					
4	Most Iddirs don't use social media.(BP4)					

PART Three: adoption of social media to enhance intra organizational communication

Please indicate the extent of your level of agreement and disagreement with the following statement. Please tick (✓) your appropriate answer based on the following rating. 1= strongly disagree 2 = Disagree 3 = Neutral 4 = Agree 5= `strongly agree

		Rating points				
	Adoption of Social Media (AS) (Adapted from Santana & Martens (2021).	1	2	3	4	5
1	I intend to use the social media to follow Iddir activities (AS1)					
2	I predict I would use the social media to follow Iddir activities (AS 2)					
3	I plan to use social media technologies Iddir activities. (AS 3)					

Interview Questions

1. What is your role in your Iddir and your involvement with social media?
2. How do you view social Media?
3. Can you explain factors that have encouraged your Iddir for adopting/not adopting social media?
4. In your opinion, if you implemented social media applications, what factors do you consider important?
5. What kind of technological issues /barriers were encountered during social media adoption? (if any)
6. What kind of organizational issues /barriers were encountered during social media adoption? (if any)
7. What kind of environmental issues /barriers were encountered during social media adoption? (if any)

**በአዲስ አበባ ዩኒቨርሲቲ
የንግድ ሥራ ትምህርት ቤት
የጥናት መጠይቅ**

ውድ የዚህ ጥናት ተሳታፊዎች፡

ስሜ ለወግነህ እዲ ይባላል። በአዲስ አበባ ዩኒቨርሲቲ የንግድ ሥራ ትምህርት ቤት በፕሮጀክት ማናጅመንት ትምህርት ክፍል ሁለተኛ ዲግሪ እየተማርኩ እገኛለሁ። በአሁኑ ወቅት የመመረቂያ ጥናት እየሰራሁ ሲሆን የጥናቱ ርዕስ DETERMINANTS OF SOCIAL MEDIA ADOPTION ON IDDIR'S INTERNAL COMMUNICATION: IN CASE OF BIRHAN MEN'S IDDIR IN BOLE ARABSA, ADDIS ABABA. የሚል ነው። ይህ መጠይቅ በእድሩ ውስጣዊ መረጃዎችን ለማጋራት የሚረዳን ማህበራዊ ሚዲያ ተግባራዊ ለማድረግ ወሳኝ ምክንያቶችን በሚመለከት መረጃዎችን ለመሰብሰብ ነው። ስለሆነም ለነዚህ ጥያቄዎች መልስ ለመስጠት ጥቂት ደቂቃዎች እንዲሰጡኝ በአክብሮት እጠይቃለሁ። እርሶ የሚሰጡት መረጃ በከፍተኛ ሚስጥር የሚያዝ እና ለትምህርት ዓላማ ብቻ ጥቅም ላይ የሚውል መሆኑን በቅድሚያ አረጋግጥሎታለሁ። ስለሚያደርጉልኝ ትብብር በቅድሚያ አመሰግናለሁ።

ማንኛውም ጥያቄ ካልዎት በስልክ ቁጥር 0913399765 ያገኙኛል።

አጠቃላይ መመሪያ ፤

➤ ስም መጻፍ አያስፈልግም።

➤ ጥያቄዎችን በጥንቃቄ በማንበብ ለመልሶት “✓” ምልክት ይጠቀሙ።

ክፍል አንድ ፡ አጠቃላይ መረጃ

	ወንድ	ሴት
1. ጾታ		

2. እድሜ

h30 ዓመት በታች	h30-40 ዓመት	h40-50 ዓመት	h50 ዓመት በላይ

3. አጠቃላይ በማንኛውም እድሮች ላይ ያለዎት የተሳተፍ አመታት

h5 ዓመት በታች	h 5-10 ዓመት	h11- 20 ዓመት	h21-30 ዓመት	h30 ዓመት በላይ

4. የትምህርት ደረጃ

ሁለተኛ ደረጃ ያጠናቀቀ	ዲፕሎማ	የመጀመሪያ ዲግሪ	ሁለተኛ ዲግሪ	ሌላ

5. ስማርት ስልክ ተጠቃሚ ኖት ?

አዎ

አይደለሁም

6. ማህበራዊ ሚዲያ ተጠቃሚ ኖት ? (ማህበራዊ ሚዲያ ማለት እንደ ፌስቡክ፣ ቱሌግራም ወዘተ የመሳሰሉ ነገሮች ናቸው።)

አዎ

አይደለሁም

7. ማህበራዊ ሚዲያ ተጠቃሚ ከሆኑ ፣ ለምን ያህል ጊዜ ተጠቅመዋል?

ለአንድ አመት በታች

ከአንድ እስከ አምስት አመት

ከአምስት አመት በላይ

ክፍል ሁለት ፡ በእድራችን ውስጣዊ መረጃዎችን ለማጋራት የሚረዳ ማህበራዊ ሚዲያ ተግባራዊ ለማድረግ ወሳኝ ምክንያቶችን የተመለከቱ መጠይቆች ፡-

ከዚህ በታች የቀረቡትን ጥያቄዎች ካነበቡ በኋላ ትክክል ብለው የሚያምኑበትን (✓) ምልክት በማድረግ መልስ ይስጡ። በሰንጠረዥ ውስጥ የተመለከቱት ምርጫዎች የሚወክሉት፤

1=በጭራሽ አልስማማም 2= አልስማማም 3= ገለልተኛ 4= እስማማለሁ 5= በጣም እስማማለሁ

ቴክኖሎጂያዊ ምክንያቶች		Rating points				
የሚታሰቡ ጥቅሞች (Perceived Benefits)		1	2	3	4	5
1	ማህበራዊ ሚዲያ አባላት ከአመራሮች ጋር የበለጠ እንዲግባቡ ያስችላቸዋል።					
2	ማህበራዊ ሚዲያ የእድር አመራሮች ተቀባይነትን ያሳድጋል።					
3	ማህበራዊ ሚዲያ አባላት ለአመራሮች ሊሰጡ የሚችሉትን የመረጃ መጠን ይጨምራል።					
4	እድሩ ማህበራዊ ሚዲያን ጥቅም ላይ ካዋለ በአባላቱ ከፍተኛ ተቀባይነት ይኖረዋል።					
5	ማህበራዊ ሚዲያ መጠቀም በእድር አመራሮች እና አባላት መካከል ያለውን ግንኙነት ይጨምራል።					

	ተስማሚነት (Compatibility)	1	2	3	4	5
1	የዕድሩ አባላት ለማህበራዊ ሚዲያ ያለው አመለካከት ጥሩ ነው።					
2	የማህበራዊ ሚዲያ ጥቅሞች ከእድሩ እሴት ጋር ይጣጣማሉ።					
3	የማህበራዊ ሚዲያ መጠቀም ከመረጃ ቴክኖሎጂ መሠረተ ልማት (ለምሳሌ ኔትዎርክ በቀላሉ ማግኘት) ጋር መጣጣም የሚችል ነው።					
	የደህንነት ስጋቶች (Perceived Security)	1	2	3	4	5
1	በእድሩ ማህበራዊ ሚዲያ ላይ የሚጻፈው መረጃ አላግባብ ጥቅም ላይ ሊውል ይችላል።					
2	በእድሩ ማህበራዊ ሚዲያ ላይ የሚጻፈው መረጃ አሉታዊ በሆነ መልኩ ጥቅም ላይ ሊውል ይችላል።					
3	አባላት በእድሩ ማህበራዊ ሚዲያ ላይ የሚቀርቡ መረጃዎች ከሥነ ምግባር ውጪ ጥቅም ላይ ሊውሉ ይችላሉ የሚል ስጋት አላቸው።					
	ተቋማዊ ምክንያቶች					
	መደበኛ አሠራር (Formalization)	1	2	3	4	5
1	እድሩ የማህበራዊ ሚዲያ ትግባራን የሚቆጣጠር ኮሚቴ አለው።					
2	እድሩ ለማህበራዊ ሚዲያ ትግባራን የአሠራር ህጎች እና ሂደቶች አሉት።					
3	እድሩ አዲስ የማህበራዊ ሚዲያ የመተግበር ተነሳሽነት እና ሃሳቦችን ለመገምገም የሚረዱ መደበኛ አሰራሮች እንዲሁም መመሪያዎች አሉት።					
	አካባቢያዊ ምክንያቶች					
	የአባላት ፍላጎት (Community Demand)	1	2	3	4	5
1	አባላቱ እድሩ ማህበራዊ ሚዲያ እንዲጠቀም ይጠበቃሉ።					
2	የእድሩ አባላት ማህበራዊ ሚዲያን አዘውትረው ይጠቀማሉ ።					

3	የእድሩ አባላት በቅርብ ጊዜ ውስጥ ማህበራዊ ሚዲያ ይጠቀማሉ።					
	አቻ ግፊት (Bandwagon pressure)	1	2	3	4	5
1	ብዙ እድሮች ማህበራዊ ሚዲያዎችን ይጠቀማሉ።					
2	በአካባቢያችን የሚገኙ እድሮች ማህበራዊ ሚዲያዎችን ይጠቀማሉ።					
3	በአካባቢው የሚገኙ ተቋማት በብዛት ማህበራዊ ሚዲያን ይጠቀማሉ።					
4	በአካባቢያችን የሚገኙ እድሮች ማህበራዊ ሚዲያን አይጠቀሙም።					

ክፍል ሶስት : የማህበራዊ ሚዲያ ትግበራን የተመለከቱ መጠይቆች፡-

ከዚህ በታች የቀረቡትን ጥያቄዎች ካነበቡ በኋላ ትክክል ብለው የሚያምኑበትን (✓) ምልክት በማድረግ መልስ ይስጡ። በሰንጠረዥ ውስጥ የተመለከቱት ምርጫዎች የሚወክሉት፤

1=በጭራሽ አልስማማም 2= አልስማማም 3= ገለልተኛ 4=እስማማለሁ 5= በጣም እስማማለሁ

	መጠይቆች	Rating points				
	Adoption of Social Media	1	2	3	4	5
1	የእድሩን ተግባራትን ለመከታተል ማህበራዊ ሚዲያ ለመጠቀም አስባለሁ ።					
2	የእድሩን ተግባራትን ለመከታተል የሚዘጋጀውን ማህበራዊ ሚዲያ እጠቀማለሁ ።					
3	የእድሩን ተግባራትን ለመከታተል የማህበራዊ ሚዲያ ቴክኖሎጂዎችን ለመጠቀም እቅድ አለኝ።					

ቃለ መጠይቆች

1. እርስዎ በእድሩ እና በማህበራዊ ሚዲያ ውስጥ ያለዎት ተሳትፎ ምን ይመስላል?
2. ማህበራዊ ሚዲያን እንዴት ያዩታል?
3. እድሩ ማህበራዊ ሚዲያን ለጠቀም /ለመጠቀም አስተዋጽኦ የሚያደርጉ ምክንያቶች መግለጽ ይችላሉ?
4. በእርስዎ ግንዛቤ፣ የማህበራዊ ሚዲያ አፕሊኬሽኖችን ተግባራዊ ለማድረግ ፣ ምን አይነት ወሳኝ ምክንያቶችን ጠቃሚ ናቸው ብለው ያስባሉ?
5. ማህበራዊ ሚዲያ በእድራችን ተግባራዊ ለማድረግ ምን አይነት የቴክኖሎጂ ጉዳዮች/ ተግዳሮቶች ያጋጥማሉ?
6. ማህበራዊ ሚዲያ በእድራችን ተግባራዊ ለማድረግ ምን አይነት ተቋማዊ ጉዳዮች/ ተግዳሮቶች ያጋጥማሉ?
7. ማህበራዊ ሚዲያ በእድራችን ተግባራዊ ለማድረግ ምን አይነት አካባቢያዊ ጉዳዮች/ተግዳሮቶች ያጋጥማሉ?