

 <b>iARJ</b> INTERNATIONAL ACADEMIC RESEARCH JOURNAL	INTERNATIONAL ACADEMIC RESEARCH JOURNAL
	<b>BUSINESS AND TECHNOLOGY</b>
INTERNATIONAL ACADEMIC RESEARCH JOURNAL of <b>BUSINESS AND TECHNOLOGY</b> <a href="http://www.iarjournal.com">www.iarjournal.com</a>	<b>ISSN :2289-8433</b>
<b>iARJ - BT</b>	<b>International Academic Research Journal of Business and Technology</b>  Journal homepage : <a href="http://www.iarjournal.com">www.iarjournal.com</a>

## Determinants on the Utilisation of Social Media among Sales Advisor in Automotive Industry

Yulita Hanum P Iskandar<sup>1</sup>

<sup>1</sup> Graduate School of Business, Universiti Sains Malaysia, 11800 USM, Pulau Pinang, Malaysia

Corresponding email: [yulita@usm.my](mailto:yulita@usm.my)

---

### Article Information

#### Keywords

Social media, sales advisor, determinants

---

### Abstract

There is a growing trend of sales transaction being done through the social media platform. There is a shift towards this trend instead of using the traditional method, which involves face-to-face interaction between the salesperson and the customer. It is a trend that has spread into all industry worldwide, including in the automotive industry. The purpose of conducting this study is to identify what are the determinants affecting the sales advisor to use social media in their daily sales activities. Few variables were chosen, and they are measured to determine whether it is giving an impact on the sales advisor choices of using social media or not. The method that is used to gather information is by using questionnaires. The findings were measured and determined to see if a hypothesis is accepted or being rejected. The findings show that individual competence, individual commitment, organisational competence, organisational commitment have a positive relationship to social media usage by the sales advisor. It proves that the organisation management needs to embrace the technological shift and come out with a social media strategy in order to utilise the benefits.

---

### INTRODUCTION

The Internet has altered our way of obtaining information, socialising, to leisure ourselves and even participating in financial activities. It has been found that the Internet has become an essential medium in social engagement and leisure activities amongst Internet users in Malaysia.

The past years have seen a vast spread in the use of social media sites either by individuals or businesses. Individuals took benefit of the user-friendliness of social media sites and apps for socialising and communicating, as well as expression out their opinion. While for businesses, it benefited from social media with marketing and advertising opportunity.

The previous statistic shows an overview of the internet environment in Malaysia (Cheong, Muthaly, Kuppasamy, & Han, 2020). The recent presence of social media as a strategic method for an organisation's communication strategy gives a significant engagement by industry. It needs to be an integral part of a company's overall approach as social media touches nearly every facet of our personal and business lives. The incorporation of the various components of social media's different elements provides the capability to connect and engage directly with consumers beyond what traditional media can achieve.

Furthermore, social media improves the sales force's responsiveness and the capacity to fit customer needs. Social media only facilitates the management of customer relationships. This medium will not be used to the full potential if the sales force is not performing well. The expertise and personality of the sales personnel are more relevant to the customer experience and relationships than any system because a salesperson is well-informed in areas related to the products, customer needs and market intelligence. Social media acts as a secondary method used by the sales force as the customers still largely depend on the traditional method, which is face-to-face interaction. The organisation can use social media to boost up the speed of interaction from the beginning, which is the product selection to the end, which is product delivery. The industry still largely depends on the traditional method because the product involves high reliability on trust as it involves a large amount of money.

As for the banking industry, social media would help in the middle of the transaction, which is the loan processing. Overall, the essential characteristic of social media is the flexibility of communication. This means that the social media allow sales advisor to access the customer anytime and anywhere, including by using all other channels, even laptops or mobile device. Based on these reasons, the utilisation of social media increases the convenience of sales functions by saving time and increasing value both for the sales force and customers. However, the use of social media is not without barriers that may delay the sales function.

Based on previous research, it has been beneficial to discover a range of possible uses of social media with customers and within the supplier firm, and its effects on performance (e.g.,(Li, Larimo, & Leonidou, 2020; Singh et al., 2019). Rise a specific question that needs more exploration is what determines social media usage among sales advisor. Besides, it is vital to look at the history of social media usage by the sales organisation, given its strategic importance and its boundary-spanning role across the industry.

## RESEARCH MOTIVATION

The Internet has been recognised to be very beneficial to the web-enabled consumer as the use of the Internet for research among car buyers has increased. Based on the recent International Data Corporation (IDC) survey conducted in the western part of Europe revealed that the main reason for using social media was towards increasing awareness about the businesses and its products in the market (Pugazhendhi, 2019). The companies have benefited from the increased number of consumer traffic that the Internet could offers. The diffusion of the Internet and technology has been the reason for the development of a virtual global market space in which products and services are sold electronically. The development has changed the communication mode between customers and the seller. Furthermore, the Internet has become a global trend, and the company could utilise technology to reach a broader range of consumers.

Opportunities for increasing consumer and seller engagement have been explored amongst members of the online information seekers. The business community has been interested in how social media can be used to enhance consumer and seller engagement. Social media applications have become part of the standard communication medium for many companies. Examples of such media are collaborative projects, blogs, content communities, social networking sites, and virtual worlds. Numerous social media applications have gone mobile, and new entrants continually appear these days with the creation of progressively more powerful mobile devices. The purpose of this paper is to take advantage of this advancement and utilise the social media platform by the sales advisors in the automotive industry for the benefits of the company.

Primarily, consumers consider the participation of purchasing a new car by using the traditional method as a non-pleasurable experience. The anxiety and hesitation related to the method could hypothetically be evaded by the tools that the Internet provides to the web-enabled consumer (Fong, Zhou, Hui, Hong, & Do, 2011). On the contrary, many dealers and manufacturers predicted the Internet and social media to give a negative impact on the automotive industry, and they hesitated at using it as a tool in their business. They also highlighted on the traditional methods of customer communication and transactional tactics that had confirmed to be successful in delivering sales during the past (McColl, Truong, & La Rocca, 2019).

Social media is an essential and growing social source of information. The high usage and ease of access allow consumers to rely more on social sources rather than commercial sources of information. Moreover, its universality in the lives of younger people causes social media to crowd out cognitive volume towards traditional media sources, such as television and radio, especially as simultaneous viewing habits increase as media multi-tasking has become more prominent (Brandtzaeg & Chaparro-Domínguez, 2020).

The information context is an interactive social environment that is enormously data-rich but one where the organisation has limited control over the content. Not like traditional media, social media is seen mainly by the users as an environment for consumer to consumer interaction (Brandtzaeg & Chaparro-Domínguez, 2020), not corporation to consumer interactions. Corporations need to create or curate content that fits this insight, with material that subsidises to the community and motivates users to diffuse the message to their social networks, either in its unusual state or modified in some form of user-generated content (Vedel, Ramaprasad, & Lapointe, 2020).

Subsequently, an organisation needs to recognise the motives of different social media users. An organisation need to use this knowledge to provide them with content that they want to distribute to their social networks.

## **THEORETICAL FRAMEWORK**

The theoretical framework for this research is adopted from interactional psychology which suggests that behaviour stems from a continuous and multidirectional interaction between factors stemming from the person and the situation. Lewin (1951) developed this notion thirty years before Terborg's publication, and it applies not only to individuals but also to organisations. Based on the interactional theory, the behaviour is always determined by person and situation factors. The situation factors act as a set of stimuli that incite reactions from the individual, and as chances or obstacles for action (Guesalaga, 2016). The person is not only influenced by the situation but also chooses and affects the situations that relate to behaviour.

The interactionist view of behaviour offers a useful framework to analyse the use of social media in sales. In this case, it is considered that the personal factors as the individual characteristics of the sales manager, which refers to the competence with social media, and commitment to social media. These aspects of the person are anticipated to affect the use of social media by the business. Behaviour is also significantly determined by situation factors that are the characteristics of the environment that interrelate with personal factors. In the context of this research, two types of the situation factors are considered which is the organisational (competence with social media and commitment to social media), and customer-related (customer engagement with social media).

We study competence and commitment as relevant characteristics of individuals and organisations. This seems rational because interactional psychology proposes that on the personal side of the communication, the individual capability, plus reasoning, emotional and motivational factors are usually present. Similarly, in the situation side, the psychological meaning and interpretation of the situation from the person affect behaviour. This is consistent with Burr and Girardi (2002), who claims that a full description of competence in organisational settings considers an individual's knowledge, skills, and capabilities, and also self-efficacy. Competence and commitment are essential factors for the sales manager to capture the principle of the main elements of behaviour in this theory. In the case of the customer as a situational factor, the customer engagement with social media can be thought as an opportunity under the interactional theory perspective and represents a relevant contextual element that could affect social media usage.

Another applicable aspect of the theory is that person and situation factors can affect behaviour through a complex combination of these, and that different connotations of interaction are possible to analyse, conditional on the context of the phenomenon being studied. This research covers the following types of interaction, as defined by this theory: the main effects of person and situation factors on social media usage; the statistical interaction between competence and commitment, for the individual (sales manager) and the organisation (salespeople); and the role of individual and organisational factors as mediators of the relationship between customer engagement in social media and social media usage in sales. The proposed model is particularly suited for the business-to-customer selling context. Previous research suggests that the extent of social media usage by sales organisations relate mostly to B2B customers and activities (Hollebeek, 2019; Zhang, Gupta, Sun, & Zou, 2020)

## **HYPOTHESIS DEVELOPMENT**

This study is a correlation study which intended to gather information from all the variables to examine the factors that affect the relationship between independent variables and dependent variable. Thus, this research adopts analytical research to investigate the factors that affect the sales advisor to use social media in sales. Descriptive research approach also applied to support under this research as it is able to give an explanation on the population or phenomenon being studied. It able transforms the influence factors to meaningful statements, which are easy to interpret and understand. Furthermore, this technique is implemented to determine the factors that encourage the use of social media for sales.

### *Population & Unit of Analysis.*

The research targets the sales advisor in Southern region in Malaysia namely Johor and Malacca since it forms the majority of Southern Malaysia's population in the automotive industry with 8.7 million out of the total population of 30.75 million in the year 2016. Besides, it was the largest group using mobile apps and also travel the most. Therefore, the respondents are critical to determining the social media usage in sales in the automotive industry. An individual will be the unit of analysis (UOA) of this study. The individual is the sales advisor within the ages 23 and 40 in all Johor and Melaka.

### *Sampling Method*

Non-probability sampling technique is adopted in this study to collect a sample from the population. Convenience sampling is a technique where data is collected from the population who are easy to access & available for the researcher to meet the sample size for hypothesis testing. Considering it was less time consuming and the most convenient to gather data, as well as the randomly selected respondents, are entirely unbiased. Thus, the convenience sampling method is applied in this study since the real sampling frame was unknown.

### *Data Collection Technique*

A survey form is created for the questionnaire through online free survey tools, Google Forms. The survey form is then sent by email or other internet communication media to respondents. Each respondent is required to participate in the survey by fill up their feedback online. It took approximate 10 minutes for every respondent to answer the questionnaire. Subsequently, the collected data are compiled, transferred to MS Excel and analysed further using SPSS. This method is the most cost-effective and efficient to collect feedback from the respondents. In term of cost-saving, where there is no paper print out, respondents can fill up their feedback thru online Google Form. In term of efficiency, there is not necessary to pass the questionnaire personally to the respondents. In term of convenience, the respondents also can choose to response through a different type of online devices such as laptop, smartphone and tablet. Total of 150 questionnaires is distributed to collect responses. All of the questionnaires are in online Google form are distributed online through email and social media networks and distributed to the potential respondent. The totals of questionnaires with qualify respondents are 150 with a response rate of 100%.

### *Survey Instrument*

The questionnaire consists of two sections: Section A & Section B. Section A contains questions on the demographic profile by adopting nominal scale & ordinal scale to collect basic information such as gender, age, location of work, etc. The respondent is asked to pick the respective box, which contained multiple choice answers. Section B contains the questions on the five determinant factors: individual competence in social media, individual commitment in social media, organisational competence in social media, organisational commitment in social media and customer engagement in social media which influence the use of social media for sales advisor in Malaysia. The items adapted from Guesalaga (2016). This section is used to examine the respondents' intention to use social media for sales by adopting 7-point Likert-scale from "Strongly Disagree" to "Strongly Agree". The scale is ranking from 1 to 7 as [1] Strongly Disagree, [2] Disagree, [3] Somewhat Disagree, [4] Neutral, [5] Somewhat Agree, [6] Agree, [7] Strongly Agree. The respondent is required to point to their agreement answer on every question with the ranking accordingly.

### *Data Analysis*

Descriptive and inferential statistics are the two main methods of analysing quantitative data obtained from survey instruments. Descriptive statistics summarise and visualises the collected demographic information in the questionnaire. Inferential statistics enables the testing of hypothesis and uses the data to make inferences about the population based on the sample. Thus, it enables the researcher making a conclusion based on the data by testing the hypothesis. Furthermore, statistical analysis software SPSS is used to conduct all the analysis in this study.

## RESULTS

### *Respondents' Profiles*

The findings show that 63.3% of the respondents were male, and 36.7% of them were Female. For the age of respondents that are 25 years old and younger are 13.3%, for respondent with age between 26 to 35 years old 30.7%, for the age between 36 to 45 years are 45.3% and lastly from 46 to 55 years are 10.7% based on the total respondents. No respondents were from the age of 56 years or more.

For employment duration of the respondent, 60% from a total of 150 respondents were working less than or equal to 5 years, while 20% of them have worked between 5 to 10 years. It is similar to the number of people that have worked from 11 to 20 years long, which amount to 20% of the total respondents.

Based on the total car sales, 25.33% respondents have sold less than or equal to 12 units of the car in a year, 35.33% respondents have sold 13 to 35 units of the car in a year, 17.33% respondents who have sold 36 to 48 units of the car in a year, 14% respondents sold 49 to 60 units of the car in a year while and lastly, 8% respondents sold around 61 to 71 units or car in a year. The result also indicates that no respondent has sold more than 73 units of the car within a one-year duration.

Based on the frequency of social media usage, 48% respondents use social media daily, 38.7% respondents use social media almost daily, 13.3% respondents use social media weekly while none of the respondents has used social media at all. It indicates that social media is a standard communication tool for people today.

### *Descriptive Statistics*

TABLE 1: DESCRIPTIVE STATISTICS

	<b>Mean</b>	<b>Std. Deviation</b>	<b>N</b>
org_usage	7.7333	1.39350	150
ind_compet	6.1167	.45949	150
ind_comm	4.6000	.71419	150
org_compet	6.2583	.68384	150
org_comm	6.0111	.75521	150
custom_engage	5.9667	.95127	150

Descriptive statistic helps to simplify large amounts of data impartially. Descriptive statistics in SPSS was applied to express dependent variable and independent variables in a more manageable form. Mean, and the standard deviation was selected to estimate the central tendency of variables. The mean and standard deviation for each variable has been list out in Table 1.

The seven-point rating scale was employed under this survey where the mean of the variables ranges from 4.6 to 6.2 for the independent variable. As shown in the table, the mean for individual competence to use is 6.11; individual commitment is 4.6, organisational competence is 6.25 while organisational commitment is 6.01, and lastly, customer engagement is 5.96, respectively. Here, the most central tendency is organisational competence with the highest mean of 6.25 while the least central tendency is an individual commitment with the lowest mean of 4.6. Meanwhile, customer engagement has the highest variation with a standard deviation of 0.95, while individual competence has the lowest variation with a standard deviation of 0.45.

### *Regression Analysis*

TABLE 2: REGRESSION ANALYSIS

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. error of the Estimate</b>
1	.837a	.701	.690	.77541

a. Predictors: (Constant), custom\_engage, ind\_compet, org\_compet, org\_comm, ind\_comm

By using regression analysis, we can determine the cause-effect relationship of the independent variable with the dependent variable, which is social media usage. From Table 2, the result of R Square is 0.701 which means only 70% of social media usage among sales advisor was explained by individual competence, individual commitment, organisational competence, organisational commitment and customer engagement. Another 30% of social media usage was explained by other factors which were not included in the regression analysis.

**DISCUSSION OF THE STUDY FINDINGS.**

This section further discussed the findings towards the relationship between independent variables and the dependent variable. At the same time, to determine if the hypothesis development is to be accepted or rejected. Also, the findings are compared to previous research findings to justify the implication of the study.

*Individual Competence and Social Media Usage in Sales by Sales Advisor*

Individual competence is referred to as the individual expertise and knowledge with social media tools. The higher the knowledge and of sales advisors concerning social media tools, the more they will incline to embrace them in their job. This is because the perceived ease of use and usefulness of social media should increase, which consequently nurture the acceptance and usage of this technology (Avlonitis & Panagopoulos, 2005). Hence, Hypothesis 1a is supported. Sales advisor who perceives social media usefulness could bring benefit towards them; they will embrace the medium as they have the knowledge to use it for their benefits. Therefore, this hypothesis is strongly supported.

*Individual Commitment and Social Media Usage in Sales by Sales Advisor*

We define individual commitment to social media as the extent to which an individual actively engages in social media. The more sales advisor commit to using social media, the more likely is that their peers and managers will adopt its use for the sales function, as they face the social pressure from their peers (Andzulis et al., 2012). Previous research also shows that private social media usage positively relates to social media business usage (Karjaluoto, Ulkuniemi, Keinänen, & Kuivalainen, 2015). Moreover, the use of social media by sales managers and sales advisor would signal the usefulness of social media and become a norm for the group. Sales advisor that frequently uses social media apps are purpose-focused, which is associate with their aim, and they will adopt social media usage as a medium on doing their job. Therefore, this hypothesis is strongly supported.

*Organisational Competence and Social Media Usage in Sales by Sales Advisor*

We define organisational competence in social media as the supplier company's knowledge about social media and the expertise in making productive use of social media. The more competent is the company in terms of social media usage, the higher should be the usage by the sales organisation. If sales manager is knowledgeable about social media, it is more likely that they will support initiatives in the organisation. It is also expected that by having access to the company's technology capabilities, the sales department will be more willing to engage in using social media to communicate with customers, identify prospects, or support the selling process. Research suggests that IT expertise is a significant antecedent of organisational innovation and on information technology adoption (Hameed, Counsell, & Swift, 2012). Similarly, higher levels of sales managers' competence with social media should increase their determination and perseverance, and thus bringing the adoption towards other employees to engaging in social media usage (Román & Rodríguez, 2015). Hence, Hypothesis 2a is supported, and the method will be adopted.

*Organisational Commitment and Social Media Usage in Sales by Sales Advisor*

We define organisational commitment to social media as the extent to which the company has invested resources in social media, as well as developed and communicated a strategy about its use. A high organisational commitment to social media will increase social media usage in sales. (Mullins & Panagopoulos, 2019) suggest that social media will require not only the buy-in from all parts of an organisation but a real-time commitment of resources to continue to foster the engagement, collaboration, and brand development efforts that it hopes to nurture. Previous research finds that management technology commitment has a positive effect on technology usage in terms of supporting and promoting the use of technology in sales. Organisations would help to boost the usage of social media among all the sales advisor in their company. The organisation must assist the employee to boost social media adoption. Therefore, this hypothesis is strongly supported.

*Customer Engagement and Social Media Usage in Sales by Sales Advisor*

We define customer engagement in social media as the extent to which the organisations. Only one measurement is being used to gauge the relations between customer engagement using social media against sales advisor's frequency of usage and capability on social media as our focus remains in digesting the issues on sales advisor's self-effort in advocating social media rather than push factor from the customer. It is expected that customer engagement in social media will affect the intention of the supplier company to use social media because sales executives work at the outer boundary of the organisation, directly and closely with customers. The customers' expectations continuously increasing so the sales advisor need their active participation with social media tools may signal salespeople that they need to follow them on such a venture and adopt technology to meet their expectations (Groza, Peterson, Sullivan, & Krishnan, 2012). Moreover, knowing what customers want should drive, in part, the selection of social media tools used by the sales organisation. Hence, Hypothesis 3 is supported. When the customers primarily interact in social media, it would encourage sales advisor to use social media as they could create some touch and relations to a wide range of consumers.

## **RESEARCH CONTRIBUTIONS**

Social media usage has developed dramatically as a marketing tool to reach and learn from consumers, and to influence consumer preferences. However, the use of social media in business to consumer marketing, and selling, in particular, is more limited despite its recognised importance, especially in the automotive industry. Therefore, more research is needed to understand the drivers of social media in sales.

Previous research has been beneficial to discover an assortment of potential uses of social media with customers and within the business organisation, and its effects on the performance of the salesperson. Still, a big question that needs more research is what determines social media usage in sales. Moreover, it is vital to look at the backgrounds of social media usage by the sales organisation. So far, the units of analysis for empirical social media usage studies have been the salesperson, the company, and the customer, but not by the sales organisation.

This research contributes to filling this gap in the literature by studying antecedents of social media usage in sales, by the sales organisation. We draw on interactional theory (Lewin, 1951) to propose a framework where person factors which include individual competence and commitment with social media to interact with situation factors which include organisational competence and commitment with social media, and customer engagement in social media to explain social media usage by the sales organisation.

## **RESEARCH IMPLICATIONS**

The findings of this study provide some managerial implications. First, if the companies believe in the benefits of using social media in sales, they need to build organisational competence and commitment and to control plan to exploit social media in the sales function.

The plan could be developed by selecting senior managers with high levels of understanding in social media. Next, the company could try to provide the necessary training to acquire relevant knowledge and productivity in using social media towards the employees. Companies might consider having an expert in social media which has enough authority to influence senior management in the company. This position may be strategic in developing competence and commitment. They need to make a thorough and detailed strategy on social media and a communication campaign.

Companies should select sales executives that are active users of social media and willing to promote the personal use of social media to their peers to encourage social media usage at the individual level. For selection, the areas of Human Resources may consider the engagement and expertise of candidates explicitly to sales jobs. It can be done by either through personal interviews or standardised tests. There is some risk to implement this method. The drawbacks are that companies may have to regulate policies that limit the individual use of social media during work hours in order to reduce the risks of lower productivity. At that point again, the findings of this study indicate that it could be beneficial to encourage the personal use of social media in sales executives.

The result probably depends on some other factors that are related to the company and the salesperson. Nevertheless, as a starting point, the company could be the initiator to promote the personal use of social media. At the same time company could provide training on how to build expertise from the personal usage to professional usage, and how to increase effectiveness and efficiency in their jobs by using social media.

Based on the findings on the role of customer engagement in social media, companies could try to facilitate the application of business intelligence appliances that makes customers' more engage in social media. The company should treat it as another method that could create an association with customers which are very useful for both the selling and the buying process.

## **RESEARCH LIMITATIONS**

This study has some boundaries that we would like to address. First, this research limits the person factors of interactional theory to competence and commitment. It seems reasonable and practical for this study but disregards other possible elements, such as the perceived value of social media, or the ease of use, both of which have been studied under the technology acceptance framework (e.g., (Chen, Ou, Wang, Peng, & Davison, 2020)). Similarly, this research only considers customer engagement as a situation factor, which though seems to be the most crucial element in the business to consumer selling context. It may not be enough to represent the broad concept of the situation under the interactionist perspective. Another situation factor that could be considered to include in this study might be the competitors' use of social media and other environmental conditions. Future research could unite new person and situation factors. Next, there is potentially some standard method bias, although we took the recommended actions to reduce the likelihood of having that problem. Still, future research may exploit alternative ways to measure social media usage, maybe through some objectives indicators at the sales organisation level.

## CONCLUSION

Social media is here to stay, and its potential benefits for personal selling and sales administration are massive. This research contributes to the understanding of some antecedents of social media usage by the sales advisor. More research is needed in this field, to help companies and the sales force to make effective and efficient use of these tools. Subsequently, new social media platforms will probably come in the future. New challenges and new are that can be explored will arise for academics and practitioners.

## REFERENCES

- Andzulis, J. M., Panagopoulos, N. G., & Rapp, A. (2012). A review of social media and implications for the sales process. *Journal of Personal Selling & Sales Management*, 32(3), 305-316.
- Brandtzaeg, P. B., & Chaparro-Domínguez, M.-Á. (2020). From youthful experimentation to professional identity: Understanding identity transitions in social media. *Young*, 28(2), 157-174.
- Burr, R., & Girardi, A. (2002). Intellectual capital: More than the interaction of competence x commitment. *Australian Journal of Management*, 27(1\_suppl), 77-87.
- Chae, B. K., McHaney, R., & Sheu, C. (2020). Exploring social media use in B2B supply chain operations. *Business Horizons*, 63(1), 73-84.
- Chen, R. R., Ou, C. X., Wang, W., Peng, Z., & Davison, R. M. (2020). Moving beyond the direct impact of using CRM systems on frontline employees' service performance: The mediating role of adaptive behaviour. *Information Systems Journal*, 30(3), 458-491.
- Cheong, J. W., Muthaly, S., Kuppusamy, M., & Han, C. (2020). The study of online reviews and its relationship to online purchase intention for electronic products among the millennials in Malaysia. *Asia Pacific Journal of Marketing and Logistics*.
- Fong, A. C. M., Zhou, B., Hui, S. C., Hong, G. Y., & Do, T. A. (2011). Web content recommender system based on consumer behavior modeling. *IEEE Transactions on Consumer Electronics*, 57(2), 962-969.
- Groza, M., Peterson, R., Sullivan, U. Y., & Krishnan, V. (2012). Social media and the sales force: the importance of intra-organizational cooperation and training on performance. *The Marketing Management Journal*, 22(2), 118-130.
- Guesalaga, R. (2016). The use of social media in sales: Individual and organizational antecedents, and the role of customer engagement in social media. *Industrial Marketing Management*, 54, 71-79.
- Hameed, M. A., Counsell, S., & Swift, S. (2012). A conceptual model for the process of IT innovation adoption in organizations. *Journal of Engineering and Technology Management*, 29(3), 358-390.
- Heavey, C., Simsek, Z., Kyprianou, C., & Risius, M. (2020). How do strategic leaders engage with social media? A theoretical framework for research and practice. *Strategic Management Journal*.
- Hollebeek, L. D. (2019). Developing business customer engagement through social media engagement-platforms: an integrative SD logic/RBV-informed model. *Industrial Marketing Management*, 81, 89-98.
- Karjaluoto, H., Ulkuniemi, P., Keinänen, H., & Kuivalainen, O. (2015). Antecedents of social media B2B use in industrial marketing context: customers' view. *Journal of Business & Industrial Marketing*.
- Lewin, K. (1951). *Field theory in social science: selected theoretical papers* (Edited by Dorwin Cartwright.).
- Li, F., Larimo, J., & Leonidou, L. C. (2020). Social media marketing strategy: definition, conceptualization, taxonomy, validation, and future agenda. *Journal of the Academy of Marketing Science*, 1-20.
- McColl, R., Truong, Y., & La Rocca, A. (2019). Service guarantees as a base for positioning in B2B. *Industrial Marketing Management*, 81, 78-86.
- Mullins, R. R., & Panagopoulos, N. G. (2019). Understanding the theory and practice of team selling: An introduction to the special section and recommendations on advancing sales team research. *Industrial Marketing Management*, 77, 1-3.
- Pugazhendhi, P. (2019). A STUDY ON PURCHASING DECISION AND SATISFACTION OF CONSUMERS TOWARDS PURCHASE OF SCOOTERS AT RANIPET IN VELLORE DISTRICT, TN, INDIA. *Cognitive Psychology*, 2(01).
- Singh, J., Flaherty, K., Sohi, R. S., Deeter-Schmelz, D., Habel, J., Le Meunier-FitzHugh, K., . . . Onyemah, V. (2019). Sales profession and professionals in the age of digitization and artificial intelligence technologies: concepts, priorities, and questions. *Journal of Personal Selling & Sales Management*, 39(1), 2-22.
- Vedel, I., Ramaprasad, J., & Lapointe, L. (2020). Social Media Strategies for Health Promotion by Nonprofit Organizations: Multiple Case Study Design. *Journal of Medical Internet Research*, 22(4), e15586.
- Zhang, H., Gupta, S., Sun, W., & Zou, Y. (2020). How social-media-enabled co-creation between customers and the firm drives business value? The perspective of organizational learning and social Capital. *Information & Management*, 57(3), 103200.