

Critical Success factors of adopting Social Media for Internal Communication in Private Sector Organizations in Sri Lanka

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Abstract

Social media are the websites and platforms that facilitate people to share information quickly and efficiently. The transformation of sharing photos, ideas, and other data between individuals has changed the way people live and do business. Social Media communication tools are widely utilized in the workplaces to facilitate internal communication and improve employee business processes. The study identifies that while global organizations have great benefits from using social media communication tools in their workplaces, In Sri Lankan organizations, there can be seen a minimum usage of those tools for internal communication purposes. This study investigates the influencing factors for the adoption of those social media communication tools in local organizations. The literature review is done according to the PRISMA framework. After referring to the literature, twenty-seven factors are identified, and the most frequently found eight factors, Top Management Support, Relative Advantages, Compatibility, Cost-Effectiveness, Competitive Pressure, Bandwagon Effect / Pressure from trading partners, Firm size, and Complexity are recognized as the affecting factors for adopting social media tools. The identified factors are presented as a model through the study. Moreover, the tools and processes used by global organizations are also identified in the literature review.

Keywords

Social Media, Internal Communication, Communication tools, Affecting factors

1. Introduction

Social media are the websites and platforms that facilitate people to share information quickly and efficiently. While many individuals use mobile phone apps to reach social media, these communication tools originated on computers. These social media tools can relate to any internet communication feature that enables users to share information and interact with other people broadly. Moreover, the transformation of sharing photos, ideas, and other data between individuals has changed the way people live and do business. (Matthew 2020)

Local Internet and Social Media Usage – Statistics

Internet:

- There were 10.90 million internet users in Sri Lanka in January 2021.
- The number of internet users in Sri Lanka increased by 800 thousand (+7.9%) between 2020 and 2021.

Internet penetration in Sri Lanka stood at 50.8% in January 2021. (WWW2)

Social Media:

- There were **7.90 million** social media users in Sri Lanka in January 2021.
- The number of social media users in Sri Lanka **increased by 1.5 million** (+23%) between 2020 and 2021.

The number of social media users in Sri Lanka was equivalent to **36.8%** of the total population in January 2021. (WWW2)

Global Internet and Social Media Usage – Statistics

Internet: Since last year, internet usage has increased by 316 million (7.3 percent), where 4.66 billion people have use the internet in January 2021. The global internet penetration rate has now reached 59.5 percent. (WWW1 2021)

Social media: Around the world, 4.20 billion individuals use social media. Furthermore, it is expanding at a pace of 13 percent every year, with 490 million new users added each year. It presently represents 53% of the global population. (WWW1 2021)

The usage of the internet and social media has increased suddenly in number as a result of the COVID-19 epidemic. According to the report, 15.5 new accounts are added to social media networks every second. (WWW1 2021)

Figure 1 shows the Most popular social networks worldwide as of January 2021, ranked by number of active users (*in millions*)

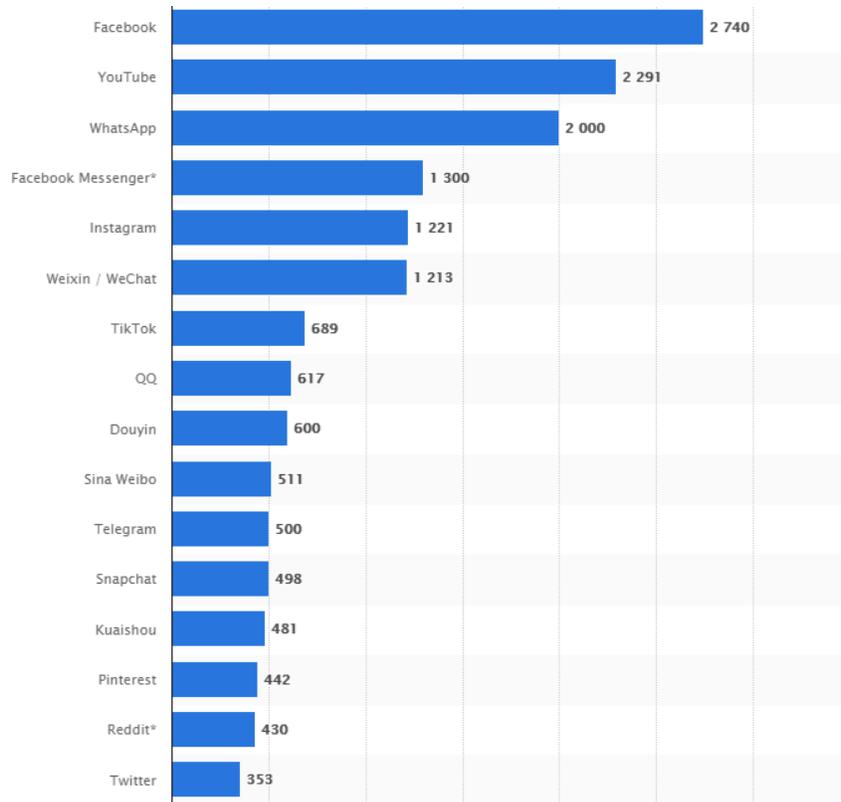


Figure 1. Most Popular Social Networks

Facebook was the first social media platform to achieve one billion registered user accounts, and it now has over 2.5 billion monthly active users. Facebook, Facebook Messenger, WhatsApp, and Instagram are all owned by Facebook, and each of them has one billion monthly active users. In the second quarter of 2020, 3.1 billion monthly core family products were recorded. (Statista 2020)

Private Sector Organizations

Private Sector organizations were established throughout Sri Lanka to have a clear and enormous impact on the country's economic scale's steady growth and stability. Households, businesses, and organizations comprise the private sector, which includes jobs in a wide range of industries such as retail, construction, and manufacturing. In the keynote address at the 172nd Annual General Meeting of the Ceylon Chamber of Commerce the speaker has said that "The private sector has been a longstanding partner of Sri Lanka's development even through tough times and deserves a pat in the back for engaging with the Government from the colonial times, through independence, a three-decade-long conflict, financial crisis and now in the process of moving into a Middle Income Country." (WWW5) Because private-sector businesses are acquired and controlled by private individuals or enterprises, businesses in this category are

focused on entrepreneurial activities, taking risks in order to create jobs and profit. Moreover, 80 percent of the foreign investors that come to Sri Lanka tend to invest in private sector organizations.

There are many differences between private sector organizations than public sector organizations. Job insecurity is a major issue in the private sector. Work in this industry is not stable. If an organization fails to manage its business activities well, it may fall out of the system, forcing its employees to find new jobs. (WWW4) Due to this job instability fact there's a higher level of employee turnover in the private sector organizations than the public sector organizations. (Hussain and Abeygunawardana 2018)

Local Usage of Social Media within Workplaces

Social media is becoming a more critical part of the business. When it comes to Sri Lankan internet users, they are drawn to SMN in the same way that internet users in foreign countries are. In Sri Lanka, Facebook is now the most popular and most often used SMN site. (Samantha and Hennayake 2015) In a cultural environment of an organisation, SMN is a way to create whole information of the employees and the organisations. Personal career improvements, overall organizations' performance, and efficiency will improve when employees can share their knowledge, opinion, and experience.

However, researchers discovered that social media networking is not widely used in most Sri Lankan organisations. The majority of Sri Lankan business organisations are accustomed to traditional business practices. Still, most Sri Lankan organisations are unfamiliar with the concept of Social Media Networking. (Samantha and Hennayake 2015) Social media marketing is in a very good position in Sri Lanka. Most organisations use social media marketing to promote their products or services, spending a low cost, mainly on Facebook. Advertisements for Foreign degrees, Food promotions, and technical gadgets can be identified as the most seen promotions in SMN sites.

LinkedIn is the least used social media platform in Sri Lanka when we consider social media marketing. The reason could be the high cost of LinkedIn advertising or the relatively small number of Sri Lankan users. (WWW3).

In Sri Lanka, social media marketing is used by many organisations. Perera & Sons (P&S) has had a social media campaign to promote its brand among the younger generation. They also used Twitter and Foursquare at a time when their users were likely to abandon those social media networks. (Samantha and Hennayake 2015)

At present, Social Media Networking tools are used by Sri Lankan younger generation to sell services as well as products. People are becoming more interested in this trend because they can volunteer at this facility. This trend is primarily used to provide educational assistance, community building, charity, event management, and similar services.

Only a few companies in Sri Lanka use Social Media Networking trends effectively in their organisational activities, such as ODEL, Anything.lk, Dialog Axiata, Mobitel, Etisalat, and others. The majority of Sri Lankan businesses continue to rely on traditional methods rather than the most recent Social Media Networking trends. It is necessary to identify the Social Media Networking trends' values to be used by Sri Lankan organisations.

Global Social Media usage in workplaces for Communication

Many studies have looked into the usage of social media in businesses for communication purposes. SM is widely utilized in the workplace to facilitate internal communication and improve employee business processes. (Qi Song et al. 2019) When using public and famous social media platforms such as Facebook, Twitter, and LinkedIn, organizations are primarily focused on employee engagement, knowledge sharing, innovation, customer service, marketing, and talent recruitment. This pattern aids in the achievement of overall organizational goals as well as company operations. (Qi Song et. al., 2019)

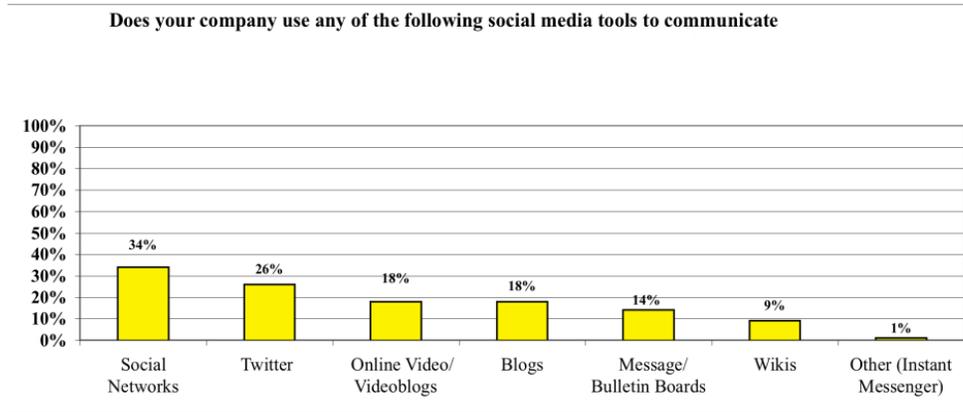


Figure 2. SM Tools to communicate

As in figure 2, 2009 (Nora and Eric 2009) has found out that 34% of the respondents of the research are using social networks to communicate at work as a major tool. And they were using several other platforms as well. By 2021 this has been increased to a higher level.

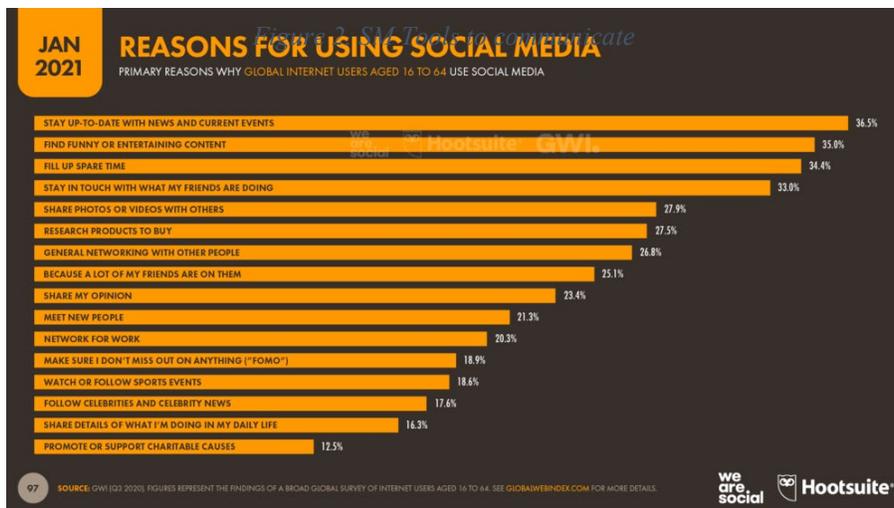


Figure 3. Reasons to use social media

According to figure 3, 20.3% of the world's population uses social media to network for work. (WWW1) And according to a McKinsey Global Institute (2016)'s survey, 93 percent of respondents said their organizations used at least one social media tool, and 80 percent said they used social media tools for internal communication activities. (Linjuan et. al., 2020)

Even though the usage of internal social media delivers some challenges or threats, the digitized workforce creates new opportunities for organisations (e.g., privacy issues, criticisms, distractions). (Linjuan et. al., 2020) According to scholars and public relations practitioners, internal usage of social media tools can enhance employees' roles as trustworthy corporate ambassadors because they can easily share the organisation's data with their networks. (Ewing et. al. 2019)

According to the past literature and current statistics, we can see a lack of social media usage at local workplaces compared to global organisations. Global organizations are taking many uses from social media through

communication tools. However, in Sri Lanka, researchers have observed a lack of usage of these tools, and they are not taking the relevant benefits from them.

Research Gap

According to the past literature and current statistics, we can see a lack of social media usage at local workplaces compared to global organizations. Global organizations are taking many uses from social media through communication tools. Local researchers have observed a lack of usage of these tools, and they are not taking the relevant benefits from them. Even though several local types of research have been conducted on social media usage at workplaces, they have not focused on social media usage for internal communication purposes. In the research Samantha and Hennayake (2015), they have been focused only on the usage of social media networking sites for customer service, marketing, promotions, and new product innovation.

Aim of the Study

This study aims to identify the factors that affect the adoption of social media communication tools for private sector organizations and determine those factors. The study was designed to satisfy the aim, and social media communication tools and processes used globally by other organizations will also be identified through the literature review.

2. Literature Review

Literature review was conducted according to the PRISMA framework and figure 4 is the flowchart of the process.

Identification of the Literature

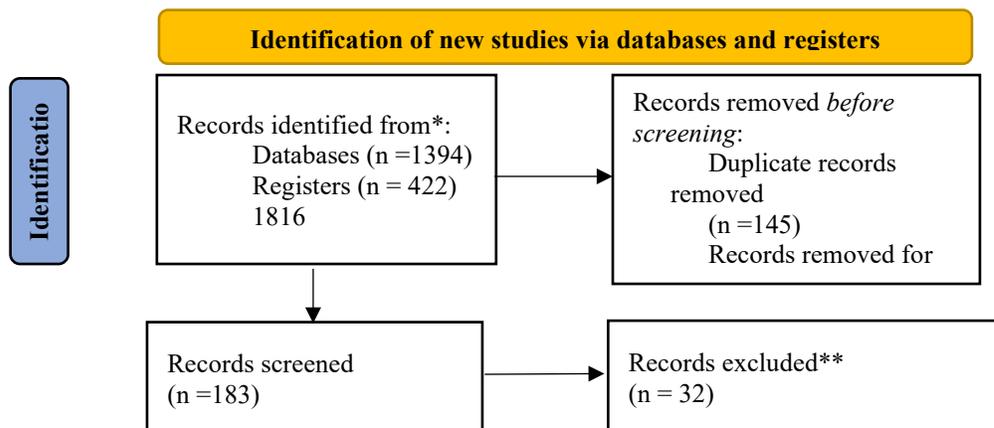
During the identification process, 1816 records were identified browsing through the databases like Emerald, Research Gate, Google Scholar, Science Direct, and Taylor. The literature was identified by using "Social Media", "Communication tools" and "Internal Communication" keywords. 145 records were removed due to duplication issues and 1588 records were removed due to reasons like the difficulty of accessing the records and irrelevance records. Ultimately one hundred and eighty-three (n=183) records were selected for the screening process.

Screening the Literature

From the screened, one hundred and eighty-three records, thirty-two (n=32) records were excluded due to the irrelevance for the study after reading the abstract of the records. Then one hundred and fifty-one (n=151) records were sought for retrieval. From that twenty-three reports were not retrieved due to the availability of only the abstracts. Hence the number of records assessed for eligibility is one hundred and twenty-eight (n=128). From that set of records, twenty records were removed again due to their age and forty-eight records were removed due to the fact that they are talking about external social media. And another 12 records were on SMEs and they were removed too from the collection. So, at last, forty-eight total records were selected for the literature review study.

Included Literature

A total amount of forty-eight records were included in the literature review after the identification and screening process according to the PRISMA framework and they were categorized into three sections as Use of Social Media Communication tools and its impact, Factors affecting the social media adoption of workplaces, and the technology–organization–environment framework.



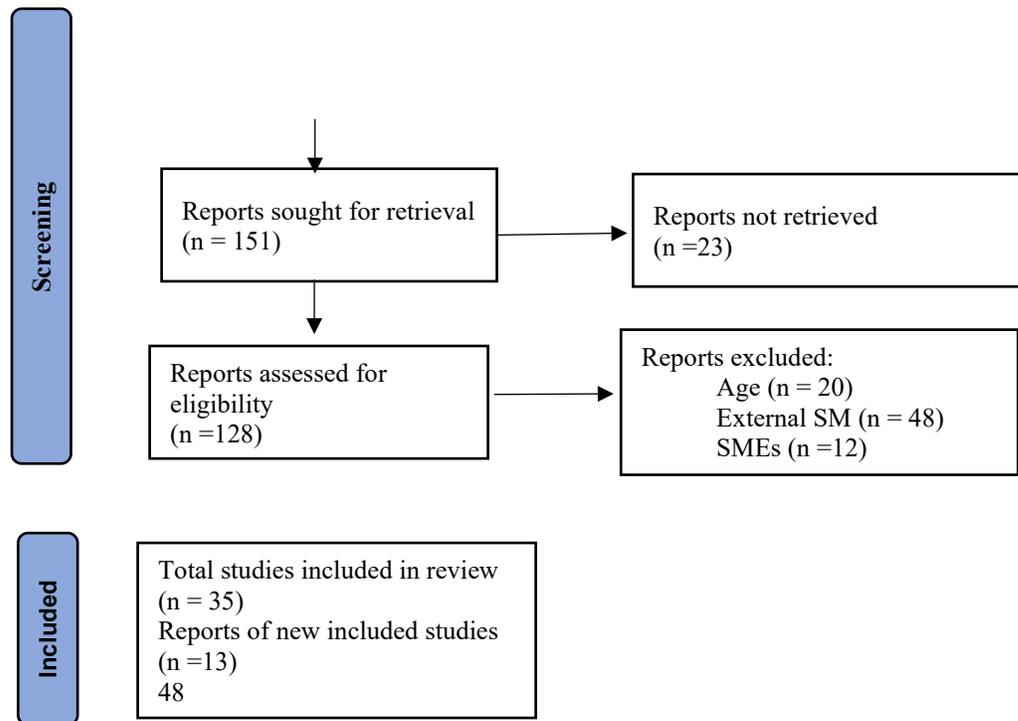


Figure 4. PRISMA Flow Chart

2.1. Classification and the Use of Social Media Communication tools in the workplace

Various social media networks can be used in the workplace.

Basically, two types of SM platforms can be identified. The first one is enterprise social media. It is described as internal communication methods designed to encourage social interactions. Yammer, Jive, Facebook for work, and social chorus are some of the custom-built systems suitable for communication within a workplace. As Leonardi et. al. (2013) stated, Web-based platforms enable employees to,

- (1) Send messages to certain co-workers or broadcast messages to everyone in the workplace.
- (2) Explicitly or implicitly identify specific co-workers as communication partners.
- (3) Post, edit, and sort text and files linked to themselves or others.
- (4) View the messages, connections, text, and files communicated, posted, edited, and sorted by anyone else in the organisation at any time.

The second category includes platforms that are open to the public, such as Facebook, Twitter, and LinkedIn. These platforms are designed to make it easier for people to share social and private information and personal identification and emotional support. These social media express social expectations, social support, normative expectations, friendship, and deference. (Qi Song et. al., 2019)

Twitter is being used in Google, Starbuck, and the Massachusetts Institute of Technology to share work-life content with its employees and encourage and motivate employees. (Taurasi and L. 2015).

According to recent studies, organizations use both types for their internal communication and employee engagement. (Ewing et al. 2019). Publicly available SM networks are more commonly used in firms because employees are more comfortable with those SM networks and the capabilities can be obtained at a lower cost. And also, according to Linjuan et al. (2020), the workplace organization uses both types of social media for internal communication.

Internal social media is far more than a tool or platform; it is the connection between employee relational behavior patterns and strategic communication management. (Linjuan et al. 2020)

Considering recent advancements in internal communication digital transformation, academics and practitioners have given priority to investigating how businesses can benefit from internal social media.

With the rising of social networking platform usage within employees, business technology experts began to design work-oriented social media platforms tailored for the workplaces. (Peter and Brayan, 2015) These platforms are normally referred to as enterprise networking platforms. Enterprise social media platforms are also built like the general social media platforms based on user profiles. They have many communication facilities like blogs, microblogs, messaging facilities, wikis, forms, document sharing, comments, and many things like that. (Peter and Brayan, 2015) These are like Facebook platforms for the users, but they have been specially built to suit the employees' working environment. Enterprise networking platforms have evolved into mature and advanced tools provided by various major application developers, including IBM, Cisco, Oracle, SAP, Microsoft, and Novell (Wolfe, 2011). Enterprise social networking platforms are generally thought to be more effective in supporting efficient and productive team communication and cooperation than Web 1.0 tools such as e-mail (Turban et al. 2011).

Internal social media tools usage improves horizontal and vertical communication in the workplace, neglecting the limits and boundaries. Employees get the chance to communicate with the higher-level management positions, which they will not be able to do by meeting face to face in person. Through fluid communication, internal communication tools generate social capital within the working individuals tightening the existing bonds between them and creating new bonds. (Linjuan et. al. 2020) Internal communication tools usage also helps to improve knowledge sharing, information accessibility, innovation, and creativity of the employees, improving the organization's efficiency and effectiveness of business processes. (Ali-Hassan et. al. 2015)

Employees get the ability to read posts that are shared by the other levels of employees, co-workers, or the company, and they can like them and share them. Through that, their engagement in the organization improves, and they get a feeling about the organization. They can be in several groups and share their ideas too. It helps to increase their understanding and facilitates bonds with other co-workers. Moreover, employees get a chance to raise their voice or the opinions within the organization with internal social media usage. (Ruck et al. 2017) Such activities interactive to each other improve the employees' sense of work, attentiveness, increase their job satisfaction, and more engagement in work. Ultimately it decreases the employee turnover intention with the motivational and exciting working environment.

Furthermore, researchers have found that organizations are more likely to use general social media platforms within their workplaces than implementing advanced social media technologies like enterprise social media due to the fact that the cost of general social media is critically low compared to having enterprise social media implemented for them. Moreover, the familiarity of the employees is higher with the general social media. It adds an advantage to the organization since there is no need to train employees or educate them to use the new, unfamiliar social media platforms. (Ewing et al. 2019).

2.2. Factors affecting social media adoption

Identifying the critical success factors affecting social media adoption in organizations helps to increase social media usage in those organizations. Many foreign researchers have paid attention to these influencing factors to increase the adoption of new technologies in their organizations.

Many researchers have focused on the impact of top management support for adopting these new technologies in their research. The behavior or the attitude of the leaders has a significant influence on those who follow them. (Stieglitz et. al, 2013) Many have figured out that the interest of the CEO and other top management to be innovative and updated with the time using new software themselves leads firms to be innovative and tend to influence the employees as well. The literature on innovation integration largely recognizes top management as the entity responsible for shaping an organization's standards, moral standards, and culture. (Farzana et. al., 2017) Social media usage in a company also needs ongoing monitoring and proper employees to update the details online, so sufficient funds and needed resources should be made available to ensure successful usage of social media platforms. Therefore, Top Management Support can be a critical factor for the influence to adopt social media within workplaces.

Many researchers have found that social media usage within organizations for internal communication provides various benefits. Social media increases employee engagement in the operational processes increases the psychological level of the employees, improves information sharing, and many more benefits can be gained through

implementing social media in workplaces. According to Qi Song et. al., (2019), Employees who use work-related social media platforms can receive greater job-related outputs such as better communication effectiveness, increased work-related awareness, and enhanced work performance. Accordingly, relative advantages of social media usage for communication can positively influence the company's adoption of social media.

According to Ainin et. al. (2015) compatibility is considered a major influencing factor for adopting new technology of an organization. When the technology is recognized as compatible with the firm's existing technology, infrastructure, culture, morals, and daily used work methods, it has a high chance of being implemented. Several previous studies have discovered that more compatible technology is far more likely to be implemented. (Farzana et. al., 2017) And also, sometimes they have found that even if the new technology is compatible with the existing technology infrastructure, it can create negative results too. (Ainin et. al., 2015). Wang et. al. (2010) have studied this technology compatibility. He has found out that it is an important factor for the adoption of new technologies while Ramdani et. al. (2009) has found out that it is an unimportant factor for the adoption of ERP systems in organizations. According to Chong et. al. (2012), the cost to spend for IS adoptions is significant in adopting information systems in organizations. Previous studies have found that cost-effectiveness is a major variable to adopt social media platforms within their organizations. (Chong et. al., 2012) Higher efficiency levels can be gained by using these new platforms rather than the traditional communication processes. It can get more efficient communication at a relatively low cost. This cost-effectiveness attracts organizations to adopt social media for their communication purposes. (Kaplan and Haenlein, 2010) So that cost-effectiveness can be considered an affecting factor for adopting Social Media within an organization.

Competitive pressure is the degree of competition a firm has in its market. It may be influenced by factors such as globalization, technological advancement, and the fast spread of new technological advances. (Derham et al., 2011). Companies often come up with new ideas more if there are more organizations in the market. Prior researchers have found that competitive pressure is one of the critical drivers of the technology adoption of a firm. (Alshamaila et. al., 2013)

The bandwagon effect is the impact that occurs by the success stories of other organizations in implementing new technologies or innovations. According to AlSharji et. al. (2018) many businesses implement new and robust computer systems because their competitors are doing so. As more businesses adopt a particular type of technology, more pressure is placed on others to do the same thing. (AlSharji et. al., 2018) The bandwagon effect is especially strong for organizations operating in ambiguous or uncertain environments.

Complexity measures whether a new technology is gained as difficult to implement, while observability measures whether the outcomes of implementing new technology are noticeable to others (i.e. whether other organizations and individuals can observe that the newly implemented technology has helped). A technology should be less complicated to adopt for an organization newly. As in Alshamaila et. al. (2013), when a technology is less complicated, user-friendly, and easy to use, firms have a high chance to adopt the technology since they have to pay less effort to make the employees familiar with the technology.

Assessing the risk of adopting a technology is difficult, as mentioned in many studies. Moreover, according to Xie et. al. (2017), perceived risk is an essential indicator of adopting technologies. Risk can occur in different ways. It can be a behavioral risk or environmental risk. When adopting a technology, the users may be reluctant to use the technology, or it can create risks of leaking the organization's sensitive information. Most of the time, anyone can access the information through the same sources when there is a lack of security to protect data. People may be worrying about the chance of leaking sensitive information. (Xie et. al., 2017). Furthermore, because the internet/connection cannot be predictable since there may be chances of losing the connection or system disruptions, adopting new technologies for organizational activities is a risk.

Previous studies have mentioned that interaction between the technology and the users' works as a key factor for the success of the technology adoption. (Lee and Kozar, 2012) Among other factors and characteristics of a technology that affects the successful adoption of a technology, interactivity plays a major role. Unlike other technologies that facilitate one-way communication, two-way communication technologies like Facebook are more effective as a social media communication tool because they are much interactive. (Mayfield, 2008) According to the previous literature, researchers have found that some organizations are using Facebook because of its interactive nature. (Ainin et. al., 2015)

According to Alshamaila et. al. (2013), organizational size is an essential factor in adopting a new technology. It is usually identified that large firms have the most resources, skills, and equipment needed to adopt new technologies and resist a failure of the adoption. In small firms, it is the other side that they do not have the necessary skills or other resources to assist the organizational process change. Nevertheless, when we refer to the past literature, the fact is not very obvious that while some researchers have negative correlation results, some researchers have got a positive correlation result. Moreover, some researchers have got non-significant correlation results (Alshamaila et. al., 2013). On the other hand, small firms are more flexible than large firms. They can easily adapt to environmental changes and technology failures since the flexibility that they have. Furthermore, it is said that "IT adoption often needs coordination, which may be relatively easier to achieve in small firms." (Alshamaila et. al., 2013)

Several researchers have found that trialability is an important influencing factor for technology adoption. Some researchers have suggested that for accessing websites and in online education, this factor is the significant thing. (Hsbollah and Idris, 2009) In Sahin (2006) the researcher has stated that " throughout the process of the adoption decision, reinvention may take place during the trial of the new technology. This also may affect adoption rates and speeds among businesses in a positive way. For laggards, there is less uncertainty, because they know from the early innovators how effective the innovation is. Therefore, for early adopters and innovators, trialability is more significant when it comes to exploring new innovations".

These are the influencing factors that identified, and the most mentioned eight factors were identified as the influencing factors for Sri Lankan private Sector organizations. (Table 1)

Table 1. Affecting factor for sm adoption

Affecting Factor	Research Papers
op Management Support	(Sharif et. al. 2015) , (Stieglitz et. al 2013) , (Ahmad et. al. 2018) , (Farzana et. al. 2017) , (Mohmed and AL-SABAAWI 2015) , (Sunday et. al. 2021) , (Nguyen et. al. 2013) , (Sila and I 2013) , (Alain et. al. 2009) , (Lian et. al. 2014) , (Kumar et. al. 2018) , (Gangwar et. al. 2015) , (Wang et. al. 2010) , (Rahayu et. al. 2015) , (Alshamaila et. al. 2013)
Relative Advantages	(Sharif et. al. 2015) , (AlSharji et. al. 2018) , (Stieglitz et. al 2013) , (Ahmad et. al. 2018) , (Sabraz et. al. 2020) , (Farzana et. al. 2017) , (Sunday et. al. 2021) , (Yao Fu et. al. 2018) , (Sila and I 2013) , (Tom Buchanan et. al. 2013) , (Alain et. al. 2009) , (Chin Lay and Vimala Balakrishnan 2019) , (Lian et. al. 2014) , (Brown et. al. 2010) , (Kumar et. al. 2018) , (Gangwar et. al. 2015) , (Wang et. al. 2010) , (Rahayu et. al. 2015) , (Alshamaila et. al. 2013) , (Gagnon et. al. 2010) , (Xie et. al. 2017)
Compatibility	(Sharif et. al. 2015) , (AlSharji et. al. 2018) , (Ahmad et. al. 2018) , (Sabraz et. al. 2020) , (Farzana et. al. 2017) , (Sunday et. al. 2021) , (Yao Fu et. al. 2018) , (Nguyen et. al. 2013) , (Alain et. al. 2009) , (Lian et. al. 2014) , (Brown et. al. 2010) , (Brown et. al. 2010) , (Kumar et. al. 2018) , (Gangwar et. al. 2015) , (Wang et. al. 2010) , (Rahayu et. al. 2015) , (Alshamaila et. al. 2013) , (Ainin et. al. 2015) , (Gagnon et. al. 2010)
Cost-Effectiveness	(Sharif et. al. 2015) , (Farzana et. al. 2017) , (Mohmed and AL-SABAAWI 2015) , (Sunday et. al. 2021) , (Yao Fu et. al. 2018) , (Sila and I 2013) , (Lian et. al. 2014) , (Brown et. al. 2010) , (Kumar et. al. 2018) , (Rahayu et. al. 2015) , (Ainin et. al. 2015) , (Gagnon et. al. 2010) ,

Competitive Pressure	(Sharif et. al. 2015) , (Ahmad et. al. 2018) , (Farzana et. al. 2017) , (Mohmed and AL-SABAAWI 2015) , (Sunday et. al. 2021) , (Yao Fu et. al. 2018) , (Sila and I 2013) , (Alain et. al. 2009) , (Gangwar et. al. 2015) , (Wang et. al. 2010) , (Rahayu et. al. 2015) , (Alshamaila et. al. 2013)
Bandwagon Effect / Pressure from trading partners	(Sharif et. al. 2015) , (Stieglitz et. al. 2013) , (Ahmad et. al. 2018) , (Sunday et. al. 2021) , (Sunday et. al. 2021) , (Sila and I 2013) , (Alain et. al. 2009) , (Lian et. al. 2014) , (Brown et. al. 2010) , (Gangwar et. al. 2015) , (Wang et. al. 2010) , (Rahayu et. al. 2015) , (Alshamaila et. al. 2013)
Firm size	(Del et. al. 2006) , (Yao Fu et. al. 2018) , (Sila and I 2013) , (Kumar et. al. 2018) , (Wang et. al. 2010) , (Rahayu et. al. 2015) , (Alshamaila et. al. 2013)
Complexity	(Sila and I 2013] , (Alain et. al. 2009) , (Lian et. al. 2014) , (Kumar et. al. 2018) , (Gangwar et. al. 2015) , (Wang et. al. 2010) , (Alshamaila et. al. 2013) , (Ainin et. al. 2015) , (Gagnon et. al. 2010)

3. Methods

Records for the literature review were screened based on the PRISMA framework. In order to achieve the main objective of this research, the literature was first reviewed to identify the factors that have been found out by previous researchers. The research published in recent years was considered, sources were searched through Research Gate, Science Direct, Taylor and Francis, Emerald, Springer Link, JSTOR, Scopus, and Google Scholar. "Social Media," "Communication tools," "Internal Communication" were used as primary keywords for the study. After reviewing the resources, twenty-seven factors were identified which can affect the social media communication tools adoption. From that twenty-seven, eight factors were identified as the facts with a higher chance of influence according to their frequency of identification. They are Top Management Support, Relative Advantages, Compatibility, Cost-Effectiveness, Competitive Pressure, Bandwagon Effect / Pressure from trading partners, Firm size, and Complexity. Furthermore, identifying the tools and processes that are implied within global organizations are also identified through the literature review.

4. Conclusion

This study area mainly focused on the lack of adoption of social media tools for internal communication within private organizations in Sri Lanka. According to the study, global organizations are using various types of social media communication tools for their internal communication of the firms, achieving many benefits using them. But in Sri Lanka, there is a lack of usage of these tools. According to the study, it was evident that there is a research gap in

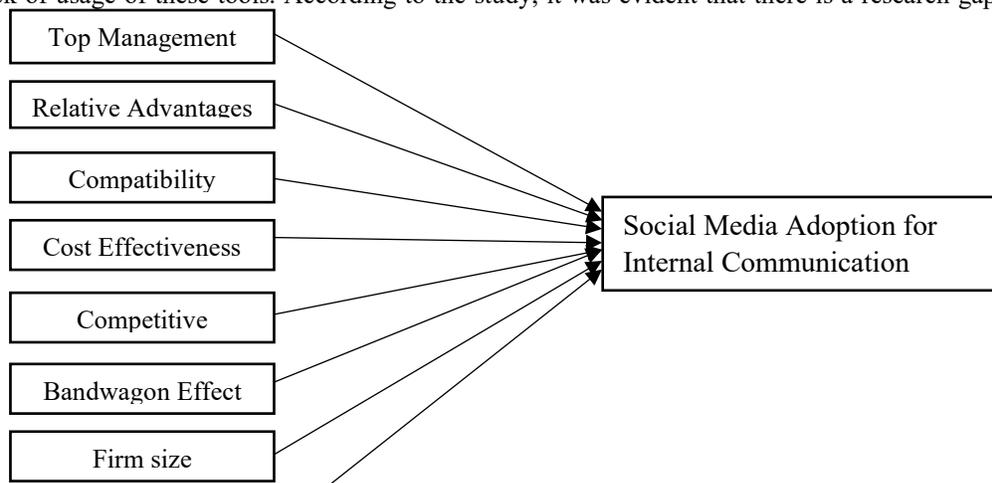


Figure 5. Model to identify critical success factors for social media adoption

studying the use of these social media communication tools for internal communication. The study was conducted in order to achieve the aim to identify the factors that can affect social media adoption as internal communication tools and determine the most possible affecting factors. "Social Media", "Internal Communication", "Communication tools," "Affecting factors" were used as keywords. After analyzing, twenty-seven total factors were identified and eight most frequently used factors were chosen as the possible affecting factors for the communication tools adoption in Sri Lankan private organizations. According to the study, Top Management Support, Relative Advantages, Compatibility, Cost-Effectiveness, Competitive Pressure, Bandwagon Effect / Pressure from trading partners, Firm size, and Complexity can affect the adoption of social media communication tools for internal communication. Figure 5 shows the model developed by the study. This model can be tested to identify the true affecting factors. Knowledge, understanding, and the adoption plan for social media communication tools will be interesting for future researchers.

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