



INTERNATIONAL JOURNAL OF ACADEMIC RESEARCH IN BUSINESS & SOCIAL SCIENCES



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To Link this Article: <http://dx.doi.org/10.6007/IJARBSS/v8-i12/5626>

DOI: 10.6007/IJARBSS/v8-i12/5626

Received: 29 Nov 2018, **Revised:** 18 Dec 2018, **Accepted:** 28 Dec 2018

Published Online: 06 Jan 2019

In-Text Citation: (Halil, Bidin, Osman, & Alsagoff, 2018)

To Cite this Article: Halil, N. A. binti, Bidin, R. binti, Osman, M. N. bin, & Alsagoff, S. A. bin S. (2018). Antecedents of the Adoption of Social Media Policy and Its Consequences towards Internal Brand: A Conceptual Paper. *International Journal of Academic Research in Business and Social Sciences*, 8(12), 2450–2471.

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Vol. 8, No. 12, 2018, Pg. 2450 - 2471

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Abstract

Social media provides competitive advantages such as enhanced customer relations and services, cost reduction in marketing and customer services, improved information sharing and accessibility, improved brand visibility, revenue generation and competitive advantage. However, in facing these positive developments and changes, the organisation tend to lose control over the dissemination of information. Thus, the organisation will be facing potentials risk such as human error, processes, reputational risk, operational risk, regulatory compliance risk, financial risk and information security risk. To overcome these challenges, organisations need to look and adopt the governance mechanisms by being aware of the policy and risks to ensure that the risks of social media are well managed. Therefore, this study proposes to identify and examine the influence of organization nature and policy awareness, which are key antecedents of adoption of regulatory frameworks and also seek to explain the consequences of the adoption of social media regulatory framework. Specifically, the aim of the study is to identify what are the institutional perspectives on organization culture, awareness and perceived characteristics of regulatory framework as antecedence and its consequences on internal brand. Quantitative method will be adopted for this study. In order to examine the effects of regulatory framework on the internal brand, first, in the stage of item development process (qualitative data), the employee will be interviewed. Second, the questionnaire (quantitative data) will be distributed to the organization staffs for the main survey. Through good governance structure, it will enable and limit individual actions and will help the organization to manage their social media operation successfully. Furthermore, the implementation of social media guidelines or regulatory frameworks is required to protect the organisations' image and reputation.

Keywords: Social Media, Social Media Policy, Policy, Adoption and Internal Brand.

Introduction

Social media has been widely used by businesses today. Among the Southeast Asian organizations, Malaysia, Thailand and Philippines had invested strongly in social media. Realizing the importance of social media, Malaysian organizations had created a social media profile and promote it through their official websites (Shahizan et al., 2012; Parveen, Noor & Sulaiman, 2014; Parveen, 2012). However, there are few limitations in previous studies pertaining to social media.

Firstly, since emergence of social media, study on social media study has been increasingly discussed among scholars (Elving & Postma, 2017; Laurell, 2017; Scholtz, Calitz & Tlebere, 2017; Morris & James, 2017; Ziska, 2017; Floreddu & Cabiddu, 2016; Cabosky, 2016). The social media has been adopted in many field such as in human resource management (HRM) (McCann & Barlow, 2015; Kluemper, Mitra & Wang, 2016; Bissola & Imperatori, 2014; Girard, Fallery, Rodhain, 2014), in health services (Hatem, Hajli, Xiaolin, Mauricio & Ivan, 2014; Lim, 2016; Bannor, Asare, Bawole, 2017), in education (Floreddu & Cabiddu, 2016; Scholtz, Calitz and Tlebere, 2017; Tadros, 2015; Hamid, Ijab, Sulaiman, Md. Anwar & Norman, 2017; Lenartz, 2105; Gammon & White, 2015) and in business particularly SMEs (McCann & Barlow, 2015; Durkin, McGowan & McKeown, 2013; Dutot & Bergeron, 2016; Oddom, Anning-Dorson & Acheampong, 2017; Hitchen, Nylund, Ferras & Mussons, 2017; Ainin, Parveen, Moghavvemi, Jaafar & Mohd Shuib, 2015).

However, those studies are focusing only the adoption of social media and its usage in the organization. For instance, Elving and Postma (2017) did a study on how organization use social media for stakeholder dialogue, Scholtz, Caltz & Tlebere (2017) did a study on social media use for extra-curricular education while Floreddu & Cabiddu (2016) focusing on the communication strategies of social media. This showed that social media has been adopted in the organization to support internal communication and collaboration or to interact with customers and other stakeholders (McKinsey Global Institute, 2012; Stieglitz and Kruger, 2011; and Backhouse, 2009).

The trends of using social media in organization are increasing because it was proven to benefit the organization. Furthermore, social media can be also served as one of information tools in delivering organisation message to their stakeholders. For an example, a study done by Yusoff, Mohamad, Mohamed Ghazali & Syed Azmy (2016) found out that social media plays a crucial role to seek for information besides entertainment.

Similar to this study, Kamarulzaman, Veeck, Mumuni, Luqmani & Quraeshi, (2015) in their study revealed that in United State of America, to find and verify sources of halal food, social media has been an important tools. Thus, brand visibility of halal industry can be improved through social media (Parveen, 2012).

However, organization today has to face bigger challenges in facing these positive developments and changes as it will be quite challenging in controlling the information flow. (McAfee, 2009). Ihator (2001) stated that organisations may lose control in information dissemination because the organisations can present their views freely to their stakeholders.

The usage of social media risk are prone to numbers of risks such as human error, processes, reputational risk, operational risk, regulatory compliance risk, financial risk and information security risk (Haynes, 2016; Mennie, 2015 and Belbey 2015). This can be supported by a study done by Mohd Anuar Ramli, Mohammad Aizat, Jamaludin, Abdul Qayyum Aminnuddin & Mohammad Naqib Hamdan (2015). Their study stated that untruthful information will not only affect the products, the

consumers and also the authority will be affected too. Insufficient knowledge among the members of the organisations to act responsibly in social media will lead to the reputational damage (Gallaughier and Ransbotham, 2010) and will have effect on the organisations' financial because the damage will increase the turn over and decrease the revenue.

Due to this, study on social media governance has been increasingly discussed by scholars (Linke & Zerfass, 2013; Van Den Berg & Verhoeven, 2017; Vardeman-Winter & Place, 2015; Zoonen, Verhoeven & Vliegienthart, 2016; Bochenek & Blili, 2014). However, there is limited literature on the antecedents of social media policy adoption. For an example, Linke & Zerfass (2013) study on the concept of Social Media Governance in German's organization while Zoonen, Verhoeven & Vliegienthart (2016) did a study on how the social media policies can help to alleviate the negative consequences of work-related social media usage. Besides that, Van der Berg & Verhoeven (2017) did a study on the motivations behind managers' attempts to govern sharing work-related information behaviors among employees. Therefore, it shows that, studies on what drives an organization to adopt social media policy are still lacking. The main objective of this paper is to provide a review on adoption concept with a view to conceptualizing the antecedents of social media policy adoption and its consequences towards internal branding. The paper hypothesizes, through a descriptive framework, the key variables to be involved in such adoption studies. The research questions are as following:

- a) Does organization culture determine the adoption of social media policy?
- b) Does awareness determine the adoption of social media policy?
- c) Does a perceived characteristic of social media policy determine the adoption of social media policy?
- d) What is the relationship between adoptions of social media policy with internal branding?
- e) What is the relationship between organisation culture and internal branding?
- f) What is the relationship between awareness on the social media policy with the internal branding?
- g) What is the relationship between perceived characteristics of social media policy with internal branding?

Conceptual Overview

This review is to obtain the variables that associated with adoption as well as the complexity of the antecedents and its consequences towards internal branding. This section discusses the adoption concept, the antecedents and its consequences towards internal branding, as well as the adoption theory which supports the study.

The Concept of Adoption

Historically, adoption concept has been introduced by Everett Rogers in 1962 in explaining the new idea or product spreading through specific population or social system. Rogers (1983) defined adoption as a "decision to use and implement a new idea". As an example, Dahnili, Marzuki, Langgat, & Fabeil (2014) referred social media marketing as the use of social media technology for firm's marketing activities. Their study is on the factors that drive social media marketing adoption in SMEs and organization. Besides that, Mbawuni & Nimako (2017) define adoption of Islamic banking

as consumers' willingness and determination in accepting, trying and planning to use internet banking. On the other hand, Jamshidi, Husin, & Wan, (2015) define adoption as how different people perceive the innovation. For instance, this can be seen in the study done by Bava, Guirmaraes, & Harrington, (2006) where they absorb a new information systems in order to assimilate and apply them to productive commercial ends. Similarly, Kobia & Liu (2016), referred adoption of innovation as the process to obtain ideas and tips on clothing usage by individuals. Whereas, Ghobakhloo, Aranda & Amado (2011) measure adoption as the likelihood of e-commerce applications and organizations utilisations of e-commerce.

In the adoption of decision process, relative speeds adopted by individuals are known as rate of adoption (Rogers, 2003). Rate of adoption is defined as the number of individuals who adopt a new product in a specific period (Giordani et al. 2014). With regards to adoption rate, there will be a difference rate depending on few factors. For instance, Mbawuni & Nimako (2017) found that there rate of innovation adoption is depending on the individual knowledge of the innovation. There are individual who will adopt the innovation quickly at early stage whereas there will be individual who will slowly adopt the innovation at later stage. Another example is on the adoption of social media policies. Adoption rate for social media policies among employee is varied by sector and organizational size (Ouiridi, Ouiridi, Segers & Pais, 2015). Besides that, Ghobakhloo et al. (2011) in their study revealed that there are difference rate on the e-commerce adoption. Their study found that different countries have different rate of adoption whereby developed countries who have high resources will likely be the facilitator of e-commerce adoption. However, those developing countries will have more pressure in adopting the e-commerce.

Prior to the adoption concept, Diffusion of Innovation (DOI) theory and Technology Acceptance Model (TAM) has been widely examined and used by many scholars (Boateng et al. 2016, Bhattacharya, 2015; Plewa et al. 2012 and Jamshidi et al 2015).

Diffusion of Innovation theory can be seen in Bhattacharya (2015) study where the theory been applied to provide the conceptual framework of RFID adoption. From the study, the results revealed that RFID adoption was based on knowledge, design and decision and implementation but not persuasion. As the researcher explained, this is due to the lack of efforts on RFIP benefits and adoption which leads to uncertainty to the new innovation.

Another example can be seen through study done by Jamshidi et al, (2015) in identifying the main factors that contribute to the adoption of Islamic Banking services in Malaysia. Their results showed that the usage rate of Islamic banking services has not achieved the expected rate by customers. Therefore, it is crucial to focus on finding the determinant factors that are able to increase the acceptance as well as usage of these services among bank consumers.

However, there are few studies that combine both DOI and TAM. As an example, Plewa et al. (2012) in their study integrates DOI and TAM to examine the adoption of innovation management applications. In their study, the adoption of Innovation Management Application (IMA) was influenced by perceived of usefulness and compatibility of the innovation. The researcher suggested that few activities can be conducted to enhance the users perceptions toward perceived usefulness of the IMA.

Another prominent theory that related to adoption is Technology Acceptance model (TAM). Prior to this theory, many scholars did their researches based on this theory (Lindsay, Jackson &

Cooke, 2011; Pinho & Soares, 2011; Fatemeh Sheikhshoei & Tahereh Oloumi, 2011; Lu, Chun, Liu & Yao, 2003). TAM model is to identify the factors that facilitate of technologies into an organization and the reasons of accepting and rejecting the technology (Lindsay, Jackson & Cooke, 2011).

For an instance, Boateng et al. (2016) had used TAM to investigate e-learning adoption. The model suggests that individual's intention to adopt the technology is influenced by if the technology was perceived as useful and easy to use. (Boateng et al. 2016). Furthermore, the researchers also proposed additional constructs to TAM including computer self-efficacy (CSE) and attitude towards use (ATTU). This study also confirmed that TAM is useful for theoretical model to understand and explain e-learning adoption (ELA).

Similar to this, Lindsay, Jackson & Cooke, (2011) used TAM to investigate the main factors that influence the usage of mobile technologies amongst police officers. Their study found out that the main barriers to achieve officer acceptance are due to lack of awareness on the benefits of Mobile Data Terminal (MDT).

Another example of study that used TAM in explaining the adoption concept was a study done by Pinho & Soares, (2011). In their study, the results revealed that most of the respondents find social network easy to use and therefore they are very fast and skillful to use the technology. Furthermore, in this study, the researchers found out that perceived usefulness are the most influence compared to perceived ease of use on attitude to use social network.

Similar to this, a study done by Fatemeh Sheikhshoei & Tahereh Oloumi, (2011) found out that personal factors such as perceived usefulness, perceived ease of use and attitude leads to the intention to use. However, organization factors are poorly related to the intention to use.

TAM claims that beliefs will influence attitude, which then shapes the intention that leads or dictates a behaviour. This model suggests that when an individual are presented with a new technology, there are few factors that contribute to the decision of how and when they will be using the technology (Davis, (1989) in Pérez, Sánchez, Carnicer, Jiménez, (2004).

Next theories that related to adoption is the Theory of Reasoned Action (TRA) by Fishbein and Ajzen in 1975. This theory has been widely used by scholars with relation to adoption (Sulaiman Lujja, Mustafa Omar Mohammad & Rusni Hassan, 2016; Addison & Chou, 2003; Pookulangara, Hawley & Xiao, 2011; Wan, Chung, & Chow, 2005; Awa, Ojiabo & Emecheta, 2015). TRA is a social-psychological model that claimed belief will influence attitude which then shapes intention that leads to the behavior (Prager (202) in Pérez, Sánchez, Carnicer, Jiménez, (2004; Pérez, Sánchez, Carnicer, Jiménez, 2004

For an instance, Sulaiman Lujja, Mustafa Omar Mohammad, Rusni Hassan, (2016) did their study on Islamic banking in Uganda by using the theory of reasoned action. In their study, the results showed that attitude had direct effect on the intention of Islamic Banking adoption but not the subjective norm. Subjective norm did not directly influenced the intention in Islamic Banking adoption.

Similar to this Pookulangara, Hawley & Xiao, (2011) in their study used to TRA to examine how attitudes and subjective norms predict channel migration across the three channels. The results of the study suggested that consumer behavioural beliefs leads to channel changes from store to catalogue or the internet while shopping due to functional and experiential values.

All these theories states similarities and differences. In terms of similarities, all of the theories are related to adoption. These three theories namely Technology Acceptance Model, Theory of Reasoned Action and Diffusion of Innovation has been widely used by scholars pertaining to adoption. (Lindsay, Jackson & Cooke, 2011; Pérez, Sánchez, Carnicer, & Jiménez, 2004; Pinho & Soares, 2011; Fatemeh Sheikhshoei & Tahereh Oloumi, 2011; Lu, Chun, Liu & Yao, 2003; Sulaiman Lujja, Mustafa Omar Mohammad & Rusni Hassan, 2016; Addison & Chou, 2003; Pookulangara, Hawley & Xiao, 2011; Wan, Chung, & Chow, 2005; Awa, Ojiabo & Emecheta, 2015; Ehigie, & McAndrew, 2005; Gledson & Greenwood, 2017; Hazen, Overstreet & Cegielski, 2012; Boateng et al. 2016, Bhattacharya, 2015; Plewa et al. 2012 and Jamshidi et al 2015).

This can be seen in the study done by Hazen, Overstreet & Cegielski, (2012) that adopt Diffusion of Innovation theory in innovation diffusion in the supply chain. Similarly, in the study done by Sulaiman Lujja, Mustafa Omar Mohammad & Rusni Hassan, (2016), they used Theory of reasoned action to determine the relationship between attitude, subjective norm and public intention to adopt Islamic Banking. Besides that, Lindsay, Jackson & Cooke, (2011) used Technology Acceptance Model (TAM) to investigate the main factors that influence the usage of mobile technologies amongst police officers.

The differences between these three theories can be seen through their variables, scope and implementation. Technology of Acceptance Model (TAM) consists of two main constructs such as perceived ease of use and perceived usefulness which focuses on behavioral attitudes. While Diffusion of Innovation theory add one more construct besides behavioural attitude which is dimension of time (Khan & Woosley, 2011). In contrary, Theory of reasoned action consists of six constructs including external belief, attitude, subjective norm, behavioural intention and intention (Pookulangara, Hawley & Xiao, 2011).

Pertaining to scope of the theory, Technology of Acceptance Model are more towards the behavior towards technology adoption. This can be seen through study done by Lindsay, Jackson & Cooke, (2011). In their study, the found out that four factors namely officer performance, security or reliability, management style and cognitive acceptance that leads to the mobile technology use among police officers Similar to this, a study done by Pinho & Soares, (2011) revealed that perceived ease of use and perceived usefulness do have impact on attitude towards Social Network (SN). Furthermore, the results also showed that attitude, sequentially impacts on behavioral intention to use SN.

In contrary with Technology Acceptance Model, Theory of Reasoned Action focusing on social-psychological attitude behavior that leads to adoption (Prager, 2002 in Pérez, Sánchez, Carnicer, Jiménez, 2004). For an instance, results from Sulaiman Lujja, Mustafa Omar Mohammad & Rusni Hassan, (2016) study revealed that attitude had influenced the adoption intention.

These two theories are more focusing on the adoption of technology. However, Diffusion of innovation theory has been studied and applied in an enormous range of academic disciplines namely communication, marketing, public health, agricultural, technology, fertility control methods, policy innovation, consumer products, educational curricular, political reforms and health programs (Rogers ,2003; Gayadeen & Philips, 2014). This can be seen through a study done by Bhattacharya (2014) on Radio Frequency Identification (RFID) showed that stages of adoption process namely knowledge, persuasion, design and implementation influence RFID adoption in retail.

Therefore, despite of the similarities and differences, Diffusion of Innovation theory is appropriate to be used in this study.

The Conceptual Framework

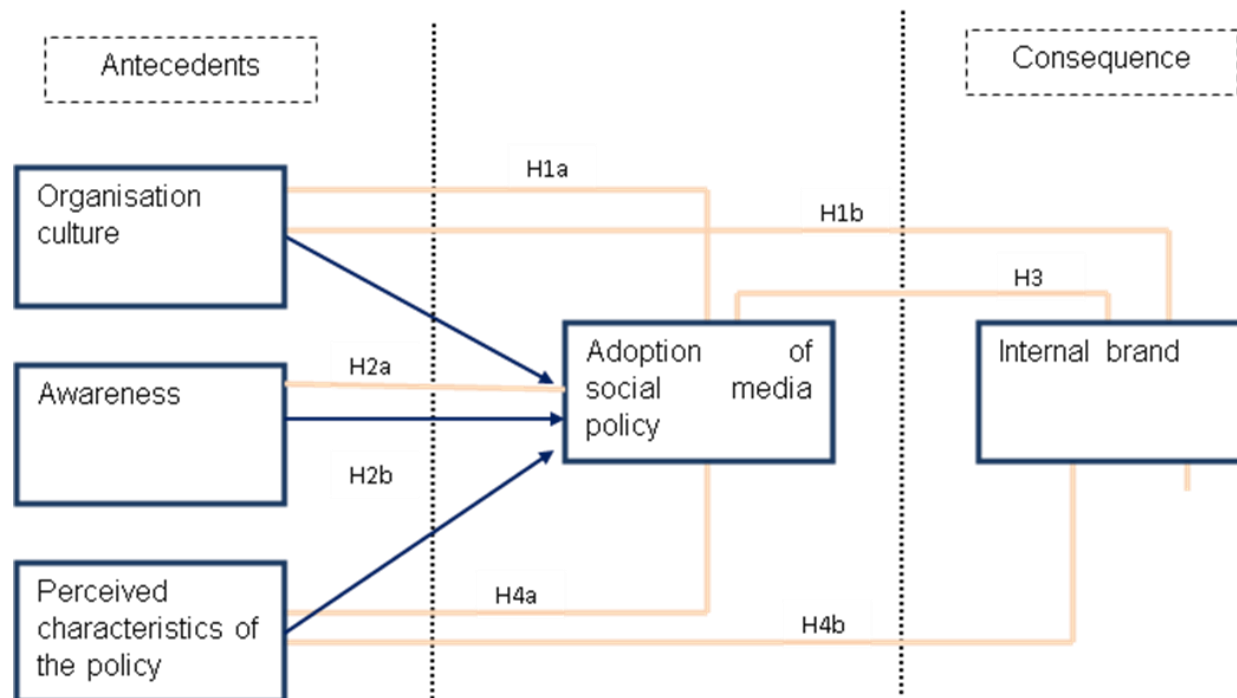


Figure 1: A Conceptual Framework

This research focuses on organization culture, awareness and user perceived characteristics of the social media policy as antecedents of the adoption of social media policy and its consequences on internal branding within Malaysia Halal Industry.

Numerous studies on adoption suggested that the success of adoption are based on few factors including coordination and communication efficiencies (Rampersad, Troshani & Plewa, 2012), perceived relative advantage (Ghobakhloo et al., 2011), perceived of use (Boateng, Jamshidi, Ghobakhloo), organization culture (Bava), perceived compatibility (Ghobakhloo, Jamshidi), and knowledge or information intensity (Ghobakhloo, Mithu, Bava).

To illustrate, study on the adoption of e-commerce application in SMEs by Ghoobakhloo in 2011 pointed out that besides perceived relative advantage, compatibility and information intensity, there are other factors that affect e-commerce adoption, for instance, CEO innovativeness, buyer/supplier pressure, support from technology vendors and also competition.

Next is a study done by Boateng on the determinants of e-learning adoption among students of developing countries revealed that perceived of use, attitude, computer self-efficacy and perceived ease of use had affected on e-learning adoption. In the same way, Jamshidi et al. (2015) reported that customers' intention to adopt banking service was influenced by the perceived attributes of innovation which includes relative advantage, compatibility, complexity, trialability and

observability of Islamic banking services. Similarly, Mbawuni & Nimako (2017) in their study on the determinants of Islamic banking adoption in Ghana identified that customer's intention to adopt in Islamic banking was determined by their attitude, their readiness to comply with Sharia law, their knowledge, perceived innovativeness and perceived benefits.

In addition to that, the adoption of internet advertising among Iranian SMEs found that, advertising agencies, internet publishers, small and middle size enterprises, government role, e-commerce development and user type have an effect on the decision to adopt internet advertising (Hanafizadeh et al., 2012). Besides that, Kobia & Liu (2016) discovered that consumers' needs gratification, attitude and fashion innovativeness has led to the adoption of virtual fashion world among teen girl consumers. Another study by Bhattacharya (2014) on Radio Frequency Identification (RFID) showed that stages of adoption process namely knowledge, persuasion, design and implementation influence RFID adoption in retail.

This study is looking at the antecedents namely organization culture, awareness and perceived characteristic of the policy whether it will influence the adoption of social media policy. Thus, this study will employed a conceptual framework based on the Everett Roger's, Diffusion of Innovation theory focusing on the adoption process through which an organisation pass from knowledge to confirmation of the adoption of social media policy. Besides that, this study will also include organization culture and internal brand as the variables. Organisation culture according to Kilmann, Saxton, Serpa (1986) explained that shared philosophy, ideology, values, assumption, beliefs, hope, behavior and norms that bound the organization together is an organization culture.

Similar to this, Melitski, Gavin & Gavin (2010) describe organization culture as a collectively values, shared beliefs and symbolic ideals in a given organization attribute. On the other hand, Riivari, Lamsa, Kujala & Heiskanen (2012) referred organization culture as a basic assumptions and shared meanings that been created, found or developed to manage problems. From pas studies, there are numerous studies showed that organization culture can influence the adoption. This can be seen through a study done by Melitski, Gavin, Gavin (2010) did a study on the relationship between technology adoption and organization culture in public organizations. Their results revealed that culture that promotes supportive environment will significantly contribute to the adoption of technology among employees.

Another variable that contribute to the adoption of social media policy is perceived characteristics. This variable are based on the attributes of innovation from Diffusion of Innovation Theory by Everett Rogers (Rogers, 2003). Pertaining to perceived characteristics variable, study on perceived characteristic towards adoption is not new (Ting, 2004; Sobia Mannan , Shahrina Md Nordin, Shameem Rafik-Galea, Ammar Redza Ahmad Rizal, 2017; Limthongchai & Speece, 2003; Ismail sahin, 2006; Herman Eliewaha Mandari, Yee-Lee Chong, Chung-Khain Wye, 2017; Soo Yeong Ewe, Sheau Fen Yap, Christina Kwai Choi Lee, 2015; Aija Tapaninen, Marko Seppänen, Saku Mäkinen, (2009); Sami Kristian Häggman, (2009); Chatzoglou & Vraimaki, 2010; Kim-Choy Chung & Holdsworth, 2012; Gledson & Greenwood, 2017). These variables had contributed to the adoption of e-commerce (Kim-Choy Chung & Holdsworth, 2012; Limthongchai & Speece, 2003), technology (Ismail Sahin, 2006; Sami Kristian Häggman, 2009), mobile government (Herman Eliewaha Mandari, Yee-Lee Chong, Chung-Khain Wye, 2017), mobile banking (Soo Yeong Ewe, Sheau Fen Yap, Christina Kwai Choi Lee,

2015), renewable residential energy system (Aija Tapaninen, Marko Seppänen, Saku Mäkinen, 2009) and internet (Gledson & Greenwood, 2016).

For an example. Kim Choy Chung & Holdsworth (2012) in their study found out that five perceived characteristics of innovation, namely, observability, trialability, compatibility, complexity, relative advantage to be found out determined behavioural intent to adopt mobile commerce among the Y Generation. Similar to this, Sobia Mannan, Shahrina Md. Nordin, Shameem Rafik-Galea and Ammar Redza Ahmad Rizal (2017) in their study revealed that relative advantage, compatibility, complexity, observability and triability leads to adoption. Thus, from these past studies, it shows that the attributes of innovation based on Diffusion of Innovation theory did contribute to the adoption of innovation.

Besides organization culture, internal brand will be included in the theory. Whisman (2009) defined internal branding as a formal program that engages internal constituents about the brand-development process. Similar to this, Biedenbach & Manshynski (2016) also defined internal branding as activities to enhance awareness, knowledge and commitment of corporate brand among employees. On the other hand, Fathima Zahara Saleem & Iglesias, (2016) defined internal branding as a consistent process in integrating the brand ideologies, leadership, human resource management, internal brand communication and communities to the create brand value among stakeholders.

Therefore, one way to incorporate the brand's key attributes with employee work activities is through policy. Policy as a document that present guiding principles on a particular topic (Vaast & Kaganer, 2013), can be one of communication tools that help to deliver organizations brand internally. In addition, policy allows organization to operate its values which will benefit both the organization and its stakeholder (Fitsimmons, 2011). Biedenbach & Manzhynski (2016) emphasized that internal branding activities that can enhance on the awareness, knowledge and commitment of corporate brand within the employees can lead to successful implementation of company's policies. Thus, by inculcate and effective brand message, the internal branding can become organizations most valuable intangible asset (Whisman, 2009).

Nonetheless, the focus on internal branding on corporate brand creates a number of literatures. However, there is limited review pertaining to the consequences of social media policy adoption in internal branding. Therefore, how adoption policy can help in internal branding can be explored further.

Theoretical Framework

This study underpinned by diffusion of innovation theory which will extend and expand to the study related to policy adoption. The conceptual framework based on the Everett Roger's, Diffusion of Innovation theory focusing on the adoption process through which an organisation pass from knowledge to confirmation of the adoption of social media policy. This is to gain a better understanding on under what circumstances, social media policy adoption occurs and whether adoption also impacts the effectiveness of adoption social media policy to internal branding. Recent studies on social media have largely ignored the adoption of social media policy. There have been some studies related to regulatory framework on social media but virtually limited research has examined the process of social media policy adoption.

With reference to Diffusion of innovation theory, the theory describes the process through which the innovation is spread into a social system (Rogers, 2003). This theory holds that it would influence the antecedents which are organization culture, awareness and perceived characteristics of the policy to influence or explain the adoption of social media policy towards internal branding. Thus, it will extend and further develop the adoption-decision process of social media policy in Malaysia Halal Industry context based on this theory.

According to this theory, adoption process has five (5) stages which started with knowledge, then persuasion, decision, implementation and lastly confirmation (see Figure 2).

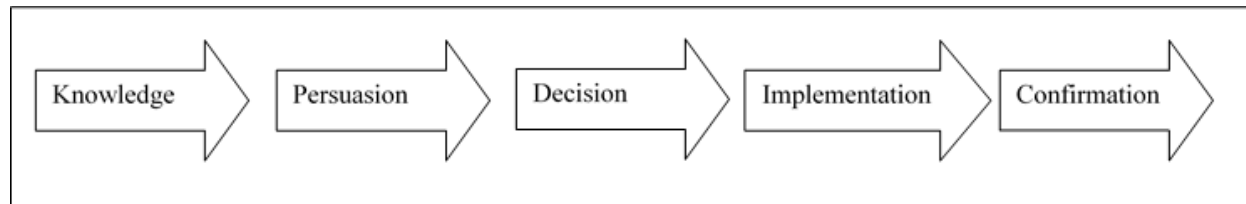


Figure 2: Diffusion of Innovation Theory (Rogers, 2003)

With reference to the process, firstly, the individual is exposed to the existence of the innovation and understand about the innovation, knowledge will occur. Next, from the knowledge, the individual then will be persuaded thus will affect their attitudes towards the innovation. The third process will occur when an individual involve in activities that leads to the decision. If the individual decided to adopt the innovation, they will implement the innovation. Lastly, in order for the individual to confirm, they will seek reinforcement of the innovation and if they found out that there is a conflict, they will abort or reverse the decision (Roger, 1983).

For this study, knowledge will be the antecedents namely i) organization culture and ii) policy awareness while persuasion is the perceived characteristics of the policy. If the organisation aware of the social media policy and also the importance of having a social media policy, they will decide to adopt the social media policy. Implementation and confirmation will be the consequences where the adoption will help them in internal branding pertaining to social media. Thus, it is relevance to adopt institutional theory for this study as it will provide important insights in understanding the process and motivations of the adoption of social media policy.

Methodology

This study used the concept of adoption of social media policy as an umbrella term to refer the logic of action and the causal relations between antecedents and internal branding. Therefore this study is to explore, understand and explain the phenomena of the adoption process of social media policy within Malaysia Halal Industry. Based on past studies (Boateng, Mbrokoh, Boateng, Senyo, & Ansong, 2016; Ojiako, Chipulu, Maguire, Akinyemi, & Johnson, 2012; Giordani, Floros, & Judge, 2014; Kobia & Liu, 2016; Boateng, et. al. 2016) on the adoption phenomena, the most frequent method that been used in quantitative method. For instance, study done Boateng, et. al. (2016), used quantitative method and the results revealed that perceived usefulness and attitude towards use had a direct effect on e-learning adoption. Another study adopted quantitative was done by Ojiako, Chipulu, Maguire, Akinyemi, & Johnson, (2012). The data were gathered from a survey and

they found out that negative perception of the technology might impact the adoption of the mandatory enterprise technology.

Another study done by Ghobakhlo, Aranda & Amado, (2011) also adopt quantitative method. The study was examined the factors within the technology-organisation-environment (TOE) that affect the decision to adopt electronic commerce (EC) and extent of EC adoption. They conducted survey from managers or owners of manufacturing SMEs in Iran and analyzed the data by using factorial analysis and multiple and logistic regression analysis.

Similar to this, (Kwatra, Pandey, & Sharma, 2014) in their study in understanding public knowledge and awareness on e-waste in an urban setting in India adopted quantitative method in their study. The survey was conducted randomly in Delhi with a total sample of 400 respondents from middle class.

Another example study that adopted quantitative was done by Osyk, Vijayaraman, Srinivasan and Dey (2006) to identify RFID implementation and challenges manufacturing firms are facing. They conducted online survey to members at manufacturing firms, third party warehousing/logistics providers, wholesaler/distributors, and retail firms.

Subsequently, (Balocco, Mogre, & Toletti, 2009) also adopted quantitative method in their study through a survey of 646 Italian SMEs in the manufacturing industry. Their study focus on the adoption of mobile internet within SME and analyze the main adoption barriers and impact on the corporate environment and the decision-making process.

Therefore, its clearly to say that, by using only quantitative method, those researches managed to provide an understanding of a phenomena and draw conclusions and inferences to enhance skills and knowledge (Leedy & Ormrod, 2010; Williams, 2007; Kumar, 2014).

Therefore, in exploring and understanding the phenomena of the antecedents and consequences of the social media policy adoption, it is appropriate to use only a single quantitative research method as a means of data collection.

However, in order to improve knowledge on adoption, focus group will be run during the first phase of the data collection for the purpose of item development process. The focus group that will be conducted will provide rich data and potential for comparison that would offer analytical purchase pertaining to wide range of research question (Barbour, 2014). Furthermore, focus group will provide understanding on why people think the way they do, the group members can share their ideas and opinions not foreseen by the interviewer, interviews can be challenged and the interactions are closer to the real life process (Walliman, 2016).

This can be seen through study done by Tobbin (2012) on mobile banking technology acceptance by the rural unbanked. The purpose is to determine factors that will affect the acceptance of mobile banking by the rural unbanked. In his study, qualitative method had been applied to discover the deeper motivations and associations that underlie an unbanked consumer's intentions to adopt mobile banking services. Focus groups provide an opportunity to capture the meaning that consumers give to different aspects of reality they live in through group dynamics and interactions. Similar to this, Rogers, Heap, Preece, (2015) conducted focus group to determine the perceptions, barriers, governmental support and intentions in adopting Building Information Modelling (BIM) technology, and to identify the key drivers for adopting BIM within two years. They claimed that the focus group is especially constructive for exploring people's knowledge and experience on the

research issue. Thus, in their study, focus group that been conducted had raised additional pertinent and relevant issues on the firms' understanding of BIM that aligns with industry authorities.

As a conclusion, by adopting quantitative method, it will provide answer to the unanswered and unresolved questions for the adoption of social media policy which are to determine whether organisation culture, awareness and perceived characteristics contribute the adoption of social media policy and its consequences towards internal branding.

Conclusion

Comparatively, there is limited research that has focused on the adoption of social media policy, scholarly research on adoption social media within organization and businesses is expanding. However, in facing these positive developments and changes, there are bigger challenges that organization today has to face. The usage of social media are prone to risks such as human error, processes, reputational risk, operational risk, regulatory compliance risk, financial risk and information security risk (Haynes, 2016; Mennie, 2015 and Belbey 2015). Insufficient knowledge among the member of the organisations to act responsibly in social media will lead to the reputational damage (Gallaughier and Ransbotham, 2010) and will have effect on the organisations' financial because the damage will increase the turn over and decrease the revenue.

This study seeks to contribute to the organisational policy maker, the organisation and also to the existing theory. This framework is proposed to create a highly graded adoption of policy model that will benefit the organizational policy maker; this model will provide an important path for the future application of social media for corporate communications.

Nonetheless, to what extent the adoption of social media policy will lead to successful of internal branding remains unclear. Many scholars emphasize on the transformative impact of social media on organisations (Aral, Dellarocas & Godes, 2013). Since the social media provide numerous potential risks, it becomes necessary to attune staff to a learning process that exploits the opportunities provided by social media, reduces risks and ensures the growth of the organization (Zerfas, 2013). The theory of this study can be extended and therefore, it will help the organisation to monitor and strategize the use of social media.

Acknowledgement

I would like to express my gratitude to many people for the support that I received during my study. First of all, I would like to sincerely thank my supervisor who guide me in writing a good article.

I would like to thank my parents who never failed to encourage and support me whenever I feel down and demotivated. Finally, I am also indebted to my PhD colleagues, who constantly motivate me out of difficult situations and never failed to make me happy even during the stressful months of writing up.

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