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Social Media Impact on Business Performance: A Systematic Literature Review

Amizatul Adawiah Mohd Khasimu^{1*}, Juliana Mohamed Abdul Kadir²,
Akmal Aini Othman³

¹National Information Dissemination Center (NADI), Bukit Ibam, 26700 Muadzam Shah, Pahang, Malaysia

²Faculty of Business Management, Universiti Teknologi MARA Cawangan Johor, 85000 Segamat, Johor, Malaysia

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ABSTRACT

This systematic review explores the impact of social media on business performance across various regions by analysing 25 studies published between 2019 and 2025. Three key themes emerged: social media marketing, social media adoption, and social media integration. The findings show that effective social media use enhances customer engagement, efficiency, and market reach, particularly in emerging markets like Indonesia, India, and Vietnam. However, poor planning, lack of expertise, and unethical practices can limit these benefits. The review highlights social media as both a driver of growth and a source of risk, thus calling for clear strategies, staff training, data protection, and ethical conduct. It also recommends future research on understudied regions and the role of technologies such as AI in shaping social media strategies.

INTRODUCTION

In recent years, social media has transformed from a mere communication tool into a powerful driver of business innovation and growth (Appel et al., 2020). Emerging trends such as short-form video content, influencer marketing, and the integration of artificial intelligence (AI) have redefined how businesses engage with consumers and position their brands in the digital marketplace (Appel et al., 2020). As platforms evolve rapidly, staying aligned with these trends is critical for businesses seeking to maintain relevance and competitiveness. Research has shown that social media significantly enhances visibility and reach, with 73% of marketers believing their efforts through social media marketing have been “somewhat effective” or “very effective” (Buffer, as cited in Boshnjakoska, 2024). The rapid evolution of social media has profoundly reshaped the way businesses operate, particularly in the realm of marketing and customer engagement. Among these digital advancements, social media has emerged as a pivotal tool for business growth, enabling firms to reach vast audiences, foster consumer relationships, and enhance brand recognition (Dwivedi et al., 2021). With billions of active users on platforms such as Facebook, Instagram, LinkedIn, Twitter, and TikTok, businesses are increasingly leveraging social media strategies to improve

^{1*} Corresponding author. Amizatul Adawiah Mohd Khasimu. 2024929143@student.uitm.edu.my

their market positioning and financial performance (Alalwan et al., 2020). Unlike traditional marketing channels, social media offers real-time interaction, data-driven insights, and personalised content delivery, making it an indispensable component of modern business strategy (Ngai et al., 2022).

The impact of social media on business performance is a growing area of research; yet significant gaps remain in understanding its full potential. While many studies have identified social media strategies in increasing brand visibility, customer loyalty, and online sales, there is limited consensus on how different strategies influence long-term business sustainability (Buhalis & Volchek, 2022). Although social media usage is high, it is difficult to predict the business performance (Chatterjee & Kar, 2020). Moreover, investment in social media cannot guarantee a company's return on investment (ROI). This challenge is further compounded by the dynamic nature of social media platforms, where algorithm changes, shifting consumer behaviours, and emerging technologies like AI and big data analytics continuously alter the digital marketing landscape (Khan et al., 2021).

The integration of social media with e-commerce has opened new frontiers for businesses seeking to expand their market reach. The rise of social commerce, where social media platforms serve as direct sales channels, has transformed traditional retail models (Wang & Kim, 2022). Features such as shoppable posts, live-streaming commerce, and chatbot-assisted purchases have enabled businesses to engage consumers in more interactive and frictionless purchasing experiences. However, while studies suggest that social media-driven e-commerce positively impacts business revenue, the extent to which businesses can sustain growth through these strategies remains an underexplored area (Kapoor et al., 2021).

To address these gaps, this study systematically reviews the existing literature on the impact of social media on business performance. Specifically, it examines the effectiveness of various social media strategies, including influencer marketing, content marketing, engagement-driven campaigns, and paid advertising. It also explores the role of social media in business-to-business (B2B) and business-to-consumer (B2C) contexts, shedding light on how firms across industries are adapting to the ever-changing digital landscape. By synthesising findings from recent studies, this paper provides a comprehensive understanding of social media's contributions to business performance and identifies areas for future research.

The insights derived from this study hold significant implications for business practitioners, policymakers, and researchers. Understanding the evolving role of social media can help organisations optimise their social media marketing strategies, allocate resources effectively, and enhance competitive advantage in an increasingly digitalised world. Moreover, this review contributes to academic discourse by highlighting emerging trends and research directions in social media marketing, ensuring that businesses can navigate the digital ecosystem with informed, data-driven strategies.

2. METHODOLOGY AND SAMPLE IDENTIFICATION

This section explains the five main sub-sections known as PRISMA, resources, inclusion and exclusion criteria, systematic review process, and data abstraction and analysis procedure that were employed in this review paper.

2.1 PRISMA

The systematic literature review (SLR) adopted a transparent reporting of Systematic Reviews and Meta-Analyses, following methodological principles outlined in previous SLR studies (Abouzahra et al., 2020). The Scopus and Web of Science (WoS) databases were used to find relevant literature related to the scope of blue economy and food security. The article search was conducted on 10 March 2025.

2.2 Resources

The review methods of this study were conducted using two primary databases—Scopus and Web of Science (WoS)—as they are robust and cover a wide range of fields, including social science. Both

databases index a total of 279 and 276 journals, respectively. However, it is important to note that no database is entirely comprehensive, including Scopus and WoS.

2.3 Systematic Searching Strategies

Three systematic searching processes were employed to select the articles, namely identification, screening, and eligibility (see Figure 1).

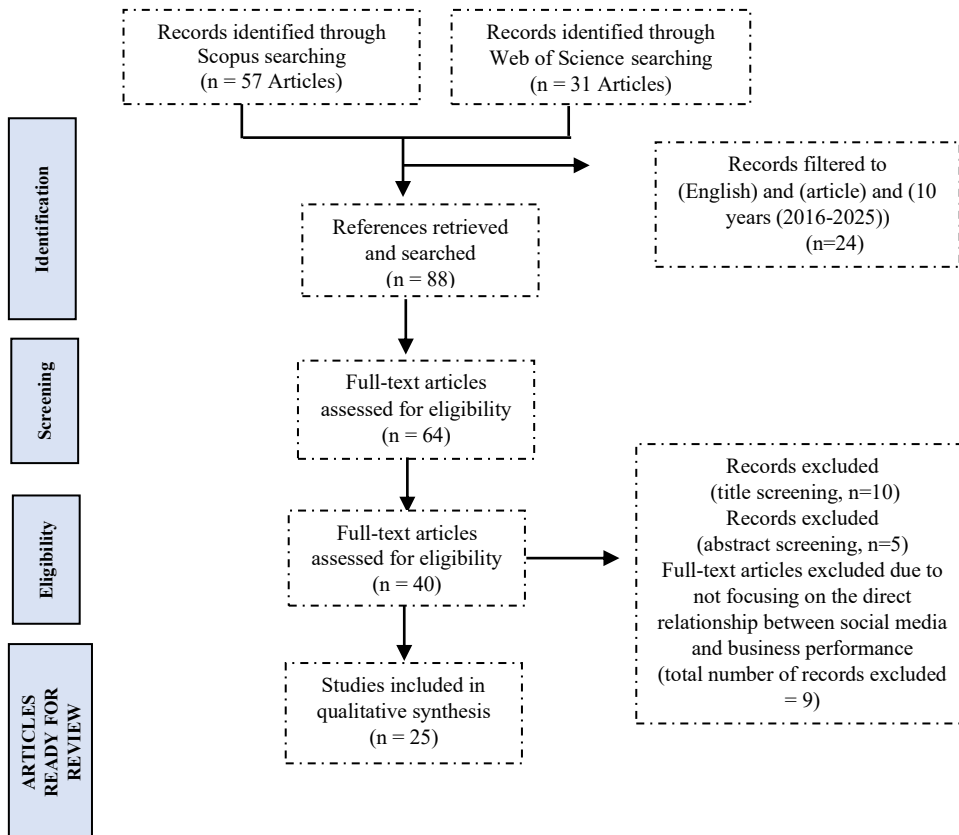


Fig. 1. Flow diagram of the research (adapted from Moher et al., 2009)

2.3.1 Identification

A thorough identification was done to find key terms like 'social media' and 'business performance'. It was achieved using 'Title-article' for Scopus articles and 'Title' for WoS articles. In total, only 88 related articles were found, indicating a highly limited topic area. All articles were published between 2016 to 2025, and only those written in English were considered for further analysis.

2.3.2 Screening

The screening process involved excluding 24 duplicate articles. The data were then screened accordingly for eligibility, resulting in further exclusion of 10 articles with unrelated titles, 5 articles following abstract screening, and 9 articles that did not focus on the study area and the indirect relationship between social media and business performance.

2.3.3 Eligibility

The eligibility process involved manually retrieving the articles to ensure all screened articles met the study criteria. This was done through a thorough reading and scrutiny of the title, abstract, and content, as well as other important criteria of the articles.

2.3.4 Data Abstraction and Analysis

All empirical research was synthesised through thematic analysis, which is useful for identifying, analysing, organising, describing, and reporting themes. It involved a data compilation process whereby the researchers read 25 articles carefully and analysed all keywords used in the research papers. Content analysis was then conducted to identify the main themes or patterns of these articles, ensuring their alignment with the topic.

3. RESULTS

Figure 1 offers a comprehensive overview of studies conducted on social media and business performance. The analysis found three emerging themes, namely (1) social media marketing and business performance, (2) social media adoption and its impact on organisational performance, and (3) social media and e-commerce integration in business growth. Each theme is further divided into several sub-themes based on the specific focus of the studies.

3.1 Diagrams

3.1.1 Distribution of Publications by Year (2019-2025)

Figure 2 shows the distribution of publications on social media and business performance from 2019 to 2025. The research activity in this area was relatively consistent between 2019 and 2022, with a moderate number of studies each year. However, the number of studies dropped slightly in 2023, followed by a noticeable increase in 2024 where publications peaked sharply, indicating heightened interest or breakthroughs in understanding the impact of social media on business performance during that period. Nevertheless, there is a significant decrease in 2025, which could be due to incomplete data collection or ongoing research in this study area. Overall, the trend suggests growing attention to this topic, especially leading towards 2024.

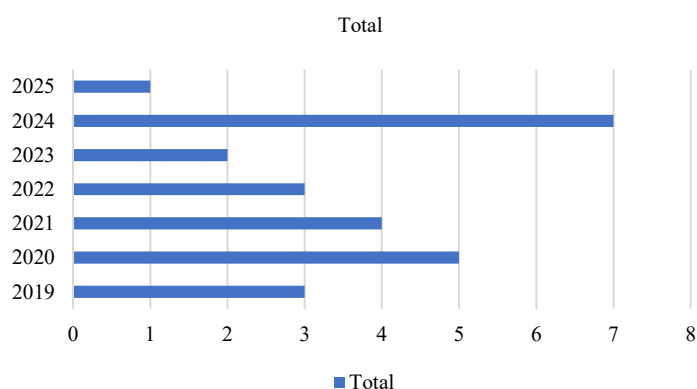


Fig. 2. Distribution of Publications by Year (2019-2025)

3.1.2 Distribution of Publications by Countries (2019-2025)

Table 1 lists 25 studies published between 2019 and 2025 that cover a diverse range of countries, including China, Malaysia, Lebanon, India, Indonesia, Nigeria, Hungary, Sri Lanka, Vietnam, Saudi Arabia, Brunei, and India. Most studies (9 studies) were conducted in Indonesia, followed by India (3 studies), Vietnam (3

studies), Nigeria (2 studies) and Lebanon (2 studies). The remaining countries recorded one study, namely China, Malaysia, Hungary, Sri Lanka, Saudi Arabia, and Brunei. This geographical distribution highlights the growing interest in social media and e-commerce research, particularly in developing and emerging markets where digital transformation is rapidly evolving.

Table 1. Summary of Research on Social Media's Role in Business Growth (2019-2025)

| No. | Authors | Year | Country | Social Media Marketing and Business Performance | Social Media Adoption and Its Impact on Organisational Performance | Social Media and E-commerce Integration in Business Growth |
|-----|---|------|--------------|---|--|--|
| 1 | Li, He, & Zhang | 2019 | China | | √ | |
| 2 | Jayashree, Agamudainambi, Abdollahbeigi, & Salehi | 2019 | Malaysia | | √ | |
| 3 | Halawani, Soh, & Muthaiyah | 2019 | Lebanon | √ | | |
| 4 | Garg, Gupta, Dzever, Sivarajah, & Kumar | 2020 | India | | √ | |
| 5 | Yasa, Giantari, Setini, Sarmawa, Rahmayanti, & Dharmanegara | 2020 | Indonesia | √ | | |
| 6 | Halawani, Soh, & Halawani | 2020 | Lebanon | √ | | √ |
| 7 | Gunawardane, Dulanjana, Siriwardana, & De Mel | 2020 | Sri Lanka | √ | √ | |
| 8 | Omotosho B.J | 2020 | Nigeria | | √ | √ |
| 9 | Obermayer, Kóvári, Leinonen, Bak, & Valeri | 2021 | Hungary | √ | | |
| 10 | Syaifulloh, Syaifudin, Sukendar, & Junaedi | 2021 | Indonesia | √ | | |
| 11 | Oyewobi, Adedayo, Olorunyomi, & Jimoh | 2021 | Nigeria | | √ | |
| 12 | Yasa, Giantari, Sukaatmadja, Sukawati, Ekawati, Nurcaya, Rahanatha, & Astarib | 2021 | Indonesia | √ | √ | |
| 13 | Mahrinasari, Bangsawan, & Haseeb | 2022 | Indonesia | √ | | √ |
| 14 | Nguyen, Le, Cu, & Vu | 2022 | Vietnam | √ | | √ |
| 15 | Nguyen, Le, Cu, & Vu | 2022 | Vietnam | √ | | |
| 16 | Yacob, Sulistiyo, Marzal, Siregar, & Mukminin | 2023 | Indonesia | | | √ |
| 17 | Shandy, Mulyana, & Harsanto | 2023 | Indonesia | √ | | |
| 18 | Elyawati & Kusumatriawan | 2024 | Indonesia | √ | | |
| 19 | Alam, Asdar, Munizu, & Mappanyompa | 2024 | Indonesia | | | √ |
| 20 | Alhamami, Hashim, Abdul Hamid, & Ab. Hamid | 2024 | Saudi Arabia | | √ | |
| 21 | Dharmawan, Rahayu, Khomah, & Kusnandar | 2024 | Indonesia | | √ | |
| 22 | Yadav, Vyas, Kanchan, Ghosal, & Yadav | 2024 | India | | | √ |
| 23 | Khan & Matali | 2024 | Brunei | √ | | |
| 24 | Truong | 2024 | Vietnam | | √ | |
| 25 | Yadav & Rena | 2025 | India | | | √ |

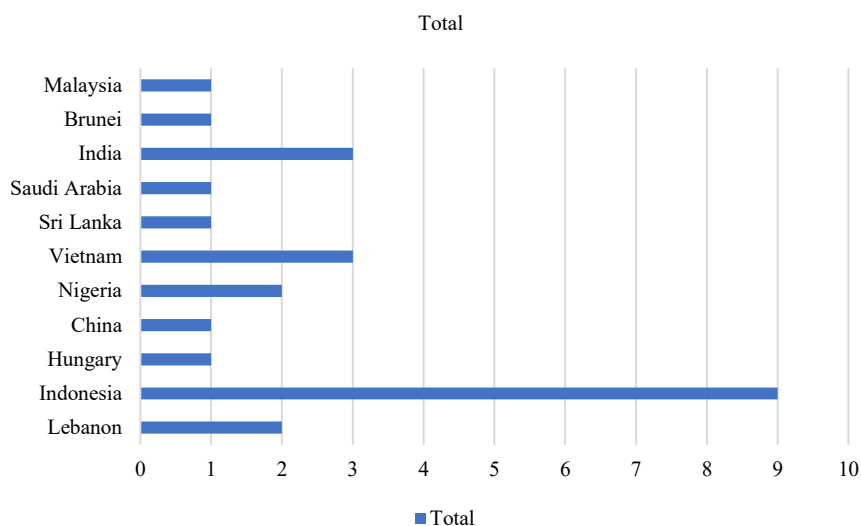


Fig. 3. Distribution of publications by countries (2019-2025)

3.2 Main Findings

The three themes are discussed below.

3.2.1 Social Media Marketing and Business Performance

This theme focuses on the role of social media marketing in enhancing business performance. It was explored in a total of 13 studies, which were mainly conducted in Indonesia (6 studies), Lebanon (2 studies), and Vietnam (2 studies). The key sub-themes include the impact of social media marketing on sales and revenue, customer engagement and brand awareness, and challenges in social media marketing. For instance, studies by Halawani et al. (2019) and Yasa et al. (2020) highlighted the positive correlation between social media marketing strategies and increased sales and revenue for businesses, while Syaifullah et al. (2021) and Nguyen et al. (2022) emphasised the importance of social media in building customer engagement and enhancing brand visibility. Finally, Obermayer et al. (2021) noted several challenges, such as high competition and the need for continuous content creation, as barriers to effective social media marketing.

3.3.2 Social Media Adoption and Its Impact on Organisational Performance

This theme focuses on the role of social media adoption and its impact on organisational performance. It was explored in a total of 10 studies, which were mainly conducted in Indonesia (2 studies) and Nigeria (2 studies). The key sub-themes include the drivers of social media adoption, its impact on internal processes and decision-making, and organisational challenges in implementation. For instance, studies by Garg et al. (2020) and Oyewobi et al. (2021) highlighted how social media adoption enhances organisational learning capability and improves internal communication, leading to more informed decision-making and greater productivity. Research by Alhamami et al. (2024) and Dharmawan et al. (2024) emphasised the role of external market orientation and technological-organizational-environmental factors as key drivers for adoption. Finally, studies such as Jayashree et al. (2019) noted challenges including employee resistance to change and a lack of technical expertise as significant barriers to successful social media adoption within organisations.

3.3.3 Social media and e-commerce integration in business growth

This theme explores the integration of social media with e-commerce platforms to drive business growth. A total of 9 studies focused on this theme, with the majority conducted in Indonesia (4 studies) and India (2 studies). Key sub-themes include e-commerce integration strategies, impact on business growth, and challenges in integration. For instance, Yacob et al. (2023) and Yadav et al. (2024) examined how businesses integrate social media with e-commerce platforms to enhance customer reach and sales. Research by Alam et al. (2024) highlighted the positive impact of social media and e-commerce integration on business growth, particularly in emerging markets. However, Mahrinasari et al. (2022) highlighted challenges like data security concerns and the need for seamless integration between platforms as significant barriers.

3.4 Framework

The discussion in Section 3.2 led to the development of the study's framework.

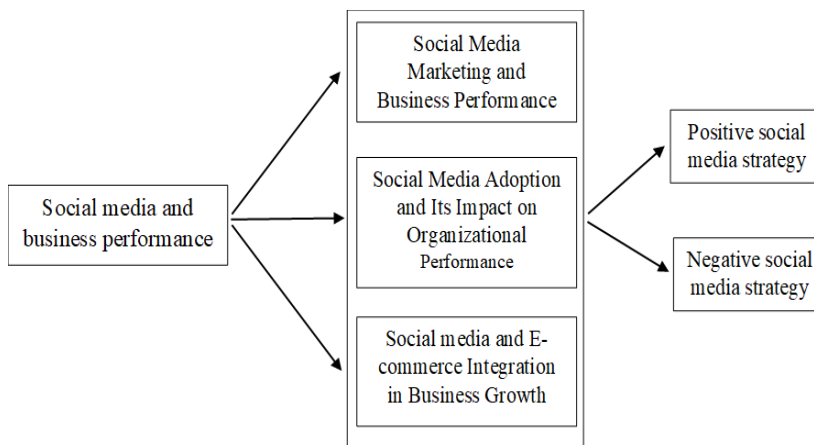


Fig. 4. Framework development

4. DISCUSSION

The findings of this review highlight the dual nature of social media strategies in business and organisational contexts. The discussion is divided into two categories: positive social media strategies and negative social media strategies.

4.1 Positive Social Media Strategies

Positive social media strategies are those that contribute to sustainable business growth, improved organisational performance, and enhanced customer engagement. These strategies are characterised by their ability to adapt to changing market dynamics and leverage the full potential of digital platforms.

One of the most significant positive strategies is the integration of social media with e-commerce platforms, as highlighted by Yacob et al. (2023) and Yadav et al. (2024). This integration has enabled businesses to expand their customer reach, streamline sales processes, and enhance customer satisfaction. For example, businesses in Indonesia and India have successfully used social media platforms like Instagram and Facebook to promote their e-commerce stores, resulting in increased sales and brand visibility. This strategy is particularly effective in emerging markets, where digital adoption is rapidly growing.

Another effective strategy is the adoption of social media for organisational efficiency, as demonstrated in studies by Garg et al. (2020) and Oyewobi et al. (2021). Organisations that embrace social media

platforms for internal communication and collaboration have reported improved decision-making processes, faster response times, and enhanced employee engagement. For instance, companies in India and Nigeria have used platforms like WhatsApp and LinkedIn to facilitate real-time communication among teams, resulting in greater productivity and operational efficiency.

Additionally, social media marketing has emerged as a powerful tool for driving business performance, as evidenced by studies such as Halawani et al (2019) and Yasa et al. (2020). Businesses that implement targeted social media campaigns have seen significant increases in customer engagement, brand loyalty, and revenue. For example, small and medium-sized enterprises (SMEs) in Lebanon and Vietnam have used platforms like Facebook and TikTok to create personalised marketing campaigns, resulting in higher conversion rates and customer retention.

Overall, these positive strategies demonstrate the transformative potential of social media in driving business growth and organisational success. However, their effectiveness depends on proper implementation, continuous innovation, and alignment with organisational goals.

4.2 Negative Social Media Strategies

Despite the many benefits of social media, certain strategies have revealed limitations and challenges that can hinder business performance and organisational growth. These negative strategies are often characterised by their reliance on short-term gains, lack of adaptability, and failure to address underlying issues.

One notable negative strategy is the over-reliance on social media for customer engagement without a clear plan, as highlighted in studies such as Obermayer et al. (2021) and Omotosho B.J. (2023). Businesses that focus solely on increasing their social media presence without a well-defined strategy often struggle to maintain customer interest and engagement. For example, some companies in Hungary and Nigeria have invested heavily in social media advertising but failed to deliver consistent and meaningful content, leading to declining customer trust and brand loyalty.

Another negative strategy is the lack of technical expertise and resistance to change in adopting social media platforms, as noted in Jayashree et al. (2019) and Omotosho, B.J. (2023). Organisations that fail to provide adequate training and support for employees often face challenges in integrating social media into their operations. For instance, some SMEs in Malaysia and Nigeria have struggled to adopt social media tools due to a lack of technical skills among staff, resulting in inefficient communication and missed growth opportunities.

Furthermore, the integration of social media with e-commerce platforms can also present challenges, as highlighted by Mahrinasari et al. (2022). Issues such as data security concerns, platform compatibility, and the complexity of integration can undermine the effectiveness of this strategy. For example, businesses in Indonesia and Vietnam have faced difficulties in ensuring the security of customer data when integrating social media with e-commerce platforms, leading to potential breaches and loss of customer trust.

Lastly, the misuse of social media for unethical practices, such as the spread of misinformation or manipulation of customer reviews, has been identified as a negative strategy in some studies. For instance, businesses that engage in deceptive marketing practices on social media risk damaging their reputation and losing customer trust, as highlighted by Yadav et al. (2024).

In conclusion, while social media offers numerous opportunities for business growth and organisational improvement, it is essential to recognise and address the challenges associated with its use. Negative strategies, such as over-reliance on social media without a clear plan, lack of technical expertise, and unethical practices, can undermine the potential benefits of social media and lead to long-term setbacks. Therefore, businesses and organisations must adopt a balanced approach, combining innovative social media strategies with robust planning, training, and ethical practices to achieve sustainable success.

5. CONCLUSION AND RECOMMENDATION

The systematic review of 25 studies on social media marketing, adoption, and e-commerce integration highlights the transformative role of social media in driving business growth and organisational performance. These studies reveal that social media strategies, when implemented effectively, can significantly enhance customer engagement, improve operational efficiency, and expand market reach. Positive strategies, such as the integration of social media with e-commerce platforms, targeted marketing campaigns, and the use of social media for internal communication, have demonstrated their potential to create sustainable business value, particularly in emerging markets such as Indonesia, India, and Vietnam.

However, the review also underscores the challenges and limitations associated with social media strategies. Negative strategies, such as over-reliance on social media without a clear plan, lack of technical expertise, and unethical practices, can hinder business performance and damage organisational reputation. These challenges highlight the need for a balanced and well-planned approach to social media adoption and integration.

Overall, the findings emphasise the dual nature of social media as both an opportunity and a challenge for businesses and organisations. While social media offers immense potential for growth and innovation, its success depends on proper implementation, continuous adaptation, and adherence to ethical practices. Future research should focus on addressing the gaps identified in this review, particularly in under-researched regions and industries, to provide a more comprehensive understanding of the role of social media in business and organisational contexts.

The findings of this review subsequently prompt several recommendations for businesses, organisations, and future researchers.

First, businesses should avoid over-reliance on social media without a well-defined plan and instead develop clear objectives, target audiences, and performance metrics to ensure their social media efforts align with overall business goals. For example, companies in emerging markets such as Indonesia and Nigeria can benefit from creating structured social media marketing campaigns that focus on customer engagement and brand loyalty.

Second, organisations should prioritise training and capacity-building initiatives to equip employees with the skills needed to effectively use social media tools. This is particularly important for SMEs in developing countries, where technical expertise may be lacking. For instance, businesses in Malaysia and Nigeria can collaborate with digital training providers to offer workshops and certification programmes for their staff.

Third, businesses integrating social media with e-commerce platforms must prioritise data security and platform compatibility. Implementing robust cybersecurity measures and ensuring seamless integration between platforms can help mitigate risks and build customer trust. For example, companies in Vietnam and India can work with IT experts to develop secure and user-friendly e-commerce solutions.

Fourth, businesses should adhere to ethical standards in their social media activities and avoid practices such as misinformation, manipulation of customer reviews, and deceptive marketing. Building a reputation for transparency and integrity can enhance customer trust and long-term loyalty. For instance, businesses in Saudi Arabia and Brunei can establish internal guidelines and monitoring systems to ensure ethical social media use.

Fifth, future research should focus on under-researched regions, such as Sub-Saharan Africa and the Middle East, to provide a more comprehensive understanding of social media adoption and its impact on business growth. Additionally, studies should explore the role of emerging technologies, such as artificial intelligence and blockchain, in enhancing social media strategies.

Finally, given the increasing importance of social media in crisis communication, future research should investigate how businesses and organisations can leverage social media to manage crises effectively. This includes exploring strategies for maintaining customer trust and brand reputation during challenging

times. By addressing these recommendations, businesses and researchers can maximise the benefits of social media while mitigating its challenges, paving the way for sustainable growth and innovation in the digital age.

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CONFLICT OF INTEREST STATEMENT

The authors agree that this research was conducted in the absence of any self-benefits as well as commercial or financial conflicts and declare the absence of conflicting interests with the funders.

AUTHORS' CONTRIBUTIONS

Amizatul Adawiah Mohd Khasimu: *Conceptualisation, Methodology, Formal Analysis, Writing – Original Draft, Project Administration*. She initiated the research idea, designed the study framework, and led the development of the methodology. She was also responsible for conducting the data analysis and drafting the original manuscript. Additionally, she coordinated project activities and ensured the timely completion of the review. Juliana Mohamed Abdul Kadir: *Investigation, Data Curation, Visualisation, Writing – Review & Editing*. She conducted extensive literature searches and contributed to data collection and synthesis. She was responsible for the construction of tables and figures and contributed to the critical review and refinement of the manuscript drafts. Akmal Aini Othman: *Supervision, Validation, Resources, Writing – Review & Editing*. Assoc. Prof. Dr. Akmal Aini provided expert supervision throughout the research process. She validated the thematic findings, ensured methodological rigour, and offered critical revisions that improved the intellectual content of the final manuscript. She also facilitated access to institutional support and resources.

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ABOUT THE AUTHORS

Amizatul Adawiah Mohd Khasimu is the Manager of the National Information Dissemination Center (NADI) in Bukit Ibam, Pahang. Her professional focus lies in promoting digital literacy and empowering local communities through entrepreneurship and technology. Her research interests include digital entrepreneurship, social media usage, and business performance, particularly among rural entrepreneurs. She can be reached at 2024929143@student.uitm.edu.my

Juliana Mohamed Abdul Kadir, PhD is a Senior Lecturer at the Faculty of Business and Management, Universiti Teknologi MARA (UiTM) Johor, Segamat Campus. She joined UiTM in 2008 and holds a Doctor of Philosophy in Economics from the University of Malaya, a Master's degree in Economics from Universiti Kebangsaan Malaysia, and a Bachelor's degree in Economics from Universiti Utara Malaysia.

Her research and teaching interests encompass public finance, taxation, subsidies, environmental economics, behavioural studies, and wellbeing. She is actively involved in academic research and publication in these areas. She can be contacted via email at julia593@uitm.edu.my

Akmal Aini Othman, PhD is an Associate Professor at the Department of Management and Marketing, Faculty of Business Management, Universiti Teknologi MARA (UiTM) Johor, Segamat Campus. She obtained her PhD in Business Management from UiTM. Her academic expertise includes supply chain management, construction procurement, channel management, and relationship marketing. She has been involved in numerous research projects and scholarly publications and continues to contribute significantly to the advancement of knowledge in her field. She can be contacted through email at akmal123@uitm.edu.my