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ROLE OF PERSONALITY IN INTENTION TO ADOPT SOCIAL MEDIA: A STUDY OF ENTREPRENEURS

Thesis Submitted
in Partial Fulfillment of the Requirements for the Degree of

DOCTOR OF PHILOSOPHY

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balance my studies, work, and family life. Their faith in my aspirations helped me persevere, and their care made the demands of this journey easier to bear.

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With love and reverence, I dedicate this thesis to my grandparents. Their values laid the foundation for this journey, their vision inspired my aspirations, and their blessings remain with me as I carry their hopes forward.

Shilpi Gupta Vijay

*Dedicated with love and
reverence:*

*To My Babaji,
My Eternal Source Of
Strength,*

and

*To My Family,
My Endless Inspiration.*

ABSTRACT

The growing reliance on social media as a strategic tool for entrepreneurial ventures has intensified academic interest in understanding the determinants of its adoption. However, existing research on social media adoption has largely relied on technology-centric or performance-oriented models and has tended to treat personality traits and entrepreneurial traits as separate explanatory constructs, often assuming direct effects on adoption behaviour. Moreover, limited attention has been given to the cognitive mechanisms through which individual traits influence adoption decisions, particularly in entrepreneurial and SME contexts. Addressing these theoretical and methodological gaps, the present study investigates the role of personality and entrepreneurial traits in shaping entrepreneurs' intention to adopt social media, with Perceived Innovation Characteristics of Social Media (PICSM) conceptualised as a key mediating mechanism.

The study adopts a sequential mixed-methods research design, integrating an exploratory qualitative phase with an explanatory quantitative phase. The qualitative phase employed in-depth interviews with entrepreneurs to explore their lived experiences, identify salient personality and entrepreneurial traits, and understand how social media is perceived as an innovation. Importantly, this phase led to the identification of consistency as a distinct entrepreneurial capability, emerging beyond traditional personality frameworks, while neuroticism did not emerge as a salient or explanatory trait in the entrepreneurial context. Insights from the qualitative findings informed the development of an integrated conceptual framework and the contextual scale development of entrepreneurial traits and PICSM. The quantitative phase utilised survey data from 702 entrepreneurs and applied Exploratory Factor Analysis (EFA), Confirmatory Factor Analysis (CFA), and Partial Least Squares Structural Equation Modelling (PLS-SEM) to validate the measurement scales and test the hypothesised relationships. Mediation analysis was conducted, followed by post hoc analyses including Importance-Performance Map Analysis (IPMA), Necessary Condition Analysis (NCA), and Combined IPMA (cIPMA) to identify high-impact and necessary traits.

The findings reveal that while personality traits provide a psychological foundation, entrepreneurial traits exert a more immediate and practically significant influence on social media adoption intentions. Crucially, the results demonstrate that the influence of both personality and entrepreneurial traits on adoption operates primarily through PICSM, establishing it as a central mediating construct. Trait-level mediation results indicate that innovativeness, creativity, openness, resilience, agreeableness, extraversion, risk-taking, self-efficacy, and the newly identified trait of consistency significantly influence social media adoption intentions through PICSM. Post hoc analyses further show that social media adoption among entrepreneurs is a staged psychological process,

wherein certain traits-particularly consistency and innovativeness-function as critical and necessary conditions at higher levels of adoption.

The study makes several important contributions. Theoretically, it advances entrepreneurship and digital adoption literature by integrating personality and entrepreneurial traits into a single, context-sensitive framework, thereby refining trait-based explanations of entrepreneurial behaviour and supporting arguments that traditional personality models should be complemented by capability-driven and behavioural consistency perspectives. It also extends Diffusion of Innovation Theory by empirically demonstrating that perceived innovation characteristics are shaped by individual traits, elevating PICSM as a key linkage between personality, entrepreneurial capabilities, and adoption intention. Methodologically, the study contributes by developing and validating contextually grounded measurement scales, including consistency as a novel entrepreneurial trait, suitable for entrepreneurship research in emerging-economy contexts.

Practically, the findings offer actionable insights for entrepreneurs, educators, policymakers, and platform designers. The results indicate that successful social media adoption is not primarily dependent on inherent personality dispositions, but rather on developable entrepreneurial capabilities, particularly innovativeness, creativity, resilience, self-efficacy, and consistency. Entrepreneurship educators and incubators are therefore encouraged to shift training programs from personality-based interventions toward capability-building, behavioural discipline, and innovation-oriented skill development. Policymakers aiming to promote SME digitalisation can leverage these insights to design interventions that reduce perceived complexity and enhance compatibility and usefulness perceptions. Finally, social media platform designers can utilise these findings to create features, onboarding processes, and support services that align more closely with entrepreneurs' innovation perceptions and behavioural routines, thereby facilitating broader and more inclusive adoption.

LIST OF PUBLICATIONS

Journal Articles

- Vijay SG, Mookerjee A (2025;), "Entrepreneurs and social media: a personality-driven deep dive". *IIM Ranchi Journal of Management Studies*, Vol. ahead-of-print No. ahead-of-print. <https://doi.org/10.1108/IRJMS-03-2025-0041>
- Vijay, S. G. & Mookerjee, A. (2025). Social Media Adoption: Personality's Predictive Power. *Advances in Consumer Research*, 2(4), 827-842
- Shilpi Gupta Vijay, & Amit Mookerjee. (2023). Evolution of Entrepreneurial Traits Research in Adoption of Social Media. *Empirical Economics Letters*, 22(October Special Issue 1), 175-193. <https://doi.org/10.5281/zenodo.10895527>

Conference Presentations:

- Vijay, Shilpi Gupta, & Mookerjee, Amit (2025, February 26-28) - *Development of Entrepreneurial Personality Scale (EPS): A Study on Small and Medium Enterprises (SMEs) in India* at the 16th Biennial Conference on Entrepreneurship, organised by the Entrepreneurship Development Institute of India (EDII), Ahmedabad
- Vijay, Shilpi Gupta, & Mookerjee, Amit (2025, January 9-11) - *Creation of the Indian Entrepreneurial Personality Scale: An Analysis of SMEs in India* at the REEN Conference 2025, organised by the Indian Institute of Science (IISc), Bengaluru, held at J. N. Tata Auditorium, IISc
- Vijay, Shilpi Gupta, & Mookerjee, Amit (2025, January 2-4) - *Personality Traits and Social Media Adoption: A Qualitative Study of Entrepreneurs* at the 22nd AIMS International Conference on Management, organised by the Indian Institute of Management Kozhikode, Kerala. (*International Conference*)

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LIST OF ABBREVIATIONS

BFPT/PT	:	Big Five Personality Traits
ET	:	Entrepreneurial Traits
SMEs	:	Small Medium Enterprises
PICSM	:	Perceived Innovation Characteristics of Social Media
SMA	:	Social Media Adoption
SMU	:	Social Media Usage
OPENS	:	Openness
EXTROV	:	Extroversion
AGRBL	:	Agreeableness
NEURO	:	Neuroticism
CONSC	:	Conscientiousness
SE	:	Self Efficacy
CR	:	Creativity
INN	:	Innovativeness
CNS	:	Consistency
RES	:	Resilience
RA	:	Relative Advantage
CMPLX	:	Complexity
CMPTB	:	Compatability
PU	:	Perceived Usefulness
IPMA	:	Importance-Performance Map Analysis
NCA	:	Necessary Condition Analysis
CIPMA	:	Combined IPMA
ROGER'S DOI	:	Rogers Diffusion of Innovation
UTAUT	:	Unified Theory of Acceptance and Use of Technology

CHAPTER 1

INTRODUCTION

Chapter one of the dissertation begins by situating the rise of social media among Indian small and medium enterprises (SMEs) within the context of the digital transformation that these companies have undergone. Therefore, it is crucial to investigate the psychological factors that encourage the implementation of this change. Utilising up-to-date data on business numbers, GDP contributions, and social media usage trends, it also examines India's SME sector, taking into account its size, economic importance, and growing digital engagement. Furthermore, the chapter delves into personality frameworks, offering a summary of the Big Five and entrepreneurial orientation traits. It then compares and contrasts how these dispositions affect both entrepreneurial and general social media behaviours. The chapter concludes with a convincing thesis that entrepreneurs' trait profiles impact their intention to use social media. Both the issue statement and the scope of the study make it clear that the focus will be on SME owners in India and social media platforms, and that there is a lack of information linking dispositional factors to adoption decisions. As the chapter draws to a close, it emphasises the study's theoretical and practical contributions and lays the groundwork for future research by outlining key themes such as SMEs, personality traits, entrepreneurial attributes, and social media adoption.

1.1 Background of the Study

When it comes to marketing, value delivery, and internal company communication, the digital revolution has been transformational. According to Alalwan et al. (2017), social media sites such as LinkedIn, Facebook, Instagram, and WhatsApp have evolved over the last decade into robust business ecosystems that offer advertising, CRM, and e-commerce integrations, in addition to being basic social networking sites. The ability of India's 63 million SMEs to use social media might determine whether they grow substantially or remain stagnant (Ministry of MSME, 2023; Ijomah et al., 2024). The low cost, pinpoint targeting, and instant feedback mechanisms of social media provide a substantial value proposition, especially for entrepreneurial SMEs that often operate with limited human and financial resources for marketing. Joseph and Dhanabhakym (2022) noted that during the COVID-19 pandemic, over 70% of Indian SMEs increased their online activities to compensate for the decrease in customers visiting their brick-and-mortar stores. Kemp (2025) and the Telecom Regulatory Authority of India (TRAI) (2023) reported that internet penetration in

India exceeded 55% in 2022, up from 30% in 2015, due to the government's push for digital infrastructure and literacy.

Perceived utility, usability, social impact, and enabling conditions are the main areas that traditional technology-acceptance frameworks like UTAUT (Venkatesh et al., 2016) and Rogers' Diffusion of Innovations 2003 (Garcia-Aviles, 2020) focus on. However, they fail to take into account the impact of inherent characteristics on adoption behaviour and instead view the adopter as a homogeneous entity. On the flip side, personality psychology can shed light on why different people react differently to the same technology stimulus. There is consistent evidence linking personality traits from the Big Five model, that is, Extraversion, Agreeableness, Conscientiousness, Neuroticism, and Openness to Experience, to technology habits. Research by Lampropoulos et al. (2022) showed that people with high levels of openness are more likely to use new features experimentally, but those with high levels of neuroticism may be less likely to provide personal information online.

In contrast to the general public, entrepreneurs exhibit several distinct personality qualities. Salmony and Kanbach (2021), Lopez-Nunez et al. (2019), and Sahin et al. (2019) found that entrepreneurs tend to be more open, conscientious, and extroverted than neurotic. This suggests that they are more likely to be innovative, take risks, and interact socially. According to research by Juarez-Varon and Monreal (2024), these traits may affect a business owner's inclination to try out new types of digital marketing, like social media. A highly proactive and an extroverted owner could thrive in engaging Facebook Live sessions, while an entrepreneur could be more inclined to use Instagram's new buying possibilities.

Regardless of these results, in developing nations like India there is a dearth of empirical research that clearly links entrepreneurial personality traits to social media use. There is a substantial gap in our understanding of the psychological motivators of SME owners because most of the current research, including that of Chatterjee and Kar (2020) and Dwivedi et al. (2020), focusses on larger firms or consumer behaviour. Since SMEs face unique constraints such as fluctuating resources, complex regulations, and unpredictable markets, the impact of individual decision-maker traits is amplified, leading to a large discrepancy.

In this study, we look at how the character peculiarities of SME owners affect their propensity to use social media for marketing purposes. Using a combination of personality psychology and well-known adoption theories like UTAUT and Diffusion of Innovations, this study aims to fill a gap in our understanding of how SMEs in India adopt new technologies. In India's rapidly digitising economy, SMEs can benefit from personalised digital marketing training and support based on personality

profiles, which can increase adoption rates and, in the long run, improve their performance.

1.2 Understanding SMEs

The SME sector plays a crucial role in India's economy, helping to generate new jobs, diversify manufacturing, and increase exports. In early 2023, there were approximately 63.05 million micro units, 0.33 million small businesses, and more than 5,000 medium-scale firms in India. Microenterprises made up more than 99 percent of the total number of MSMEs in the country, according to the Ministry of Micro, Small, and Medium Enterprises (2023). The government of India has taken significant steps to formalise them, recognising their importance and scale. Consequently, there were a total of 24.14 crore people employed on the platform by December 26, 2024, with 5.70 crore MSMEs having completed Udyam registration. In India, micro, small, and medium-sized enterprises (MSMEs) consistently account for about 30% of GDP. According to Rathore (2024), medium- and small-sized enterprises (MSMEs) contributed 30.1% of GDP in 2022-23, up from 29.7% in 2017-18, showing both stability and progressive sectoral expansion. Also, as stated in the article by Tambe and Jain (2024), the growing impact of micro, small, and medium-sized enterprises (MSMEs) on international commerce is evident from the fact that their exports accounted for 45.73 percent of India's total exports in 2023-24 and 45.79 percent by May 2024. Manufacturing, sales, and service industries (MSME) play a crucial role in people's daily lives. As of July 16, 2024, 20.39 crore individuals, including workers in informal micro-enterprises, had declared their job status through the Udyam portal, according to Statista Research Department (2024). This highlights the sector's significance as one of India's top employers. More than half of the country's manufactured goods come from micro, small, and medium-sized enterprises (MSMEs), according to economic survey data. These businesses directly employ more than 110 million people. In addition to making up more than 95% of all industrial units in India, these figures show that SMEs play an essential role in boosting income and social development in both rural and urban areas.

Governments have prioritised the success and resiliency of SMEs because of their huge economic impact. Micro and small businesses have seen lowered entrance barriers, enhanced loan accessibility, and increased data transparency as a result of the 2020 MSME Development Act revisions and the accompanying Udyam registration (Nanda and Kumar, 2023), in particular. Clusters and artisans have received targeted aid through various support initiatives like the Scheme of Fund for Regeneration of Traditional Industries (SFURTI) and the Public Procurement Policy, which mandates a 25% procurement target from MSEs. This has further reinforced the role of SMEs in promoting inclusive growth (Khanna & Singh, 2018). Concurrently, digital

transformation is essential for SMEs in India due to rising levels of competition and unpredictable market conditions. In light of the constraints faced by SMEs, social media has evolved into a powerful yet affordable marketing tool. Facebook connects more than 65 million SMEs worldwide and more than 2 billion people, according to van Gelder (2025). According to Dixon (2024), over 2 million SMEs in India have active Facebook pages, which leads to 2.4 billion interactions between businesses and customers and a yearly growth of 70% in engagement metrics. This rapid uptake exemplifies the social media platforms' value proposition, which allows even firms with modest resources to succeed in brand building and sales through real-time customer feedback, precise demographic targeting, and scalable advertising options. According to a survey by Padhi and Sharma (2022) of well-known Indian enterprises, including a number of SMEs, between fifteen and twenty percent of marketing budgets go towards social media campaigns, indicating a deliberate shift away from traditional print and broadcast media and towards digital ones. The visual narrative capabilities of Instagram draw in lifestyle and consumer goods SMEs, while WhatsApp Business facilitates direct customer help and micro-e-commerce through catalogues and in-chat payments; these platforms have increased their penetration. With over 624 million active users mostly accessing social media through mobile devices, internet penetration in India reached 45 percent in 2021 (Basuroy, 2024). The COVID-19 pandemic hastened these tendencies, while the Digital India initiative's push on cheap data and digital literacy has bolstered them.

Regardless of all these innovations, SME owners' utilisation of social media is still not constant. Due to limited digital capabilities, resource limits, or the perceived complexity of online instruments, many firms still rely on conventional word-of-mouth and physical retail outlets. Having reliable internet connectivity and knowledge of platform functions might be especially challenging for smaller enterprises in rural or semi-urban settings. Adoption is still slow, with some SMEs making good use of analytics dashboards and sponsored ads and others underutilising social features like live video, influencer partnerships, or chatbots. The current landscape highlights the need of understanding what makes small and medium-sized businesses embrace social media. Traditional theories of adoption, such as the Diffusion of Innovations and UTAUT, acknowledge the importance of contextual elements like perceived usefulness and enabling situations, but they tend to view consumers in a homogeneous light. Actually, companies' risk assessments, knowledge acquisition, and digital marketing experiments are all affected by individual differences in personality types. If we want to make sure that India's vast SME base can make the most of social media to boost growth, resilience, and competitiveness in the digital economy, we also need to understand the behavioural factors such as individual personality that influence platform adoption. This will allow us to design training initiatives, platforms, and policies that are more effective and tailored

to the needs of SME's.

1.3 Personality and Social Media Use

The discussion about people's personalities refers to the consistent patterns of thought, emotion, and behaviour that identify them. As described by Lin et al. (2024), extraversion (sociability, assertiveness), agreeableness (cooperativeness, trust), conscientiousness (organisation, diligence), neuroticism (emotional stability versus anxiety), and openness to experience (curiosity, creativity) are the five broad trait dimensions that make up the Big Five model, which is the most widely used taxonomy in the field of psychology. There is a correlation between these characteristics and a variety of behaviours, including the utilisation of technology. According to Hermes and Riedl (2021), people who are socially outgoing and adventurous (high in Extraversion and Openness) are more likely to interact actively with social media. On the other hand, as Judge and Zapata (2014) mentioned, those who are excessively nervous or risk-averse (high in Neuroticism or low in Openness) may be more reluctant to share online news and information. Specifically, the results of a meta-analysis indicate that extraversion has a tendency to have a positive correlation with the frequency of information sharing on social networks, but high levels of agreeableness, conscientiousness, or neuroticism frequently have a negative correlation (Lin et al., 2024).

On the other hand, when it comes to these aspects of personality, entrepreneurs as a group frequently distinguish themselves in a systematic manner from the general population. Compared to other workers or even managers, entrepreneurs often have greater levels of openness, conscientiousness, and extraversion, and lower levels of neuroticism, according to research that compares differences across different vocational responsibilities. In comparison to the average individual, entrepreneurs tend to be more extroverted, less anxious, more goal-oriented, more receptive to new experiences (i.e., more innovative), and more disciplined (Kang et al., 2023). People with these traits are more likely to take the initiative, be creative, and be persistent, all of which are essential for launching and expanding businesses. Some academics, including Vantilborgh et al. (2015), have proposed a definition of "individual entrepreneurial orientation" (IEO) that encompasses traits such as independence, aggressiveness, creativity, initiative, and risk-taking. However, combination of Big Five personality qualities with these EO features, such as high drive for achievement and a willingness to take risks, are frequently observed among entrepreneurs.

This is also supported in the empirical literature. For instance, Salmony and Kanbach (2021) found a statistically significant difference. It is easy to see how these entrepreneurial traits affect the adoption of social media. An ambitious and creative

entrepreneur can feel the urge to try their hand at platform development (Do et al., 2020). However, the decentralised nature of social media marketing might appeal to a business owner who values independence and autonomy, reinforcing the need to adopt and engage in social media platforms. A risk-averse or cautious entrepreneur, on the other hand, can choose to continue with offline channels that are already familiar to them. In point of fact, preliminary research by Obschonka et al. (2019) indicates that personal qualities like extraversion and openness have a beneficial impact on the social media success of entrepreneurs, for example, the increase of their followers or their level of engagement, despite the fact that reliable quantitative data is yet limited. Riptanti et al. (2024) stress on the fact that entrepreneurs utilise social media for a variety of reasons, including networking, branding, customer service, and sales. While average users typically interact on social media for the goal of making personal connections or for enjoyment, small company owners use it deliberately for these purposes. Chatterjee and Kar 2020 and Qalati et al. 2020 state that many SMEs in India and other countries use social media platforms such as Facebook, Instagram, and WhatsApp largely for the purpose of advertising their products and communicating with their consumers. According to the findings of a study by Pandey et al. (2023), the utilisation of social media platforms improves both the image and performance of the business.

Nonetheless, there are still certain inadequacies in our understanding of usage patterns across different social media platforms. For instance, there is evidence that Facebook continues to be the most popular platform for SMEs, but WhatsApp and Instagram are popular for communicating with local businesses (Kemp, 2025; Padhi & Sharma, 2022). Those who are interested in business-to-business (B2B) networks or international marketplaces are more likely to utilise LinkedIn and Twitter. However, it is important to note that the usage of social media platforms by entrepreneurs usually intersects with their personalities (Meck et.al, 2017). Lampropoulos et al. (2022) highlighted that the extroverted entrepreneurs may post regularly and engage in open conversation, whereas conscientious entrepreneurs may concentrate on curating and maintaining consistent material. When taken as a whole, these data provide the thesis of the study, which states that the desire of entrepreneurs to embrace social media for commercial purposes is highly influenced by their personality qualities, particularly those personality traits such as high openness and extraversion that have the ability to differentiate entrepreneurs from the general population. Consequently, this suggests that individual dispositions, in conjunction with practical reasons, would be responsible for explaining variations in the adoption of social media among owners of SMEs. Without going beyond the typical rational theories of technology adoption, it is possible to explain why some business owners embrace social marketing while others do not by gaining an understanding of this connection.

1.4 Problem Statement

Despite the significant economic contribution of Indian SMEs and the established advantages of online marketing, research on the influence of entrepreneurs' personalities on their social media adoption decisions remains scarce. The issue is that whereas comprehensive models like UTAUT recognise technology and social elements in adoption, they exclude individual psychological characteristics. Within the realm of Indian SMEs, characterised by disparate adoption rates, the impact of entrepreneurs' personal attributes like the Big Five characteristics on the desire to utilise social media remains inadequately comprehended. This gap impedes our capacity to forecast the way in which entrepreneurs will leverage social media to expand their enterprises.

1.5 Scope of the Study

The owners of SMEs in India are the focus of this study. It examines how the Big Five personality dimensions and related entrepreneurial attributes affect the likelihood that people will use social media for business purposes. Excluding broader digital technologies and offline components, the study focusses on examining these features through the lens of important social media platforms such as LinkedIn, Instagram, WhatsApp, and Facebook as tools for marketing and networking. To reflect regional norms and market dynamics, this study only includes SMEs in India. The study concludes that technical execution and policy evaluation are outside the scope of the investigation, leaving only the behavioural and psychological aspects of adoption under investigation.

1.6 Significance of the Study

Comprehending the determinants of social media adoption in SMEs is crucial from both an academic and a practical perspective. The conducted study addresses a deficiency in the academic literature at the intersection of personality psychology and information systems. It broadens the research on technology adoption by incorporating dispositional variables, a domain often overlooked in contexts involving SMEs. This study extends theories like UTAUT and Diffusion of Innovation, which often prioritise environmental and cognitive factors, such as perceived usefulness and social impact, over individual traits. Previous meta-analyses conducted by researchers such as Lin et al. (2024) and Kang et al. (2023) indicate that some personality types, particularly those characterised by high extraversion and openness, exhibit greater activity on social media. The environment in which entrepreneurs operate may either amplify or alter these effects. Given that, the study focuses how unique Big Five personality traits and the entrepreneurial perspective of entrepreneurs influence social media adoption. The clarification of this relationship makes a contribution to theory

by offering a test to determine whether or not the traditional trait-behaviour correlations hold true in a techno-commercial environment.

The research provides concrete advantages for practitioners of SMEs as well as policymakers. SMEs are responsible for roughly one-third of India's gross domestic product (GDP) and employ millions of people, the figure was that of 111 million persons in 2022 (Ministry of Micro, Small, and Medium Enterprises, 2023). For the sake of economic development and innovation, their performance is absolutely essential. As stated in conclusions drawn by Bruce et al. (2025) and Ainin et al. (2015), when it comes to marketing, consumer interaction, and export promotion, social media is a low-cost advertising channel. However, many owners of SMEs continue to be apprehensive owing to a lack of understanding or ambiguity. The findings of the study also have the potential to assist in the customisation of interventions by demonstrating how personality influences adoption. For instance, business owners who have a lesser openness score could require demonstrations of the creative possibilities of social media, whereas business owners who have a high conscientiousness score might benefit from organised advice and analytics tools. Developers of social media platforms and digital marketers may also make use of personality insights in order to better segment and target SME customers.

In essence, the value of the study rests in the fact that it provides information on how to encourage SMEs to make use of digital marketing. Rather than taking a one-size-fits-all approach, methods may be customised depending on the characteristic profiles of entrepreneurs. In addition to that, the research is a response to a corporate necessity. SMEs that do not use internet channels run the danger of losing market share in the post-pandemic climate, which has hastened digitalisation. On the other hand, there is evidence that utilising social media may improve the performance of a company. As an illustration, a recent research of startups by Bruce et al. (2025) discovered that active participation in social media considerably improves both the image of the brand and the performance of the firm. According to research by Pandey et al. (2023) SMEs can increase consumer engagement and sales by transferring their marketing efforts to the internet.

In the SME sector, this study has the potential to assist in bridging the "digital divide" by identifying personality-driven hurdles and motivators. These results will, in a nutshell, serve as a guide for educators, consultants, and policymakers as they develop training programs. Furthermore, they will aid SME founders in understanding how their individual traits influence their social media adoption process.

1.7 Contribution of the Study

It is important to note that there are several different contributions offered by the study. First, it bridges a theoretical gap by connecting two fields that are often considered to be distinct, that is, personality traits and the application of technology in

business. Although a great number of research attempt to simulate the adoption of technology by utilising logical criteria such as cost, utility, and social norms, very few of these studies take into account the personality of decision-makers. The study expands current adoption frameworks by conducting an empirical analysis of the Big Five attributes among Indian entrepreneurs. It may also propose adjustments to models such as UTAUT, such as adding personality as a moderator. Additionally, it makes a contribution to the theory of entrepreneurship by quantifying the ways in which individual variations influence strategic choices in the setting of new ventures.

Second, it offers fresh empirical evidence on a situation that has not been well researched. Employees at large companies or consumers have been the primary subjects of the majority of adoption study. The focus of this article is on SME entrepreneurs in India, a group that is both vast, nearly 20 million registered firms, and increasing, but does not receive much attention in information systems research. The findings of this study will be among the first to clearly detail how characteristics such as innovativeness or risk propensity (EO traits) interact with traditional personality components to impact the adoption of social media.

Third, it has implications for the management of digital business strategies in the real world. Through the identification of personality types that may accurately predict high or low adoption intention, the research provides the opportunity for meaningful guidance. For instance, governments or non-profit organisations who operate programs for the growth of SMEs might use personality evaluations in order to better target support. Workshops and marketing campaigns that focus on digital literacy may be developed to appeal to the unique concerns of different personality types. For example, focus on data security for entrepreneurs with a high level of neuroticism or on creative potential for entrepreneurs with a high level of openness. When social media platforms are aware of the characteristics of entrepreneurs, they may modify their user experience to cater to those characteristics. For example, they may simplify their interfaces for owners who are less tech-savvy.

Fourth, it improves one's understanding of the diffusion process. This study offers insight on who the early adopters are among SME owners. This is appropriate given that social media is a worldwide invention that is spreading through networks. It is possible to utilise personality-driven adoption patterns in order to assist in the prediction of diffusion curves among communities of entrepreneurs. This information is beneficial to both theory and practice. Diffusion researchers acquire an understanding of the variety of micro-level adoption, while marketers gain an understanding of which SME groups are likely to lead or lag in digital engagement respectively.

Conclusively, knowledge and application are both included in the contributions. With the use of data from Indian SMEs, the research will produce a conceptual model that establishes a connection between the Big Five characteristics and the intention of entrepreneurs to use social media. Within the framework of this discussion, it will establish particular theories concerning the roles that extraversion, openness, conscientiousness, and other qualities play. The conclusion of the study, which gives clear evidence on these relationships, lays the groundwork for more research, for example, longitudinal studies on real usage or performance results. The most essential thing is that it provides entrepreneurs, advisers, and platform designers with a deeper understanding. This understanding includes the recognition that the mentality of an entrepreneur has a big impact on their journey into social media, and that utilising this understanding may speed up the growth of SMEs in the digital age.

1.8 Definition of Key Terms

Small and Medium Enterprises (SMEs): In this research, SMEs, sometimes referred to as MSMEs, denote Indian firms categorised as micro, small, or medium enterprises. The official definition employs investment and turnover criteria; for instance, a small firm has a maximum investment of ₹100 million and a revenue of ₹500 million. Micro, Small, and Medium Enterprises encompass both the manufacturing and services sectors. According to the report by Ministry of Micro, Small, and Medium Enterprises (2023) India's MSME sector has around 20.1 million registered firms, predominantly micro companies. These enterprises jointly account for around 27-30% of GDP and 50% of exports (Ministry of Micro, Small, and Medium Enterprises, 2023). Thus, it can be stated that SMEs refer to independently held, non-dominant enterprises that are significantly dependent on the entrepreneur's leadership.

Personality Traits: Personality characteristics are stable patterns in individual cognition, emotion, and behaviour. The Big Five framework encompasses Extraversion, that is, sociability and assertiveness; Agreeableness, that is, cooperativeness and trust; Conscientiousness, that is, orderliness and diligence; Neuroticism or emotional stability, which is all about propensity for anxiety or calmness; and Openness to Experience defining creativity and receptiveness to novel concepts (Lin et al., 2024). Each feature occurs along a continuum, which means that they range from very introverted to highly extraverted. For example, as presented in the research by Lin et al. (2024), extraverted persons exhibit sociability and may be more predisposed to engage with social media platforms actively. These traits are considered predominantly stable and affect conduct across many situations.

Entrepreneurial Traits: Beyond the Big Five personality traits, entrepreneurs often exhibit various characteristics of entrepreneurial orientation (EO), including

innovativeness (receptiveness to novel concepts), proactivity (tendency to initiate action in uncertain situations), risk-taking (comfort with ambiguity), a preference for autonomy, and competitiveness (Vantilborgh et al., 2015). These traits demonstrate an entrepreneur's inclination to identify opportunities and tackle obstacles. Prior research suggests that entrepreneurs exhibit elevated levels of innovativeness, proactivity, and risk-taking, consistent with the Big Five personality qualities.

Social Media Adoption: This word denotes the use of Internet-based platforms, including Facebook, Instagram, WhatsApp, LinkedIn, Twitter, and others, for the development, dissemination, or engagement with content and networks. Within the realm of SMEs, the utilisation of social media typically encompasses the oversight of business profiles, the promotion of products, consumer engagement, and the establishment of an online brand identity. The aspiration to leverage social media signifies an entrepreneur's preparedness and strategic will to employ digital platforms for business goals. Utilisation encompasses both the uploading of materials and engagement with others via comments and messages. The study emphasises social media as a category of digital marketing tools, characterised by user-generated content (UGC) and networked participation. Usage is distinguished from conventional internet browsing by its social networking functionalities.

Summary

To summarise, it can be highlighted that even the Indian SMEs have undergone a significant digital transformation and therefore, social media has emerged as an essential instrument for customer interaction and undertake marketing in a cost-effective manner. There are about 63 million SMEs in India with about 110 million employees. Their contribution to Indian GDP amounts to approximately 30 per cent of the total. Through the introduction chapter it can be concluded that the interest of firms in Internet and using it for engaging customers is on a constant rise. It was pushed due to the COVID-19 pandemic is being propelled further due to the initiatives like Digital India. The chapter puts focus on Big Five personality traits and entrepreneurial orientation of individuals highlighting their impact on the acceptance and adoption of social media for business. It is through the introduction chapter that the scope and significance of the study are brought forth. Furthermore, the problem statement shows that the link between dispositional variables and social media adoption models is inadequately established. It can be strengthened further through the review of the existing literature and understanding the areas of focus and that of neglect, in the available data, which is taken forth in the next chapter.

CHAPTER 2

LITERATURE REVIEW

This chapter explores the existing literature on how the personality and entrepreneurial traits influence social media adoption (SMA). In the digital age, social media is a vital tool for entrepreneurs, offering unique opportunities for marketing, networking, and customer engagement. This study examines how traits like openness, conscientiousness, extraversion, agreeableness, and neuroticism impact the effectiveness of social media as a business tool. Understanding these traits is crucial, as they influence decision-making, risk-taking, and innovation, which are key to entrepreneurial success. Given social media's crucial role in shaping brand identity and engaging a global audience, it's important to understand how personality and entrepreneurial traits influence social media strategies for developing effective digital approaches.

2.1 Personality Traits

Personality traits, as defined by the Five-Factor Model (FFM), play a crucial role in influencing individual behaviours and attitudes, particularly in the context of entrepreneurship. The FFM, also known as the Big Five, was primarily developed by psychologists Paul Costa and Robert McCrae in the 1980s, building on earlier research like the lexical hypothesis by Gordon Allport and Henry Odbert in the 1930s. Their extensive factor analyses revealed five core dimensions of personality: openness, conscientiousness, extraversion, agreeableness, and neuroticism. Openness is linked to creativity and adaptability, crucial for entrepreneurs focused on innovation. Conscientiousness involves discipline and organization, vital for achieving long-term business goals. Extraversion, characterized by sociability and energy, benefits networking and marketing efforts. Agreeableness, marked by cooperation and empathy, helps build positive relationships in a business setting. Conversely, neuroticism, associated with emotional instability, can lead to increased stress and challenges in handling business pressures. Understanding these traits provides insights into how entrepreneurs' personalities impact their business approaches and decision-making.

Costa and McCrae's key studies in 1985 and 1992, along with their Revised NEO Personality Inventory (NEO-PI-R), are foundational in assessing these traits. Further studies, like those by John, Naumann, and Soto (2008) and Digman (1990), have explored the FFM's cross-cultural applicability and its relevance in various contexts, including entrepreneurship.

2.2 Entrepreneurial Traits

Entrepreneurial traits are essential characteristics that significantly influence an individual's ability to successfully initiate and manage ventures. Key traits include risk-taking, innovativeness, proactivity, and resilience. Risk-taking involves the willingness to engage in ventures with uncertain outcomes, crucial in the unpredictable world of entrepreneurship (Knight, 1921). Innovativeness, the ability to generate novel ideas and solutions, drives the creation of unique products and services, often providing a competitive edge (Schumpeter, 1934). Proactivity is the tendency to anticipate and act on future needs or changes, allowing entrepreneurs to stay ahead of the market and seize emerging opportunities (Crant, 1996). Resilience, the ability to recover from setbacks and persist through challenges, is vital for navigating the obstacles that arise throughout the entrepreneurial journey (Ayala & Manzano, 2014). These traits not only shape entrepreneurial behaviour but also contribute to the overall success and sustainability of ventures, enabling entrepreneurs to adapt and thrive in dynamic and often volatile business environments.

2.3 Social Media Adoption

SMA has become a cornerstone of modern entrepreneurship, offering a powerful platform for brand building, customer engagement, and market research. Entrepreneurs leverage social media to connect with a global audience, promote their products or services, and gather real-time feedback from customers. Brand building through social media involves creating and maintaining a consistent online presence that reflects the brand's values and identity, which is crucial for establishing credibility and trust with consumers (Kaplan & Haenlein, 2010). Customer engagement is facilitated by the interactive nature of social media platforms, allowing entrepreneurs to build relationships, address customer concerns promptly, and create a loyal customer base (Tsimonis & Dimitriadis, 2014). Additionally, social media serves as an invaluable tool for market research, enabling entrepreneurs to monitor trends, understand customer preferences, and analyze competitors' strategies in real time (Lacka & Chong, 2016). The ability to effectively utilize social media can significantly enhance an entrepreneur's ability to navigate the competitive business landscape, making it an essential component of modern entrepreneurial strategy.

Theoretical Underpinning

Theories linking personality to behaviour are essential for understanding how individual differences influence entrepreneurial actions, particularly in the adoption and utilization of social media for business purposes.

Five Factor Personality Theory

Five-Factor Model (FFM), or Big Five, offers a comprehensive framework for understanding how core personality traits: openness, conscientiousness, extraversion, agreeableness, and neuroticism predict behaviour across various domains, including entrepreneurship (McCrae & Costa, 1997). These traits encapsulate significant variations in human behaviour and are crucial for understanding entrepreneurial actions, particularly in social media adoption.

Openness to Experience is characterized by creativity and a preference for novelty. Entrepreneurs high in openness are likely to adopt innovative social media strategies, experimenting with new platforms and content formats. This trait is essential in the dynamic landscape of social media, where innovation can provide a competitive edge.

Conscientiousness reflects organization, dependability, and work ethics. Entrepreneurs with high conscientiousness are strategic and goal-oriented in their social media approach, ensuring alignment with broader business objectives. However, their methodical nature may lead to a more conservative approach, thus, limiting their ability for risk-taking and experimentation.

Extraversion is associated with sociability and assertiveness. Extraverted entrepreneurs excel in SMU for networking and customer engagement. Their active presence on social media helps to build community and loyalty, which are essential for building strong business relationships.

Agreeableness, marked by empathy and cooperation, influences how entrepreneurs interact with others on social media. Highly agreeable entrepreneurs may prioritize building positive relationships and engaging in meaningful conversations, though excessive agreeableness could hinder assertiveness in competitive situations.

Neuroticism relates to emotional stability. Entrepreneurs with low neuroticism manage business stress effectively and maintain a confident social media presence. In contrast, high neuroticism may result in erratic social media behaviour and avoidance of engagement due to anxiety or negative feedback.

In sum, the FFPT provides valuable insights into how personality traits shape entrepreneurial behaviour, particularly in the context of social media. Understanding the interplay between these traits and SMU can enhance entrepreneurial effectiveness, guiding the development of strategies that align with individual personality profiles in the competitive digital landscape.

Diffusion of Innovation Theory

Everett Rogers' Diffusion of Innovation Theory, first introduced in 1962 and re-defined in 2003, provides a framework for understanding how new ideas, products, and technologies spread within a social system. This theory is particularly relevant to social media adoption among entrepreneurs, offering insights into how different user types adopt innovations at varying rates, thereby, influencing trends within entrepreneurial communities.

Rogers outlines five stages in the diffusion process: knowledge, persuasion, decision, implementation, and confirmation. These stages describe how individuals or organizations become aware of an innovation, form an opinion, decide to adopt or reject it, implement it, and ultimately confirm its effectiveness. Within this framework, five adopter categories are identified: Innovators, Early Adopters, Early Majority, Late Majority, and Laggards, each representing a different segment of the population based on their readiness to adopt innovations.

Innovators, making up about 2.5% of the population, are the first to adopt new ideas and technologies. These individuals are risk-takers, highly curious, and open to new experiences, aligning with the FFM's trait of openness. In entrepreneurship, innovators are often the trailblazers who experiment with new social media tools and platforms before they become mainstream, setting trends and demonstrating the potential benefits of these innovations.

Early Adopters (13.5% of the population) play a crucial role in the diffusion process. They are less risk-tolerant than innovators but still willing to embrace new technologies early. As opinion leaders within their communities, their adoption signals to the broader population that an innovation is valuable. In entrepreneurship, early adopters quickly recognize and capitalize on the potential of new social media tools, influencing others to follow.

The Early Majority and Late Majority each represent 34% of the population. The early majority adopts innovations after seeing their successful implementation by early adopters, requiring more evidence before committing. The late majority is even more cautious, adopting new technologies only after they become well-established. In social media, these groups wait for platforms to prove their effectiveness before integrating them into their strategies.

Laggards, the final 16%, are the last to adopt innovations, typically resistant to change. In entrepreneurial settings, laggards prefer familiar methods and tools, only adopting new technologies when absolutely necessary.

Rogers' theory is particularly relevant in today's digital age, where social media platforms are constantly evolving. Early adoption can give entrepreneurs a competitive edge, allowing them to leverage new technologies to enhance brand visibility, reach new audiences, and streamline business processes.

Technology Acceptance Model (TAM)

The **Technology Acceptance Model (TAM)**, proposed by Davis (1989), is one of the most widely applied theoretical frameworks for explaining individuals' acceptance and use of information technology. Derived from the Theory of Reasoned Action (TRA), TAM explains technology adoption through users' cognitive evaluations of a technological system. TAM is derived from TRA which explains the technology adoption in context with users' cognitive attitude towards a technological system. The model proposes two primary predictors of technology acceptance: perceived usefulness (PU) and perceived ease of use (PEOU). Perceived usefulness is defined as the extent to which an individual believes using a particular system will increase his or her performance while perceived ease of use is defined as the degree to which using a system is free from effort (Davis, 1989). TAM hypothesizes that such beliefs impact users' attitudes and behavioural intentions towards the use of technology. Perceived usefulness has always been the most significant antecedent of behavioural intention because, given reliable evidence that their performance would substantially improve upon its introduction, managers are more likely to adopt technologies. TAM has been arguably the most widely studied theory to explain technology acceptance across multiple devices and organisational settings, with both empirical researches establishing it as a parsimonious yet rigorous model (King & He, 2006; Schepers & Wetzels, 2007).

TAM applies to this research empirical because the extent to which entrepreneurs do use social media can be attributed by their own assessment of its usefulness on business activities. When entrepreneurs believe they promote productivity, business activity, customer and information access or business performance, social networks may be perceived as helpful. Thus, perceived utility serves as an essential theoretical foundation in articulating the Perceived Innovation Characteristics of social media (PICSM). By introducing research based on a performance-oriented evaluation of social media, the present study provides meaningful novel insights into the entrepreneurial perception of social media adoption intentions, resulting from TAM complemented by Diffusion of Innovation.

The Unified Theory of Acceptance And Use of Technology

The Unified Theory of Acceptance and Use of Technology (UTAUT), developed by Venkatesh et al. (2003), is well-suited for studying the influence of personality and entrepreneurial traits on intention to social media. UTAUT integrates key elements from eight major technology acceptance models, providing a robust framework to understand how various factors drive technology adoption and utilization, including

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social media. This theory also identifies four core constructs: Performance Expectancy, Effort Expectancy, Social Influence, and Facilitating Conditions. These constructs are directly relevant to personality and entrepreneurial traits, making UTAUT an effective tool for exploring their impact on social media use. Performance Expectancy reflects the perceived benefits of technology. Innovative and open entrepreneurs may adopt social media for greater reach, engagement, and performance. Effort Expectancy refers to perceived ease of use. Conscientious entrepreneurs may prefer platforms that are user-friendly and fit existing workflows. Social Influence captures peer and industry expectations. Extraverted and proactive entrepreneurs may adopt platforms to maintain relationships and remain aligned with trends. Facilitating Conditions reflect available support and infrastructure. Risk-taking entrepreneurs may adopt emerging platforms despite limited support, unlike more risk-averse users.

UTAUT-2 and UTAUT-3 further enhance the model by introducing constructs like hedonic motivation, price value, and habit, providing a deeper understanding of how personality traits such as neuroticism or agreeableness influence social media adoption and use.

Compared with TAM, UTAUT offers a broader framework for examining the influence of personality and entrepreneurial traits on SMU. While TAM focuses mainly on Perceived Usefulness and Perceived Ease of Use, UTAUT additionally considers Social Influence and Facilitating Conditions. This wider perspective makes UTAUT more suitable for understanding how individual traits interact with both personal perceptions and contextual factors to shape entrepreneurs' social media use.

2.4 Personality Traits and Social Media Adoption

Personality traits significantly influence how individuals engage with social media, influencing their usage patterns, content sharing, and interactions. Openness to experience, characterized by curiosity and a willingness to explore new ideas, is strongly associated with diverse and innovative social media use. Individuals high in openness are more likely to experiment with new platforms, share creative content, and engage in intellectual discussions online (Hughes et al., 2012). Conscientiousness, defined by organization and discipline, often correlates with a more structured and purposeful approach to social media. Conscientious users may use social media for goal-oriented activities, such as professional networking or maintaining close-knit connections, while avoiding excessive or impulsive use (Correa, Hinsley, & de Zúñiga, 2010).

Extraversion, marked by sociability and assertiveness, is a strong predictor of active social media use, particularly for communication and networking purposes. Extraverts are more likely to post frequently, engage in discussions, and seek out social interactions online, reflecting their preference for stimulating environments (Amichai-

Hamburger & Vinitzky, 2010). Agreeableness, associated with kindness and cooperation, influences social media behaviour by motivating positive interactions. Agreeable individuals are inclined to use social media to maintain harmonious relationships, support others, and engage in community-building activities (Moore & McElroy, 2012). Conversely, neuroticism, characterized by emotional instability, often leads to more cautious and anxiety-driven social media use. Those high in neuroticism may engage in social media as a coping mechanism but are also prone to experiencing stress from online interactions, potentially leading to negative outcomes like social comparison and cyberbullying (Gosling, Augustine, Vazire, Holtzman, & Gaddis, 2011). These personality-driven behaviours underscore the complex relationship between individual traits and social media adoption, influencing not just how platforms are used, but also the emotional and social outcomes of that usage.

2.5 Entrepreneurial Traits and Social Media Adoption

Entrepreneurial traits such as innovativeness, risk propensity, proactiveness, and need for achievement play a significant role in impacting how entrepreneurs leverage social media to enhance their ventures. These traits influence the strategies entrepreneurs adopt, the risks they are willing to take, and their overall approach to leveraging social media for business growth.

Innovativeness is a key entrepreneurial trait that involves the ability to generate and implement new ideas, which is critical for distinguishing a brand in the crowded social media landscape. Entrepreneurs who are highly innovative are likely to experiment with different content formats, social media platforms, and marketing strategies to capture their audience's attention and stand out from competitors. Innovativeness on social media often translates into creative campaigns, unique brand messaging, and the adoption of emerging technologies, which can significantly enhance brand visibility and customer engagement (Lumpkin & Dess, 1996).

Risk propensity, or the willingness to take calculated risks, is another trait that strongly influences social media usage among entrepreneurs. Social media presents various risks, such as reputational damage or financial loss from unsuccessful campaigns. However, entrepreneurs with a high-risk propensity are more inclined to take bold steps, such as investing in paid social media ads, trying new platforms, or engaging in viral marketing campaigns, to gain a competitive edge (Miller, 1983). These entrepreneurs are not deterred by the potential downsides of social media risks but rather see them as opportunities for significant rewards.

Proactiveness refers to the tendency to anticipate and act on future needs or changes in the environment, a trait that is crucial for staying ahead in the dynamic world of social media. Proactive entrepreneurs are likely to be early adopters of new social

media trends, tools, and platforms, enabling them to capitalize on new opportunities before their competitors. This forward-thinking approach allows them to build a strong online presence, engage with emerging customer segments, and maintain relevance in rapidly changing markets (Crant, 2000).

Need for achievement is a trait that drives entrepreneurs to set and achieve challenging goals. On social media, this trait is manifested in the relentless pursuit of higher engagement rates, follower counts, and overall brand growth. Entrepreneurs with a strong need for achievement are often meticulous in their social media strategies, consistently measuring performance and optimizing their efforts to reach their goals. This trait pushes them to maintain a high level of commitment to their social media activities, ensuring sustained growth and success over time (McClelland, 1961).

2.6 Impact of Entrepreneurial Traits on Social Media Adoption

Entrepreneurial traits significantly influence social media adoption behaviour, particularly in areas such as marketing and networking, content creation and engagement, and personal branding and influence. These traits influence how entrepreneurs approach and leverage social media platforms to achieve their business goals.

Marketing and networking are essential for entrepreneurs, and traits like innovativeness, proactiveness, and risk propensity significantly impact social media activities. Innovative entrepreneurs often use creative techniques like viral campaigns or interactive content to engage audiences (Fillis & Rentschler, 2010). Proactive entrepreneurs use social media to build networks and connect with key influencers, anticipating future needs (Fisher, 2012). Entrepreneurs with high-risk propensity are more inclined to experiment with unconventional strategies, such as new platforms or bold advertising, which can lead to significant rewards if successful (Miller, 1983).

Content creation and engagement on social media are influenced by entrepreneurial traits. Entrepreneurs with a strong need for achievement set high standards for their content, ensuring it aligns with business goals, and motivates audience engagement and loyalty (McClelland, 1961). Extraverted entrepreneurs are more likely to interact actively with their audience through comments, messages, and live interactions, using social media for genuine two-way communication (Amichai-Hamburger & Vinitzky, 2010).

In the digital age, personal branding and influence are crucial, with entrepreneurial traits like proactiveness and innovativeness playing key roles. Proactive entrepreneurs manage their online presence to reflect their values and expertise, establishing themselves as thought leaders and expanding their influence (Gershon, 2014). Innovative entrepreneurs adopt new trends and technologies, such as video content or emerging platforms, to enhance their personal brand and reach a broader audience (Kaplan & Haenlein, 2010).

This blend of proactive management and innovation helps entrepreneurs maintain a competitive edge in the crowded social media landscape.

2.7 Interaction Between Personality and Entrepreneurial Traits

The interaction between personality and entrepreneurial traits plays a critical role in determining how entrepreneurs engage with and adopt new technologies, including social media. By examining the synergistic effects and compensatory mechanisms as described by Rogers' Diffusion of Innovation Theory, we can better understand how different personality traits influence the adoption behaviours of entrepreneurs across various adopter categories. Entrepreneurs who are highly open to experience often align with traits like innovativeness, positioning them as early adopters of emerging social media tools. Meanwhile, compensatory mechanisms allow entrepreneurs with less naturally innovative or extraverted traits to still succeed by leveraging other strengths, such as conscientiousness or proactiveness, to effectively navigate the adoption process.

Rogers' theory highlights that synergistic effects between personality and entrepreneurial traits are evident among innovators and early adopters who embrace new ideas and technologies. Individuals with high openness to experience often align with entrepreneurial innovativeness, making them early adopters of new social media tools. Such entrepreneurs are likely to integrate cutting-edge technologies, such as augmented reality or AI-driven marketing, into their strategies, creating unique user experiences that attract and engage early technology adopters (Rogers, 2003).

Compensatory mechanisms occur when personality traits offset deficiencies in entrepreneurial traits within Rogers' adopter categories. For example, an early majority entrepreneur may lack natural innovation or risk-taking but compensate with high conscientiousness, adopting proven social media strategies with efficiency and sustainability (Rogers, 2003). Similarly, an entrepreneur with lower extraversion might use strong proactiveness to engage with social media in a structured manner, compensating for a lower inclination towards social interaction.

2.8 Contextual Factors Influencing the Interaction Between Traits and Social Media Adoption (SMA)

In the context of studying the influence of personality and entrepreneurial traits on SMA, perceived innovation characteristics can serve as a critical mediating variable. This concept arises from Rogers' Diffusion of Innovation Theory (Rogers, 2003), which outlines specific characteristics that influence an individual's decision to adopt or reject an innovation. These characteristics typically include relative advantage, compatibility, complexity, trialability, and observability. When applied as a mediating

variable, perceived innovation characteristics explain how personality and entrepreneurial traits indirectly affect SMA by impacting how entrepreneurs perceive and evaluate social media as an innovative tool. These entrepreneurs are more likely to experiment with and adopt new social media technologies to differentiate their brand and capture market share.

Entrepreneurs' perceptions of social media's innovation characteristics such as relative advantage, compatibility, complexity, trialability, and observability, mediate the relationship between their personality and entrepreneurial traits and their social media adoption (SMA). Openness to experience and innovativeness enhance the perceived relative advantage of social media, driving higher SMU. Conscientiousness and proactiveness influence perceived compatibility, making social media more appealing to those with structured approaches or future-oriented strategies. Neuroticism may increase perceived complexity, leading to lower SMU, while risk-taking mitigates this, prompting adoption. Extraversion and innovativeness positively impact perceived trialability and observability, encouraging more active experimentation and integration of social media into business strategies.

In contrast, in more traditional industries or environments where change is slower, entrepreneurs in the late majority or laggards categories may benefit more from traits like conscientiousness and risk aversion. Here, the interaction between cautious personality traits and the need for methodical, risk-averse business strategies can be beneficial. These entrepreneurs may not be the first to adopt new social media practices but can still achieve success by carefully analysing and implementing proven strategies that have been refined by earlier adopters (Rogers, 2003).

Rogers' theory provides a useful framework for understanding how the interaction between personality and entrepreneurial traits can vary depending on the individual's position within the innovation adoption curve and the specific contextual factors at play.

2.9 Review of Key Empirical Findings

Numerous empirical studies have explored the relationship between personality traits, entrepreneurial traits, and social media adoption. Research consistently demonstrates that personality traits such as openness to experience and extraversion are positively correlated with social media engagement among entrepreneurs. For instance, Hughes et al. (2012) found that individuals high in openness are more likely to adopt and utilize social media platforms for innovative marketing strategies. Similarly, extraverted entrepreneurs tend to engage more actively with their online audience, leveraging social media for networking and relationship-building (Correa, Hinsley, & de Zúñiga, 2010). Additionally, entrepreneurial traits such as innovativeness and proactiveness have been shown to significantly influence how entrepreneurs use

social media to gain a competitive edge (Fischer & Reuber, 2011). These findings suggest a strong interaction between personality and entrepreneurial traits in shaping social media behaviour.

2.10 Gaps in the Literature

Past research has employed a variety of methodologies to study the interaction between personality, entrepreneurial traits, and social media adoption. Quantitative approaches, particularly the use of surveys and questionnaires, have been predominant. For example, multiple studies have utilized the Big Five Inventory (BFI) to assess personality traits and link these to social media behaviours (John & Srivastava, 1999). Structural equation modelling (SEM) has been frequently used to explore the relationships between personality traits, entrepreneurial characteristics, and social media outcomes (Snyder & Ingram, 2018). Qualitative methods, though less common, have also been employed, such as case studies and in-depth interviews, to gain deeper insights into the subjective experiences of entrepreneurs in utilizing social media for business purposes (Pagani, 2013). However, mixed method studies are sparse (Snelson, 2016).

Despite the growing body of research, several other gaps remain in the literature. First, much of the existing research has focused on the individual impact of either personality traits or entrepreneurial traits on social media adoption, with relatively few studies examining the synergistic and compensatory interactions between these sets of traits. For example, while Fischer & Reuber (2011) have explored the influence of innovativeness on social media use, there is a lack of studies investigating how this entrepreneurial trait interacts with personality traits like openness to experience, extraversion, agreeableness.

Second, most studies have been conducted in developed countries, leaving a gap in understanding how these dynamics play out in emerging markets or different cultural contexts (Shepherd, Williams, & Patzelt, 2015). Cultural differences can significantly influence both personality expression and entrepreneurial behaviour, which in turn can affect social media adoption. This highlights the need for studies in either developing countries or conducting cross-cultural studies that examine these relationships in diverse settings.

Finally, while quantitative methodologies have provided valuable insights, there is a notable gap in longitudinal research that examines how the interaction between personality and entrepreneurial traits evolves over time and influences long-term social media strategies and outcomes. Most existing studies are cross-sectional, capturing only a snapshot of behaviour without considering the temporal dynamics that may affect how these traits interact in the context of social media adoption.

Finally, despite their widespread use, both TAM and UTAUT have conceptual limitations. TAM offers parsimony by explaining technology acceptance primarily through perceived usefulness and perceived ease of use, but this simplicity may overlook important social and contextual influences on technology adoption. UTAUT addresses this limitation by incorporating performance expectancy, effort expectancy, social influence and facilitating conditions. However, its broader structure may sacrifice construct specificity by combining theoretically related but distinct concepts. For instance, Performance expectancy incorporates perceived usefulness and relative advantage requires comparison with existing alternatives. Similarly, effort expectancy broadly incorporates ease related perceptions that may conceal meaningful differences in how users evaluate technology effort. Therefore, examining these constructs separately is important because conceptual overlap does not necessarily imply equivalence. Users may perceive a technology as useful without considering it superior to existing alternatives, or find it easy to use without possessing adequate facilitating resources or social support. Separating these constructs enables greater theoretical and diagnostic precision, allows their unique effects on technology use to be identified, and helps determine how personality and entrepreneurial traits differently influence each aspect of social media adoption.

2.11 Research Objectives and Research Questions

This research aims to explore the complex relationship between personality traits, entrepreneurial traits, innovation characteristics and social media adoption among entrepreneurs. Specifically, the objectives of this study are:

1. To explore how individual level entrepreneurial and personality characteristics influence entrepreneur willingness to adopt social media as a strategic tool. By focusing on psychological and behavioural dispositions, the study moves beyond technology centric explanations and conceptualises social media adoption as an outcome shaped by individual cognition and entrepreneurial orientation. Thus, the study aims to answer the below mentioned research questions:

RQ 1: Which entrepreneurial and personality traits influence entrepreneurs' intention to adopt social media for business purposes?

2. To explore how entrepreneurs perceive social media as an innovation and how these perceptions shape social media adoption behaviour in the context of Indian SME's. Drawing on innovation adoption perspectives, this objective examines entrepreneurs' evaluations of social media in terms of relative advantage, compatibility, complexity, and observability. Thus, the study aims to answer the below mentioned RQ:

RQ 2: Which innovation-related factors mediate the relationship between entrepreneurial-personality traits and entrepreneurs' intention to adopt social media?

3. The third objective is to provide a scale reliable and context specific measurable scale for the integrated entrepreneurial personality trait construct that have characteristics of both big five and entrepreneurial characteristics. This objective will help in providing explicit traits that can help SME's to adopt social media in Indian context. This would further explain the psychological mechanisms through which individual traits influence adoption behaviour by shaping entrepreneurs perception of social media's relative advantage, compatibility, complexity, and observability as an innovation. Using qualitative insights and rigorous quantitative techniques, including exploratory and confirmatory factor analysis within a SEM framework, the study ensures strong psychometric validity of the proposed measures. Thus, the study aims to answer the below mentioned RQ:

RQ 3: How can reliable and valid measurement scales be developed and empirically validated for an integrated entrepreneurial-personality trait construct

4. Fourth, the study aims to identify and analyse indirect mechanisms through which entrepreneurial-personality traits influence social media adoption, focusing on mediating innovation-related variables. This will help in developing and empirically testing a conceptual framework that explains entrepreneurs' adoption of social media for SME's by integrating entrepreneurial-personality traits, innovation perception characteristics, and indirect (mediating) mechanisms influencing adoption behaviour. Thus, the study aims to answer the below mentioned RQ:

RQ 4: Which entrepreneurial and personality traits exert the strongest influence on social media adoption intention among entrepreneurs? Thus, the study overall aims to answer the below mentioned research question, which can be answered through combining both qualitative and quantitative research methods:

RQ: How do integrated entrepreneurial-personality traits influence entrepreneurs' adoption of social media for business purposes, both directly and indirectly through innovation perception characteristics?

2.12 Conceptual Model

The conceptual framework (figure 2.1) provides a structured approach to understanding the factors influencing social media adoption. It outlines two primary independent variables: Personality Traits and Entrepreneurial Traits, which are hypothesized to impact the perceived innovation characteristics of social media, a mediating variable. These characteristics include relative advantage, compatibility, complexity, trialability,

and observability. The personality traits considered include Openness, Extroversion, Agreeableness, Conscientiousness, and Neuroticism, while the entrepreneurial traits comprise Risk-Taking, Resilience, Self-Efficacy, Innovativeness, Consistency, and Creativity. These traits are expected to impact how individuals perceive social media's compatibility, complexity, relative advantage, and usefulness. This perception, in turn, influences the dependent variable, Social Media Adoption.

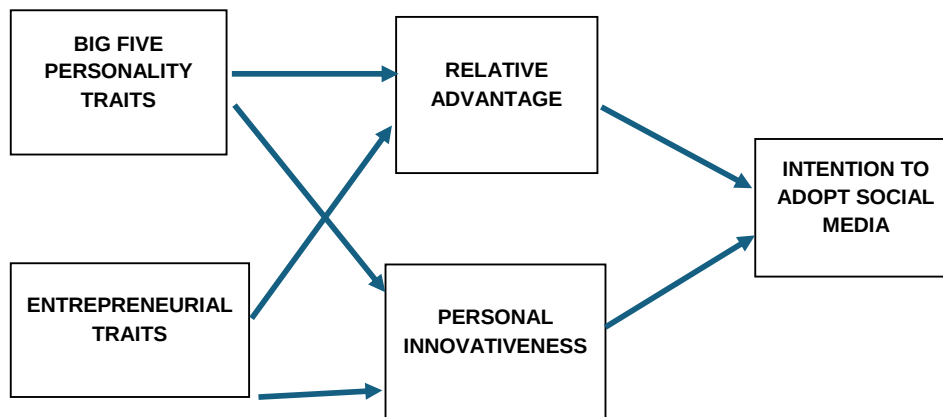


Figure 2.1: Conceptual Framework

Summary of the Literature Review

This literature review offers a thorough examination of key concepts and theoretical frameworks related to personality traits, entrepreneurial traits, and social media adoption among entrepreneurs. The FFM of personality, including traits like openness and extraversion, has been extensively linked to behaviours such as social media adoption. Entrepreneurial traits such as innovativeness, risk propensity, and proactiveness are well-established factors influencing entrepreneurial success.

The review highlights how aligning certain personality and entrepreneurial traits can enhance social media behaviour, such as how openness and innovativeness can lead to early adoption of new platforms. It also discusses compensatory mechanisms, where traits can offset each other's weaknesses, helping entrepreneurs succeed despite potential deficiencies. Contextual factors, including those described by Rogers' Diffusion of Innovation Theory, are shown to affect how different types of entrepreneurs approach social media based on their traits and industry conditions.

The review identifies gaps in the literature, such as the need for more research on the interaction between personality and entrepreneurial traits, studies in diverse contexts, and longitudinal research on how these traits influence social media behaviour over time. In conclusion, the review emphasizes the need to understand the complex interplay between personality traits, entrepreneurial traits, and social media adoption, setting the stage for future research to address these gaps.

CHAPTER 3

METHODOLOGY

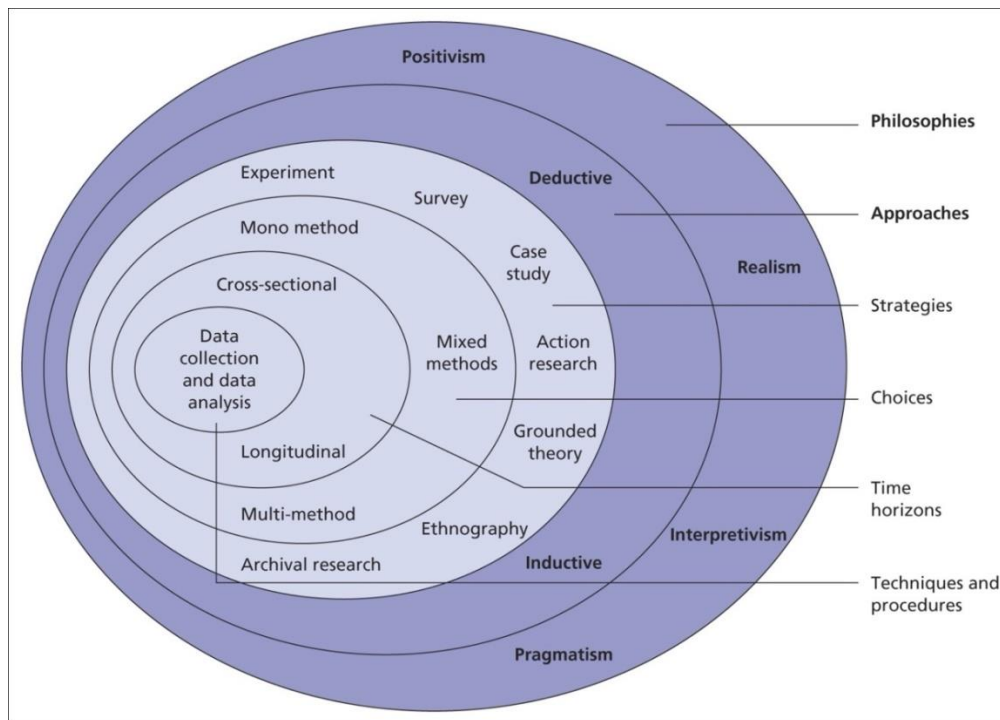
Overview

An overview of the research design and methodology is presented in this chapter that was defined and determined with the intention of achieving the framed objectives of the study. Saunder's onion is integrated in the process that explains research philosophy and defends the appropriate paradigm. It is further explained in the chapter as to how the research questions have formed the basis of the methodology design and the process of conducting it in two phases using a mixed-methods design. It further explains the rationale behind the application and integration of mixed-methods research design while describing the study setting and unit of analysis. Exploratory sequential design has been used in the study wherein qualitative data is collected and analysed first followed by the quantitative data. Through a detailed examination of both the stages, the chapter concludes with throwing light on the relevant ethical considerations.

3.1 Introduction to Research Philosophy

In simple words, research philosophy can be explained as an essential element of the study design that supports the methodology for gathering, analysing, and interpreting data. As presented in Figure 2, the research onion model given by Saunder's et al. (2023) is indicative of the fact that of the several steps in research methodology, research philosophy forms the first crucial stage followed by the selection of approach, strategy, choice, and techniques and procedures. All the stages shown in research onion require adequate decision-making to ensure that the research work progresses in the right direction as adequate for the undertaken study.

Research philosophy is primarily focused on the essence of knowledge and the methods by which it is obtained. Comprehending research philosophy is crucial for ensuring that methodological decisions are in line with the overarching theoretical assumptions that guide a study. Various fundamental research philosophies exist, as interpretable from Figure 3.1, each characterised by unique concepts and applications. The philosophy can be based on the nature of reality referred to as ontology, the nature of knowledge designated as epistemology, and the research values and ethics known as axiology. According to the findings by Melinkovas (2018), the objectives of the undertaken research form the influential basis for philosophy to be instilled in the research process.



Source: Adopted from Saunder's et al. (2023)

Figure 3.1: Research Onion Model

3.2 Research Design : Mixed Method

Through the analysis of the different philosophies as well as the study topic, it was identified that the integration of both positivism and interpretivism was needed for achieving the defined objectives. Hence, the combination of qualitative and quantitative components of research process was necessary. Lo et al. (2020) explained that the quantitative approach allows for the development of an understanding of the societal standards as well as the individual behaviour, as it is based on scientific methodology. On the other hand, as explained by Mohajan and Mohajan (2022), the focus of qualitative approach is on the key phrases and terms that can be evaluated through the application of pattern recognition and visualisation techniques. Despite of the technique used in the qualitative method of analysis; the approach makes it possible to conduct in-depth research. Both of these approaches are a powerful tool in the learning process, however, integrating either of the two remains insufficient in most of the cases (Matovic & Ovesni, 2021). Thus, using a combination of both the methodologies, in a manner that is complementary in nature for the techniques, gives rise to mixed method approach with the capacity of yielding better results.

The work by Timans et al. (2019) brought forth the significance of utilising both the qualitative and quantitative research approaches highlighting that the combination of the two methods helps in gaining concrete results on any given topic. It is also through the

mixed methods technique that the results obtained can be considered to be generalisable, contextual, and trustworthy. The work by Creswell (2021) further praised the implementation of mixed methods approach by confirming its applicability in exploring complicated processes and systems. Through the use of mixed methods approach it becomes possible to build the study from one phase to the next through which more information can be accumulated on the subject of study. It is through the mixed methods approach that the researcher can combine findings from the application of two methodologies while giving equal weightage to both the processes. Tashakkori and Teddlie (2021) mentioned in their work that the application of mixed methods approach strengthens any research study for the advantages of both the methods are added to the study leading to a more informed, valid, and reliable results. Table 3.1 brings forth the advantages and limitations of applying qualitative and quantitative research methods with the focus on these with respect to positivism and interpretivism.

A thorough overview of the differences in positivism and interpretivism is presented in the table along with the comparison of the two research methods. Hence, the benefits and limitations of the two can be identified and understood. The application of both the research approaches, as the mixed methods approach can be beneficial in overcoming the limitations of one method over the other while being able to reach the outcomes that are actionable and conclusive in nature. Thus, for the undertaken study, the factors emerging from the in-depth study conducted through the application of qualitative method were quantified and measured using quantitative approach to enhance their overall validity.

Table 3.1: Positivism and Interpretivism

	Positivism	Interpretivism
Society and the individual	Society shapes individuals and societal norms catalyse actions taken by people	Individuals possess their own consciousness and do not simply react to society's forces
Benefits	Validity and credibility is added to the study findings	Helps in bringing to light several varied viewpoints
Limitations	It does not allow the researcher to gather in-depth understanding	Individual perspectives are obtained, which limits the ability to segregate right from wrong
Research Method, Advantages, And Disadvantages	Quantitative research is used, which can be completed through the application of statistical techniques The focus is on quantity It is possible to test a larger number of cases representing the studied population There is stability in the research design The sequence of the questions and response from the participants do not have any influential relationship	Qualitative study incorporating participant observations and unstructured interviews The focus is on quality Only a small number of respondents are considered for the study to ensure that enriched feedback is gathered Some flexibility based on responses The sequence of questions asked have a high influence of the response given by the participants

Source: Author

3.3 Rationale for using Mixed Method

32 A mixed-method research design combines qualitative and quantitative components for understanding and corroboration (Schoonenboom, et al., 2017; Halkias & Diamantopoulos, 2020). It is a procedure for analyzing, collecting, and mixing qualitative and quantitative methods in a single study for understanding the research problem. One of the main reasons for conducting mixed-method research, as given by Greene et al. (1989) is a triangulation of results. The triangulation design is used for obtaining different but complementary data on the research topic. It helps best understand the research problem (Turner et al., 2017). The researchers mainly use this design when it is required to include both quantitative and qualitative data for answering the research question that seeks convergence, corroboration, and correspondence of results from different methods (Schoonenboom, et al., 2017). It is suitable for research, where the researcher requires qualitative data to explain significant results (Aggarwal et al., 2020) based on a quantitative study. Thus, the study follows a two-phased design, where qualitative (phase I) helps in developing a quantitative (phase II) study (Creswell & Hirose, 2019).

Further, most relevant studies in the psychological context have been conducted to improve adoption and consider traits derived from the literature. Considering the earlier-mentioned methodological and theoretical gaps, the study adopts a mixed-method research design to identify the new dimensions of entrepreneurial traits, particularly in the Indian context. In brief, the study uses a mixed-method research design to study the research questions as they demand careful and sensitive probing. The study was conducted in two phases.

Hence, out of four main research questions (RQs), 1 and 2 employed qualitative methods in the first phase, while the RQs 3 and 4 applied quantitative methods (survey research) in the second phase to further substantiate the results of phase 1 of the study. In phase I, a qualitative study was conducted by using narratives to understand the following RQs:

RQ 1: Which entrepreneurial and personality traits influence entrepreneurs' intention to adopt social media for business purposes?

RQ 2: Which innovation-related factors mediate the relationship between entrepreneurial-personality traits and entrepreneurs' intention to adopt social media?

The qualitative insights developed from phase 1 require empirical validation and corroboration, which led to the beginning of phase 2 of the study. In phase 2, quantitative research was conducted by using the survey method to understand the following RQs:

RQ 3: How can reliable and valid measurement scales be developed and empirically validated for an integrated entrepreneurial-personality trait construct

RQ 4: Which entrepreneurial and personality traits exert the strongest influence on social media adoption intention among entrepreneurs? Thus, the study overall aims to answer the below mentioned research question, which can be answered through combining both qualitative and quantitative research methods.

The mixed-method approach, where a qualitative method is followed by a quantitative research method, is known as sequential exploratory mixed-method research design, explained next.

3.4 Exploratory Sequential Research Design

The study integrated exploratory sequential research design, which is based on two phase research, that is, first exploratory research is conducted, which is followed by confirmatory research process. The reasons behind using a sequential exploratory research method revolve around the following aspects:

1. To gain a deep understanding of the phenomenon that exists between the variables being studied (Dawadi et al., 2021)
2. Based on the nature of the research questions requiring triangulation of the results (Tobi & Kampen, 2017)
3. For adding rigour and flexibility to the research (Akerblad et al., 2020)

It has been argued by Gogo and Musonda (2022) that the application of exploratory-sequential strategy is seen in research studies where the researcher needs in-depth knowledge of the phenomenon under study before going forward with the development of a formal study. It is so because the research subject has been studied poorly before and is difficult to understand. The qualitative research techniques like in-depth interviews or observations are employed during the first phase, that is, exploratory phase of the research process. The collection of rich data, which is unstructured allows the researcher to identify links and infer themes and patterns emerging from the collected data. Following the exploratory phase, the collected information is used by the researcher to design a confirmatory study. In the confirmatory stage, the ideas and hypotheses developed in the exploratory phase are tested by the researcher. The quantitative techniques like surveys and experiments are employed by the researcher to draw final conclusions. The below figure 3.2 presents the diagrammatic overview of the research methodology followed in the study.

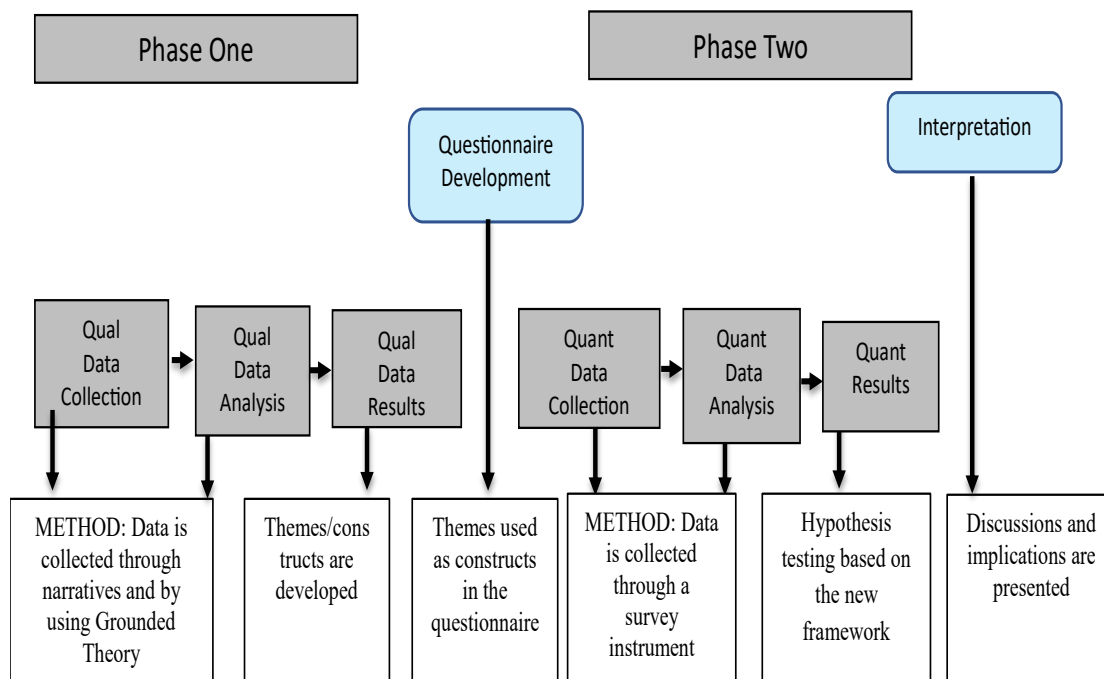
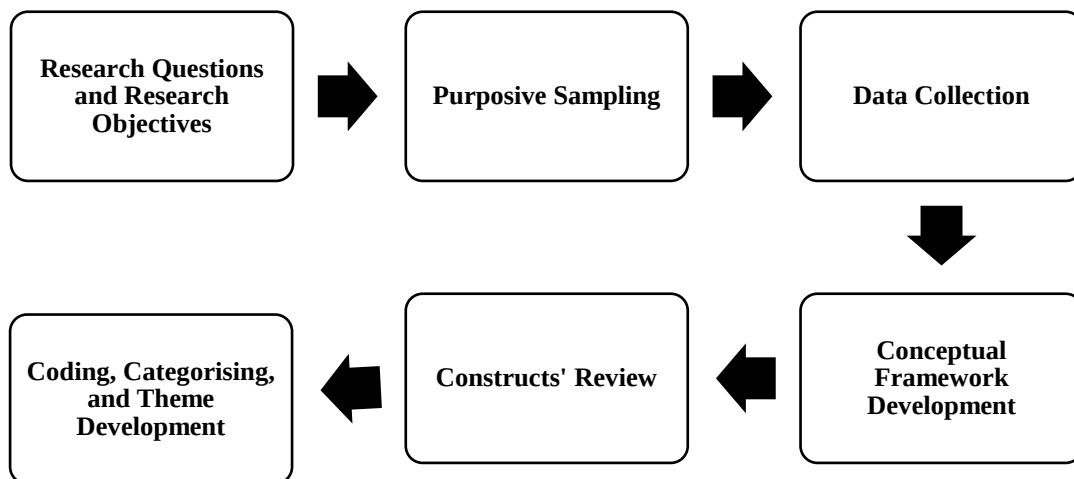


Figure 3.2: Steps of Exploratory Sequential Mixed Method Design

Of the several benefits of exploratory sequential design one is to gain a deeper understanding and knowledge revolving around the study topic. To add to it, the design is beneficial for the research process, as it provides insightful information in the first phase leading to the possible development of better insights for performing research in the confirmatory phase (Berman, 2017). However, it is important to acknowledge the limitations of the research design. Firstly, the validity of the confirmatory phase is dependent on the exploratory phase outcomes, which might not be insightful enough (Shim et al., 2020). To add to it, it is also possible that there is a lack of clarity pertaining to the proceedings of the two stages, which can lead to biases in the results obtained.

3.5 Phase 1 - Qualitative Study

The first phase of the study was qualitative research process, which involved the thorough investigation of the study topic and the subject matter. As described in work by Peterson (2019) the qualitative study has the potential to allow the researcher to develop an understanding of the study topic based on the perspectives and opinions of the participants. Therefore, through the qualitative phase, it becomes possible for the researcher to develop a connection with the participants and subsequently attain a non-numerical data, which contains the ideas and issues shared by the study participants. The qualitative approach's steps can be identified as given in Figure 3.3 underneath:



Source: Adapted from Straus and Glaser (1967)

Figure 3.3: Process followed for qualitative analysis (Grounded Theory)

Sampling

The study employed a purposive sampling strategy to identify participants who could provide rich insights into how entrepreneurial personality traits influence social media adoption. As suggested by Bekele and Ago (2022), a sample size of 10-20 participants is generally sufficient to cover the key dimensions of a study, while Hennink and Kaiser (2022) note that data saturation is typically achieved within 9-14 interviews. Guided by these recommendations, the present study selected 10 entrepreneurs from across India. To ensure representativeness, criterion-based sampling was applied, whereby participants were required to have a minimum of three years of entrepreneurial experience and at least one year of active engagement with social media platforms for business purposes. This ensured that participants possessed both entrepreneurial maturity and digital experience. In addition, snowball sampling was used to expand the pool, with existing participants referring other eligible entrepreneurs (Leighton et al., 2021). This approach helped capture diverse perspectives across industries such as healthcare, manufacturing, trading, kitchenware, and services, thereby achieving data triangulation and enhancing the credibility of findings.

Data Collection

Once the sample was finalized, participants were contacted via LinkedIn, Facebook, email, and phone. They were provided with the project proposal, interview protocol, and consent form, outlining the purpose of the study, confidentiality assurances, and ethical considerations. The data were collected through semi-structured interviews, which allowed for guided discussions while giving participants flexibility to share

their personal experiences. Interviews were conducted in English, with each lasting between 30 and 60 minutes, either in person or via telephone/online platforms, depending on participant availability. The respondents represented varied modes of business operations: 40% operated offline, 30% online, and 30% in hybrid formats (both online and offline). Their digital payment preferences also varied, with 70% preferring online payment methods and 30% continuing with cash on delivery (COD). Interestingly, most participants expressed confidence in the safety of digital payments, suggesting an increasing trust in technology-enabled transactions. All interviews were recorded (with consent) and transcribed for analysis. Participants' identities were anonymized to maintain confidentiality and ethical rigor. Table 1 (in the Results Chapter) provides the demographic and business profiles of the participants.

Data Analysis

The collected interview data were analyzed using a grounded theory-based thematic analysis approach, which is well-suited for uncovering patterns, generating codes, and developing themes from qualitative data (Kiger & Varpio, 2020). This approach enabled the researcher to move beyond descriptive summaries toward theory building, aligning with the study's objective of exploring how personality and entrepreneurial traits shape social media adoption.

Transcription and Coding Process

All interviews were recorded and transcribed verbatim. The transcripts were then imported into NVivo qualitative data analysis software, which facilitated systematic organization, coding, and retrieval of data. The coding process followed three stages:

1. Open Coding - line-by-line analysis to identify recurring concepts and generate initial codes.
2. Axial Coding - grouping related codes into broader first-order categories, highlighting conceptual linkages.
3. Selective Coding - developing higher-order constructs and core themes that captured deeper theoretical insights into entrepreneurs' social media adoption behaviour.

This multi-stage process allowed the researcher to distil rich narratives into structured themes, reflecting the influence of both Big Five personality traits and entrepreneurial orientation traits.

Reliability and Validity Checks

To ensure reliability, inter-rater reliability was rigorously assessed. Independent coders evaluated the transcripts, and their classifications were compared using

4 Cohen's Kappa coefficient. Results showed agreement on 15 out of 16 variables, with an observed agreement of 93.75% and a Kappa score of 0.77, demonstrating strong consistency among raters (Schober et al., 2021; Landis & Koch, 1977; McHugh, 2012). For validity, face validation was performed through expert review and stakeholder feedback. This ensured that identified themes accurately reflected participants' lived experiences and were contextually meaningful. Themes were also cross-checked with raw transcripts to ensure coherence, accuracy, and contextual appropriateness.

Theme Development

The inductive coding process allowed themes to emerge organically from the data, rather than imposing pre-existing frameworks. Particular attention was given to social media-related content such as motivations, perceived risks, benefits, and barriers. These themes were later mapped against the conceptual framework of personality and entrepreneurial traits, generating a nuanced understanding of their role in entrepreneurs' adoption of social media.

Research Instrument

Research instrument is one of the most crucial elements in any research, as it helps the researcher to not just gather and gauge the data but also evaluate it. The work by Utibe (2020) stated that the survey design and formulation of a questionnaire play an important role in ascertaining the collection of relevant data and subsequently make informed decisions. Thus, the next step in the undertaken research after the development of themes and building of a theory was to create a research instrument, that is, a questionnaire based on emerging variables from the first phase of the study. According to the conclusions drawn by Aithal and Aithal (2020), the validity of a research questionnaire revolves around the ability it possesses towards the assessment of defined variables. Therefore, the study undertook a comparison of the qualitative and quantitative phases and hence the validity of the questionnaire for conducting survey was determined. To add to it, the perception of the participants, as obtained from in-depth interviews was further utilised to validate the research instrument.

3.6 Phase 2 - Quantitative Study

As was seen, the phase one of the integrated exploratory sequential research design revolved around gathering and analysis of the qualitative data. The outcome of the first phase was the creation of or research instrument for phase two. Phase two of the study was focused on the collection and analysis of quantitative data. Thus, in accordance with the requirement revolving around the collection of quantifiable replies to the questions developed, survey approach was employed.

Sampling

To proceed with the sampling process for quantitative data collection, stratified sampling was found to be accurate for selection of the participants for the survey. In work by Iliyasu and Etikan (2021), it is mentioned that the group of people sharing similar qualities also referred to as strata is what is sort by researchers. The qualities shared by strata can either be race, gender or educational attainment. The population is divided into smaller sub populations or sub groups under the application of stratified sampling. It is through this process that more accuracy and in-depth information on the sample can be obtained by the researcher. Moreover, using stratified sampling process it becomes easy to represent each stratum adequately and also reduce the chances of sampling error and variability.

3.7 Scale Development

Though past literature has provided various well-established measures to assess entrepreneurial traits, most empirical studies have primarily focused on general personality dimensions such as the Big Five or on isolated constructs like self-efficacy, risk-taking, or innovativeness. Several scales have served as foundational instruments for entrepreneurship research, including the Big Five Personality Scale (Hahn et al., 2005), the Entrepreneurial Self-Efficacy Scale (Chen et al., 1998), the Entrepreneurial Character Scale (Husna & Akmal, 2020), the Entrepreneurial Personality Scale (Howard, 2023), the Individual Creativity Scale (Indriartiningtias et al., 2019), and the Connor-Davidson Resilience Scale (Fatoki, 2018). While these measures, either adapted or newly developed, provide valuable insights into entrepreneurial behaviour, none of them comprehensively capture the cultural, socio-economic, and institutional realities of entrepreneurship in India.

Based on these premises, the present study seeks to develop a standardized Entrepreneurial Traits Scale (ETS) tailored to the Indian context. Drawing on qualitative insights and literature review, the scale aims to identify traits critical for entrepreneurial success in India, including those overlooked by Western-developed measures such as resilience against bureaucratic hurdles, adaptability in informal markets, and consistency in resource constrained environments. Robust quantitative techniques such as Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were employed to extract, refine, and validate the scale items, thereby providing a context-specific, empirically grounded measure of entrepreneurial traits.

To address this limitation, the present study adopted a systematic and rigorous scale development procedure, guided by established methodological frameworks proposed by Churchill (1979), Hinkin (1998), and DeVellis (2016). The scale development process was structured into four key stages, ensuring conceptual clarity, empirical robustness, and contextual relevance.

Step 1: Domain Identification and Construct Definition

The first stage involved clearly defining the conceptual domains of the constructs to be measured. Based on the exploratory qualitative phase and an extensive review of entrepreneurship and innovation adoption literature, two primary measurement domains were specified:

1. Integrated Entrepreneurial Personality Traits, conceptualised as antecedent individual characteristics influencing entrepreneurs' decision making and behaviour in the digital context. This domain included both personality traits (e.g., agreeableness, conscientiousness, extraversion, openness, creativity) and entrepreneurial traits (e.g. consistency, innovativeness, risk-taking propensity, resilience, and self-efficacy).
2. Perceived Innovation Characteristics of Social Media (PICSM), conceptualised as entrepreneurs cognitive evaluations of social media as an innovation. The PICSM construct was theoretically grounded in Rogers Diffusion of Innovation (DOI) theory particularly relative advantage, compatibility, and complexity and complemented by UTAUT, specifically perceived usefulness, to reflect technology related performance expectations in an entrepreneurial setting.

This stage ensured content domain clarity and theoretical alignment before item generation.

Step 2: Item Generation

In the second stage, an initial pool of measurement items was generated using a hybrid deductive inductive approach.

- Deductive item generation involved adapting items from established scales such as the Big Five Personality Scale, Entrepreneurial Self-Efficacy Scale, Individual Creativity Scale, and Connor-Davidson Resilience Scale, ensuring theoretical continuity with prior research.
- Inductive item generation drew directly from themes and sub-themes that emerged during the qualitative phase, allowing the scale to reflect entrepreneurs lived experiences and context-specific interpretations of social media use in India.

For the PICSM scale, items were adapted from Rogers' DOI constructs (relative advantage, compatibility, complexity) and UTAUT's perceived usefulness, with wording modified to suit the entrepreneurial and social media context. This integration enabled the development of a contextualised innovation-perception scale tailored to entrepreneurial decision-making.

All items were measured on a seven-point Likert scale ranging from *strongly disagree* (1) to *strongly agree* (7), consistent with recommendations for capturing attitudinal variance.

Step 3: Content Validation (Expert Review)

The third stage focused on content validity and preliminary scale purification. The initial item pool was subjected to careful review to ensure relevance, clarity, and representativeness of the construct domains. Items were examined for:

- conceptual overlap,
- ambiguity in wording,
- contextual appropriateness for Indian entrepreneurs.

Based on this evaluation, redundant or weak items were refined or eliminated. This stage ensured that the remaining items adequately represented the underlying constructs while maintaining parsimony, as recommended by Hinkin (1998) and DeVellis (2016).

Step 4: Deriving Factorial Structure

In the final stage, the refined scales were empirically validated using quantitative data. Exploratory Factor Analysis (EFA) was first employed to examine the underlying factor structure of the integrated entrepreneurial personality trait scale and the PICSM scale. Sampling adequacy and factorability were assessed using the Kaiser Meyer Olkin (KMO) measure and Bartlett's Test of Sphericity, followed by item purification based on factor loadings and cross-loadings.

Subsequently, Confirmatory Factor Analysis (CFA) within a Structural Equation Modelling (SEM) framework was conducted to assess:

- internal consistency reliability (Cronbach's alpha and composite reliability),
- convergent validity (standardised loadings and Average Variance Extracted), and
- discriminant validity (Fornell-Larcker criterion).

Only items satisfying recommended statistical thresholds were retained in the final measurement model, resulting in psychometrically sound and contextually grounded scales for both the integrated entrepreneurial-personality traits and PICSM.

By following a structured four-stage scale development procedure, this study ensured that the measurement instruments were theoretically grounded, empirically validated, and contextually relevant. The integration of established scales with qualitative insights allowed the study to move beyond direct scale adoption and develop a

tailored measurement framework that captures how entrepreneurial and personality traits shape entrepreneurs' perceptions of social media as an innovation and, ultimately, their adoption intentions.

3.8 Survey Instrument

The survey instrument was developed using well-established and extensively validated measurement scales drawn from the previous literature to ensure conceptual clarity and methodological rigor. The Big Five personality traits were measured using the Big Five Inventory-15 (BFI-15) developed by Gosling et al. (2003) and further validated by Credé et al. (2012). The scale captures five personality dimensions, i.e. extraversion, agreeableness, openness to experience, conscientiousness, and neuroticism using a concise set of items while maintaining strong psychometric properties. Entrepreneurial traits was measured using innovativeness, risk-taking propensity, proactiveness, autonomy, and need for achievement. The scale was operationalised using established entrepreneurial orientation and trait-based scales adapted from previous research on entrepreneurship (Lumpkin & Dess, 1996). These traits represent relatively stable individual characteristics that shape how entrepreneurs evaluate and engage with digital platforms such as social media.

Table 3.2: Measurement of Scales

S. No	Variable		No of items	Scale adapted
1	Big Five personality Scale	Extraversion	3	Big-Five-Inventory-15 (BFI-15)
		Agreeableness	3	
		openness	3	
		Neuroticism	3	
		Conscientiousness	3	
2	Entrepreneurial Traits	Self Efficacy	8	Chen et al. (1998)
		Creativity	5	(Indriartiningtias et al., 2019)
		Risk Taking	4	Matt C. Howard (2023)
		Resilience	7	The Connor-Davidson Resilience Scale (revised)
		Consistency	7	
		Innovativeness	4	Matt C. Howard (2023)
3	PICSM	Compatibility	3	Ntemana and Olatokun (2012)
		Relative advantage	5	
		Complexity	3	
		Perceived usefulness	5	Davis (1989)
4	Social media adoption		8	Papastathopoulou and Avlonitis (2009), Elliot and Boshoff (2005), Moen et al. (2008) and Teo and Choo (2001)

Perceived innovation characteristics of social media were measured using scales grounded in diffusion of innovations theory, originally proposed by Rogers (2003). Specifically, constructs such as relative advantage, compatibility, complexity, trialability, and observability were adapted from prior studies examining technology and social media adoption. These characteristics were measured by capturing entrepreneurs' cognitive evaluations of social media as an innovation and function as the mediating mechanism linking personality and entrepreneurial traits to adoption behaviour. Social media adoption was measured using multi-item scales assessing the extent and intensity of social media use for SME's, adapted from prior information systems and digital marketing literature. All constructs were measured using seven point Likert-type scales. The details of all the constructs is presented in the table 3.2 :

3.9 Data Collection

In order to collect the data for the survey Google forms were used. Salama et al. (2020) have explained in their work the convenience of using online tools to distribute questionnaires for conducting research study highlighting that it allows collection of data from a large pool of potential participants in one go. As part of the data collecting process, the basic information about the participants was also identified. In the process of developing these surveys it is important to have survey options that are accurate as well as comprehensive in nature. The accuracy allows the participants to be sure of their response and also helps the researcher to gather the relevant data without any confusion. To ensure that in this survey approach there was no introduction of bias, the returned surveys that did not have answer to all the questions or were partially filled were excluded from the study. Wu et al. (2022) stated that it is crucial to ensure that only the completely filled responses are selected as part of the study to ensure its validity and reliability. By posting the questionnaire online, it was made available to all the potential participants. Once the completed questionnaires were received the quantified data was examined for reporting the results.

3.10 Data Analysis

The data was collected using survey approach, it was integral to analyse the quantified data. In the process of analysis, various statistical methods based on numerical values were integrated. Pallant (2020) has explained the application of SPSS, as the powerful approach that help researchers understand their numerical data. Firstly, descriptive and inferential statistics were employed together the basic understanding of distribution of participants. Through the application of descriptive statistics it became possible to understand the basic properties of the data. On the other hand, the application of inferential statistics help drew conclusions that made the findings more generalisable. Next, statistical analysis using structural equation modelling (SEM)

was integrated so that it could be ascertained that a numerical relationship existed between independent and dependent variables. To perform SEM, software like AMOS and PLS were used for model specification, estimation, and evaluation. It was followed by Exploratory Factor Analysis (EFA) explained the patterns of correlations among observed variables and Confirmatory Factor Analysis (CFA) that tested the validity of the results. EFA and CFA are beneficial in measuring the reliability and validity of the constructs formulated in the study.

3.11 Post-Hoc Analyses: IPMA, NCA, and cIPMA

To enhance the explanatory depth and practical relevance of the PLS-SEM results, a series of post-hoc analyses were conducted. These included Importance Performance Map Analysis (IPMA), Necessary Condition Analysis (NCA), and Configurational Importance Performance Map Analysis (cIPMA). Collectively, these post-hoc techniques extended the interpretation beyond mere statistical significance by identifying *which factors matter most, which are indispensable, and where improvement efforts should be directed* (Ringle & Sarstedt, 2016; Dul, 2016; Hair, Risher, Sarstedt, & Ringle, 2019).

3.11.1 Importance-Performance Map Analysis (IPMA)

The Importance Performance Map Analysis (IPMA) was conducted to determine the relative contribution (importance) of each construct and its mean latent score (performance) in predicting the target variable - Social Media Adoption (SMA). The IPMA extends the interpretation of PLS-SEM results by combining *causal importance* (total effects) with *average performance* (construct scores) to highlight variables that offer the highest potential for improvement (Ringle & Sarstedt, 2016).

The primary aim of the IPMA was to identify the constructs that not only have a significant statistical impact on SMA but also possess lower performance levels, thus representing potential intervention areas for policy or managerial action. The IPMA was performed using SmartPLS 4.0, employing the total effects derived from the structural model as the importance values and the rescaled mean latent variable scores (0-100 scale) as the performance indicators. Separate analyses were run for Model A (Direct) and Model B (Mediated via PICSM) to identify how the inclusion of the mediating construct affected the importance structure.

3.11.2 Necessary Condition Analysis (NCA)

The Necessary Condition Analysis (NCA) was conducted to identify whether specific entrepreneurial traits and Perceived Innovation Characteristics of Social Media (PICSM) dimensions function as prerequisite (necessary but not sufficient) conditions

for social media adoption outcomes. Unlike PLS-SEM, which focuses on sufficiency logic by examining whether an increase in a predictor leads to an increase in the outcome, NCA adopts necessity logic by identifying variables that must be present above a minimum threshold for the outcome to occur (Dul, 2016; Dul et al., 2020).

The analysis was performed using SmartPLS 4, which enables the integration of NCA within the PLS-SEM environment and computes necessity statistics based on latent variable scores derived from a validated measurement and structural model. Entrepreneurial traits and PICS dimensions were specified as independent variables, while social media adoption or innovation perception outcomes served as the dependent variable, with each predictor tested separately to capture asymmetric necessity relationships. Constraint zones were identified using both CE-FDH (non-parametric) and CE-CR (parametric) ceiling techniques to ensure robustness, and only relationships consistently supported across both methods were interpreted as meaningful. The strength of necessity was assessed through effect sizes (d), interpreted using established thresholds, and statistical significance was evaluated through permutation tests with 10,000 replications ($p < 0.05$). A bottleneck analysis was subsequently conducted to determine the minimum required levels of each necessary condition needed to achieve specific outcome levels, thereby translating necessity logic into actionable thresholds.

Finally, the NCA findings were interpreted alongside the PLS-SEM results, highlighting constructs that act as foundational prerequisites rather than performance drivers, and demonstrating how the combined sufficiency-necessity approach provides a more comprehensive explanation of social media adoption behavior.

3.11.3 Combined Importance-Performance Map Analysis (cIPMA)

While Necessary Condition Analysis (NCA) identifies the minimum threshold levels of antecedent constructs required to achieve higher levels of the outcome variable, it does not indicate where improvement efforts should be prioritized once these minimum conditions are satisfied; therefore, the present study employed Combined Importance Performance Map Analysis (CIPMA) as a post-NCA analytical extension. CIPMA integrates necessity logic (NCA) with importance performance logic (IPMA), enabling the identification of feasible and strategically meaningful improvement areas by restricting performance evaluations to the attainable region of the outcome space and avoiding misleading conclusions from unconstrained IPMA.

The analysis was conducted using SmartPLS 4 after confirming the reliability, validity, collinearity, and predictive relevance of the measurement and structural models, with latent variable scores from the final PLS-SEM model serving as inputs. Only constructs demonstrating a non-trivial and statistically significant necessity

effect ($d \geq 0.10$; 10,000 permutation tests) were retained, and importance performance assessments were explicitly conditioned on minimum thresholds derived from the NCA bottleneck analysis, excluding observations that failed to meet required necessity levels for specific outcome targets. Conditional importance was operationalized as the total effect of each construct from the PLS-SEM model, reflecting its effective contribution once necessary preconditions were met, while conditional performance was calculated as the mean latent score of each construct within the feasible subsample and rescaled to a 0-100 metric.

The resulting two-dimensional CIPMA map plotted conditional importance against conditional performance, using mean values as cut-offs to identify priority quadrants, with high-importance-low-performance constructs interpreted as critical leverage points. Finally, the CIPMA findings were integrated with NCA and PLS-SEM results to identify strategic bottlenecks constructs that are necessary, influential, yet underperforming thereby strengthening the study's explanatory and prescriptive value by demonstrating that certain conditions must first be satisfied to enable outcomes, while subsequent performance improvements drive gains beyond these minimum thresholds.

Ethical Considerations

One of the most crucial elements of ethical issues that needs to be taken into consideration in a mixed method technique is informed consent (Arifin, 2018). In the process of conducting the research it becomes integral to inform the participants of the objectives of the research study, the procedures that will be followed throughout, and their flexibility of opting out of the study whenever they feel like doing so. In addition to that, it is important to make them aware of the advantages as well as disadvantages of their participation in the study before they sign the agreement. Other significant ethical factors include confidentiality and privacy (Dewani et al., 2022). It is important for the researcher to preserve the privacy of the participating individuals. The researcher should also maintain the confidentiality and security of the personal information of the participants collected at the time of data collection. To fulfil the ethical consideration, the researcher can make use of anonymous coding system so that the identity of the participants is concealed and the data storage process remains safe. Finally an ethical community or an Institutional Review Board should approve the research involving human participants. The research must secure clearance from the concerned department.

Summary

To summarise, for the undertaken study the two phase technique was created so that thorough knowledge of the research topic could be obtained through the triangulation of data. Hence, the use of qualitative and quantitative methodologies was done and a

deeper investigation of the research problem was achieved. Phase one made use of in depth interviews that were analysed using grounded theory approach, and on the other hand, phase two made use of online surveys and quantitative data analysis tools. It was therefore ensured that the mixed methods approach let the researcher to findings that were generalisable, valid and reliable.

CHAPTER 4

FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the empirical findings of the study, integrating results from both the exploratory qualitative phase and explanatory quantitative phase, in line with the sequential mixed methods research design adopted in this study. The sequential design enabled an in-depth exploration of entrepreneurs' lived experiences in the first phase, followed by large-scale empirical testing of the emergent relationships in the second phase. This approach ensured that the quantitative models were theoretically grounded, contextually informed, and empirically robust.

Specifically, insights derived from the qualitative phase were used to identify key personality traits, entrepreneurial traits, and innovation-related perceptions that shape entrepreneurs' engagement with social media. These insights informed the development of measurement scales and hypothesised relationship models, which were subsequently tested using structural equation modelling (SEM). Thus, the chapter not only reports statistical outcomes but also demonstrates how entrepreneurs' characteristics influence social media adoption both directly and indirectly through their perceptions of social media as an innovation.

The chapter is organised into two major sections: the first section reports the findings from the exploratory qualitative inquiry, aimed to develop a rich, contextual understanding of the personal characteristics and behavioural dispositions of entrepreneurs and to examine how these characteristics shape entrepreneurs' perceptions of social media as an innovation. Social media platforms offer both opportunities and challenges in how businesses communicate and build visibility (Kaplan & Haenlein, 2010). The qualitative analysis is presented in four parts. First, the demographic profile of respondents is described to provide contextual background. Second, the analysis of entrepreneurial and personality traits is reported, with expanded subthemes that explain the nuances of each major theme. Third, entrepreneurs' perceptions of social media are analysed using the PICSM lens (Perceived Innovation Characteristics of Social Media), focusing on the dimensions that emerged from respondents' narratives. Lastly, the chapter integrates trait-level findings and PICSM perceptions into a conceptual model that explains the relationship between individual characteristics and social media adoption intentions.

The second section of the chapter presents the findings from the quantitative phase, which operationalised and empirically tested the qualitative insights. Building on the

34 qualitative results, an integrated measurement scale encompassing entrepreneurial traits and perceived innovation characteristics of social media dimensions was developed and subjected to rigorous psychometric evaluation. This section first reports the results of Exploratory Factor Analysis (EFA), undertaken to identify the underlying factor structure of the proposed scale. Subsequently, Confirmatory Factor Analysis (CFA) within a structural equation modelling (SEM) framework is presented to assess construct validity, reliability, and model fit. The validated measurement model is then extended into a structural model to examine the hypothesised relationships between entrepreneurial traits, perceived characteristics of social media and social media intentions. Finally, post hoc analyses are reported to explore additional patterns, indirect effects that emerged from the data, thereby offering deeper explanatory insights.

Across both phases, data analysis adhered to a systematic and rigorous procedures. The qualitative analysis adhered to a thematic approach involving repeated immersion in respondents' narratives, generation of initial codes, clustering of codes into candidate themes, iterative review and refinement of themes, precise definition and naming of themes, and final synthesis of the analytic narrative (Braun & Clarke, 2006). The quantitative analysis complemented this process by statistically validating the constructs and relationships suggested by the qualitative findings. Together, the integrated results provide a comprehensive understanding of how entrepreneurs individual characteristics shape their perceptions of social media as an innovation and influence adoption behaviour.

Phase 1: Qualitative study

4.2 Demographic Profile of Respondents

Respondents represented a cross-section of small and micro enterprises across service and product sectors. The sample included entrepreneurs working in healthcare services, online and offline product trading, educational services, creative professions, and manufacturing. Business models spanned fully online operations, hybrid online-offline models, and primarily offline ventures with growing digital presences. Some entrepreneurs served predominantly local markets while others reported engagement with customers nationwide and internationally. Levels of digital experience varied: several respondents were relatively new to digital promotion but regularly used messaging platforms and one or two social networks; others had established practices for content posting, customer messaging, and online service delivery.

This heterogeneity in industry, business age and customer reach proved important for the analytic work because it produced variation in both trait expressions and perceptions of social media. Table 4.1 offers a consolidated view of respondents' characteristics such as

business type, operational mode, online presence, and customer reach.

Table 4.1: Descriptive business profile of respondents.

Respondent	Product Nature	Business operations	Online proportion	Offline proportion	Payment method	Perceived risk in payment method
P 1	Healthcare	Online	90%	10%	COD	No
P 2	Manufacturing	Offline	10%	90%	COD	No
P 3	Product trading	Both	30%	70%	Online	No
P 4	Services	Both	30%	70%	Online	No
P 5	Services	Both	30%	70%	COD	No
P 6	Manufacturing	Offline	15%	85%	Online	No
P 7	Healthcare	Offline	10-15%	85-90%	Online	No
P 8	Software	Online	100%	0%	Online	No
P 9	Product trading	Online	100%	0%	Online	No
P 10	Kitchenware product manufacturer and trader	Offline	10%	90%	Online	No

4.3 Entrepreneurial and personality traits: themes and subthemes

Respondents' self-descriptions and accounts of how they run their businesses revealed two interrelated sets of characteristics. The first set corresponds to broad personality dimensions (openness, extraversion, agreeableness, conscientiousness, and emotional stability/neuroticism) that align closely with established psychological frameworks such as the Big Five personality model (McCrae & Costa, 1999). The second set comprises entrepreneurship-specific behavioural dispositions (risk-taking, resilience, self-efficacy, innovativeness, creativity, consistency and negotiation/brand-building). The analysis below articulates each major theme and its subthemes, then explains how these features orient entrepreneurs to adopt and use social media. Table 4.2 summarises the themes and subthemes related to personality and entrepreneurial traits identified through the qualitative analysis.

Openness to experience: creative exploration and adaptive learning

Openness manifested as a pronounced curiosity about new ideas and a willingness to experiment with novel business practices. Subthemes here include creative exploration, idea generation, and technological curiosity. Entrepreneurs who emphasised idea generation described iterative processes of refining products or communication strategies, often using social media as a testing ground for short campaigns or for sampling audience reactions. Technological curiosity expressed itself in active learning, such as trial-and-error use of platform features, watching

short tutorials and adopting innovations that promised creative expression or new reach. Openness, therefore, functions as a motivational disposition that makes entrepreneurs receptive to the affordances of social media.

Extraversion: networked engagement and communication orientation

Extraversion appeared in entrepreneurs' accounts as social assertiveness, enjoyment of customer-facing activities, and proactive outreach. Subthemes include public presentation, rapid responsiveness and networking orientation. Extraverted entrepreneurs framed social media as a natural extension of their interpersonal style; platforms provide avenues for storytelling, live demonstrations, and immediate customer interaction. This orientation leads to frequent posting, use of messaging apps for direct sales, and a preference for visible formats (video, stories) that amplify social presence.

Agreeableness: trust-building, ethics and community focus

Agreeableness emerged as concern for relationships, transparent business dealings, and a community-minded stance. The subthemes of ethical practice, customer care, and long-term relational thinking were prominent. Entrepreneurs who foregrounded ethical behaviour tended to value social media's capacity to share customer testimonials, demonstrate service standards and maintain an accessible public profile. For these entrepreneurs, platforms are not merely promotional tools but instruments to foster trust and reciprocal engagement with a customer community.

Conscientiousness: organization, routine and disciplined practice

Conscientiousness showed up as planning, consistency, and attention to operational detail. Subthemes include scheduled content practices, record-keeping, performance monitoring and the use of social media analytics to inform decisions. Conscientious entrepreneurs favoured orderly approaches such as mapping content calendars, tracking responses and integrating platform metrics into business planning. They perceived social media as a medium that can be managed systematically rather than spontaneously, and therefore, they were more likely to convert positive perceptions into structured adoption. Conscientiousness and creativity traits are known to support disciplined effort and innovative thinking (Sisodia et al., 2024).

Emotional stability (low neuroticism): stress management and persistence

Emotional stability was evident in narratives describing calm problem-solving, resilience in the face of glitches and patience when building audiences. Subthemes include stress management strategies, tolerance for uncertainty and sustained effort. Entrepreneurs with higher emotional stability reported less resistance to learning new

platform functions and less reactivity to negative feedback online. This steady temperament allowed gradual skill development and the maintenance of consistent digital engagement.

Entrepreneurial behavioural dispositions: risk, resilience, self-efficacy, innovativeness, creativity and consistency

Separate from the major personality dimensions, respondents articulated entrepreneurship-specific dispositions that influence decision-making. Risk-taking surfaced in accounts of early adoption of campaigns or trailing paid promotions. Resilience was described as the capacity to persist through periods of low traction. Self-efficacy was connected to confidence in one's ability to learn platform mechanics or to troubleshoot problems. Innovativeness and creativity were linked with novel product presentation and content design, while consistency was concerned with habitual posting and community maintenance. Collectively, these dispositions shape an action-oriented posture; they translate latent personality traits into observable practices on social media (Gupta & Mookerjee, 2025).

Table 4.2: Themes and subthemes of entrepreneurial and personality traits.

Theme	Subtheme	Explanantion
Openness to Experience	Creativity & Idea Generation	Reflects the entrepreneurs' tendency to think innovatively, explore novel approaches, and generate original ideas for business growth.
	Curiosity & Learning Orientation	Indicates willingness to learn, adapt, and explore new possibilities or business practices.
Conscientiousness	Discipline & Consistency	Refers to a structured, organised, and responsible approach towards business tasks and decision-making.
	Goal Orientation	Demonstrates long-term planning, commitment to objectives, and persistent effort toward goals.
Extraversion	Sociability & Networking	Captures comfort in interacting with customers, building relationships, and engaging with diverse groups.
	Assertiveness	Reflects confidence, communication strength, and proactive engagement in business settings.
Agreeableness	Cooperation & Empathy	Entrepreneurs display a supportive, patient, and customer-friendly approach, fostering trust and smooth interactions.
	Conflict Avoidance	Indicates a preference for maintaining harmony, resolving business disputes peacefully, and sustaining positive customer relations.
Emotional Stability (Low Neuroticism)	Calmness & Composure	Entrepreneurs tend to manage stress effectively, remain composed under pressure, and handle business uncertainties with emotional balance.

Theme	Subtheme	Explanantion
	Resilience & Recovery	Reflects the ability to bounce back after setbacks, adapt to challenges, and maintain stability during crises.
Entrepreneurial Traits	Risk-taking	Readiness to explore opportunities despite uncertainties and willingness to adopt challenging business decisions.
	Self-efficacy	Confidence in one's ability to manage business tasks and achieve entrepreneurial outcomes.
	Innovativeness	Tendency to adopt creative ideas, update business practices, and integrate new technologies.

4.4 Perceived Innovation Characteristics of Social Media (PICSM): themes and subthemes

Entrepreneurs' perceptions of social media clustered around four clear dimensions: relative advantage, compatibility, complexity (ease of use *vs* perceived difficulty), and perceived usefulness. These themes correspond closely with innovation attributes outlined in diffusion of innovation theory (Rogers, 2003). These dimensions were repeatedly invoked when respondents explained why they used social media and what outcomes they expected. The following elaborates on each theme and its constituent subthemes, supported by the codes that respondents used. Table 4.3 presents the themes, subthemes, and representative codes that emerged from the analysis of perceived innovation characteristics of social media.

Relative advantage: reach, visibility and efficiency

Relative advantage emerged as entrepreneurs emphasised that social media extends market reach, increases brand visibility and can generate leads with comparatively low cost. Subthemes include wider customer acquisition, international or cross-region reach, and time-saving efficiencies in communication. Entrepreneurs reported direct benefits such as increased enquiries, faster customer contact, and opportunities to display work that would otherwise be invisible to broader audiences. The perception that social media offers superior outcomes compared with traditional approaches strengthened motivation to invest time and resources in platform activity.

Compatibility: alignment with customer habits and business routines

Compatibility reflected entrepreneurs' assessment of how well social media fit with their customers' behaviours and their own business processes. Subthemes include mobile-first alignment, youth market fit, integration with existing marketing strategies and fit with product/service types. Respondents who already interacted with customers digitally found social media highly compatible; others who served clientele

less likely to be digitally active described a more cautious engagement. Compatibility also covered cultural and peer norms, as entrepreneurs noted that customers increasingly expect real-time responses and online access.

Complexity/ease of use: perceived learning curve and support

Complexity was discussed both as an initial barrier and as a manageable challenge. Subthemes include platform intuitiveness, availability of learning resources, the time investment required for effective strategies and the perceived difficulty of content management. Many entrepreneurs described platforms as intuitive, easy to learn through short tutorials or peer help, while acknowledging that achieving strategic outcomes required time and deliberate practice. Ease of use and usefulness continue to appear as influential perceptions that shape adoption decisions (Venkatesh & Davis, 2000). The balance between perceived simplicity and the real workload determined whether entrepreneurs felt able to sustain use.

Perceived usefulness: business outcomes and observability

Perceived usefulness linked directly to expected business outcomes: enhanced brand credibility, improved customer engagement, increased sales and more transparent financial or communication records. Subthemes include outcome observability (likes, comments, shares, inquiries), credibility enhancement and measurable business effects. Observability played a crucial role because visible indicators of engagement validated entrepreneurs' efforts and encouraged iterative investment in platform activity. The prominence of perceived usefulness in participants' responses supports earlier findings that usefulness is a key driver of technology acceptance (Davis, 1989).

Table 4.3: Themes, Subthemes, and Codes for Perceived Innovation Characteristics of Social Media (PICSM)

PICSM Theme	Subtheme	Codes	Explanation
Relative Advantage	Wider Reach & Growth Potential	"Internet widely used", "Gaining customers", "Create more business", "More visibility"	Entrepreneurs perceive social media as an effective tool for reaching a broader audience, expanding market presence, and improving customer acquisition.
	Efficiency & Business Support	"More helpful in business", "Time saving", "Business growth through social media"	Indicates social media's ability to streamline marketing, save time, and support business operations.
Compatibility	Alignment with Customer Behaviour	"Most people use social media", "Youth prefer social media", "Matches customer habits"	Businesses feel social media fits well with their target audience's practices and digital behaviour patterns.

Chapter 4

PICSM Theme	Subtheme	Codes	Explanation
	Fit with Business Nature	“Matches my product”, “Useful for my business type”, “Good for product-based business”	Entrepreneurs evaluate compatibility based on whether social media platforms align with their specific sector or product offering.
Complexity	Ease of Use	“Simple”, “Easy to use”, “User friendly”	Represents perceptions that social media tools are easy to learn and operate.
	Learning Barriers	“Need more awareness”, “Don’t know how to use”, “Requires understanding”	Highlights perceived difficulties among entrepreneurs who feel they lack adequate knowledge or training.
Perceived Usefulness	Convenience & Utility	“Can connect to everyone easily”, “Useful”, “Helps showcase products”, “Better communication”	Entrepreneurs value social media for product showcasing, customer communication, and overall usefulness in business marketing.

4.5 Integrative model: how traits shape PICSM perceptions and adoption intent

The synthesis of the trait themes with PICSM perceptions produced a coherent model: personality and entrepreneurial dispositions act as antecedents that shape how entrepreneurs evaluate social media’s innovation characteristics; these evaluations then mediate the decision to adopt and continuously use social media. Personality characteristics play a foundational role in shaping entrepreneurial behaviour and opportunity evaluation (Kerr et al., 2017). Specifically, openness and innovativeness increase the likelihood of perceiving strong relative advantages; conscientiousness and consistency strengthen perceptions of compatibility and encourage disciplined use; extraversion heightens the perceived usefulness for social outreach and visibility; agreeableness aligns with the expectation that social media can build trust; emotional stability reduces perceived complexity and increases tolerance for the iterative learning process.

In practice, this means that the same platform affordance (for example, a short-form video feature) will be interpreted differently depending on the entrepreneur’s profile. An open, creative entrepreneur will see it as an opportunity for experimentation. A conscientious entrepreneur will see it as a channel requiring planning and measurement. An extravert will see it as a site for direct engagement, while an entrepreneur high in neuroticism may perceive it as potentially stressful. These mediated perceptions determine both initial uptake and sustained use of social media.

Figure 4.1 depicts the conceptual integration of traits, PICSMS perceptions, and adoption intention. This model summarises the directional logic emerging from the qualitative evidence and can be used as the basis for the subsequent quantitative testing of hypothesised relationships.

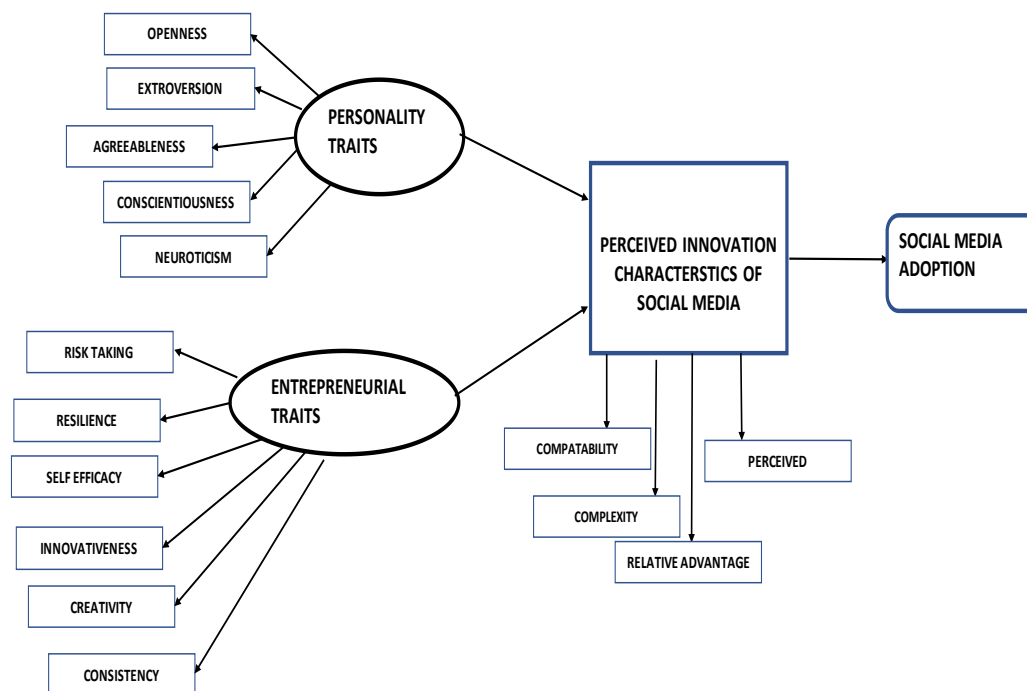


Figure 4.1: Revised Conceptual model linking personality/entrepreneurial traits, PICSMS perceptions, and social media adoption intention.

The qualitative phase revealed a complex understanding of the influence of personality and entrepreneurial traits on the use of social media by entrepreneurs. The key idea is that adoption is not simply a consequence of platform features; instead, platform features are evaluated in light of entrepreneurs' stable personality traits and their context-specific behavioural tendencies. Relative advantage, compatibility, ease of use, and observable outcomes turned out to be the main perceived innovation characteristics that mediate the relationship between traits and adoption. These results offer a solid, empirically based framework for the development of measures and hypotheses for the next quantitative phase of the study.

4.6 Phase 2: Quantitative Results

Demographics statistics

The table 4.4 presents demographic and behavioural data from a sample of 702 participants. The sample was nearly evenly split by gender, with 49.40% male and 50.60% female participants. Age distribution was relatively balanced, with 24.30%

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below 20 years, 24.90% aged 21-30, 23.90% aged 31-40, and 26.89% above 40 years. Participants were distributed across business types, with 33.07% in manufacturing, 34.46% in services, and 32.47% in trading.

Education levels varied, with 27.89% having senior secondary education, 24.50% being graduates, 26.10% holding postgraduate degrees, and 21.51% falling into the "others" category. Marital status was also diverse, with 24.90% unmarried, 26.29% married, 25.30% divorced, and 23.51% widowed. Income levels were distributed as follows: 32.47% earned less than 8.5 lakhs, 31.27% earned between 8.5 and 15 lakhs, and 36.25% earned 15 lakhs or more. Social media usage patterns showed that 21.71% used it rarely, 16.73% occasionally, 19.32% several times a week, 23.11% daily, and 19.12% multiple times a day.

The most preferred social media platforms were LinkedIn (15.54%), followed closely by Instagram (14.94%), YouTube (14.94%), WhatsApp (14.74%), Twitter (14.14%), Facebook (13.55%), and Telegram (12.15%). Perceptions of social media's impact on business were mixed: 16.73% reported a very positive impact, 15.14% slightly positive, 15.54% positive, 12.15% neutral, 16.93% negative, 10.36% slightly negative, and 13.15% very negative. Regarding the future of social media, 32.27% believed it would grow fast, 36.25% predicted a decline, and 31.47% expected it to remain unchanged.

Table 4.4: Demographic Characteristics

Demographics	Categories	Frequency	Percent
Gender	Male	347	49.40
	Female	356	50.60
Age	Below 20 Years	171	24.30
	21 - 30	175	24.90
	31 - 40	168	23.90
	above 40	189	26.89
Business Type	Manufacturing	232	33.07
	Services	242	34.46
	Trading	229	32.47
Education	Senior Secondary	196	27.89
	Graduate	172	24.50
	Post Graduate	183	26.10
	Others	151	21.51

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Demographics	Categories	Frequency	Percent
Marital Status	Unmarried	175	24.90
	Married	185	26.29
	Divorced	178	25.30
	Widow	165	23.51
Income Level	Less than 8.5 Lakhs	228	32.47
	8.5 to 15 Lakhs	220	31.27
	15 Lakhs and above	255	36.25
Use of Social Media	Rarely	153	21.71
	Occasionally	118	16.73
	Several Times a Week	136	19.32
	Daily	162	23.11
	Multiple Times a Day	134	19.12
Social Media Platform	Facebook	95	13.55
	Instagram	105	14.94
	Twitter	99	14.14
	LinkedIn	109	15.54
	WhatsApp	104	14.74
	You tube	105	14.94
	Telegram	85	12.15
Social Media Impact on Business	Very Positive	118	16.73
	Slightly Positive	107	15.14
	Positive	109	15.54
	Neutral	86	12.15
	Negative	119	16.93
	Slightly Negative	73	10.36
	Very Negative	92	13.15
Social Media Future	Grow Fast	227	32.27
	Decline	255	36.25
	Remain Unchanged	221	31.47
	Total	702	100

4.6.1 Exploratory and Confirmatory factor analysis:

Prior to conducting confirmatory factor analysis (CFA), an exploratory factor analysis (EFA) was performed. EFA serves to ascertain whether items adequately represent their respective constructs or exhibit high correlations with items from other constructs. The initial step in EFA involves scrutinizing the correlation matrix of variables, which delineates the associations among variable pairs. Elevated correlations imply that variables may measure akin underlying constructs. EFA endeavours to pinpoint a reduced set of factors that explicate correlations among observed variables, accomplished by grouping variables exhibiting covariation. The objective is to diminish data dimensionality while preserving maximal original information. Subsequent to factor extraction, rotation techniques are employed to enhance interpretability, optimizing the variance of factor loadings to elucidate relationships between original variables and extracted factors. EFA was executed utilizing a principal component analysis approach. This EFA was run for pilot data to validate the items representing their factors (variables of the study). EFA was performed with all items of variables. The results indicated that items of two dimensions of personality traits conscientiousness and neuroticism were not making common factors. These items did not have proper loadings to represent the conscientiousness and neuroticism accordingly. So, the items of both dimensions were dropped and again run the EFA. Now the results were appropriate so discussed below.

The preliminary outcomes encompass the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy, yielding a value of 0.902. A KMO value exceeding 0.7 is indicative of satisfactory goodness of fit. Additionally, Bartlett's Test of Sphericity yielded an approximated Chi-Square value of 7857.430 with 2278 degrees of freedom. Bartlett's test demonstrated significance at the 5% level ($p\text{-value} < 0.01$), indicating the suitability of the data for factor analysis.

At the subsequent stage, variances accounted for by the factors were computed. The cumulative variance explained, as depicted in Table 3, delineates the shared factors extractable from the dataset. Selection criteria for common factors entail identifying those with eigenvalues surpassing 1. Results from the total variance explained, as indicated in Table 4.5, revealed the presence of fifteen common factors with eigenvalues exceeding 1. But in actual there were fourteen factors which were showing values in principle components analysis. The fifteenth factor has no values. The reason could be that when more items are present in the data reduction they may have some loadings but not related with any factor. Although, the minimum loading was set at 0.50 in Varimax rotation.

The initial eigenvalue of the first component (factor) amounted to 20.193, elucidating 29.695% of the variance. In total, fourteen constructs were formulated for the study, as validated by the tables illustrating the cumulative variance explained.

Table 4.5: Total Variance Explained

Total Variance Explained			
Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	20.193	29.695	29.695
2	2.887	4.246	33.941
3	2.516	3.701	37.642
4	2.368	3.482	41.124
5	2.333	3.431	44.555
6	2.184	3.212	47.767
7	1.868	2.747	50.514
8	1.764	2.594	53.109
9	1.741	2.560	55.669
10	1.621	2.384	58.053
11	1.484	2.183	60.236
12	1.449	2.130	62.366
13	1.348	1.982	64.349
14	1.118	1.643	65.992
15	1.043	1.534	67.526
16	0.964	1.418	68.945
Extraction Method: Principal Component Analysis.			

To corroborate the identified factors, a matrix rotation was performed using the Varimax method. This rotation sought to elucidate the connections between items and their corresponding constructs, as well as any associations with other constructs. Upon scrutinizing the rotated component matrix (refer to Table 4.6), it became apparent that nearly all items within the constructs met the established loading threshold of 0.60 (Hair, Ringle, & Sarstedt, 2011). As a result, the rotated component matrix affirmed that the fourteen constructs initially identified were accurately assessed.

Table 4.6: Rotated Component Matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
SELFEFF5	0.731														
SELFEFF8	0.723														
SELFEFF2	0.711														
SELFEFF6	0.700														
SELFEFF 1	0.687														
SELFEFF3	0.654														
SELFEFF4	0.638														
SELFEFF7	0.591														
RESLNC5		0.740													
RESLNC4		0.714													
RESLNC6		0.702													
RESLNC2		0.699													
RESLNC 1		0.675													
RESLNC3		0.617													
RESLNC7		0.616													
SOCMED7			0.671												
SOCMED5			0.657												
SOCMED6			0.651												
SOCMED8			0.643												
SOCMED2			0.623												
SOCMED 1			0.615												
SOCMED4			0.605												
SOCMED3			0.515												
CONSTNCY 1				0.745											
CONSTNCY3				0.705											
CONSTNCY4				0.686											
CONSTNCY6				0.678											
CONSTNCY5				0.592											
CONSTNCY2				0.579											
CONSTNCY7				0.551											
ADVANTG3					0.794										
ADVANTG 1					0.728										
ADVANTG2					0.723										
ADVANTG4					0.719										
ADVANTG5					0.672										
USEFULN2						0.733									

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	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
USEFULN3						0.727									
USEFULN 1						0.638									
USEFULN4						0.637									
USEFULN5						0.630									
CRTVTY5							0.699								
CRTVTY2							0.671								
CRTVTY4							0.648								
CRTVTY 1							0.637								
CRTVTY3							0.502								
RSKTAK 1								0.777							
RSKTAK3								0.662							
RSKTAK4								0.637							
RSKTAK2								0.620							
OPENS 1									0.825						
OPENS2									0.808						
OPENS3									0.744						
INNOVATIV 1										0.708					
INNOVATIV2										0.649					
INNOVATIV4										0.584					
INNOVATIV3										0.582					
COMPAT 1											0.782				
COMPAT2											0.742				
COMPAT3											0.719				
COMPLX3												0.777			
COMPLX 1												0.648			
COMPLX2												0.623			
EXTROV 1													0.723		
EXTROV2													0.692		
EXTROV3													0.660		
AGRBL 1														0.760	
AGRBL3														0.707	
AGRBL2														0.668	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.															
a. Rotation converged in 8 iterations.															

4.7 Integrated Entrepreneurial Traits Scale

Traditional studies often examine either personality traits (e.g., Big Five) or entrepreneurial traits (e.g., risk-taking, innovativeness) in isolation. An integrated scale combines both, offering a holistic assessment of the entrepreneurial mindset and behaviour. Entrepreneurs' success depends not just on who they are (traits) but on how they apply these traits in action. The integrated scale connects psychological disposition (personality) with behavioural execution (entrepreneurial orientation). Emerging research and qualitative findings highlight new behavioural dimensions such as resilience and consistency that traditional scales overlook which helped in achieving our first quantitative objective of constructing the scale for entrepreneurial traits. This scale reflects the real entrepreneurial dynamics of modern, digital environments. By combining stable personality factors with adaptive entrepreneurial traits, the integrated scale provides stronger predictive power for outcomes such as innovation adoption, digital engagement, and business performance. The scale can serve as a diagnostic tool to identify entrepreneurial strengths and developmental areas guiding training, policy formulation, and entrepreneurial education programs.

Before EFA, the Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity were used to evaluate the suitability and adequacy of the first subsample for component analysis. The first subsample is suitable for exploratory factor analysis (EFA) since the KMO value is 0.916 (beyond 0.70) and Bartlett's test of sphericity is significant at 0.05. Varimax rotation was utilized to perform factor analysis on forty-two statements. The possible correlation between the components was assessed using a principal component analysis with varimax rotation (Choo Goh and Blake, 2021; Matsunaga, 2010). Nine factors found by exploratory factor analysis (EFA) had eigenvalues of one or higher. Of the total variation, 60 to 84.5 percent was explained by these nine factors. The variance explained by the five components, factor loadings, and eigenvalues are shown in Table 4.7. A brief synopsis of the elements is given below.

Table 4.7: Factor Structure of Entrepreneurial Traits (Study 1)

Factors	Loadings	h^2	Eigen Values
F 1- Openness (OP)			2.028
"I see myself as someone who is original, comes up with new ideas".	.853	0.728	
"I see myself as someone who values artistic experiences".	.834	0.696	
"I see myself as someone who has an active imagination"	.777	0.604	
F 2 - Extroversion (EV)			2.468
"I see myself as someone who is communicative, talkative".	.915	0.837	

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Factors	Loadings	h^2	Eigen Values
"I see myself as someone who is outgoing, sociable".	.602	0.362	
"I see myself as someone who is reserved".	.608	0.370	
F 3 - Aggreableness (A)			0.899
"I see myself as someone who is sometimes somewhat rude to others".	.670	0.449	
"I see myself as someone who has a forgiving nature".	.671	0.450	
F 4 - Self Efficacy (SE)			4.377
"I am able to analyse the market trend".	.732	0.536	
"I am able to set the plans for my company".	.777	0.604	
"I am able to achieve my sales target".	.739	0.546	
"I am able to control costs".	.738	0.545	
"I am able to define organizational roles and responsibilities for myself".	.782	0.612	
"I am able to define organizational roles and responsibilities of my employees".	.704	0.496	
"I am able to develop new ideas".	.686	0.471	
"I am able to develop new products and services".	.753	0.567	
F 5 - Creativity (CR)			2.299
"I believe creativity emerges when given the opportunity".	.707	0.500	
"I am confident in my ability to develop appropriate plans and schedules for implementing new ideas".	.677	0.458	
"I oftenly come up with innovative new ideas".	.619	0.383	
"I provide creative solutions to the problems within the organization".	.717	0.514	
"I offer new ways to carry out work tasks".	.666	0.444	
F 6 - Risk Taking (RT)			1.424
"I am willing to take higher risks for higher returns".	.675	0.456	
"I enjoy the challenge of situations that many consider risky".	.672	0.452	
"I believe that you need to take risks to create something of value".	.718	0.516	
F 7 - Resilience (RES)			3.82
"I am able to adapt to change".	.732	0.536	
"I can deal with whatever comes my way".	.773	0.598	
"I can cope with stress as it can strengthen me".	.730	0.533	
"I tend to bounce back after illness or hardship".	.739	0.546	
"I can achieve goals despite obstacles".	.734	0.539	
"I can stay focused under pressure".	.760	0.578	

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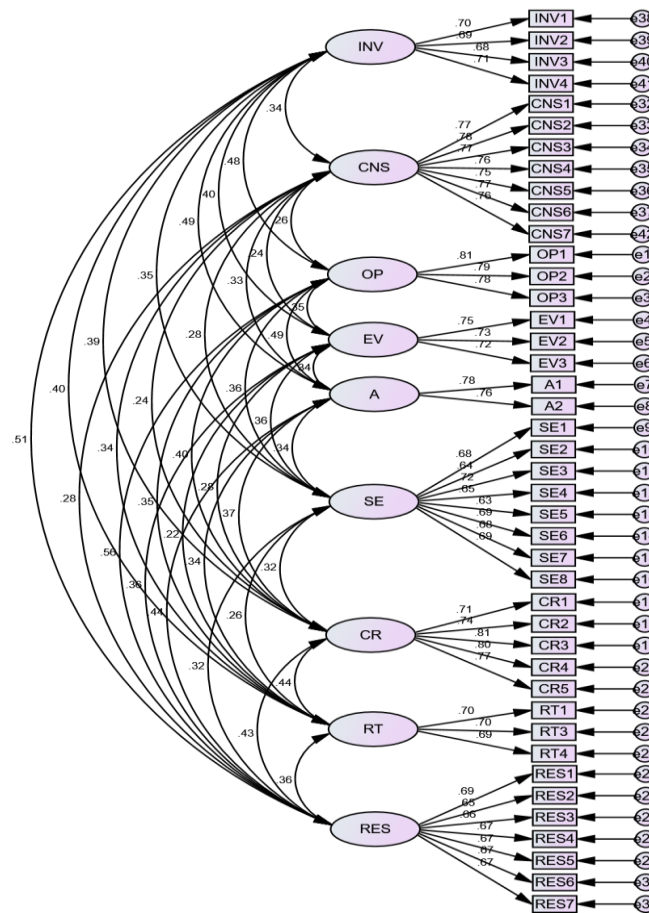
Factors	Loadings	h^2	Eigen Values
"I am not easily discouraged by failure".	.700	0.490	
F 8 - Consistency (CNS)			3.266
"I think consistency is important for doing business".	.756	0.572	
"I consistently managing and using my business resources effectively".	.647	0.419	
"I believe people find me reliable and dependable because I'm consistent".	.697	0.486	
"I am consistent in maintaining social network".	.688	0.473	
"I consistently seek feedback from customers, partners, and employees to improve my business operations".	.639	0.408	
"I believe Consistency improves the predictability and quality of business decisions".	.686	0.471	
"I believe consistency helps in achieving success and makes business profitable".	.661	0.437	
F 9 - Innovativeness (INV)			1.966
"I am an innovative person".	.786	0.618	
"I often approach tasks in unique ways".	.619	0.383	
"I am able to come up with new and different ideas".	.692	0.479	
"I am good at finding creative ways to solve problems".	.697	0.486	
Number of Statements			42
Eigen Values			22.547
Explained Variance			

*Satisfactory factor loadings (i.e. greater than |0.5|)

Source: Author's own creation

Factor Loadings represent the intensity of the association between each item (survey question) and the corresponding factor. Increased loadings indicate a more robust correlation. Community (h^2) denotes the fraction of variation in each item elucidated by the factors. Eigenvalues denote the extent of variance elucidated by each factor.

The CFA was performed on the second subsample using IBM AMOS software. Bansal et al. (2024), Koenig and Zaben (2021), Boateng et al. (2018), and Xia and Yang (2018) have proposed threshold values for model fit indices: RMSEA < 0.08, GFI $\geq$ 0.95, CFI $\geq$ 0.97, TLI > 0.90, RFI $\geq$ 0.90, and SRMR $\leq$ 0.05. The quad-factor model exhibited acceptable metrics: RMSEA = 0.019, TLI = 0.988, SRMR = 0.027, CFI = 0.989, GFI = 0.941, RFI = 0.896, $\chi^2 = 901.104$ with degrees of freedom (df) = 866.0 and $p = 0.001$ ($p < 0.05$). These indices indicated a satisfactory fit of the model. The outcomes of EFA and CFA thus validated the factorial structure of the EP Scale (Figure 4.2).



Source: Author's Own Creation

Figure 4.2: Measurement Model - Integrated Entrepreneurial Traits

Study 2: Reliability and validity assessment

Again, an online questionnaire consisting of demographic variables and 42 statements on entrepreneurial traits was prepared and shared with the entrepreneurs. Also, as per the process, informed consent and promise of confidentiality and academic usage of data were pursued. Internal Consistency was evaluated via Cronbach's alpha (CA) and composite reliability (CR). Both exceeded the 0.70 threshold, confirming scale reliability (Cronbach and Shavelson, 2004; Dash and Paul, 2021; Hair et al., 2010). Table 4.8 reports the CA values of overall openness, agreeableness, extraversion, self efficacy, creativity, risk, resilience, innovativeness and consistency are 0.847, 0.786, 0.787, 0.880, 0.861, 0.799, 0.864, 0.791 and 0.903 and CR values for openness, agreeableness, extraversion, self efficacy, creativity, risk, resilience, innovativeness and consistency are 0.846, 0.788, 0.787, 0.880, 0.861, 0.799, 0.864, 0.791 and 0.904.

These estimates concluded the internal consistency reliability of the scale. The convergent validity was assessed with the help of the average variance explained

(AVE) values. Fornell and Larcker (1981) recommended a value of 0.50 or greater to conclude the convergent validity of the scale. Table suggests acceptable values of AVE, which concluded the convergent validity of the 42-item entrepreneurial personality scale. AVE values of the extracted factors were compared (highlighted in bold in the diagonal) with the squared intercorrelations of constructs (non-bold entries and below the diagonal). It is reported that AVE was more significant than the squared correlations, thereby confirming the discriminant validity of the scale. In a nutshell, the study developed a 42-item entrepreneurial personality scale for Indian entrepreneurs. The scale showed appreciable psychometric properties. Table 4.9 reports the results of discriminant validity. Discriminant validity is assessed via a correlation matrix, showing that the factors are distinct from each other, with correlations generally being below 0.80.

Table 4.8: Descriptive statistics, reliability, and validity measures (Study 2)

Factors	Mean	SD	CA	CR	AVE	MO
Openness	4	1.645	0.847	0.838	0.634	0.847
Extroversion	5	1.418	0.782	0.796	0.565	0.777
Agreeableness	5	1.496	0.711	0.712	0.554	0.722
Self-Efficacy	5	1.198	0.870	0.869	0.806	0.870
Creativity	4	1.517	0.881	0.861	0.554	0.882
Risk Taking	5	1.365	0.743	0.732	0.536	0.744
Resilience	5	1.216	0.849	0.859	0.528	0.848
Innovativeness	5	1.412	0.787	0.811	0.521	0.787
Consistency	4	1.524	0.908	0.904	0.573	0.908

SD, standard deviation; CA, Cronbach's alpha; CR, composite reliability; MO, McDonald Omega.

Table 4.9: Correlation matrix and Fornell and Larcker testing system (Study 2)

	OP	EV	A	SE	CR	RT	RES	INV	CNS
OP	0.796								
EV	0.432	0.752							
A	0.492	0.335	0.740						
SE	0.357	0.364	0.34	0.897					
CR	0.401	0.284	0.372	0.32	0.744				
RT	0.352	0.221	0.34	0.256	0.438	0.732			
RES	0.562	0.364	0.443	0.315	0.425	0.361	0.726		
INV	0.256	0.398	0.491	0.355	0.394	0.402	0.511	0.721	
CNS	0.482	0.245	0.328	0.279	0.235	0.336	0.284	0.337	0.757

Note: Value of AVE-square root of AVE in bold and italics, correlation significant at $p < 0.05$.

*Significant at $p < 0.05$. Source: Primary data.

4.8 Perceived Innovation Characteristics of Social Media (PICSM) scale

The Perceived Innovation Characteristics of Social Media (PICSM) scale was validated using a **two-study approach**, consistent with established scale development procedures (Hair et al., 2019; Kline, 2016). **Study 1** focused on assessing data suitability and preliminary factor structure, while **Study 2** evaluated the measurement model through confirmatory factor analysis (CFA), reliability, and validity assessment.

Study 1: Assessment of Data Adequacy and Item-Factor Structure

Sampling Adequacy and Factorability

Prior to factor extraction, the suitability of the dataset for factor analysis was assessed using the Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequacy and Bartlett's Test of Sphericity. The KMO statistic examines whether the partial correlations among variables are sufficiently small, with values exceeding 0.70 indicating adequate sampling adequacy (Hair et al., 2019). In the present study, the KMO value of 0.859 demonstrates excellent sampling adequacy. Additionally, Bartlett's Test of Sphericity was statistically significant ($\chi^2 = 1339.370$, $df = 120$, $p < 0.001$), confirming that the correlation matrix is not an identity matrix and that sufficient inter-correlations exist among the variables. Together, these results confirm that the data are appropriate for factor analysis.

In the present study, all items measuring the four dimensions of the PICSM scale: Relative Advantage, Compatibility, Complexity, and Perceived Usefulness exhibited substantial and statistically significant standardized factor loadings (table 4.10). According to Hair et al. (2019), standardized loadings of 0.60 or above are acceptable for established scales, while values exceeding 0.70 indicate strong convergence. Kline (2016) similarly emphasizes that high and significant loadings support construct representation and uni-dimensionality.

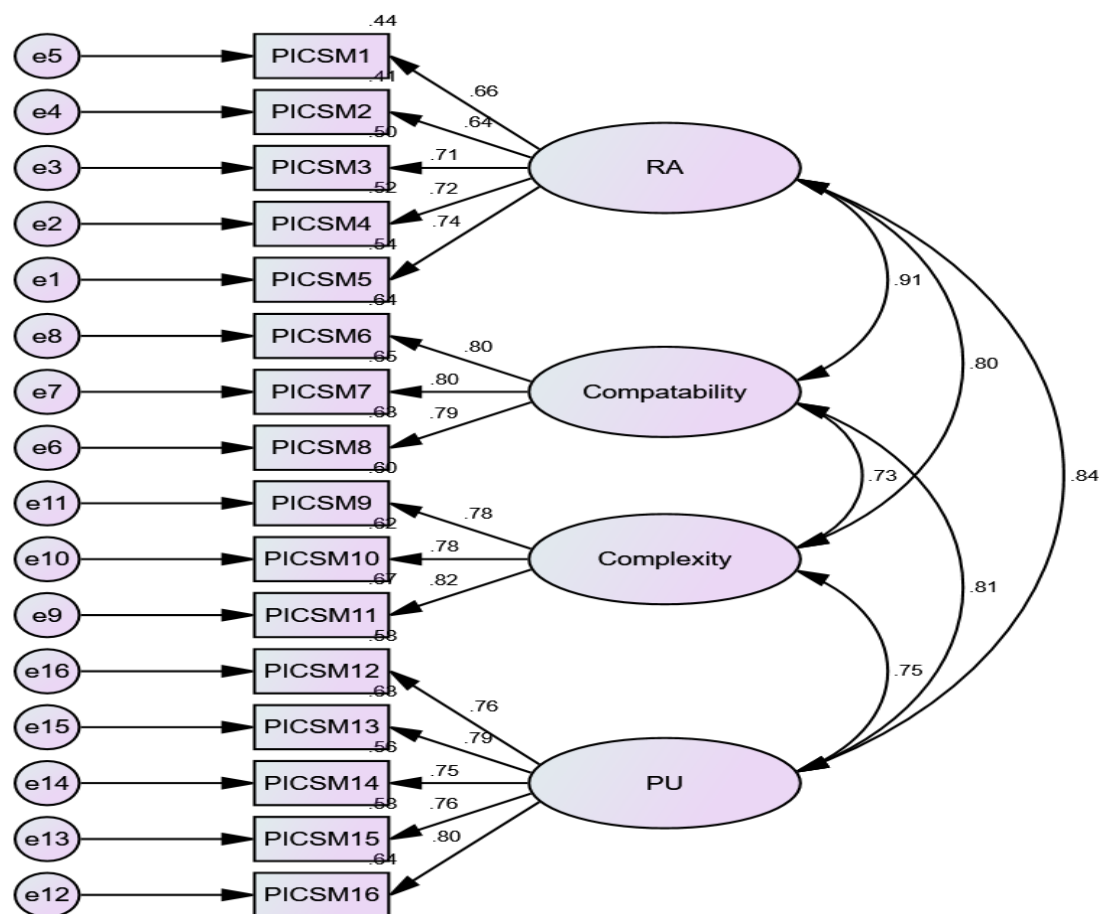
In study 1, the Relative Advantage construct, factor loadings ranged between 0.746 and 0.803, suggesting that items related to productivity enhancement, competitive information, task efficiency, and company image consistently represent the perceived benefits of social media adoption. The Compatibility dimension demonstrated loadings between 0.787 and 0.844, indicating that alignment with organizational values, needs, and business processes is a coherent and well-defined construct. Items measuring Complexity reported loadings between 0.776 and 0.866, reflecting a strong association between perceived ease of understanding, implementation requirements, and the need for employee training. Similarly, the Perceived Usefulness construct showed satisfactory loadings ranging from 0.717 to 0.787, confirming that items capturing productivity, control, necessity, and business effectiveness are reliable indicators of usefulness perceptions.

Table 4.10: Factor Structure: PICSM

Factors	Loadings	h^2	Eigen Values
<i>F 1- Relative Advantage</i>			
<i>I feel social media provides new opportunities as compared to traditional media.</i>	0.803	0.679	35.099
<i>I perceive social media allows to accomplish specific tasks more quickly (against traditional media).</i>	0.778	0.659	
<i>I perceive social media enhances productivity.</i>	0.773	0.656	
<i>I believe social media provides information about the competitors.</i>	0.771	0.657	
<i>I feel social media enhances the company's image</i>	0.746	0.647	
<i>F 2 - Compatibility</i>			
<i>I believe social media is compatible with company's need.</i>	0.844	0.733	66.830
<i>I believe social media usage is consistent with the company's beliefs and values</i>	0.809	0.683	
<i>I feel social media is compatible with our business processes and operations</i>	0.787	0.692	
<i>F 3 - Complexity</i>			
<i>I believe people of the company requires knowledge and understanding for using social media.</i>	0.776	0.690	57.100
<i>I perceive the people of the company require training to use social media.</i>	0.821	0.716	
<i>I believe social media usage is difficult to understand.</i>	0.866	0.784	
<i>F 4- Perceived Usefulness</i>			
<i>I believe using social media for my business is easy to use.</i>	0.717	0.702	46.599
<i>I feel using social media allows me to be more productive in less time.</i>	0.787	0.682	
<i>I believe social media better fulfilled my business needs/goals.</i>	0.770	0.673	
<i>I perceive using social media gives control over my business.</i>	0.759	0.656	
<i>I believe its difficult for me to do business without social media.</i>	0.702	0.651	

Author's Own Source

The consistently high loadings indicate that each item meaningfully contributes to its intended construct, providing strong preliminary evidence of **convergent validity** and **construct clarity**.



Source: Author's Own Creation

Figure 4.3: Measurement Model - Perceived Innovation Characteristics of Social Media

Study 2: Reliability Assessment

In Study 2, internal consistency reliability was evaluated using Cronbach's alpha and Composite Reliability (CR). Hair et al. (2019) recommend values of 0.70 or higher as indicative of satisfactory reliability. All four PICSMS constructs exceeded this threshold, demonstrating strong internal consistency and scale stability depicts in table 4.11.

Table 4.11: Descriptive statistics, reliability, and validity measures (Study 2)

	MEAN	SD	CA	CR	AVE	MO
COMPATABILITY	0.692	0.039	0.785	0.840	0.636	0.921
COMPLEXITY	0.797	0.006	0.813	0.835	0.627	0.943
PU	0.792	0.020	0.840	0.881	0.597	0.945
RA	0.773	0.019	0.867	0.821	0.580	0.958

Convergent Validity

Convergent validity was assessed using Average Variance Extracted (AVE), which reflects the proportion of variance captured by a construct relative to measurement error. An AVE value of 0.50 or above is recommended (Hair et al., 2019).

Complexity, Compatibility, and Perceived Usefulness satisfied this criterion. Although Relative Advantage reported a slightly lower AVE (0.439), its strong composite reliability (0.795) supports adequate convergent validity, consistent with Hair et al. (2019), who argue that CR can compensate for marginal AVE values in established constructs.

Discriminant Validity

Discriminant validity was assessed using the Fornell-Larcker criterion, which requires that the square root of the Average Variance Extracted (AVE) for each construct be greater than its correlations with other constructs (Fornell & Larcker, 1981). As shown in the results, the square roots of AVE for Compatibility (0.798), Complexity (0.792), Perceived Usefulness (0.773), and Relative Advantage (0.693) were generally higher than the corresponding inter-construct correlations, indicating satisfactory discriminant validity. Although a relatively high correlation was observed between Compatibility and Relative Advantage (0.910), this overlap is theoretically justifiable within the diffusion of innovation framework, as perceptions of an innovation's benefits and its fit with existing practices are closely related cognitive evaluations. Overall, the findings suggest that the constructs are empirically distinguishable, and discriminant validity is acceptable for the theory-driven measurement model.

Model Fit Assessment

Confirmatory factor analysis demonstrated an acceptable to good model fit. According to Kline (2016), fit indices such as CFI and TLI above 0.90, SRMR below 0.08, and RMSEA below 0.08 indicate adequate fit. Key indices for the PICSM measurement model were: CFI = 0.940, TLI = 0.926, SRMR = 0.045, and RMSEA = 0.071, confirming that the hypothesized four-factor structure fits the data well.

Using a rigorous two-study validation approach, the PICSM scale demonstrates strong psychometric robustness. Study 1 confirmed data adequacy and strong factor loadings, while Study 2 established reliability, convergent validity, discriminant validity, and overall model fit. Consistent with the recommendations of Hair et al. (2019) and Kline (2016), the scale is suitable for subsequent structural model testing and for examining the mediating role of perceived innovation characteristics of social media in entrepreneurial research.

4.9 Confirmatory Factor Analysis

The measurement model goodness to fit was determined by calculating construct composite reliability, convergent and discriminant validity (Hsu and Lin, 2008; Lim, 2015). The reliability of construct is measured through composite reliability (Fornell and Larcker, 1981). According to (Liu & Wang, 2016) the threshold value for composite reliability is greater than 0.70. All constructs reliability was ranging from 0.782 to 0.939 greater than threshold value (see Table 4.12). Cronbach's Alpha of each construct was also greater than 0.70 (Hair et al., 2014). Furthermore, convergent validity of construct is measured through average variance extracted and factors loadings (Fornell and Larcker, 1981). Average variance extracted (AVE) must be greater than 0.50 while factors loading should have value more than 0.60 (Hair, Ringle, and Sarstedt, 2011). All constructs has AVEs ranging from 0.507 to 0.707 (> 0.50) and items loading were from 0.644 to 0.879 (> 0.60). Thus, there was no issue in convergent validity of instrument. The rho_c also have values higher that threshold value of 0.70 (ranging from 0.856 to 0.909).

Table 4.12: Factor Loadings, CR, AVE and Sqr. AVE

	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	VIF
AGRBL 1	0.85	0.786	0.787	0.875	0.7	1.706
AGRBL2	0.843					1.712
AGRBL3	0.816					1.544
EXTROV 1	0.85	0.787	0.788	0.875	0.701	1.693
EXTROV2	0.832					1.621
EXTROV3	0.83					1.628
OPENS 1	0.881	0.846	0.846	0.907	0.764	2.092
OPENS2	0.873					2.03
OPENS3	0.868					1.978
CRTVTY 1	0.778	0.861	0.862	0.9	0.643	1.728
CRTVTY2	0.789					1.816
CRTVTY3	0.823					1.976
CRTVTY4	0.821					2.046
CRTVTY5	0.796					1.844
CONSTNCY 1	0.808	0.903	0.904	0.923	0.631	2.133
CONSTNCY2	0.795					2.033
CONSTNCY3	0.79					2.091
CONSTNCY4	0.799					2.097
CONSTNCY5	0.779					1.973
CONSTNCY6	0.792					2.066

Chapter 4

	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	VIF
CONSTNCY7	0.797					2.009
INNOVATIV 1	0.784	0.791	0.792	0.864	0.615	1.59
INNOVATIV2	0.774					1.506
INNOVATIV3	0.778					1.56
INNOVATIV4	0.8					1.602
RESLNC 1	0.75	0.864	0.865	0.896	0.551	1.709
RESLNC2	0.736					1.655
RESLNC3	0.736					1.726
RESLNC4	0.747					1.674
RESLNC5	0.737					1.715
RESLNC6	0.748					1.775
RESLNC7	0.74					1.665
RSKTAK 1	0.766	0.799	0.803	0.869	0.624	1.562
RSKTAK2	0.804					1.61
RSKTAK3	0.803					1.622
RSKTAK4	0.785					1.609
SELFEFF 1	0.742	0.88	0.881	0.905	0.543	1.732
SELFEFF2	0.722					1.683
SELFEFF3	0.764					1.877
SELFEFF4	0.729					1.663
SELFEFF5	0.725					1.685
SELFEFF6	0.735					1.743
SELFEFF7	0.731					1.728
SELFEFF8	0.748					1.785
PICSM 1	0.648	0.926	0.927	0.935	0.575	1.858
PICSM2	0.656					1.81
PICSM3	0.655					1.921
PICSM4	0.706					2.061
PICSM5	0.706					2.043
PICSM6	0.705					2.091
PICSM7	0.729					2.264
PICSM8	0.725					2.216
PICSM9	0.658					2.004
PICSM10	0.674					2.043
PICSM 11	0.671					2.185
PICSM 12	0.703					1.973
PICSM 13	0.716					2.103
PICSM 14	0.698					2.037

	Outer loadings	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)	VIF
PICSM 15	0.702	0.868	0.871	0.897	0.521	2.03
PICSM 16	0.739					2.13
SOCMED 1	0.695					1.574
SOCMED2	0.7					1.585
SOCMED3	0.763					1.792
SOCMED4	0.758					1.84
SOCMED5	0.724					1.653
SOCMED6	0.728					1.659
SOCMED7	0.714					1.602
SOCMED8	0.685					1.578

Discriminant Validity

The discriminant validity of the instrument was generally measured by comparing the square root of average variance extracted (AVE) with the correlation of constructs (Fornell and Larcker's, 1981). But it was not considered as a suitable measure of discriminant validity and criticised by many researchers (Benitez, Henseler, Castillo, and Schuberth, 2019; Fornell and Larcker's, 1981). Henseler, Ringle, and Sarstedt (2015) recommended that Heterotrait-Monotrait (HTMT) ratio should be used to assess the construct discriminant validity. The HTMT ratio should be less than 0.85 (Henseler et al., 2015; Benitez et al., 2019; Ogbeibu, Senadjki, & Gaskin, 2018). The HTMT ratios of this study constructs were between 0.220 to 0.739 (< 0.85 , See table 4.13). That also confirmed the presence of discriminant validity.

Table 4.13: Heterotrait-Monotrait (HTMT) ratio

	AGRBL	CONSTNCY	CRTVTY	EXTROV	INNOVATIV	OPENS	PICSM	RESLNC	RSKTAK	SELFEFF	SOCMED
AGRBL											
CONSTNCY	0.378										
CRTVTY	0.430	0.295									
EXTROV	0.369	0.314	0.337								
INNOVATIV	0.481	0.395	0.442	0.427							
OPENS	0.443	0.279	0.374	0.375	0.485						
PICSM	0.669	0.505	0.642	0.590	0.729	0.650					
RESLNC	0.492	0.336	0.434	0.431	0.509	0.496	0.683				
RSKTAK	0.411	0.399	0.440	0.340	0.437	0.373	0.602	0.445			
SELFEFF	0.410	0.328	0.385	0.426	0.438	0.388	0.573	0.405	0.342		
SOCMED	0.387	0.316	0.366	0.377	0.427	0.326	0.512	0.390	0.320	0.567	

4.10 Model Fit Measures

Testing Model Fit Before proceeding to test the model, we first tested model fit by using three model fitting parameters: one is the Standardized Root Mean Square Residual (SRMR), second is the Normed Fit Index (NFI) and third the exact model fit (bootstrapped based statistical inference). The SRMR is defined as the difference between the observed correlation and the model implied correlation matrix whereby values less than 0.08 (Hu & Bentler, 1998) are considered a good fit. Henseler et al. (2014) introduced the SRMR as a goodness of fit measure for PLS-SEM that can be used to avoid model misspecification. The second fit index is normed fit index (NFI) an incremental fit measure which computes the Chi-square value of the proposed model and compares it against a meaningful benchmark (Bentler & Bonett, 1980). NFI values above 0.9 usually represent acceptable fit. The third fit value is exact model fit which tests the statistical (bootstrap-based) inference of the discrepancy between the empirical covariance matrix and the covariance matrix implied by the composite factor model. Dijkstra and Henseler (2015a; 2015b) suggested the d_LS (i.e., the squared Euclidean distance) and d_G (i.e., the geodesic distance) as the two different ways to compute this discrepancy. A model fits well if the difference between the correlation matrix implied by the model being tested and the empirical correlation matrix is so small that it can be purely attributed to sampling error thus the difference between the correlation matrix implied by your model and the empirical correlation matrix should be non-significant ($p > 0.05$). Henseler et al. (2016) that dULS and dG < than the 95% bootstrapped quantile (HI 95% of dULS and HI 95% of dG).

Table 4.14: Model Fit Indices

	Saturated model	Estimated model
SRMR	0.038	0.046
d_ULS	3.442	4.935
d_G	1.127	1.157
Chi-square	4523.708	4611.937
NFI	0.815	0.811

Since we have a saturated model with no free paths, the saturated model (measurement) fit values and the estimated model (structural model) fit values are almost same and meeting the criteria. The results reported in table 4.14 indicated that SRMR values for saturated model and estimated models are 0.038 and 0.046 (< 0.08)

respectively. The NFI was 0.815 (< 0.90 ; is in acceptable region) and the dULS $<$ bootstrapped HI 95% of dULS and dG $<$ bootstrapped HI 95% of dG indicating the data fits the model well.

Correlation Analysis (Fornell and Larcker Criteria)

Pearson correlation coefficients was calculated to analyse the correlation among the variables. The correlation table 4.15 provides a comprehensive overview of the associations among different variables in this study. The main relationships are presented below:

The Fornell-Larcker criterion was used to assess the discriminant validity of the constructs. Discriminant validity is established when the square root of the average variance extracted (AVE) for each construct (represented by diagonal values in the table) is greater than its correlations with other constructs (off-diagonal values). The results indicate that all constructs meet this criterion, as the square roots of the AVEs (bold diagonal values) are higher than the corresponding inter-construct correlations. Specifically, AGRBL (0.837), CONSTNCY (0.794), CRTVTY (0.802), EXTROV (0.837), INNOVATIV (0.784), OPENS (0.874), PICSM (0.689), RESLNC (0.742), RSKTAK (0.790), SELFEFF (0.737), and SOCMED (0.721) all exhibit satisfactory discriminant validity.

Table 4.15: Correlation analysis

	AGRBL	CONSTNCY	CRTVTY	EXTROV	INNOVATIV	OPENS	PICSM	RESLNC	RSKTAK	SELFEFF	SOCMED
AGRBL	0.837										
CONSTNCY	0.319	0.794									
CRTVTY	0.354	0.262	0.802								
EXTROV	0.290	0.266	0.278	0.837							
INNOVATIV	0.379	0.335	0.366	0.338	0.784						
OPENS	0.361	0.246	0.319	0.306	0.396	0.874					
PICSM	0.572	0.464	0.574	0.504	0.625	0.575	0.689				
RESLNC	0.406	0.300	0.375	0.356	0.422	0.426	0.613	0.742			
RSKTAK	0.327	0.341	0.367	0.272	0.350	0.308	0.520	0.374	0.790		
SELFEFF	0.340	0.293	0.336	0.355	0.366	0.335	0.519	0.355	0.287	0.737	
SOCMED	0.318	0.281	0.317	0.314	0.355	0.280	0.461	0.338	0.269	0.494	0.721

The correlation analysis reveals that all constructs are positively correlated with each other, suggesting meaningful relationships. PICSM demonstrates the highest correlation with INNOVATIV ($r = 0.625$), followed by OPENS ($r = 0.575$) and CRTVTY ($r = 0.574$), indicating that these constructs have a strong association with perceived innovation characteristics of social media. Additionally, SOCMED is moderately correlated with PICSM ($r = 0.461$), suggesting that perceived innovation characteristics have a moderate impact on social media adoption. Among the personality traits, AGRBL shows the strongest correlation with PICSM ($r = 0.572$), while EXTROV and OPENS also demonstrate significant positive relationships ($r = 0.504$ and $r = 0.613$, respectively).

Furthermore, entrepreneurial traits such as INNOVATIV and RESLNC show moderate correlations with PICSM ($r = 0.625$ and $r = 0.613$, respectively), supporting their potential role in influencing perceived innovation characteristics. SELFEFF exhibits a relatively lower correlation with PICSM ($r = 0.519$) but maintains a notable association with SOCMED ($r = 0.494$), implying that self-efficacy may play an important role in social media adoption.

Overall, the Fornell-Larcker results confirm that each construct in the model exhibits adequate discriminant validity, while the correlation analysis highlights meaningful relationships among the variables, supporting the theoretical framework of the study.

4.11 Multivariate analysis

The research model was further investigated through structural equation modelling. Hypothesis of the study were further tested through multiple regression analysis. The multiple regression mediation analysis are performed in SmartPLS to statistically test the hypothesis of study. The findings are discussed hereafter.

4.11.1 Personality traits, Entrepreneurial Traits and SMA

At the first stage we examined the direct effect of personality traits, entrepreneurial traits effect on social media adoption (figure 4.4). The results obtained through structural equation modelling (SEM) are reported in table 4.16.

H 1a: The composite construct of personality traits (PT) significantly and positively influences the intention to use social media.

H 1b: The composite construct of entrepreneurial traits (ET) significantly and positively influences the intention to use social media.

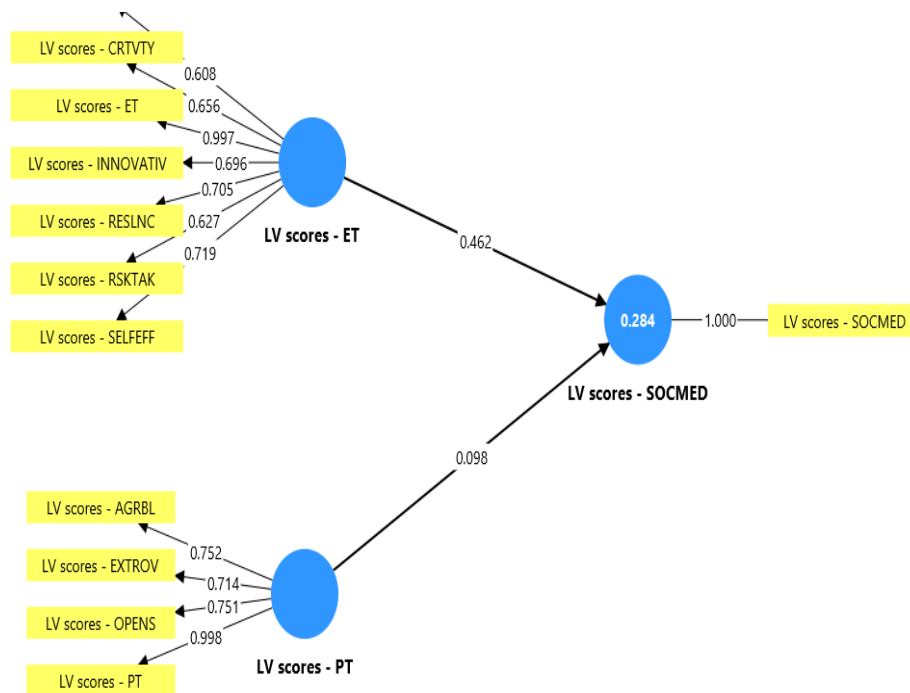


Figure 4.4: Direct effect of personality traits, entrepreneurial traits on SMA

Table 4.16: Direct effect of personality traits, entrepreneurial traits on SMA

	β	STD-DEV	T-stat	P-val	f^2	VIF		R^2
ET -> SMA	0.462	0.044	10.598	0.000	0.162	1.845	SMA	0.284/0.282
PT -> SMA	0.098	0.047	2.100	0.036	0.007	1.845		Q^2
							SMA	0.278

The structural model results indicate that entrepreneurial traits (ET) exert a strong and statistically significant positive influence on social media adoption (SMA) ($\beta = 0.462$, $t = 10.598$, $p < 0.001$), with a moderate effect size ($f^2 = 0.162$). This finding provides strong support for H 1b and underscores entrepreneurial orientation as a key determinant of entrepreneurs' social media adoption behaviour. In comparison, personality traits (PT) also demonstrate a positive and statistically significant effect on SMA ($\beta = 0.098$, $t = 2.100$, $p = 0.036$), supporting H 1a; however, the very small effect size ($f^2 = 0.007$) suggests a limited practical contribution when personality traits are considered in aggregate.

Taken together, these results reveal a clear difference in the relative strength and practical relevance of the two constructs. While personality traits may predispose entrepreneurs toward social media adoption, entrepreneurial traits being more action-oriented and context-specific play a substantially greater role in translating this predisposition into actual adoption behaviour. The model explains a moderate

proportion of variance in social media adoption ($R^2 = 0.284$; adjusted $R^2 = 0.282$) and demonstrates strong predictive relevance ($Q^2 = 0.278$), reinforcing the robustness of the findings.

4.11.2 Impact of PT and ET on PICSMS Leads to SMA

At the next stage we examined the direct effect of personality traits on PICSMS which leads to SOC MED (figure 4.5). The results obtained through structural equation modelling (SEM) are reported in table 4.17.

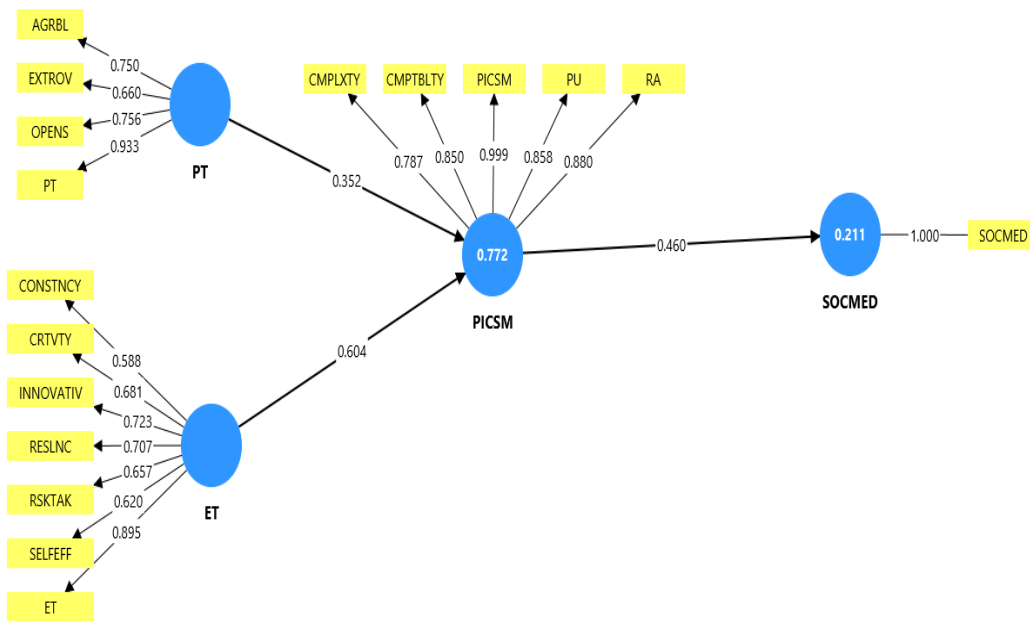


Figure 4.5: Mediating Effect of PICSMS between PT, ET and SOC MED

H2a: Entrepreneurial traits positively influence perceived innovation characteristics of social media (PICSMS).

H2b: Personality traits positively influence perceived innovation characteristics of social media (PICSMS).

Table 4.17: Mediating Effect of PICSMS between PT, ET and SOC MED

	β	STD-DEV	T-stat	P-val	f-square	VIF		R^2 / Adj R^2	Q^2
ET -> PICSMS	0.604	0.023	12.100	0.000	0.736	1.848	SOC MED	0.213/0.212	0.249
PT -> PICSMS	0.352	0.016	9.755	0.000	0.252	1.848			
PICSMS -> SOC MED	0.460	0.027	13.699	0.000	0.271	1.000	PICSMS	0.744/0.743	0.742

The findings provide strong empirical support for both H2a and H2b, confirming that entrepreneurial traits (ET) and personality traits (PT) significantly and positively influence the Perceived Innovation Characteristics of Social Media (PICSM). In support of H2a, entrepreneurial traits exhibit a very strong positive effect on PICSM ($\beta = 0.604$, $p < 0.001$) with a large effect size, indicating that action-oriented characteristics such as innovativeness, risk-taking, resilience, and self-efficacy play a dominant role in shaping entrepreneurs' perceptions of social media as advantageous, compatible, useful, and manageable. This suggests that entrepreneurs with stronger entrepreneurial orientations are more likely to cognitively evaluate social media as a valuable innovation for business use.

Likewise, H2b is strongly supported, as personality traits demonstrate a significant and meaningful influence on PICSM ($\beta = 0.352$, $p < 0.001$), indicating that dispositional attributes such as openness, creativity, and extraversion contribute to favourable innovation perceptions. However, the comparatively weaker effect of PT relative to ET highlights that while personality traits create a psychological readiness to perceive social media positively, entrepreneurial traits are more instrumental in shaping concrete innovation-related evaluations. Together, these results underscore that PICSM is largely driven by a combination of stable personality dispositions and context-specific entrepreneurial capabilities, with entrepreneurial traits emerging as the more powerful antecedent, thereby reinforcing PICSM's central mediating role in the pathway leading to social media adoption.

Mediation Analysis

H3a: PICSM mediates the relationship between entrepreneurial traits and intention to use social media.

H3b: PICSM mediates the relationship between personality traits and intention to use social media.

Table 4.18: Specific Indirect Effect for Mediation

	β	STD-DEV	T-stat	P-val
PT -> PICSM -> SOCMED	0.159	0.016	9.775	0.000
ET -> PICSM -> SOCMED	0.272	0.023	12.100	0.000

The mediation analysis provides strong support for both H3a and H3b, confirming that Perceived Innovation Characteristics of Social Media (PICSM) significantly mediate the relationships between entrepreneurial traits (ET) and social media adoption (SOCMED), as well as between personality traits (PT) and SOCMED. In support of H3a, the indirect effect of entrepreneurial traits on social media adoption

through PICSIM is positive and highly significant ($\beta = 0.272$, $p < 0.001$), indicating that entrepreneurial traits primarily influence adoption by shaping entrepreneurs' cognitive evaluations of social media as an innovation. This finding highlights that traits such as innovativeness, risk-taking, resilience, and self-efficacy do not directly translate into adoption decisions unless social media is perceived as advantageous, compatible, useful, and manageable.

Similarly, H3b is strongly supported, as personality traits exert a significant indirect effect on social media adoption via PICSIM ($\beta = 0.159$, $p < 0.001$). This suggests that dispositional characteristics such as openness, creativity, and extraversion influence adoption behaviour indirectly by fostering favourable innovation perceptions, rather than through direct behavioural mechanisms. Notably, the stronger indirect effect observed for entrepreneurial traits compared to personality traits further reinforces the argument that entrepreneurial traits are more proximal drivers of innovation-related cognition, while personality traits function as more distal antecedents. Overall, these findings establish PICSIM as a central cognitive mechanism through which both personality and entrepreneurial traits are translated into social media adoption intentions, thereby strengthening the theoretical validity of the proposed mediation framework.

4.11.3 Integrated Entrepreneurial Traits, Picsm And Social Media Adoption

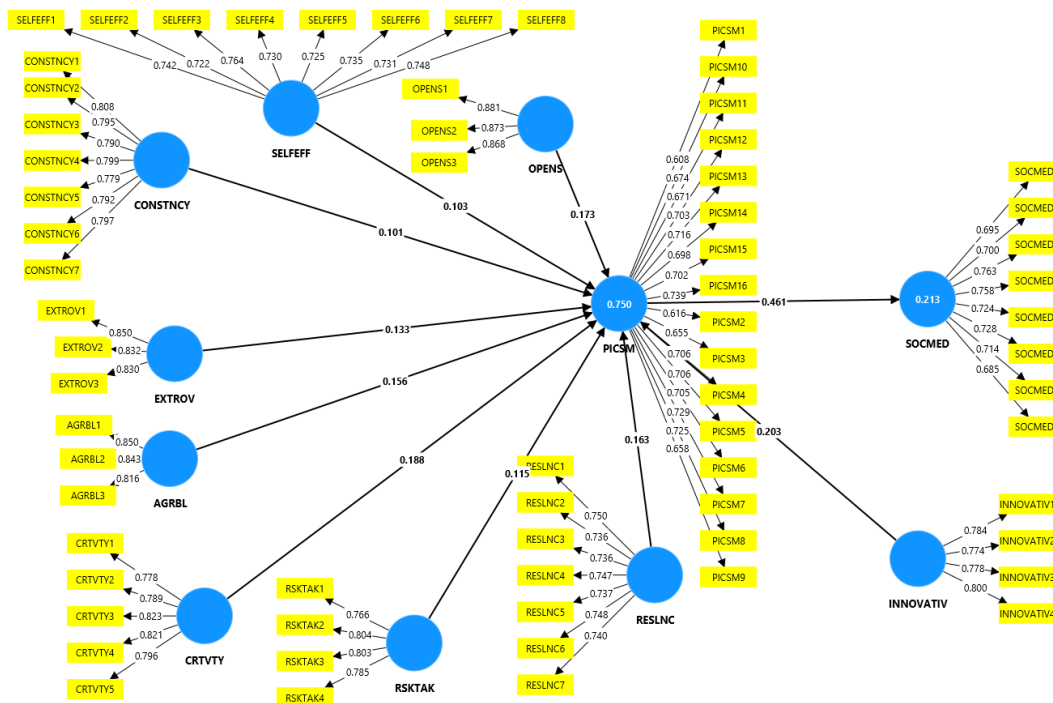


Figure 4.6: Mediation Analysis of Integrated Entrepreneurial Traits, PICSIM and Social Media Adoption

H4a: PICSM mediates the relationship between agreeableness and social media adoption.

H4b: PICSM mediates the relationship between consistency and social media adoption.

H4c: PICSM mediates the relationship between creativity and social media adoption.

H4d: PICSM mediates the relationship between extraversion and social media adoption.

H4e: PICSM mediates the relationship between innovativeness and social media adoption.

H4f: PICSM mediates the relationship between openness to experience and social media adoption.

H4g: PICSM mediates the relationship between resilience and social media adoption.

H4h: PICSM mediates the relationship between risk-taking propensity and social media adoption.

H4i: PICSM mediates the relationship between self-efficacy and social media adoption.

H4j: PICSM positively influences intention to use social media.

Table 4.19: Specific Indirect Effect for Mediation

	β	STD-DEV	T-stat	P-val
AGRBL -> PICSM -> SOCMED	0.071	0.012	5.813	0.000
CONSTNCY -> PICSM -> SOCMED	0.046	0.010	4.542	0.000
CRTVTY -> PICSM -> SOCMED	0.086	0.012	7.402	0.000
EXTROV -> PICSM -> SOCMED	0.059	0.012	4.928	0.000
INNOVATIV -> PICSM -> SOCMED	0.094	0.014	6.844	0.000
OPENS -> PICSM -> SOCMED	0.081	0.012	6.929	0.000
RESLNC -> PICSM -> SOCMED	0.075	0.012	6.150	0.000
RSKTAK -> PICSM -> SOCMED	0.052	0.011	4.707	0.000
SELFEFF -> PICSM -> SOCMED	0.046	0.012	3.776	0.000

The mediation analysis (table 4.19) provides strong support for all trait-level mediation hypotheses (H4a-H4i), confirming that Perceived Innovation Characteristics of Social Media (PICSM) significantly transmit the effects of individual personality and entrepreneurial traits to social media adoption (SOCMED). The indirect effects of agreeableness ($\beta = 0.071$) and consistency ($\beta = 0.046$) are positive and significant, indicating that cooperative and disciplined entrepreneurs

adopt social media when it is cognitively evaluated as beneficial and compatible. Similarly, creativity ($\beta = 0.086$), extraversion ($\beta = 0.059$), and openness ($\beta = 0.081$) show significant mediated effects, highlighting that imaginative, socially outgoing, and open-minded entrepreneurs are more likely to adopt social media through favourable innovation perceptions.

Among entrepreneurial traits, innovativeness exhibits the strongest indirect effect ($\beta = 0.094$), followed by resilience ($\beta = 0.075$) and risk-taking propensity ($\beta = 0.052$), underscoring that entrepreneurs who are innovative, adaptive, and willing to take risks adopt social media primarily by perceiving it as a strategically valuable innovation. Self-efficacy ($\beta = 0.046$) also shows a significant mediated effect, suggesting that confidence in one's abilities enhances adoption indirectly by strengthening innovation-related perceptions.

21 Finally, H4j is strongly supported, as PICSMS demonstrates a positive and highly significant effect on social media adoption ($\beta = 0.461$, $p < 0.001$), with a large effect size ($f^2 = 0.27$). This result confirms that entrepreneurs are more likely to adopt social media when they perceive it as advantageous, compatible, easy to use, and useful for business purposes. The high explanatory power of the model for PICSMS ($R^2 = 0.75$) and the moderate variance explained in social media adoption ($R^2 = 0.213$), along with strong predictive relevance ($Q^2_{\text{PICSMS}} = 0.741$; $Q^2_{\text{SMA}} = 0.239$), further validate PICSMS's central role as a cognitive and behavioural driver in the adoption process.

8 While the PLS-SEM results establish the significance, strength, and mediation mechanisms among entrepreneurial personality traits, PICSMS, and social media adoption, additional analytical techniques are required to derive action-oriented and necessity-based insights. Therefore, this study further employs Importance-Performance Map Analysis (IPMA), Necessary Condition Analysis (NCA), and Combined Importance-Performance Map Analysis (CIPMA) to complement and extend the structural model findings.

4.12 Importance-Performance Map Analysis (IPMA) of Social Media Adoption

Introduction

11 While structural equation modelling establishes the theoretical relationships between entrepreneurial personality traits, perceived innovation characteristics, and social media adoption, it does not fully capture the practical priorities for improving adoption outcomes. To address this gap, the present study employs Importance-Performance Map Analysis (IPMA), which extends PLS-SEM results by incorporating a managerial and decision-oriented perspective.

IPMA enables simultaneous evaluation of the importance and performance of antecedent constructs with respect to the target construct, Social Media Adoption (SMA). Importance is represented on the x-axis and reflects the total effects (both direct and indirect) of each construct on SMA, whereas performance is plotted on the y-axis and represents the average latent variable scores, rescaled on a 0-100 scale (Figure 4.7) . This dual assessment allows the identification of constructs that are highly influential yet underperforming, thereby highlighting priority areas for strategic intervention.

Table 4.20: IPMA Assessment

Construct	Importance	Performance
Agreeableness	0.072	62.338
Consistency	0.046	54.759
Creativity	0.087	58.159
Extroversion	0.061	63.106
Innovativeness	0.094	60.955
Openness	0.08	57.051
Resilience	0.075	62.359
Risk-taking	0.053	59.753
Self-efficacy	0.047	62.713
PICSM	0.461	59.01

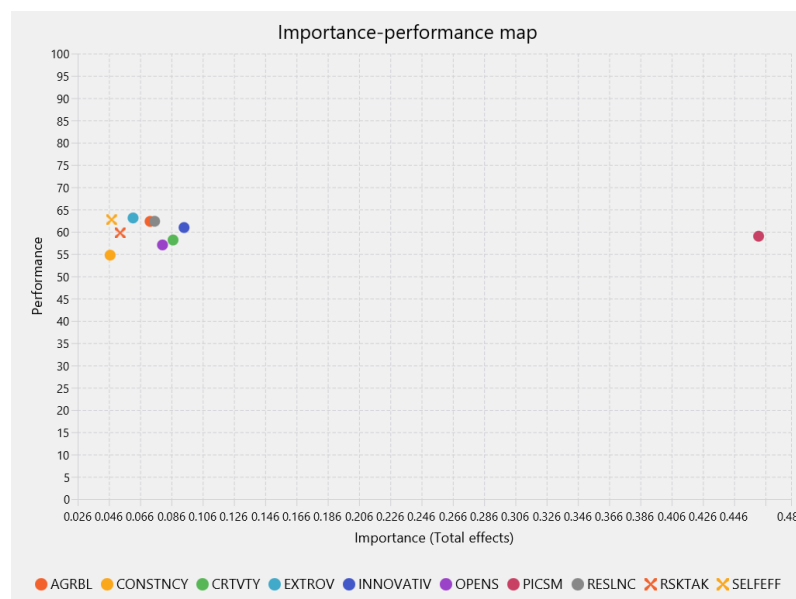


Figure 4.7: Graphical representation of IPMA analysis

The IPMA results (table 4.20) reveal substantial variation across entrepreneurial traits and PICSM in terms of both importance and performance. Among individual traits, Innovativeness (importance = 0.094; performance = 61.0), Creativity (0.087; 58.2), and Openness (0.080; 57.1) demonstrate moderate importance but comparatively lower performance, suggesting untapped potential in these dimensions. These traits contribute meaningfully to adoption decisions, yet their current performance levels indicate scope for further development through targeted training, awareness, or capability-building initiatives.

Most notably, PICSM emerges as the dominant construct, with an importance value of 0.461, far exceeding that of any individual personality trait. Despite its central role in driving social media adoption, PICSM exhibits only moderate performance (59.0%), indicating a critical improvement gap. This finding underscores that entrepreneurs' perceptions of social media, particularly regarding relative advantage, compatibility, complexity, and usefulness-represent the most powerful and actionable leverage point for enhancing adoption behaviour.

Overall, the IPMA findings suggest that while entrepreneurial traits matter, improving innovation-related perceptions of social media is likely to yield the highest returns in adoption outcomes.

4.13 Necessary Condition Analysis (NCA)

To complement the sufficiency-based insights of PLS-SEM and IPMA, the study further applies Necessary Condition Analysis (NCA). NCA identifies conditions that are necessary but not sufficient for an outcome to occur. In the context of Necessary Condition Analysis (NCA), a bottleneck table presents the minimum threshold levels of antecedent conditions that must be satisfied to achieve a given level of the outcome variable (Dul, 2016). The Necessary Condition Analysis (NCA) provides insights into which traits are indispensable (necessary but not sufficient) for achieving different levels of social media adoption among entrepreneurs. Unlike regression-based methods that focus on average effects, NCA determines whether certain traits must be present at minimum threshold levels for social media adoption to be possible at all. The results reveal that social media adoption is not a linear or uniform process, but rather a stage-wise psychological progression, where different traits become necessary as adoption intensifies.

In the present study, the bottleneck table (figure 4.8) is used to demonstrate that entrepreneurial social media adoption is a cumulative and staged process, requiring the satisfaction of different necessary personality, entrepreneurial, and perceptual conditions as adoption intensity increases. NCA identifies the bottleneck conditions associated with nine entrepreneurial personality traits and PICSM across increasing

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levels of social media adoption. The analysis (table 4.21) reveals a progressive activation pattern, indicating that different traits become necessary as adoption intensifies.

	LV scores - SOCMED	LV scores - AGRBL	LV scores - CONSTNCY	LV scores - CRTVTY	LV scores - EXTROV	LV scores - INNOVATIV	LV scores - OPENS	LV scores - PICSM	LV scores - RESLNC	LV scores - RSKTAK	LV scores - SELFEFF
0.000%	1.230	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
10.000%	1.795	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
20.000%	2.360	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
30.000%	2.924	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
40.000%	3.489	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000	0.000
50.000%	4.054	0.000	0.000	1.282	0.142	0.000	0.000	0.000	0.000	0.000	0.000
60.000%	4.618	0.000	0.000	1.282	0.142	0.000	0.000	0.570	1.140	0.000	0.000
70.000%	5.183	0.712	0.000	1.425	0.142	0.000	0.000	0.570	1.282	0.427	0.000
80.000%	5.748	1.282	0.000	1.425	2.849	0.000	1.282	0.570	1.282	0.570	10.256
90.000%	6.312	1.282	0.000	1.425	2.849	0.000	1.282	0.570	2.707	0.570	10.684
100.000%	6.877	73.219	35.043	46.154	86.895	34.758	12.108	78.917	54.843	96.011	34.473

Figure 4.8: Bottleneck table (NCA)

Table 4.21: NCA Analysis Phase wise

Phase Title	Adoption Level	Key Traits Activated	Meaning (Elaborated Interpretation)
Phase 1: Baseline Adoption / No Trait Activation	0% - 40%	None	In the earliest stage, entrepreneurs adopt or engage with social media purely at a basic functional level. No personality-related factors play any role yet. The adoption is driven by general necessity, not by attitudes, confidence, or innovation perception. This indicates that initial familiarity with social media is not influenced by internal psychological differences.
Phase 2: Early Psychological Activation	50%	Creativity (1.282), Extraversion (0.142)	This is the first stage where psychological factors begin contributing. Creativity emerges as the initial driver, entrepreneurs start thinking of social media in innovative ways. Extraversion appears slightly, reflecting basic comfort with outward communication. Still, most traits remain inactive, showing early but limited influence of personality on adoption.
Phase 3: Cognitive Evaluation Phase	60%	PICSM (0.57), Resilience (1.14), Creativity & Extraversion continue	At this stage, entrepreneurs begin evaluating social media more cognitively considering usefulness, ease of use, compatibility, and relative advantage (PICSM activated). Resilience rises, indicating that persistence and ability to handle challenges start affecting adoption. Social media engagement shifts from casual to more thought-driven usage.

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Phase Title	Adoption Level	Key Traits Activated	Meaning (Elaborated Interpretation)
Phase 4: Multi-Trait Engagement Phase	70%	Agreeableness (0.712), Risk-taking (0.427), Resilience↑, Creativity↑	Several traits activate together. Agreeableness indicates cooperative and relationship focused behavior supporting adoption. Risk-taking appears, showing readiness to experiment with digital tools. Rising creativity and resilience supporting adoption growth. Personality now plays a meaningful, multi-dimensional role in influencing decision-making.
Phase 5: Acceleration & Confidence Phase	80%	Extraversion↑ (2.849), Openness (1.282), Self-efficacy (10.256), Risk-taking↑	Major psychological drivers activate here. Extraversion jumps sharply indicating comfort with visibility, networking, and communication. Self-efficacy increases drastically, revealing that confidence and digital self-belief strongly push adoption forward. Openness emerges, reflecting receptivity to new ideas. This phase represents a major psychological transformation in adoption behavior.
Phase 6: Maturity & Stabilization Phase	90%	Resilience↑ (2.707), Self-efficacy↑ (10.684), Extraversion, PICSMS	Here, users show high stability in usage patterns. Resilience continues to grow, showing ability to sustain digital engagement. Self-efficacy remains strong, indicating high confidence in managing online tasks. Adoption becomes consistent, predictable, and psychologically reinforced.
Phase 7: Full Influence & Bottleneck Revelation	100%	All Constructs Fully Active - Risk-taking (96.011), Extraversion (86.895), PICSMS (78.917), Agreeableness (73.219), Resilience (54.843), Creativity (46.154)	In the final stage, every latent variable reaches peak influence. Risk-taking becomes the strongest predictor of adoption, followed by extraversion and PICSMS. Traits like resilience, creativity, consistency, and innovativeness play moderate but essential roles. Openness and self-efficacy contribute minimally compared to others. This stage reveals the true bottlenecks: which traits must improve to enhance social media adoption.

Interpretation of NCA Results

The bottleneck table above summarises the minimum necessary conditions identified by NCA across different adoption levels. At low adoption levels (0-40%), no personality traits are activated, indicating that early or minimal engagement with social media occurs independently of psychological or entrepreneurial differences. Adoption at this stage appears driven by basic functional or contextual necessity rather than individual dispositions.

The early psychological activation phase (50%) marks the emergence of Creativity and Extraversion as the first necessary conditions. Entrepreneurs begin to conceptualize social media creatively and demonstrate initial comfort with outward communication, although the influence of personality remains limited.

At the cognitive evaluation stage (60%), PICSM becomes activated, alongside increasing levels of resilience. This phase reflects a transition from casual engagement to deliberate evaluation, where entrepreneurs assess social media in terms of usefulness, ease of use, and strategic fit. As adoption advances to 70%, multiple traits—including Agreeableness, Risk-taking, Creativity, and Resilience—become necessary simultaneously, indicating that adoption decisions are now shaped by cooperative orientation, experimentation willingness, and persistence.

The acceleration and confidence phase (80%) represents a major psychological shift. Self-efficacy and Extraversion increase sharply, highlighting the importance of confidence, visibility, and networking orientation in scaling adoption. Openness also becomes necessary, reflecting receptivity to digital innovation. At 90% adoption, usage stabilizes and becomes routinized. Resilience, Self-efficacy, PICSM, and Extraversion dominate, indicating sustained engagement supported by confidence and coping capacity.

Finally, at full adoption (100%), all constructs are active. Risk-taking, Extraversion, and PICSM emerge as the strongest bottleneck conditions, while traits such as resilience, creativity, consistency, and innovativeness remain essential but secondary. This phase clearly reveals which traits must improve to overcome adoption ceilings.

Collectively, the NCA results demonstrate that all nine traits are necessary at different stages, confirming that no single trait is redundant. Social media adoption is thus a cumulative and staged psychological process, requiring a balanced entrepreneurial personality profile mediated through innovation perceptions.

4.14 Combined Importance-Performance Map Analysis (cIPMA)

Building on the insights from IPMA and NCA, the study employs Combined Importance-Performance Map Analysis (cIPMA) to integrate importance, performance, and necessity into a single strategic framework. This approach enables more refined prioritization by identifying constructs that are not only influential but also necessary and either under- or adequately performing.

4.14.1 cIPMA Results and Strategic Quadrants

The cIPMA results classify constructs into two dominant strategic zones shown in figure 4.9:

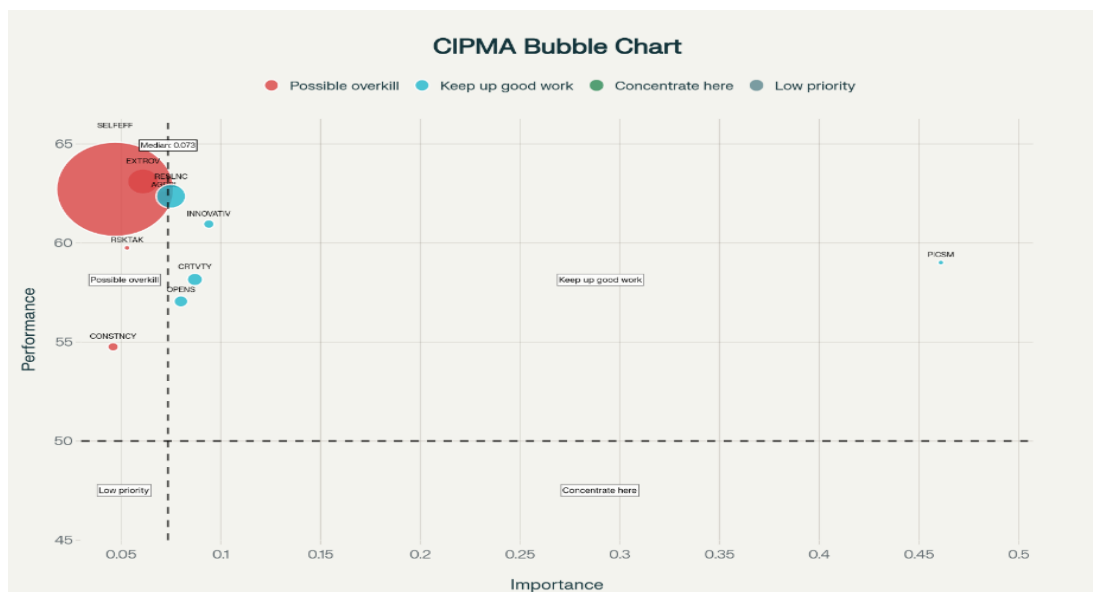


Figure 4.9: cIPMA Bubble chart

PICSM, Innovativeness, Creativity, Openness, and Resilience fall into this quadrant. These constructs exhibit high importance and adequate performance, and several are also identified as necessary conditions at higher adoption levels. Among them, PICSM stands out as the central driver, reinforcing its role as the primary conduit through which entrepreneurial traits translate into adoption behaviour. Sustaining and incrementally enhancing these constructs is crucial for maintaining and deepening social media adoption.

Self-efficacy, Extraversion, Agreeableness, Consistency, and Risk-taking fall into the possible overkill quadrant. These traits display relatively high performance but lower incremental importance, suggesting diminishing marginal returns from further emphasis. For example, self-efficacy and extraversion are already well developed among respondents; additional investment in these areas may not significantly enhance adoption outcomes.

Taken together, the IPMA, NCA, and cIPMA results provide a multi-layered understanding of social media adoption. While PLS-SEM confirms which traits and perceptions matter, IPMA identifies where improvements will have the greatest impact, NCA reveals what is indispensable, and cIPMA integrates these insights into clear strategic priorities. The findings strongly suggest that enhancing entrepreneurs perceptions of social media as an innovation (PICSM) supported by creativity, openness, innovativeness, and resilience offers the most effective pathway for strengthening social media adoption.

CHAPTER 5

CONCLUSION

Overview

This chapter brought together the study results on how entrepreneurial and personality traits influence entrepreneurs' intention to use social media. Special attention was given to the mediator Perceived Innovation Characteristics of Social Media (PICSM). The final, solely data-driven, and thus qualitative and quantitative integrated chapter from the previous chapters constitutes the core of the empirical evidence in a logical and interpretive manner to answer each of the four research objectives. Next, the chapter takes a look at the effects of the theory, management, and community, pointing to their significance for the study and practice of entrepreneurship in the digitally driven world. The research limitations are then identified, and suggestions for future research are made. The chapter ends with a summary of the key findings concerning the direct and indirect effects of entrepreneurial and personality traits on social media adoption, as well as an assessment of the measurement scales that were validated and developed for the study.

5.1 Insights from the Study

The first objective was to locate evidence on how entrepreneurial and personality characteristics at the individual level influence entrepreneurs' decisions to use social media as a strategic business tool. Results from the qualitative study, summarized in Table 4, indicate that both individuals' inner dispositions and entrepreneurial characteristics play a meaningful role in shaping entrepreneurs' inclination to adopt social media. The qualitative findings suggest that personality traits such as openness to experience, extraversion, conscientiousness, and agreeableness are associated with entrepreneurs' general disposition toward using social media for business-related purposes. These traits reflect variations in digital engagement, consistency of effort, and interpersonal orientation while operating in online environments, thereby supporting personality-based explanations of technology-related behaviour (McCrae & Costa, 1999). In contrast, neuroticism emerged as a constraining trait, with higher levels of anxiety, emotional instability, and uncertainty reducing confidence in engaging with social media platforms. This negative tendency observed during the qualitative phase warranted its further empirical examination in the quantitative stage.

Moreover, the qualitative findings emphasize the dominance of entrepreneurial characteristics in shaping social media adoption decisions. Among these characteristics, risk-taking stood out, as entrepreneurs demonstrated a willingness to

experiment with social media despite uncertainty regarding outcomes and returns. Self-efficacy was reflected in entrepreneurs' confidence in their ability to learn, control, and effectively use social media platforms for business purposes, while innovativeness distinguished those who perceived social media as a testing ground for new promotional approaches, customer engagement strategies, and market expansion. Importantly, the qualitative phase also revealed consistency and resilience as salient entrepreneurial traits. Consistency was reflected in disciplined and sustained social media usage over time, whereas resilience captured entrepreneurs' capacity to persist despite low initial engagement, negative feedback, or platform-related challenges. Collectively, these entrepreneurial traits indicate a proactive and execution-oriented mindset aligned with the strategic adoption of social media.

The quantitative results, however, reveal a more differentiated pattern of influence. They indicate that entrepreneurial traits exert a substantially stronger and more direct effect on the intention to adopt social media than personality traits. Of the six entrepreneurial traits examined innovativeness, risk-taking, resilience, self-efficacy, creativity, and consistency all demonstrated strong and statistically significant direct effects on social media adoption intention. In contrast, the combined effect of personality traits, while statistically significant, was comparatively weak. This distinction suggests that while personality traits may orient entrepreneurs toward digital engagement, it is the action-oriented, context-specific entrepreneurial capabilities that effectively translate predispositions into behavioural intention. These findings are consistent with entrepreneurship literature, which argues that behavioural capabilities and learned competencies are more immediate drivers of strategic action than stable personality dispositions (Kerr et al., 2017).

Overall, the findings confirm that entrepreneurs' use of social media is not merely an expression of inherent personality characteristics but is primarily a function of how entrepreneurial capabilities particularly consistency and resilience are enacted in practice. This reinforces the argument that social media adoption among entrepreneurs should be understood as a capability-driven and execution-focused process rather than a purely trait-based outcome.

The second objective of the research was to explore the how entrepreneurs perceive social media as an innovation and how these perceptions shape social media adoption behaviour in the context of Indian SME's.

The second goal of the study was to understand the views of business owners on social media as a new technology and how those views influenced their use of social media in the Indian SMEs environment. Qualitative findings in Table 5 show that decisions related to adoption made by entrepreneurs are mostly influenced by the way

social media is mentally considered as an innovation rather than being influenced by individual characteristics only. The examination of data has disclosed that business owners develop a well-organized conception of social media by mainly relying on the four major perceived innovation characteristics: relative advantage, compatibility, complexity, and perceived usefulness.

The dimension of relative advantage was very significant to the qualitative data, social media entrepreneurs viewing it as providing definite advantages to the old marketing and communication methods, especially in terms of reach, cost efficiency, and speed of interaction. Compatibility found expression in the evaluations of entrepreneurs of how well social media fitted in with their business practices, customers, and resource constraints, thus their readiness to take it up as part of their daily operations. Complexity appeared as a deciding factor, entrepreneurs thinking about whether it would be easy or difficult to learn, manage and regularly use social media platforms for business purposes. Lastly, perceived usefulness reflected the entrepreneurs' ideas about the real value of social media in the accomplishment of business goals like visibility, customer engagement, and sales support.

In combination, these qualitative insights reveal that the adoption behaviour of entrepreneurs is influenced by their deliberate assessment of social media as an innovative tool, thus highlighting PICSIM as the main conceptual framework that guides the formation of social media adoption decisions.

Based on the qualitative results, literature was checked for an appropriate scale and it was found that there is no existing scale that can measure both entrepreneurial and personality traits together. Additionally, literature also verified that there is no scale for perceived innovation characteristics, particularly for social media (PICSIM). Hence, the third objective is to provide a scale reliable and context specific measurable scale for the integrated entrepreneurial personality trait construct that have characteristics of both big five and entrepreneurial characteristics and also for PICSIM. The scales were developed for measurement and subsequent validation was done for integrated entrepreneurial personality trait construct and the PICSIM. The outcomes demonstrate that this objective was realized through a rigorous, multi-stage scale creation and validation process, which included both qualitative and quantitative studies. The exploratory qualitative phase helped determine the traits and innovation perceptions that were the most relevant to the local context and, thus, the measures were a reflection of the entrepreneurs' actual experiences and not just based on pre-existing generic instruments.

The integrated entrepreneurial personality trait scale combined the Big Five personality dimensions with the behaviour related traits in business of the general entrepreneurial

area, such as self-efficacy, resilience, consistency, risk-taking, creativity, and innovativeness. Both exploratory and confirmatory factor analyses were in agreement with the stable factor structure, while the reliability and validity tests showed high internal consistency, convergent validity, and discriminant validity. These results signal that the integrated scale is a more adequate instrument for representing the characteristics of entrepreneurs in digital business scenarios than the traditional personality-only or entrepreneurship-only measures, which is consistent with recent methodological recommendations in entrepreneurship research (Hair et al., 2019).

Similarly, the PICSM scale, composed of relative advantage, compatibility, complexity, and perceived usefulness, demonstrated exceptional psychometric characteristics in both validation studies. The scale had a good model fit, high reliability, and construct relationships that were consistent with the theory; hence, it may be regarded as a reliable instrument conforming to the innovation diffusion and technology acceptance frameworks (Rogers, 2003; Davis, 1989).

The quantitative results show that the entrepreneurial traits have a very powerful positive impact on PICSM ($\beta = 0.604$) while personality traits also have a significant influence but to a lesser degree ($\beta = 0.352$). This pattern reflects the fact that entrepreneurial traits, which are typically more action-oriented and experience-driven, are the ones that mostly determine the entrepreneur's innovation-related perceptions of social media. The large effect size for entrepreneurial traits ($f^2 = 0.736$) is a very strong indication that they have a lot of explanatory power in predicting PICSM as compared to the moderate effect of personality traits ($f^2 = 0.252$).

Moreover, PICSM appeared to be a robust and prominent predictor of the intention to adopt social media ($\beta = 0.460$), thus implying that positive perceptions of social media as an innovation are a condition without which individual characteristics cannot be converted into behavioural intention. The substantial variance explained for PICSM ($R^2 = 0.744$) and considerable predictive relevance ($Q^2 = 0.742$) indicate the strength of the proposed mediation model. The significantly indirect effects, as a matter of fact, reflect that PICSM is an instrument that effectively mediates the relationships between entrepreneurial traits and adoption intention, as well as between personality traits and adoption intention, thus constituting strong empirical evidence in favour of the proposed mediation framework.

Fourth, the study aims to identify and analyse indirect mechanisms through which entrepreneurial-personality traits influence social media adoption, focusing on mediating innovation-related variables. The fourth goal of the research was to discover the most important, highest impact, and essential business and personality characteristics that affect entrepreneurs' use of social media by the PICSM playing the

mediating role. Table 4.18, which shows the mediation results, is very clear in indicating that traits should not be considered as a factor of equal importance to social media adoption; in fact, their influence changes considerably depending on the size of the beta coefficients and the statistical significance.

Innovativeness was the strongest indirect individual trait factor that significantly influenced social media use through PICS ($\beta = 0.094$) among the individual traits, followed by creativity ($\beta = 0.086$), openness to experience ($\beta = 0.081$), resilience ($\beta = 0.075$), and agreeableness ($\beta = 0.071$). Risk-taking ($\beta = 0.052$) and extraversion ($\beta = 0.059$) also had significant effects; however, their indirect impact was comparatively lower. Additionally, the two constructs, consistency and self-efficacy, showed the smallest albeit statistically significant indirect effects ($\beta = 0.046$ each), thus implying that they are a set of necessary enabling traits rather than the primary drivers.

At the construct level, entrepreneurial traits showed a significantly greater mediated effect on social media adoption ($\beta = 0.272$) as compared to personality traits ($\beta = 0.159$). The results here first of all corroborate PICS as a central explanatory source, and secondly, they lead to the view that innovation-oriented entrepreneurial traits have the most weight in the influence of the adoption outcomes, which is in line with the theory of entrepreneurship as a source of opportunity exploitation (Kerr et al., 2017).

5.2 Implications

5.2.1 Theoretical Implications

The results of this research have theoretical implications for the fields of entrepreneurship, innovation adoption, and digital technology, which the study highlights as being major. Initially, the study, through combining entrepreneurial traits and personality traits into one single conceptual framework, moves ahead existing theoretical frameworks which have normally recognized these constructs as separate. The empirical data indicate that although inherent personality traits provide a psychological basis, entrepreneurial traits, however, are more immediate and hence drive the social media adoption-related behaviour in the organization of the firm. The study differentiates and refines trait-based accounts of entrepreneurial behaviour and also cites the literature which suggests that personality models should be replaced by context-sensitive, capability-driven ones (Kerr et al., 2017).

Secondly, this study extends the diffusion of innovation theory by providing statistical evidence that perceived innovation characteristics cannot be considered as separate from individual attributes. An example of this would be that entrepreneurial and personality traits essentially determine the extent to which one considers social media as a source of relative advantage, compatibility, complexity, and usefulness. This finding thus elevates PICS to the status of a key mediating variable that links

individual-level traits with adoption intention, thereby being a significant linkage that strengthens the explanatory power of Rogers' (2003) framework in digital entrepreneurship environments. In addition, the correspondingly validated measurement scales also make a methodological contribution by offering empirically grounded instruments that may be used in subsequent research to explore technology adoption by entrepreneurs in the context of emerging economies scenarios, where the contextual relevance factor is of utmost importance.

5.2.2 Managerial Implications

The outcomes of this study have very obvious and detailed implications that can be utilized by entrepreneurs, business trainers, policymakers, and social media platform designers. In the case of entrepreneurs, the discoveries indicate that the success of social media utilization is not significantly dependent on personality traits, but it is mostly influenced by entrepreneurial abilities that can be cultivated, such as innovativeness, creativity, resilience, and self-efficacy. The sentence conveys that an entrepreneur who is not extroverted or open by nature can still succeed in social media adoption if he/she actively develops innovation-oriented skills and strategic digital competencies.

Entrepreneurship educators, incubators, and training institutions may derive such benefits from these results that they indicate the imperative of reorienting capacity, building programs from the aspect of changing personality characteristics to the aspect of strengthening entrepreneurial traits. A training intervention that concentrates on attributes such as experimentation, digital creativity, opportunity recognition, and risk management will likely result in an increased positive perception of social media and, therefore, the intention to use it. Policy makers, who aim to encourage digitalization among small and medium enterprises, may take advantage of these perceptual insights to the advantage of forming a coordination plan for international aid programs that would address the factors causing technological complexity and compatibility perception challenges, especially for entrepreneurs operating in resource-constrained environments.

These revelations may be employed by social media companies to develop novel features, user experiences, and support services that align with the entrepreneur's perception of innovation. Simple to use analytics, pre-prepared content for certain industries, and a gradual introduction can work to alleviate the sense of intricacy and show the utility more clearly, thus leading to the uptake of less digitally confident entrepreneurs.

5.3 Social Impact

Besides being of theoretical and managerial interest, this research has a considerable social impact, particularly in the case of developing countries. Small and micro entrepreneurs may turn to social media platforms as tools for market access, networking, and getting visibility that are low-cost and easy to use. The research by identifying the characteristics and attitudes that result in social media use becomes the way to understand how digital tools can empower entrepreneurs and promote economic inclusion. Entrepreneurs who acquire and cultivate innovation-related skills will be able to go beyond the typical entry barriers, reach bigger markets, and sustain their businesses in a competitive environment.

In addition, the emphasis on perceived innovation features as a reason for digital exclusion suggests that it is not only a question of access, but also of perception and skills. Local-level policies and interventions that focus on these perceptual and skill-related barriers can create opportunities for inclusive participation in the digital world and local economic development. Thus, the study supports the use of social media not only as a corporate tool but also as a means for social and economic transformation at a broader level.

The findings emphasize how social media has helped to lessen information asymmetry and dependence on traditional intermediaries, which are problems that first-generation and rural entrepreneurs have faced most. As social media allows direct communication with customers and suppliers, it creates transparency, trust, and relational exchanges that contribute to the viability of entrepreneurial ecosystems. Moreover, the research indicates that well-designed digital literacy programs may raise innovation, related perceptions, and serve as a source of inclusive growth, mainly for women and young entrepreneurs. Acquiring these digital skills can not only make businesses more robust but also create the community's resilience and grassroots economic development in developing markets.

5.4 Limitations of the study

The study has been a major contribution to both theory and empirics, but it still admits its limitations due to several factors that should be taken into account when the results are interpreted. One of these is the fact that the research used a cross-sectional design, which consequently reduces the chance of determining a strong causal relationship between entrepreneurial traits, personality traits, PICS_M, and social media adoption intention. The relationships proposed in the model are theoretically sound and supported by some empirical evidence; however, a follow-up study would be more appropriate for showing how these relationships evolve as entrepreneurs become more familiar with social media, which is in line with the innovation adoption literature recommendations (Rogers, 2003).

Secondly, the study was based mostly on self-reported and adapted measures, and survey design is susceptible to common method bias and social desirability effects. The research tried to mitigate these issues by taking into account procedural and statistical remedies during scale development and analysis, yet the possibility of respondents rating their traits or intentions higher than they actually are still remains (Podsakoff et al., 2003).

Thirdly, the study's empirical context was limited to entrepreneurs in a particular geographical and cultural setting. Since perceptions of innovations and entrepreneurial behavior depend on institutional and cultural factors, the extent to which the findings can be applied to other areas or economies is limited.

Ultimately, the research concentrated on the desire to use social media, not the real usage behavior. Although intention is a powerful indicator of behavior, subsequent studies with real usage data may shed more light on the adoption of social media by entrepreneurs.

5.5 Future Research Directions

Utilizing the discoveries and restrictions of this study, we are able to define several subsequent research pathways that intend to deepen the knowledge of the entrepreneurs' social media adoption behavior. Following research might, for instance, use long-term research setups to examine the interaction of entrepreneurial and personality traits with PICS_M over a period of time. The perception of social media by entrepreneurs in terms of relative advantage, complexity, and usefulness may change as they become more experienced and digitally mature, thus influencing their adoption intentions and usage patterns. So, longitudinal methods would allow researchers to capture these gradual changes more accurately, as diffusion of innovation research points out (Rogers, 2003).

Moreover, future research can decide to add more local environment factors that affect the integrated model, such as industry type, firm size, business development stage, and competitive intensity. These factors can determine how much certain traits influence the perception of innovation and the decision to adopt it. The contrast of different industries or entrepreneurial life cycle stages can help reveal whether a certain trait set is always influential or dependent on the context.

Thirdly, confirmation of the model and measurement scales in various cultures and countries would have an effect on findings that are valid in more contexts. Since even cultural norms influence personality traits and the way innovation is perceived, the examination of the model in both developed and developing countries may reveal that the relations vary significantly in terms of their strength and direction (Hofstede,

2001). Finally, the study could go beyond intention-based models only by considering objective measures of social media use, performance, and engagement metrics. Hence, it would be a great help in giving the entrepreneur a more comprehensive understanding of the social media's strategic role if they could see the direct connection between the patterns of trait-driven adoption and real business results.

Summary

This chapter presented the combined findings of the empirical study, thus giving a broad understanding of the impact of entrepreneurial and personality traits on entrepreneurs' intention to use social media by the mediating role of the PICSM. The objective-wise conclusions primarily pointed out the leading role of entrepreneurial traits, the disclosure role of PICSM, and the successful creation of reliable measurement scales. Besides that, this chapter also considered theoretical, managerial, and social implications of the findings, acknowledged the main limitations, and outlined substantial directions for future research. Briefly, the chapter was in line with the study's contribution to the entrepreneurship and innovation adoption literature. Simultaneously, it brought to the forefront the practical application of trait-driven perceptions as a way of influencing entrepreneurial social media adoption.

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QUESTIONNAIRE

To Study How Individual Personalities Influence The Willingness To Adopt Social Media

Dear Respondent, I would be grateful appreciate your participation in the survey to gather valuable insights. Your feedback will help in my further research. Please take a moment to fill out the survey

SECTION 1: GENERAL INFORMATION

Name

Age

Below 20

21-30

31-40

Above 40

Gender

Male

Female

Others

Type of Business

Manufacturing

Services

Trading

Education

Senior Secondary

Graduate

Post Graduate

Others

Marital Status

Unmarried

Married

Divorced

Widow

Location:
Annual Income

Less than 8.5 lakhs

8.5L to 15L

15L & Above

As social media continues to gain popularity nowadays, I am interested in identifying the qualities possessed by individuals who either use or abstain from using social media for their business endeavours.

Please describe what is social media according to you?

According to you, when a person is said to be an entrepreneur?

How frequently do you use social media?

Rarely

Occasionally

Several times a week

Daily

Multiple times a day

Which social media platforms do you use regularly?

Facebook

Instagram

Twitter

Linkedin

Youtube

WhatsAp

Telegram

How do you feel about the impact of social media on business?

Very positive

Positive

Slightly Positive

Neutral

Slightly Negative

Negative

Very Negative

How do you perceive your usage of social media in the future of social media?

It will continue to grow and evolve

It will decline in popularity

It will remain relatively unchanged

This section is related to an individual's behavior, traits, and tendencies that shape their personality. Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I see myself as someone who is original, comes up with new ideas

I see myself as someone who values artistic experiences

I I see myself as someone who has an active imagination.

I see myself as someone who tends to be lazy.

I see myself as someone who is communicative, talkative

I see myself as someone who is outgoing, sociable

I see myself as someone who is reserved

I see myself as someone who is sometimes somewhat rude to others

I see myself as someone who has a forgiving nature

I trust my instincts when making business decisions

I am highly organized and plan my tasks effectively

I make careful plans to ensure my success

I am persistent in overcoming obstacles I encounter.

I can handle criticism and use it to improve my work

I often feel anxious about uncertainty in business

I remain calm and composed even in challenging situations

This section pertains to self-efficacy, which refers to the confidence an individual has in their capacity to successfully complete tasks and attain goals across different areas of life.

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I am able to analyse market trends.

I am able to set effective plans for my company.

I am able to achieve my sales targets.

I am able to control business costs.

Annexure

I am able to define my own organizational roles and responsibilities.

I am able to define roles and responsibilities for my employees.

I am able to develop new ideas.

I am able to develop new products and services.

This section is designed to evaluate the extent to which employees demonstrate creativity across a spectrum of elements, encompassing idea generation, problem-solving, and innovation.

This section is designed to evaluate the extent to which employees demonstrate creativity across a spectrum of elements, encompassing idea generation, problem-solving, and innovation.

I believe creativity emerges when given the opportunity.

I am confident in my ability to develop appropriate plans and schedules for implementing new ideas.

I often come up with innovative new ideas.

I provide creative solutions to problems within the organization.

I offer new ways to carry out work tasks.

This section is based on their perception of an individual and mindset regarding boldness in actions, and decision-making under uncertainty.

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I believe I have a strong inclination towards high-risk projects with potential for significant returns.

I usually opt for a "wait-and-see" approach to minimize the risk of making expensive decisions in times of uncertainty.

I believe taking bold, wide-ranging actions is crucial to achieving organization's goals, considering the nature of environment.

This section focuses on resilience, which entails responding positively to difficult circumstances, sustaining mental and emotional fortitude, and managing stress or adversity.

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I am able to adapt to change.

I can deal with whatever comes my way.

I can cope with stress as it helps me grow stronger.

I tend to bounce back after illness or hardship.

Annexure

I can achieve goals despite obstacles.

I can stay focused under pressure.

I am not easily discouraged by failure.

This section relies on a personal evaluation of reliability.

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I think consistency is important for doing business

I consistently manage and use my resources effeciently

I believe people find me reliable and dependable because I'm consistent

I am consistent in maintaining social network.

I consistently seek feedback from customers, partners, and employees to improve my business operations

I believe consistency helps in achieving success.

This is based on embracing new methods and fostering innovation.

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I proactively engage with the adoption of "new ways of doing things" by primary competitors.

I am open to exploring new approaches and seeking innovative solutions.

I promote thinking and behavior that embraces originality and innovation.

This section is based on nature and functions of innovation and benefits of adopting social media for business.

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I feel social media provides new opportunities as compared to traditional media.

I perceive social media allows to accomplish specific tasks more quickly (against traditional media).

I perceive social media enhances productivity.

I believe social media provides information about the competitors.

I feel social media enhances the company's image.

I believe social media is compatible with company's need.

I believe social media usage is consistent with the company's beliefs and values

I feel social media is compatible with our business processes and operations.

I believe people of the company requires knowledge and understanding for using social media.

I perceive the people of the company require training to use social media.

I believe social media usage is difficult to understand.

I believe using social media for my business is easy to use.

I feel using social media allows me to be more productive in less time.

I believe social media better fulfilled my business needs/goals.

I perceive using social media gives great control over my business.

I believe its difficult for me to do business without social media.

This section is based on benefits of adopting social media for business

This section is based on benefits of adopting social media for business

Please indicate your level of agreement from 1 = Strongly disagree to 7 = Strongly agree with each of the statements.

I use Social Media to....

I believe social media helps in advertising and promoting products.

I feel social media helps in creating brand visibility.

I believe social media helps in reaching new customers.

I believe social media provides referrals, word of mouth via likes, shares and followers in Facebook.

I feel social media helps in building relations with customers.

I believe social media helps in receiving feedback on new and existing product and services from customers.

I believe social media provides information about customers.

I believe social media provides information about competitors.

PROOF OF PUBLICATIONS

Entrepreneurs and social media: a personality-driven deep dive

Shilpi Gupta Vijay and Amit Mookerjee

University School of Management and Entrepreneurship, Delhi Technological University, Rohini, India

IIM Ranchi
Journal of
Management
Studies

Abstract

Purpose – This study investigates the influence of entrepreneurs' personality traits on their likelihood of adopting social media as a strategic marketing tool. Given social media's growing significance in shaping individual and organizational behaviour, this research aims to uncover the psychological determinants that drive its adoption within entrepreneurial contexts.

Design/methodology/approach – A qualitative research design was employed using semi-structured interviews with 10 entrepreneurs. The data were analysed thematically through NVivo software. The analysis explored how the big five personality traits (openness, extraversion, agreeableness, conscientiousness and neuroticism) along with core entrepreneurial characteristics, influence entrepreneurs' perceptions and utilization of social media platforms.

Findings – The findings reveal that both personality dimensions and entrepreneurial traits significantly shape entrepreneurs' perceptions of social media and their willingness to integrate it into business strategies. Perceived innovation characteristics of social media emerge as key mediators linking individual traits to adoption intentions. Entrepreneurial traits positively influence innovation perceptions, while all Big Five traits except neuroticism show significant effects.

Practical implications – Insights from this study can help policymakers, incubators and digital training programs tailor interventions that align with entrepreneurs' psychological profiles to foster social media adoption.

Originality/value – This research extends existing knowledge by integrating personality, innovation adoption theory and entrepreneurship. It highlights the nuanced mechanisms through which individual differences drive digital adoption behaviour among entrepreneurs.

Keywords Social media, Personality traits, Entrepreneurs, NVIVO

Paper type Conceptual paper

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17 October 2025
Accepted 29 October 2025

Introduction

Entrepreneurship has emerged as a significant term in modern discussions, indicating the swift transformation of the global job market. The traditional view of entrepreneurship frequently emphasizes resources, expertise, and knowledge (Jardim, 2021). Recent research (Bayero & Adeiza, 2021; Hachana, Berraies, & Fiti, 2018; Shimoli, Cai, Abbas Naqvi, & Lang, 2020) has highlighted the role of personality traits in entrepreneurial success. They found that extraversion, openness to experience, conscientiousness, and emotional stability are important indicators of entrepreneurial behaviour and performance. Researchers identified that the interaction between traits of entrepreneurial behaviour impacts the formulation of strategy in business and decision-making (Chatterjee & Das, 2015). One important choice that managers must make while managing a business is whether to use social media for the company (Zafar *et al.*, 2017; Jagongo, 2019). Social media has proliferated in the business world, and as many as 77% of small businesses are using it to connect with customers globally (Wong & Jain,

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Conflicts of interest: Shilpi Gupta Vijay and Amit Mookerjee declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.



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Social Media Adoption: Personality's Predictive Power

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KEYWORDS

personality traits,
entrepreneurial
traits, social
media adoption,
bibliometric
analysis, thematic
study, review

ABSTRACT

The ongoing digital revolution has fostered a technology-based environment wherein social media has evolved as a primary means of communication and information sharing, impacting the prospects of businesses of all sizes and sectors, along with consumption, choices and buying of consumers worldwide. However, evidence shows that multiple factors affect the intention to adopt social media (SM). This study focuses on the adoption of social media by entrepreneurs and emerging businesses in terms of the effect of two aspects of the promoters: personality traits and entrepreneurial traits, and their influence on the perception of social media innovation characteristics. Literature encompassing both these aspects is scant, leaving a gap in the understanding of how they affect users/adopters of SM differently. This study aims to explore the gap by using the thematic structure for the personality traits and entrepreneurial traits with an examination of studies. We use the Scopus database to access relevant recent studies ranging from 2011 to 2023 and use bibliometric analysis and co-occurrence analysis for assessment. Our analysis reveals that there are 9 clusters of personality traits i.e. trust and transparency, big 5 traits, knowledge creation, consumer behavior, insights, intention impulsive nature, Cultural intelligence and Innovation, and social media usage. Further, with co-occurrence analysis, the research directions in this field are determined. The findings of this study focus on indicating the role played by these clusters in differing perceptions of adopters of SM..

1. INTRODUCTION

The internet has been responsible for cultivating an environment in which consumers want to have prompt access to information and direct interactions with brands(Lampropoulos, Anastasiadis, Siakas, & Siakas, 2022). Amidst this social media has gained recognition as a platform where users can collaborate, interact, communicate, and share information. As social media networking websites continue to gain popularity, the interest of researchers in exploring the areas related to it increases proportionally (Lampropoulos et al., 2022; Zúñiga, Diehl, Huber, & Liu, 2017). Fundamentally there exist differences in people's response to social media and its usage and this study explores personality-oriented or experience-oriented factors as factors influencing it. (Lampropoulos et al., 2022; Nawi, Mamun, Nasir, & Muniady, 2019).

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Evolution of Entrepreneurial Traits Research in Adoption of Social Media

Shilpi Gupta Vijay^{*} and Amit Mookerjee^{**}

Delhi Technological University, India

Abstract: The effective use of social media, given its increasing influence in our daily lives, has the potential to inspire the achievement of entrepreneurial desires, such as entrepreneurial intent - the most accurate measure of actions pointing towards entrepreneurial behavior. This paper evaluates the varying trends of international collaboration and research topics on social media and entrepreneurial traits in the past decade. To accomplish this goal, descriptive analysis and co-occurrence analysis of the chosen publications that appeared in Scopus from 2009 to 2023 were carried out. Through numerous attempts of searching in the Scopus database, 301 papers in total were located as research samples for bibliometric analysis. Except for several countries that have the most expansive international collaboration, the other country's international collaboration is primarily restricted to the region to which the countryside belongs. The rise of new social media platforms coincides with the change in study topics in this area. It is important to recognize that merging study concepts with different businesses has grown in popularity. Throughout keyword co-occurrence analysis and cluster analysis, this paper exposes the advanced pattern of social media and entrepreneurial traits research and offers some recommendations for further study.

Keywords: Personality Traits, Entrepreneurs, Social Media, Bibliometric, Scopus

1. Introduction

The development of an economy is supported by entrepreneurs who act as catalysts for capital transformation (Crammond et al., 2018; Splendiani et al., 2023; Oyewobi et al., 2022). To boost people's passion for launching new firms and promote economic stability, this enthusiasm must be fostered (Secundo et al., 2021; Altinay et al., 2022). Successful entrepreneurs distinguish themselves from those who are unsuccessful by dealing with their internal and external locus of control (Şahin et al., 2019; Munir et al., 2019; Farrukh et al., 2017). Some of the fundamental characteristics required for an entrepreneurial attitude include the drive for success (Yukongdi and Lopa, 2017), a locus of control or self-efficacy (Ertuna and Gurel 2011), competitiveness, vision, and creativity (Zisser et al., 2019; Tran et al., 2016; Sesen et al., 2013). Risk-taking is a fundamental personality trait, while knowledge, experience, and mental flexibility are essential human capital qualities (Nga and Shamuganathan, 2010; Wang et al., 2016; Roy et al., 2017). The use of social

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■

CURRICULUM VITAE

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RESEARCH INTEREST

- ☐ Quantitative statistics and research
- ☐ Mixed method approach
- ☐ Questionnaire construction and Scale Development
- ☐ Structural Equation Modelling
- ☐ Psychological Factors Influencing Technology Use
- ☐ Consumer Behaviour in Digital Spaces
- ☐ Social Media Marketing and Digital Entrepreneurship
- ☐ Areas of Specialization – Research, Entrepreneurship Development, Human Resource Management, Business Communication, General Management

ACADEMIC QUALIFICATIONS

Year	Degree	Institute	Board / University	Specialization	Marks
2021-25	PhD	University School of Management and Entrepreneurship	Delhi Technological University, India	Personality, Entrepreneurship, social media	Completed
2021	PhD Coursework	University School of Management and Entrepreneurship	Delhi Technological University, India	-	90 %
2023-Present	MAER	-	IGNOU	Entrepreneurship	79.4% till now
2009	MBA	NIMS	I.K. Gujral Punjab Technical University (IKGPTU)	Finance and HR	74.6%
2007	BBA	DIAS	Guru Gobind Singh Indraprastha University	General Mgt.	78%
2004	AISSE (XII)	Ramjas School	CBSE	Commerce	78.50%

PUBLICATIONS (CHAPTERS OR RESEARCH PAPERS) / PAPER UNDER REVIEW

- ▣ Shilpi Gupta Vijay, Prof. Amit Mookerjee, (2025) Social Media Adoption: Personality's Predictive Power. *Advances in Consumer Research*, 2 (4), 827-842, Journal Print ISSN: 0098-9258 (**ABDC-B**)
- ▣ Vijay SG, Mookerjee A (2025);, "Entrepreneurs and social media: a personality-driven deep dive". *IIM Ranchi Journal of Management Studies*, <https://doi.org/10.1108/IRJMS-03-2025-0041>
- ▣ Vijay, S. G., & Mookerjee, A. (2023). Evolution of entrepreneurial traits Research in adoption of social media. *Empirical Economics Letters*, 22(Special Issue 1), 175–193. <https://doi.org/10.5281/zenodo.10895527> (**ABDC-C**)

CONFERENCES ATTENDED

- ▣ Presented paper titled "Revising the Entrepreneurial Personality Scale (EPS): A Study of Small and Medium Enterprises (SMEs) in India" in the International Conference organised by EDII Ahmedabad, February, 2025
- ▣ Presented paper titled "Creation of the Indian Entrepreneurial Personality Scale: An analysis of SMEs in India" in the International Conference organised by IISC Bangalore, January, 2025

- ▣ Presented paper titled "Personality Traits and Social Media Adoption: Qualitative Study of Entrepreneurs" in the International Conference organised by IIM-Kohzikode, January, 2025
- ▣ Presented paper titled "Role Of Personality In Intention to Adopt Social Media: A Bibliometric And Thematic Analysis" in the International Conference organised by IIM Kashipur, December 2023.
- ▣ Presented paper titled "Evolution of Entrepreneurial Traits" in the International Conference organised by Delhi Technological University, September 2023.
- ▣ Presented "Social Media Utilization: Analysing Its Impact On The Student Migration Decision-Making Process In The Universities Of New Delhi" in the International Conference organised by IIT Roorkee, November 2022.
- ▣ Presented "INTRAPRENEURSHIP IS ON RISE" at National Conference organized by TIAS, 2014.

LEADERSHIP, TRAINING & ACADEMIC ENGAGEMENTS

- ▣ Speaker on Innovation and Entrepreneurship Development for Women Entrepreneurs at the two-day Management Development Programme (MDP) organized by Innovative Scripts Private Limited (2–3 January 2026).
- ▣ Judge for the Inter-House Shark Tank Competition on Social Entrepreneurship Skills organized by Ramjas School (July 2025).
- ▣ Delivered a session on Entrepreneurial Skills for women entrepreneurs in a programme organized by Konnect Women(September 2024).

WORKSHOPS ATTENDED/CONDUCTED

- Attended Two days international workshop on "From Ideas to Impact: Academic Writing for Global Research and Publication Excellence" organised by LNMIT, Jaipur In collaboration with Regional English Language Office (RELO), U.S. Embassy New Delhi in May 2026
- Attended One Week Offline Workshop on "Mastering Research Methodology with Smart-PLS, organised by NIT Kurukshetra in March, 2025
- Attended Ten-Day Research Methodology Course in Social Science, ICSSR sponsored, organised by IIS University Jaipur, in December, 2024
- Attended FDP on "Basics of Research Methodology and Statistical Analysis," Koach Scholar, August 2023.
- Participated in MDP on "MS Excel - Tools and Techniques for Data-Based Decision Making," ICFAI University Jaipur, October 2023.
- Attended FDP on "Qualitative Research Methods using NVivo and MAXQDA," Koach Scholar, May 2023.
- Attended FDP on "Research Philosophies and SEM using PLS 4," Koach Scholar, March - April 2023.
- Participated in FDP on "Advance Research Learning Through SPSS & PLS," DIAS, June 2017.

TEACHING/RESEARCH WORK EXPERIENCE

- ▣ **Guest Faculty, Delhi Technological University** (January 2026 to Present)- Strategic Brand Management to BBA Students
- ▣ Subjects Taught at **Delhi Technological University** (2021- 2025)- Talent and Team Management, Management Accounting, Business Communication, Soft Skills & Personality Development, Principles of Mgt., Online Consumer Behaviour, Introduction to Business, Entrepreneurship Development, Consumer Behaviour to MBA and BBA students
- ▣ Guided, supervised and assisted more than 26 Major research projects/ dissertation and summer internship reports of BBA and MBA students
- ▣ **Guest Faculty, Delhi Technological University** (Aug,20 - Jan,21)- Indian Economy to BBA Students
- ▣ **Assistant Professor, Tecnia Institute Of Advance Studies** (August 2017- June 2020)- Human Resource Management, Organization Behaviour, Managerial Communication
- ▣ **Assistant Professor, Tecnia Institute Of Advance Studies** (September 2013- July 2016)- Indian Economy, Organization Behaviour, Principles of Mgt.

RESPONSIBILITIES IN ACADEMIC INSTITUTIONS

- Assisted in NAAC accreditation documentation preparation and institutional data collection at Delhi Technological University, University School of Management and Entrepreneurship (USME) for AY 2021-22 to 2024-25.
- Supported IQAC audit processes through documentation management and academic data compilation at USME, Delhi Technological University for AY 2021-22 to 2024-25.
- Participated in applicant screening, admission interviews, and new student orientation activities for MBA and BBA programmes during AY 2021-22 to 2024-25.
- Mentored 26 MBA and BBA students in completing Major Research Projects (Dissertations) during AY 2021-22 to 2024-25.
- Guided and supervised 32 MBA and BBA students in Summer Internship Report preparation and evaluation during AY 2021-22 to 2024-25.
- Served as Paper Setter, Examiner, and Invigilator for university examinations conducted at USME, Delhi Technological University during AY 2021-22 to 2024-25.

COMPUTER PROFICIENCY

- ☐ MS Office applications- Word, Power point, Excel, Publisher
- ☐ Statistical Tools- SPSS, AMOS, SMART-PLS, MAXQDA
- ☐ Online teaching and learning platforms- G-suite (Classroom, Meet, Google sheets, forms, docs, drive), Zoom, Microsoft Teams
- ☐ Open-source referencing software- Mendeley

REFERENCES

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