

Impact of Social Media Marketing on Entrepreneurial Orientation and Economic Sustainability of Architectural Firms in Nigeria

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Abstract

The concept that architecture is not market driven profession, as stated in the Architect's Code of Conduct on the advertisement and marketing of professional services, is a misconception in today's reality. Given how competitive the design and construction sectors are, planning and implementing strategic marketing in an architectural business is becoming increasingly unavoidable. The use of social media marketing (SMM) as an entrepreneurial marketing technique has increased in recent years, resulting in multitudinous economic benefits for both customers/clients and firms. Despite this situation, there is competitive economic pressure on organizations' survival, and there is little research on the impact of social media marketing on architectural firms' entrepreneurial orientation and economic sustainability. However, the study aimed to close a research gap in Nigeria's competitive economic environment. The study employed a quantitative research approach and structural equation modelling (SEM) used for the inference analysis which focused causal relationship between the variables. The data was collected from the architects in Nigeria's registered architectural firms through a purposive sample technique and a structured questionnaire. The research findings confirmed that social media marketing predict the entrepreneurial orientation and economic sustainability of architectural businesses in Nigeria. The outcome of this research influence educational curriculum development and the realignment of the professional code of conduct on advertising and marketing to reflect contemporary practice.

Keywords: *Architectural firms, Social media, Marketing, Economic sustainability and Entrepreneurship.*

Introduction

Globally, the twenty-first century has massively increased the use of social media sites for promoting the goods and services of organisations. The discovery of job growth, creativity, and entrepreneurial opportunities for both firms and customers, has also developed a borderless economy which made SMM unavoidable in the business world. However, it has placed new global marketing pressure on the existing organisations, architectural design firms no exception.

Consequently, competitive economic environment, the architectural profession is a firm that offers client – oriented services involve marketing as against the obsolete perception of the past (Stevens, McConkey & Loudon, 1993). In the past, the discovery of oil in Nigeria resulted in massive construction growth. The past oil boom positioned Nigeria among the league of nations as a wealthy country, but this is not the case today.

Presently, architects are competing for the limited design and construction jobs in a saturated labour market that is also receiving thousands of young graduate architects every year. The era of architects regarded as master builder is over.

Presently, architects cannot ignore the critical role that marketing can play in the dynamic labour market, which has positioned the architectural profession alongside other allied professions competing for the same few clients in a borderless market with limited challenges in the construction industry.

Technological development has tremendously changed the way of doing businesses. Architectural firms are operating in a knowledge – based economy that is highly dynamic with serious competition. In the current circumstances, it is difficult for the architectural firms to sustain their position as head of the design team and develop a cutting – edge advantage in the construction industry. The development of modern and dynamic economic apparatus for the benefit of the profession is inevitable (Pscheidt-Gieseler et al. 2018).

In addition, Gafar et al. (2016) stated that the economic sustainability of the Nigerian architectural firms depends on opportunities recognition, diversification and specialisation through entrepreneurial pro-activeness. Failure to identify entrepreneurial opportunities and develop appropriate models for the creation of a new

value-chain could result in redundancy in the profession. Capacity building and adoption of information technology are some of the tactical approaches to expedite flexibility required for the firm to act entrepreneurial.

According to Garcia-Morales, Martin-Rojas, and Lardon-Lopez (2018), strategic use of social media as an online marketing tool that influences economic imagination and innovation. This greatly improves partnership outreach to limitless customers and reorients firms entrepreneurially for greater success. Therefore, social media marketing could be a powerful influence for good in this era of the digital economy for the market share growth and economic sustainability of the architectural firms.

In today's reality, Architecture is a profession and business that provides client-oriented services where marketing is mandatory in the current competitive economy. Usage of Social Media Marketing (SMM) for promoting organisations' products and services is ever increasing. Its advent emerged borderless economy, which created new jobs, creativity, and entrepreneurship opportunities for both businesses and customers. The structural component of any successful organisation is

marketing. SMM is a vibrant e-marketing approach that has changed the method of doing businesses through the creation of the virtual interactive world for commercial and social trans-interaction activities. Worldwide business operation collapsed into a global village.

SMM is a socio-commercial transformer apparatus in the way and speed at which clients and staffs' effective communication achieved within and outside firms. Architects and their firms are increasingly adopting and applying SMM to promote constructional communication activities among allied professionals, customers, contractors and subcontractors, suppliers, and artisans, according to Oyewobi, Olorunyomi, Jimoh and Rotimi (2021).

The use of SMM in architectural firms could accelerate design development collaboration, creativity and innovation information sharing, as well as large-market and coverage at a low-cost in short time (Czarnitzki & Thorwarth, 2012). All these benefits connote the principle of Archipreneur in an organisation for its economic sustainability.

Archipreneur is an ideology of enterprise enrichment for new business models for the

architecture profession because entrepreneurship and technological advancement are remodelling every human endeavour and the entire business atmosphere. The concept of Archipreneur emanated from the confluence of architecture, entrepreneurship and technology to offer creative strategies and firm innovation for the economic sustainability of the profession.

The development of entrepreneurial initiative within the professional practice of an architectural firm is to promote new value chains such as new ventures creation and innovative business models for improving services and new products developed through the adoption of technological competitiveness. The study conducted by Gafar et al. (2016) suggested contemporary architects anticipated beyond the architecture of design and construction which embrace technological knowledge to facilitate professional flexibility and economic adaptability.

Archipreneur is a form of corporate entrepreneurship, as an organisational policy for the development of new business models to grow market share, create employment opportunities, and sustain competitiveness with profitability through

technological innovation (Gafar et al. 2016). In the same perspective, Parveen, Ismawati and Ainin, (2016) identified social media technologies and entrepreneurship as organisational enablers for corporate existence because the needs of clients, social networking and feedback conversation will enhance products and service innovation performance of the architectural firms. The current knowledge – based economy impacted by technological advancement.

The advancement of entrepreneurship innovation and the attainment of competitive economic advantage for architectural firms in the building industry are both dependent on digital architecture marketing. The need to acquire digital marketing knowledge to the orthodox ideological training of professional practice is vital for enterprise success.

Architectural firms being a service-based profession, adoption of SMM will influence their entrepreneurial orientation (new venture creation; innovativeness; risk-taking; pro-activeness and competitive aggressiveness) with economic sustainability (Pscheidt-Gieseler et al., 2018). Application of SMM by notable organisations showed foster networking,

connectivity and the inter-intra relationship between customers/clients, sellers/producers/service providers (Yunis et al., 2018). The majority of past studies focused on entrepreneurship education integration and technological application in the architectural, engineering and construction industry Kocak, Carsrud and Oflazoglu (2017). They contributed to the application of ICT know-how in professional firms.

Nonetheless, few studies have looked into the effect of social media use on architectural firms' entrepreneurial orientation and economic sustainability in Nigeria. In this regard, literature suggested the need for comprehensive research on the usage of SMM as a catalyst for economic sustainability (Grosskurth, Haydam & Karam, 2008). Repositioning architectural firms for the multi-disciplinary entrepreneurial innovation and opportunities inherent in the profession (Garcia-Morales et al., 2018; Yunis, Tarinl, & Kassar, 2018; Othman & Hafez, 2019).

Therefore, extensive literature with empirical study undertaken to contribute to this research gap. The empirical investigation aimed to provide the answer to the question, to what extent does social

media marketing enhance the entrepreneurial orientation and economic sustainability of architectural firms.

The study's primary objective is to determine how architectural firms can benefit more from the SMM and establish cutting-edge innovation as well as the profession's economic sustainability by evaluating every component of the entrepreneurship orientation. This article is structured into three parts. First, a critical literature review and assessment framework for the research presented. The second part discussed the methodological approach for the study. The third part presented the rigorous data analysis and the research findings. Lastly, the technical report concluded with research implication in area of future research.

Review of Literature

Marketing in Architectural Professional Practice

According to the Architectural Registration Council of Nigeria (ARCON), marketing in the professional practice of architecture is unethical, while reality today is devoid of this norm. In the past, few architects were available, with many job opportunities and no competition. Today, this is no longer the case. Yesteryears' myth may not be adequate

for today's reality; due to current global economic challenges, most architects today cannot afford to subscribe to this school of thought, and Nigeria is no exception.

Architectural design firms facing a challenging business climate, with limitless client expectations and low acceptance of emerging technology, necessitating a shift in marketing orientation for firms that focus on efficiency and competitiveness enhancement. Developing dynamic marketing strategies by rebranding, repositioning, and reorientation is imperative for the success of architectural firms. The marketing and product of an architectural design firm are inextricably linked, to both processes focused on design (Filippetti, 2011).

The primary service of an architectural firm is to provide physical building design (built environment form-giver) with structural integrity as a symbol and representation of marketing the corporate image of an organisation. Architects are primarily concerned with the design and development of landmark buildings that produce economic value to the built environment (Gafar et al., 2016). In an already perceived advertising-based profession, financial pressure, scarce resources and rivalry

among design and construction firms on the few jobs presented the need for physical and virtual marketing.

Marketing is a strategic skill employed by an individual/organisation to sell certain commodity/services in a physical or virtual marketplace. Challenges in the job markets of the products and services providers demand an attitudinal change in marketing their professional services. Even though, Architects are sceptical of marketing effectiveness because they believe their building designs is iconographic and speak for themselves. The economic situation has made notable architectural firms recognise the profession as an enterprise that needs all-gender proactiveness and market its products and services (Low, Gao & Mohdari, 2016).

According to Othman and Hafez (2016), co-creation is a vital component for every sector in the economics of nation, and the architectural design profession is no exemption. Grosskurth, Haydam and Karam (2008) noted that e-marketing produces a new world of opportunities for professional firms to showcase and promote their products and services to the larger marketplace. Information about the firms' products and services can effectively reach

the clients faster and enable feedback information to maintain the market share and control the competition. Apart from the competition in the architectural industry, redundancy is another challenge possibly to be addressed by developing appropriate online channels, such as SMM, to attract, manage, and comprehend the diverse behaviours of clients.

As a result, SMM can impact the way architectural design firms interact with their current and prospective customers, as well as the services they offer. Several notable professions (sub-set of Architecture) have made significant progress in using e-marketing to promote and offer their professional services (Engineering; Real Estate Management and; Interior and Landscape Design).

However, the architectural design firms appeared to be slow in the embracement and use of digital social media platforms to promote their products and services (Nobre & Faria, 2017). Low et al. (2016) identified e-marketing as a tool for endless entrepreneurial possibilities for the positive economic sustainability of professional services providers. Despite this, architectural firms are yet to explore their multifaceted entrepreneurial gains

(Pscheidt-Gieseler et al., 2018; Garcia-Morales et al., 2018). For this reason, the adoption of SMM by architectural firms in Nigeria is a research domain given little research attention. The literature available are few and not grounded on empirical evidence (Grosskurth et al., 2008; Sawczuk, 2009; Pscheidt-Gieseler et al., 2018).

The Impact of SMM on Entrepreneurial Orientation

One of the most important benefits of an organization's Entrepreneurial Orientation (EO) is new business creation. Development of various strategies for starting new businesses, adding value to existing ones in a company. The current state of the economy has placed entrepreneurial re-orientation as one of the leading proponents of professional entrepreneurship development, hence the reasons for the promulgation of professional entrepreneurship orientation. Nambisan,

Wright and Feldman (2019) noted that architectural firms' openness toward entrepreneurship could positively influence their pro-activeness to new business creation, value-added for the existing businesses and development of innovative products and services. Worldwide, the advent of technology witnessed the creation

of different digital platforms. Specifically, social media platforms have transformed social relationship, entrepreneurship and innovation for social and economic gain. Contemporary business concepts/models, innovative products/services and new groups of customers/clients have emerged and demanded a new economic model.

SMM revolution is an unavoidable tool require for sustainable architectural practice (Boutetiere & Reich, 2018). This platform facilitates social networking with mutual interaction in a virtual market where service provider meets diverse clients, suppliers, contractors and artisans. However, it provided feedback information for the products and service delivery innovation. Information on the clients/customers' need and want, current trends in the market competing products with services freely accessible on the SMM platform.

Adoption and usage of SMM tool positively impact the creation of new businesses to facilitate recognition of the new business opportunities for harnessing larger market-share by the design firms (Chuang, 2020; Nash, 2019). According to Gafar et al. (2016), design and build model focuses on the development of a new chain of construction businesses for the economic

survival of architectural firms. Architectural firms cannot increase the value of business creation unless they value entrepreneurial orientation that reposition their practice in the digital era (Calabretta & Kleinsmann, 2017). The above statements demonstrate that SMM is a potential gateway to vast opportunities for synergy between architectural practice and the virtual market place.

Dwijendra and Yogantari (2018) reaffirmed contemporary architectural practice requires intensive entrepreneurial competitiveness. Furthermore, the capacity to recognize innovative opportunities through online social interaction is crucial for the creation of far-reaching new businesses and developing cutting-edge advantages in the emerging digital world. Based on these claims, this research proposes that:

H1: Social media marketing positively impacts architectural firms' entrepreneurial orientation.

The Impact of Entrepreneurial Orientation on Economic Sustainability

The concept of Entrepreneurial orientation (EO), postulated by Miller (2011), is a framework generally employed to measure

firm entrepreneurship disposition and performance. An "entrepreneurial" firm is innovative, proactive, and willing to take risks by competitive aggressiveness to create new ventures and reinvent existing ones.

The definition comprehends the five constructs of entrepreneurial orientation. A firm's willingness to explore and encourage original ideas, experiments, in creative processes that develop new products services through technological transformation referred to as innovativeness. The extent to which organisations are willing to make significant and risky resource investments is defined as risk-taking, while pro-activeness described as exploring a new opportunity.

EO proved to impact company performance and economic sustainability in the literature. Some research investigated EO as a single construct, whereas others examined it in multiple directions (Miller, 2011). The multidirectional components of the entrepreneurial orientation demand the strategic transformation of the firm to attain competitive advantages over the competitors and market share, particularly with the rapid technological change in the business environment globally, all for the economic sustainability of the organisation. Scholars have found that EO impact the

performance of organizations across a variety of countries, markets, and companies, such as service and construction firms (Ahmad, Ahmad & Abu Bakar, 2018; Yunis et al., 2011).

In addition, entrepreneurial re-orientation of an organisation is to recognise the risk of not acquiring new knowledge that support the dynamic nature of the economic environment. Kocak et al. (2017) stated that to be an entrepreneurial organisation is to encourage innovation, exploring with exploiting new and existing economic climate for not to be follower but leader. Architectural firms' sustainability in current economic instability in Nigeria, according to Oyewobi et al. (2021), by diversifying their business operations toward entrepreneurial re-orientation.

According to Dwijendra and Yogantari (2018), a firm's pro-activeness encourages the pursuit of new market opportunities. Market outreach, firm success, and market leadership are all influenced by innovation. Competitive aggressiveness affects social networking, client loyalty, and financial gain. Risk-taking facilitate effective decisions making through critical evaluation of the allied professionals (competitors) and economic climate. According to Pscheidt-Gieseler et al. (2018), how a firm approaches

entrepreneurial orientation initiatives determines the competitive economic climate, generates product and service demand, drives markets share, as a result, influence the firm's economic sustainability as a path-finder or path-follower in the construction industry. On the basis of this assertion, this research proposes that:

H2: Entrepreneurial orientation positively impact architectural firms' economic sustainability.

The Impact of SMM on Economic Sustainability

Architectural Building Construction (ABC) firms have identified innovation as a determinant of business performance and profitability in contemporary practices. ABC's usage of social media marketing would improve operational efficiency and economic sustainability (Ahmad et al. 2018). Lo, Wong and Geovani (2021)

reaffirmed that the direct benefits of a service-based firm adopting SMM are equitable utilization of resources and income growth. The adoption of SMM is a strategy for re-branding architectural firms in the digital economy to strengthen client-firm relationships (Othman & Hafez, 2019). Furthermore, Oyewobi et al. (2021) and Yunis et al. (2018) highlighted SMM as a critical component in the current e-business revolution for maintaining the organization's long-term economic viability by enhancing the firm's visibility in the virtual market place. Based on this statement, this research proposes that:

H3: Social media marketing positively impact architectural firms' economic sustainability.

In summary, Figure 1 presents the results of an extensive review of the literature as the research assessment framework and all hypotheses.

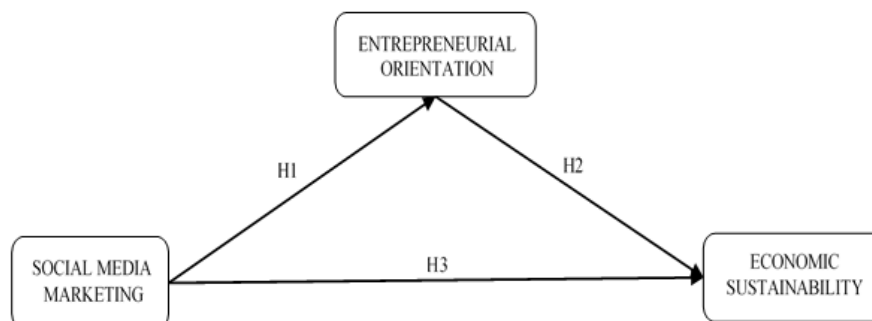


Figure 1: Research Assessment Framework

Research Methodology

Purposive sample technique employed to gathered relevant data from the registered Architects in some Architectural Firms registered with Architectural Registration Council of Nigeria. Convenient and reputation of the firm justified the selection of Abuja's Architectural firms. In addition, Abuja is the federal capital of Nigeria and some of the leading Architectural firms are located in Abuja.

The architectural firms surveyed had been using social media for more than six years. The firms have great brand recognition, digitally compliant, communicate to market their services with products through media and social networks. The use of social media platforms such as Facebook, Instagram, WhatsApp, Twitter, LinkedIn, and YouTube showed in the catalogues and websites of the firms. The quantitative research approach employed for this research and its justifications are the generalisation of the research findings and the large sample size.

A total of one hundred and fifty structured questionnaires were self-administered to randomly selected respondents. One hundred and thirty-eight respondents filled out the questionnaires. Hence, a ninety-two per cent respondent rate was achieved and

was appropriate for the research's statistical analysis.

The structured questionnaire was adapted from prior research efforts by scholars and consisted of eighteen items of questions to collect information from the intended respondents (Parveen et al., 2016; Pscheidt-Gieseler et al., 2018). The variables (social media marketing; entrepreneurial orientation; economic sustainability) were measured with eighteen items on a 5-Likert scale (strongly disagree-1; disagree-2; moderate-3; agree-4; strongly agree-5).

The Constructs' Cronbach alpha range between 0.81 and 0.87, thus, suitable (Pallant, 2011). According to Awang (2014), factor analysis was performed on all the items and outcome presented factor loading were above 0.5, therefore, satisfactory (see Table 1). Based on this acceptable outcome, the 18-items were included to perform confirmatory factor analysis and structural analysis of the research's assessment model.

The causal relationship between exogenous, endogenous and mediating variables were examined using structural equation modelling (SEM). SEM is a multivariate approach that can investigate

both direct and indirect impacts of causal relationships. Subsequently, SEM is better to other tools for it is statistical accuracy, capacity to integrates confirmatory factor analysis and path analysis. Also, discriminant and convergent validity as well as the three hypotheses examined.

Research Findings

One hundred and seventy-two (172) useable

questionnaires were returned from a total of two hundred (200) questionnaires disseminated through self-administered. According to Pallant (2011), 86% of the valid replies were adequate data for further research analysis. Table 1 summarizes the demographic information of the respondents based on the percentage of valid responses.

Table 2: Measurement model's results

Model construct	Measurement items	Loading	CR	AVE	α
Social media marketing	SMM1	0.832	0.893	0.758	0.81
	SMM2	0.823			
	SMM3	0.811			
	SMM4	0.801			
	SMM5	0.839			
	SMM6	0.851			
Entrepreneurial orientation	ENO1	0.823	0.911	0.707	0.87
	ENO2	0.761			
	ENO3	0.781			
	ENO4	0.704			
	ENO5	0.733			
	ENO6	0.762			
Economic sustainability	ECS1	0.803	0.950	0.671	0.86
	ECS2	0.681			
	ECS3	0.863			
	ECS4	0.761			
	ECS5	0.724			
	ECS6	0.781			

Note: CR=Composite reliability, AVE=Average variance extracted, α =Cronbach's alpha

After obtaining factor loadings, composite reliability (CR) and average variance extracted (AVE) were used to check convergence validity. CR's values for all variables were above the acceptable value of 0.70, as recommended by Awang (2014).

Thus, all measures of convergence validity were satisfactory since the AVE for each latent component was better than the threshold value of 0.50. In addition, Awang (2014) recommended that the value of the square root of AVE should be greater than

the correlation coefficient of the two constructs to support discriminant validity. The research fulfilled this benchmark as well, as seen in Table 3, because the square root of AVE is greater than the correlation coefficient, indicating discriminant validity. Therefore, multi-collinearity of items

representing their hypothesized latent factors is absent. Table 3 also showed that 27.4% and 3.6% of the variance in entrepreneurial orientation and economic sustainability were explained by social media marketing, respectively.

Table 3: Discriminant validity of constructs

Constructs	R ²	1	2	3
1. Social media marketing (SMM)	-	0.703		
2. Entrepreneurial orientation (ENO)	0.371	0.761	0.813	
3. Economic sustainability (ECS)	0.178	0.670	0.603	0.735

Note: Bold scores denoted the square root of AVE while the other scores represent the correlation coefficients

The first-order constructs of social media marketing (SMM), entrepreneurial orientation (ENO), and economic sustainability (ECS) were assessed with the 18 items of the research assessment model. The CFA model was run, and the standardized factor loadings for the model were acceptable, with values ranging from 0.68 to 0.85 for all items and constructs. The CFA's overall findings revealed that the 18-item model for measuring economic sustainability of the architectural firm was appropriate and suited the observed data adequately (See Figure 2). The chi-square value was 156.71, the df value was 78, and the p-value was 0.000. The GFI was 0.95,

which was higher than Awang's (2014) stated cut-off value of 0.90. AGFI had a value of 0.982, which was greater than cut-off point of 0.80 recommended by Hair et al. (2011). The IFI, TLI, and CFI results of the analysis were good and acceptable (0.971, 0.968 & 0.977), and according to Awang (2014), they were all above the 0.90 cut-off benchmark. Furthermore, as directed by Hair et al. (2011), the root-mean-square error of approximation (RMSEA) was 0.031, which was lower than the benchmark value of 0.08. The relative CMIN/df (1.367) was less than 5, indicating that the model fits as recommended by eminent experts (Awang, 2014; Hair et al. 2011).

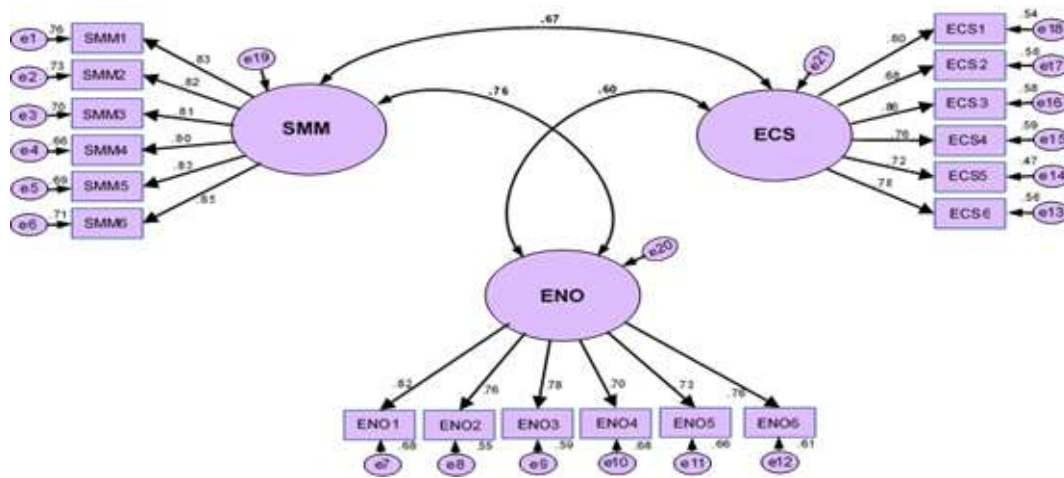


Figure 2: Convergent and Discriminant validity

The structural model was analysed using the maximum likelihood estimate (MLE) and regression approach. These measurements and evaluations aided in the critical examination of the proposed hypotheses. The structural model established that there

was a relationship between the variables (SMM, ENO and ECS). As a result, the role of ENO as a mediator was investigated. Figure 3 illustrates the standardised regression weights of the structural measurement model for the research.

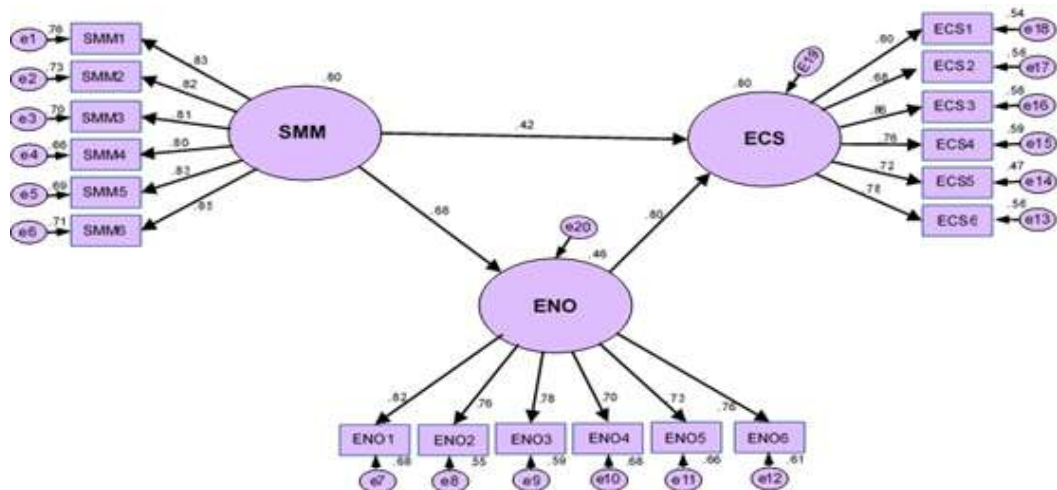


Figure 3: Structural Measurement Model

The goodness-of-fit indices showed that the structural model created in this study suitable for the data: $\chi^2 = 1165.066$, $df = 977$, $p\text{-value} = 0.000$, $GFI = .90$, $AGFI = .88$, $CFI = .98$, $TLI = .97$, $IFI = .98$, $RMSEA = .02$, and $\chi^2/df = 1.19$. The value of R2 for economic sustainability (ECS) was 46, whereas it was 80 for entrepreneurial orientation (ENO). As demonstrated in the overall outcomes of the

statistical analysis, all R2 values met the requirement for the .30 cut off value, according to Awang (2014). The estimations coefficient parameters were validated subsequently to evaluate the hypothesised direct correlations between the variables in this study. Table 4 shows the results of examining the hypothesised direct effects and the standardised direct effects.

Table 4: Results of Hypothesized Direct Relationships of the Variable (Path Analysis)

Construct Path	Unstandardized Estimate		Standardized Estimate	C.R.	P-value	Hypothesis Result
	Estimate	S.E.	Beta			
SMM → ECS	-.31	.06	-.42***	-5.43	.000	H1 Supported
SMM → ENO	-.37	.05	-.68***	-7.96	.000	H2 Supported
ENO → ECS	-.48	.10	-.80***	-5.06	.000	H3 Supported

Note: $p < 0.0001$, SMM=Social media marketing; ENO=Entrepreneurial orientation; ECS=Economic sustainability

As presented in Table 4, all three direct pathways in the structural model were statistically significant, as shown in Table 3. As a result, all three expected direct correlations were validated, with Beta (β) = .42, .68, and .80 for H1, H2, and H3, respectively. These statistical scores demonstrated that there were strong correlations.

Discussion on the Research Findings

The measurement model shown that the architectural firms' economic sustainability is impacted positively and significantly by social media marketing ($\beta=0.421$, $z=12.031$

and $p=0.000 < 0.001$). On this account, the research hypothesis (H1) is supported. Furthermore, the model shows that social media marketing has a positive and significant impact on entrepreneurial orientation ($\beta = 0.683$, $z = 14.012$ and $p = 0.000 < 0.001$).

Lastly, the outcome of the structural measurement model indicates that the economic sustainability of architectural firms is impacted positively and significantly by entrepreneurial orientation. In total, the three set hypotheses were found to be statistically significant and supported

($\beta = 0.80$, $z = 11.534$, and $p = 0.000 < 0.001$). Based on the data obtained from the respondents, the findings demonstrated that social media marketing is a strong predictor of entrepreneurial orientation and economic sustainability.

From the above-mentioned findings, social media use has a significant relationship with entrepreneurial orientation which can enhanced effective communication, cost savings, and improving architects' and clients' interactions for successful service delivery at design and construction stage. The findings are consistent with a study conducted by Parveen (2016). Pscheidt-Gieseler et al. (2018), who hypothesized that adopting social media had a favourable influence on organizational performance and profitability, this assumption reaffirmed the outcome of this research.

Likewise, Kocak et al. (2017) and Lo et al. (2021) claimed that organizations have been able to enhance their relationships with clients, improve service delivery quality and expand market share with minimal cost. Therefore, the practical conclusion is that using social media marketing will result in a win-win situation for both clients and architectural firms in terms of opportunity for knowledge sharing, effective feedback

and long-term economic sustainability. The adoption of social media marketing is an innovative platform for advertising the products and services of architectural firms. Therefore, marketing is essential in the contemporary economic reality, despite the illusion of the professional services statutory clause that architecture is not a marketing – driven profession.

Conclusion and Recommendation

In today's dynamic and turbulent markets, technological innovations have transformed the conventional approach to doing business, notably through the use of social media platforms. It has completely changed the way people connect and conduct businesses. The competitive economy and virtual markets underline the demand to develop successful digital enterprises. The research aimed to provide insight into the impact of social media usage on entrepreneurial orientation and its implications for the economic sustainability of architectural firms in Nigeria.

The outcomes of this research reaffirmed social media marketing as a tool for reorienting businesses, launching new ventures, and adding value to professional operations productivity. The findings of the study will be valuable to both academics and

practitioners. It can facilitate academic curriculum reform and assist policy makers in the architectural profession in realigning the professional code of conduct on advertising and marketing to reflect contemporary practice.

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