




# Designing a Model for Enhancing Organizational Efficiency with an Emphasis on the Role of Social Network Marketing at Pegah Company





Amirhossein Ansari<sup>1</sup>, Azarnoush Ansari<sup>2\*</sup>, Mehdi Abzari<sup>3</sup>, Mehdi Dasineh<sup>4</sup> and Hamid Rostamijaz<sup>5</sup>

<sup>1</sup> PhD Student, Department of Management, Science and Research Branch, Qeshm International Educational Center, Islamic Azad University, Qeshm, Iran; 

<sup>2</sup> Associate Professor, Department of Management, Isfahan University, Isfahan, Iran; 

<sup>3</sup> Full Professor, Department of Management, Isfahan University, Isfahan, Iran; 

<sup>4</sup> Assistant Professor, Department of Accounting and Finance, Bandar Abbas Branch, Islamic Azad University, Bandar Abbas, Iran; 

<sup>5</sup> Assistant Professor, Department of Accounting and Finance, Bandar Abbas Branch, Islamic Azad University, Bandar Abbas, Iran; 

\* Correspondence: a.ansari@ase.ui.ac.ir

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**Abstract:** The aim of this study is to design a model for enhancing organizational efficiency with an emphasis on the role of social network marketing at Pegah Company. A qualitative research method was employed to examine the hypotheses and address the research questions. To gather information on the theoretical foundations and literature, as well as to extract variables affecting organizational efficiency, extensive library research was conducted. This included reviewing Persian and English books, peer-reviewed articles, Internet sources, and related studies in the field. Additionally, semi-structured interviews were conducted to identify relevant variables. The study population comprised experts in the dairy industry and digital marketing specialists. Purposive sampling was used, and the sample size was determined by the theoretical saturation of the research questions; in this study, the final sample consisted of 15 participants. Thematic analysis (TA) was utilized to evaluate the hypotheses and answer the research questions. TA is a method for analyzing qualitative data that focuses on identifying patterns of meaning within a dataset. This process involves recognizing recurring themes within the qualitative data. By synthesizing the extracted variables through a comprehensive literature review and interviews with experts, and by organizing and categorizing these variables using thematic analysis, a model was developed indicating that two primary factors influence organizational efficiency. These two main factors are: (a) Social Network Marketing and (b) the Efficiency of Social Network Marketing. The Social Network Marketing factor comprises several sub-variables, including the efficiency and effectiveness of the social network, the company's capability and credibility, the utilization of appropriate information within the network, the trust of network members in the network's security, the participation of network members in information sharing, the use of suitable network content, and the financial support for marketing activities in social networks. Similarly, the Efficiency of Social Network Marketing factor consists of multiple sub-variables, including the company's adaptability to the market environment, its social network marketing strategy, its approach to utilizing digital platforms, the perception of customer needs, the perceived quality of products, management performance, and the perceived quality of services.

**Keywords:** Organizational Efficiency; Social Networks; Social Network Marketing; Pegah Company

## 1. Introduction

Organizations, in order to maintain their status, must act in a manner that ensures survival, development, and overall success. They need to re-examine their operations to enhance internal efficiency and effectively fulfill their commitments to stakeholders. A suitable strategy for improving performance and maintaining competitive capability vis-à-vis similar organizations is to focus on enhancing organizational efficiency. Organizational efficiency reflects how an organization utilizes its available resources to achieve its objectives—namely, the production of goods or the provision of services [1]. High levels of efficiency play a critical role in a company's success in competitive markets, and the degree of development depends significantly on the optimal and effective use of resources and production capacities. Consequently, efficiency and its continuous improvement occupy a prominent position in organizations. Studies indicate that attention to efficiency has been approached in various ways across different organizations, and naturally, organizations must pursue these improvements through diverse methods tailored to their specific circumstances [2].

Social network marketing occurs through interactions with various actors (which are not necessarily individuals but may also include customers and different societal groups) and can influence knowledge-sharing activities among employees as well as their performance in engaging with consumers. Social network marketing represents a communication model that connects an organization with its customers, establishing links between the organization and customer groups [3].

Social networks encompass a wide range of information and communication technologies (ICT); however, their common characteristic is the facilitation of communication across physical distances, time, and other traditional barriers [4, 5]. Marketing through these networks demonstrates one of the transformative impacts of information technology on business both within and beyond organizational boundaries, and it can profoundly affect organizational efficiency by leveraging customer trust [6]. Through social media and social networks, digital technologies have the capacity to alter the structure of social relationships among consumers and within the organizational environment. It is widely argued that the integration of technology-based innovations and marketing creates a competitive advantage that enables companies to capitalize on the outcomes of their technological assets to garner consumer support. In this context, the effective use of social networks as a powerful tool and asset can be employed to enhance organizational performance, efficiency, and economic indicators [7-10].

Organizations utilize enterprise social networks to manage relationships with partners and customers, thereby enhancing their corporate image. Simultaneously, other studies have examined how organizations use these networks for social interactions and communication with customers. Enterprise social networks have been employed as an effective tool to achieve marketing objectives [11]. The use of organizational social network marketing enhances customer engagement, influence, and interactions, and it exerts a positive impact on workforce productivity through increased organizational profitability [12].

Social relationships are considered the core of society, facilitating actors in achieving their objectives through the expansion of their connections and interactions. According to network analysis theory, social ties are regarded as social capital and individual assets, through which individuals can access available resources and support. The significance of social networks lies in the opportunity they provide to connect and share information with others at any time and from any location, thereby reducing communication costs relative to the past [13].

Social network marketing involves creating business opportunities through the use of technology. One form of network community is the virtual social network. Today, an enormous volume of information is accessible via

social networks, blogs, information-sharing websites, and sites related to online gaming, and consumers are markedly altering their behaviors in alignment with technological advancements and the global economic environment [14]. Consumers obtain vast amounts of information, become familiar with products, and consequently lose trust in traditional advertising. They tend to prefer customized products and services and change their purchasing channels, which in turn affects the efficiency of companies whose channels are chosen. Therefore, businesses must revise or even change their advertising strategies to keep pace with evolving consumer behaviors, realities, and trends [15].

The ultimate purpose of these networks is the exchange of knowledge with the external environment. Knowledge plays a vital role in generating creative ideas, enhancing efficiency, and assisting organizations in resolving complex business problems. Given that communications through social networks and media have increased exponentially in recent decades, knowledge derived from online social networks now surpasses traditional sources such as official documents, databases, or files, thereby accelerating organizational efficiency [16].

Social networks connect managers with novel methods for communicating with customers. By dissolving boundaries between individuals from various locations, these networks create new opportunities for establishing connections. Social networks play a key role in the success of commercial endeavors [17].

Organizations can consider the role of social networks in maximizing the benefits of information and communication technology. An appropriate enterprise social network can integrate an organization's employees, partners, and customers into a seamless environment in which they engage in economic activities [18]. These networks can be utilized on the Internet to facilitate marketing operations and to amplify the role of end-users. Assuming that network members are consistently informed of the latest organizational news, membership can also serve an informative function [19].

Recent developments in technology and internet user behavior indicate that social networks can act as catalysts for improving work processes, both internal and external communications, and fostering innovation within organizations. On one hand, these platforms can provide an environment in which employees share ideas, solve problems, and learn from one another. This process can lead to faster decision-making, improved work quality, and reduced wasted time. However, these positive effects are not without challenges. Improper or excessive use of social networks may result in distraction, decreased productivity, and even breaches of information security [20].

On the other hand, social network marketing—with its ability to reach broad audiences and target specific segments—has considerable potential to enhance brand awareness, attract new customers, and retain existing ones. This can contribute to increased sales, an improved brand image, and ultimately enhanced organizational efficiency. Nevertheless, challenges such as crisis management, addressing criticisms and negative feedback, and determining return on investment in social marketing persist [17].

Based on statistics and figures published by research institutions regarding the impact of using enterprise social networks on organizational profitability and efficiency, the importance of leveraging this interactive infrastructure becomes apparent. Enhancing the growth of internal social networks leads to the expansion of organizations and economic entities, which, with appropriate cultural development, can result in significant improvements in business returns and economic growth. Accordingly, companies tend to utilize social media tools for specific commercial functions, including marketing, sales promotion, and customer engagement, and to develop both online and offline connections with their social communities [18]. The scope of marketing through social networks today is such that various organizations are keen to exploit it; the social capital generated within these networks is

considered one of the best tools for an organization's marketing activities, and when used properly, it can enhance operational capacity and organizational efficiency.

A review of existing research indicates that the use of social networks exerts diverse impacts on organizational performance and efficiency, and these effects depend on factors such as the manner of usage, the degree of alignment with organizational goals, and the ability to capitalize on the opportunities presented by social networks.

Numerous studies, such as those by Zand et al. (2023) and Avani et al. (2022), have demonstrated that the use of social networks can contribute to improved job performance and efficiency. Positive outcomes include facilitating both vertical and horizontal communications, enhancing interpersonal interactions, and strengthening team collaboration. These findings suggest that, when managed properly, social networks can serve as effective tools for improving employee performance and organizational coordination [16, 21].

Studies by Hosseini et al. (2020) and Mohammadzadeh Rashti and Tahmasebi Limouni (2019) have addressed the importance of social capital and information sharing within social networks. The findings indicate that social networks, by facilitating knowledge sharing and creating an environment for information exchange, contribute to the improvement of work processes and the achievement of organizational objectives. This, in turn, plays an important role in enhancing job-related innovation and reducing employee burnout [22, 23].

Some studies, such as those by Dehdashti and Chenari (2022) and Eslam Panah and Mehdi Azad (2016), have highlighted the negative impacts of social networks on organizational performance and efficiency. These adverse effects primarily stem from improper or aimless use of social networks. For instance, excessive use of entertainment applications or use without a clear purpose can reduce employee productivity. These findings indicate that the manner in which social networks are used and managed is a determining factor in their impact on organizations [3, 24].

Studies by Avani et al. (2022) and Shayan et al. (2016) have demonstrated that social networks improve the quality of communication between leaders and employees. These tools strengthen both vertical and horizontal communications within the organization, leading to a better understanding of shared objectives and enhanced team coordination. Such characteristics play a key role in increasing organizational efficiency [12, 16].

Research by Satoudeh Arani et al. (2021) and Mohammadzadeh Rashti and Tahmasebi Limouni (2019) indicates that social networks can contribute to the development of innovation and networking capabilities within organizations. These capacities—achieved through effective communication, improved talent management, and knowledge sharing among employees—enhance overall organizational performance [23, 25].

Many studies, including those by Liu et al. (2023), Palacios-Marqués et al. (2021), and Omoregie (2021), have pointed to the positive impact of social network usage on organizational performance. These studies have demonstrated that social networks, by improving organizational communication, facilitating collaboration and knowledge exchange, increasing agility, and strengthening social relationships and customer orientation, can enhance both efficiency and overall performance [26-28].

Studies such as those by Teng et al. (2023) and Albanna et al. (2022) underscore the importance of social network marketing in enhancing organizational performance. The findings indicate that marketing through these platforms can increase brand awareness, strengthen community engagement, and improve sales and customer acquisition. Furthermore, social network marketing—particularly in emerging industries—serves as a viable alternative to traditional advertising methods and helps reduce marketing costs [29, 30].

Research by Alalawneh et al. (2022) and Xie et al. (2022) has shown that the impact of social networks on organizational efficiency depends on several factors, including the intensity of market competition, the level of

digital technology, and the depth and breadth of business networks. These factors can moderate the influence of social networks and affect their outcomes [31, 32].

Studies by Zhang et al. (2022) and Teng et al. (2023) emphasize the importance of social relationships and social capital. These studies have shown that strong personal and professional networks improve organizational efficiency under crisis conditions and assist in organizational recovery [29, 33].

It is important to note that organizational efficiency is one of the key variables in overall organizational performance and can be considered the fundamental factor for achieving optimal conditions in meeting organizational objectives. Continuous improvement in organizational efficiency creates significant synergies that can support programs for growth, development, and the creation of opportunities for organizational excellence. Today, due to pressures on companies from rising production costs, increasing prices of essential resources, intense competition from rival organizations, and various other factors that compel firms to enhance their performance, organizational efficiency has received heightened attention. Developed and developing countries alike emphasize the allocation of time and resources necessary to improve organizational performance through enhanced efficiency. Given that improved performance enables an organization to better meet the desires, needs, and expectations of its stakeholders, it must continuously enhance its efficiency and effectiveness across financial performance, customer relations, internal business processes, and growth and learning. Achieving such improvements requires the capacity to design, implement, manage, and develop organizational processes based on the organization's outputs. This may be realized only through the continuous expansion of organizational capacities, which may be rooted in various variables; attention to and efforts toward optimizing these variables can ultimately lead to enhanced organizational efficiency. Considering that social networks today affect all dimensions of individuals' private and professional lives—and that organizations are likewise impacted by the proliferation of these networks—the importance of social network marketing (MSM) is amplified. Its various effects on organizational dimensions, including performance and efficiency, are tangible. Given the absence of a comprehensive model addressing the role of social network marketing in customer satisfaction and, consequently, organizational efficiency, it is imperative to examine and propose such a model. Accordingly, this study aims to design and propose a model for enhancing organizational efficiency with a focus on the role of social network marketing (utilizing messaging platforms such as Bale and Eitaa). The central research question is: What is the model for enhancing organizational efficiency with a focus on the role of social network marketing at Pegah Company?

## 2. Methodology

In this study, a thematic analysis (TA) method was employed to design a model for enhancing organizational efficiency with an emphasis on the role of social network marketing at Pegah Company. This qualitative approach follows the thematic research paradigm and utilizes the methodology developed by Braun and Clarke (2006). Thematic analysis is a method for analyzing qualitative data and is one of the approaches that focuses on identifying patterns of meaning within a dataset. It involves the process of identifying themes within qualitative data. Braun and Clarke's approach is a systematic and hierarchical method of qualitative content analysis aimed at extracting codes. According to Braun and Clarke (2006), a distinction is made between deductive (top-down) thematic analysis—guided by specific research questions and/or the analyst's focus—and inductive (bottom-up) analysis that is driven more by the data.

In this study, two methods were employed to collect data relevant to the analysis and model development. The first method involved a review of existing literature and previous research to extract factors related to the research

topic. The second method involved collecting data through in-depth, face-to-face interviews conducted using open-ended questions, lasting between 30 and 120 minutes. In some cases, the interviews were repeated to share preliminary findings and to refine, adjust, and supplement the data. Participants were asked about their observations regarding instances of efficiency-related variables and social network marketing, as well as their analysis of the causes and influencing factors of efficiency and its outcomes. Additional probing questions were posed to guide the discussion toward themes pertinent to the phenomenon under study. During the interview process, all conversations were recorded to allow for a more detailed analysis of the participants' perspectives. The interview protocol with experts and specialists comprised a set of questions, and depending on the respondents' answers, further questions were asked to explore additional aspects of the subject matter. In this qualitative study, the sample consisted of 15 experts and specialists in the fields of organizational efficiency and social network marketing. Sampling continued until theoretical saturation was achieved—that is, until no new data emerged regarding the themes, and the themes became sufficiently robust with established and verified interrelationships.

The data analysis method in this study is thematic analysis using the approach developed by Braun and Clarke (2006). This method is an iterative, staged process in which no new data emerge regarding the themes once saturation is reached, and the themes become sufficiently comprehensive with established and verified relationships among them. Coding was performed concurrently with data collection. The qualitative content was systematically and hierarchically examined in order to extract codes. As noted by Braun and Clarke (2006), a distinction is made between deductive (top-down) thematic analysis—guided by specific research questions and/or the analyst's focus—and inductive (bottom-up) analysis, which is more data-driven. Braun and Clarke's (2006) methodology for model development consists of six stages, which are summarized as follows:

a. Familiarization with the Data

The first step in Braun and Clarke's thematic analysis is to read and re-read the texts. Familiarization with the data is achieved through studying and transcribing the interview content. Braun and Clarke (2006) identified becoming acquainted with the data as a critical initial step in thematic analysis.

b. Generating Initial Codes

At this stage, researchers systematically and meaningfully organize the data. Coding reduces extensive data into smaller meaningful units. Various coding methods exist, and the choice of method is determined by the research perspective and the research questions. Generating initial codes involves extracting preliminary concepts from the transcribed semantic units.

c. Identifying Themes

In this stage, significant themes are identified. In cases where the dataset is relatively small, such as with a small focus group, there may be considerable overlap between the coding phase and the identification of initial themes. The researcher searches for sub-themes that encapsulate sets of extracted concepts and subsequently identifies main themes that encompass one or several sub-themes. Braun and Clarke's method involves reviewing themes in several stages.

d. Reviewing Themes

At this stage, researchers examine whether the sub-themes adequately capture the relevant concepts and whether the main themes appropriately subsume their respective sub-themes. The initial themes identified earlier are reviewed, refined, and further developed. Researchers consolidate the sub-themes into broader semantic domains, thereby arriving at the main themes.

e. Defining Themes

In this stage, the themes are finalized and their essence is clarified. Researchers determine what each theme represents, how sub-themes relate to main themes, and the nature of the relationships between themes. The coherence of the themes is essential for ensuring the comprehensiveness and utility of the thematic analysis.

f. Developing a Thematic Network (Final Model by Braun and Clarke)

This stage typically marks the conclusion of the scientific inquiry and the reporting phase. In the final stage, researchers prepare the final report presenting the outcomes of the thematic analysis and the findings. After data collection and completion of the aforementioned stages, researchers proceed to the final analysis. With the themes defined and a thematic map constructed, researchers present the final report by outlining the themes and the relationships among them within the overall model.

**3. Findings**

In this study, two methods were used to collect data relevant to the analysis and subsequent model development. The first method involved reviewing previous articles and studies to extract factors influencing the improvement of organizational efficiency with a focus on the role of social network marketing. The second method involved collecting data through in-depth, face-to-face interviews using open-ended questions lasting between 30 and 120 minutes.

After reviewing and re-reading the interview transcripts, key concepts were extracted and initial coding was performed. In this phase, each statement – verbatim from the interviewees – was assigned a code. Care was taken to ensure that the selected codes were both precise and aimed at clarifying the research topic so that each statement would be interpreted consistently by other researchers.

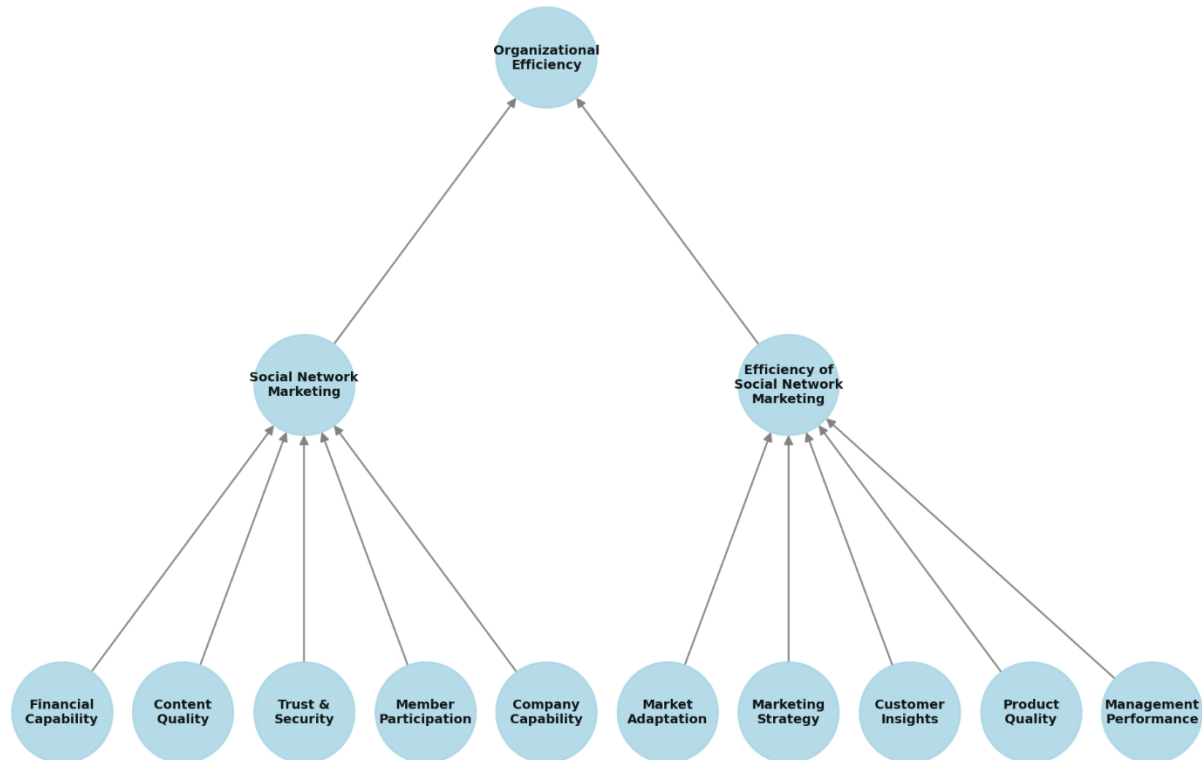
An organized set of initial codes and concepts was subsequently developed from a detailed examination of each interview. The focus at this stage was on the codes and emerging concepts rather than on the raw data. Although new concepts emerged during this process, the primary task was to review and refine the initial codes and then to organize the topics, concepts, and categories toward defining the core themes in the analysis. Ultimately, the identified and generated codes were classified and the main dimensions were formed as described below.

**Table 1. Dimensions and Identified Indicators for Factors Affecting Social Network Marketing**

Dimension	Components/Indicators
Financial	Financial capability-Company profitability-Investment in research and development-Investment required in social network activities
Appropriate Social Network Content	Informational usefulness-Content creativity-Appropriateness of social network content-Creativity and suitability of social network content-Source of message and content in the social network-Educational content-Product-related content
Trust and Security of the Social Network	Trustworthiness-Security for data sharing-Trust in the social network platform-Credibility of the social network platform-Consideration of public opinion
Participation of Social Network Members	Individual participation-Interactions within the social network-Effective participation of individuals-Participation based on trust-Positive customer participation-Consumer participation-Engagement within the social network
Information Sharing in the Social Network	Capability for information sharing-Provision of objective information-Trust in social network content-Informational participation-Knowledge sharing-Customized interaction with customers via the social network
Company-Related Factors (Company Capability and Credibility)	Company credibility-Emphasis on perceived organizational innovation-Competitive branding-Attention to industry dynamics-Responsiveness to customer needs
Social Network-Related Factors (Efficiency and Effectiveness of the Social Network)	24/7 access to the social network-Suitability for business-User-friendliness of the site or network-Ease of use-Entertaining nature-Alignment with company needs-Up-to-dateness-Customization capabilities
Advertising by Members and Customers	Word-of-mouth advertising in the social network-Peer recommendations-Use of influence techniques in the social network-Customer loyalty to the brand within the social network

**Table 2. Dimensions and Identified Indicators for Marketing Performance and Efficiency**

Dimension	Components/Indicators
Style of the Company's Use of Digital Space	Marketing via social media-Electronic word-of-mouth advertising-Strategic, information-centric technology-Use of artificial intelligence for brand management-Technology-based customer relationship management (CRM)-Ability to market through artificial intelligence
Strategy (Company's Social Network Marketing Strategy)	Competitive strategy-Strategic business orientation-Appropriate marketing strategy-Focus on strategic customers-Strategic market orientation
Customer (Perception of Customer Needs)	Focus on key customers-Generation of customer-related data-Measurement and enhancement of customer loyalty and trust-Analysis of customer satisfaction-Understanding consumer emotions-Appropriate use of customer data-In-depth understanding of customers
Market (Company's Adaptation to the Market Environment)	Generation of external market knowledge-Company's marketing capabilities-Efforts to improve market performance-Marketing communications-Utilization of knowledge management-Effectiveness of the marketing message
Product (Perceived Product Quality)	Perceived usefulness-Facilitating conditions-Perceived ease of use-Quality of services-Perceived value by customers
Company-Related Factors (Company Management Performance)	Overall company performance-Performance of export investments-Attention to technological disruption-Decision-making style within the company-Marketing costs
Service (Perceived Service Quality)	Service quality-Appropriate support mechanisms-CRM knowledge management-CRM organizational structure-Customer support-Adequacy of services



**Figure 1. Extracted Conceptual Model for Enhancing Organizational Efficiency with a Focus on the Role of Social Network Marketing**

To further identify the dimensions and indicators affecting both marketing performance and efficiency, as well as those affecting social network marketing, additional complementary dimensions and indicators were extracted through expert interviews. The proposed model was then presented to experts in the field to obtain feedback on any variables not currently included. Experts were invited to suggest additional variables as new dimensions or



sub-variables. Finally, using thematic analysis and after identifying the relevant factors, these factors were combined according to Figure (1) to present the final model for enhancing organizational efficiency with a focus on the role of social network marketing.

#### 4. Discussion and Conclusion

Organizational efficiency is a key concept in management and economics that directly influences the performance and growth of organizations. It signifies the optimal use of available resources to achieve predetermined objectives in the shortest possible time and at minimal cost. Efficiency not only plays a role in increasing profitability and reducing costs but also enhances the quality of services and products, improves customer satisfaction, and increases an organization's competitive capacity.

In today's highly competitive environment, organizations face numerous challenges such as rapid technological changes, rising customer expectations, and resource constraints. Under these conditions, efficiency emerges as a strategic tool for addressing these challenges and achieving long-term sustainability.

Enhancing organizational efficiency requires attention to various factors, including the effective management of human resources, the adoption of new technologies, the improvement of work processes, and the creation of an organizational culture based on innovation and collaboration. As the most valuable asset, human capital plays a central role in increasing efficiency; training, motivation, and employee participation in decision-making can significantly impact performance. Additionally, emerging technologies such as artificial intelligence and automation help organizations improve efficiency by reducing task completion times and increasing accuracy and quality. Ultimately, fostering a positive organizational culture and creating an environment in which employees feel secure, trusted, and motivated can lead to the development of a dynamic and efficient organization.

Leaders and managers should develop comprehensive strategies for measuring, analyzing, and improving efficiency. Tools such as performance evaluations, SWOT analyses, and the identification of key performance indicators (KPIs) can help in recognizing opportunities and obstacles to efficiency. Overall, organizational efficiency not only leads to improved internal performance but also produces broader positive social and economic impacts, contributing to sustainable growth and macroeconomic development.

Due to changes in business environments and the introduction of new variables into both business and social spheres, organizational efficiency is now influenced by factors that did not exist a few years ago. New marketing factors, novel advertising methods, emerging horizontal and vertical communication channels, innovative marketing strategies, and modern production techniques have significantly impacted organizational efficiency in recent years. As markets become increasingly complex and competitive, the influence of these variables grows, necessitating greater attention for effective efficiency management. Among these variables, social networks—and the marketing conducted through them—stand out as particularly influential.

Social networks, as prominent communication and information tools in the contemporary world, play a significant role in both personal and organizational life. Their rapid expansion has fundamentally altered interpersonal interactions and enabled organizations to leverage these platforms to improve communications, marketing, and efficiency. In today's competitive environment, social networks have become key tools for marketing and enhancing organizational performance due to their broad accessibility, rapid information transfer, and capacity to facilitate two-way interactions. By reducing the distance between organizations and customers, these networks enable the achievement of marketing objectives at lower costs and with greater effectiveness.

Marketing through social networks allows organizations to deliver targeted messages to specific audience segments. Advanced algorithms on these platforms facilitate user behavior analysis and the delivery of personalized content, which increases engagement and attracts new customers. Moreover, these tools enable organizations to receive direct and immediate feedback from customers and adjust their strategies based on actual market needs and expectations. Additionally, the capability to launch large-scale advertising campaigns at lower costs compared to traditional methods increases return on investment and contributes to improved organizational efficiency.

Social networks are also effectively employed for internal communications. Through these platforms, employees can connect easily at any time, share information, and enhance team collaboration. This is especially important when organizations face challenges related to remote work or geographically dispersed teams. Online workgroups and internal messaging platforms based on social networks facilitate decision-making and coordination processes, thereby reducing communication time and costs.

From an efficiency perspective, the use of social networks fosters innovation and the generation of new ideas. Continuous interactions among employees, managers, and even customers in the digital space promote the exchange of viewpoints and the development of creative solutions to organizational challenges. Moreover, social networks enable organizations to analyze big data derived from user activities, identify behavioral patterns, and predict emerging market trends. These insights can be used to develop new products and services or improve existing processes, thereby enhancing overall efficiency.

Another important aspect is that social networks contribute to the development of a stronger organizational culture and increased employee motivation and engagement. By sharing values, goals, and achievements through these platforms, organizations can foster a greater sense of belonging and connectivity among employees. This sense of belonging and transparency in communication leads to improved morale and performance.

In summary, social networks play a fundamental role in enhancing organizational efficiency by providing extensive opportunities for marketing, improving both internal and external communications, fostering a strong organizational culture, and enabling big data analysis. These tools allow organizations to operate more rapidly, intelligently, and effectively, thereby maintaining their competitive advantage in today's complex and dynamic environments. To achieve these objectives, organizations must develop clear strategies for utilizing social networks and gain a deep understanding of the opportunities and challenges they present.

In this study, given the research focus on designing a model to enhance organizational efficiency with an emphasis on the role of social network marketing, a qualitative model was developed using thematic analysis. The examination of extracted variables through a literature review, prior research, and expert interviews, followed by the organization and categorization of these variables via thematic analysis, resulted in a model indicating that two primary factors affect organizational efficiency. These two main factors are: (a) Social Network Marketing and (b) the Efficiency of Social Network Marketing.

The primary factor of social network marketing consists of several sub-variables, including the efficiency and effectiveness of the social network, the capability and credibility of the company, the use of appropriate information on the social network, the trust of network members in the network's security, the participation of network members in information sharing, the use of appropriate network content, and financial support for marketing activities on the social network.

Similarly, the primary factor of the efficiency of social network marketing is composed of several sub-variables, including the company's adaptation to the market environment, the company's social network marketing strategy,

the style of the company's use of digital space, the perception of customer needs, the perceived quality of the product, the performance of company management, and the perceived quality of services.

Based on the findings of this study and the confirmed impact that social networks and social network marketing can have on organizational efficiency, it is evident that enhancing efficiency through the use of social networks requires precise planning and the adoption of both scientific and practical approaches. Below are key strategies and scientific recommendations for improving organizational efficiency through social networks:

- Utilize internal social networks to improve organizational communications. Internal social networks enable employees to connect more quickly and effectively, help eliminate communication barriers, reduce decision-making time, and enhance team collaboration.
- Create a learning and training environment through social networks. Organizations can establish learning groups and communities on platforms (e.g., LinkedIn or Facebook) to share articles, training materials, and experiences, or they can hold online training sessions on platforms (e.g., YouTube Live or Instagram Live) to enhance employee knowledge.
- Use social networks to enhance interaction and collaboration among employees. Establishing dedicated chat rooms or forums allows employees to collectively solve problems and encourages interdepartmental collaboration, thereby fostering greater interaction across the organization.
- Improve project management using social network tools. Tools such as ClickUp, Basecamp, or Monday.com—which offer content sharing and real-time communication—can enhance team productivity. Additionally, creating dedicated groups or channels for each project on internal social networks can facilitate project tracking.
- Leverage social networks to boost employee motivation and strengthen organizational culture. Organizations can use internal social networks to showcase top performers and acknowledge their contributions. Sharing successes, images of team activities, or celebrations can foster a greater sense of belonging and motivation among employees.
- Utilize social networks to collect feedback and support continuous improvement. Social networks serve as powerful tools for gathering employee feedback via surveys (e.g., using Google Forms) or internal hashtags (e.g., #ImprovementSuggestions), thereby enabling organizations to swiftly address issues.
- In social network marketing, employ precise targeting and message personalization based on data analysis from these platforms. This involves identifying customer needs, creating relevant and engaging content, and using this information to target audiences more accurately, thereby increasing conversion rates and reducing marketing costs.
- Engage with customers through social networks to improve loyalty and satisfaction. Establishing direct communication channels enables organizations to quickly collect feedback and address concerns, which not only strengthens customer relationships but also leads to improvements in products and services based on real customer input, ultimately benefiting organizational efficiency.
- Invest in training employees to optimize the use of social networks. This includes training on secure information sharing, time management in social network use, and the application of analytical tools to enhance performance.
- Develop a clear social network marketing strategy that includes specific objectives, the selection of appropriate platforms based on the target audience, and the establishment of key performance indicators (KPIs) to

evaluate campaign success. This strategy should also involve continuous monitoring of performance and adjustments in response to changes in consumer behavior and emerging technologies.

In conclusion, the use of social networks to enhance organizational efficiency is not limited solely to the adoption of new tools; it also depends on the implementation of precise strategies, the development of a supportive organizational culture, and comprehensive employee training. By implementing these recommendations, organizations can improve their efficiency and achieve their long-term objectives.

### Authors' Contributions

Authors equally contributed to this article.

### Ethical Considerations

All procedures performed in this study were under the ethical standards.

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### Conflict of Interest

The authors report no conflict of interest.

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