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EFFECTIVENESS ROLE OF THE LEADERSHIP STYLEWITH TECHNOLOGY ACCEPTANCE MODEL INUSAGE OF DIGITAL MARKETING IN UAE

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Abstract

Globalization, both in a cooperative sense and a competitive sense, has changed the way organizations must do business. As businesses engage more frequently in activities such as foreign direct investment, and opening branches or satellites in other areas of the globe, it creates a multicultural environment, which can presents opportunities in terms of creativity and innovation through a variety of ideas and skills. On the other hand, in the era of digitalization, the significant of digital marketing usage has increased yearly as part of the marketing strategy and structure practised for any kind of organizations. Therefore, in the recent year, one of the main challenges facing leaders in a multicultural organization and environment is leading the digital marketing. Furthermore, introducing new technologies in an organization is by no means easy and poses many challenges like the acceptance and adoption of new technologies by employees and customers. The Technology Acceptance Model (TAM) has already applied to explain individual usage of technology. TAM model has extended with many various constructs, including personal and technology-related factors. The objective of this research is to analyze and increase our current understanding of the factors that influenced the digital marketing usages in the role of the Technology Acceptance Model and the Transactional and Transformational leadership style in United Arab Emirates.

Keywords: Traditional Marketing, Digital Marketing, Technology Acceptance Model (TAM),Perceived Usefulness and Perceived Ease of Use, Transformational and Transactional leadership.

Introduction

1.1 Definition of Marketing

According to the previous studies, there is no formallyaccepted definition of content marketing.But according to the Content Marketing Institute, "content marketing is the marketing and Business Process for creating, distributing, and promoting relevant and valuable content to attract, get, encourage, and engage anobviously defined and understood target audience with the objectiveof driving profitable customer action" (Content Marketing Institute, 2015)

1.2 History of Marketing

Although content marketing seems to be born quite late, in the last 10 years, it has a longer history. Therefore, in this part of our research, I will briefly explain the history of marketing. In 1891, "August Oetker sold small packages of his baking powder for

house holding usage with recipes printed on the back. Then, he decided to publish his cookbook in the market in 1911. After that, it went through major updates over the past 100 years and it came one of the most outstanding cookbooks globally right now which reach to 19 million printed copies" (Schmidtke, 2015). In 1895, "John Deere launched the Furrow magazine which rendered the specific solutions for the farmers to make their work more profitable in the agricultural fields. Nowadays, his magazine is sold in 40 countries with 12 various languages" around the world (Kuenn, 2013). André Michelin and his brother Édouard decided to publish the first edition of their guide paper, which named the Michelin Guide in 1900. This Guide published for drivers free of charge and it included a lot of practical and significant information for drivers. For example, how can a driver change the engine oil? Alternatively, hotels name, France map and the list of mechanics in France also included. Now a day, the Michelin Guide published in 14 various editions, covering 23 countries and it sold in nearly 90 countries (Le Guide Michelin, 2009). During 1904 and 1982, marketers grew more adventurous in their content marketing methods. The lessons learned by John Deere, Michelin, and Jell-O still rang true in the '80s, however, Hasbro and Marvel corporate together and followed a previously new path in their approach to content marketing. Hasbro and Marvel have refashioned the G.I. Joe action figure into a product that bloomed for cross channel promotion through television and comic. After that from the middle of 1970,

technology was growing very fast so, the outstanding technology came out which finallyaffect the marketing field as well.In the next section of our research, we tend to discuss the traditional and digital market (4.0) respectively.

1.3 Traditional Marketing

After world wars two, countries decided to recreate their economies and business. However, because of the economic situation in those times, customers could not able to buy and access to the products and services. On the other hand, even the types of products and servicesproduced by the companies had not been able to meet customer needs during this process of times. Companies were able to sell every small piece of their products because of their production was very limited. After passing the time, welfare level increased, and stability reached in economics and businesses. Then, with introducing and entrancing TV in western societies, the world got a brand-new standpoint concerning everything. On the other hand, the balance of power has shifted from suppliers to consumers to the changes in market share, suppliers begun to use different hopes in an effort of attracting customers. This situation caused customers to question a product or a service before buying it (Karahasan, 2013:15). In addition, increasing conditions of competition provided to the popularity of the concepts ''brand'' and ''advertisement'' while introducing new concepts of marketing. Providing time, place and possession utility for the customers is becoming the main

goal for traditional marketing. Therefore, the main purpose of marketing consists is changing the customer perception about markets and products and creating and improving the value for the customers to encourage them to buy the products. On the other hand, although traditional marketing is still effective and active, it is not the only way to make your product popular among your target markets and consumers. According to our knowledge, nowadays technology has grown very fast and quickly which is enabling businesses to connect to their audience around the world very easily. Therefore,it is better to consider the drawbacks and barriers of traditional marketing before deciding to invest in. For understanding better about the drawbacks of traditional marketing, in the next part, I am explaining some of these disadvantag

1.3.1 Disadvantages of Traditional Marketing

- One of the main disadvantages of traditional marketing is trying to reach only a local audience and customers in the business and markets.
- Traditional marketing advertising based on the radio, television or printing advertising, which can be costly for the small business.
- Another drawback of traditional marketing is that measuring and analyzing of Return of Investment (ROI) can be difficult. For example, it difficultto measure and determine how was our market movement successful when we do not haveany numbers and data to measure.

After explaining about some drawbacks of traditional marketing, in the next section, I would like to discuss some advantages of traditional marketing as well.

1.3.2 Advantages of Traditional Marketing

- **Faster results:**One of the benefits of traditional marketing is that it can produce results faster. For example, if the product ads are placed exactly in the suitable place for the audience targets.
- **Durability:**Some offline materials are often more permanence than online ones. For example,many sites are deserted.
- **The level of trust:**Trust could be higher for traditional marketing and it is the number one advantage.

1.4 Digital Marketing (4.0 Marketing)

Globalization causes to increase the usage of information and communication technologies among the variety of companies to the purpose of introducing their products and getting to know about their customers. This increase was linear throughout the years (Tan et al., 2004:83). On the other hand, nowadays most companies are using Information Technology (IT) for their activities with the other companies. In this system which is called ''Business-to-Business'' (B2B) electronic infrastructure is used (İnan, 2002:124). In addition, according to Dholakia et al. [7] the increasing globalization of markets tightly bounded with the increased information producing, information manipulating, information

distributing, and information consuming technologies.

Furthermore, one of the main changes undergone by traditional marketing related to the producedthe digital marketing, which required a rethinking about the marketing process, strategies, and structure that wished to continue competing in the new digital era. As the internet becomes a more significant factor for businesses to generate extra income, improve customer services, increase customer satisfaction, and rise cost saving, internet websites will get on a middle role in most companies' business plans and markets. Digital marketing concept produced in the middle of 1971and ithas already changed the ways of the businessactivities.In addition, it is better to know that, the success of digital marketing does not only related to the support of the governments but also determined by customers' acceptance and support of digital marketing as well. Digital marketing also has its owndrawbacks as well which I will explain some of them.Firstly, customers must access the internet connection for using digital marketing. Secondly, digital marketing lacks the social dimension such as lack of face-to-face communication. Thirdly, customers discuss security issues to lose their money. Finally, some customers think that using digital marketing is not friendly to use for them. Digital marketing tends to provide a higher level of services for their customers as quickly as possible and expects guidance from customers instead of trying to change their perception like traditional marketing. Therefore, in our opinion, improving digital marketing among the diversity of customer

needs to increase the mindset of the managers as well to know about their customer's cultural habitats. Furthermore, the significant role of the leadership for providing knowledge about various cultural habitats is coming up.

1.4.1 Advantages of Digital Marketing

As I have already mentioned some barriers to use digital marketing, here I would like to explain some benefits of digital marketing based on the Raluca. D (2016),

1. **Cost efficiency**: Digital marketing has a much lower cost for advertising especially for the small business by comparing digital marketing.

2. **Interactivity:** Customers can be access to digital marketing whenever and wherever they want.

3. **Duration**: Online information is always available.

4. **Active users approach**: The offered online content offered to users on an ongoing basis, and they choose to consume it or not (Wsi, 2013)

5. **Adaptable**: It is easy to change online content based on user's feedback (Varbanova, 2013)

6 **Empowering effect**: One of the advantages of online marketing related to its enablingThe effect, especially on small businesses since "internet, can extend market reach andOperational efficiency of small and medium enterprises (SMEs) "(Dholekia, 2004).After discussion concerning the traditional and digital markets, Here, in the table below, we would like to show some differences

between traditional and digital marketing based on our opinion.

1. Business to Business Marketing(B2B)

One types of business activities are the Business-to-Business marketing (B2B) activities, which products and services sell and produce for the other companies and organizations. On the other hand, nowadays the phenomena of globalization and outstanding technologists have already changed the way organizations to do business. In addition, business-to-business marketing channels have already become more international in scope, communication in channels occurs among a more diverse set of channel participants from different national cultures. Furthermore, acceptance of this technology for digital marketing services and business-to-business marketing has been rapid growth around the world, in this respected researcher conducted many studies by different models, tools, and theories. Technology Acceptance Model (TAM) is one of this famous model, which developed to test the acceptance of Information Systems (Davis, 1989). TAM was first produced and applied by Davis (Davis, 1989), and is based on the Theory of Reasoned Action (TRA). Furthermore, in this research, we used some journals as the basic model for collecting the data to consumer acceptance of digital marketing by providing the TAM model, and the effective role of the transactional and transformational leadership style to leading the digital marketing between the employee and customer in any organization.

2.Technology Acceptance Model

After introducing information systems into organizations, user technology acceptance received widespread attention (Rogers, 1983; Kwon and Zmud, 1987; Swanson, 1988). Researchers and practitioners expended substantial research effort determining what factors affect users' beliefs, attitudes and insights on the Information System (IS) acceptance decision, and what factors contribute to user resistance (Lucas et al., 1990). As an output from those streams of research, TAM evolved from Ajzen and Fischbein's (1980) Theory of Reasoned Action (TRA).Theory of Reasoned Action (TRA)"provides an explanation of the determinants of computer acceptance that is general, capable of explaining user behaviour across a broad range of end-user computing technologies, while at the same time being both parsimonious and theoretically justified" (Davis et al. 1989, p. 985). Technology Acceptance Model (TAM) has applied in different contexts to investigate a wide range of information technologies (IT). Therefore, TAM has already developed in the different river of research such as banking, digital marketing and educational fields. TAM is a grown-up model and has validated in different contexts. The Technology Acceptance Model determined the relationships between some factors such as system design features, perceived usefulness (PU), perceived ease of use (PEOU), attitude toward using, and actual user behaviour (Davis, 1989). In our opinion, TAM has

already provided an informative about mechanisms by which design choices influence user acceptance, so later TAM can be helpful and useful for applying contexts for forecasting and evaluating user acceptance of information technology. Therefore, for a better understanding of TAM, in figure 1, we will present the simple model of TAM by (Davis, 1989).

Perceived Usefulness: The degree to which an individual believes that using a system would enhance his or her job performance

Perceived Ease of Use: The degree to which an individual believes that using a system would be free of physical and mental effort.

After discussing the TAM model, we would like to explain the significant role of the leadership style to increase the perception of the customer about the usage of digital marketing.

4.Leadership

Kim & Maubourgne (1992), which definite that leadership is the skill to encourage confidence and support between the people who needed to achieve organizational goals, presented one of the most effective definitions of leadership. Leadership style is including the leader's act, attitude and behaviour, which leads to certain regularity and predictability in dealing with group members (Dubrin, 2004). Most classifications of the leadership style based on the magnitudes of introducing structure and deliberation (Dubrin, 2004). There are several types of leadership style such as autocratic, bureaucratic, laissez-faire, charismatic, democratic, participative, situational, transactional, and transformational leadership (Mosadeghrad 2003b, 2004). Each of the leadership styles is required for various circumstances and each leader must know when to apply the specific method. No unique leadership style is ideal for every situation since a leader may have enough knowledge, information, skills and ability to act effectively in one condition but could not develop as effective in a various situation and condition (Rad & Yarmohammadian, 2006). Campbell et al. (1993) point out that leadership style itself and eventual task outcome had a strong impact on perceptions the suitability of leadership style, while gender and the organizational situation had no practical impact. Studies of leadership styles have revealed that there are not only differences in the styles ideal by followers in various cultures, but the specific behaviours, which mediate these styles, may vary from culture to culture (Smith and Peterson, 1988). Cultural differences may also limit the universality of the new leadership paradigms, such as the theory of transactional and transformation leadership introduced by Bass (1985) and later revised by Bass and Avolio (1994), who definite that this theory has some degree of universality, as it holds up considerable universal potential

According to our knowledge, in the era of digitalization, transformational and transactional leadership style can be effective to improve the customer perception about digital marketing benefits and usage. Therefore, here we will explain

the characteristic of transformational and transactional leadership style respectively.

4.1 Transformational Leadership

Transformational leaders can provide a clear vision and mission about digital marketing usage for their customer. Transformational leaders try to show a high degree of power trust, and emotional interesting about digital marketing usages. They communicate with high expectation concerning the digital marketing usages. For instances, the transformational leader may be charismatic to their followers and customers which finally can inspire them to use the digital marketing, or transformational leadership may meet the emotional needs of each customer concerning the digital marketing usages, and finally, this leader may intellectually stimulate their customers. There are four behaviours characteristics of transformational leaders described by Bass, Avdio, Jung, and Bergson (2003)

- **Charisma:** Provides vision and clear mission for people.
- **Inspiration:** providing a high level of communication uses symbols to focus efforts, expresses important purposes in simple ways.
- **IntellectualStimulation:** Promotes intelligence, rationality, and careful problem-solving.
- **Individualized Consideration:** Gives the personal high level of attention, treats each customer individually, coaches advise him or her.

4.2 Transactional Leadership

The main role of transactional leaders is that they work within their organizational cultures following existing rules, procedures, and norms. Transactional leadership try to provide a clear strategy and structure for their followers in the organization. Such as, how their followers or customers can be tackling a problem when they are using digital marketing. For example, the transactional leader can increase the customer feeling concerningthe security of using digital marketing. Transactional leadership style explains the leadership style in which a leader enables his/her customer to become more efficient by using the following three aspects (Bass, Avdio, Jung, and Berson 2003):

- **Contingent Reward:** provide the rewards for effort, promises rewards for good performance and recognizes accomplishments.
- **ManagementbyException (active):** Make a suitable decision before any mistake will happen
- **ManagementbyException (passive):** Decide after failure will happen (Bass and Avolin, 1990).

In our opinion, one of the superior styles of leadershipcould be the transformational leadership style because the leadersincreasethe level of interest among their customers and employees aboutusingdigitalmarketing.Transformational leadership generate awareness and acceptance of the purposes of digital marketing for their followers. On the other hand, transactional leadership by providing

the clear strategyabout the digital marketing can directly affect the customer consideration, and increase the customer's emotional feelingconcerning using the digital marketing can be safe for them

5. Conceptual model and Hypothesis

Ourconceptual model provides below shows the main relation between two leadership styles and the technology acceptance model to digital marketing usage.Furthermore,this leads to the following hypothesises in our research:

H1:TransformationalLeadership has a directly effect to the perceived ease of use

H2:TransformationalLeadership has a directly effect to the perceived usefulness

H3 : Transactiona Leadership has a directly effect to the perceived ease of use

H4: Transactional Leadership has a directly effect to the perceived usefulness

6.Plans for Feature Research

In this research, we decided to increase our knowledge about the effective role of the transformational and transactional leadership in the technology acceptance model which finally can affect the usage of digital marketing. Therefore, we have already designed four hypothesises and a questionnaire to collect the qualitative data so that customers perception of the transactional and transformational leadership skill to encourage them about the usage of digital marketing will be determined in UAE (Dubai). The questionnaire will design and will be administered in many ways: face-to-face interview, telephone, and more recently, via the internet (e-mail surveys), and pick and drop method. In addition, the questionnaire will be divided into two sections: Personal information (age, gender, nationality, workgroup), and transformational and transactional leadership style which we decide to use the MLQ (Multifactor Leadership Questionnaire) for collecting the data. On the other hand, the result of data analysis which includes factor analysis results and examining hypotheses by using the correlation coefficient test and the related significant level and path analysis will be presented.

7. Discussion

The goal of our study is to examine whether leadership styles influence individual acceptance of information technologies within using digital marketing. Since TAM assumes that factors influencing behaviour only do so indirectly by influencing perceived usefulness, perceived ease of use or their relative weights (Davis, 1989), transactional and transformational leadership can influence both factors to be consistent with the theory. Regarding perceived usefulness, if a leader clearly states of the benefit of technology, for instance, indicating the using digital marketing is the only way to reach our specified targets in the market, then customers might find it more useful to work with it. On the other hand, transactional leadership by providing a clear strategy regarding the effectiveness of cost saving in digital marketing usages can encourage the customer for using digital

marketing. Transformational leadership style also applies another mechanism by challenging customers to be more creative and exploratory. With this attitude, it is likely that customers will more easily understand the use of technology. In addition, regarding the factor of perceived ease of use, if a leader is stressing in-role behaviour and cost efficiency (transactional leadership), customers use the technology in a very rigid. On the other hand, if a leader encourages creativity and open-mindedness, customers will be more tending to use the new technologies and procedures, and more quickly learn the features for accessing digital marketing. While previous learning experiences build up some latent innovativeness, the newly introduced technology appears easier to use for any customer. Furthermore, Training, education and technical support can affect the way an individual applies technology in a useful way and/or finds it easy to use (Venkatesh, 1999). As a result, perceived ease of use can influences perceived usefulness. Intuitively this makes sense, a technology will be more useful for somebody if it is easier to use in general, or as Davis et al. (1989, p. 987) put it, "effort saved due to improved ease of use may be redeployed, enabling a person to accomplish more work for the same effort".

8. Conclusion

According to our research and comparing both types of marketing,Digital Marketing is a more economical and faster way to reach out to the buyers directly than traditional marketing, and it is the ideal ways for the business to advertise locally or internationally. In addition, each type of markets (traditional and digital) has its own pros and cons for the business.However, introducing new technologies in digital marketing does not mean easy and it poses many challenges like the acceptance and adoption of new technologies by employees and customers. Furthermore, one of the main objectives of our research is to determine the impact of two leadership styles (transactional leadership and transformational) with using the Technology Acceptance Model in the digital marketing fieldsin UAE (Dubai). Wewerecollecting data from previous studies regarding how the transactional and transformation leadership style that can influence to the TAM factors (Perceived usefulness and perceived ease of use) in the digital marketing usage. Therefore,we found out that transformational leadership has a direct effect on perceived usefulness of TAM, which can more encourage the customer to use of digital marketing. On the other hand, transactional leadership style did not display significance roles in both factors of the Technology Acceptance Model. Finally, we would like to say aboutour research limitations because ofour result based on finding other researchers only, which limits the generalization of the results. Furthermore, for future researchers, we suggest that further research must apply and add other factors in the Technology Acceptance Model such as perceives of security or perceive of enjoyment. Therefore,they can evaluate both types of leadership stylesin the Technology Acceptance Model, which finally can affect

the digital marketing usages. Finally, they will be able to make a stronger statement.

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List of Tables

Table 1: Traditional Marketing vs Digital Marketing

Traditional Market	VS	Digital Market
Harder to the target audience		Low cost fpr advertising
Less information		A wider range of information
High price for advertising		The high rate of customer attending
Biased news and advertising		Communication with more people
Provide the high level of trust		Low level of trust

Sources: Our own opinion

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Abbreviations

TAM: Technology Acceptance Model

PU: Perceived Usefulness

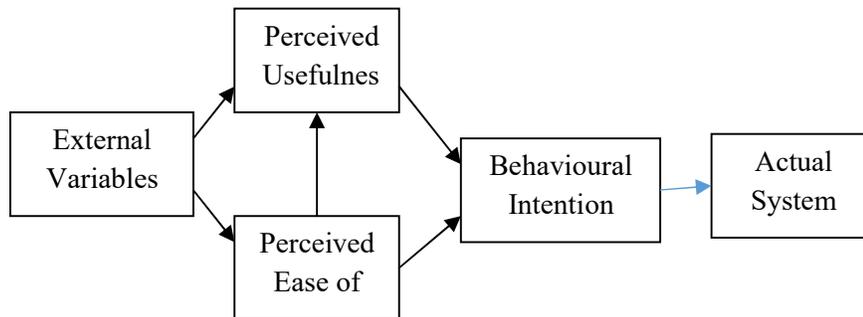**PEOU:** Perceived Ease of Use

Figure 1: Technology Acceptance Model concept

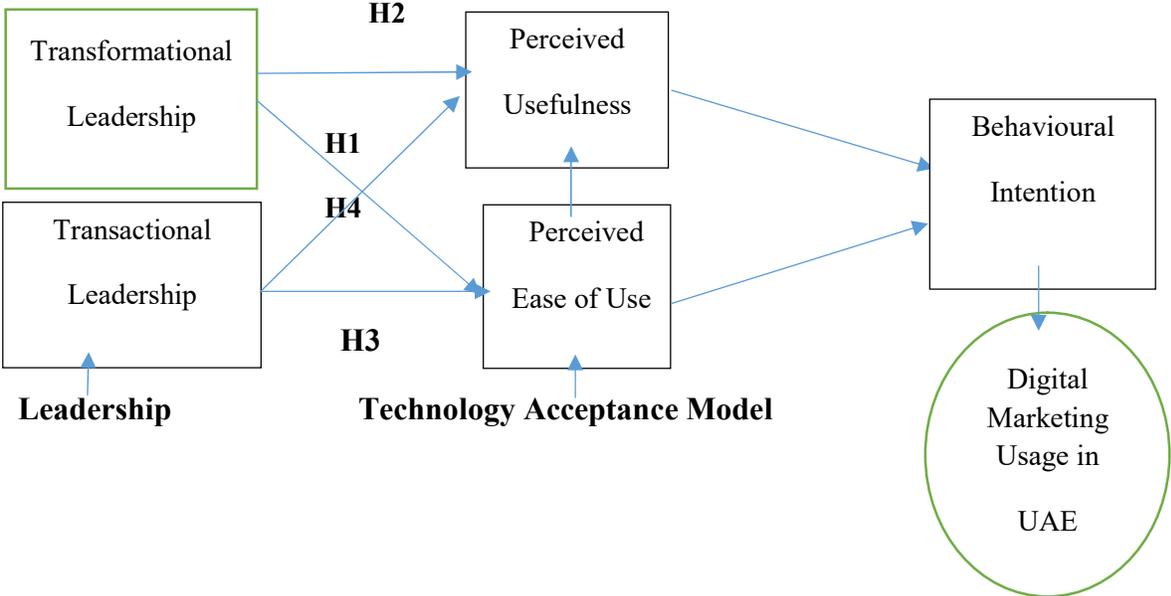**Sources:** Technology Acceptance Model(Davis, 1989)

Figure 2: Effectiveness role of leadership style with the technology acceptance model in digital marketing usage

Sources: Our own conceptual model