

**FACTORS INFLUENCING THE ADOPTION OF E-MARKETING AS A MODE OF
MARKETING BY SMES IN ZAMBIA. A CASE OF SMES IN THE TOURISM
INDUSTRY.**

BY

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**A Dissertation submitted to the University of Zambia in partial fulfilment of the
requirements for the award of the Degree of Master of Business Administration.**

THE UNIVERSITY OF ZAMBIA,

LUSAKA

2024

DECLARATION

I, **Mark Chicha**, do hereby declare that this dissertation is my own original work and has not been submitted to any other college, institution or university other than the University of Zambia. All sources of data used and literature on related works previously done by others, used in the production of this dissertation have been duly acknowledged. If any omission has been made, it is not by choice but by error.

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APPROVAL

This Dissertation, by Mark Chicha has been approved as a fulfilment of the requirements for the award of Master of Business Administration by the University of Zambia.

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ABSTRACT

The digital economy has transformed the way businesses operate worldwide, and SMEs in Zambia are not exempted from this trend. However, many SMEs in Zambia face challenges in accessing markets, which hinders their growth and competitiveness. E-marketing presents an opportunity for SMEs to reach a broader market and overcome these challenges. Hence the quest to study the factors influencing the adoption of e-marketing as a mode of marketing by SMEs in Zambia. The study involved a sample of 286 respondents who were selected using the Taro Yamane formula from the hotel industry in Livingstone. The research is based on Unified Theory of Acceptance and Use of Technology (UTAUT) model. The analysis was performed using the Statistical Package for Social Scientists commonly known by its abbreviation as SPSS. The five variables under observation are: Performance Expectance, Effort Expectance, Social Influence, facilitating conditions and Behavioral Intentions were used to assess if they are influence the actual usage of e-marketing in the tourism industry. The overall coefficient of correlation of 0.722 in the table below from the SPSS results suggests that there is a strong positive relationship between actual usage and the independent variables which are PE, SI, BI, EE, and FC. The R-Square (coefficient of determination) of 0.522 suggests that the adoption of digital marketing is influenced 52.2% by the independent variables PE, SI, BI, EE, and FC and 47.8% can be associated to other factors that we did not take into consideration. In order to ensure validity of the data analysis Correlation, Regression and ANOVA analysis was also put to use.

Keywords: Influencing, Adoption, E-marketing, UTAUT, Tourism Industry.

DEDICATION

To my dearest wife, Monde, your unwavering love, understanding, and encouragement have been the cornerstone of my journey through this academic pursuit. Your sacrifices and constant belief in my abilities have fueled my determination to reach this milestone. This dissertation is as much yours as it is mine, and I am profoundly grateful for your enduring support. My children Maanza and Zoe aka MaZoe and their big brother Humphrey, your smiles and encouragement, brightened up the challenging times during this journey.

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Table of Contents

| | |
|-------------------------------------------|-------------|
| DECLARATION | i |
| COPYRIGHT | ii |
| APPROVAL | iii |
| ABSTRACT | iv |
| DEDICATION | v |
| ACKNOWLEDGEMENTS | vi |
| LIST OF TABLES | xiii |
| LIST OF FIGURES | xiv |
| LIST OF ABBREVIATIONS | xv |
| CHAPTER 1 | 1 |
| INTRODUCTION AND BACKGROUND | 1 |
| 1.1 Introduction..... | 1 |
| 1.2 Background..... | 2 |
| 1.3 Statement of the Problem..... | 5 |
| 1.4 Aim of the Study..... | 6 |
| 1.5 Research Objectives..... | 6 |
| 1.6 Research Questions..... | 7 |
| 1.7 Significance of the Study..... | 7 |
| 1.8 Scope of the Study..... | 7 |
| 1.9 Organization of the Dissertation..... | 7 |
| 1.10 Chapter Summary..... | 8 |
| CHAPTER 2 | 9 |
| LITERATURE REVIEW | 9 |
| 2.1 Introduction..... | 9 |

| | |
|----------------------------------------------------------------------|-----------|
| 2.2 Nature and Functions of E-Marketing | 9 |
| 2.3 The Effectiveness of E-Marketing | 10 |
| 2.4 Factors Affecting SMEs' Adoption of Electronic Marketing: | 12 |
| 2.4.1 A Global Perspective..... | 12 |
| 2.4.2 A Regional Perspective..... | 14 |
| 2.4.3 A Local Perspective..... | 15 |
| 2.5 Literature on E-Marketing Adoption | 15 |
| 2.6 Definition of Tourism | 17 |
| 2.7 Tourism Types in Zambia..... | 18 |
| 2.7.1 Nature Tourism | 18 |
| 2.7.2 Arts and Culture..... | 19 |
| 2.7.3 Music Tourism..... | 20 |
| 2.7.4 Investment and Business Tourism | 20 |
| 2.7.5 Archaeological Tourism | 20 |
| 2.8 Integrating Digital Transformation in the Tourism Industry | 21 |
| 2.9 Adoption of E-marketing in the Tourism Industry | 21 |
| 2.10 Other Related Studies | 23 |
| 2.11 Chapter Summary | 26 |
| CHAPTER 3..... | 27 |
| THEORETICAL AND CONCEPTUAL MODEL/Frameworks..... | 27 |
| 3.1 Introduction..... | 27 |
| 3.2 Theoretical Framework | 27 |
| 3.3 Technology Adoption Theories | 27 |
| 3.3.1 Technology Acceptance Model (TAM)..... | 27 |
| 3.3.2 Diffusion of Innovation Theory (Roger, 1960) | 30 |

| | |
|---------------------------------------------------------------------|-----------|
| 3.3.3 The Resource-Based Theory (RBT) | 31 |
| 3.3.4 The Technology-Organization-Environment (TOE) Framework | 32 |
| 3.3.5 The Unified Theory of Acceptance and Use of Technology | 33 |
| 3.4 Research Hypotheses | 33 |
| 3.5 Operationalization of the Variables | 36 |
| 3.6 Chapter Summary | 38 |
| CHAPTER 4 | 39 |
| RESEARCH METHODOLOGY | 39 |
| 4.1 Introduction..... | 39 |
| 4.2 Research Philosophy and Approach | 39 |
| 4.3 Pragmatic Philosophy | 39 |
| 4.3.1 Mixed Methods Approach | 40 |
| 4.3.2 Justification for Mixed Methods | 40 |
| 4.4 Research Design..... | 41 |
| 4.5 Population of the Study..... | 41 |
| 4.6 Sample Size and Sampling Technique | 41 |
| 4.7 Sampling Technique | 42 |
| 4.7.1 Qualitative Data Collection (Survey) | 42 |
| 4.7.2 Quantitative Data Collection (Survey) | 42 |
| 4.8 Data Collection Methods | 43 |
| 4.9 Questionnaire as a Research Instrument. | 44 |
| 4.10 Data Analysis | 45 |
| 4.10.1 Quantitative Data Analysis | 45 |
| 4.10.2 Qualitative Data Analysis | 46 |
| 4.11 Limitations | 46 |

| | |
|-----------------------------------------------------------------------------------------------------------|-----------|
| 4.12 Chapter Summary | 46 |
| CHAPTER 5..... | 48 |
| DATA ANALYSIS AND PRESENTATION | 48 |
| 5.1 Introduction..... | 48 |
| 5.2 Demographic Information..... | 48 |
| 5.3 Age Distribution of the Respondents | 49 |
| 5.4 Level of Education..... | 50 |
| 5.5 Inferential Statistics..... | 51 |
| 5.5.1 Correlation Analysis | 51 |
| 5.5.2 Regression Analysis | 56 |
| 5.6 Chapter Summary | 60 |
| CHAPTER 6..... | 62 |
| DISCUSSION AND CONCLUSIONS..... | 62 |
| 6.1 Introduction..... | 62 |
| 6.2 Discussions | 62 |
| 6.2.1 Factors affecting the adoption of e-marketing among SMEs in the tourism industry in Zambia. | 62 |
| 6.2.2 The influence of Performance Expectancy on the adoption of e-marketing in the tourism sector | 63 |
| 6.2.3 The influence of Effort Expectancy on the adoption of e-marketing in the tourism sector | 64 |
| 6.2.4 The influence of social influence on the adoption of e-marketing in the tourism sector | 65 |
| 6.2.5 The influence of Facilitating Conditions on the adoption of e-marketing in the tourism sector | 65 |

| | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| 6.2.6 The influence of Behavioural Intentions on the adoption of e-marketing in the tourism sector | 66 |
| 6.3 Possible solutions to the challenges faced by SMEs in the adoption of e-marketing. | 68 |
| 6.4 Proposed Modified UTAUT Model for E-Marketing Adoption in SMEs in Zambia's Tourism Industry. | 68 |
| 6.5 How the objectives were achieved | 70 |
| 6.5.1 Objective 1: Identifying the main factors influencing the adoption of e-marketing among SMEs in the tourism industry in Zambia | 70 |
| 6.5.2 Objective 2: Proposing possible solutions to the challenges faced by SMEs in the adoption of e-marketing by Zambian SMEs in the tourism industry | 71 |
| 6.5.3 Objective 3: Developing recommendations for stakeholders in the Zambian tourism Industry to promote the successful adoption and utilization of e-marketing..... | 72 |
| 6.6 Summary of Hypothesis Results | 73 |
| CHAPTER 7..... | 74 |
| CONCLUSION AND RECOMMENDATIONS..... | 74 |
| 7.1 Introduction..... | 74 |
| 7.2 Research Contribution | 74 |
| 7.2.1 Theoretical Contribution | 74 |
| 7.2.2 Practical Contribution..... | 75 |
| 7.3 Recommendations..... | 76 |
| 7.4 Limitations of the Study | 76 |
| 7.5 Chapter Summary | 77 |
| REFERENCES..... | 78 |
| APPENDICES..... | 87 |
| Appendix 1: Questionnaire | 87 |

| | |
|-----------------------------------|----|
| Appendix 2: Approval Letter | 91 |
| Appendix 3: Published Work | 94 |

LIST OF TABLES

| | |
|----------------------------------------------------|----|
| Table 1: Summary table of Related Literature..... | 24 |
| Table 2: 5-Point Likert Scale Measurements..... | 45 |
| Table 3: Gender Distribution | 48 |
| Table 4: Age Distribution | 49 |
| Table 5: Level of Education Distribution | 50 |
| Table 6: Performance Expectancy Correlation | 52 |
| Table 7: Effort Expectancy Correlation..... | 53 |
| Table 8: Facilitating Conditions Correlation | 54 |
| Table 9: Social Influence Correlation..... | 55 |
| Table 10: Behavioural Intentions Correlation..... | 56 |
| Table 11: Model Summary | 56 |
| Table 12: Regression Coefficients Table..... | 58 |
| Table 13: ANOVA Results | 60 |
| Table 14: Regression Coefficients Table..... | 67 |
| Table 15: Summary of Hypotheses Results | 73 |

LIST OF FIGURES

| | |
|---------------------------------------------------------------------------------------------------------------|----|
| Figure 1: Stakeholders in the Tourism Sector..... | 18 |
| Figure 2: Technological Acceptance Model..... | 29 |
| Figure 3: Theory of Planned Behaviour (TPB)..... | 31 |
| Figure 4: The Unified Theory of Acceptance and Use of Technology (UTAUT) Model..... | 34 |
| Figure 5: Proposed Unified Theory of Acceptance and Use of Technology (UTAUT) Mode. | 36 |
| Figure 6: Gender Distribution..... | 49 |
| Figure 7: Age Distribution..... | 50 |
| Figure 8: Level of Education Distribution..... | 51 |
| Figure 9: Proposed Modified UTAUT Model for E-Marketing Adoption in SMEs in Zambia’s Tourism Industry..... | 70 |

LIST OF ABBREVIATIONS

| | |
|-------|----------------------------------------------------|
| ICT | Information and Communication Technology |
| PE | Performance Expectancy |
| EE | Effort Expectancy |
| FC | Facilitating Condition |
| SI | Social Influence |
| BI | Behavioural Intention |
| GDP | Gross Domestic Product |
| UTAUT | Unified Theory of Acceptance and Use of Technology |
| TRA | Theory of Reasoned Action |
| TBP | Theory of Planned Behaviour |
| TAM | Technology Adoption Model |
| GSB | Graduate School of Business |
| SME | Small to Medium Enterprises |
| DTPB | Decomposed Theory of Planned Behaviour |
| PCI | Perceived Characteristics of Innovation |
| TPR | Theory of Perceived Risk |
| TIR | Theory of Innovation Resistance |
| ZDA | Zambia Development Agency |
| SPSS | Statistical Package for Social Scientists |
| WTTC | World Travel & Tourism Council |
| WTO | World Tourism Organisation |
| ZIM | Zambia Institute of Marketing |
| SADC | Southern African Development Community |

CHAPTER 1

INTRODUCTION AND BACKGROUND

1.1 Introduction

The digital economy has transformed the global business landscape demanding that even small and medium enterprises (SMEs) adapt their marketing strategies to remain competitive. In Zambia, SMEs are a critical component of the economy, accounting for over 60% of employment opportunities and 90% of total businesses in the country (Daka. A, 2022) and contribute significantly to the country's GDP. In Zambia's tourism industry, a critical driver of economic growth, job creation and foreign exchange earnings (World Bank, 2020). In 2019, the travel and tourism sector's contribution to the GDP in Zambia was 7.7% and provided close to 489,700 direct and indirect jobs according to WTTC (2021). A lot of hotels and lodges, particularly those located outside major cities, struggle to reach a wider audience due to limitations in using traditional marketing methods (Daka. A, 2022). These limitations can hinder their ability to attract a significant portion of the tourism market, which increasingly relies on online platforms to research, plan, and book travel experiences. This can put them at a disadvantage compared to larger establishments or those in more established tourist destinations with a strong online presence.

E-marketing offers a powerful solution by leveraging the vast potential of online platforms and digital tools. Through targeted online advertising, hotels and lodges can reach a wider audience of potential customers, both domestically and internationally, at a fraction of the cost of traditional marketing methods. Social media campaigns allow them to create engaging content, interact directly with potential guests, and build brand awareness (Rasool Madni, 2014). Informative websites showcasing their facilities, amenities, and unique offerings serve as a vital resource for travelers researching their trip. Additionally, e-marketing allows them to collect valuable customer data on demographics, preferences, and booking behavior. By analyzing this data, hotels and lodges can gain valuable insights into their target audience and tailor their marketing campaigns for greater effectiveness. Furthermore, e-marketing tools enable them to track the performance of their campaigns in real-time, allowing them to measure return on investment (ROI) and make data-driven decisions to optimize their marketing efforts. Ultimately, a robust e-marketing strategy can lead to increased brand visibility, improved lead

generation, and higher occupancy rates, all contributing to the growth and success of hotels and lodges in the competitive tourism industry.

The capacity of SMEs in the tourism sector and their potential to reach a wider audience and improve their competitiveness depends largely on e-marketing. Chaffey et al. (2009), who define e-Marketing as the use of electronic communication technology (Internet, websites, e-mail, and wireless media) in conjunction with traditional marketing media to acquire and deliver services to customers. The application of e-marketing provides actors suppliers, sellers organizations and SMEs numerous opportunities such as large market, advertising medium, distribution channel and platform for sales transactions. According to Alhawamdeh (2007), the primary goal of e-marketing strategy is to define the best way to support the organization and companies marketing activities; and give competitive advantages of their available resources to meet the needs of market and customers by internet technology as well as possible; and support the customer relationship management.

This study investigates the key factors influencing the adoption of e-marketing strategies among hotels and lodges in Livingstone, Zambia. Livingstone is a major tourist hub, home to Victoria Falls, one of the Seven Natural Wonders of the World. Despite its renown, many hotels and lodges in Livingstone, particularly smaller establishments with limited resources, have been slow to embrace e-marketing .This limited online presence puts them at a significant disadvantage compared to competitors who leverage the power of the internet to reach a much larger local and international audience. Smaller hotels and lodges may lack the financial resources to invest in sophisticated e-marketing campaigns or the technical expertise to develop and maintain a user-friendly website (Tembo. N 2017). Additionally, a lack of awareness or understanding of the potential benefits of e-marketing may hinder their adoption of these strategies.

1.2 Background

Several studies conducted in developing countries, including Zambia, highlight a slow adoption rate of e-marketing among tourism SMEs (Tembo, N., 2017; Mulolani, 2016; Chicha, M., & Phiri, J., 2024). There are several reasons behind this limited online presence. Resource constraints, a lack of awareness or understanding of the potential benefits of e-marketing, and a digital skills gap all contribute to this challenge. This limited online presence can significantly

disadvantage Zambian tourism SMEs, especially those located outside major tourist hubs like Livingstone.

For the purpose of this paper, a brief description of an SME is adopted as per description of the Zambia Development Agency (ZDA). According to the ZDA (2022), the definition of Small and Medium-Sized Enterprises (SMEs) in Zambia is based on the number of employees, sales turnover, total fixed investments, and legal status as defined by enterprise registration. However, as previously stated and others, the majority of definitions of SMEs use a cut-off range of 0-250 employees. As a result, for this paper, a cut-off point of 100 employees is used to define a SME. This is done with the understanding that how one defines a SME is dependent on the objective, motivation, and application of the specific definition. Small and Medium-sized Enterprises (SMEs) play a crucial role in driving economic growth in Zambia, as stated earlier, contributing to job creation, income generation, and poverty reduction (World Bank, 2020), with the travel and tourism sector's contribution to the GDP in Zambia being 7.7% and provided close to 489,700 jobs in 2019 according to WTTC (2021).

However, many SMEs in Zambia face challenges in adopting and implementing e-marketing strategies due to factors such as limited digital skills, resource constraints, and inadequate infrastructure (Tembo, 2019).

Smaller hotels and lodges in Zambia often have limited financial resources, making it difficult to invest in sophisticated e-marketing campaigns that require significant upfront costs (Tembo, N., 2017). Developing and maintaining a user-friendly website also requires ongoing technical expertise and maintenance fees. This can be a significant hurdle for smaller establishments with limited IT staff or budget allocation for technology. In contrast, larger hotel chains or established travel companies may have dedicated marketing teams and the financial resources to invest in these areas.

A lack of understanding or awareness of the potential benefits of e-marketing can be a significant barrier to adoption for Zambian tourism SMEs. While traditional marketing methods may have served them well in the past, these businesses may not fully grasp the transformative power of the internet and digital tools. E-marketing offers a multitude of advantages that can revolutionize their reach and impact. Unlike traditional marketing with limited targeting capabilities, e-marketing allows them to target their ideal customer profile with laser focus, reaching potential guests who are actively searching for travel experiences

online. Furthermore, e-marketing campaigns can be launched and adjusted in real-time, allowing businesses to optimize their marketing spend and maximize their return on investment (ROI). In today's data-driven business environment, e-marketing tools provide valuable insights into customer demographics, preferences, and booking behavior. By leveraging this data, hotels and lodges can tailor their marketing messages and offerings to resonate more effectively with their target audience, ultimately leading to increased conversions and bookings.

Limited digital literacy and a lack of training in e-marketing tools can create a significant barrier to adoption for some businesses (Tembo, N., 2017). Staff may struggle with various aspects of e-marketing, including.

Content creation: Crafting compelling social media posts, blog articles, or website content that resonates with their target audience and effectively communicates their unique selling proposition requires strong writing and storytelling skills.

Campaign management: Launching and managing targeted online advertising campaigns on platforms like Google Ads or social media advertising platforms requires an understanding of campaign budgeting, keyword research, and audience targeting strategies.

Data analysis: E-marketing tools generate a wealth of data on website traffic, customer demographics, and campaign performance (WTO, 2000). However, the ability to interpret this data effectively and translate it into actionable insights requires analytical skills and familiarity with key performance indicators (KPIs) relevant to the tourism industry.

Importance of E-Marketing in the Digital Age

The tourism industry has undergone a fundamental shift in recent years, with online travel planning becoming the dominant force. Travelers today are increasingly tech-savvy and rely heavily on the internet to research destinations, compare prices, read reviews, and book travel experiences (Chaffey et al., 2009). A study by Google found that 87% of travelers use online resources to plan and book their trips (ZDA, 2022). This trend highlights the critical role of e-marketing for hotels and lodges in today's digital landscape. For Zambian tourism SMEs, a robust e-marketing strategy is no longer a luxury, but a necessity for survival and growth. Without a strong online presence, they risk being invisible to potential guests who are actively searching for travel options online. E-marketing allows them to compete on a level playing

field with larger establishments and capture a share of the growing online travel market. Here's why e-marketing is crucial for Zambian tourism SMEs.

E-marketing allows hotels and lodges to reach a wider audience of potential customers, both domestically and internationally. This can significantly increase their brand visibility and attract new guests who may not have been aware of their existence through traditional marketing methods. Compared to traditional marketing methods like print advertising or television commercials, e-marketing can be significantly more cost-effective (Chaffey, 2019). Targeted online advertising allows businesses to reach their ideal customer profile with minimal wasted resources. Social media engagement and informative websites can generate valuable leads by capturing the interest of potential guests and encouraging them to inquire about bookings. E-marketing tools enable businesses to track the performance of their campaigns in real-time, allowing them to measure ROI and make data-driven decisions to optimize their marketing efforts for greater effectiveness. Social media platforms provide a valuable tool for interacting with potential and existing guests, building relationships, and fostering brand loyalty.

1.3 Statement of the Problem

The tourism industry is a major and growing industry in Zambia and tourism has emerged in recent years as an alternate method to mining to boost Zambia's economy (Odhiambo, Nicholas M (2012).

Tourism is being seen by Zambia's government as a tool for economic and rural development, as it generates income, creates jobs, promotes wildlife conservation, and improves standards of living. Zibanai, Zhou (2014).

The increasingly popular worldwide phenomena adventure tourism has also risen in popularity within Zambia, especially within the city of Livingstone, which is now becoming known as Africa's "adventure tourism capital". The country boasts of hosting one of the five wonders of the world as declared by UNESCO in 1989. The Victoria falls is a natural phenomenon that stretches over 1.9km in width towards the southern part bordering Zimbabwe and a height of 108m. Coincidentally, electronic media has evolved into an integral part of today's global culture (Vaithianathan et al, 2020). This global trend also stands true in Zambia where the substantial shift towards mobile technology has been spearheaded by an increased interest in

social media. One of the benefits of using electronic media is gaining access to the market without physically being present, due to the increase in digital marketing by most businesses. Some SMEs in the tourism sector in Zambia have adopted e-marketing or internet marketing which uses digital channels such as social media, email, search engines, and websites to promote products and services. E-marketing provides SMEs in the tourism sector an opportunity to carry out their business regardless of the restrictions and disturbances that occurred during and post the COVID-19 pandemic.

Thomas-Francois and Somogyi (2019), note that electronic marketing is growing at a rapid rate due to advent of the internet, globalization as well as cultural change towards the use of technology. It has, however, been noted that in developing countries such as Zambia, the rate at which technological usage in daily life including buying and selling of goods and services is slow (Vaithianathan et al, 2020). Thus, businesses are still sticking to traditional marketing methods such as the use radios, television and print media for marketing instead of using e-marketing. Here thus lies a fundamental problem-despite the benefits of digital marketing such as being cheaper and faster than traditional marketing (Thomas-Francois and Somogyi, 2019), SMEs in the tourism sector in Zambia have been slow in adopting and using it. There is, therefore, need to understand the factors that affect the acceptance of electronic marketing. This study will attempt to examine factors influencing the adoption of e-marketing as mode of marketing by SMEs in tourism industry in Zambia.

1.4 Aim of the Study

To develop a framework that can be used to improve the acceptance and usage of e-marketing among SMEs in the tourism sector of Zambia.

1.5 Research Objectives

- i. To identify the main factors affecting the adoption of e-marketing among SMEs in the tourism industry in Zambia.
- ii. To propose possible solutions to the challenges faced by SMEs in the adoption of eMarketing by Zambian SMEs in the tourism industry.
- iii. To develop recommendations for stakeholders in the Zambian tourism industry to promote the successful adoption and utilization of e-marketing strategies.

1.6 Research Questions

- i. What are the factors that influence the acceptance of e-marketing as a mode of marketing by SMEs in the tourism industry in Zambia?
- ii. What challenges do SMEs face in adopting of e-marketing as a mode of marketing?

1.7 Significance of the Study

This study is significant in several ways. This study will provide some insight into the major factors that may hamper SMEs' adoption of digital marketing and recommend strategies to overcome them. The study will be useful to policymakers and SME owners in the tourism industry in developing policies and strategies to promote the adoption of digital marketing. The findings of the study are helpful to policy makers such as the government's Ministry of Tourism, the Ministry of Transport and Communication and its Zambia Information Communication Technology Agency (ZICTA), Ministry of Commerce, Trade and Industry, Ministry of Small Medium Enterprises Development and the Zambia Chamber of Commerce and Industry as well as the Zambia Institute of Marketing on how best to use information technology to market in Zambia. The findings are also help other researchers in a similar field as part of their literature review.

1.8 Scope of the Study

The study focused on the tourism industry and zeroed in on hotels and lodges in Livingstone as the target population. The study focused on the factors that affect adoption of e-marketing.

1.9 Organization of the Dissertation

The dissertation is divided into six chapters as follows. Chapter one covers the introduction to the dissertation and information on the background of the study. The statement of the problem is given, followed by the aim and objectives. The research questions, scope and significance of the study are also covered in this chapter. Chapter two outlines the various literature done by different scholars on the subject matter, identifying findings and gaps. Chapter three has the theoretical review and conceptual framework of the study and hypotheses are highlighted in this chapter. Chapter four highlights the methodology that was employed to carry out the study, discussing the design, population, data collection methods, techniques, and analysis. The proposed research method, hypothesis and ethical considerations are also covered. Chapter five

presents the analysis of the collected data. The chapter also tests and presents the results of the hypothesis stated in Chapter three. It will interpret, discuss, and conclude the results the research results. Chapter five answers the study questions discussed in the first chapter. A brief discussion, conclusions and recommendations are given based on the findings of the study in chapter six.

1.10 Chapter Summary

This chapter has given a background and problem statement regarding effective communication and organizational performance. The aim of the study was discussed in this chapter, the aim shows the relevance of the study and what it wishes to accomplish at the end of it all. This chapter also constituted the objectives of the study from which the conceptual framework will be construed in the following chapters and it they were also used to answer the research questions, another sub element which was highlighted in this chapter is the scope of the study which indicated areas of focus for this paper from which the research methodology will be built and lastly the significance of the study was given to define the beneficiaries of the study. The chapter also discussed the statement of the problem in-depth to indicate the importance of this study by highlighting the possible actions that can be taken to cushion the problem at hand.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This chapter provides a comprehensive examination of the existing literature, encompassing various sources such as books, magazines, journals, newspapers, academic papers, government reports, as well as conceptual and theoretical frameworks. It presents a review of studies that have been conducted globally, regionally and locally on factors affecting SMEs' acceptance of e-marketing. The chapter also defines what tourism is and gives the global perspective of the tourism industry and the use of ICTs in the tourism industry and what impact ICTs have brought in the way of doing business. Further the chapter defines e-marketing and analyses some of the e-marketing tools that are used in the tourism sector.

The chapter also contains the theoretical framework, major theories and models, empirical studies, gaps in the literature as well as both dependent and independent variables. Conducting a literature review presents an opportunity to the researcher to have a broader as well as an in-depth view of the subject. Its further proves helpful in understanding as well as investigating the subject from various perspectives. Without carrying out a literature review, the researcher runs a risk of having a narrow understanding of the subject. Literature review is vital in ensuring that the researcher does not keep repeating what another research has already found out. Thus, through reviewing literature, the researcher becomes aware of the research that have been conducted in the same subject, when they were conducted, what was found and what was not found. This literature review reveals the knowledge gap, that is, how far research has been done on a subject and what is yet to be explored in terms of answers that are yet to be answered.

2.2 Nature and Functions of E-Marketing

E-marketing is one of the modern concepts that has imposed itself in the transaction market, due to the latter's role in developing and achieving the goals of modern institutions. Indeed, it is a business style with the distinction of achieving several goals at the same time beginning with the achievement of the customer's needs to attain profit for the product based on various strategies suitable for the digital environment (Kurian, et al. 2019).

This integration has greatly contributed to facilitating and rationalizing the various practices and marketing work, making it a necessity of the times. It also improved the mental image of the organization and facilitated the methods of searching for customers, which helps the organization to gain a strategic position capable of facing competition and imposing itself on the trade and business market. E-marketing is based on several methods, the most important of which is marketing through search devices or through advertising and e-mails as well as interactive advertising. All mechanisms contribute to the development of marketing if expertise and control over the use of modern technologies are available, which has transformed the form of world trade from traditional to electronic, and the Internet has become the environment supporting e-marketing and the primary tool driving economic growth in all countries of the world in the context of globalization (Kurian, et al. 2019).

2.3 The Effectiveness of E-Marketing

The importance of E-marketing in marketing emerges from the Internet as an effective way to define the market to be targeted, in addition to giving help to study the requirements of the marketing sector (Reynolds, et al., 2004; Saffar & Obeidat, 2020). Besides, it helps to provide products that can meet customers' needs, through the design quality, and, then, fulfill these design specifications through the quality of conformity (Brynum, 2006 Shrouf et al, 2020;). On the other side, failure to design quality and conformance affects actual performance and customer needs, since failure to match quality will negatively affect actual performance, and, hence, failure in the design quality will result in a failure to meet customer needs. Therefore, the customer views quality as a set of product characteristics that meet his needs and expectations, in addition to its conformity to the specified specifications and standards. Thus, the primary benefits of E-Marketing are represented by reducing the costs and increase the reach to clients. Smith and Zook (2011) assume that the cost of the digital marketing platform is usually lower than the other marketing platforms such as face-to-face communications made by sales personnel or intermediaries / distributors. Meanwhile, Banerjee and Dash (2011) confirm that email marketing campaigns, web signboards, online directory ads, telemarketing, and other interactive marketing techniques produce nearly double the return on marketing investment compared to other major forms of traditional marketing techniques. In addition, the web is widely recognized as a search tool by the organizations and individuals, and therefore, it is expected that the organizations which are hesitant to adopt digital marketing are more

likely to lose than those who have readily embraced this concept (Ellis-Chadwick, 2012). For this reason, digital marketing has real benefits that include a faster time, higher response rates, global reach, affordable market access, more conversion rates, 24-hour marketing plus traceable and scalable communication campaigns (Ellis-Chadwick,2012). Besides, Krishnamurthy and Singh (2005) added that E-Marketing opens new markets for existing companies; that create new business models like virtual organizations while providing users with an easier and more convenient screen interactions. Harridge-March (2004) also confirms that electronic marketing enables organizations to achieve increased effectiveness and efficiency through communication with customers.

E-marketing fosters competitive advantage, the subject of competitive advantage is receiving a widespread attention at the global level, so that this subject has become currently at the forefront of the list of concerns and priorities of various countries of the world, with the aim of keeping pace with the requirements of the rapid developments taking place in the world which are represented by the acceleration of globalization and integration into the global economy and the policies of openness and markets' liberalization. Therefore, the ability to succeed in competition has become one of the most important elements of the enterprise's growth and continuity (Abdel-Wahab, 2012), especially as the competitive advantage is considered as the main pillar on which the performance of organizations is based. Consequently, it is rare for business organizations to have a competitive precedent in all areas due to the organization's limitations on one hand, and, on the other hand, take exchange and mutual decisions for the purpose of building distinct decisions on the other hand.

Oswald J and Fiona T. (2015) defined the competitive advantage as the capabilities and expertise that the organization enjoys and makes it more distinct from other organizations which are working in the same sector to which it belongs, and depending on the organization's ability to use its resources and implement its activities with high efficiency, in addition to providing high quality products, and having the most effective creative methods in conjunction with the ability to apply such creative methods. However, Porter (1998) argues that competitive advantage "Arises mainly from the value that an institution can create for its customers so that it can take the form of lower prices relative to those of competitors with equal benefits, or by providing unique benefits in the product that widely compensate the large price's increase imposed. "In his definition", Porter focused on the value that the institution creates for its

customers, which takes two forms: Either in the form of lower prices compared to competitors, but with preserving the same benefits, or in the form of a distinct product. Many researchers have addressed the importance of competitive advantage, where Abdel-Wahab (2012) believes that the competitive advantage bears an internal dimension represented by good knowledge of capabilities and potentials and investing in them in a manner that achieves the competitive advantage of the enterprise. Meanwhile, Al-Talbani Et al. (2012) sees that competitive advantage represents the critical strategic element that presents a substantial opportunity for the organization to realize constant profitability compared to its competitors. Besides, Hassoun and Others (2012) indicated that competitive advantage is a driver and catalyst for the organizations to develop and strengthen its resources and capacity and push it to search and development in order to preserve and strengthen this advantage. Papulova (2006) mentioned that the competitive advantage makes the company able to meet the needs of the customers more effectively than their competitors, which is achieved by adding a real value to the customers. Therefore, competitive advantage is considered as one of the main reasons for the company's survival in the market, where the company exists in the market and its strength depends on its value, which is determined by the competitive advantage, and hence making the customers is completely loyal to the company. On the other hand, there are several dimensions of competitive advantage, the first of which is cost reduction: it means the organization's ability to design, manufacture, and market products at the lowest cost compared to its competitors. The second dimension, which is innovation, renovation and creation, which is the reshaping or re-work of new ideas to come in a new way, and it is done by reaching a solution to a specific problem, or to a new idea and its applications which is strongly linked to technology. The third dimension is flexibility which is the basis for achieving competitive advantage by responding quickly to changes that may occur in product design and in line with the customers' needs. The fourth dimension, which is quality, means or refers to doing things properly to provide products that suit customers' needs.

2.4 Factors Affecting SMEs' Adoption of Electronic Marketing:

2.4.1 A Global Perspective.

ICT has played a vital role in various sectors including SMEs. The technology has widened the markets as the SMEs could reach their customers worldwide without consideration of time and

geographical zone (Nuseir, 2018). Currently, SMEs, owners are aware of ICT tools like computers, the internet and digital marketing. As explained by Teixeira, et al. (2018) through e-marketing, adoption, SMEs in various sectors can identify and track market opportunities, adapt to dynamic environments, and increase customer base regardless of the limited resources they have. Several studies have been conducted worldwide regarding the determinants of e-marketing adoption by SMEs. For instance, Teixeira, et al. (2018) conducted a literature review to identify the determinants of digital marketing adoption by Portuguese SMEs. The results revealed that limited knowledge on digital marketing, difficulty in recruiting and training skilled professionals, as well as the existing decrease of the price associated with outstanding digital marketing service, is perceived to be the obstacles in the implementation of digital marketing by SMEs in the country. Similarly, Kurian, et al. (2019) undertook a study to analyze the combination of social media marketing and SMEs in Singapore. They found that lack of training and lack of knowledge to the SMEs' employees, were some of the factors affecting the adoption of social media marketing in their enterprises which results in the underutilization of business potentials in the country. Yaseen, et al. (2019) carried research to determine the level of digital marketing adoption among SMEs in Jordan. Their findings revealed that limited usage of social media and email, lack of human skills, lack of awareness of digital marketing, and lack of technological tools were the main factors affecting the adoption of the technology in the country. Likewise, McLaughlin & Stephens (2019) investigated the social media adoption of intentions SMEs, owners using the theory of planned behaviour in Ireland. Their findings indicated that attitude, subjective norm and perceived behaviour control have a significant impact on SME owner's intention to adopt social media marketing in the country.

In another study done in Sweden, the impact on the adoption of e-marketing on the performance of SMEs is elaborated through a study conducted with regard to manufacturing and retailing firms Deraz, and Gebrekidan (2018). The researchers identified key variables for the adoption as Digitization, Firm Performance, ICT, Strategic performance and Financial Performance. The researchers analysed the extent on difference in performance of manufacturing and retailing SME firms through the adoption of e-marketing tools and technologies. Furthermore, other studies have been conducted to put forward the usage of emarketing for SMEs by highlighting the positive effect on growth performance and competitiveness Taiminen and Karjuluoto (2015). However, the researchers in the studies elaborated that SMEs did not seem to use the digital tools to their full potential which did not

let the SMEs have the maximum benefit, and this was because of the lack of knowledge within SMEs about e- marketing.

2.4.2 A Regional Perspective.

There are various factors affecting the adoption of digital technology as a means of e-marketing by the SMEs in the tourism sector. According to Mahesha Kapurubandara and Robyn Lawson (2006), they assert that SMEs are hindered from adopting digital technologies in e-marketing, due to the many impediments and barriers that arise. These barriers arise due to external and internal factors. These factors could be economic infrastructure, political, legal, social and culture. A study investigating the adoption of ICT in Nigerian SMEs, found out that one of the major factors inhibiting diffusion and intensive utilization of e- marketing was poor physical infrastructure according to Ashrafi and Murtaza (2008) and Akpan-Obong (2007).

Sanne and Wiese (2018) conducted a study to determine whether the theory of planned behaviour could be used to predict social media advertisement in South Africa. Their findings revealed that attitude and subjective norm have a significant influence on marketers' behaviour intention to adopt Facebook advertisement. On the other hand, perceived behavioural control was found to have an insignificant influence. Further, Mugobi & Mlozi (2020) did a study to assess the determinants of ICT adoption at UNESCO World Heritage Sites in Tanzania. Their results showed that, perceived relative advantage, perceived less complexity, IT infrastructure and support skills, competitive pressure significantly influenced decision makers' intention to adopt the technology in the country.

Research has found that the use of digital technology in e-marketing by SMEs is very low. In Tanzania most SMEs are not fully utilizing digital technology in e-marketing which has affected them in several ways. Lyati Ndyali (2013) has noted that Small and Medium Enterprises in Tanzania had only chosen to adopt basic applications of using e-mail and the internet as their only e-marketing tool. The use of basic applications has not been so much effective to market products and services.

Taiminen and Karjaluo (2015) notes that SMEs in developing countries hardly keep up with the dynamic technological advancements, where usually lack of resources can be highlighted as the main obstacles to adopted e- marketing. In most cases, developing countries are usually identified with insufficiencies in infrastructure and technological aspects, therefore this lack of

resources affects the business operations of SMEs too which can be a main reason of lack of e-marketing adoption of in SMEs in developing countries, Zambia inclusive.

2.4.3 A Local Perspective.

While the subject of electronic marketing is broad and much appreciated locally, few published works have been done locally. However, some scholars have delved into the field and have made their findings available.

Mulolani (2016) pursued a study on Zambia's major industries on how they were making use of information communication technology to increase their sales revenue. One of such companies under the study was the country's power utility company ZESCO. The study was a descriptive sample survey by design and involved 200 respondents. Among the major findings were that ZESCO had been using information technology in providing customer care.

E-marketing has become an essential tool for businesses of all sizes and industries, including Small and Medium-sized Enterprises (SMEs) in the tourism industry. SMEs in the tourism industry face numerous challenges, including limited access to markets, inadequate marketing strategies, and limited financial resources (Simutowe & Mwiinga, 2017). E-marketing provides an opportunity for SMEs in the tourism industry to reach a broader audience, increase their competitiveness, and improve their marketing effectiveness.

2.5 Literature on E-Marketing Adoption

Studies and scholars have also examined the influence of e-marketing on business outcomes. Internet based technologies and systems are recognized as an important and essential force that influences the various industries positively including SMEs. Nuseir and Aljumah (2020) conducted a study on hotel industry to determine the role of e-marketing on the performance of a hotel. The study found that the utilization of information technology-based systems and equipment for e-marketing purposes can improve performance significantly as it was found to be effective in engaging customers due to a quick approach and the direct provision of the necessary information Melián-González & Bulchand-Gidumal, (2016).

In many countries the utilization of technologically based applications by SMEs in marketing has become important and research scholars have paid greater attention due to their crucial role in today's competitive business world Gazal, Montague, Poudel, & Wiedenbeck (2016).

Research scholars have shown that SMEs can gain benefits through effective utilization of technological advanced tools for business management as noted by Durkin, McGowan, & McKeown (2013).

There are so many benefits of e-marketing for SMEs in the tourism sector. E-Marketing helps to furnish SMEs to wider market opportunities and assist them to retain consumers and secure information on market trends and consumer behaviours via much cost-effective strategies with promising results notes Mazzarol (2015). Since SMEs can reap much more benefits through e-marketing, it is being enhanced within the local SMEs in most developing countries especially in the tourism sector.

As the needs of customers keep changing, e-marketing has become necessary for SMEs. The emergence of technologically based equipment has enabled SMEs to respond to the changing needs of customers. Therefore, the performance of small and medium enterprises can be influenced through digital media implementation and proceedings according to Nuseir (2018).

The use of e-marketing by SMEs has brought opportunities for SMEs and potential customers such that SMEs have gained business profits. The use of e-marketing by SMEs has increased rapidly and contributed to the growth of SME businesses in developing countries like India according to Chatterjee & Kar (2020).

In addition, adopting of e-marketing comes with several associated benefits to SMEs, few of which are the introduction of products or services in the global market, identification and understanding of global standards, e-commerce platform for products and services, price and product customization to target potential customers and acquiring the core competencies and skills required in global market positioning (Low, 2000).

Much importance of e-marketing to SMEs can be elaborated in many ways. E - marketing brings the SMEs closer to the target audience, quick and instant results can be seen, changes can be adapted easily accordingly with the consumer opinion, cost-effective than traditional marketing.

In another study done in Sweden, the impact on the adoption of e- marketing on the performance of SMEs is elaborated through a study conducted with regard to manufacturing and retailing firms Deraz, and Gebrekidan (2018). The researchers identified key variables for the adoption as Digitization, Firm Performance, ICT, Strategic performance and Financial

Performance. The researchers analysed the extent on difference in performance of manufacturing and retailing SME firms through the adoption of e- marketing tools and technologies. Furthermore, other studies have been conducted to put forward the usage of e- marketing for SMEs by highlighting the positive effect on growth performance and competitiveness Taiminen and Karjuluoto (2015). However, the researchers in the studies elaborated that SMEs did not seem to use the digital tools to their full potential which did not let the SMEs have the maximum benefit, and this was because of the lack of knowledge within SMEs about e- marketing.

Research has also shown that e- marketing has enabled many companies including SMEs to gain a large customer base due to its remote availability. As such, the Internet has changed the rules of marketing, which has been redefined due to the changed lifestyle of consumers and their purchasing habits. Traditional strategies for marketing have been changed due to the inclusion of technology and digitalization as older patterns are not suitable for the sustainable development of businesses. E- marketing has become essential for firms and SMEs to conduct business at a competitive level in rapidly changing environment.

Research has also found that SMEs are willing to utilize e-marketing technologies if they are easy to use, easy to understand as well as flexible to implement according to empirical findings of Chau (1996); Clarke (2000) and Venkatesh (2000) whose research indicated that perceived easy to use was a proven key determinant of the users' intention to accept digital technology.

2.6 Definition of Tourism

Walton K John (2023) describes tourism as the act and process of spending time away from home in pursuit of recreation, relaxation, and pleasure, while making use of the commercial provision of services. According to Goeldner and Ritchie (2006) tourism is the processes, activities and outcomes arising from the relationships and the interactions among tourists, tourism operators, host governments, host communities, and surrounding environments. The tourism industry is made up of the businesses and organizations established to meet the wants and needs of travellers, is one of the largest industries in the world. Because there are many needs and wants that travellers may have, there are many sectors of tourism , or categories within the tourism industry. These categories are based on the needs and wants that travellers may have while visiting a destination while also including services that assist them in arranging

travel to and from a new location. These tourism sectors also include organizations that establish the types of services available to travellers locations. The five main sectors of the tourism industry include accommodation, transportation, entertainment, food & beverages, and attractions. In his paper, Tembo N. J (2017) summarises the different businesses and stakeholders in the tourism sector as per figure 5 below;

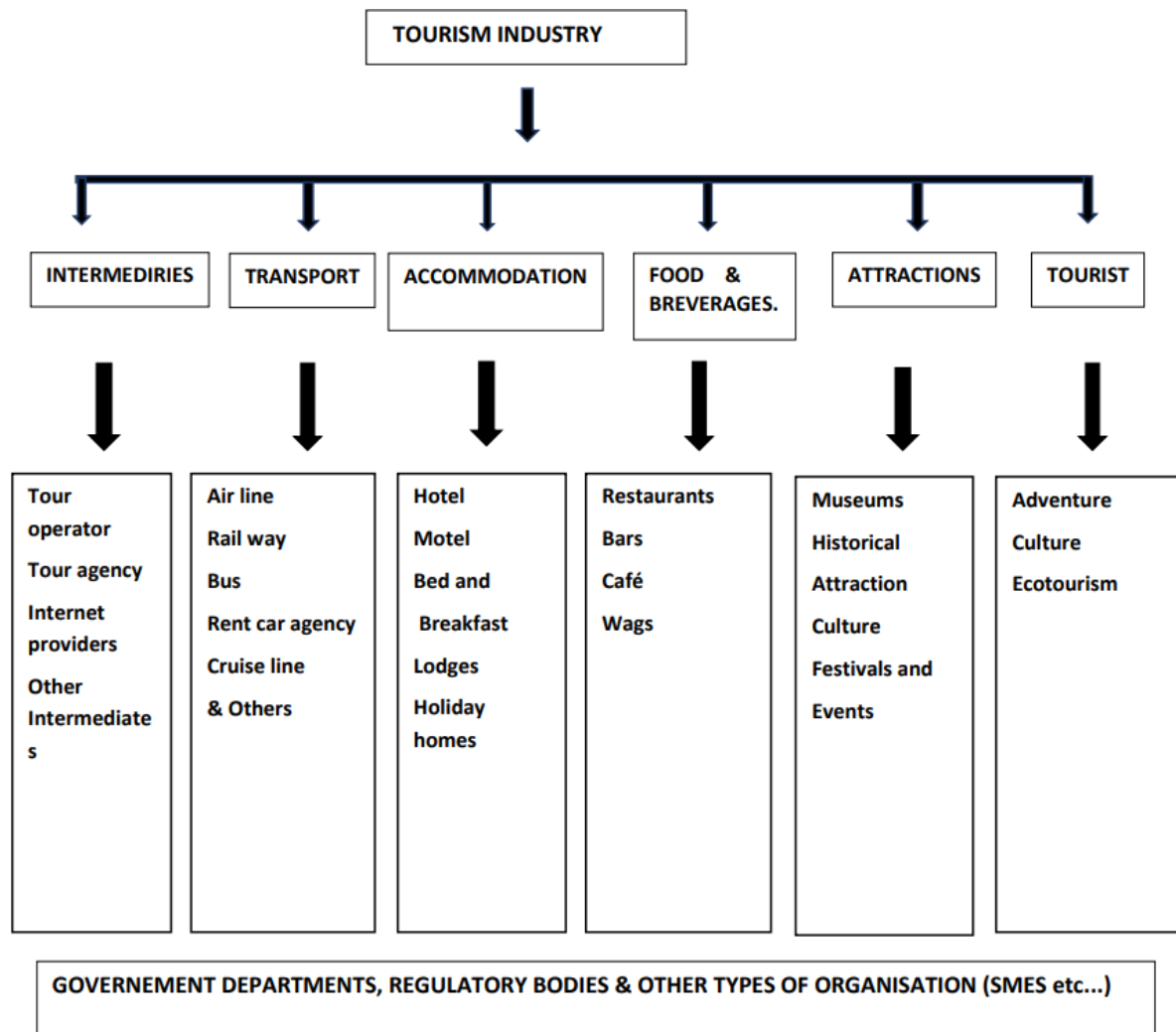


Figure 1: Stakeholders in the Tourism Sector

Source: (Tembo, 2017)

2.7 Tourism Types in Zambia

Tembo, N (2017) gives detail of the various forms of tourism that exist in Zambia.

2.7.1 Nature Tourism

Nature tourism, also known as ecotourism or wildlife tourism, is a form of responsible travel that focuses on experiencing and appreciating nature, wildlife, and natural environments. Nature tourism is not a term commonly used by visitors. It is not seen to be a holiday type in its own right – almost no-one speaks of taking a “nature-based holiday. It involves experiencing natural places, typically through outdoor activities that are sustainable in terms of their impact on the environment. These can range from bushwalking and adventure tourism experiences to sightseeing, scenic driving, beach experiences and wildlife viewing. In many instances a visitor may combine several of these in one trip. Nature Tourism in Zambia is dominated by nature-based activities. The key attractions are wildlife and the Victoria Falls locally known as Mosi-o- Tunya.

2.7.2 Arts and Culture

Arts refer to a broad range of human activities that involve the creation of visual, auditory, or performance artifacts expressing the creator's imagination, skill, and emotions. The term encompasses various disciplines, including visual arts (painting, sculpture, photography), performing arts (dance, theater, music), literary arts (poetry, drama), and more. Artistic expression often serves as a form of communication and can convey ideas, emotions, and cultural values.

Culture encompasses the shared beliefs, values, customs, behaviors, and artifacts that characterize a particular group of people. It includes both tangible elements (such as art, literature, and technology) and intangible aspects (such as language, beliefs, and traditions). Culture is passed down from generation to generation and shapes the way individuals within a society perceive and interact with the world. It can be expressed through various forms, including art, rituals, language, cuisine, and social institutions. The interplay between arts and culture often reflects the identity and creativity of a community or society. Culture creates authenticity and distinctiveness in the global tourism market. In this regard, “tourism experiences” that can connect people and visitors to local cultures are important and as such the involvement of the local communities is an important factor for visitor satisfaction and a prerequisite for product development. Zambia boasts of having diverse arts and culture that come to the fore mostly during the various traditional ceremonies throughout the year by different tribes in the land.

2.7.3 Music Tourism

Music tourism refers to the travel activities of individuals or groups who specifically seek out and participate in music-related experiences. This type of tourism is centered around attending live music events, festivals, concerts, and visiting destinations with a rich musical heritage. Music tourists travel to explore, enjoy, and immerse themselves in the local and global music scenes. There is a growing trend of music tourism in Zambia, with international tourists ensuring they don't go back without hearing or seeing a local Zambian band play live music either at a musical function or at a bar or drinking spot.

2.7.4 Investment and Business Tourism

Investment and business tourism refer to travel activities that are primarily driven by opportunities for economic investment, business development, and professional networking. This type of tourism is characterized by individuals or groups traveling to destinations with the specific purpose of engaging in business-related activities and investment opportunities.

Key aspects of investment and business tourism include:

- Business Conferences and Events
- Meetings and Negotiations
- Site Visits and Inspections
- Market Research
- Government and Industry Engagement

2.7.5 Archaeological Tourism

Archaeological tourism involves travel to destinations specifically to explore and experience archaeological sites, artifacts, and historical remains. This form of tourism attracts individuals interested in the study, appreciation, and preservation of historical and cultural heritage. Tourists engaging in archaeological tourism often visit sites of ancient civilizations, archaeological excavations, museums, and other places of historical significance. Zambia is endowed with many sites of archaeological interest including but not limited to;

- Ngombe Ilede,

- ❑ Chinyunyu Hotsprings,
- ❑ Mwela Rock Paintings,
- ❑ The Victoria falls.

Apart from the above listed forms of tourism in Zambia, there are others that contribute to tourism industry. These are agriculture and eco-tourism. Agricultural tourism, often referred to as agritourism, involves travel and recreational activities centered around agricultural environments. This form of tourism allows visitors to gain firsthand experiences in farming, ranching, or other agricultural activities. It may involve visiting a farm or any agricultural, horticultural or agribusiness enterprise for pleasure, education or active involvement in specific activities. Eco-tourism, short for ecological tourism, is a form of responsible travel that focuses on visiting natural areas to conserve the environment, respect local cultures, and promote sustainability.

2.8 Integrating Digital Transformation in the Tourism Industry

COVID-19 struck the world, and nothing has remained the same ever since. The various industries of the world can attest to how much effect the abrupt disruption amounted to their various sectors and how much it affected them in terms of revenue generation, human resources, and flow of operation. Although some were eventually able to gain their footing by being able to leverage technological solutions, tourism felt the brunt of the pandemic as the operations were brought to a sudden halt, and the tourism sector found it very challenging to cope.

The pandemic without any doubt served as a wakeup call to the reality of the not-so-effective state of the tourism sector. Technology brought about the solutions with which other industries withstood the ravaging challenges of the pandemic. The digital world is the new normal for the world, and for the tourism industry to grow, it must find the best way to leverage technological solutions. One of these best ways is incorporating ICT in which the industry operates and mostly markets the various tourism destinations across the globe different and new opportunities for innovation and development. This has called for the further adoption of e-marketing as the digital meets the tourism industry.

2.9 Adoption of E-marketing in the Tourism Industry

E-marketing was mainly adopted around the 1990s because of the emergency of the internet. The theories concerning E-marketing had not been unified yet, due to a large diversity in specialists' opinions. Still, one of the aspects that was established and has ceased being discussed in contradictory is the fact that electronic marketing first appeared under the form of various techniques used by companies distributing their products through online channels (Internet – based). That happened back in the pioneering age before 1995.

The companies that opened the road to E-marketing were called-tailors”, as opposed to the traditional retailers (also known as brick-and-mortar retailers). During their limited life, these electronic retailers began to develop and introduced new marketing techniques based on the support offered by the internet. The early adopters of E-marketing were merely concerned with the selling of goods and services for profit; they did not bother much about other issues such as customer service, customer retention, brand loyalty and many other modern marketing practices. The coming of the internet has made E-marketing to be a major undertaking for most businesses especially those in the tourism sector. Early studies have suggested that the emergency of internet has brought about a revolution in the way marketing of goods and services is conducted (Tembo, 2017)

This revolution implies that e- marketing has become a major function or factor of any business in this competitive environment. Tembo further highlighted that when implementing internet technology, it is not a matter of an option but is vital if businesses want to remain competitive. He explains that companies should start thinking about how to complement their traditional marketing strategies with internet technology in order to gain competitive advantage in the electronic marketplace. The Tourism industry is one of the earliest industries to be affected by the emergency of the internet. Before the internet, tour operators had challenges to directly connect with the customers. Information about the products and destinations in the sector was mainly handled by third party agents such as the travel agencies, tourism destination promoters who acted as 50 gatekeepers between the Tour operators and the customers. This made business very difficult to conduct. But in this modern age, the emergency of E-marketing tools such as social media has made it easier for tourists to travel around the world due to accessibility to information and communication.

The growing role of social media in the Tourism industry has changed the way the tourism industry is managed and marketed. According to Minazzi (2015), social media has become one

of the most powerful online marketing tools. Social media plays an increasingly important role in many aspects of tourism, especially in information search and decision-making behaviours and tourism promotion (Minazzi, 2013). The internet therefore has facilitated the effective use of E-marketing as a strategy to reach out too many individuals or groups who want to travel and sample tour products across the world. The adoption of E - marketing in the tourism industry was initially adopted in the western countries, Europe and America for over 30 years ago. This was because of the new technologies and communication systems that emerged on the market. In general, travel products (for example, holiday packages) engage a higher level of involvement, intangibility and higher level of differentiation than any other tangible consumer goods and therefore, are more easily sold through the internet. Services like travel and tourism are ideal for selling over the Internet since there are no transportation costs. The ease of description and commodity like nature of many travel products (that is, airline seats or hotel rooms) also favour the development of electronic commerce (Tembo, 2017). It can therefore be concluded that the adoption of e-marketing in the tourism sector was influenced by the changes in the consumer behaviour of the tourists. Because of their exposure to the internet, many travels, and tourism businesses adopted the use of the internet to attract and capture this market of tourists, which mainly comprised of young people such as students, young professionals like junior managers, executives and single mothers who may be well exposed to the internet and may want to plan for a holiday. According to (Kaplan and Haenlein 2010), 75% of Internet surfers used social media by joining social networks, reading blogs, or contributing reviews to shopping sites. This represents a significant rise from 56% in 2007 to 75% in 2010 number of people who had access to social media. It is therefore reasonable to say that Social Media represent a revolutionary new trend that should be of interest to companies operating online especially the travel and tourism industry.

2.10 Other Related Studies

Besides the aforementioned works, Table 1 below summarises some of the related works on factors that affect acceptance and adoption of electronic marketing, tourism and digital adoption in general.

Table 1: Summary table of Related Literature

| Author | Topic | Findings | Gaps |
|---------------------------|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Appiah-Adu & Oteng (2019) | Factors Influencing E-marketing Adoption by SMEs in Ghana's Tourism Industry | The study found that perceived usefulness, ease of use, compatibility, and the trialability of e-marketing are the main influencers of e-marketing adoption. | The study did not investigate the impact of external pressures such as competition and government policies on e-marketing adoption |
| Alawneh, & Hammad, (2019) | Exploring the barriers to e-marketing adoption by Jordanian travel agencies | The main barrier is perceived lack of security on online platforms such a cyber crime. | The study did not adopt any technology adoption model in its conceptual framework |
| El-Gohary (2018) | An exploratory study on the adoption of e-marketing in the tourism industry in South Africa | The study found that the adoption of e-marketing in the tourism industry in South Africa is influenced by organizational readiness, resource availability, the influence of peers and other external factors. | The study did not examine the impact of factors such as perceived usefulness and compatibility of e-marketing and did not use any technology adoption model in its conceptual framework |
| Mapunda, (2021) | Determinants of e-marketing adoption by small and medium enterprises in African countries | The study found that the main factors influencing the adoption of e-marketing by SMEs access to technology | The study did not examine the impact of other factors such as the level of education and training of employees and the role of government policies in supporting e-marketing adoption by SMEs. |
| Tembo N (2017) | E-Marketing Adoption and its Impact on SMEs in Zambia Tourism | Using the Technology acceptance model for the conceptual framework, the found that the main factors influencing the adoption of e-marketing by SMEs in Zambia include lack of technical know-how, access to technology, and limited financial resources. | The study did not examine the impact of other factors such as the level of education and training of employees and the role of government policies in supporting e-marketing adoption by SMEs in Zambia. |
| Henama, & Chenje, (2018) | An exploratory study on the adoption of e-marketing in the tourism industry in South Africa | The study found that the adoption of e-marketing in the tourism industry in South Africa is influenced by organizational readiness, resource availability, | The study did not examine the impact of factors such as perceived usefulness and compatibility of e-marketing on its adoption by SMEs in the tourism industry in South Africa |

| | | | |
|------------------------------|----------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| | | the influence of peers and other external factors. | |
| Patience Njina Soneka (2019) | A model for improving e-tax adoption in the rural of Zambia based on the TAM models | Perceived ease of use, perceived usefulness, external factors, user attitude, and user intention— jointly explain 47% of the variability in determining the adoption of electronic banking technologies. In essence, users' perceptions of ease of use, usefulness, attitude, external influences, and intention play a pivotal role in understanding and predicting the adoption and usage of mobile banking. | The study did not examine other models like UTAUT and TRA |
| Lute Sakala (2019) | Factors affecting adoption and use of mobile banking services in Zambia based on TAM models. | The study suggested that there is a positive relationship between use of e-banking services and perceived ease of use | The study did not examine the challenges customers have in the use of online banking services on their mobile phones |
| Gregory Gondwe (2021) | Motivations for Social Media Use and Consumption in Zambian Online Platforms | Social media provides a wide variety of options for use by individuals and business alike for personal and business benefit. | The study was more empirical than theoretical and did not provide frameworks. No conceptual framework was used for this study. |

Apart from the literature cited in the literature review matrix, other studies have been conducted to put forward the usage of e-marketing for SMEs by highlighting the positive effect on growth performance and competitiveness, Taiminen and Karjuluoto (2015). The researchers in the studies elaborated that SMEs did not seem to use the digital tools to their full potential which did not let the SMEs have the maximum benefit, and this was because of the lack of knowledge within SMEs about e- marketing. The gap noted from this research was the non-usage of technology adoption models in its conceptual framework.

Mugobi and Mlozi (2020) conducted a study to assess the determinants of ICT adoption at UNESCO World Heritage Sites in Tanzania. Their findings showed that, perceived relative advantage, perceived less complexity, IT infrastructure and support skills, competitive pressure

significantly influenced decision makers' intention to adopt the technology in the country. The research found that the use of digital technology in e-marketing by SMEs is very low. In Tanzania most SMEs are not fully utilizing digital technology in e-marketing which has affected them in several ways.

On the other hand, Odimegwa, Udegbuma, Ile, and Azu (2016) found that inadequate communication infrastructures, high internet connectivity expenses, and inadequate power supply were the main obstacles to e-marketing adoption by SMEs in the Nigerian context. In the same situation, Nkosana, Skinner, & Goodier (2016) revealed that set up costs, owners' lack of IT knowledge and employees' lack of IT skills were the challenges in the adoption and utilization of e-marketing for SMEs at KwaZulu Natal Midlands in South Africa. The aforementioned papers of Odimegwa, Udegbuma, Ile, and Azu plus that of Nkosana, Skinner and Goodier were of a qualitative nature and like most of papers in this literature review did not utilize any technology adoption conceptual framework. It is envisioned that this research paper will to an extent bridge the gaps that have been noted in the reviewed literature.

2.11 Chapter Summary

This chapter reviewed the literature by the other scholars and researchers on the subject matter of adoption of e-marketing in the tourism sector. The main literature relating to adoption of technology reviewed systematically as the study used the funnel approach in reviewing literature as it started with global perspective by discussing related literature from countries outside the African continent. literature was brought closer by focusing on the African continent, region and finally in the country, this helped to develop a summary table of related studies and identifying potential research gaps. From the discussions, most studies have focused on the importance of e-marketing and its barriers, but they have not advised on what framework can be used to enhance e-marketing. This study therefore seeks to fill this research gap.

CHAPTER 3

THEORETICAL AND CONCEPTUAL MODEL/Frameworks

3.1 Introduction

This chapter discusses the theoretical background and the conceptual frameworks and models related to this study. The chapter discusses the conceptual and theoretical framework of the study. According to Creswell, (2014), a theoretical framework is a single formal theory. When a study is designed around a theoretical framework, the theory is the primary means in which the research problem is understood and investigated. A conceptual framework includes one or more formal theories (in part or whole) as well as other concepts and empirical findings from the literature. It is used to show relationships among these ideas and how they relate to the research study.

This chapter includes the theories that underpin this study. Based on these theories, the chapter then looks at the conceptual Frameworks / Models. Finally, a conceptual framework/ model is developed based on the theoretical and conceptual background above. The hypotheses are then developed from the proposed model / framework. and concludes the ethical considerations.

3.2 Theoretical Framework

Technology adoption is one of the mature areas of research in information systems (Maryam et al 2018). Addo (2014) states that a number of technology acceptance theories and models have been applied to different phenomena and varying cultural settings in many studies, yielding varying results. Several researchers have put across various theories explaining reasons why.

3.3 Technology Adoption Theories

3.3.1 Technology Acceptance Model (TAM)

TAM was devised by Davis (1986) to explain the user adoption of technology in organizations. TAM posits that two factors, perceived usefulness and perceived ease of use, are the two main determinants of system usage in organizations (Taylor & Todd, 1995; Davis, 1989). It is asserted that the systems designer has some degree of control on these two factors. In TAM, Perceived Usefulness (PU) is defined as the degree to which an individual believes that using a particular system would enhance his or her job performance whereas, Perceived Ease of Use

(PEOU) is the degree to which an individual believes that using a particular system would be free of physical and mental effort (Davis, 1986). Several studies have been conducted to replicate and extend TAM to determine factors affecting technology adoption in organizations. Venkatesh and Davis (2000) applied TAM in a longitudinal study to include social influence processes and cognitive instrument processes. TAM was also tested by Grandon and Pearson (2004) in the small business context in the USA. They identified four factors that influence electronic commerce adoption: organizational readiness, external pressure, perceived ease of use, and perceived usefulness. Though a popular model, TAM has been criticised for its generality and that it ignores certain personal behavioural factors (Taylor & Todd, 1995), such as cultural and social influences that may be critical to understanding e-commerce adoption in SME contexts of developing countries. Further, the very fact of equating perceived usefulness to use has been seen as problematic in some literature. Zheng, Paxman, Johnson, and Diamond, (2005) note that perceived usefulness is poorly correlated with actual use. Further, it is argued that self-reported usage or intention to use may not be an appropriate surrogate for use because users are poor estimators of aspects of their own behaviours (Aydin and Rice, 1991 cited in Zheng et al., 2005). To perceive of a technology and its benefits that one has not used has been seen as problematic for TAM replication in the developing country context as the prevailing circumstances that exist in the developing countries are not necessarily the same as in developed countries (Avgerou, 1998).

The Technology Acceptance Model is one of the most influential and robust models in explaining Information Technology (IT)/ Information System (IS) adoption behaviour (Park, 2009).

The theory was originally designed to predict users' acceptance of IT and usage in an organizational context. Generally, the model can be used to explain user behaviour across a broad range of end-user computing technologies and user populations (Davis, 1989). Prior empirical studies strived to explicate the determinants and mechanisms of users' adoption decisions on the basis of the TAM with the conviction that the adoption process influences successful use of particular technology systems (Liao et al., 2009).

The TAM focuses on two particular beliefs, namely, perceived usefulness (PU) and perceived ease of use (PEU) of innovation, which play an important role from the perspective of innovation acceptance behaviour. Perceived usefulness has been defined as a user's subjective

perception of the ability of a computer to increase job performance when completing a task. Perceived ease of use refers to a person's subjective perception of the effortlessness of using a computer system, which affects the perceived usefulness, and thus having an indirect effect on technology acceptance by the user.

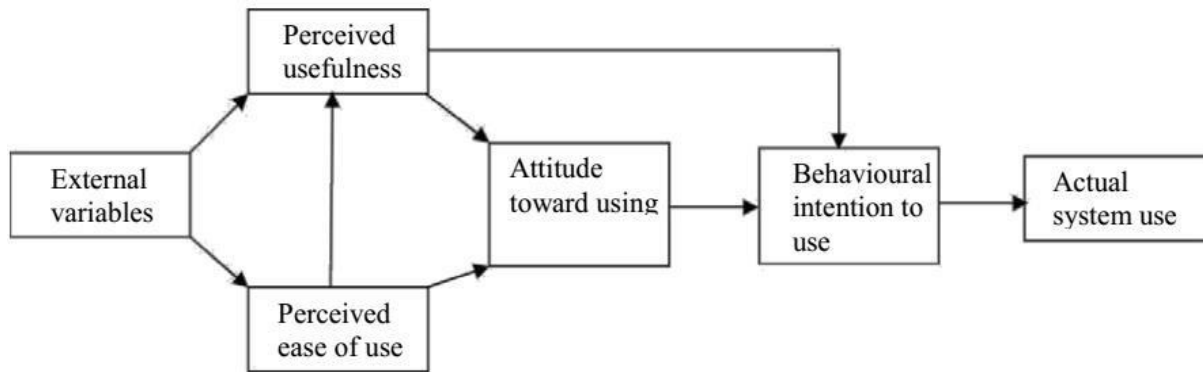


Figure 2: Technological Acceptance Model

Sources: Davis (1989) and Venkatesh et al. (2003)

The TAM focuses on the attitude explanations of intention to use a specific technology or service and is a widely applied model for user acceptance and usage. Bertrand and Bouchard (2008) indicate that a number of analyses on the TAM have demonstrated that it is a valid, robust, and powerful model for studying user acceptance of innovation. The model is specifically aimed at building a foundation for understanding the effects of external factors on internal beliefs, attitudes, and intentions.

In their application of TAM to study adoption of M-Banking in Kenya, Lule et.al., (2012) revealed that perceived ease of use, perceived usefulness, perceived self-efficacy, and perceived credibility significantly influenced customers' attitude towards usage of M-banking. However, the relationship between perceived usefulness and attitude towards adoption was not statistically significant. Other studies by, for example Park (2009) revealed that in the context of behavioural intention, all the relationships among the TAM constructs were significant except parameter estimates from perceived usefulness, perceived ease of use, and system accessibility. Both perceived usefulness and perceived ease of use were found to be significant in affecting user attitude.

3.3.2 Diffusion of Innovation Theory (Roger, 1960)

Ajzen (1991) proposed the Theory of Planned Behaviour (TPB) from the social psychology background. TPB posits that there are three constructs that predict intention to use an innovation. These are attitude, subjective norm, and perceived behavioural control. Attitude is formed from cognitive beliefs and refers to ‘an individual’s positive or negative feeling (evaluative affect) about performing the target behaviour’ (Fishbein & Ajzen, 1975, p. 216). Subjective norm represents the social influences on behaviour and refers to the perception about whether others who are important to a person believe that he or she should engage in a particular behaviour. Perceived behavioural control represents the constraints on behaviour and refers to the ‘perceived ease or difficulty of performing a behaviour’ (Ajzen 1991, p. 188). In a decomposed TPB, Taylor and Todd (1995) elevate the theory as they argue that it provides a full understanding of usage behaviour and intention and more effective guidance to IT managers and researchers interested in the study of system implementation. Several studies have applied and modified the TPB in the small business context of developed countries. Riemenschneider et al., (2003) combined TPB and the Technology Acceptance Model to study small business executive’s decisions to adopt the web. They found that the improved social contact with customers and vendors provided by the internet was the driving force behind website adoption.

Using the Theory of Planned Behaviour (TPB) in a developing country context, Uzoka et al., (2007) found that perceived advantages, Internet 63 complexity, accessibility, and management support have a statistically significant influence on the adoption. It was also observed that the study results tend to agree with the TPB, but attitude seemed to weigh more than subjective norm and perceived behavioural control. The study also found that the decision to adopt e-marketing was not significantly affected by facilitating conditions that usually affect organizations in the advanced stage of ecommerce adoption. They argue that this may be attributed to contextual issues that are internal and external to organizations which are at the initial stage of ecommerce adoption. It may be possible to infer, following Thong (1999), that while owner/manager characteristics and Information systems (IS) characteristics may influence the initial decision to adopt e-commerce in SMEs, they do not affect the extent of e-commerce adoption subsequently.

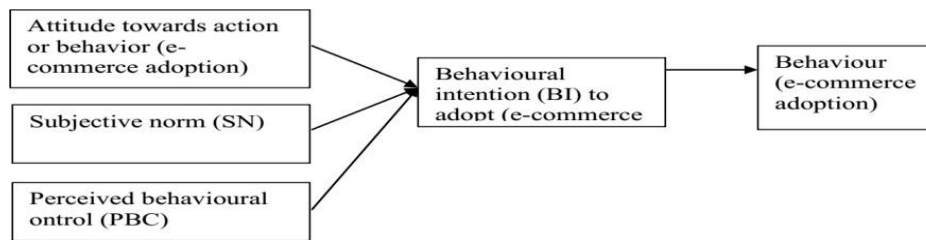


Figure 3: Theory of Planned Behaviour (TPB)

Source: (Fishbein and Ajzen,1975).

3.3.3 The Resource-Based Theory (RBT)

The Resource-Based Theory (RBT) is one of the most important theories in the field of strategic management (Galbreath, 2005; Narayanan, 2001). It can be described as a complementary perspective to market-based theories proposed by researchers such as Porter (1990) and Narayanan (2001). Market-based theories in the area of e-commerce would expect firms to know their position well with respect to their competitors (Jeffcoat, Chappell, & Feindt, 2002). According to Rivard et al., (2006), the original work on RBT originated in studies by Penrose (1959) who describes the firm as a ‘bundle of resources. RBT was developed by Barney (1991) with a contrasting view; that of looking inward into the organization’s resources for competitive advantage (Wade & Hulland, 2004; Peppard & Ward, 2004). RBT explains that a firm can gain sustainable competitive advantage by carefully exploiting and developing the various resources it has (Barney, 1991; Galbreath, 2005; Parker & Castleman, 2009; Caldeira and Ward, 2001) or those that are in the external environment (Ray & Ray, 2006; Jarvenpaa & Leidner, 1998). The definition of ‘resources’ itself has not been uniform in extant literature (Peppard & Ward, 2004). Resources are defined as ‘stocks of available factors that are owned or controlled by the firm’ (Amit & Schoemaker, 1993). Resources include assets, capabilities, processes, attributes, knowledge and know-how that are possessed by a firm, and that can be used to formulate and implement competitive strategies (Rivard et al., 2006; Wade & Hulland, 2004).

Moreover, they also add that for a firm to gain competitive advantage, it must have a resource that is not duplicated in other firms, thus meaning that the resources must be unique to the firm and also highly valued from the perspective of outside competing firms (Wade & Hulland, 2004). Thus, an ‘organization is said to have a competitive advantage when it implements a value-creating strategy, not simultaneously being implemented by any current or potential

competitor (Barney 1991).’ According to RBT (Barney, 1991), a firm’s resources must possess the following characteristics for them to contribute towards competitive advantage:

1. Valuable: the resource must have strategic value to the firm;
2. Rare: the resource must be unique and rare to find;
3. Perfect imitability: it must not be possible to perfectly imitate or copy the resource (because it is difficult to acquire; because the link between the capability or the achieved sustained competitive advantage is ambiguous or socially complex);
4. Non- substitutability: competitors cannot substitute the resource by another alternative resource to achieve the same results.

Parker & Castleman (2009) give credit to RBT because it highlights the resources that any firm has, including tangible and intangible resources. A limitation of RBT is that it assumes resources in an SME will be used to full capacity (Parker & Castleman, 2009; Melville et al., 70 2004). Parker and Castleman (2009) argue that RBT on its own is insufficient to study SME e-commerce adoption issues as it assumes that all small firms exclusively pursue economic goals, and that it takes the assumption that SMEs already have the resources. Resources identified in the firms include owner-manager, employee characteristics, IS/IT technologies (Caldeira and Ward, 2003). Rivard et al., (2006) noted that previous studies that used a resource-based view of IT contribution to firm performance focused on the relationships between IT resources themselves and business performance.

Despite the drawbacks highlighted by Parker and Castleman (2009), RBT has been useful in previous studies as evidenced from the previous discourse. Caldeira and Ward (2003) used the Resource-Based Theory to interpret the successful adoption and use of information systems and technology in manufacturing small and medium-sized enterprises in Portugal. This study draws from the strengths of RBT to advance the understanding of the e-commerce environment in the SME.

3.3.4 The Technology-Organization-Environment (TOE) Framework

The TOE framework suggested by Tornatzky and Fleischer (1990) states that the process of technological innovations in organizations is influenced by three dimensions, namely: the organization context, the technological context and the external task environment (industry).

They thus argue that for any organization to adopt and implement technological innovations, the decision-making process involves consideration of these three areas. Further, they explain that the constituent elements in the organizational context include formal and informal methods, linking structures, communication processes, size and slack. The environmental context includes characteristic and market structure, technology support infrastructure, and government regulation, whereas the technological context includes availability and characteristic of the technology (Tornatzky and Fleischer, 1990). The application of TOE in the SME environment has been extended to include the role of the CEO (Thong, 1999) who in many circumstances is the main decision maker as well as the owner of the business. TOE may be useful in the SME context if it can incorporate the whole spectrum of the stakeholder (Robertson, 2010).

3.3.5 The Unified Theory of Acceptance and Use of Technology

Formulated by Venkatesh and others in "User acceptance of information technology: Toward a unified view", UTAUT is an integration of various technology acceptance models which focus on different technology adoption issues and aims to explain user intentions to use an information system and subsequent usage behavior. The UTAUT model is widely used in the information and information technology industry. Venkatesh et al. (2003) compared the eight models from the previous research on information technology acceptance, including the technical adaptation model (TAM), the innovation diffusion theory (IDT), the theory of reasoned action (TRA), the theory of planned behaviour (TPB), the motivational model (MM), a model of combining TAM and TPB (C –TAM– TPB), the model of PC utilization (MPCU) and the social cognitive theory (SCT). Thereafter, they proposed a more comprehensive and complete model called the Unified Theory of Acceptance and Use of Technology (UTAUT).

3.4 Research Hypotheses

The UTAUT model was originally developed through the combination of eight dominant technology theories to form one universally accepted model for the use of technology: The Theory of Reasoned Action (TRA), the Technology Acceptance Model (TAM), the Motivational Model, the Theory of Planned Behavior (TPB), a combination of the TBP/TAM, the Model of PC Utilization, Innovation of Diffusion Theory (IDT), and Social Cognitive Theory (SCT) (Williams et al., 2015). To develop and test the UTAUT model, Venkatesh, et

al. (2003) conducted validation procedures for the combined scale, which resulted in an overall adjusted R2 of 69%. This validation study not only established the relevance of the UTAUT model but its dominance in regard to previous theories. Fast-forward 12 years later, Williams et al. (2015) study found that the UTAUT model is still widely used today especially in the areas of e-government, e-banking, e-learning, and e-commerce.

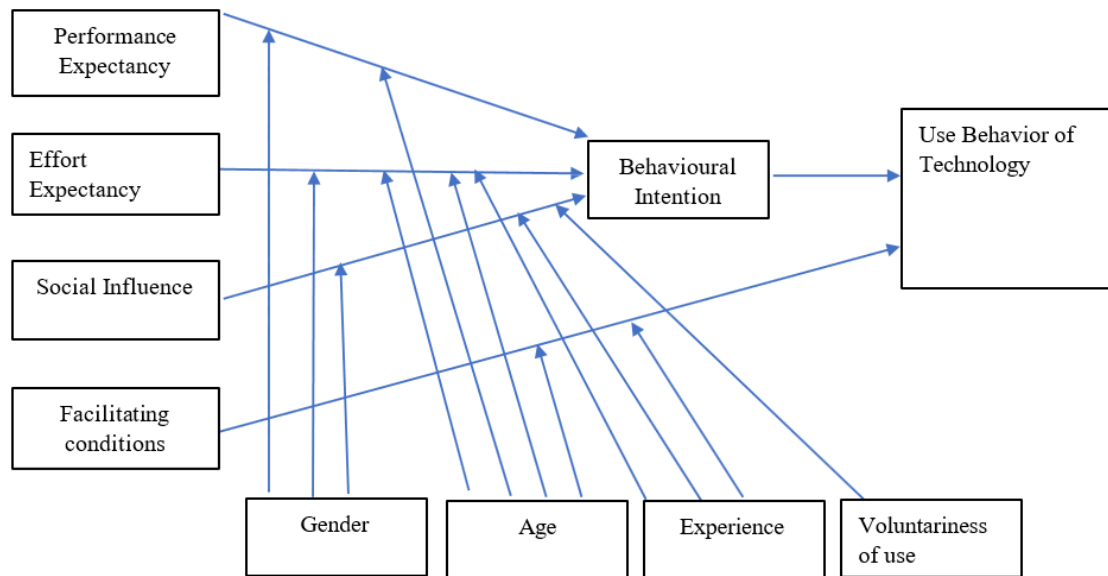


Figure 4: The Unified Theory of Acceptance and Use of Technology (UTAUT) Model

Source: Venkatesh, et, al (2003).

UTAUT divides variables into two types by reintegrating the previous models. The first type is the four core variables, including performance expectancy, effort expectancy, social influence and facilitating conditions. The second type is the moderating variables that have significant impacts on core variables, namely gender, age, voluntariness, and experience (Venkatesh et al., 2003). Furthermore, the UTAUT model, unlike other technology models, focuses more on characteristics within an organization to shed light on the external factors relating to the organization. The UTAUT model also focuses on individuals' technology behaviors and system usage in the working environment (Venkatesh et al., 2003; Carter, 2000:305).

Following the consideration of a number of theoretical frameworks, the UTAUT model (Venkatesh et al., 2003) was identified as the most appropriate framework for this particular study. UTAUT is an integration of various technology acceptance models which focus on

different technology adoption issues. Venkatesh et al. (2003:446) argued that out of the eight models, UTAUT is the predominate model for explaining user intention of Information System (IS) and also for determining the acceptance of new technologies. The UTAUT model was identified as a useful underpinning framework for this study as the objective of the study was to understand adoption of e-marketing amongst SMEs in the Zambia tourism industry. The unit of observation for the study was the owner-manager and staff of SME tourism businesses. The suitability of the model was also premised on the fact that it could be amended or adjusted to suit the context of the study. In this study specifically, the research relies on the model's ability to understand behavioural intention. Furthermore, the UTAUT model, unlike other technology models, focuses more on characteristics within an organization to shed light on the external factors relating to the organization. The UTAUT model also focuses on individuals' technology behaviors and system usage in the working environment (Venkatesh et al., 2003; Carter, 2000:305). In relation to the aim of the study, and based on the extant literature, this model was assessed as highly likely to provide a fuller understanding of technology adoption. Moreover, the independent constructs of the UTAUT model relate to the individual characteristics, and an organization's size and structure.

Therefore, UTAUT's comprehensiveness, its reliability and its validity form basis on which this study was conducted to investigate e-marketing adoption amongst SMEs in the Zambian tourism sector. In the aspect of factors affecting acceptance of e-marketing, this model proves helpful as it presents theoretical aspect of why and how people, in this case organizations, choose to accept technology in solving their problems as well as the reasons why certain types of technology gets rejected. It further helps in having a broader and deep view on why and how technology has proved helpful or retrogressive in marketing in terms of the extent to which the organizations accepted the use of the various technologies as they market their products. For this study, a conceptual framework was developed to show a relationship between the dependent and independent variables. The UTAUT model has variables which can be used in evaluating the factors which influence e-marketing adoption by SMEs in Zambia's tourism industry. The below hypotheses were used to develop the conceptual framework. with the below hypotheses being taken into consideration.

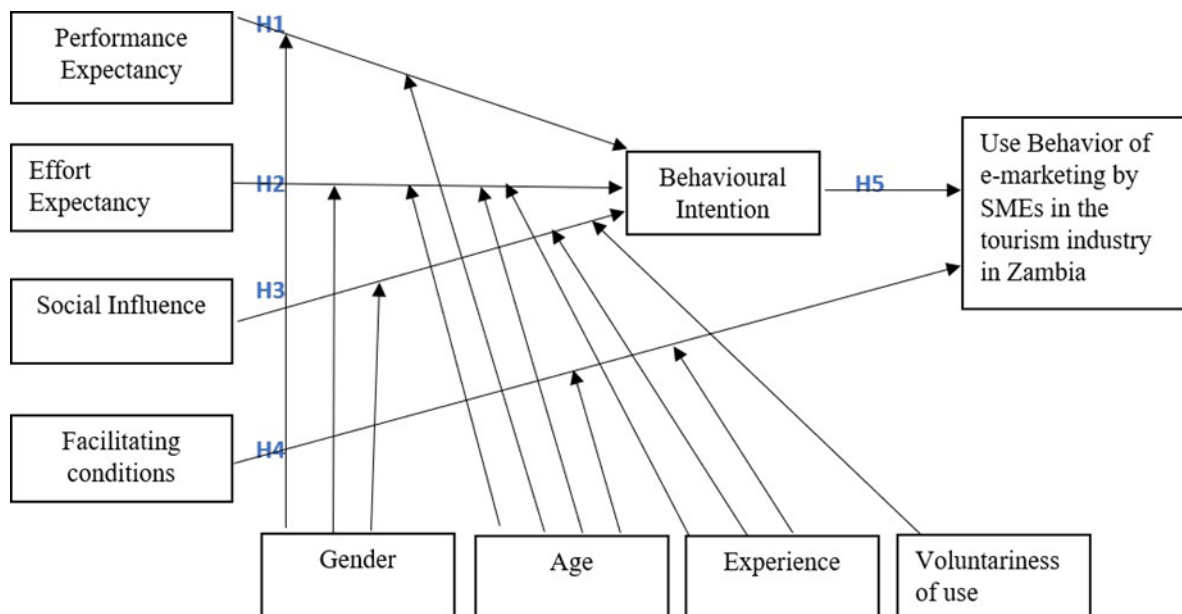


Figure 5: Proposed Unified Theory of Acceptance and Use of Technology (UTAUT) Model

Source: Author (2023).

The following hypothesis were used;

- i. **H1:** There is a positive relationship between performance expectancy and the use of E-marketing.
- ii. **H2:** There is a positive relationship between effort expectancy and the use of E-marketing.
- iii. **H3:** There is a positive relationship between social influence and the use of E-marketing.
- iv. **H4:** There is a positive relationship between facilitating conditions and the use of E-marketing.
- v. **H5:** There is a positive relationship between behavioural intention and the use of E-marketing.

3.5 Operationalization of the Variables

Performance Expectancy: The degree to which a person believes that using a technology will help improve their performance. Performance expectancy is a crucial concept in the field of technology adoption and acceptance, often associated with models such as the Technology

Acceptance Model (TAM). It is rooted in the idea that users are more likely to embrace and use a technology if they perceive it as beneficial and capable of positively impacting their overall performance.

Effort Expectancy: The degree of ease associated with using the technology. Effort expectancy is another crucial concept in technology adoption and assesses how easy or difficult users perceive it to be when interacting with and learning to use the technology. A positive perception of effort expectancy contributes to increased user acceptance and adoption.

Social Influence: The influence of friends, family, and colleagues on a person's decision to use the technology. Social influence is premised on factors such as word of mouth recommendation, social norms, observational learning, peer pressure, social networking and online communities, team dynamics and the influence of opinion leaders.

Facilitating conditions: The degree to which the necessary infrastructure and support are available for technology use. The availability of facilitating conditions is crucial for users to overcome potential barriers and obstacles in adopting and using a technology. Among the facets of facilitating condition include, but are not limited to:

Technical Infrastructure: The availability of a robust technical infrastructure is essential for technology adoption. This includes reliable internet connectivity, hardware compatibility, and sufficient processing power to support the technology's functionalities.

System Compatibility: Facilitating conditions also encompass the compatibility of the technology with existing systems and software. Users are more likely to embrace a technology if it seamlessly integrates with their current tools and workflows.

Training and Education: Adequate training and educational resources contribute to facilitating conditions. Users need access to training materials, workshops, or online resources to acquire the skills and knowledge necessary to use the technology effectively.

Technical Support: The availability of technical support services is crucial for addressing user issues and challenges. Users are more likely to adopt a technology if they know there is a responsive support system in place to assist them in case of difficulties.

Security Measures: Users are concerned about the security of their data and transactions. The presence of robust security measures, such as encryption, secure authentication processes, and regular updates to address vulnerabilities, enhances facilitating conditions.

Organizational Support: Support from the organization or workplace is a significant facilitating condition. This includes leadership endorsement, resource allocation, and a culture that encourages the use of new technologies. Organizational policies and procedures should also align with technology adoption.

Financial Resources: Sufficient financial resources are necessary to acquire and maintain the technology. The availability of budgetary allocations, funding, or financial support enhances facilitating conditions by removing financial barriers to adoption.

Behavioural Intention: The intention to use the technology in the future. It, in other words, it refers to an individual's expressed intention or willingness to use a technology in the future. Behavioural intention is considered a strong predictor of actual technology usage, as it reflects an individual's planned behavior based on their attitudes, and perceptions.

3.6 Chapter Summary

This chapter elucidated the theoretical underpinnings that served as the basis for constructing the conceptual framework used for this study. Within the theoretical framework, various models related to the adoption of technology, including the TAM, TPB, RBT and TOE were explored. The chapter further explains why the UTAUT model was adopted in this study coupled with brief definitions of the variable associated with the model. The chapter also indicated the variables which were used in this study to help understand the factors leading to the adoption of e-marketing by businesses in the tourism sector. UTAUT was adopted as the conceptual framework which influenced the preparation of questionnaires. The independent variables elected as per guidance from the conceptual framework are: Performance expectancy, Effort expectancy, Social influence, Facilitating conditions and Behavioural intentions. The dependent variable is the actual usage of e-marketing platforms by the businesses in the tourism industry.

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Introduction

This chapter discusses the research methodologies that were employed in the study. The chapter includes the research design, study population, sampling design, data collection techniques and the data analysis techniques. This chapter also includes the proposed research model, the research hypothesis and concludes the ethical considerations.

4.2 Research Philosophy and Approach

This study employs a mixed methods (mixed methods) research philosophy, which emphasizes the importance of practical application and using the research method that best suits the research question (Creswell & Creswell, 2018). This is particularly relevant in this context, where the goal is not just to achieve theoretical understanding of the factors influencing e-marketing adoption among hotels and lodges in Livingstone, Zambia, but also to inform the development of practical interventions and support programs to encourage wider adoption within the Zambian tourism industry. A pragmatic philosophy allows for the flexibility to utilize both quantitative and qualitative data collection methods, providing a more comprehensive picture compared to a purely quantitative or qualitative approach. Quantitative data, for example, can efficiently reveal patterns and trends in e-marketing adoption practices across a large sample of hotels. Qualitative data, on the other hand, can offer deeper insights into the lived experiences and decision-making processes of hotel staff and management, providing a richer understanding of the "why" behind the adoption (or non-adoption) of e-marketing strategies.

4.3 Pragmatic Philosophy

A pragmatic philosophy emphasizes the importance of practical application and using the research method that best suits the research question (Creswell & Creswell, 2018). In this context, understanding the factors influencing e-marketing adoption is not just about theoretical understanding but also about informing practical interventions and support programs to encourage wider adoption within the Zambian tourism industry. A pragmatic philosophy

allows for the flexibility to utilize both quantitative and qualitative data collection methods to gain a comprehensive understanding of the phenomenon under study.

4.3.1 Mixed Methods Approach

The study adopts a mixed methods approach, which combines quantitative and qualitative data collection and analysis methods (Creswell & Creswell, 2018). This approach is particularly well-suited for this research because it allows for:

- **Complementarity:** The quantitative survey data will provide a broad picture of e-marketing adoption practices and perceptions among a representative sample of hotels and lodges. The qualitative interview data will offer deeper insights into the lived experiences, challenges, and motivations of participants, enriching the quantitative findings.
- **Triangulation:** By integrating quantitative and qualitative findings, the study can achieve a more comprehensive and nuanced understanding of the factors influencing e-marketing adoption. Potential biases or limitations inherent in one method can be mitigated by the strengths of the other method, leading to more robust research conclusions.

4.3.2 Justification for Mixed Methods

The research question of this study goes beyond simply measuring the prevalence of e-marketing adoption. It seeks to understand the "why" behind these practices, the contextual factors influencing decision-making, and the potential challenges and facilitators faced by hotels and lodges. Quantitative data alone may not be sufficient to capture these rich and complex experiences. Qualitative interviews can provide valuable insights into the thought processes, motivations, and decision-making of hotel staff and management regarding e-marketing adoption.

This mixed methods approach will ultimately provide a more holistic understanding of the factors influencing e-marketing adoption in the specific context of Zambia's tourism industry, paving the way for the development of targeted interventions and support programs to promote wider adoption and enhance the digital marketing capabilities of Zambian tourism SMEs.

4.4 Research Design

The research design which was applied in this research is descriptive research design and the mixed methodology was used. Quantitative aspect which involved data collection through questionnaires. SPSS was employed to obtain results and draw conclusions on the research objectives. to ensure validity of the data analysis Correlation, Regression and ANOVA analysis were also put to use.

4.5 Population of the Study

Population is the entire aggregation of items from which samples can be drawn for a study (Okiro & Ndungu, 2013). The target population this research focused on, is only the geographical area of Livingstone specifically the hotels and lodges. The population to be considered all ages as long as they are categorized as hotel/lodge employees and owners.

4.6 Sample Size and Sampling Technique

The sample size was drawn from the target population which in this case are SMEs in the tourism industry. The estimated population of hotel/lodge employees and owners in Livingstone is 1,527 and the taro Yamane formula will be used with 95% precision.

$$n = \frac{N}{1+Ne^2} \quad \text{Equation (1)}$$

Where,

n = Sample size

N = Population (1527)

E = Margin of error (0.05)

Therefore, the calculation for the sample size is as follows:

$$= \frac{1527}{1+1527(0.05)^2} = 317$$

However, a response rate of 90% was achieved and **286** respondents were effective.

4.7 Sampling Technique

The methodology outlined in this study already describes two sampling techniques, one for quantitative data collection (survey) and another for qualitative data collection (interviews). And below is a breakdown of both:

4.7.1 Qualitative Data Collection (Survey)

Purposive Sampling: This method allows researchers to target a specific population relevant to the research question. In this case, the target population is hotels and lodges operating in Livingstone, Zambia. Purposive sampling ensures data collection from establishments most likely to provide valuable insights into e-marketing adoption practices within the Zambian tourism industry.

- **Sample Selection Considerations:** Here, one can go beyond just hotel size and consider additional factors to enrich the qualitative data:
 - ✓ Facility Type: Include representatives from various hotel types in Livingstone (luxury, budget, boutique) as they may have different marketing needs and target audiences.
 - ✓ Experience and Knowledge: Select participants with varying levels of experience and knowledge about e-marketing. This can include individuals who have successfully implemented e-marketing strategies, those who are struggling with adoption, and those with limited awareness of e-marketing altogether.

4.7.2 Quantitative Data Collection (Survey)

Simple Random Sampling (SRS): Simple random sampling is a probabilistic technique where each member of the population has an equal chance of being selected. This method was used to ensure that the quantitative survey data collected from hotels and lodges in Livingstone, Zambia, would be representative of the entire population, reducing potential bias. The objective was to capture a broad understanding of e-marketing adoption practices across various establishments, regardless of their size, type, or current marketing strategies.

- **Sample Selection Process:**
 - ✓ **Population Definition:** The population for this study consisted of all registered hotels and lodges operating in Livingstone. This list was obtained from the local tourism regulatory authority.
 - ✓ **Randomization Procedure:** A random number generator was used to select the sample from the complete list of hotels and lodges. Each establishment was assigned a number, and those corresponding to randomly generated numbers were chosen for the survey.
 - ✓ **Sample Size:** A statistically significant number of establishments were chosen to ensure the findings could be generalized to the broader population of hotels and lodges in Livingstone.

- **Advantages of SRS in This Study:**
 - ✓ **Minimizes Selection Bias:** Every hotel or lodge had an equal opportunity to be included, ensuring the sample is representative of the wider population.
 - ✓ **Diverse Representation:** The random selection allowed for a variety of hotels and lodges, from luxury to budget options, to be part of the study, enhancing the ability to analyze e-marketing adoption across different types of establishments.

- **Considerations:**
 - ✓ In cases where selected establishments were unresponsive or unavailable, replacement samples were drawn using the same randomization method to maintain the integrity of the sampling process.

4.8 Data Collection Methods

The method used to collect data was through the questionnaire for both the employees and owners of the hotels and lodges. The questionnaire was used because it is more economic and probably the best method to collect information. Questionnaire method is regarded as more useful and cheaper when repetitive information has to be collected at regular interval. It's also easy to plan, construct and administer among others, to mention but a few. On the other hand, the interview guide was used because the researcher believe he can have a better response rate

since it was one-on-one where the researcher will be able to judge the non-verbal behaviour of the respondent. It also saves time.

Using this method, questionnaires were sent or distributed to the respondents concerned by the help of the assistant person, who was tasked to distribute and then go back and collect from the respondents. The identified respondents were requested to answer the questions which will include open ended and closed ended questions, and return the questionnaire on the time agreed. The questionnaire consisted of a number of questions printed or typed in a definite order on a form or set of forms.

4.9 Questionnaire as a Research Instrument.

Foddy (1995) defines a questionnaire as a carefully written set of questions about a subject that has given to a carefully selected sample of human beings. The questionnaire was designed in two parts: the first part being the identification of respondents, the second part targeted employees who carried out daily tasks. The primary tools employed in collecting data in mixed-method research encompass closed-ended and open-ended questionnaires, interviews, and classroom or group observations. Closed-ended questionnaires are utilized for obtaining quantitative data, while qualitative data are acquired through open-ended questionnaires, interviews, and classroom observations. Saunders et al. (2019) outline various research instruments for primary data collection, including interviews, observations, questionnaires, standardized tests, archival records, and documentations.

Questionnaire items are typically developed based on research objectives and questions. According to Tembo (2017), a questionnaire is a data collection tool comprising a series of questions and prompts designed to gather information from respondents. It serves as a document to solicit both qualitative and quantitative data (Burns and Bush, 2010). In this research, a semi-structured questionnaire with a combination of closed and open-ended questions was adopted by the researcher. This questionnaire was structured using a Likert scale ranging from 1 to 5.

The questionnaire had three sections.

Section one - dealt with the respondent's profile detail which was subdivided into six different sections which included; gender, age, educational level, marital status, employment type and occupation. Section two - was the question on the current usage of e-marketing. Section three

focused on the factors that influence the adoption/use of e-marketing by the respondents. In this segment, responses were predetermined with a Likert scale of 1-5 with the following key.

Table 2: 5-Point Likert Scale Measurements

| | | | | |
|--------------------------|-----------------|----------------|--------------|-----------------------|
| 1. | 2. | 3. | 4. | 5. |
| Strongly disagree | Disagree | Neutral | Agree | Strongly agree |

Questions in this section included questions on how using e-marketing will impact their organization and the intention to use e-marketing.

4.10 Data Analysis

Following data collection, a meticulous data cleaning process was undertaken to ensure the consistency and accuracy of the information. This may involve identifying and correcting errors, missing values, and outliers in the quantitative data set. Qualitative data will be carefully reviewed for clarity and completeness.

4.10.1 Quantitative Data Analysis

Quantitative data analysis leveraged a variety of statistical tools to uncover patterns, trends, and relationships within the data. Here are some specific techniques that may be employed:

- ***Descriptive Statistics:*** These provide basic summaries of the data, such as measures of central tendency (mean, median) and dispersion (range, standard deviation). Descriptive statistics were used to understand how participants responded to survey questions and provide an overall picture of e-marketing adoption practices among hotels and lodges.
- ***Correlation Analysis:*** This technique assesses the strength and direction of the linear relationship between two variables. Correlation analysis can be used to explore relationships between the UTAUT model constructs (e.g., performance expectancy and adoption of e-marketing strategies).
- ***Regression Analysis:*** This technique goes beyond correlation by examining how one or more independent variables (e.g., performance expectancy, effort expectancy) influence a dependent variable (e.g., adoption of e-marketing strategies). Regression

analysis was used to test the hypotheses formulated based on the UTAUT model and identify the key factors that significantly predict e-marketing adoption.

- **ANOVA (Analysis of Variance):** This technique compares the means of two or more groups to assess if there are statistically significant differences. ANOVA can be used to explore potential variations in e-marketing adoption based on factors like hotel size (small, medium, large) or hotel type (luxury, budget, boutique).

4.10.2 Qualitative Data Analysis

Qualitative data analysis will involve a thematic approach. The transcribed interviews will be systematically coded to identify recurring themes, patterns, and concepts within the data. This involved a close reading of the interview transcripts, assigning codes to significant passages, and then grouping these codes into broader themes.

4.11 Limitations

The main limitation to this study was time, the researcher encountered difficulties in ensuring that the respondents respond on time. Also, the respondents were mostly busy at their work places which led to delays in collecting data on time. Some questionnaires had parts left out without being filled and these were removed from forming part of the research and for this reason the researcher did not achieve a 100% response rate.

4.12 Chapter Summary

This chapter dealt with the methods that were employed in conducting this study, the researcher employed a descriptive research design which aims to accurately and systematically describe a population, situation or phenomenon. It can answer what, where, when and how questions, but not why questions. A descriptive research design can use a wide variety of research methods to investigate one or more variables design and adopted a mixed methodology approach to research. The sample size was determined through the use of the Taro Yamane formula with the target population being the businesses in hospitality industry in Livingstone town, the 95% precision was used which gave an allowance of 5% margin error. The sample was collected through the use of questionnaires with two major sections which are demographic information with age, gender and level of education, the other section depicting the variables in the

conceptual framework. The data was analysed using the statistical package of social sciences (SPSS) as indicated in this chapter.

CHAPTER 5

DATA ANALYSIS AND PRESENTATION

5.1 Introduction

This chapter presents data presentation and analysis of the factors affecting the adoption of e-marketing in the tourism industry from which a sample of 286 respondents were selected from the hotel industry in Livingstone. The analysis was performed using the Statistical Package for Social Scientists commonly known by its abbreviation as SPSS. The five variables under observation are: Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions and Behavioural Intentions were used to assess if they influence the actual usage of e-marketing in the tourism industry.

5.2 Demographic Information

Gender under demographic information reveals that 192 out of 286 respondents are male representing 67 percent of the total respondents and 94 out of 286 respondents are female representing 33 percent of the total respondents as shown in the table below:

Table 3: Gender Distribution

| Gender | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------|--------|-----------|---------|---------------|--------------------|
| Valid | Male | 192 | 67.1 | 67.1 | 67.1 |
| | Female | 94 | 32.9 | 32.9 | 100.0 |
| | Total | 286 | 100.0 | 100.0 | |

Source: Author (2023)

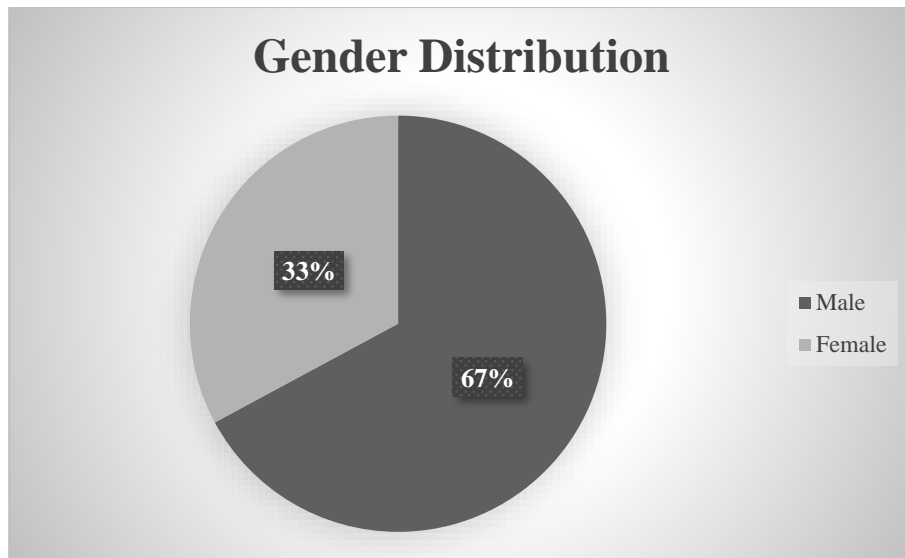


Figure 6: Gender Distribution

Source: Author (2023).

5.3 Age Distribution of the Respondents

The most frequent age among the respondents is between 41 years to 50 years with the frequency of 95 respondents representing 33.2 percent and the lowest frequent age is 50 years and above representing 7.3 percent of the total respondents. The information is indicated below in the from the SPSS output.

Table 4: Age Distribution

| Age | | Frequency | Percent | Valid Percent | Cumulative Percent |
|-------|-----------------|-----------|---------|---------------|--------------------|
| Valid | Below 20YRS | 40 | 14.0 | 14.0 | 14.0 |
| | 21YRS - 30YRS | 36 | 12.6 | 12.6 | 26.6 |
| | 31YRS - 40 YRS | 94 | 32.9 | 32.9 | 59.4 |
| | 41YRS - 50YRS | 95 | 33.2 | 33.2 | 92.7 |
| | 50YRS and above | 21 | 7.3 | 7.3 | 100.0 |
| | Total | 286 | 100.0 | 100.0 | |

Source: Author, (2023).

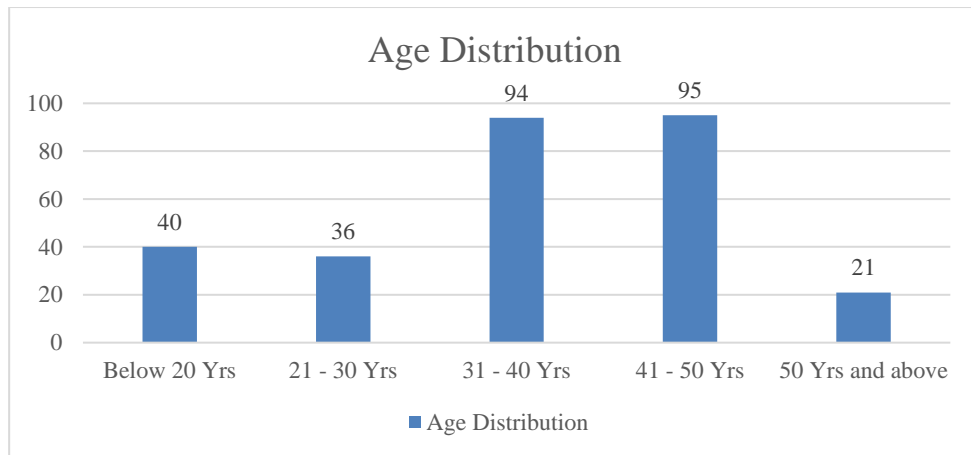


Figure 7: Age Distribution

Source: Author, (2023).

5.4 Level of Education

Analysis of the level of education of the respondents indicated that degree holders constitutes the most frequent respondents with 113 out of 286 representing 39.5 percent and the least represented education level of the respondents in the tourism industry constitutes PHD holders with the 3 out of 286 representing 1 percent. This suggests that most people employed in the hotel industry are degree holders.

Table 5: Level of Education Distribution

| Level of Education | | Frequency | Percent | Valid Percent | Cumulative Percent |
|--------------------|-------------|-----------|---------|---------------|--------------------|
| Valid | Diploma | 54 | 18.9 | 18.9 | 18.9 |
| | Certificate | 58 | 20.3 | 20.3 | 39.2 |
| | Degree | 113 | 39.5 | 39.5 | 78.7 |
| | Masters | 58 | 20.3 | 20.3 | 99.0 |
| | PHD | 3 | 1 | 1 | 100.0 |
| | Total | 286 | 100.0 | 100.0 | |

Source: Author (2023)

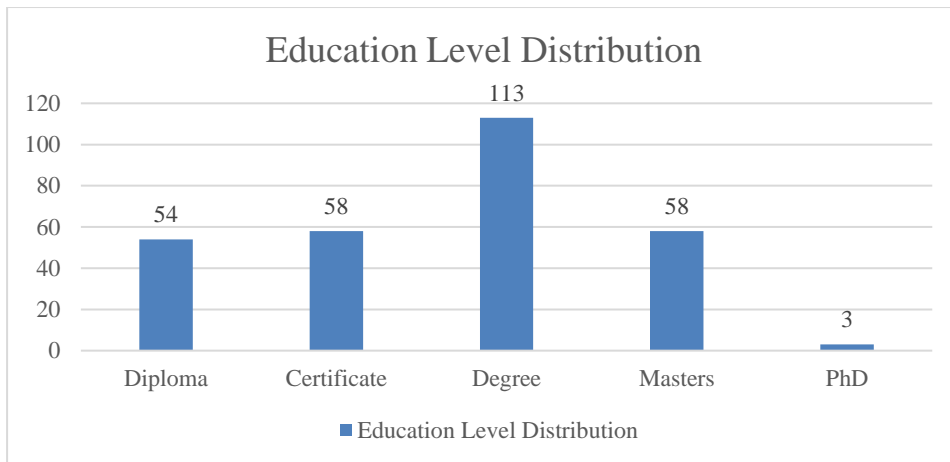


Figure 8: Level of Education Distribution

Source: Author (2023)

5.5 Inferential Statistics

The inferential statistics used the correlation of coefficient and regression to help determine if there is a relationship between the dependent variable and the independent variables. The overall results were analysed using the Analysis of Variance (ANOVA) to examine the extent of the combined results in terms of the extent to which the independent variable influence the adoption of e-marketing in the tourism sector.

In accordance with Creswell, (2004), correlation serves as a statistical technique that is used to ascertain the association or relationship between two or more variables in quantitative research. Correlation analysis is a statistical technique to study the degree and direction of relationship between two or more variables. A correlation coefficient is a statistical measure of the degree to which changes to the value of one variable predict change to the value of another. When the fluctuation of one variable reliably predicts a similar fluctuation in another variable, there's often a tendency to think that means that the change in one causes the change in the other.

5.5.1 Correlation Analysis

5.5.1.1 The Relationship Between Performance Expectancy and Actual Usage

There is a significant relationship between performance expectancy and actual usage since the P-Value from the SPSS output is below 0.01 which the level of significance. The coefficient

of correlation of 0.261 suggests that there a positive weak relationship between performance expectant and actual usage. this indicates that performance expectancy has a weak positive influence in the adoption process of e-marketing among workers in the tourism sector who are in sales and marketing related positions. A positive correlation signifies that as one variable (in this case, performance expectancy) increases, the other variable (actual usage) tends to increase as well. The weak correlation (0.261) suggests that while there is a positive trend, the association is not very strong. This implies that other factors beyond performance expectancy may also influence actual usage in e-marketing adoption. The statement concludes by suggesting that performance expectancy has a weak positive influence in the adoption process of e-marketing among those in the tourism sector and that, while there is a positive connection between how individuals perceive the performance benefits of e-marketing and their actual usage, this influence is relatively weak.

Table 6: Performance Expectancy Correlation

| | | Performance Expectancy | Actual Usage |
|------------------------|---------------------|------------------------|--------------|
| Performance Expectancy | Pearson Correlation | 1 | .261** |
| | Sig. (2-tailed) | | .000 |
| | N | 286 | 286 |
| Actual Usage | Pearson Correlation | .261** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 286 | 286 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2023)

5.5.1.2 The Relationship Between Effort Expectancy and Actual Usage

There is no significant relationship between effort expectancy and actual usage since the P-Value from the SPSS output of 0.025 is above 0.01 which the level of significance. The coefficient of correlation of 0.133 suggests that there a positive but very weak relationship between performance expectant and actual usage. Effort expectancy has no influence on the

adoption process of e-marketing at 1% significance level or 99% confidence level. With this in mind we can deduce that effort expectancy does not contribute positively to the adoption of e-marketing systems in the tourism sector.

Table 7: Effort Expectancy Correlation

| | | Actual Usage | Effort Expectancy |
|-------------------|---------------------|--------------|-------------------|
| Actual Usage | Pearson Correlation | 1 | .133* |
| | Sig. (2-tailed) | | .025 |
| | N | 286 | 286 |
| Effort Expectancy | Pearson Correlation | .133* | 1 |
| | Sig. (2-tailed) | .025 | |
| | N | 286 | 286 |

**Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2023).

5.5.1.3 The Relationship Between Facilitating Conditions and Actual Usage

There is a significant relationship between Facilitating Conditions and Actual Usage since the P-Value from the SPSS output is below 0.01 which the level of significance. The coefficient of correlation of 0.428 suggests that there a positive moderate relationship between facilitating conditions and actual usage. This result implies that the observed relationship between facilitating conditions and actual usage is unlikely to occur by chance. The correlation coefficient of 0.428 is provided, suggesting a positive moderate relationship between facilitating conditions and actual usage. A positive correlation indicates that as one variable (facilitating conditions) increases, the other variable (actual usage) tends to increase as well. The moderate correlation coefficient (0.428) indicates a stronger relationship compared to a weak one, suggesting that facilitating conditions play a moderately influential role in actual usage. The statistically significant relationship and the moderate correlation coefficient imply that the presence of facilitating conditions has a meaningful impact on the actual usage of the

technology being studied. This could suggest that when the necessary infrastructure, support, and resources are in place, individuals are more likely to engage with and use the technology.

Table 8: Facilitating Conditions Correlation

| | | Actual Usage | Facilitating Conditions |
|-------------------------|---------------------|--------------|-------------------------|
| Actual Usage | Pearson Correlation | 1 | .428** |
| | Sig. (2-tailed) | | .000 |
| | N | 286 | 286 |
| Facilitating Conditions | Pearson Correlation | .428** | 1 |
| | Sig. (2-tailed) | .000 | |
| | N | 286 | 286 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2023)

5.5.1.4 The Relationship Between Social Influence and Actual Usage

There is a no significant relationship between social influence and Actual Usage since the P-Value from the SPSS output is higher than 0.01 which the level of significance. The coefficient of correlation of -0.063 suggests that there a weak relationship between social influence and actual usage. This suggests that social influence has no effect on the adoption of digital marketing by businesses in the tourism sector. The non-significant relationship and the weak correlation coefficient suggest that social influence has no statistically significant effect on the adoption of digital marketing by businesses in the tourism sector. In other words, the influence of friends, family, colleagues, or other social connections doesn't seem to play a significant role in driving actual usage.

Table 9: Social Influence Correlation

| | | Actual Usage | Social Influence |
|------------------|---------------------|--------------|------------------|
| Actual Usage | Pearson Correlation | 1 | -.063 |
| | Sig. (2-tailed) | | .288 |
| | N | 286 | 286 |
| Social Influence | Pearson Correlation | -.063 | 1 |
| | Sig. (2-tailed) | .288 | |
| | N | 286 | 286 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2023)

5.5.1.5 The Relationship Between Behavioural Intentions and Actual Usage

There is a no significant relationship between Behavioural Intentions and Actual Usage since the P-Value of 0.802 from the SPSS output is higher than 0.01 which the level of significance. The coefficient of correlation of 0.015 suggests that there a weak relationship between Behavioural intentions and actual usage. The non-significant relationship and the weak correlation coefficient suggest that behavioral intentions have no statistically significant effect on the adoption of digital marketing by businesses in the tourism sector. In other words, the expressed willingness or intention to use digital marketing does not appear to strongly influence actual usage suggesting that behavioural intentions have no effect on the adoption of digital marketing by businesses in the tourism sector.

Table 10: Behavioural Intentions Correlation

| | | Actual Usage | Behavioural Intentions |
|------------------------|---------------------|--------------|------------------------|
| Actual Usage | Pearson Correlation | 1 | .015 |
| | Sig. (2-tailed) | | .802 |
| | N | 286 | 286 |
| Behavioural Intentions | Pearson Correlation | .015 | 1 |
| | Sig. (2-tailed) | .802 | |
| | N | 286 | 286 |

**. Correlation is significant at the 0.01 level (2-tailed).

Source: Author (2023)

5.5.2 Regression Analysis

5.5.2.1 Model Summary

Table 11: Model Summary

| Model Summary | | | | |
|---------------|-------------------|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
| 1 | .722 ^a | .522 | .513 | .85247 |

Source: Author (2023)

The overall coefficient of correlation of 0.722 in the table above from the SPSS results suggests that there is a strong positive relationship between actual usage and the independent variables which are PE, SI, BI, EE, and FC.

The R-Square (coefficient of determination) of 0.522 suggests that the adoption of digital marketing is influenced 52.2% by the independent variables PE, SI, BI, EE, and FC and 47.8%

can be associated to other factors that we did not take into consideration. A more detailed analysis of these results can be given as follows:

Overall Coefficient of Correlation (r): The overall coefficient of correlation is given as 0.722. This suggests a strong positive relationship between actual usage and the independent variables, which include Performance Expectancy (PE), Social Influence (SI), Behavioral Intentions (BI), Effort Expectancy (EE), and Facilitating Conditions (FC). A correlation coefficient of 0.722 indicates a substantial positive association, suggesting that as the values of the independent variables increase, the actual usage also tends to increase.

R-Square (Coefficient of Determination): The R-Square value is reported as 0.522. This represents the coefficient of determination and indicates the proportion of the variance in the dependent variable (actual usage) that is predictable from the independent variables (PE, SI, BI, EE, and FC). In this case, the R-Square of 0.522 implies that 52.2% of the variation in actual usage can be explained by the variation in the independent variables. The remaining 47.8% of the variance is attributed to factors not considered in the study.

Interpretation of R-Square: The R-Square value provides insights into the predictive power of the model. In this context, the model, which includes the specified independent variables, accounts for a significant portion (52.2%) of the observed variability in actual usage. The remaining variability is attributed to other unexamined factors.

Practical Implications: The strong positive relationship between actual usage and the specified independent variables suggests that these factors play a crucial role in influencing the adoption of digital marketing. Practically, organizations and businesses in the tourism sector can focus on enhancing performance expectancy, social influence, behavioral intentions, effort expectancy, and facilitating conditions to increase actual usage of digital marketing practices.

Consideration of Other Factors: The author acknowledges that 47.8% of the variance is associated with unexamined factors underscores the complexity of the adoption process. Further research or exploration of additional variables could contribute to a more comprehensive understanding of the factors influencing digital marketing adoption by SMES in the tourism sector in Zambia.

Implications for Strategy: For businesses and policymakers, understanding the substantial influence of the identified variables on digital marketing adoption can inform strategic

initiatives. Addressing these factors effectively may contribute to successful technology adoption in the tourism sector.

5.5.2.2 Regression Coefficients

Table 12: Regression Coefficients Table

| Model | Coefficients | | | | | | | |
|-------------------------|-----------------------------|------------|---------------------------|--------|------|--------------|---------|-------|
| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. | Correlations | | |
| | B | Std. Error | Beta | | | Zero-order | Partial | Part |
| 1 (Constant) | -2.040 | .491 | | -4.156 | .000 | | | |
| Behavioural Intentions | .319 | .079 | .187 | 4.032 | .000 | .015 | .234 | .167 |
| Facilitating Conditions | .712 | .046 | .733 | 15.363 | .000 | .428 | .676 | .635 |
| Social Influence | -.226 | .050 | -.195 | -4.540 | .000 | -.063 | -.262 | -.188 |
| Effort Expectance | .283 | .046 | .284 | 6.143 | .000 | .133 | .345 | .254 |
| Performance Expectant | .609 | .048 | .596 | 12.799 | .000 | .261 | .608 | .529 |

a. Dependent Variable: Actual Usage

Source: Author (2023)

The regression output indicated in the above from SPSS shows that all the five dependent variables which are PE, EE, FC, SI and BI are statistically significant as with regard to Actual usage in the tourism sector in developing countries.

The summary regression model can be deduced as:

$$\text{Actual usage} = -2.040 + 0.319BI + 0.712FC - 0.226SI + 0.283EE + 0.609PE$$

The model suggests that all variables are positively related to the adoption e-marketing in the tourism sector in exception of social influence.

5.5.2.3 Interpretation of the Variables in Regression Output

- i. The constant value of -2.040 indicates that all other variables being zero in the equation then actual usage of e-marketing in the tourism sector is actually negative.
- ii. A one percent increase in behavioural intention will lead to the adoption of e-marketing positively by a magnitude of 0.319. The positive sign (+0.319) indicates the direction

of the relationship. In this case, as behavioral intention increases, the adoption of e-marketing is predicted to increase as well. The positive association aligns with the expectation that higher levels of behavioral intention are linked to a greater likelihood of adopting e-marketing practices.

- iii. A one percent increase in Facilitating condition will lead to the adoption of e-marketing positively by a magnitude of 0.712. The positive sign (+0.712) indicates the direction of the relationship. In this case, as facilitating conditions increase, the adoption of e-marketing is predicted to increase as well. The positive association suggests that a more favorable environment in terms of facilitating conditions is linked to a higher likelihood of adopting e-marketing practices.
- iv. A one percent increase in Social Influence will lead to the reduction in the adoption of e-marketing by a magnitude of 0.226. This means that the coefficient of -0.226 represents the magnitude of the change in the dependent variable (adoption of e-marketing) associated with a one percent increase in the independent variable (social influence). This implies that, on average, for every one percent increase in social influence, the predicted value of the adoption of e-marketing decreases by 0.226 units. This interpretation suggests that higher levels of social influence may have a dampening effect on the adoption of e-marketing practices in the tourism sector.
- v. A one percent increase in effort expectance will lead to the adoption of e-marketing positively by a magnitude of 0.283. Simply put, the coefficient of 0.283 represents the magnitude of the change in the dependent variable (adoption of e-marketing) associated with a one percent increase in the independent variable (effort expectancy). This implies that, on average, for every one percent increase in effort expectancy, the predicted value of the adoption of e-marketing increases by 0.283 units. The positive sign (+0.283) indicates the direction of the relationship. In this case, as effort expectancy increases, the adoption of e-marketing is predicted to increase as well. The positive association suggests that a perception of ease in using e-marketing, captured by effort expectancy, is linked to a higher likelihood of adoption of e-marketing.
- vi. A one percent increase in performance expectancy will lead to the adoption of e-marketing positively by a magnitude of 0.609. The coefficient of 0.609 represents the magnitude of the change in the dependent variable (adoption of e-marketing) associated

with a one percent increase in the independent variable (performance expectancy). This implies that, on average, for every one percent increase in performance expectancy, the predicted value of the adoption of e-marketing increases by 0.609 units. The positive sign (+0.609) indicates the direction of the relationship. In this case, as performance expectancy increases, the adoption of e-marketing is predicted to increase as well. The positive association suggests that a positive outlook on the performance benefits of e-marketing is linked to a higher likelihood of adoption.

5.5.2.4 Analysis of Variance (ANOVA)

The results from SPSS on ANOVA indicates that the regression is statistically significant since the P-value of 0.000 < P-Value 0.05. This suggests that the model with actual usage as the dependent variable and PE, EE, FC, SI and BI significantly related. This to say that the statistical significance of ANOVA indicates that the overall regression model is useful in explaining the variance in the dependent variable (actual usage). It suggests that, collectively, the independent variables (PE, EE, FC, SI, and BI) significantly contribute to explaining variations in actual usage of e-marketing.

Table 13: ANOVA Results

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 221.981 | 5 | 44.396 | 61.092 | .000 ^a |
| | Residual | 203.477 | 280 | .727 | | |
| | Total | 425.458 | 285 | | | |

a. Predictors: (Constant), Performance Expectant, Social Influence, Behavioural Intentions, Effort Expectance, Facilitating Conditions

Source: Author (2023)

5.6 Chapter Summary

This chapter presented the results of the inferential statistics from correlation and regression analysis and explains why each analysis was undertaken. The chapter also presented the results

of the correlation and regression analysis which utilized Pearson's correlation coefficient. The results of the hypothesis testing were also presented. The hypothesis was built using the five variables from the conceptual work developed in chapter 2. The following tests were conducted; There is a positive relationship between performance expectancy and the use of E-marketing, there is a positive relationship between effort expectancy and the use of E-marketing, there is a positive relationship between social influence and the use of e-marketing, there is a positive relationship between facilitating conditions and the use of e-marketing and there is a positive relationship between behavioural intention and the use of e-marketing. Results of the aforementioned tests have also been presented in this chapter.

CHAPTER 6

DISCUSSION AND CONCLUSIONS

6.1 Introduction

This chapter presents answers to the study questions in the first chapter. The conclusions and answers to the study questions are founded on regression and correlation analysis results. The chapter also recommends how effective e-marketing can be enhanced to improve organisational performance. The two objectives which were: To identify the main factors affecting the adoption of e-marketing among SMEs in the tourism industry in Zambia based on the UTAUT model and to propose possible solutions to the challenges faced by SMEs in the adoption of e-Marketing by Zambian SMEs in the tourism industry, were used to discuss the findings of the study further in a more detail.

6.2 Discussions

This section discusses the findings to answer the research questions developed in the first chapter. The researcher had questions which were anchored on the UTAUT technology model which was later utilized to develop the five key hypotheses based on performance expectancy, effort expectancy, social influence, facilitating conditions and behavioural intentions.

6.2.1 Factors affecting the adoption of e-marketing among SMEs in the tourism industry in Zambia.

This study explored the factors influencing the adoption of e-marketing strategies among small and medium-sized enterprises (SMEs) within Zambia's tourism industry. The research, conducted in Livingstone, Zambia, involved surveys and interviews with hotel managers and staff. Perceptions of e-marketing's potential benefits emerged as a key theme. Participants expressed optimism about the ability of e-marketing to increase bookings, enhance brand image, and attract new guests. However, challenges associated with implementation were also highlighted. These included a lack of digital literacy and technical skills among some staff, limited financial resources for e-marketing initiatives, and time constraints due to workload demands.

Leadership support and industry trends were identified as significant influences. Participants who perceived strong management buy-in for e-marketing were more likely to report its adoption. Additionally, successful examples of e-marketing within the Zambian tourism industry seemed to motivate some participants. The discussion around supportive infrastructure revealed both opportunities and limitations. While access to user-friendly e-marketing tools was generally positive, the availability of training programs and dedicated staff for e-marketing activities varied. Similarly, budget allocation for e-marketing initiatives emerged as a concern for some SMEs. The digital divide and broader contextual factors in Zambia also played a role. Limited internet connectivity and access to technology in rural areas posed challenges for e-marketing implementation in certain locations. Furthermore, participants emphasized the importance of tailoring e-marketing strategies to the Zambian cultural context, considering language, imagery, and target audience preferences.

These findings offer valuable insights for stakeholders in the Zambian tourism industry. Recognizing the perceived benefits and challenges associated with e-marketing adoption can help policymakers develop targeted support programs and training initiatives to bridge the digital skills gap. Similarly, the hospitality sector can prioritize leadership buy-in and encourage knowledge sharing of successful e-marketing practices within the industry. To answer the question, what are the factors that influence the adoption of e-marketing by SMEs in the tourism industry of Zambia, the researcher analysed questionnaire responses in form of inferential statistics using SPSS. Five factors were identified which are: performance expectancy, effort expectancy, social influence, facilitating conditions and behavioural intentions.

6.2.2 The influence of Performance Expectancy on the adoption of e-marketing in the tourism sector

This study investigated the influence of performance expectancy, which refers to the belief that using e-marketing will be beneficial, on the adoption of e-marketing strategies within the tourism sector. The analysis of the data through SPSS revealed a statistically significant positive correlation between performance expectancy and e-marketing adoption. While the correlation coefficient (0.261) suggests a weak to moderate positive relationship, it indicates that hotel managers/staff who believe e-marketing offers advantages are more likely to adopt these strategies. These findings align with previous research results conducted by Kozo and

Phiri (2021). Their study examining the adoption of e-PACRA services through the Government Services Bus (GSB) by users in Zambia also found a positive correlation between performance expectancy and adoption using Pearson's correlation coefficient. This suggests that a positive perception of the potential benefits of a technology is a crucial factor influencing its adoption across various sectors, including tourism.

Understanding the specific performance expectations driving e-marketing adoption in tourism can be valuable for stakeholders. For instance, perceptions about increased bookings, improved brand image, or reaching new markets through e-marketing might be particularly influential. By identifying these key performance expectations, tourism industry leaders can develop targeted initiatives to address them. This could involve showcasing successful e-marketing case studies within Zambia's tourism industry or providing training programs that demonstrate the concrete benefits of e-marketing strategies.

6.2.3 The influence of Effort Expectancy on the adoption of e-marketing in the tourism sector

This study examined the influence of effort expectancy, which refers to the perceived ease or difficulty of using e-marketing, on its adoption within the tourism sector. The analysis of data through SPSS revealed a statistically non-significant positive correlation between effort expectancy and e-marketing adoption. This suggests that, at a 99% confidence level, the ease of use of e-marketing systems does not directly impact the decision to adopt them. This finding presents a surprising disconnect compared to the established importance of ease of use in technology adoption.

The correlation coefficient (0.133) indicates a weak positive relationship, implying a slight tendency for those who perceive e-marketing as easier to use to be more likely to adopt it. However, this weak association falls short of statistical significance. These results align with a similar study by Mubanga and Phiri (2023) on the adoption of e-NAPSA services, which also found no significant influence of effort expectancy.

Several possible explanations for this unexpected finding merit further exploration. Here are a few potential reasons:

Perhaps the perceived benefits of e-marketing, captured by performance expectancy, outweigh the concerns about effort expectancy for tourism businesses. The potential for increased

revenue or reaching new markets might be a stronger motivator than the perceived difficulty of using e-marketing tools. The availability of external support systems, such as training programs or user-friendly e-marketing platforms, might mitigate the perceived effort associated with e-marketing adoption. Further research could investigate the role of such support structures in overcoming potential ease-of-use concerns. The concept of effort expectancy might be too broad in this context. A deeper dive into specific aspects of perceived difficulty, such as concerns about learning new skills or managing technical complexities, could provide more nuanced insights.

6.2.4 The influence of social influence on the adoption of e-marketing in the tourism sector

According to the P-value from the SPSS output is greater than 0.01 (the level of significance), there is no significant relationship between social influence and Actual Usage. The -0.063 coefficient of correlation indicates a weak relationship between social influence and actual usage. This implies that social influence has no effect on the adoption of digital marketing by tourism-related businesses. These results still remain the same as study by Mubanga and Phiri (2023), based on the UTAUT model, they asserted that, social influence is not significant as indicated in the table above with the Pearson correlation of 0.042. From this it can be deduced that the marketers are not influenced by society's perception on the usage of e-NAPSA service. In this regard we can conclude that the society does not affect people and businesses in accepting ICT systems.

There is, however, a divergent view from the study by Kozo and Phiri (2021), as the results obtained from their SPSS output suggested that, there is a positive relationship between Social Influence and the adoption and use of e-PACRA services through the Government Service Bus (GSB) by users. The results indicated a weak and positive relationship between Social Influence and the adoption and use of e-PACRA services through the Government Services Bus

6.2.5 The influence of Facilitating Conditions on the adoption of e-marketing in the tourism sector

This study investigated the influence of facilitating conditions on the adoption of e-marketing strategies within the tourism sector. Facilitating conditions refer to the resources and support

structures available to staff, such as user-friendly technology, training programs, and adequate budgets. The analysis using SPSS revealed a statistically significant positive correlation between facilitating conditions and actual e-marketing usage. This indicates a moderately strong positive relationship (correlation coefficient of 0.428). In simpler terms, hotels/lodges with better access to resources and support were more likely to adopt and utilize e-marketing strategies.

These findings align with previous research conducted by Kozo and Phiri (2021). Their study on the adoption of e-PACRA services through the Government Services Bus (GSB) also found a positive correlation between facilitating conditions and user adoption. This reinforces the general notion that the presence of supportive resources plays a crucial role in the successful adoption of new technologies across various sectors.

The positive correlation between facilitating conditions and e-marketing adoption highlights the importance of providing tourism businesses with the necessary resources to thrive in the digital age. Here are some key aspects of facilitating conditions to consider: Access to user-friendly e-marketing platforms that are easy to learn and navigate is essential. Investing in user-friendly interfaces and providing ongoing technical support can empower staff to leverage e-marketing tools effectively. Training programs designed to equip staff with the necessary digital skills and knowledge to implement e-marketing strategies are crucial. This could include training on specific e-marketing platforms, content creation, or social media marketing best practices. Financial resources dedicated to e-marketing initiatives are essential. Budget allocation for e-marketing tools, content creation, and potentially outsourcing specific tasks can ensure the sustainability of e-marketing efforts.

6.2.6 The influence of Behavioural Intentions on the adoption of e-marketing in the tourism sector

This study examined the influence of behavioural intentions on the adoption of e-marketing within the tourism sector. Behavioural intentions refer to an individual's willingness or intention to use e-marketing strategies. The analysis using SPSS revealed a statistically non-significant correlation between behavioural intentions and actual e-marketing usage. This suggests that, even if tourism businesses expressed a desire to use e-marketing, it did not

translate into actual implementation. This finding presents a puzzling disconnect, as behavioural intentions are often considered a strong predictor of technology adoption.

The weak correlation coefficient (0.015) suggests a near-flat relationship between the two variables. This aligns with the findings from a similar study by Mubanga and Phiri (2023) on the use of e-NAPSA services, which also found a weak negative correlation between behavioural intentions and actual usage. Perhaps tourism businesses encountered unforeseen obstacles that hindered their ability to implement e-marketing strategies despite their initial intentions. These obstacles could be related to a lack of resources, technical difficulties, or competing priorities.

It is possible that the initial perceptions about e-marketing benefits or ease of use did not align with reality. Businesses might have overestimated their own capabilities or underestimated the challenges involved in e-marketing implementation. The decision to adopt e-marketing might not solely rely on internal behavioural intentions. External factors, such as leadership support, industry trends, or pressure from competitors, could play a more significant role in driving actual e-marketing adoption.

Table 14: Regression Coefficients Table

| | | Correlations | | | | | |
|-------------------------|---------------------|------------------------|-------------------|------------------|-------------------------|------------------------|--------------|
| | | Performance Expectancy | Effort Expectancy | Social Influence | Facilitating Conditions | Behavioural Intentions | Actual Usage |
| Performance Expectancy | Pearson Correlation | 1 | -.252** | -.082 | -.358** | -.085 | .261** |
| | Sig. (2-tailed) | | .000 | .167 | .000 | .152 | .000 |
| | N | 286 | 286 | 286 | 286 | 286 | 286 |
| Effort Expectancy | Pearson Correlation | -.252** | 1 | .210** | -.035 | .347** | .133* |
| | Sig. (2-tailed) | .000 | | .000 | .556 | .000 | .025 |
| | N | 286 | 286 | 286 | 286 | 286 | 286 |
| Social Influence | Pearson Correlation | -.082 | .210** | 1 | .148* | .067 | -.063 |
| | Sig. (2-tailed) | .167 | .000 | | .012 | .260 | .288 |
| | N | 286 | 286 | 286 | 286 | 286 | 286 |
| Facilitating Conditions | Pearson Correlation | -.358** | -.035 | .148* | 1 | -.283** | .428** |
| | Sig. (2-tailed) | .000 | .556 | .012 | | .000 | .000 |
| | N | 286 | 286 | 286 | 286 | 286 | 286 |
| Behavioural Intentions | Pearson Correlation | -.085 | .347** | .067 | -.283** | 1 | .015 |
| | Sig. (2-tailed) | .152 | .000 | .260 | .000 | | .802 |
| | N | 286 | 286 | 286 | 286 | 286 | 286 |
| Actual Usage | Pearson Correlation | .261** | .133* | -.063 | .428** | .015 | 1 |
| | Sig. (2-tailed) | .000 | .025 | .288 | .000 | .802 | |
| | N | 286 | 286 | 286 | 286 | 286 | 286 |

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Author 2023

6.3 Possible solutions to the challenges faced by SMEs in the adoption of e-marketing

SMEs in the tourism industry in Zambia should consider investing in employee training for their marketing staff in e-marketing strategies which will help understand the reasons in transitioning from traditional marketing approaches to e-marketing.

SMEs in the tourism industry in Zambia should consider investing in ICT equipment to enable smooth operations of e-marketing. Investing in technology can aid in the development of digital resilience by assisting in the preparation for the next business cycle, streamlining business processes, increasing efficiency, and reaching key customers. Businesses are likely to face cost pressures in the short to medium term. This means that investing in technology now will prevent businesses from having to play catch-up in the future.

There is need for ongoing research and development efforts to stay abreast of emerging technologies and trends in e-marketing. This will help SMEs become and remain competitive in the dynamic digital landscape. Tourism research will investigate the transformative impact of data-driven insights on businesses, assisting them in better understanding their customers and fuelling growth. Every industry is using research and data processing to better understand their customers, and the travel industry is not far behind. Many large travel companies are now conducting market research for travel businesses to ensure that they are providing what their customers demand.

There is need for collaboration between the tourism industry and other sectors is required. Partnerships with information and communications technology companies, for example, can provide SMEs with valuable expertise and resources.

6.4 Proposed Modified UTAUT Model for E-Marketing Adoption in SMEs in Zambia's Tourism Industry.

The proposed model builds on the Unified Theory of Acceptance and Use of Technology (UTAUT) framework, emphasizing the importance of continuous evaluation and improvement for increasing e-marketing adoption among small and medium-sized enterprises (SMEs) in the tourism industry of Zambia. This model highlights two key constructs: **Performance Expectancy** and **Facilitating Conditions**—both of which play crucial roles in influencing the **Adoption and Use of E-Marketing** by SMEs.

1. **Performance Expectancy:** Refers to the belief that e-marketing adoption will enhance the overall performance and success of SMEs, leading to increased visibility, customer reach, and business growth.
2. **Facilitating Conditions:** Represents the environmental and organizational factors, such as infrastructure, skills, and access to technology, which support the adoption of e-marketing solutions.

The modified model calls for continuous evaluation and improvement by assessing the effectiveness of e-marketing initiatives regularly, gathering feedback from SMEs, and refining processes accordingly. This iterative approach helps address the evolving challenges that SMEs face and ensures the sustainability and growth of e-marketing practices in the tourism sector.

This model is especially relevant to the *Zambian* tourism industry, where most SMEs face unique challenges such as limited resources, infrastructure gaps, and the need for increased technological awareness. By emphasizing the importance of ongoing support and adaptive strategies, this modified UTAUT framework aims to boost the adoption of e-marketing and enhance the competitiveness of tourism SMEs in *Zambia*.

Application to the Tourism Sector in *Zambia*

The tourism industry in *Zambia* presents both unique opportunities and challenges for SMEs aiming to adopt digital solutions. Many SMEs struggle with limited access to resources, digital skills gaps, and infrastructural barriers that hinder their ability to fully embrace e-marketing.

The proposed modified UTAUT model addresses these issues by focusing on facilitating conditions and the perceived value of e-marketing for improving business outcomes. By providing support mechanisms and emphasizing the tangible business benefits, SMEs in the tourism sector can be empowered to overcome obstacles and leverage e-marketing to attract more visitors, improve brand recognition, and boost profitability.

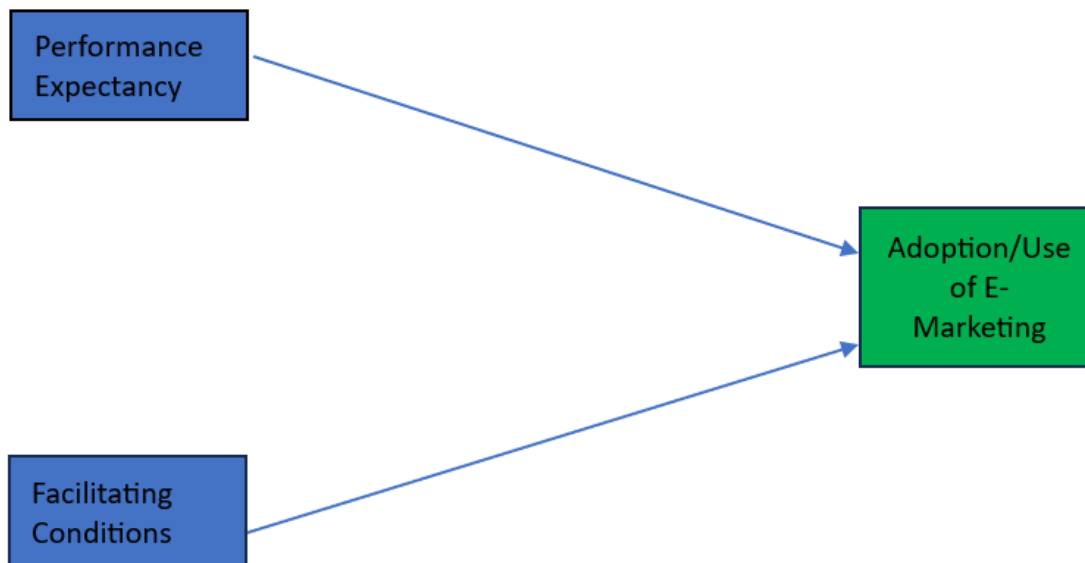


Figure 9: Proposed Modified UTAUT Model for E-Marketing Adoption in SMEs in Zambia's Tourism Industry

Source: Author (2023)

6.5 How the objectives were achieved

6.5.1 Objective 1: Identifying the main factors influencing the adoption of e-marketing among SMEs in the tourism industry in Zambia

A combined approach using surveys and interviews was key to understanding the factors affecting e-marketing adoption among Zambian tourism SMEs (Objective 1). Surveys captured a broad range of perspectives on perceived benefits (increased bookings) and challenges (limited resources) of e-marketing. Additionally, they measured factors within the UTAUT model, like belief in effectiveness (performance expectancy) and ease of use (effort expectancy).

In-depth interviews complemented the quantitative data. Participants discussed specific challenges faced (e.g., lack of digital skills) and external influences (e.g., leadership support) on e-marketing adoption decisions. They also provided insights into the Zambian context, such as the digital divide and cultural considerations, that might influence how e-marketing is adopted and used. By analyzing both quantitative and qualitative data (Objective 1), the research identified the main factors affecting e-marketing adoption. These factors included

perceived benefits and challenges, the influence of UTAUT constructs, and contextual aspects unique to Zambia's tourism industry.

This understanding then informed the development of targeted recommendations for stakeholders (Objective 4). For instance, policymakers could invest in bridging the digital divide, while industry associations could offer training programs addressing identified challenges. Technology providers could consider developing user-friendly and affordable e-marketing platforms specifically designed for Zambian tourism SMEs.

6.5.2 Objective 2: Proposing possible solutions to the challenges faced by SMEs in the adoption of e-marketing by Zambian SMEs in the tourism industry

Objective 2 was not conducted in isolation. The research built upon the valuable insights gained from Objective 1. Recall that Objective 1 explored the perceived benefits and challenges of e-marketing adoption from the perspective of tourism SMEs. This objective identified specific challenges faced by businesses, such as a lack of digital skills among staff or limited marketing budgets. Objective 2 delved deeper into the factors influencing e-marketing adoption by investigating the UTAUT model. By analyzing the relationships between constructs within the UTAUT model (e.g., performance expectancy, effort expectancy) and e-marketing adoption, the research gained a better understanding of how factors like perceived ease of use or belief in the effectiveness of e-marketing influenced adoption decisions. By leveraging the findings from both Objective 1 (challenges) and Objective 2 (influencing factors), Objective 3 could then tailor potential solutions to address the most pressing obstacles hindering e-marketing adoption within the Zambian tourism industry.

The research likely identified key stakeholders who could play a crucial role in fostering a more supportive environment for e-marketing adoption within the Zambian tourism industry. These stakeholders encompass a range of entities with the potential to influence various aspects of e-marketing adoption:

Government officials and policymakers at the national and local levels play a critical role in shaping the overall environment for e-marketing adoption. Their decisions regarding infrastructure development, internet access regulations, and even potential financial incentives can significantly impact the feasibility and accessibility of e-marketing for tourism SMEs. Industry associations representing the interests of tourism businesses in Zambia can serve as a

vital bridge between policymakers, technology providers, and tourism SMEs. These associations can advocate for policies that support e-marketing adoption, collaborate with technology providers to develop e-marketing resources tailored to the needs of their members, and directly offer training programs and workshops to equip tourism businesses with the necessary digital skills and knowledge.

Companies developing and offering e-marketing tools and platforms are at the forefront of innovation in this field. Their role goes beyond simply providing the technology; they can also play a part in shaping the e-marketing landscape for Zambian tourism SMEs. By understanding the specific needs and budget constraints of these businesses, technology providers can develop user-friendly and affordable e-marketing platforms. Additionally, localization efforts, such as translating platforms into local languages relevant to the Zambian tourism industry, can further enhance accessibility and adoption.

6.5.3 Objective 3: Developing recommendations for stakeholders in the Zambian tourism Industry to promote the successful adoption and utilization of e-marketing

Objective 3 of the study focused on identifying contextual factors specific to the Zambian tourism industry that might influence e-marketing adoption. Here's how the research likely achieved this objective:

Qualitative Insights Through Interviews:

In-depth interviews with hotel managers and staff played a central role in uncovering these contextual factors. By going beyond simple yes/no answers or predetermined choices, open-ended interview questions allowed participants to share their experiences and perspectives related to e-marketing adoption within the Zambian context. Here's how these interviews likely contributed to achieving Objective 3:

- **Digital Divide Challenges:** Interviewers likely delved into the specific challenges posed by the digital divide, the gap between those with and without access to technology and the internet. Participants might have shared examples of how limited internet connectivity in certain regions hinders their ability to manage online marketing campaigns or maintain a strong online presence.

- **Cultural Considerations in E-Marketing:** The interviews likely explored the importance of tailoring e-marketing strategies to resonate with the unique cultural aspects of Zambia's tourism industry. Discussions might have focused on the effectiveness of using local languages alongside English in e-marketing campaigns or the importance of showcasing Zambia's distinct cultural experiences and landscapes in a respectful and authentic manner through online marketing materials. By probing participants' perspectives on these aspects, the research gained valuable insights into the cultural considerations shaping e-marketing adoption and effectiveness within Zambia.

6.6 Summary of Hypothesis Results

The researcher developed five hypothesis and used Pearsons correlation to identify if there is a significant relationship between the variables in the model used and to determine the strengths of these relationships. The level of significance was used for the correlation analyses, the P-value, was 0.05 and the Degrees of Freedom (df) = N – 1.

Table 15: Summary of Hypotheses Results

| Hypothesis | Correlation coefficient | P-value | Decision |
|--------------------------------------------------------------------------------------------------|--------------------------------|----------------|--------------------------|
| H1: There is a positive relationship between performance expectancy and the use of E-marketing. | 0.261 | 0.000 | Hypothesis supported |
| H2: There is a positive relationship between effort expectancy and the use of E-marketing. | 0.133 | 0.025 | Hypothesis supported |
| H3: There is a positive relationship between social influence and the use of E-marketing. | -0.063 | 0.288 | Hypothesis not supported |
| H4: There is a positive relationship between facilitating conditions and the use of E-marketing. | 0.428 | 0.000 | Hypothesis supported |
| H5: There is a positive relationship between behavioural intention and the use of E-marketing. | 0.015 | 0.802 | Hypothesis not supported |

CHAPTER 7

CONCLUSION AND RECOMMENDATIONS

7.1 Introduction

The main purpose of the study was to devise a model of e-marketing that enhances organisational performance and improve competitiveness within the tourism sector in developing countries like Zambia. The study randomly selected hotels and lodges as the target population from which a sample was drawn and subjected to questionnaires which were analysed using the SPSS. The overall coefficient of correlation of 0.722 from SPSS results suggests that there is a strong positive relationship between actual usage and the independent variables which are PE, SI, BI, EE, and FC.

The R-Square (coefficient of determination) of 0.522 suggests that the adoption of digital marketing is influenced 52.2% by the independent variables PE, SI, BI, EE, and FC and 47.8% can be associated to other factors that we did not take into consideration. From these findings, the study draws theoretical contributions and recommendations for the study. It also highlights the limitations of the study.

7.2 Research Contribution

7.2.1 Theoretical Contribution

The research employed the UTAUT model, a well-established framework for understanding technology adoption. By applying this model to the specific context of e-marketing adoption within Zambia's tourism industry, the study offers valuable insights that can potentially contribute to the theoretical development of UTAUT.

Zambia's unique environment presents distinct challenges like the digital divide and the importance of cultural considerations. The study's examination of how these factors interact with existing UTAUT constructs, such as performance expectancy (belief in e-marketing's effectiveness) and effort expectancy (perceived ease of use), can shed light on how the model might need to be adapted in developing economies or tourism industries. The research findings might suggest the need to modify the UTAUT model or even propose additional constructs to account for these unique contextual factors.

This study contributes to a growing body of knowledge on e-marketing adoption in developing economies. By focusing on Zambia's tourism industry, the research provides valuable insights into the challenges and opportunities related to e-marketing in this specific context. The findings on the influence of the digital divide and cultural considerations add a crucial layer of understanding to the existing theoretical framework of e-marketing adoption beyond developed economies.

These insights can inform future studies by offering a more nuanced perspective on how contextual factors interact with established models like UTAUT. Understanding how these factors influence e-marketing adoption in developing economies can pave the way for more effective strategies and ultimately contribute to the broader theoretical understanding of e-marketing adoption in a global context.

7.2.2 Practical Contribution

This study transcended theoretical exploration and aimed for real-world impact. A key practical contribution lies in its potential to empower stakeholders invested in the success of e-marketing adoption within Zambia's tourism industry.

By identifying the main factors affecting e-marketing adoption, such as perceived benefits, challenges, and the influence of the UTAUT model and contextual aspects, the research provides valuable insights. These insights can inform the development of targeted recommendations for various stakeholders, ultimately creating a more supportive environment for e-marketing adoption within the industry.

The research might recommend investments in bridging the digital divide to improve internet access in rural areas. Additionally, policymakers could consider financial incentives or grants to support tourism SMEs in adopting e-marketing strategies. The study could recommend that these associations develop training programs and workshops specifically designed to address identified challenges, such as a lack of digital skills or limited knowledge of e-marketing best practices. These programs could equip tourism businesses with the necessary tools and knowledge to effectively utilize e-marketing strategies. Recommendations could encourage the development of user-friendly and affordable e-marketing platforms specifically tailored to the needs and budget constraints of Zambian tourism SMEs. Additionally, consideration could be

given to localized versions of existing platforms, potentially including translations into local languages relevant to the *Zambian* tourism industry.

By providing these targeted recommendations, the study empowers stakeholders to take concrete steps to address the challenges hindering e-marketing adoption.

7.3 Recommendations

SMEs in the tourism industry in *Zambia* should consider investing in employee training for their marketing staff in e-marketing strategies.

SMEs in the tourism industry in *Zambia* should consider investing in ICT equipment to enable smooth operations of e-marketing.

The tourism industry should adopt e-marketing operating software to enable them to remain competitive.

There is need for ongoing research and development efforts to stay abreast of emerging technologies and trends in e-marketing. This will help SMEs remain competitive in the dynamic digital landscape.

There is need for collaboration between the tourism industry and other sectors. For example, partnerships with information and communications technology companies can provide valuable expertise and resources to SMEs.

7.4 Limitations of the Study

While the study offers valuable insights, it's important to acknowledge potential limitations. The research focused on a specific sample of tourism businesses within *Zambia*, potentially limiting the generalizability of the findings to the entire industry. Additionally, the study design, relying on surveys and interviews, may not have captured the full range of experiences and perspectives within the industry. For instance, some tourism businesses, particularly those in remote areas, might have been difficult to reach or participate in the study. Furthermore, the focus on e-marketing adoption at a specific point in time may not account for how rapidly evolving technologies and consumer behavior could influence future adoption trends. Further still, this study is limited by its geographical focus on *Livingstone, Zambia*, and its exclusive focus on the tourism industry. Future research could broaden the scope by including other industries and regions, as well as exploring additional variables such as government policies or

technological advancements that could influence e-marketing adoption. These limitations highlight the need for further research, potentially employing larger and more diverse samples or incorporating longitudinal studies to track e-marketing adoption patterns over time within Zambia's dynamic tourism industry.

7.5 Chapter Summary

This chapter discussed and concluded the study. The chapter showed how the research questions were answered. The results to the hypothesis testing were also presented and a conclusion was drawn. The recommendations provided actions that can be taken by those in the tourism sector in the process of adopting e-marketing and effectively competing in the business environmental which becoming more driven by technology. The five variables which are: Performance Expectance, Effort Expectancy, Social Influence, Facilitating Conditions and Behavioural Intentions were discussed in relation to the actual usage of e-marketing to assess whether they significantly have an influence in the adoption of such technologies. Performance expectancy which the believe that e-marketing will prove to be good to businesses in the tourism sector proved significant in influencing the adoption and usage of e-marketing by businesses. Effort Expectancy and facilitating conditions are other variables that showed that significant effects on the adoption of e-marketing with a positive correlation. As for Social influence and behavioural intentions they did not indicate their significance in the adoption of e-marketing by businesses in the tourism sector.

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APPENDICES

Appendix 1: Questionnaire



The University of Zambia

Graduate School of Business

FACTORS INFLUENCING THE ADOPTION OF E-MARKETING AS A MODE OF MARKETING BY SMES IN ZAMBIA. A CASE STUDY OF SMES IN THE TOURISM INDUSTRY

Mark Chicha, MBA-General

For more information or any queries, kindly get in touch on **0978 980198**.

Dear Respondent,

I am a student at the University of Zambia in my final stage pursuing a Master of Business Administration qualification. As partial fulfillment for the award of a Master's degree, I am conducting a baseline study on:

“Factors influencing the adoption of e-marketing as a mode of marketing by SMEs in Zambia. A case study of SMEs in the tourism industry”

You have been purposefully sampled to provide information for the topic indicated above. The information being collected is purely for academic purposes as such, it will be treated with maximum confidentiality. Subsequently, you are not supposed to indicate your name or any personal information that can lead to revealing of your identity.

Your co-operation will be greatly appreciated.

For more information or any queries, kindly get in touch with the following:

Project Supervisor: Dr. Jackson Phiri (Jackson.phiri@cs.unza.zm) or

- Regulatory and Legal Barriers (Uncertainty or lack of clarity regarding e-marketing regulations and legal requirements) []
- Market Barriers (Intense competition in the online space makes it difficult for my SME to stand out through e-marketing) []

9. Which e-marketing marketing channels do you currently use? (select all that apply.....) Website [] Social media (Facebook, Twitter, Instagram, etc.) [] Email marketing [] Video Marketing [] Other (please specify) _____

10. How long have you been using digital marketing? Don't use [] Less than 1yr [] 1- 2 years [] 2- 4 years [] More than 4 years []

11. How effective have your e-marketing marketing efforts been in attracting new customers? Very effective [] Somewhat effective [] Moderately effective [] Not very effective [] Not at all effective []

12. How do you describe your general knowledge e-marketing? Very poor [] Poor [] Moderate [] Good [] Very good []

PART THREE: FACTORS INFLUENCING E-MARKETING ADOPTION

Using a rating scale from the lowest point of 1 to the highest point of 5, please circle the number that indicates your level of agreement or disagreement with the following statement.

SD = strongly disagree | D = Disagree | N = Neutral | A = Agree | SA = Strongly Agree |

| No | Statement | | | | | |
|-------------------------------|-------------------------------------------------------------------------------------------|-----------|----------|----------|----------|-----------|
| Performance Expectancy | | SD | D | N | A | SA |
| 1 | E-marketing will help my organization reach and attract more customers to my organization | 1 | 2 | 3 | 4 | 5 |
| 2 | E-marketing will enhance my organization's competitive advantage | 1 | 2 | 3 | 4 | 5 |
| 3 | I think that adopting e-marketing will help improve customer satisfaction | 1 | 2 | 3 | 4 | 5 |
| 4 | I think adopting and using e-marketing would help lower my overall marketing costs | 1 | 2 | 3 | 4 | 5 |
| Effort Expectancy | | SD | D | N | A | SA |
| 1 | Learning and using e-marketing tools and platforms for organization would be easy | 1 | 2 | 3 | 4 | 5 |

| | | | | | | |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----------|----------|----------|-----------|
| 2 | Integrating e-marketing into my organization's existing operations requires significant effort | 1 | 2 | 3 | 4 | 5 |
| 3 | I anticipate needing to invest significant time and resources in e-marketing implementation | 1 | 2 | 3 | 4 | 5 |
| 4 | I am confident in my ability to manage the technical aspects of e-marketing effectively | 1 | 2 | 3 | 4 | 5 |
| Social Influence | | SD | D | N | A | SA |
| 1 | I have been influenced by industry experts or consultants to consider adopting e-marketing for my organization | 1 | 2 | 3 | 4 | 5 |
| 2 | Customer demand and expectations have a significant impact on my decision to adopt e-marketing | 1 | 2 | 3 | 4 | 5 |
| 3 | The opinions and recommendations of my peers or colleagues in the tourism industry influence my decision to adopt e-marketing | 1 | 2 | 3 | 4 | 5 |
| 4 | Adopting e-marketing will influence how my business is viewed by my customers- will portray a good brand image for my business | 1 | 2 | 3 | 4 | 5 |
| Facilitating Conditions | | S | D | N | A | SA |
| 1 | I have the necessary financial resources to invest in e-marketing for my organization | 1 | 2 | 3 | 4 | 5 |
| 2 | I have the knowledge necessary to use e-marketing | 1 | 2 | 3 | 4 | 5 |
| 3 | The external environment (e.g., government policies, industry associations) is supportive of e-marketing adoption for SMEs in the tourism industry. | 1 | 2 | 3 | 4 | 5 |
| 4 | I am aware and understand the services/activities that can be done using e-marketing | 1 | 2 | 3 | 4 | 5 |
| | The technological resources available are adequate to support e-marketing implementation in my organization | | | | | |
| Behavioral Intention | | S | D | N | A | SA |
| 1 | I intend to use e-marketing in the next 12 months. | 1 | 2 | 3 | 4 | 5 |
| 2 | I am determined to overcome any potential barriers or challenges that may arise during the e-marketing implementation process | 1 | 2 | 3 | 4 | 5 |
| 3 | I predict I would consider using e-marketing in the next 12 months. | 1 | 2 | 3 | 4 | 5 |

Thank you for your participation.

Appendix 2: Approval Letter



**THE UNIVERSITY OF ZAMBIA
DIRECTORATE OF RESEARCH AND GRADUATE STUDIES**

Great East Road Campus | P.O. Box 32379 | Lusaka 10101 | Tel: +260-211-290 258/291 777 Fax: (+260)-211-290
258/253 952 | E-mail: director.drgrs@unza.zm | Website: www.unza.zm

APPROVAL OF STUDY

JORG No. 0005376
HSSREC IRB No. 00006464
REF NO. HSSREC-2023-AUG-035

13th September, 2023

Mr. Mark Chicha
The University of Zambia
P.O. Box 32379
LUSAKA

Dear Mr. Chicha

**RE: "FACTORS INFLUENCING THE ADOPTION OF E-MARKETING AS A
MODE OF MARKETING BY SMES IN ZAMBIA. A CASE STUDY OF SMES
IN TOURISM INDUSTRY."**

Reference is made to your submission of the protocol captioned above.

The HSSREC resolved to approve this study and your participation as Principal Investigator for a period of one year.

Specific conditions will apply to this approval. As Principal Investigator it is your responsibility to ensure that the contents of this letter are adhered to. If these are not adhered to, the approval may be suspended. Should the study be suspended, study sponsors and other regulatory authorities will be informed.

| REVIEW TYPE | ORDINARY REVIEW | APPROVAL NO. HSSREC-2023- AUG-035 |
|-----------------------------------------------|----------------------------------------------------|--------------------------------------------------|
| Approval and Expiry Date | Approval Date: 13 th September, 2023 | Expiry Date: 12 th September, 2024 |
| Protocol Version and Date | Version - Nil. | 12 th September, 2024 |
| Information Sheet, Consent Forms and Dates | <input type="checkbox"/> English. | To be provided |
| Consent form ID and Date | Version - Nil | To be provided |
| Recruitment Materials | Nil | Nil |
| Other Study Documents | - Questionnaire - Interview Guide | |
| Number of Participants Approved for Study | | |

Conditions of Approval

- No participant may be involved in any study procedure prior to the study approval or after the expiration date.
- All unanticipated or Serious Adverse Events (SAEs) must be reported to HSSREC within 5 days.
- All protocol modifications must be approved by HSSREC prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address.
- All protocol deviations must be reported to HSSREC within 5 working days.
- All recruitment materials must be approved by HSSREC prior to being used.
- Principal investigators are responsible for initiating Continuing Review proceedings. HSSREC will only approve a study for a period of 12 months.
- It is the responsibility of the PI to renew his/her ethics approval through a renewal application to HSSREC.
- Where the PI desires to extend the study after expiry of the study period, documents for study extension must be received by HSSREC at least 30 days before the expiry date. This is for the purpose of facilitating the review

process. Documents received within 30 days after expiry will be labelled "late submissions" and will incur a penalty fee of K500.00. No study shall be renewed whose documents are submitted for renewal 30 days after expiry of the certificate.

- Every 6 (six) months a progress report form supplied by The University of Zambia Humanities and Social Sciences Research Ethics Committee as an IRB must be filled in and submitted to us. There is a penalty of K500.00 for failure to submit the report.
- When closing a project, the PI is responsible for notifying, in writing or using the Research Ethics and Management Online (REMO), both HSSREC and the National Health Research Authority (NHRA) when ethics certification is no longer required for a project.
- In order to close an approved study, a Closing Report must be submitted in writing or through the REMO system. A Closing Report should be filed when data collection has ended and the study team will no longer be using human participants or animals or secondary data or have any direct or indirect contact with the research participants or animals for the study.
- Filing a closing report (rather than just letting your approval lapse) is important as it assists HSSREC in efficiently tracking and reporting on projects. Note that some funding agencies and sponsors require a notice of closure from the IRB which had approved the study and can only be generated after the Closing Report has been filed.
- A reprint of this letter shall be done at a fee.
- All protocol modifications must be approved by HSSREC by way of an application for an amendment prior to implementation unless they are intended to reduce risk (but must still be reported for approval). Modifications will include any change of investigator/s or site address or methodology and methods. Many modifications entail minimal risk adjustments to a protocol and/or consent form and can be made on an Expedited basis (via the IRB Chair). Some examples are: format changes, correcting spelling errors, adding key personnel, minor changes to questionnaires, recruiting and changes, and so forth. Other, more substantive changes, especially those that may alter the risk-benefit ratio, may require Full Board review. In all cases, except where noted above regarding subject safety, any changes to any protocol document or procedure must first be approved by HSSREC before they can be implemented.

Should you have any questions regarding anything indicated in this letter, please do not hesitate to get in touch with us at the above indicated address.

On behalf of HSSREC, we would like to wish you all the success as you carry out your study.

Yours faithfully,



Dr. J. I. Ziwa

DR. J. I. Ziwa
CHAIRPERSON

**THE UNIVERSITY OF ZAMBIA HUMANITIES AND
SOCIAL SCIENCES RESEARCH ETHICS COMMITTEE - IRB**

cc: Director, Directorate of Research and Graduate Studies
Assistant Director (Research), Directorate of Research and Graduate Studies
Assistant Registrar (Research), Directorate of Research and Graduate Studies

Appendix 3: Published Work

Factors Influencing the Adoption of E-Marketing in the Tourism Industry by SMEs in Developing Countries Based on UTAUT Model (scirp.org)

[Mark Chicha](#), [Jackson Phiri](#)

[Open Journal of Business and Management](#) > [Vol.12 No.1, January 2024](#)

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Factors Influencing the Adoption of E-Marketing in the Tourism Industry by SMEs in Developing Countries Based on UTAUT Model

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Abstract

The digital economy has transformed the way businesses operate worldwide and SMEs in Zambia are not exempted from this trend. However, many SMEs in Zambia face challenges in accessing markets, which hinders their growth and competitiveness. E-marketing presents an opportunity for SMEs to reach a broader market and overcome these challenges. Hence the quest to study the factors influencing the adoption of e-marketing as a mode of marketing by SMEs in Zambia. The study involved a sample of 286 respondents who were selected using the Taro Yamane formula from the tourism industry, particularly those in the hotel/lodge business in Livingstone, Zambia. The research is based on Unified Theory of Acceptance and Use of Technology (UTAUT) model. The analysis was performed using the Statistical Package for Social Scientists commonly known by its abbreviation as SPSS. The five variables under observation were: Performance Expectancy, Effort Expectancy, Social Influence, Facilitating Conditions and Behavioral Intentions were used to assess if they influence the actual usage of e-marketing in the tourism industry. The overall coefficient of correlation of 0.722 from the SPSS results suggests that there is a strong positive relationship between actual usage and the independent variables which are PE, SI, BI, EE, and FC. The R-Square (coefficient of determination) of 0.522 suggests that the adoption of digital marketing is influenced 52.2% by the independent variables PE, SI, BI, EE, and FC and 47.8% can be associated to other factors that were not taken into consideration. In order to ensure validity of the data analysis Correlation, Regression and ANOVA analysis was also put to use.

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521

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