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Antecedents and Consequences of Digital Marketing in the Digital Era

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Abstract

Purpose – Digital marketing has gained significant interest in recent years, with many claiming it predicts marketing outcomes like customer awareness and brand associations, organizational success, and financial performance literature, and relatively little is known about its antecedents and consequences. This study aimed to test a model of the antecedents and consequences of digital marketing based on digital marketing theory. Design/ methodology/ approach – A survey was completed by 133 employees working at Umniah Telecommunication Company. The age group of 26-30 is the most represented, with a frequency of 39, and 84 percent are male; the experience category of 16-20 is the most represented, with a frequency of 49, and the educational level category represents the most represented bachelor's degree with a frequency of 72 and a percentage of 54%, The survey included measures of digital marketing and the antecedents and consequences of digital marketing. Findings – According to the results, there is a significant relationship between the antecedents and consequences of digital marketing. However, consumer behavior antecedents are not significant for digital marketing. Originality- This paper explores the causes and effects of digital marketing, evaluating a digital marketing theory model and its contribution to the field of digital marketing research.

Keywords: digital marketing, antecedents, consequences, Umniah, Jordan

1. Introduction

Digital marketing has gained significant interest in recent years, with many claiming it predicts marketing outcomes like customer awareness and brand associations, organizational success, and financial performance (Phiri, 2020; F. Wang, 2020). At the same time, the impact of digital marketing innovation and marketing capability on firm performance has both direct and indirect effects, with indirect effects being more significant than direct effects (Jung & Shegai, 2023). Digital marketing innovation is crucial for businesses to adapt to the increasing reliance on marketing channels for communication and consumer engagement. Companies invest in digital marketing to reach target audiences, gather valuable data, and stay competitive in the digital marketplace (Grubor, 2018). Digital marketing enhances companies' competitiveness through effective online marketing and sales

Innovative technologies like AI, machine learning, social media, and Web 2.0 have significantly impacted the business environment, altering customer interactions, marketing, and promotion activities (Lekhanya, 2014).

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The spread of the Internet has saved time consumed during the shopping process, and it also contributed to changing the landscape of modern business for all multinational organizations, leading to the exponential growth of online companies such as Amazon and IKEA (Al-Fakeh et al., 2023; Kannan, 2017). Umami and Darma (2021) Stated that utilizing Instagram endorsements and paid promotions can significantly boost brand awareness and purchasing interest.

This study aims to investigate the motives and results of digital marketing, focusing on its role in Jordanian telecommuting firms. It describes digital marketing, debates theories and models, and

Presents Research Hypotheses

The paper begins by providing background information on the study. Defining digital marketing, digital marketing theory, models, and a literature review on the topics under consideration will then be discussed. Followed by the formulation of hypotheses. Later, the statistical methods and results of the analysis will be presented. Finally, the results of this study will be elaborated on.

2. What is Digital Marketing?

Marketing involves product, pricing, and promotion, identifying customer desires and needs, and designing products and services to meet these needs while achieving organizational goals (Reid & Bojanic, 2009, p. 11). The marketing concept is the process by which organizations can create value for customers and build strong relationships with customers to obtain value in return from those customers (Kotler and Armstrong, 2014, p. 5). chaffey et al.(2009, 9) To achieve marketing goals, they pointed to Internet marketing utilizing digital technologies, including web, email, and wireless media.

Digital marketing in modern business involves utilizing digital technology to attract and retain customers, as defined by the Institute of Digital Marketing.: "It is the use of digital technologies to create integrated, targeted, and measurable communications that help acquire and retain customers while building deeper relationships with them (Melović et al., 2020). Singh (2017, 17–18) pointed out that the definition of digital marketing (according to the Institute of Direct and Digital Marketing) is the management and implementation of marketing through electronic media such as web, email, interactive television, and wireless media, along with digital data about customer characteristics and behavior. Digital marketing is a non-traditional online platform for promoting products and services, connecting customers, and understanding user needs, effectively promoting online businesses for brand awareness and development (Mishra,2020). Digital marketing is not a channel or technology but an upgrade to a strategic marketing mind while embracing technology, especially big data technology (Kotler et al., 2020,45). Digital marketing is a set of activities to practice and use all aspects of traditional marketing in an organization, which provides interaction and relationship management with the target audience through digital information, communication technology, and electronic devices (Sokolova & Titova, 2019). Digital marketing involves managing and implementing marketing using electronic media like web, email, interactive television, wireless, and digital data about customer characteristics and behavior (Singh,2017,17-18). Digital marketing utilizes digital channels and technologies, incorporating innovations like native content, artificial intelligence, virtual reality, IoT, voice bots, video, mobile, and affiliate marketing (Oklander et al., 2018). Digital marketing combines the Internet, electronics, and software for data exchange,

enabling businesses to operate on various electronic platforms and communicate through mobile networks and T.V. (Sawicki, 2016).

3. Digital Marketing Theory

1.3 The Marketing Mix

Academics have conducted a thorough analysis of the conventional marketing mix framework inside the framework of digital marketing theory, providing insightful perspectives on its applicability and modification to the digital environment. Vieira et al. (2019) First, scholars have drawn attention to how the components of the marketing mix have changed over time, highlighting the necessity of reevaluating the conventional 4Ps (Product, Price, Place, and Promotion). To take into account the particularities of digital marketing, these factors, including the incorporation of digital goods and services Kassab (2023), the adaptability of online pricing schemes, the creation of new digital channels for distribution, and the creative use of digital marketing techniques, (Low et al., 2020). Additionally, academics have stressed the need to use digital technology to improve the customer experience by customizing goods and services to satisfy the changing needs of online shoppers and interacting with them through interactive and customized digital marketing (Hoyer et al., 2020).

Moreover, Engelluori, 2021; Kovanen-Piippo (2020) discussed the extension of the marketing mix to include other components that are especially relevant in the digital sphere; this includes adding "People" to represent the value of user experiences and customer relationships in digital spaces, "Process" to talk about the importance of smooth user journeys and digital transactions, and "Physical Evidence" to include the user interfaces and digital touchpoints that shape customer perceptions.

The significance of data-driven decision-making in digital marketing has also been clarified by academics, who highlight the integration of analytics and metrics to guide marketing strategies, enhance digital customer experiences, and promote targeted digital promotions (Shah & Murthi, 2021). By the time it is all said and done, academics will have grasped the significance of modifying the marketing mix framework for the digital era and realized that to properly handle the complexity of modern marketing environments, a thorough and sophisticated strategy combining traditional and digital components is required, (Hurstinen, 2020).

2.3 The Customer Journey

Within the framework of digital marketing theory, researchers have looked closely at the customer journey idea, providing vital information on how it is adopted and used in digital settings (Busca & Bertrandias, 2020).

Afonso (2021) Highlighting The digital era has significantly impacted the customer journey, with various digital interactions and touchpoints influencing consumer choices and actions. Digital channels like social media, websites, mobile applications, and search engines are essential. The significance of utilizing digital technologies to improve the customer journey, mainly the value of tailored digital experiences, relevant information, and smooth interactions across digital touchpoints, has been highlighted (Lindberg & Vermeer, 2019). Researchers Kuusisto and Lagergren (2021) have also stressed the value of data-driven insights in comprehending and improving the digital customer journey by making the value of the application of digital attribution models, analytics, and customer behavior tracking to obtain a thorough grasp of customer interactions and preferences.

Teichert (2019) highlighted the dynamic and non-linear character of the digital customer journey and underlined the necessity for flexible and agile marketing tactics to engage customers at different points in their digital route to purchase. The need for businesses to comprehend, map, and optimize the digital customer journey has been highlighted by D'Arco et al. (2019) on the customer journey within the framework of digital marketing theory; this is due to the digital technologies, data analytics and personalized experiences play a critical role in influencing modern consumer behaviors and purchase decisions.

3.3 The AIDA Model

A traditional marketing framework that describes a customer's steps to decide what to buy Attention, Interest, Desire, and Action is referred to as AIDA (Abdelkader & Rabie, 2019). Through an awareness of and attention to potential consumers' requirements and motivations at every stage of the purchase process, this model is intended to assist marketers in developing successful advertising and promotional efforts. Research in digital marketing theory suggests modifying the AIDA model to reflect online customer interactions better, as digital technologies have revolutionized consumer behavior (bin Abdul Lasi et al., 2021).

The importance of using digital channels to foster customer demand and quick response. Researchers Schär and Stanoevska-Slabeva, (2019) have emphasized the significance of tailored digital encounters, engaging content, and convincing digital marketing tactics in fostering customer interest and propelling conversion behaviors in the digital realm. To track and optimize each stage of the digital AIDA model, researchers Ciasullo et al., (2021) have also stressed the significance of integrating digital analytics and performance metrics, allowing businesses to assess the success of their digital marketing campaigns and modify their tactics to suit the behaviors of digital consumers better.

4. Digital Marketing Models

1.4 The RACE Model

A strategy and management framework (Reach, Act, Convert, Engage) for digital marketing initiatives Li, (2023) discussed how this model might assist marketers in organizing their campaigns and activities to reach their target demographic, promote engagement, turn prospects into customers, and engage them for lifelong advocacy and loyalty.

Scholars studying marketing have mainly concentrated on how well it works as a strategic framework for organizing and supervising digital marketing initiatives. Essential ideas and conclusions about the RACE model from earlier research Saura et al. (2021) highlighted the model's usefulness in offering a methodical approach to digital marketing strategy. Strategic planning is aided by its ability to assist firms in matching their digital marketing strategies with particular goals and objectives at every step of the customer lifecycle.

Researchers Tett et al. (2021) pointed out that the model stresses the significance of comprehending and responding to the demands and behaviors of the target audience throughout their journey. As identified by (Chwialkowska, 2019), it is a customer-centric strategy that concentrates on reaching, engaging, converting, and keeping consumers. Additionally, it encourages integrated marketing communications by stressing the need to provide audiences with consistent and cohesive messages across many touchpoints and by highlighting a coordinated strategy across digital media.

A framework for establishing key performance indicators (KPIs) at each stage of the customer journey is provided by the model, which helps to guide the evaluation and optimization of digital marketing operations (Rosário & Dias, 2023), enabling marketers to monitor outcomes, evaluate the efficacy, and make data-driven enhancements. Apart from its emphasis on augmenting the whole customer experience through many touchpoints, the model aids firms in fostering more captivating and significant encounters, resulting in enhanced customer contentment and allegiance (Rejeb et al., 2023).

Researchers investigated how flexible and adaptable the approach was to various company structures, sectors, and marketing goals; its flexibility allows businesses to customize their digital marketing plans to match their target audience's specific needs and preferences (Katsikeas et al., 2020).

2.4 The 7PS Model

The Ps Model, which was first proposed by E. Jerome McCarthy in the 1960s and further developed by (Booms and Bitner (1982), is an extension of the traditional marketing mix that frequently includes additional "Ps" like People, Process, and Physical Evidence (G. Wang, 2022). It explains how these other components are relevant to digital marketing and how they support a comprehensive marketing plan.

Academics have praised the model for its comprehensive marketing approach, which includes aspects like people, process, and tangible proof, in addition to more conventional components like pricing and products. It has been demonstrated that this all-encompassing viewpoint makes it easier to create marketing plans that are more cohesive and successful (Chemo et al., 2023). The original focus of the 7Ps model, which was on service marketing, has drawn attention due to its applicability in comprehending the particular dynamics of service delivery and customer experience (Kurtmollaiev & Pedersen, 2022).

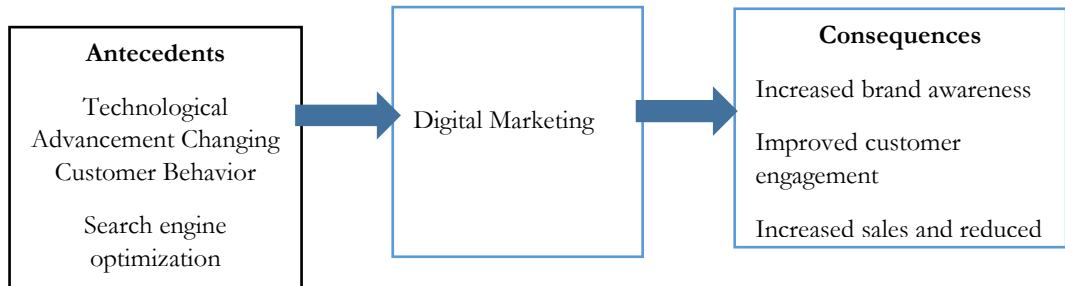
As an example of the highlighted model's contribution to the development of customer-centric marketing strategies, researchers have looked at how the 7Ps model can be expanded and adjusted to take into account the changing role of digital channels and customer engagement, demonstrating the model's continued relevance, (Tanveer et al., 2021).

3.4 The AARRR Model

AARRR model research, often known as the Pirate Metrics, has produced several exciting findings; the model's effectiveness in enabling a multistage study of the customer lifetime has been acknowledged, according to (Mota, 2022). The AARRR model gives organizations a framework for studying and enhancing client interactions with their products or services. It breaks down the customer journey into several stages: Acquisition, Activation, Retention, Revenue, and Referral. This breakdown makes customer interactions with their products or services possible; this dissection allows customer behavior and engagement to be evaluated at a finer level, facilitating the development of focused initiatives to improve customer acquisition, retention, and advocacy (Hampshire et al., 2022).

The model helps organizations assess and improve customer acquisition and retention tactics by giving user activation, retention rates, and priority referral activity indicators. Allows businesses to focus their efforts on building long-lasting connections with customers. The quantitative aspect of the model has also been emphasized by academics, who point out that it gives companies an organized way to measure and examine key performance indicators (KPIs) at every stage of the customer lifecycle, facilitating data-driven decision-making and ongoing development (Petzer & Wadel, 2020).

The AARRR model's practical and effective framework for organizations to evaluate and optimize customer acquisition, activation, retention, revenue generation, and referral tactics is fundamentally highlighted by scholarly opinions. The model supports a data-driven, iterative approach to company growth by offering a systematic method for customer lifecycle analysis and emphasizing customer-centric metrics, promoting long-term business success and durable customer connections (Bozorgpour et al., 2023).



5. Antecedents of Digital Marketing

1.5 Technological Advancement. AI enhances consumer data collection, augments reality, boosts sales and improves internet marketing operations by enhancing customer perceptions through picture recognition and brain modeling (Guru et al., 2022). Digital transformation has led to the evolution of modern business models, altering market paths and influencing customer value generation and stakeholder allocation (Büyüközkan & Göçer, 2018). Digital technologies enable businesses to generate market intelligence, but information overload can be challenging. Understanding customer needs and value is crucial for competitiveness (Kohli, 2017). The success of digital marketing can be achieved by enhancing the business culture through adopting digital marketing technology (Sawicki, 2016). Environmental concerns fuel the growing demand for sustainable apparel products, and AI solutions can assist businesses in managing inventory, responding to seasonal trends, and detecting counterfeiting (Rathore, 2023). Hoffman et al. (2022) stated that new technology enhances market data, generates new insights, and highlights the need for marketers to stay up-to-date with evolving technology. Digital marketing is now increasingly used to penetrate the market in real-time, necessitating business intelligence (BI); business intelligence offers optimization tools and correlation capabilities, making it crucial for marketers, even those without technical proficiency, to provide performance boosts and potential profits (Bhosale et al., 2020). AI in hotel organizations offers tourism and hospitality managers insights into future marketing changes, including possible human replacement and AI-based services, enhancing personalized customer experience and conversion rates (Bulchand-Gidumal et al., 2023). Digital marketing is now increasingly used to penetrate the market in real-time, necessitating business intelligence (BI); business intelligence offers optimization tools and correlation capabilities, making it crucial for marketers, even those without technical proficiency, to provide performance boosts and potential profits (Bhosale et al., 2020). Therefore, *H1* is the following:

H1: *Technological Advancement will be positively related to digital marketing*

2.5 Changing Customer Behavior: Consumers spend more time online, influencing companies' marketing strategies. However, changing consumer behavior necessitates reconsidering electronic marketing communication procedures, particularly timing and content, to engage customers effectively (Pollak et al., 2022). The COVID-19 pandemic has

caused a surge in online shopping, particularly among Baby Boomers and Silent Generation, who are hesitant to continue shopping in-person due to lockdowns and fears of contagion (Jílková & Králová, 2021). Modern technology has enabled marketers to connect consumers globally, but as consumers' expectations rise, sophisticated tools are used to meet their needs (Jose & Jose, 2017). A balance between consumer culture theory and technical components is necessary for the creative industries to thrive in the digital era. The growth of e-commerce, in the long run, necessitates a more confident consumer base (Mansur et al., 2019). Therefore, H2 is the following:

H2. *Changing Customer Behavior will be positively related to digital marketing*

3.5 Search engine optimization (SEO): A company invests in SEO to improve its website's ranking. Website developers must utilize SEO techniques to ensure relevance and top ranking on search engine results pages, comparing SEM and SEO to understand marketing and technical aspects in digital marketing (Terrance et al., 2017). SEO tools optimize websites by analyzing keywords, content, backlinks, domains, and social media to determine standard search terms and rank and measure user access and link frequency (Panchal et al., 2021). SEO techniques enhance website ranking and traffic, benefiting internet business marketing and customer interaction. Effective implementation and leveraging internet community power enhance visibility. The Content Marketing Institute highlights the importance of search marketing in 93% of online experiences, prompting marketers and advertisers to analyze SEO and SEM for website improvement (Singh et al., 2022). SEO optimization improves visibility, attracts visitors, and drives business growth in Google Business, e-commerce, and SMEs' F&B Industry, ensuring high rankings and continued success (Basuki et al., 2023). Digitalization has significantly impacted marketing, with search engines and big data-driven analysis playing a crucial role in content marketing success (Lies, 2019). Therefore, H3 is the following

H3. *Search engine optimization (SEO) will be positively related to digital marketing*

4.5 Social media platforms like Facebook, Instagram, YouTube, and Twitter enable businesses to connect with customers, improve brand reputation, and boost sales, attracting millions of users daily (Şenkayas, n.d.). Social media marketing competence can influence SMEs' marketing performance (Senanu & Anning-Dorson, 2022). A company is launching a social media marketing campaign to attract younger customers, maintaining consistency, selecting suitable platforms, and creating personalized content for business growth (Infante & Mardikaningsih, 2022; Kurdi et al., 2022). SMO (Social Media Optimization) is a marketing tool that enhances product popularity and awareness, promoting, marketing, and selling products through digital marketing methods like mobile and email (Sahai et al., 2018). Social media platforms are utilized by companies to enhance performance and reduce costs, particularly for SMEs struggling with financial constraints (Al Halbusi et al., 2022). Therefore, H4 is the following

H4. *Social media platforms will be positively related to digital marketing*

6. Consequences of Digital Marketing

Digital marketing can offer businesses several benefits, such as:

6.1 Increased brand awareness: Digital marketing strategies like SEO, social media, and paid advertising help businesses expand their reach, boost brand awareness, increase sales volume, and influence purchasing decisions (Tchelidze, 2023). "Digital advertising preference acts as a

mediator between the needs of the consumer and their awareness of the brand." (Alamsyah et al., 2021). Online marketing indicators substantially influence brand recognition (Utomo et al., 2023). The efficient use of social media tools can significantly boost online brand awareness (Monica & BalaĀŸ, 2014). Email marketing has several benefits, including increasing sales, brand awareness, and loyalty (Khedkar & Khedkar, 2021). Therefore, H5 is the following

H5. *Digital marketing will be positively related to Increased brand awareness*

6.2 Improved customer engagement: Digital marketing allows businesses to engage with customers in a personalized and interactive way through channels like email, social media, and live chat. Digital marketing practices are crucial for marketers to boost consumer engagement and positively influence purchase intention on OTT platforms (Habib et al., 2022). Social media and email marketing are effective digital tools for engaging customers (Bismo & Putra, 2019). Social network marketing significantly influences consumer engagement, subsequently influencing their purchase intention, suggesting that companies that effectively utilize social network marketing activities are more likely to succeed (Sijabat et al., 2020). Therefore, H6 is the following

H6. *Digital marketing will be positively related to Improved customer engagement*

6.3 Increased sales and reduced cost: Digital marketing can help businesses increase sales by generating leads and driving traffic to their websites and online stores (Dolega et al., 2021). Investing in social media and email marketing can significantly benefit businesses by promoting products, building customer relationships, saving costs, and increasing sales volume (Bismo & Putra, 2019; Purnomo, 2023). Managers should prioritize understanding customer motivations for social media usage, including short-term goals like cost reduction and sales increases and long-term benefits like engagement, brand awareness, and electronic word-of-mouth communications (Lal et al., 2020).

Reduced costs: Digital marketing can help businesses reduce costs by targeting their marketing messages to specific audiences and using cost-effective channels, such as social media and email marketing. "Social media usage" refers to using various social media platforms for different reasons. One of the typical short-term goals is cost reduction (Lal et al., 2020). Investing in social media and email marketing can help businesses save costs and increase sales volume. (Bismo & Putra, 2019; Purnomo, 2023). Therefore, H8 is the following

H7. *Digital marketing will be positively related to Reduced costs and increased sales*

Finally, this study hypothesizes that digital marketing mediates the relationship between antecedents and outcomes, as antecedents, such as technological advancement, changing customer behaviors, social platforms, and (SEO); therefore, H8 is the following.

H8. *Digital marketing will be mediating the relationship between antecedents and outcomes*

Study Method and Data Collection

The research employed a quantitative analytical method and gathered data using a questionnaire. The questionnaire was crafted, taking inspiration from earlier research studies. Multiple experts in management and marketing reviewed it to ensure the accuracy of the questions for measuring the variables. The questionnaire consisted of 28 items, as specified in the table below. The study population consisted of all employees of the Umniah Telecommunication Company, which numbered 1363 employees according to the company's website; 350 questionnaires were distributed, where the simple random sample method was

used. They were sent via email and WhatsApp, and the number of questionnaires valid for analysis that were obtained was 133 questionnaires (Sekaran & Bougie, 2016).

7. Data Analysis

The structured equations model was employed to test hypotheses using Smart PLS V 4.0.9.8 to analyze the assumed relationships in the model and evaluate its capability to process small samples and interpret reflective and formative indicators (Hair, 2014; Hair Jr et al., 2017). In the first stage, the measurement model's validity was evaluated; in the second stage, the hypotheses associated with the structural model were tested.

1.7 Results (Population and Sample)

Our study received responses from the employees working at Umniah Telecommunication Company. The age group of 26-30 is the most represented, with a frequency of 39, and 84 percent are male; the experience category of 16-20 is the most represented, with a frequency of 49, and the educational level category represents the most represented bachelor's degree with a frequency of 72 and a percentage of 54%.

2.7 Evaluation of the Measurement Model

We followed A two-stage approach to validate our model empirically. In the first stage, we assessed the reliability and validity of constructs and measures by evaluating the measurement models (Section 4.2). In the second stage, we assessed the structural model (Section 4.3) to analyze the relationships between constructs in the path model (Chin, 1998; Hair et al., 2017; Ringle & Sinkovics, 2009) and predict the model's accuracy.

3.7 Reliability and validity for the Measurement Model

The validity of the study model was evaluated by examining its convergent and discriminant validity. Convergent validity was verified if the AVE values exceeded 0.50 and the factor loadings were identical to (0.70) as recommended by researchers (Fornell & Larcker, 1981; Sarstedt et al., 2019). The internal consistency validity of the study model was supported by Cronbach alpha and (C.R.). Items below 0.50 were deleted to ensure convergent validity and prevent AVE drop.

Table 1: Assessment Measurement Model.

Items	Outerloading	Cronbach's alpha	CR	AVE
CHB1	0.860	0.840	0.900	0.760
CHB2	0.897			
CHB3	0.864			
DM1	0.880	0.930	0.940	0.740
DM2	0.808			
DM3	0.861			
DM4	0.875			
DM5	0.868			
DM6	0.873			
IBAW1	0.824	0.870	0.910	0.720
IBAW2	0.862			
IBAW3	0.886			
IBAW4	0.839			
IC&S1	0.929	0.910	0.940	0.850

Items	Outerloading	Cronbach's alpha	CR	AVE
IC&S2	0.948			
IC&S3	0.901			
IME1	0.916	0.890	0.930	0.820
IME2	0.894			
IME3	0.907			
SEO1	0.881	0.830	0.900	0.750
SEO2	0.881			
SEO3	0.845			
SMP1	0.841	0.850	0.910	0.770
SMP2	0.902			
SMP3	0.900			
TAD1	0.877	0.830	0.890	0.740
TAD2	0.846			
TAD3	0.870			

4.7 Discriminant Validity

Three criteria are commonly used when estimating discriminant validity in Structural Equation Modeling (SEM): The Fornell-Larcker criterion, cross-loadings, and the Heterotrait-Monotrait (HTMT) criterion. The HTMT criteria, on the other hand, is currently suggested as the conventional way of determining validity. This criterion suggests that if the HTMT value of constructs is less than 0.9, then discriminant validity has been established between them. In Table 3, all diagonal HTMT values are less than 0.9, and all off-diagonal values below are also less than the diagonal ones. Therefore, we may infer that discriminant validity has been demonstrated between all the constructs.

Table 2. For Discriminant Validity (HTMT).

	CHB	DM	IBAW	IC&S	IME	SEO	SMP	TAD
CHB								
DM	0.638							
IBAW	0.577	0.686						
IC&S	0.718	0.660	0.678					
IME	0.709	0.654	0.695	0.877				
SEO	0.719	0.770	0.724	0.680	0.710			
SMP	0.788	0.713	0.550	0.749	0.789	0.64		
TAD	0.623	0.728	0.768	0.645	0.698	0.793	0.649	

Table 3. Discriminant Validity (Fornell-Larcker Criterion).

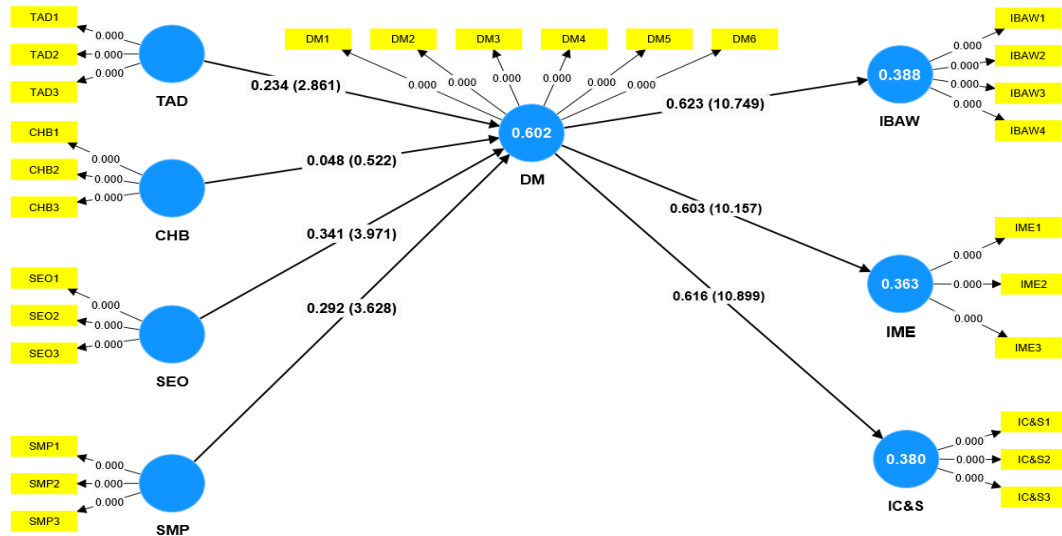
	CHB	DM	IBAW	IC&S	IME	SEO	SMP	TAD
CHB	0.874							
DM	0.576	0.861						
IBAW	0.502	0.623	0.852					
IC&S	0.631	0.616	0.606	0.926				
IME	0.616	0.602	0.615	0.792	0.905			
SEO	0.615	0.689	0.621	0.601	0.619	0.869		
SMP	0.669	0.644	0.477	0.664	0.689	0.559	0.881	
TAD	0.527	0.645	0.655	0.562	0.602	0.662	0.550	0.864

Table 4. Model Fit.

	R-square	R-square adjusted
DM	0.602	0.589
IBAW	0.388	0.383
IC&S	0.379	0.3748
IME	0.363	0.358

Evaluation Structure Model

Figure 2:



Path analysis estimates the relationship among variables in Structural Equation Modeling (SEM). According to components (Hair et al., 2012). a p-value less than 0.05 for a two-tailed t-test is considered significant for given path coefficients. Path coefficients represent the strength of the relationship between latent and dependent variables. The significance of the t-value for each path coefficient is determined using a bootstrapping function in PLS-SEM. The exact p-value for each path's t-value is also estimated. Table 6 shows that the relationship of SEO with D.M. ($\beta = 0.341$, $p = 0.000$), SMP with D.M. ($\beta = 0.292$, $p = 0.000$), TAD with D.M. ($\beta = 0.234$, $p = 0.004$), and D.M. with IC&S ($\beta = 0.616$, $p = 0.000$) D.M. with IME ($\beta = 0.603$, $p = 0.000$) is significant. However, the path relationship of changing consumer behavior with digital marketing ($\beta = 0.048$, $p = 0.601$) is insignificant (Figure 2).

Table 5. Results of Hypotheses Testing (Antecedents and Consequences)

Hypotheses	(β)	Sample mean (M)	Standard deviation (STDEV)	T statistics	P.V.
CHB → DM	0.048	0.052	0.092	0.522	0.601
SEO → DM	0.341	0.340	0.086	3.971	0.000
SMP → DM	0.292	0.292	0.081	3.628	0.000
TAD → DM	0.234	0.233	0.082	2.861	0.004
DM → IBAW	0.623	0.627	0.058	10.749	0.000
DM → IC&S	0.616	0.617	0.057	10.899	0.000
DM → IME	0.603	0.606	0.059	10.157	0.000

Table 6. Indirect Effects.

hypotheses	B	Sample (M)	STDV	T statistic	P values
CHB -> DM -> IBAW	0.030	0.033	0.058	0.518	0.605
CHB -> DM -> IC&S	0.029	0.033	0.057	0.515	0.607
CHB -> DM -> IME	0.029	0.032	0.056	0.519	0.604
SEO -> DM -> IBAW	0.213	0.214	0.061	3.498	0.000
SEO -> DM -> IC&S	0.210	0.211	0.059	3.592	0.000
SEO -> DM -> IME	0.206	0.207	0.059	3.475	0.001
SMP -> DM -> IBAW	0.182	0.182	0.049	3.750	0.000
SMP -> DM -> IC&S	0.180	0.180	0.051	3.526	0.000
SMP -> DM -> IME	0.176	0.176	0.050	3.511	0.000
TAD -> DM -> IBAW	0.146	0.148	0.057	2.555	0.011
TAD -> DM -> IC&S	0.144	0.144	0.052	2.752	0.006
TAD -> DM -> IME	0.141	0.142	0.053	2.667	0.008

According to (Baron & Kenny, 1986) mediation model, three conditions must be satisfied to establish mediation: The independent variable or variables, the antecedents of digital marketing, must be related to the mediator, which is digital marketing. The mediator, which is digital marketing, must be associated with the dependent variable or variables, which are the consequences of digital marketing. The relationship between the independent variable(s) (antecedents of digital marketing) and dependent variable(s) (consequences of digital marketing) will either be partially mediated or fully mediated when controlling for the mediator (digital marketing).

Bootstrapping was used in structural equation modeling (SEM) to test a mediation model. The model suggested that digital marketing acts as a mediator between antecedents and each outcome, except for changing consumer behavior, which was found to be insignificant. The results showed a positive relationship between antecedents and digital marketing for Search Engine Optimization and Social Media Platforms ($p < 0.01$). Similarly, the results showed that increased brand awareness, improved customer engagement, increased sales, and reduced costs positively relate to digital marketing ($p < 0.000$). These findings suggest that the relationship between the antecedent variables and the consequences is partially mediated by digital marketing.

8. Discussion and Conclusion

In recent years, there has been an increasing interest in digital marketing among specialists and consultants. However, the importance of digital marketing has been emphasized for organizational performance and business results. This study aimed to test a model of the causes and effects of digital marketing based on existing digital marketing models and the marketing theory.

1. Firstly, all hypotheses in this study related to Antecedents of digital marketing suggest that the positive relationship with digital marketing, like the technological advancements hypothesis(H1), positively impacts digital marketing. Our results align with the study conducted by (Kohli, 2017), where it was found that digital technologies allow businesses to generate market intelligence. Additionally, our findings support the study (Sawicki, 2016), which suggests that adopting digital marketing technology can enhance the business culture and lead to successful digital marketing efforts; search engine optimization positively impacts digital marketing.

2. Regarding the second hypothesis (H2), the results show an insignificant relationship between changing consumer behavior and its impact on digital marketing, which differs from previous studies. The study did not consider other factors that could affect digital marketing, such as industry characteristics, competition in the market, and environmental factors. These factors could affect the relationship between changing consumer behavior and digital marketing. It may explain why the results differ from previous studies that found a positive impact of changing consumer behavior on digital marketing.
3. The search engine optimization hypothesis (H3) found a positive relationship with digital marketing. This result is consistent with a study conducted by (Basuki et al., 2023). Search engine optimization can enhance the visibility of a website, attract visitors, and promote business growth in Google Business, e-commerce, and the F&B industry of SMEs. It can be achieved by ensuring high rankings and continued success. Similarly, as per the research (Lies, 2019), digitalization has significantly changed the marketing world, where search engines and big data-driven analysis play a crucial role in content marketing success.
4. Upon analysis of the social media platforms hypothesis (H4), it was found that there is a positive correlation between these platforms and digital marketing. These results are consistent with the study (Senanu & Anning-Dorson, 2022). Their competence can influence SMEs' marketing performance in social media marketing (Infante & Mardikaningsih, 2022; Kurdi et al., 2022). To attract younger customers and achieve business growth, a company is launching a social media marketing campaign; this involves maintaining consistency, selecting suitable platforms, and creating personalized content. Additionally, (Al Halbusi et al., 2022) found that social media platforms can help companies enhance their performance and reduce costs, particularly for SMEs facing financial constraints.
5. Regarding (H5), digital marketing positively impacts increased brand awareness. The result found a positive relationship between digital marketing and brand awareness. This result ties in with a study conducted by (Tchelidze, 2023) on digital marketing strategies such as SEO, social media, and paid advertising, which can help businesses expand their reach, boost brand awareness, increase sales, and influence purchasing decisions. (Alamsyah et al., 2021) also found that digital advertising preference mediates between consumer needs and brand awareness. (Utomo et al., 2023) highlighted that online marketing indicators significantly impact brand recognition. (Khedkar & Khedkar, 2021) Email marketing is a powerful tool with several benefits. It can help increase sales, brand awareness, and customer loyalty.
6. Regarding (H6), digital marketing positively Improved customer engagement: the result shows a positive relationship between digital marketing and customer engagement. This result ties in with a study conducted by (Habib et al., 2022), where digital marketing enhances customer engagement and purchase intention on OTT platforms by utilizing personalized channels like email, social media, and live chat (Bismo & Putra, 2019) also found that social media and email marketing are effective digital tools for engaging customers. (Sijabat et al., 2020) found that social network marketing significantly influences consumer engagement, subsequently influencing their purchase intention, suggesting that companies that effectively utilize social network marketing activities are more likely to succeed. Therefore,
7. Regarding (H7): Digital marketing is positively related to reduced costs and increased sales. Results show a positive relationship between digital marketing, reduced costs, and increased sales. This result ties in with a study conducted by (Dolega et al., 2021), increasing sales by generating leads and driving traffic to their websites and online stores. (Bismo &

Putra, 2019; Purnomo, 2023) Investing in social media and email marketing can significantly benefit businesses by promoting products, building customer relationships, saving costs, and increasing sales volume. Additionally, according to (Lal et al., 2020), managers must prioritize understanding customer motivations for social media usage. Includes short-term goals such as cost reduction and sales increase and long-term benefits such as engagement, brand awareness, and electronic word-of-mouth communication.

8. Regarding (H8): Digital marketing will mediate the relationship between antecedents and outcomes. The results of this study demonstrate a positive relationship between antecedents and consequences, except for changes in consumer behavior. That means the study's findings align with previous research suggesting that digital marketing has an effect through antecedents and impacts consequences.

9. Practical and Theoretical Implications

According to a recent study, businesses should prioritize technology advancement, search engine optimization, and social media platforms to drive their digital marketing efforts. By doing so, they can boost their online visibility, reach a wider audience, engage with customers more effectively, adapt to changing consumer behavior, and ultimately increase sales and profits. Also provides valuable insights for marketers, as it identifies key factors that impact digital marketing performance and highlights the positive effects on brand awareness, customer engagement, sales, and cost reduction. Additionally, this research challenges the assumption that changing consumer behavior always positively impacts digital marketing. It suggests a more complex relationship influenced by other factors, enhancing our theoretical understanding of digital marketing's implications for consumer behavior and business outcomes.

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