Adoption of digital marketing among tourism industry of Uttarakhand in India

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Abstract: Tourism industry is an imperative segment in society, as it provides growth and support in economy and social life of most of the countries. Digitisation has become imperative part of businesses now days. It has changed the working scenario of businesses and provided one the fastest platform to interact with customers. Digitisation have brought significant transformation in the tourism industry. Digitisation has transformed the role of traditional tourism into an updated, innovatively and technically upright industry. Our study attempts to find out the research gap by the assessment of adoptability of digital marking in tourism industry and proposing a method to enhance digital marketing adoptability in organisations in tourism industry of Uttarakhand in India. This learning depicts the theoretical model and empirically attempts to find out the association between mentioned entities. For that, we followed UTAUT theory.

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1 Introduction

Tourism industry is an imperative segment in society, as it provides growth and support in economy and social life of most of the countries (Bunghez, 2016). In economy tourism creates multiple opportunities through different segments like transportation, telecommunication sector, production, and straightly tour and travel companies (Meyer et al., 2017). Uttarakhand in India is known as Devbhoomi (God's place) having a huge potential for tourism due to many types of available tourism such as spiritual tourism, with several sacred places like Badrinath, Kedarnath, Yamunotri, Gangotri, Hemkund, etc. Along with originating glaciers of holy rivers Ganga and Yamuna. Each season pilgrims visits Rishikesh from all over the globe for learning Yoga. Uttarakhand is having tourism places for enthralling flora and fauna and is rich with natural beautiful places

(like Chopta, Dhanaulti, and Harshil) with hill stations like Mussorrie (Queen of hills) and Nainital (City of Lakes). Uttarakhand also attracts tourism for adventure and sports like Auli (Winter sports). Medical Tourism (Ayurveda) also allures visitors in Haridwar and Rishikesh.

Digitisation has become imperative part of businesses now days. It has changed the working scenario of businesses and providing one the fastest platform to interact with customers. Consumers are getting much busier online (Nielsen, 2012), and using smart phones, tablets to access social media and apps and changed the use of internet (Ericsson Consumer Lab, 2012). Digitisation has changed the behaviour of consumers (Kaplan and Haenlein, 2010), digital media provides platform to respond to specific customers which enhances possibilities to promote product and services (Schlosser and Kanfer, 2000), and so digitisation implementation is essential for organisations (Taiminen and Karjaluoto, 2015), thus companies and markets are trying to increase their presence online. Using online platforms industries are changing very rapidly and most of the business are functioning beneath e-business (Kumar et al., 2014). Digital marketing is a new mechanism and a new practice of doing promotional activities of services online (El-Gohary, 2012). Information technology is important in tourism sector for promotional activities, and building relationship with customers, the number of tourists using digital platforms is increasing rapidly, even for making a final decision to select place online word of mouth (eWOM) plays important role (Zivkovic et al., 2014). There is a paradigm advancement in communication between the companies and consumers due to social media which helps in maintaining better relationship with customers (Gretzel and Yoo, 2013). In tourism industry for competitiveness digital technologies are playing vital role (Aziz et al., 2017). The influence of social media sites on tourism Industry is significant, especially in destination decision making, information dissemination, and purchasing behaviour (Gupta et al., 2018a). Information sharing between industry and consumers is very essential for business growth. Tourism is a global industry (Wahab and Cooper, 2001), and information acts as lifeblood for tourism industry (Buhalis, 2003) and advent of online technologies has shifted the processes of tourism creation and marketing (Buhalis, 1998; Gretzel et al., 2000). Deployment of information and communication technology has positive implications in economic growth and tourism also act as driver of social and economic development, for competitive advantage in tourism sector the implementation of technology is very essential for symmetric distribution of growth (Minghetti and Buhalis, 2010).

Achieving success via digital marketing is not as easy as there are many processes like managing business online, creating leads, and converting prospecting customers to consumers, online campaigning and customer relationship management (Prabhu and Satpathy, 2015). Consumers low confidence on service providers have hindered the digital market growth in India (Rao, 2003). There are several apps for transport preparation (Uber), journey preparation (Make my Trip, Trip Advisor) and direction guiding (Google Maps) (Gupta et al., 2018b). Travel apps generates huge database which includes information about destinations visited, transactional data, and behaviour of tourists, which can give insights to get better management competence in tourism industry (Wang et al., 2013). With available efficiency and competencies of platforms the adoption rate is very low (Lu et al., 2015) and there is no adoptability measurement mechanism available.

Hence, the aims of our study are, first, to assess the effect of digital marketing on perceived usefulness (PU), to perceived ease of use (PEOU) of digital marketing

techniques, to competitive pressure (CP) and attitude towards use. The second objective is to find out association of attitude towards use to intention to use. Our study attempts to find out the research gap by assessment of adoptability of digital marking in tourism industry in India and proposing a method to enhance digital marketing adoptability in organisations in tourism industry of Uttarakhand in India. This learning depicts the theoretical model and empirically attempts to find out the association between mentioned entities. For that, we followed UTAUT theory.

2 Literature review and hypothesis formulation

2.1 Theoretical foundation

As per our learning in this paper, a theory which is based on intentions to use technology, social influence, acceptance, and behaviour is UTAUT. The expedition to make sure reception of technology is continuing issue for a management (Schwarz and Chin, 2007). Venkatesh et al. (2003) formed a model to integrate the user's views and technology acceptance. This theory was created from different theories and models as: technology acceptance model (TAM), theory of planned behaviour (TAB), theory of reasoned action (TRA), combined TAB/TAM, PC utilisation model, innovation diffusion theory (IDT), social cognitive theory (SCT), and motivational model (Williams et al., 2015). The theory explains intention of users to use technology and usage behaviour. In this study, variables like PU, PEOU and CP leads to attitude towards use. This attitude towards use further leads to Intention to use digital marketing in tourism sector in Uttarakhand.

2.2 PU and attitude towards use of digital marketing

For technological acceptance study, comparatively UTAUT model is the best model (Sumak and Sorgo, 2016). Davis (1993) revealed PU as the person's insight that via using that technology will progress their performance. Usefulness is the likelihood that using the specific technology the effectiveness of individual in doing job will increase. PU have positive influence on attitude towards use (attitude towards digital marketing – ATDM) of technology and applications (Mohapatra and Patra, 2017). While using digitally enabled applications PU directly affects attitude towards use (Weng et al., 2018). The relationship between PU and ATDM is highly significant statistically (Jahangir and Begum, 2008). There are wide evidences that PU is having a positive association with behaviour and Intention to utilise new technologies (Guriting and Ndubisi, 2006; Eriksson et al., 2005; Jahangir and Begum, 2008). Thus, in this study, we proposed a hypothesis that:

H_{01} PU have positive effect on ATDM.

2.3 PEOU and ATDM

PEOU is considered as easiness to adopt new technologies, and understanding that new innovation is better than previous alternatives. PEOU has significant effect on attitude to use (Chen and Barnes, 2007) and was proved empirically. PEOU have positive influence on attitude towards use while using technology (Weng et al., 2018). PEOU have positive

impact on purpose to use digital marketing techniques by increasing the effect on behavioural control (Hansen et al., 2018).

Previous studies have depicted a strong association between ease of use and attitude towards use. Thus the relationship is established for different technologies and user types example (Karaali et al., 2011; Liu et al., 2009; Teo et al., 2009). So we proposed the following hypothesis.

H_{02} PEOU has significant influence on ATDM.

2.4   CP and ATDM

Industries/firms go for latest technologies and innovations due to external demands or to find new ways for growth as opportunities (Damanpour and Schneider, 2006). The external factors play important role to go for latest technologies and majorly considered in adoption of IT related technologies in organisations (Abdul Hameed and Counsell, 2012). CP tends companies to opt for new methods and practices to get edge over others (Nobre and Rodrigues, 2018). Premkumar and Roberts (1999) found CP from operating partners as the motivation for implementation of IT and related technologies in small businesses in US. Top management decision to adopt or refuse technologies depicts the characteristics of its strategic level in management hierarchy (Abdul Hameed and Counsell, 2012). Due to CP in industries, firms must change their conventional methods by using digital techniques in businesses (Sheikh et al., 2018). The adoption and implementation of technologies is majorly influenced by environmental factors (Alomar and de Visscher, 2017) and CP is important factor in environment. External competitors acts as a vital function in adoption of new technologies (Obeidat, 2016; Imran and Tanveer, 2015) and it is imperative for Small and Medium firms to be on alert about their competitors in ambience, and their acumen capabilities by deployment of new technologies (Dawson and Van Belle, 2013). So in this study, considering the previous research, our hypothesis is:

H_{03} CP is having significant impact on ATDM.
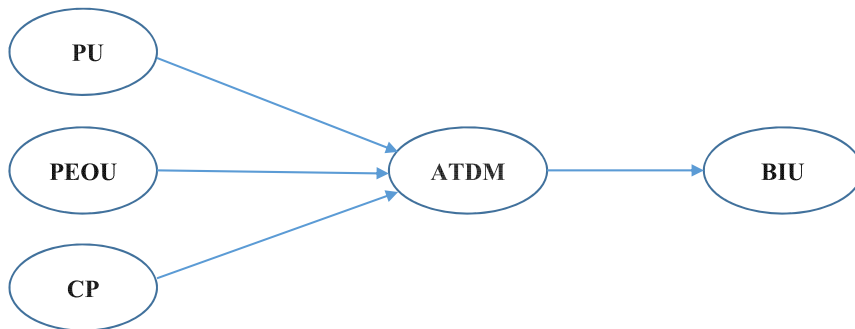
2.5   ATDM and BIU digital marketing

Attitude to utilise technology is specific persons associated feelings about performing the intention behaviour (Sumak, B., & Sorgo, A., 2016). In our study, ATDM means individual's interest, liking, enjoyment and anxiety in connection to use of digital marketing. Attitude towards use of technology has positive and significant impact on behavioural intention to use (BIU) (Arpaci, 2016). Individual attitude is having direct and positive effect on willingness to use the new innovation or technologies (Hernandez and Mazzon, 2007; Bobbitt and Dabholkar, 2001). Attitude is one of the imperative factor which impact the BIU technologies (Chiu et al., 2017). On the basis of previous research that individual's attitude leads to acceptance and intention to use new technology, hence, for the present study, we proposed following hypothesis.

H_{04} ATDM has positive effect on BIU digital marketing.

2.6   Theoretical model

Based on the proposed literature, a hypothetical model is created to determine the relationship among the chosen variables. The model was evaluated by five-point scale (Likert) with scoring from strong disagreement (1) to strong agreement (5). PU was assessed using six items adopted by (Davis 1989, p.340). PEOU tested using six items adopted from [Davis, (1989), p.340]. CP was assessed by two items adopted by Lin and Lin (2008) and Tan et al. (2007). Attitude towards use tested using three items adopted by Thompson et al. (1991) and Compeau and Higgins (1995). Intention to use assessed by three items adopted by Venkatesh and Bala, (2008, p.314) and Venkatesh and Davis (2000).

Figure 1   Hypothesised model (see online version for colours)

Notes: Legends – PU: perceived usefulness, PEOU: perceived ease of use,
       CP: competitive pressure, ATDM: attitude towards use of digital marketing,
       BIU: behavioural intention to use.

3   Research method

3.1   Data collection and sampling

Self-directed questionnaire was used to collect data. Questionnaire is considered as valuable tool for data gathering due to following reasons:

• Collection of data from large population ensures added generality of data and more specific statistical analysis (Rowley, 2014).

• The collected information from respondents is more real and honest, due to non-association of the researcher (Saunders et al., 2009).

• Respondents are open-minded and capable of providing significant research-related data.

The data was collected from middle level and top level employees of government. Semi-government and private sector involved in tourism industry of Uttarakhand state in India. The organisations occupied in this study are from both government and private sectors engaged in tourism sector. The managers, technical staff, employees engaged in digital marketing process accomplished the questionnaires as faces of their companies.

The volume of the sample is imperative concern for the uniformity and reliability for measurement scales so, when building an entity with selected demographic characteristics, the study of items is concerning aspect. The sampling method was random sampling and was collected from September 2019 to January 2020. The responses were collected through questionnaire sent by e-mail. The respondents were followed up through phone calls and personalised visits. The participations were invited from randomly selected 41 organisations functioning in Uttarakhand state, out of them 36 agreed to contribute in the survey. These organisations includes 'Garhwal Mandal Vikas Nigam' and 'Kumaun Mandal Vikas Nigam' governed by state authorities and rest were private firms regulated by state government of Uttarakhand. The total response received was 359, out of which 303 were usable (84.40%). Table 1 depicts participant's demographic profile.

Table 1   Demographics profile of respondents

	Particular	*Frequency*
Gender	Male	184
	Female	119
Age	20 to 25 years	106
	26 to 40 years	131
	41 to 55 years	44
	56 to 65 years	22
Qualification	Technical	163
	Non-technical	140
Designation	Managers	96
	Digital marketing heads	79
	Technical staff	128
Experience	Up to 5 years	143
	5–15 years	91
	15 years and above	69
Total		303

4   Result

4.1   Descriptive statistics

The mean, standard deviation and inter-correlation of each scale has been shown in Table 2. All the values of inter-correlation coefficient of scale are significant at the $p < 0.01$ level and also all the correlation coefficient is below the threshold of 0.7, hence the chances of multicollinearity in regression (Tabachnick and Fidell, 2007) is minimum. Further, variance inflation factor of all the independent variable in the regression analysis is below 2, hence, multicollinearity is not a concern in the study and measures were appropriate for further analysis. The used data in nature is cross sectional in our study, therefore, we are not testing the causal relationships of the variable. Hence the result of the study portrays non directional relationships among variables.

Table 2   Descriptive statistics

Descriptive statistics		Correlations				
Construct	Mean (std. deviation)	CP	ATDM	BIU	PU	PEOU
CP	2.532 (0.930)	1				
ATDM	2.805 (1.042)	0.703**	1			
BIU	2.803 (1.181)	0.422**	0.687**	1		
PU	2.562 (0.892)	0.514**	0.630**	0.355**	1	
PEOU	2.840 (1.064)	0.411**	0.553**	0.330**	0.443**	1

Notes: **Denotes significance level of 0.01. N = 303.
   Legends – PU: perceived usefulness, PEOU: perceived ease of use,
   CP: competitive pressure, ATDM: attitude towards use of digital marketing,
   BIU: behavioural intention to use.

4.2   Analytical approach

AMOS 23 and SPSS 21 were used to assess the data. Evaluation of measurement model was done by performing confirmatory factor analysis (CFA) to check factor loading, convergent and discriminant validity of construct. To assess the model fit of measurement model and structural model, conventional fit indices like chi square statistics, absolute fit measures like goodness of fit index (GFI), adjusted goodness of fit index (AGFI), root mean square of error of approximation (RMSEA) and root mean squared residual (RMR), and incremental fit indices like normed fit index (CFI), relative fit index (RFI) and Tucker-Lewis coefficient indices (TLI) were used (Bentler and Bonett, 1980) suggests that chi square/df should not exceed 3. The values above 0.90 for GFI, AGFI, CFI, RFI and TLI is accepted and recommended value for RMSEA, RMR is below 0.1 (Scott and Bruce, 1994; Seyal et al., 2002; Hu and Bentler, 1999).

## 4.3   Confirmatory factor analysis

As indicated in Table 3, all the values, i.e., chi square statistics (Chi square/df = 1.308), absolute fit measures, GFI (0.936), AGFI (0.916), RMSEA (0.032), RMR (0.061)and Incremental fit indices, CFI (0.987), RFI (0.936) and TLI (0.984) of the measurement model was found in the range of recommended values of the statistics, implying the acceptability of proposed measurement model.

   Table 4 displays the Cronbach's α coefficients were more than 0.70 for all measures, endorsing that all construct was sufficiently consistent. Their standardised estimates widen from 0.823 to 0.870 for PEOU, from 0.869 to 0.894 for PU, from 0.838 to 0.931 for BIU, from 0.859 to 0.869 for ATDM and 0.784 and 0.794 for CP. The composite reliability (CR) of all the constructs are greater than 0.7, the average variance extracted (AVE) are more than 0.5 and CR is larger than AVE, confirms convergent validity of the construct (Bagozzi and Yi, 1988; Fornell and Larcker, 1981). Also, AVE values were greater than maximum shared variance (MSV) for all construct give assurance about the presence of discriminant validity (Hair et al., 2010).

Table 3   CFA goodness of fit indices

Chi square statistics	Chi square	210.540
	df	161
	Chi square/df	1.308
Absolute fit measures	Goodness of fit index (GFI)	0.936
	Adjusted goodness of fit index (AGFI)	0.916
	Root mean square of error of approximation (RMSEA)	0.032
	Root mean squared residual (RMR)	0.061
Incremental fit indices	Normed fit index (CFI)	0.987
	Relative fit index (RFI)	0.936
	Tucker-Lewis coefficient indices (TLI)	0.984

Figure 2   Confirmatory factor analysis (see online version for colours)
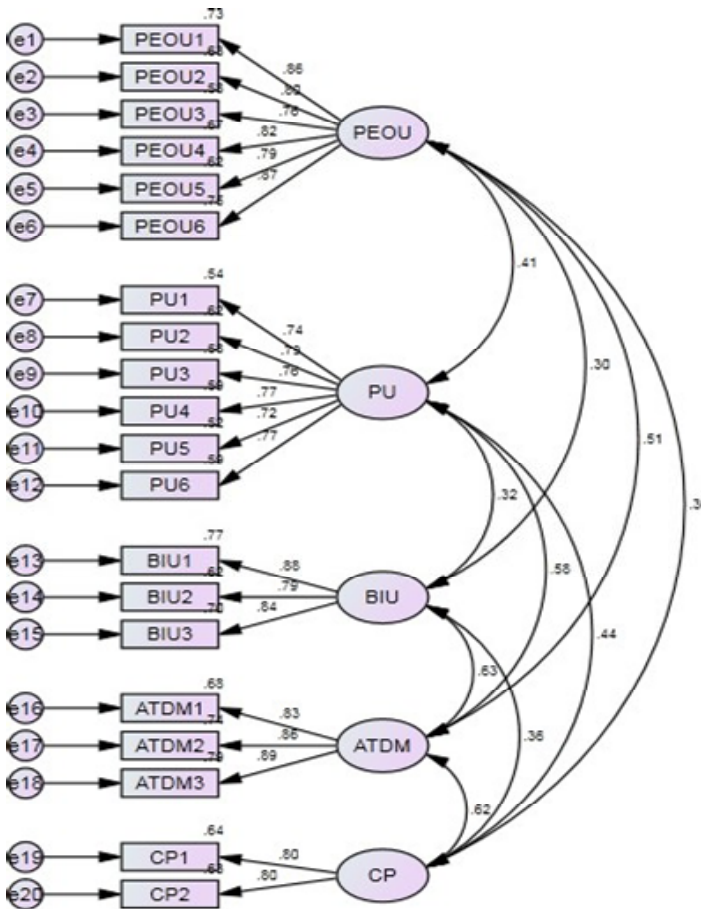
Table 4 Factor loading, reliability and t statistics

Constructs	Item	AVE	MSV	Cronbach's alpha/CR	Factor loading	t-value
PEOU	PEOU1	0.663	0.263	0.921/0.922	0.856	Constrained
	PEOU2				0.796	16.908***
	PEOU3				0.762	15.791***
	PEOU4				0.818	17.67***
	PEOU5				0.786	16.573***
	PEOU6				0.866	19.439***
PU	PU1	0.574	0.333	0.889/0.890	0.738	Constrained
	PU2				0.786	13.311***
	PU3				0.762	12.889***
	PU4				0.77	13.031***
	PU5				0.723	12.206***
	PU6				0.766	12.958***
BIU	BIU1	0.700	0.397	0.872/0.875	0.88	Constrained
	BIU2				0.787	15.847***
	BIU3				0.84	17.105***
ATDM	ATDM1	0.739	0.397	0.892/0.895	0.827	Constrained
	ATDM2				0.862	17.771***
	ATDM3				0.89	18.503***
CP	CP1	0.638	0.382	0.779/0.779	0.802	Constrained
	CP2				0.796	Constrained

Notes: Legends – PU: perceived usefulness, PEOU: perceived ease of use, CP:
competitive pressure, ATDM: attitude towards use of digital marketing, BIU:
behavioural intention to use.
***$p < 0.001$.

Common latent factor method was used to test the common method bias. A latent factor named CLF was added with all the variables observed in the measurement model investigated. The difference between the standard regression weights for the measurement model with and without the latent factor is less than 0.200. This indicates that there are no common method bias issues in this research study (Gaskin and Lim, 2016).

4.4 Hypothesis testing

4.4.1 Structural model fit

Given the metrics based on the minimum value of the fit function, we deduce typical indicators that are appropriate for our research work. The structural model gives χ^2/df 1.308 offers acceptable compatibility between the default model and model data (Hu and Bentler, 1999), and Pclose = 0.997 indicating that the model clearly fits the population. The CFI = 0.987 shows good fit as value approaches 1. SRMR = 0.0346, RMSEA = 0.032 also indicates close fit to model (Arbuckle, 2005) with respect to degree

of freedom. Therefore, it can be concluded that the path model meets the criteria for analysing the fit of the model.

Figure 3   Structural model (see online version for colours)
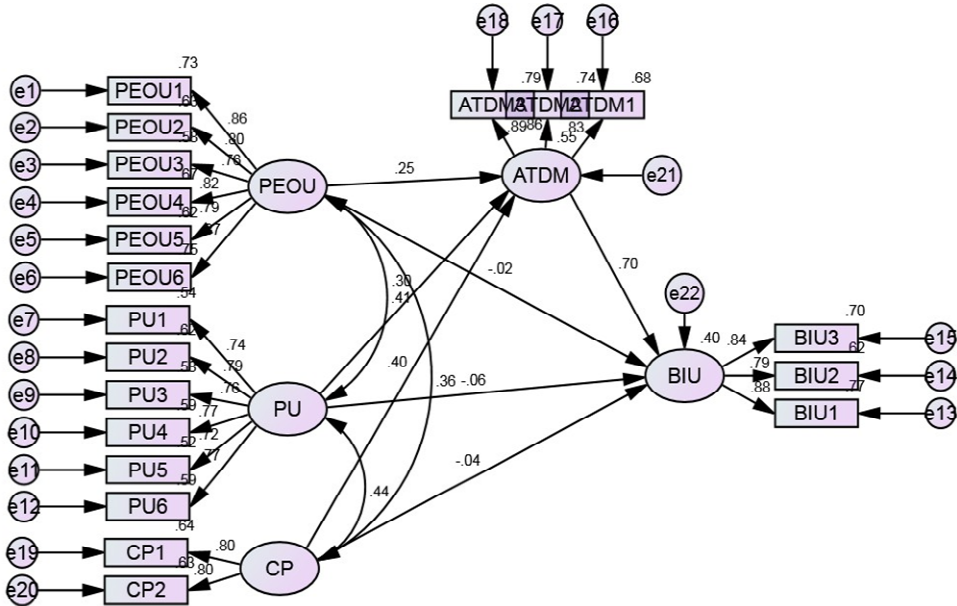
The result for Hypothesis H01, H02, and H03 are indicated in Table 5. As it was proposed, the strong association between PEOU and ATDM was found (standardised beta = 0.249, t = 4.463, p < 0.001), hence, the Hypothesis 1 is accepted. Between PU and ATDM a positive association is depicted as (standardised beta = 0.301, t = 4.848, p < 0.001). Also, a significant association (standardised beta = 0.396, t = 6.130, p < 0.001) between CP and ATDM. Thus, supports hypothesis one, two and three.

Table 5   Regression analysis

Hypothesis	B value	t-value	Conclusion
PEOU → ATDM	0.249	4.463***	Hypothesis accepted
PU → ATDM	0.301	4.848***	Hypothesis accepted
CP → ATDM	0.396	6.130***	Hypothesis accepted

Note: ***p < 0.001.

The model hypothesised in the study is such that ATDM regressed on three independent variables, i.e., PEOU, PU and CP. Again, BIU digital marketing regressed on ATDM. Hence, ATDM could be a potential mediator between independent variable and dependent variable taken in the study. So mediation analysis is conducted to find out the impact and significance of mediation. The model of our study is divided in three sub models and mediation is executed on each part separately. Table 6 exhibits mediation effect of ATDM. The direct effect of ATDM (–0.02, p > 0.05), PU (–0.061, p > 0.05) and CP and (–0.042, p > 0.05) dependent variables BIU was found to be insignificant and hence ATDM act as a full mediator (Hair et al., 2010) between independent and

dependent variable of the study. In existence of a mediating variable the direct effect of independent variable on dependent variable reduces (C′ < C) (Preacher and Hayes, 2008). In this present study, although positive relation is found between PEOU and BIU, PU and BIU, and CP and BIU, but in the presence of ATDM as a mediation amongst the relationships, the direct relation decreases to slightly negative which was found insignificant. Hence, this indicates full mediation of ATDM between independent variables (PEOU, PU, and CP) and dependent variable (BIU).

Table 6   Mediation analysis

Hypothesis	B value (direct)	B value (indirect)	Conclusion
ATDM → BIU	0.687***	NA	Hypothesis accepted.
PEOU → ATDM → BIU	−0.02#	0.175***	Full Mediation
PU → ATDM → BIU	−0.061#	0.211***	Full Mediation
CP → ATDM → BIU	−0.042#	0.278***	Full Mediation

Note: Sign ***$p < 0.001$, **$p < 0.01$, *$p < 0.05$, # insignificant.

Hypothesis 4 states that there is significant relation between ATDM and BIU. As exhibited in Table 6, BIU significantly (0.687, $p < 0.001$) regressed on ATDM, thus, supports the hypothesis. It has also been found that all the variables explained 40% variation (R-squared) of BIU.

5   Discussion

This study is done to seek out adoption of digital marketing among tourism sector of Uttarakhand in India. The proposed variables in the study were PU, PEOU, competitor's pressure, attitude for use of digital marketing, and BIU digital marketing. This research investigated the relation between PEOU and attitude towards use, PU and attitude towards use, competitor's pressure and attitude towards use, and attitude towards use with BIU, and the relation was found significant. From the model four hypothesis were proposed. The first hypothesis was exhibits that PU have positive effect on ATDM. Marketing strategies and campaigning's are done while keeping eye towards customers. Customer is the most important entity in the market. Now days due to regular advancement in information and communication technologies, consumers are spending more time online. This scenario enhances the probability to allure prospecting customers through digital marketing initiatives. Digital marketing activities are very useful in tourism industry. This study suggests that utilisation of digital marketing is imperative for continued existence and growth in demanding tourism industry. It has been observed that the advantages and easy transactions using technologies changes the attitude of individuals from conventional techniques and motivates their intentions to use the best practices available in the environment (Guriting and Ndubisi, 2006). In our study it was found that PU have a positive effect on attitude for using digital marketing in tourism industry so Hypothesis 1 was accepted, and supports the earlier studies done (Hernandez and Mazzon, 2007; Bobbitt and Dabholkar, 2001).

The second hypothesis proposed that PEOU has significant influence on ATDM. For acceptance of any latest technology in an organisation, all the necessary resources and requirements must be easily available and motivation along with expertise training should

be provided to employee to change their attitude towards the technology. In some scenarios, the limitations are different as Uttarakhand is a hilly state, the access to internet or bandwidth is not identical. Many of the places are not touched with any internet service providers, and local references for guidance were adopted by visitors. This study should be referenced by government, telecom industry, and tourism sector in Uttarakhand to provide infrastructural facilities and services at remote areas for better experience of tourists in the state. In our study, it was found that PEOU has significant impact on ATDM, thus Hypothesis 2 is accepted and supports previous researches (Guritno and Siringoringo, 2013; Alshurideh et al., 2019).

Third hypothesis exhibits that CP is having significant impact on ATDM. Many previous researches like Abou-Shouk et al. (2016) revealed that for adoption of new technology in organisation, environmental factors like competitors plays vital role. To survive and get competitive edge over others, adoption of new technologies and trends is very imperative. As many companies in tourist industry are active digitally for lead generation customer engagement and information sharing, it has created pressure on other competitors to make presence online and boost their business growth and opportunities. In this study, CP has shown significant positive association with attitude towards use and hence, Hypothesis 3 is accepted, which supports previous studies (Obeidat, 2016; Imran and Tanveer, 2015). Attitude towards use digital marketing (ATDM) has positive and significant impact on BIU of digital marketing was the fourth hypothesis of the study. Once the attitude is built to use specific technology due to ease of use, usefulness, and environmental factors like competitor's pressure, intention to use the same comes in behaviour of an individual. In this study, attitude towards utilisation of digital marketing shown positive effect on behavioural intention to use digital marketing. Hence, Hypothesis 4 is accepted. Previous researches has revealed that ATDM has significant positive impact on BIU (Hernandez and Mazzon, 2007; Weng et al., 2018).

6   Conclusions and future implication

Change is the only constant, and the same applies with working scenarios in industries. Using conventional marketing techniques it is difficult to survive in ever increasing complex environment and seeking for growth. In tourism industry while using conventional approaches lead generation for the business, follow ups with visitors, tracking of prospecting customers, effective promotional activities, and information dissemination was not as effective as it requires lots of time and efforts. Digital marketing techniques are playing vital role in tourism industries as it is easy to use, provides ubiquity and several effective processes for promotion of business, like social media campaigns (Gupta et al., 2018a), due to which the attitude to use digital marketing amongst management and employee has been increased.

In tourism industry, most of the visitors when they visit the place first time, they wants to be ensured about the place and experiences associated with service providers, for that they rely mostly on online word of mouth (Zivkovic et al., 2014), which can be reviews of previous visitors on the website of service providers.

6.1 Managerial implications

This study has suggestions to the management and strategic level of the organisations using traditional techniques of marketing in tourism industry to switch over to digital marketing practices as early as possible to fetch out new possibilities and growth for their businesses. However, some employees might take it as difficult due to lack of expertise in the technological field (Mathieson et al., 2001), and might face challenges due to abrupt changes in working scenario, like non-technical employees might resist the change, but motivating, and telling them usefulness, ease of business operations via using digital marketing, can change their attitude towards use and impact on their BIU. If employees will find cohesiveness with the organisation, their behaviour to adopt digital marketing will significantly change. Future research may inspect different specific digital marketing strategies in tourism sector so that it can be useful for organisations in their strategic alignment.

6.2 Theoretical implications

In this study, the objective was to find how adoption of digital marketing practices can enhance the functioning of tourism industry. The outcome of this study is to focus on BIU digital marketing practices by organisations and their employees in tourism industry which is very imperative for their business growth. The second outcome of the learning is to reveal how ATDM can bring behavioural change in the intention to use digital marketing amongst workforce in organisations. The third outcome depicts that usefulness due to several advantages associated with deployment of digital marketing in tourism sector is one of the key factor for influencing the attitude towards use of technology. So it is recommended that organisations must explore different ways of using online platforms to make it strategically inclined with their business needs. The fourth outcome depicts that ease of use is positively influencing the attitude which further impacting the intention to use digital marketing in tourism sector. The fifth outcome reveals that CP is also one of the key factor for defining attitude, to survive and get edge over competitors. Use of digital marketing is imperative and business functions must operate beneath online technologies to reap most out of it in tourism industry.

7 Limitations of the study

Like other studies this work is also not flawless, certain potential limitations of this study can be, first the list of resources may not cover all the aspects. In this study, we used only one mediator; there can be other possible mediators which might impact on the study, these mediators must also be acknowledged in future research to identify the impact on dependent variables. The outcome of our study is specifically the examination of one sector in Uttarakhand, i.e., tourism sector, so the same cannot be applied for other sectors. Secondly, in this study, collected data is cross sectional, though it is telling the association between variables, but causal relation between the variables cannot be done.

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