

The Google Advertising Service Adoption Behavior of Enterprise in the Digital Transformation Age

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Abstract

The digital transformation age has changed the way businesses advertise. Digital advertising means have gradually replaced traditional advertising means such as newspapers and magazines. Search engines, such as Google, have contributed to a competitive advantage for businesses that use this advertising channel. This study aimed to expand the Theory of Planned Behavior (TPB) with businesses' self-efficacy towards google advertising services. A mixed research method was carried out, of which 633 firms were surveyed. The research results have confirmed the results of the TPB model in the field of B2B marketing; at the same time, self-efficacy is also assessed as a second-order concept consisting of four dimensions, i.e., ability to manage keywords/bids, ability to monitor outcomes, advertising expertise, external experts using. The study also proposed some theoretical and managerial implications for business for the advertising services provided by Google.

Keywords

Google Advertising Service (GAS), Self-efficacy, Theory of Planned Behavior (TPB).

Introduction

The digital transformation era has changed business activities, as transaction and advertising (Khoa, 2020b). The Internet brings many benefits for both business and customer. Search Engine has become an indispensable part of life and improved continuously in the quantity and quality of search results from the first launched in 1993. The development of the Search Engine is closely linked to the development of global

information technology and is significantly associated with changing the online search services industry (David, 2015; Nguyen & Khoa, 2019a). Unlike the aggressive plan to boost Yahoo's market share, Google still silently updated the optimal features for its services, implementing the motto of bringing the most popular and useful information for everyone. Google thinks that if it does well, users will promote Google services, and market share so will increase. In an era when everyone considers Google as a "knowledge source" for most of the daily activities, i.e., information search, shopping evaluation (Adamson *et al.*, 2012; Khoa *et al.*, 2020a; Perrey, 2015). Therefore, Google becomes the best choice for the advertisement tool of business to maximize business performance. With every brand competing to get top positions in Google, understanding GAS's ranking techniques, i.e., Search Engine Optimization (hereafter SEO) and Google Ads (hereafter Adwords), are critical to serving the business. Since search engines have become an integral part of life, advertising through search engines has become attractive and exciting to practitioners and researchers. These issues were evidenced by the \$32.6 billion in Google advertising's revenue in the first second-quarter of 2019 (Murphy, 2019), as well as the number of studies revolving around the aspect of advertising through search engines. Part of the research focused on the customer's cognition about the benefit of search tools services like Google, MSN, Altavista (Khraim, 2015), or the relationship between the attribute of the information search tools and online advertising (Ansari & Riasi, 2016; Singh & Singh, 2015), or digital and social media marketing (Cole *et al.*, 2017). The rest explored aspects of business behavior when using advertising through search engines, such as technical guidelines for effective advertising (Karjaluo & Leinonen, 2009; Porter, 2007), or click fraud phenomenon, which is one of the factors that related to advertising via a search engine (Dinev *et al.*, 2009), or focused on the intention to use advertising tools (Jafarazdeh *et al.*, 2013). In practice, most users of GAS cannot promote the effectiveness of these services; consequently, they do not decide to use the service in the future, and the research in GAS intention adoption is limited in the literature. SEO is the method of optimizing the best possible ranking business website in organic search results; meanwhile, adwords is run by Google that allows companies to prior their website at particular places in search results of customers (Chaffey & Ellis-Chadwick, 2019).

Advertising is not as effective as business expectations, even though it may not affect a positive customer attitude (Bublitz & Ettredge, 1989; Nguyen & Khoa, 2019b; Steenkamp & Fang, 2011). The success or not of an advertising message depends on business self-efficacy, which will create the creative content and effect on perceived behavioral control; hence, the business will decide whether to continue using GAS (Hsu *et al.*, 2007). This

research only applies to the paid AdWords service and has not proved the self-efficacy concept's high-level concept. Jafarzadeh *et al.* (2015) summarized and defined self-efficacy, including four independent constructs, which significantly affect the perceived behavioral control in search engine advertising. However, Bandura (1989) proposed that the multi-dimensional measurement scale for self-efficacy would be better than the general measures and be most persuasive and most accurate in the predictive capability. Self-efficacy was conceptualized as a second-order concept in many research fields, e.g., academic self-efficacy (Bong, 1997), ethical computer self-efficacy (Kuo & Hsu, 2001), Norwegian Principal Self-Efficacy (Federici & Skaalvik, 2011); moreover, self-efficacy is different from activities or situations (Bandura, 1986).

The TPB model was developed by Ajzen (1991), which is an extension of the theory of reasonable action (Ajzen & Fishbein, 1975), and has become one of the conceptual frameworks to explain human action. The application of TPB in explaining the organization's operation process was carried out by Harrison *et al.* (1997) and continues to be engaging in many researchers (Quaddus & Hofmeyer, 2007; Thakur & AlSaleh, 2018). An organization is considered an entity with people's control, and individuals will make decisions to maintain and develop (DuBrin, 2017). Hence, the research objectives were

- Analyzing the four self-efficacy dimensions of business in the GAS context
- Analyzing the relationship based on applying TPB in the context of GAS's adoption, combined with the businesses' self-efficacy.
- Proposing the theoretical and managerial implications in the GAS context.

Applying TPB in the context of GAS's adoption, combined with the self-efficacy of businesses, this study will partially fulfill the gaps of previous studies, e.g., the adoption intention of GAS. Hence, this study will contribute both practical and theoretical implications. Businesses can avoid subjective decisions and have a scientific basis when making decisions about GAS adoption. In theoretical terms, the research confirmed and pointed out the dimensions of self-efficacy in GAS adoption as advertisements (including SEO and Adwords).

The literature review section first presented the Theory of Planned Behavior in the GAS context. Secondly, this theory hypothesized relationships between self-efficacy, Attitude toward GAS, Subjective Norms, Perceived Behavioral Control, GAS Adoption Intention. This section was followed by the research method and data analysis sections. The study

concluded by discussing the key findings and their implications, limitations and suggesting further research.

Literature Review

Self-efficacy and Theory of Planned Behavior in GAS Context

Self-efficacy is an essential factor affecting a person's behavior when deciding (Bandura, 1982; Igbaria & Iivari, 1995). Self-efficacy refers to people self-assessing their abilities when taking actions to achieve a specific goal (Compeau et al., 1999) or a person's perception of the ability to plan and achieve a specific goal (Hsu *et al.*, 2007). Therefore, in this present study, the self-efficacy concept is considered the reflective second-order concept, based on four dimensions of Jafarzadeh *et al.* (2015). The first dimension is the *ability to manage keywords and bids, which* requires consideration and selection the suitable keywords for the advertising campaign on Google (Rashtchy *et al.*, 2007). Using a search engine for an advertising campaign without measuring achievement, it would be useless (Barry & Charleton, 2009); therefore, the second dimension is the *ability to measure and monitor outcomes*. In an advertising method, to achieve the goals set out, tracking the results of advertising is critical to accurately measure the success of advertising methods (Laffey, 2007). As time passed, search engine advertisement is becoming more and more complex, and advertisers should have great expertise and knowledge about this tool's operation – or a possibility that businesses might engage marketing consultancy agencies (Rashtchy *et al.*, 2007). For instance, *advertising marketing knowledge* grants an organization's success in selling products and services (Morgan *et al.*, 2009). Other researchers have also found and described that knowledge and expertise are the keys that lead to one business (Galbreath, 2005). Lastly, relatively one-third of businesses have planned to use external agencies and experts to help them with their search engine advertising campaigns (Halloy *et al.*, 2007); moreover, *external experts using* support intention behavior to practice search engine advertising (Karjaluoto & Leinonen, 2009).

The theory of reasoned action is the most critical in determining human behavior (Ajzen & Fishbein, 1975; Khoa *et al.*, 2020b). Behavioral performance in which the intention to perform the behavior is determined by two factors, a person's attitude towards behavior and the subjective norm related to the behavior. The outcome of these two factors constitutes the intention to implement the behavior. This theory proves very useful when predicting behaviors that are under the control of the human will. TPB is an extended theory of reasoned action to overcome the limitation of explaining behaviors out of

control by adding the perceived behavioral control, which is as crucial as an individual's self-assessment with the ability to be involved in executing their actions (Ajzen, 1991). The more resources and opportunities, the less they think that there will be fewer hindrances; therefore, the higher the perceived behavioral control will be.

Furthermore, TPB has used in many research to explain and understand the acceptance of new technologies (Venkatesh *et al.*, 2003; Yousafzai *et al.*, 2010) and the purchasing continuance intention online environment (Hsu *et al.*, 2006). The conceptual model is developed from TPB in the adoption of the GAS. The present research model has added self-efficacy, which has the same meaning as control beliefs.

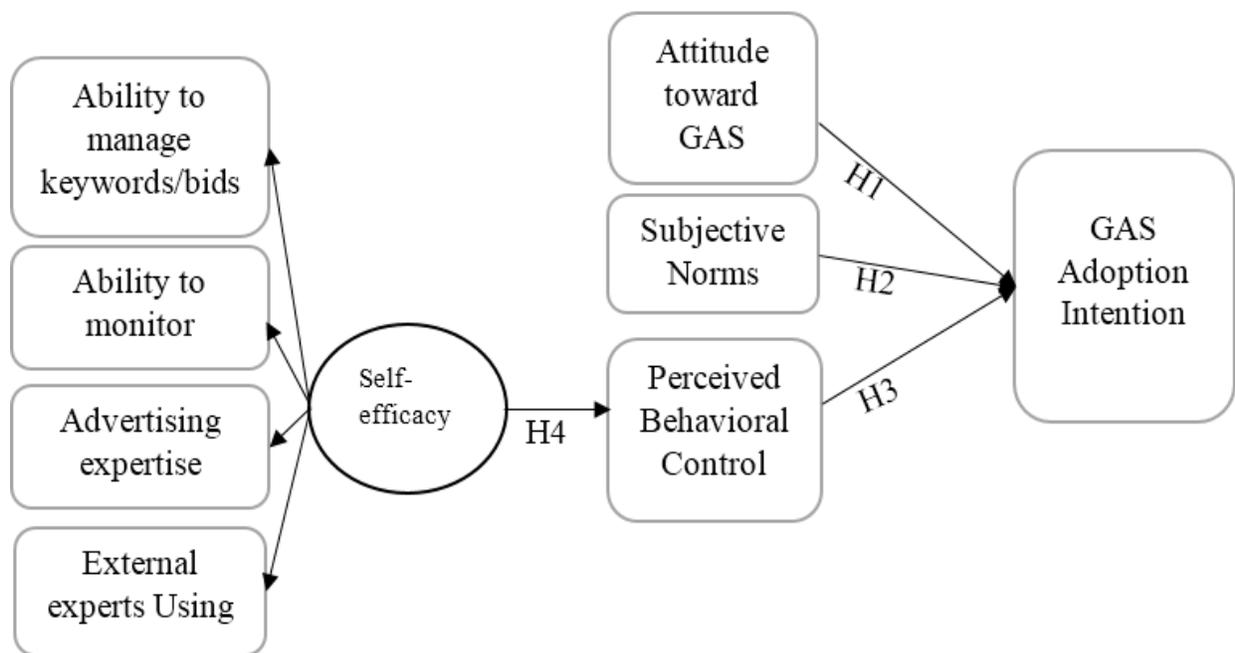


Figure 1 Conceptual model

Hypotheses Development

In the TPB model, the intention has been determined to reflect the level of effort people are willing to make to achieve the goal (Ajzen, 1991), plans to achieve a behavioral goal, or virtually the nearest targets (Bandura, 1982). The intention of nature can result from a conscious process that considers and focuses on the consequences (Loewenstein *et al.*, 2001). An individual's decision to perform a behavior is affected by attitude, subjective norms, and perceived behavioral control. In that respect, attitude toward the behavior is the person's feelings about performing the target behavior; it could be positive or negative. Subjective norms are the individual's perception that most people who are essential think he/she should or should not perform the behavior. Perceived behavioral control is the

perception of the ease or difficulty in the action (Ajzen, 1991; Taylor & Todd, 1995). Based on TPB and preceding researches in search engine advertisement, GAS adoption intention is impacted by the business' decision to engage with GAS, the GAS's opinions as well as behaviors by other parties, and the perception of the difficulty or advantages of getting attached to GAS (Park *et al.*, 2015; Römer *et al.*, 2015), respectively, which is the attitude toward GAS, subjective norms and perceived behavioral control. Therefore, this study proposed the following hypotheses:

H1: Attitude toward GAS has a positive effect on GAS Adoption Intention

H2: Subjective Norms has a positive effect on GAS Adoption Intention.

H3: Perceived Behavioural Control has a positive effect on GAS Adoption Intention

A person's ability to decide to perform a specific behavior is higher when the person's perception of one's capacity is higher (Venkatesh *et al.*, 2003). Self-efficacy is the mediator in the relationship between the perceived behavioral control and behavioral intention in the keyword ads search context (Wu *et al.*, 2011). In each different context, the outstanding factors of self-efficacy are also different when affecting behavior intention. Therefore, researchers need to identify outstanding elements to express self-efficacy in each of their research contexts. It is expected that the higher enterprises believe that when they are equipped with these self-efficient elements, the higher enterprises can join GAS because they believe they can control better for strategy advertising. Therefore, this study proposed the following hypothesis:

H4: Self-efficacy has a positive effect on Perceived Behavioural Control.

Research Method

The study used a mixed research method to archive the research objective. Phenomenological research refers to the meaning of many different individuals' meaning of life experiences as concepts or phenomena (Creswell & Poth, 2018). The study proceeded with in-depth interviews with eight experts who knew about Google search services such as the marketing executive, SEO specialist. In-depth interviews affirm the theory of behavior and customer engagement. All dialogues were recorded and analyzed afterward to establish the theoretical model and a questionnaire for quantitative research.

The survey was done in the five most prominent Vietnam cities, including Hanoi, Hochiminh, Danang, Haiphong, and Cantho. The list of companies, which use Google service for online advertising, is collected from Google's agencies in Vietnam. The survey data collection method is stratified sampling with three size group companies, i.e., small,

medium, and large, based on the number of employees. The online and offline questionnaire is distributed to the participants. The participants in the survey are the marketing manager, the director of the business. 633 responses were collected for the data process. The participant information presents in Table 1.

The measurement scales in this study were adopted from the previous studies and applied the 7-point Likert scale, which shows the degree of agreement increasing from "Totally disagree" (1) to "Totally agree" (7). Self-efficacy is the reflective second-ordered concept, which includes the ability to manage keywords and bids (KB), the ability to measure and monitor outcomes (MO), advertising expertise (AE), external experts using (EE), was adopted from Jafarzadeh *et al.* (2015). Subjective norms (SN) and Perceived behavioral control (PC) scale were adopted from Liao *et al.* (2007). The measurement items' attitude toward GAS (AT) was adopted from the research of Dinev *et al.* (2009). The measurement of GAS Adoption Intention (CAI) was adopted from Bhattacharjee (2001). The original items were justified and had a minor revision in wording by the experts in a focus group discussion to adapt to Vietnam's context.

Table 1 Sample description

Variables	Frequency	%
<i>Firm size</i>		
• Micro	112	17.70
• Small	202	31.91
• Medium	187	29.54
• Large	132	20.85
<i>Year for GAS</i>		
• less than and equal one year	124	19.59
• 1 - 3 year	297	46.92
• more than three years	212	33.49
<i>Spending/month (USD)</i>		
• < 1000 USD	183	28.91
• 1000 – 10000	261	41.23
• 10000 – 20000	102	16.11
• > 20000	87	13.74

Data Analysis

This study uses the Partial Least Square Structural Equation Modeling (PLS-SEM) to evaluate the research model. Before 2014, Covariance-based SEM (CB-SEM) was more prominent than PLS-SEM in terms of theory testing, theory confirmation, or comparison

of alternative theories. In contrast, PLS-SEM would be a better choice for analysis that lacks theoretical support, analyzes the relationship between variables, and analyzes the critical driver variables analysis focused on predictive key target variables. Recently, Bentler and Huang (2014), Dijkstra (2014), and Dijkstra and Henseler (2015) developed a method called firm PLS-SEM estimation. PLS-SEM was developed for two purposes (i) discovering and predicting concepts and (ii) testing and confirming the relationship between the conceptual model with a high-level concept (Khoa, 2020a). These two goals are ideal for academic research in various fields (finance, education, management, business, accounting, sociology, psychology). In general, PLS-SEM has recently become popular and has become one of the main methods in business administration research. In particular, this study includes a reflective concept, i.e., self-efficacy, so PLS-SEM can handle better (Hair *et al.*, 2017).

Measurement Model Assessment

Hair *et al.* (2016) proposed the measurement model assessment via the construct reliability and construct validity (including convergent validity, discriminant validity). Firstly, the heterotrait-monotrait ratio of correlations (HTMT), a new criterion to assess discriminant validity in Partial Least Squares Structural Equation Modeling, is a critical building block of model evaluation. Henseler *et al.* (2015) proposed that the HTMT value is less than the threshold of 0.85. All the HTMT values in Table 2 were lower than 0.85; therefore, all constructs' discriminant validity was confirmed.

Table 2 Discriminant validity

	AE	AT	EE	CAI	KB	MO	PC	SE	SN
AE									
AT	0.142								
EE	0.387	0.047							
CAI	0.129	0.307	0.173						
KB	0.139	0.131	0.174	0.222					
MO	0.175	0.107	0.342	0.274	0.364				
PC	0.382	0.123	0.433	0.49	0.429	0.473			
SE	0.746	0.171	0.835	0.319	0.745	0.822	0.682		
SN	0.087	0.178	0.15	0.497	0.215	0.098	0.105	0.220	

Secondly, this study assessed the internal reliability and convergent validity through the composite reliability value, outer loading value, and average variance extracted values. The result was shown in Table 3; the composite reliability values of all the first-order constructs in this study were more significant than 0.70. Besides, all the average variance extracted values were above 0.5. Moreover, all the outer loading values in each construct

were exceeded the threshold value of 0.708 (Hair *et al.*, 2016). Hence, all first-order constructs in this research met the internal reliability and convergent validity.

Table 3 Reliability and convergent validity for first-order constructs

First-order constructs	Indicators	Loading	CR	AVE
Ability to manage keywords/bids	KB1	0.903	0.92	0.794
	KB2	0.879		
	KB3	0.891		
Ability to monitor the outcome	MO1	0.894	0.916	0.785
	MO2	0.861		
	MO3	0.902		
Advertising expertise	AE1	0.870	0.897	0.744
	AE2	0.846		
	AE3	0.871		
Using external experts	EE1	0.803	0.876	0.702
	EE2	0.844		
	EE3	0.866		
Attitude toward Google Advertising service	AT1	0.829	0.921	0.746
	AT2	0.845		
	AT3	0.887		
	AT4	0.890		
GAS Adoption Intention	CAI1	0.807	0.887	0.662
	CAI2	0.833		
	CAI3	0.795		
	CAI4	0.821		
Perceived behavioral control	PC1	0.847	0.920	0.743
	PC2	0.856		
	PC3	0.877		
	PC4	0.868		
Subjective norms	SN1	0.888	0.915	0.730
	SN2	0.788		
	SN3	0.836		
	SN4	0.901		

Structural Model

This study based on the Evaluation of the Structural Model Procedure recommended by Hair *et al.* (2016), including (1) the structural model for collinearity issues, (2) the significance and relevance of the structural model relationships, (3) the level of R^2 , (4) the f^2 effect size, (5) the predictive relevance Q^2 .

Firstly, this study conducted the collinearity assessment to test the correlation between the research constructs before evaluating the structural model. Diamantopoulos and Sigauw (2006) recommended that the VIF value threshold of 3.30 will demonstrate no collinearity between the model's constructs. All inner VIF values between the constructs in Table 4

were less than the 2, presenting the absence of multicollinearity issues. Based on the result in Table 4, the attitude toward Google Advertising service, subjective norms, and perceived behavioral control significantly impacted on adoption intention of the GAS of the businesses ($R^2 = 36.1\%$). Furthermore, self-efficacy significantly influenced the perceived behavioral control ($R^2 = 33.7\%$). Hair *et al.* (2016) mentioned that the R^2 of 20% could consider highly in consumer behavior, although the R^2 values in this study were less than 50%. Consequently, the Coefficient of Determination value for endogenous latent variables can be weak (Henseler *et al.*, 2009).

Table 4 The result of collinearity, Coefficient of Determination

	Inner VIF values						R ²
	AE	EE	CAI	KB	MO	PC	
AE							0.318
AT			1.035				
EE							0.439
CAI							0.361
KB							0.388
MO							0.526
PC			1.019				0.337
SE	1.000	1.000		1.000	1.000	1.000	
SN			1.031				

The f^2 effect-size values in table 5 were proposed to assess whether the omitted construct has a substantive effect on the endogenous constructs. The effect size of subjective norms and perceived behavioral control on adoption intention are medium, and the effect size of attitude toward GAS on adoption intention is small. Besides, the effect size of self-efficacy on adoption intention is large. Geisser (1974); Stone (1974) proposed predictive relevance Q^2 , which applied the blindfolding procedure with a pre-specified distance of seven, indicated sufficient predictive relevance of the research model. All endogenous constructs exhibited Q^2 values above zero (0.235 and 0.247); hence, the model offered appropriate predictive performance.

Table 5 The result of effect size, predictive relevance

	f ²						Q ²
	AE	EE	CAI	KB	MO	PC	
AE							0.228
AT			0.041				
EE							0.299
CAI							0.235
KB							0.298
MO							0.402
PC			0.210				0.247
SE	0.466	0.782		0.635	1.11	0.509	
SN			0.211				

Table 6 showed the significance and relevance of the structural model relationships. The relationships between the constructs in the TPB model, i.e., attitude toward GAS, subjective norms, perceived behavioral control, and GAS adoption intention was supported in the confidence level of 99%. Furthermore, self-efficacy positively impacted the companies' perceived behavioral control with a confidence level of 99%.

Table 6 The structural model relationships

Hypothesis	Relationship	Beta	t-value	Confidence interval	Decision
H1	AT -> CAI	0.166	4.467***	[0.093 - 0.240]	Accepted
H2	SN -> CAI	0.373	10.806***	[0.306 - 0.443]	Accepted
H3	PC -> CAI	0.370	12.086***	[0.309 - 0.428]	Accepted
H4	SE -> PC	0.581	22.350***	[0.528 - 0.629]	Accepted

Notes: *** $p < 0.001$

Discussion and Conclusion

Discussion

This study has applied the TPB model in the use of enterprise online advertising services in Google; simultaneously, the research also uses Self-efficacy as a secondary reflection concept as a premise of perceived behavioral control.

First, through the evaluation of a scale for the higher-order concept, this study confirmed four dimensions of the self-efficacy concept proposed by Jafarzadeh *et al.* (2015), i.e., ability to manage keywords/bids; ability to monitor the outcome, advertising expertise; using external experts. These dimensions describe the enterprise's capability in search engine advertising adoption; including, the digital leadership, flexible and scalable digital platforms, internal and managerial capabilities, and the external collaboration of ecosystem digital platforms (Nadeem, 2018). In each of the different contexts, the self-efficacy of entrepreneurship also differ when influencing intentions. Self-efficacy is a critical factor influencing a person's behavior when making decisions (Bandura, 1997). The UTAUT model argues that a person's ability to decide to commit a particular act is higher when the awareness of one's capacity is higher because they believe that the conduct is under their control (Venkatesh *et al.*, 2003). Additionally, in a previous study in the context of keyword advertising behavior (Wu *et al.*, 2011), the authors argue that enterprise competencies suggest that intermediaries anticipate behavioral intent.

In particular, businesses' intention to use GAS stemmed from attitudes towards online advertising, subjective norms, and perceived behavioral control. The result confirmed that the TPB model is not only applicable to individuals but can also be used for corporate

research (Hameed *et al.*, 2012). All of hypotheses H1, H2, H3 were supported in 99% level of confidence, (H1) attitude towards GAS positively affects the GAS adoption intention (Beta = 0.166, t -value = 4,467, p <0.001), (H2) there was a significantly positive relationship between subjective norms and the GAS adoption intention (Beta = 0.373, t-value = 10.806, p <0.001), (H3) perceived of behavioral control found to be a significant positive predictor of the GAS adoption intention (Beta = 0.370, t-value = 12.086, p <0.001). These results were a line in previous research in information technology adoption (Armitage & Conner, 2001; Eid *et al.*, 2019; Harrison *et al.*, 1997; Rialp-Criado & Rialp-Criado, 2018).

GAS's attitude had the smallest impact, and the subjective norms had the most substantial impact on the businesses' GAS adoption intention. The development of online advertising tools such as social media (e.g., Facebook, Youtube, Instagram), display advertising, or email marketing has created many business options besides using search engine marketing and search engine optimization. Businesses have more solutions when deciding on their digital communication strategy, so their attitude towards GAS will have less influence on using SEO or/and Adwords. Besides, the knowledge economy makes business decision-making more dependent on objective information sources than administrators' subjective decisions. Because Google's algorithms are updated regularly, besides using information from internal aggregated reports from sales and marketing departments, businesses must hire online advertising experts trained by Google or a lecturer from online marketing training centers to support and advise on the implementation of GAS. Also, the need to use search engines, such as Google, in people's daily activities has created a significant advantage for businesses to use this tool for online communication; therefore, a growing number of businesses sign up and use services like Adwords and SEO. GAS's adoption is greatly affected by many other businesses' pressure to use this service in a fiercely competitive environment.

Finally, the adoption intent of behavior depends on the perceived behavioral control of the business. It will be difficult for businesses not to have the technical or financial ability to pursue technology in business operations. Using GAS brings benefits and costs for businesses; therefore, perceived financial capacity is vital to decide whether to continue using GAS. Moreover, the ability to use GAS to increase business efficiency is essential that dramatically affects its intention to continue, i.e., keyword selection, bidding price, and ability to build creative content.

Self efficacy positively affected perceived behavioral control of enterprises in using GAS (Beta = 0.581, t-value = 22.350, p <0.001). Hypothesis H4 is accepted with a 99%

confidence level. Like the individual's self-efficacy, corporate self-efficacy for technology will influence the choice of technologies they pursue. Thereby, businesses also determine how to invest in online advertising activities through Google, and self-efficacy will help businesses make efforts or have solutions when facing obstacles when GAS using or adverse situations in keyword management (Pajares, 1997). The higher the perceived self-efficacy, the greater the effort, perseverance, and resilience of the business. It is expected that employees or experts with high self-efficacy towards using Google tools are easier than complicated (Alalwan *et al.*, 2016; Ozturk *et al.*, 2016).

Conclusion

This study contributed to the theoretical implications. Firstly, the present study confirmed the application of the TPB in business on GAS. Previous studies had mainly applied the Technology Acceptance Model (Lacka & Chong, 2016; Veldeman *et al.*, 2017) or Diffusion of Innovation theory (Shaltoni, 2017) to explain technology's use due to objective factors derived from technology. Therefore, this research added another perspective in the acceptance of technology: the managers' subjective viewpoint based on intrinsic factors of the business mentioned in TPB. Secondly, the study demonstrated self-efficacy in using GAS of business as a second-order concept based on the proposal of Bandura (1986, 1989) and Jafarazdeh *et al.* (2013). However, Jafarazdeh *et al.* (2013) only proposed self-efficacy dimensions in using search engine advertising sporadically. This study assessed the reflective concept model based on convergent validity, internal consistency reliability, and discriminant validity (Hair *et al.*, 2016). From there, assert four components of GAS's self-efficacy concept, including the ability to manage keywords/bids, monitor the outcome, advertising expertise, external experts using.

Furthermore, the managerial implications were proposed. Building customer loyalty is very important with business, and the business must have a serious attitude toward business strategies (Khoa, 2020b). The attitude of business will determine whether businesses to use Google services for advertising. When businesses are aware of Google's benefits, they will have positive attitudes when they adopt GAS. Enterprises need to synthesize the results of each stage to get an overview and detailed results. Besides, risks of wasting money and time also need to be measured periodically, helping businesses to promptly detect problems to solve and have the right attitude when making an intention to use Google search service for advertisement. Businesses can also consult experts for a more general view when using the Google search service for advertisement. Perceived behavioral control is defined as the perception of ease or difficulty implementing the behavior (Ajzen, 1991). Companies can hire Adwords or SEO experts to train their

employees to increase skills such as choosing keywords, selecting bids, and managing them for better control. Besides, managers need to monitor and monitor outcomes so that appropriate campaigns can be launched. Moreover, external resources (tools or experts of companies that provide search engines) are the right choice to overcome the company's weaknesses when using Google's search advertising services. In short, perceived behavioral control is an essential factor that businesses need to consider when utilizing Google's search service to advertise their company.

Efforts to complete this study could not completely overcome the limitations; therefore, this present study also has certain limitations, which further studies could be better. Firstly, this study was conducted in a developing country with many economic or technological difficulties, e.g., Vietnam, so the research model's generalization to apply in developed countries is a matter of concern. A comparative study based on a developed country will create more affirmation than the value of the research model proposed in this study. Finally, an extensive study of online advertising is needed to make comparisons and a fuller view of businesses' digital marketing activities.

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