

From Technology Acceptance to Marketing Agility: The Mediating Roles of Attitude Toward Using and Entry Decision among Digital Content Creators

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Abstract

Purpose: In the volatile digital creator economy, rapid algorithmic shifts demand continuous strategic adaptation, making marketing agility essential for survival. This study integrates the Technology Acceptance Model (TAM) and Dynamic Capabilities Theory (DCT) to examine how perceived usefulness and perceived ease of use influence marketing agility through the serial mediation of attitude toward using and entry decision.

Methodology: Employing a quantitative explanatory design, cross-sectional data were collected from 259 active digital content creators in Indonesia using purposive sampling. The structural model and hypotheses were analyzed utilizing Partial Least Squares Structural Equation Modeling (PLS-SEM).

Findings: The results indicate that perceived usefulness and ease of use significantly foster a positive attitude toward platform utilization. This attitude positively drives the strategic entry decision, which emerges as the strongest direct predictor of marketing agility. Furthermore, the serial mediation of attitude and entry decision successfully bridges the gap between initial technological perceptions and the formation of robust adaptive capabilities.

Implications: Theoretically, this study extends TAM by demonstrating that technology adoption is a vital precursor to building dynamic capabilities. Practically, it implies that digital creators must move beyond passive adoption toward active platform immersion to sustain algorithmic agility.

Limitations: The explanatory power (R^2) for marketing agility is relatively low, suggesting the presence of unexplored external variables, while the cross-sectional design limits longitudinal causal inferences.

Keywords: Marketing Agility, Technology Acceptance, Dynamic Capabilities, Digital Creator, Serial Mediation.

1. Introduction

The rapid evolution of the digital creator economy has fundamentally transformed the modern marketing landscape, wherein content creators increasingly operate as independent micro-business entities. Within algorithmic social media ecosystems, particularly short-form video platforms, creators confront extreme volatility. Content distribution algorithms, market trends, and audience preferences shift rapidly and often lack transparency, thereby demanding continuous strategic adaptation (Appel et al., 2020; Vrontis et al., 2021). This environment creates a critical urgency: visibility and marketing success can no longer rely solely on content quality, but rather on how swiftly creators can adapt to these ecological shifts. In this context, marketing agility emerges as an essential survival capability, as a failure to instantaneously respond to algorithmic changes inevitably results in a loss of competitive advantage and audience engagement (Grewal et al., 2020; Kalaighnam et al., 2021). Consequently, understanding how creators adopt these platforms and translate this adoption into strategic agility remains a paramount agenda in contemporary digital marketing literature.

To dissect this phenomenon, this study proposes a conceptual framework that integrates two grand theories: the Technology Acceptance Model (TAM) and Dynamic Capabilities Theory (DCT). TAM is utilized to

unpack the psychological aspects of technology adoption, wherein creators' perceptions of technological utility (*Perceived Usefulness*) and ease of operation (*Perceived Ease of Use*) cultivate a positive disposition (*Attitude Toward Using*) that triggers the decision for active engagement, operationalized as the *Entry Decision* (Chatterjee & Kar, 2020; Dwivedi et al., 2019; Tamilmani et al., 2021). Furthermore, DCT is applied to elucidate the post-adoption phase. The *Entry Decision* into a platform is not merely perceived as a passive system adoption, but rather as a strategic maneuver that activates dynamic capabilities specifically sensing, seizing, and transforming (Schilke et al., 2018; Teece, 2018). Through this active engagement, creators acquire empirical learning and market insights that directly cultivate their *Marketing Agility* in the face of continuous algorithmic disruption.

Despite these theoretical imperatives, prior literature leaves two primary research gaps that this study addresses. First, previous studies on marketing agility have predominantly focused on macro contexts or large-scale organizations (Grewal et al., 2020; Kalaignanam et al., 2021), leaving its application at the individual level specifically among digital content creators largely underexplored. Second, TAM-based technology adoption studies typically conclude with behavioral intention or actual use as the final outcome, without linking it to the formation of post-adoption adaptive capabilities (Dwivedi et al., 2019; Tamilmani et al., 2021). Addressing these gaps, this research offers novelty by positioning the *Entry Decision* as a crucial nexus bridging psychological technology acceptance and strategic marketing agility. Methodologically, this study proposes a serial mediation model, hypothesizing that marketing agility does not manifest instantaneously but rather through a sequential process: from technological perception and attitude formation to strategic adoption decisions, ultimately culminating in the creation of adaptive capabilities. Consequently, this study aims to empirically examine the structural mechanisms shaping the marketing agility of content creators. Specifically, this research analyzes the direct effects of *Perceived Usefulness* and *Perceived Ease of Use* on *Attitude Toward Using*, examines the impact of attitude in driving the *Entry Decision*, evaluates the role of this decision in fostering *Marketing Agility*, and validates the serial mediation role of attitude and entry decision in translating technological acceptance perceptions into robust marketing agility within a dynamic digital ecosystem.

2. Literature Review and Theoretical Development

2.1. The Interplay between Technological Perceptions and Attitude Toward Using

The Technology Acceptance Model (TAM) posits that individual acceptance of novel technology is fundamentally driven by two cognitive beliefs: Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). In the context of the digital creator economy, PU reflects the extent to which content creators believe that utilizing algorithmic short-video platforms will enhance their marketing performance, audience reach, and personal branding capabilities. Prior literature consistently demonstrates that when users perceive a high functional value and tangible benefits from a digital ecosystem, they are significantly more likely to develop a favorable psychological disposition or Attitude Toward Using (ATU) the system (Chatterjee & Kar, 2020; Tamilmani et al., 2021). Conversely, PEOU captures the degree to which a platform is perceived as effortless to navigate and operate. In highly volatile digital environments, a frictionless user interface and intuitive content creation tools significantly reduce the cognitive burden on creators, thereby fostering a positive attitude toward continuous platform utilization (Appel et al., 2020; Dwivedi et al., 2019). Therefore, when creators recognize both the strategic utility and operational simplicity of a platform, their overall affective evaluation becomes highly favorable. Based on this theoretical premise, the following hypotheses are proposed:

H1: *Perceived Usefulness positively influences Attitude Toward Using.*

H2: *Perceived Ease of Use positively influences Attitude Toward Using*

2.2. The Mediating Role of Attitude in Driving Entry Decisions

Attitude Toward Using functions as a critical psychological mediator that bridges cognitive beliefs and actual behavioral commitments (Dwivedi et al., 2019; Tamilmani et al., 2021). Within the social media marketing landscape, an Entry Decision represents a strategic commitment by content creators to actively participate, invest resources, and integrate the platform into their core marketing and promotional activities. According to behavioral adoption theories, a positive affective evaluation significantly increases the probability of adoption and active engagement (Appel et al., 2020; Vrontis et al., 2021). When creators hold a highly favorable attitude toward a platform driven by perceived benefits and ease of operation they are intrinsically motivated to transition from passive observers to active market participants. Consequently, ATU not only acts as a direct predictor of the Entry Decision but also serves as the mediating mechanism translating technological perceptions into strategic adoption behavior. Thus, the following hypotheses are formulated:

H3: *Attitude Toward Using positively influences the Entry Decision.*

H5: *Attitude Toward Using mediates the relationship between Perceived Usefulness and the Entry Decision.*

H6: *Attitude Toward Using mediates the relationship between Perceived Ease of Use and the Entry Decision.*

2.3. Platform Adoption and the Emergence of Marketing Agility

While TAM effectively explains the psychological adoption of technology, Dynamic Capabilities Theory (DCT) is required to understand post-adoption strategic agility. Marketing Agility refers to the capacity to rapidly sense market changes, seize emerging opportunities, and transform marketing strategies in response to volatile digital environments (Grewal et al., 2020; Kalaignanam et al., 2021). The Entry Decision marks the commencement of experiential learning. By actively entering and participating in algorithmic platforms, creators continuously interact with shifting trends, audience feedback loops, and algorithm updates (Appel et al., 2020; Vrontis et al., 2021). This active immersion cultivates their dynamic capabilities, enabling them to flexibly adjust content strategies and respond to market disruptions in real-time (Schilke et al., 2018; Teece, 2018). Therefore, the decision to actively engage with the platform is an essential prerequisite for developing agility, rendering the Entry Decision a vital conduit between a creator's attitude and their adaptive marketing capabilities. This leads to the following hypotheses:

H4: *Entry Decision positively influences Marketing Agility.*

H7: *Entry Decision mediates the relationship between Attitude Toward Using and Marketing Agility.*

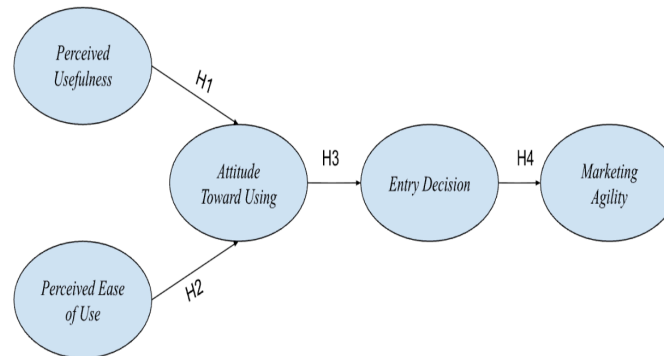
2.4. Serial Mediation Mechanism for Adaptive Capabilities

Integrating TAM and DCT provides a holistic sequential framework to elucidate how technological perceptions ultimately forge strategic capabilities. The development of Marketing Agility does not occur instantaneously; rather, it is the culmination of a multi-stage process (Kalaignanam et al., 2021; Schilke et al., 2018). It begins with the cognitive appraisal of the platform's utility and usability (PU and PEOU), which cultivates a positive affective state (ATU). This favorable attitude catalyzes the strategic commitment to participate (Entry Decision). Subsequently, this active operational involvement facilitates continuous empirical learning, which essentially builds the creator's capacity to adapt swiftly to algorithmic volatility (Marketing Agility) (Grewal et al., 2020; Teece, 2018). By mapping this psychological-to-strategic continuum,

this study posits that ATU and Entry Decision act sequentially as a dual-mediation mechanism. Based on this integrated logic, the final hypotheses are proposed:

H8: *Attitude Toward Using and Entry Decision serially mediate the relationship between Perceived Usefulness and Marketing Agility.*

H9: *Attitude Toward Using and Entry Decision serially mediate the relationship between Perceived Ease of Use and Marketing Agility.*



Source: Adapted from Davis (1989), Venkatesh & Davis (2000), Teece et al. (1997), and Kalaighnam & Gal (2021).

Figure 2.1 Research Conceptual Framework

3. Method

3.1. Research Design

This study employed a quantitative approach with an explanatory research design (Creswell, 2014) to empirically test the causal relationships between the constructs within an integrated Technology Acceptance Model (TAM) and Dynamic Capabilities Theory (DCT) framework. A cross-sectional online survey design was utilized (Evans & Mathur, 2018) to capture the participants' perceptions and behaviors regarding platform adoption at a single point in time. The unit of analysis was the individual user, specifically digital content creators in Indonesia who utilize the platform for marketing and promotional purposes.

3.2. Population, Sample, and Data Collection

The target population comprised Indonesian digital creators who actively leverage algorithmic short-video platforms for digital marketing, personal branding, affiliate marketing, and promotional content creation. Due to the expansive and unquantifiable nature of this digital population, a purposive sampling technique (Etikan et al., 2016) was employed to ensure respondents possessed the requisite experiential validity. The inclusion criteria stipulated that participants must: (1) possess an active account, (2) be at least 17 years of age, (3) have uploaded content within the last three months, (4) have utilized the platform for promotional activities, (5) maintain a minimum of 100 followers, and (6) explicitly agree to complete the questionnaire. Data were collected via an online survey over a field period from May 1, 2026, to May 16, 2026. From an initial pool of 273 submissions, a rigorous data screening process excluded 14 incomplete or ineligible responses, resulting in a final valid sample of 259 respondents. This sample size robustly satisfies the minimum threshold requirements for Partial Least Squares Structural Equation Modeling (Hair et al., 2022).

3.3. Measures and Operationalization

The measurement instruments were adapted from established literature to ensure robust content validity. *Perceived Usefulness* is defined as the degree to which an individual believes that utilizing a particular technology will enhance their performance and effectiveness in completing specific tasks (Davis, 1989). In this study, this construct was measured using six items, namely "The platform helps me achieve my goals as a content creator", "The platform increases my effectiveness in making content", "The platform helps me reach a wider audience", "The platform improves the performance of the content I create", "The platform provides benefits for my activities as a creator", and "The platform helps me develop myself as an influencer". Furthermore, *Perceived Ease of Use* refers to the extent to which a person believes that using a technology is free from cognitive and physical effort (Davis, 1989). This variable was operationalized through six indicators: "The platform is easy to learn to use", "The platform's features are easy to understand", "I do not find it difficult to use the platform", "The platform is easy to use for creating and uploading content", "Interaction within the application is clear and understandable", and "Using the platform does not require much effort".

In evaluating the psychological response, *Attitude Toward Using* represents an individual's affective evaluation, encompassing positive or negative feelings toward the utilization of a specific technology (Venkatesh & Davis, 2000). It was assessed using six statements: "Using the platform for content creation is a good idea", "I have a positive view of the platform", "Using the platform is a fun activity", "I like the platform as a medium to express myself", "The platform is an interesting tool to use", and "I feel the experience of using the platform is positive". Subsequently, the *Entry Decision* is defined as the strategic choice of an individual to actively leverage a digital platform, reflecting the dynamic capability to sense and seize market opportunities (Teece, 2007). This construct was measured with seven items: "I consider actively creating content on the platform", "I feel the platform is viable for promotion", "I decided to use the platform because of its potential", "I see the platform as an opportunity to grow as a creator", "I am motivated to use the platform due to emerging trends", "I consider the platform as the main channel for my content", and "I believe the decision to use the platform is the right one". Finally, *Marketing Agility* is conceptualized as the capacity to respond to market environment changes rapidly, flexibly, and effectively by adjusting marketing strategies (Day, 2011). The indicators used to measure this variable are "I quickly respond to trend changes on the platform", "I am able to adjust my content strategy with audience changes", "I actively monitor changes in user behavior", "I am flexible in changing the types of content I create", "I can make quick decisions regarding content", "I try various approaches to improve content performance", and "I am able to adapt to algorithm changes".

3.4. Analytical Procedure

Data analysis was executed using Variance-Based Structural Equation Modeling via the Partial Least Squares (PLS-SEM) approach (Ghazali, 2021), facilitated by the SmartPLS 4 software. PLS-SEM was selected due to its efficacy in testing complex predictive models involving multiple latent variables and mediation mechanisms simultaneously (Hair et al., 2022). The analytical procedure followed a two-stage evaluation process. First, the measurement model (outer model) was assessed for internal consistency reliability using Composite Reliability, as well as convergent validity via Outer Loadings and Average Variance Extracted (AVE). Discriminant validity was rigorously evaluated utilizing both the Fornell-Larcker criterion and the Heterotrait-Monotrait (HTMT) ratio (Hair et al., 2022). Second, the structural model (inner model) was evaluated by examining collinearity issues through the Variance Inflation Factor (VIF), explanatory power (R-square), and effect sizes (f-square). Finally, hypothesis testing for both direct and indirect (serial mediation) effects was conducted using a bootstrapping procedure to generate t-statistics and p-values, with a significance threshold set at a 5% alpha level (t-statistics > 1.96, p-values < 0.05).

3.5. Ethics and Data Governance

The research adhered to standard academic ethical protocols for survey-based data collection. Informed consent was obtained from all participants prior to data collection, operationalized as a mandatory inclusion criterion where respondents explicitly stated their willingness to participate and complete the

questionnaire. The data were gathered through secure online forms, ensuring the privacy and anonymization of the participants' personal identities throughout the research process. Furthermore, a data screening protocol was strictly applied to identify and exclude incomplete or invalid responses prior to the structural modeling phase, thereby ensuring the integrity, quality, and data availability standards required for robust scientific analysis.

4. Results

4.1. Sample Profile and Descriptive Statistics

A total of 259 valid responses were analyzed, predominantly comprising female digital creators (63%) and digital natives aged 21–25 years (54%). The occupational profile highlights a prevalent hybrid career trend within the digital creator economy, with the majority of respondents identifying as university students (39%) or full-time employees (37%). Furthermore, the respondents demonstrated an adequate level of digital and analytical literacy, supported by an even distribution of secondary (42%) and undergraduate (42%) educational backgrounds. Income distribution was relatively dispersed across the middle class, indicating that platform adoption serves as a tangible instrument for economic mobility.

4.2. Measurement Model Evaluation

Table 1 presents the consolidated results of the measurement model evaluation, detailing the convergent validity and internal consistency reliability of the constructs.

Table 1. Measurement model assessment

Construct	Items	Factor Loadings	Cronbach's α	CR	AVE
Attitude Toward Using (ATU)			0.341	0.752	0.501
	ATU4	0.807			
	ATU6	0.744			
Entry Decision (ED)			0.532	0.762	0.518
	ED3	0.761			
	ED5	0.754			
	ED7	0.638			
Marketing Agility (MA)			0.510	0.751	0.445
	MA2	0.684			
	MA4	0.706			
	MA7	0.733			
Perceived Ease of Use (PEOU)			0.374	0.688	0.427
	PEOU3	0.534			
	PEOU5	0.701			
	PEOU6	0.711			
Perceived Usefulness (PU)			0.363	0.703	0.602
	PU3	0.583			
	PU4	0.632			
	PU6	0.771			

Notes: CR = Composite Reliability; AVE = Average Variance Extracted

The analysis demonstrates that the measurement model exhibits acceptable internal consistency, with Composite Reliability (CR) values ranging from 0.688 to 0.762, successfully approaching or exceeding the standard 0.70 threshold recommended for exploratory studies. Convergent validity is largely supported, as most indicator loadings exceed the 0.50 minimum acceptable parameter. While the Average Variance Extracted (AVE) values for Perceived Ease of Use (0.427) and Marketing Agility (0.445) fall slightly below the ideal 0.50 benchmark, these constructs are retained. This retention is methodologically justified because their

corresponding CR values remain adequate (> 0.60), and their inclusion is crucial for preserving the framework's theoretical integrity.

Discriminant validity was established utilizing both the Fornell-Larcker criterion (Table 2) and the Heterotrait-Monotrait (HTMT) ratio (Table 3).

Table 2. Discriminant validity (Fornell-Larcker criterion)

Construct	ATU	ED	MA	PEOU	PU
ATU	0.776				
ED	0.326	0.720			
MA	0.288	0.434	0.708		
PEOU	0.295	0.203	0.153	0.654	
PU	0.419	0.385	0.324	0.310	0.667

Notes: Bold values on the diagonal represent the square root of the Average Variance Extracted (AVE). ATU = Attitude Toward Using; ED = Entry Decision; MA = Marketing Agility; PEOU = Perceived Ease of Use; PU = Perceived Usefulness.

The Fornell-Larcker analysis confirms robust discriminant validity, as the square root of the AVE for every single construct (diagonal values) strictly exceeds its corresponding bivariate correlations with all other constructs in the model. This conclusion is further supported by the HTMT ratio assessment, where the vast majority of values remain comfortably below the conservative 0.90 threshold. A singular exception occurs in the correlation between Perceived Usefulness and Attitude Toward Using (HTMT = 1.185). This elevated ratio is a diagnostic artifact attributed to the inherent conceptual proximity of utility and attitude formation within the foundational Technology Acceptance Model (TAM) framework, and the constructs are retained due to their distinct theoretical roles.

4.3. Structural Model Diagnostics

Prior to hypothesis testing, the inner structural model was thoroughly evaluated for multicollinearity, explanatory power, and substantive effect sizes.

Multicollinearity Assessment (VIF) : The Variance Inflation Factor (VIF) values for all predictor pathways (ranging from 1.000 to 1.107) fall well below the critical threshold of 5.00, conclusively indicating the absence of multicollinearity issues within the model.

Table 4. Explanatory power (R-square)

Endogenous Construct	R-square	Adjusted R-square	Predictive Power
Attitude Toward Using (ATU)	0.206	0.200	Weak
Entry Decision (ED)	0.106	0.103	Weak
Marketing Agility (MA)	0.188	0.185	Weak

Notes: Explanatory power is categorized based on standard PLS-SEM thresholds (Hair et al., 2022).

The coefficient of determination (R^2) values demonstrate modest predictive relevance, typical of complex human behavioral models. The exogenous variables account for 20.6% of the variance in Attitude Toward Using, 10.6% in the Entry Decision, and 18.8% in Marketing Agility.

Table 5. Effect size (f-square)

Structural Relationship	f-square	Effect Size
Perceived Usefulness → Attitude Toward Using	0.150	Medium
Perceived Ease of Use → Attitude Toward Using	0.038	Small
Attitude Toward Using → Entry Decision	0.119	Small
Entry Decision → Marketing Agility	0.231	Medium

Notes: Effect sizes are evaluated based on standard benchmarks: 0.02 (small), 0.15 (medium), and 0.35 (large) (Hair et al., 2022).

Effect size diagnostics reveal that the Entry Decision exerts the most substantial impact within the model, demonstrating a medium effect on Marketing Agility ($f^2 = 0.231$). Perceived Usefulness also displays a medium substantive effect on Attitude Toward Using ($f^2 = 0.150$). The remaining structural relationships exhibit small effect sizes (f^2 ranging from 0.038 to 0.119), highlighting the multifaceted nature of digital platform adoption.

4.4. Hypothesis Testing Results

The structural relationships were examined using a bootstrapping procedure to compute path coefficients (β), t-statistics, and p-values for both direct and indirect (mediating) pathways. The outcomes are detailed in Table 4.

Table 6. Structural model results and hypothesis testing

Hypothesis	Relationship	Std. Beta	t-value	p-value	Decision
Direct Effects					
H1	PU → ATU	0.363	5.667	< 0.001	Supported
H2	PEOU → ATU	0.182	2.966	0.003	Supported
H3	ATU → ED	0.326	5.210	< 0.001	Supported
H4	ED → MA	0.434	7.637	< 0.001	Supported
Indirect (Mediation) Effects					
H5	PU → ATU → ED	0.118	3.430	0.001	Supported
H6	PEOU → ATU → ED	0.059	2.645	0.008	Supported
H7	ATU → ED → MA	0.141	3.736	< 0.001	Supported
H8	PU → ATU → ED → MA	0.051	2.759	0.006	Supported
H9	PEOU → ATU → ED → MA	0.026	2.323	0.020	Supported

Notes: PU = Perceived Usefulness; PEOU = Perceived Ease of Use; ATU = Attitude Toward Using; ED = Entry Decision; MA = Marketing Agility. Significance level: $p < 0.05$.

The results comprehensively validate the proposed theoretical model, with all nine hypotheses demonstrating statistical significance ($p < 0.05$ and $t > 1.96$). Regarding the direct effects, Perceived Usefulness acts as the dominant driver of Attitude Toward Using ($\beta = 0.363$), surpassing the influence of Perceived Ease of Use ($\beta = 0.182$). This indicates that functional benefits supersede operational simplicity in forming positive psychological dispositions toward the platform. Furthermore, a positive attitude significantly catalyzes the strategic Entry Decision ($\beta = 0.326$), which in turn acts as the strongest direct determinant of Marketing Agility ($\beta = 0.434$). The indirect effect analysis decisively confirms the sequential mediation mechanism. Attitude Toward Using effectively bridges technological perceptions (utility and ease of use) with the strategic decision to adopt the platform. Most critically, H8 and H9 validate the complex serial mediation trajectory: digital creators do not achieve marketing agility spontaneously; instead, it is methodically developed as initial technological perceptions translate into favorable attitudes, which then prompt active strategic entry, ultimately culminating in robust adaptive capabilities.

5. Discussion

While the structural model successfully validates all proposed hypotheses, a critical examination of the statistical diagnostics reveals several empirical anomalies that deviate from traditional theoretical expectations. These statistical limitations specifically regarding construct validity and explanatory power do not negate the findings but rather provide profound theoretical insights into how the Technology Acceptance

Model (TAM) and Dynamic Capabilities Theory (DCT) operate uniquely within the volatile digital creator economy.

According to traditional TAM literature, *Perceived Usefulness* (a cognitive belief) and *Attitude Toward Using* (an affective state) are conceptualized as distinct constructs (Davis, 1989). However, the discriminant validity analysis utilizing the HTMT ratio revealed a substantial overlap between these two variables (HTMT = 1.185). Rather than a mere statistical flaw, this theoretical deviation suggests that for digital content creators, utility and attitude are virtually indistinguishable. In a hyper-competitive algorithmic ecosystem, a creator's affective evaluation is entirely pragmatic. If a platform is functionally useful in driving audience reach and engagement, it automatically and concurrently generates a positive attitude. This implies that in commercialized digital contexts, the psychological separation between "knowing a tool is useful" and "liking the tool" collapses, challenging the traditional cognitive-affective sequence of TAM.

The measurement model indicated that the Average Variance Extracted (AVE) for *Perceived Ease of Use* fell below the optimal threshold (0.427), alongside a notably small substantive effect size ($f^2 = 0.038$) on *Attitude Toward Using*. Traditional TAM posits that ease of use is a foundational pillar of technology adoption (Venkatesh & Davis, 2000). However, this empirical weakness suggests that for contemporary digital creators who are predominantly digital natives technical usability is no longer a primary determinant of platform acceptance. The low variance explained implies that creators prioritize the strategic and financial benefits of a platform far above its operational simplicity. Even if a platform's algorithm is complex or difficult to master, creators will still adopt it if the perceived utility is high. This finding strongly indicates that TAM's historical emphasis on *ease of use* is diminishing in relevance within advanced digital marketing contexts.

The predictive relevance of the model yielded weak R-square values across all endogenous variables, particularly for the *Entry Decision* (10.6%) and *Marketing Agility* (18.8%). Furthermore, the AVE for *Marketing Agility* (0.445) indicated that the error variance exceeded the explained variance. From a Dynamic Capabilities perspective, while the *Entry Decision* significantly initiates the development of agility, the weak explanatory power explicitly indicates that merely adopting and participating in a platform is insufficient to fully encapsulate marketing agility.

This theoretical deviation highlights that marketing agility in algorithmic ecosystems is an exceptionally complex capability influenced by critical variables absent from the traditional TAM-DCT framework. The low R-square implies that agility is likely dictated by external factors such as trust, social influence, algorithmic literacy, individual creativity, and advanced data analytics skills. Consequently, while the integration of TAM and DCT provides a foundational adoption pathway, this study reveals that their explanatory boundaries are heavily constrained when applied to the hyper-dynamic reality of modern digital content creators.

5.1. Theoretical Contributions

Prior literature on technology adoption, particularly studies grounded in the Technology Acceptance Model (TAM), has traditionally culminated in behavioral intention or actual system use as the ultimate dependent variables. Consequently, existing theoretical frameworks have struggled to adequately explain post-adoption phenomena, specifically regarding how an individual's initial psychological acceptance of a technology translates into strategic, adaptive capabilities within highly volatile environments. This study resolves this theoretical bottleneck by formally integrating TAM with Dynamic Capabilities Theory (DCT), thereby extending the conventional boundaries of technology acceptance literature.

By positioning the Entry Decision (actual use) not as a final outcome, but as an intermediary threshold, this research demonstrates that technology adoption is a vital precursor to building dynamic capabilities, specifically Marketing Agility. Furthermore, the empirical validation of the serial mediation mechanism refines existing frameworks by proving that adaptive capabilities do not emerge spontaneously; rather, they are systematically forged through a sequential continuum encompassing cognitive appraisal, affective disposition, strategic entry, and ultimately, agile execution. Additionally, the findings challenge the traditional cognitive-affective sequence of TAM. The results reveal that in highly commercialized algorithmic ecosystems, the cognitive evaluation of utility and the affective attitude toward a platform are deeply and virtually indistinguishably intertwined, suggesting that traditional sequential separations of these constructs require theoretical recalibration in modern digital contexts.

5.2. Managerial and Policy Implications

The empirical evidence presented in this study translates into concrete, actionable directives for various stakeholders operating within the digital creator economy:

For Digital Content Creators (Practitioners): The findings emphatically indicate that maintaining a positive attitude or passively adopting a platform is fundamentally insufficient for long-term survival in an algorithmic ecosystem. Creators must operationalize their entry decisions through active, continuous experimentation. To cultivate tangible marketing agility, creators are advised to utilize short-video platforms not merely as static broadcasting tools, but as real-time sensory mechanisms. This involves rigorously monitoring granular audience analytics, testing diverse content formats, and adapting instantaneously to unannounced algorithmic shifts to sustain visibility.

For Brand Managers and Digital Marketers: The study necessitates a paradigm shift in influencer selection and affiliate marketing strategies. When forging brand partnerships, marketers must look beyond static vanity metrics, such as total follower counts, and prioritize collaborating with creators who exhibit high marketing agility. Brands should actively identify creators who demonstrate the capacity to pivot their content strategies rapidly in response to trending audio, visual formats, and hashtag challenges, thereby ensuring a more resilient and sustainable return on investment (ROI) in unpredictable environments.

For Platform Developers and Policymakers: Given that perceived usefulness substantially outweighs perceived ease of use in driving positive attitudes and platform adoption, developers must prioritize functional utility over simplified interface aesthetics. It is recommended that platforms equip creators with advanced, transparent, and granular data analytics dashboards (e.g., real-time retention graphs and algorithmic performance indicators). By democratizing access to backend data, platforms empower creators' market-sensing capabilities, thereby fostering a more equitable digital economy and ultimately driving long-term user retention.

6. Conclusion

This study successfully conceptualizes and empirically validates an integrated framework combining the Technology Acceptance Model (TAM) and Dynamic Capabilities Theory (DCT) within the context of the digital creator economy. The findings confirm that technological perceptions specifically Perceived Usefulness and Perceived Ease of Use are critical antecedents that shape a positive Attitude Toward Using short-video platforms. This affective disposition significantly drives the strategic Entry Decision, which subsequently acts as the primary catalyst for developing Marketing Agility. Crucially, the study proves that the formation of adaptive marketing capabilities is not instantaneous; rather, it is the result of a complex serial mediation process where cognitive acceptance translates into a strategic commitment to participate, ultimately cultivating the agility required to navigate algorithmic volatility. By demonstrating that technology adoption is a precursor to strategic capability building, this research extends the boundaries of digital marketing

literature and confirms that active platform immersion is essential for sustaining competitive advantage in dynamic ecosystems.

6.1. Limitations and Future Research

While this study provides robust empirical insights, several limitations must be acknowledged, presenting avenues for future research. First, the explanatory power (R^2) of the endogenous variables particularly Entry Decision (10.6%) and Marketing Agility (18.8%)—remains weak. This indicates that agility in algorithmic platforms is a highly complex phenomenon influenced by external variables absent from the current model. Future research should incorporate additional constructs such as algorithmic literacy, data analytics proficiency, user satisfaction, system quality, and social influence to construct a more comprehensive predictive model.

Second, the measurement model exhibited statistical constraints, notably with the Average Variance Extracted (AVE) for Perceived Ease of Use and Marketing Agility falling marginally below the ideal 0.50 threshold, alongside suboptimal Cronbach's Alpha scores due to indicator elimination. Subsequent studies must refine and re-validate these measurement scales to enhance construct reliability. Third, the cross-sectional survey design restricts the ability to infer long-term causal dynamics. Future studies are strongly encouraged to adopt a longitudinal approach to capture how a creator's marketing agility evolves over time in response to specific, documented algorithmic updates. Finally, replicating this integrated model across different digital platforms (e.g., e-commerce marketplaces vs. purely social platforms) would significantly enhance the generalizability of the findings.

Declarations

Declaration	Required statement
Author contributions	Use the CRediT roles: Conceptualization, Methodology, Data Curation, Formal Analysis, Investigation, Writing, Supervision, Funding Acquisition, and others as applicable.
Funding	State funder and grant number, or "This research received no external funding."
Conflict of interest	State conflicts or "The authors declare no conflict of interest."
Data availability	Provide repository/link, justified restriction, or statement that data are available on reasonable request.
Ethics approval	State committee, reference number, and consent process where applicable.
AI use disclosure	Disclose generative AI use for language support or other permitted tasks. Authors remain accountable for all content.
Acknowledgments	Recognize non-author contributions only.

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