LEADERSHIP COMMUNICATION AND IMPLICATIONS FOR ACCEPTANCE OF THE GO-BIZ APPLICATION BY MSMEs EMPLOYEES (CASE STUDY: BOGOR DISTRICT)

Nadia Nur Soraya*)1, Sarwititi Sarwoprasodjo*), Irman Hermadi**)

*) Departement of Communication and Community Development, Faculty of Human Ecology, IPB University
Jl. Kamper, IPB Darmaga Campus, Bogor 16680, Indonesia
**) Departement Computer Science, Faculty of Mathematics and Natural Sciences, IPB University
Jl. Meranti, IPB Darmaga Campus, Bogor 16680, Indonesia

Abstract:

Background: Leaders of micro, small, and medium enterprises (MSMEs) have a role in the continuity of a business.

Purpose: This research aims to examine the influence of leadership communication on the acceptance of the Go-Biz application by MSME employees in Bogor Regency.

Design/methodology/approach: Research on acceptance of the Go-Biz application by MSME employees in Bogor Regency uses the Technology Acceptance Model theory modified by the Motivating Language Theory. This type of research is quantitative, using primary data. Research data was collected through structured interviews using questionnaires and direct field observations. The sampling technique is accidental sampling. The research population is 100 MSME employees who use the GoBiz application and are located in the Bogor Regency area. Inferential data analysis used PLS SEM 3 analysis.

Findings/Result: The research results showed that the influence of leadership communication on the acceptance of Bogor Regency MSME employees in the Go-Biz application consisted of language giving direction, language making meaning, perception of usefulness, perception of ease, attitude of use, and actual use. Direction-giving language, namely explaining the benefits of the application, application instructions, and information on the achievements obtained, and meaning-making language consisting of telling the importance of the application and suggestions for use, are factors that influence the acceptance of the Go -Biz application by Bogor district MSME employees.

Conclusion: Effective leadership in communication will help articulate the MSME vision and strategy regarding the development and implementation of application technology. This helps the entire team understand the direction the MSME is taking in terms of technology. Additionally, strong leadership through communication can motivate teams to accept new technologies and actively contribute to their development or use.

Originality/value (State of the art): There has been no research that examines the influence of the three motivational languages (motivating language theory) that leaders can use to communicate more effectively in the workplace regrading employee acceptance of an application using the Technology Acceptance Model (TAM) theory.

Keywords: leadership communication, motivational language theory, technology acceptance model, MSMEs (Micro, Small, and Medium Enterprises)

1 Alamat Korespondensi:
 Email: nadiasoraya@apps.ipb.ac.id; nadianursoraya@gmail.com

INTRODUCTION

Micro, small and medium enterprises (MSMEs) are engines of economic development. Muriithi (2017) stated that this business sector accounts for almost 90 percent of businesses in developed and developing countries through job creation, employment opportunities, tax provisions, and contribution to gross domestic product (GDP). According to a study conducted by Tambunan (2019), MSMEs in Indonesia contribute between 58 and 61 percent of gross domestic product.

However, in practice, MSMEs still face many obstacles. According to Bappenas (2014), MSMEs have great development potential, but there are still obstacles that they often face. These obstacles include low capacity and quality of available resources, limited access to capital, raw materials, knowledge and technology, as well as high production costs. A study conducted by Gbandi (2014), the very low contribution of MSMEs to Nigeria's GDP is partly due to an unfriendly business environment, poor funding, low management skills, and a lack of appreciation of modern technology.

Information and Communication Technology (ICT) has an influence on business development, especially for MSMEs. In the modern digital era, technology has become the most important pillar in providing data and knowledge for the growth, development, sustainability, productivity and competitiveness of MSMEs. According to Febriany et al. (2023), MSME owners take advantage of technological developments to increase their competitiveness with various strategies. The research study of Benard et al. (2021) explains that small and medium enterprises have an impact on the economy in Kenya. Companies in Kenya, especially SMEs, are already enjoying the benefits and potential of adopting and utilizing ICT in their operations. ICT has the potential to improve business.

MSME leaders have a role in business continuity. Leaders are expected to be able to provide direction to their employees so that business goals can be carried out well. Mayfield and Mayfield (2018) explain that there are three motivational languages (motivating language theory) that leaders can use to communicate more effectively in the workplace. First, leaders use directive language to clarify steps to achieve the organization's vision, goals, employee job duties, and reward expectations. Second, leaders use empathetic language to provide emotional support and guidance to employees. Lastly, leaders use meaningful language to convey cultural knowledge, values, and vision and connect employees to the organization's goals.

Leadership develops over time. Changes in people and organizations change the concept of leadership (Hendrasto et al. 2019). There has been a change in the concept of leadership in the current digital era. Digital technology is the main driver of fundamental change in various areas of life, including business management and leadership (Saputra et al. 2021). Over the last five years, in a joint research project with MIT Sloan Management Review and Deloitte, business and leadership have changed as a result of the digitalization process (Kane et al. 2019), so that digitally literate leaders are now needed. Avolio et al. (2014) argue that digital leadership (e-leadership) is a process of social influence mediated by digital technology that encourages changes in attitudes, feelings, ways of thinking, behavior and performance at the individual, team and organizational levels. MSME leaders who are digitally literate can direct their employees to carry out digital transformation in the businesses they run. Apart from that, one of the main strategies faced by MSME leaders today is how to optimally integrate business systems and information technology within their organizations in order to utilize maximum potential. digital technology (Ferneley and Bell, 2006).

Various studies have been conducted regarding the use of technology in MSMEs in various countries, such as research on the Technology Acceptance Model for the Adoption of Open Source-Based E-Accounting Information Systems for SMEs (Inayatulloh et al. 2021), Success of Small and Medium Enterprises (SMEs): Use of Technology Actual in e-Marketplace Based on Technology Acceptance Model Analysis (Andarwati et al. 2020), Model of e-Literacy Adoption and Performance of Women-Owned SMEs in Southwest Nigeria (Omiunu, 2019), and Adoption and Use of e-Business Among SME Owners African Women: An Analytical Study in Nigeria (Erumi-Esin & Heeks, 2015), Adoption of Social Commerce to Improve SME Performance: Technological, Organizational and Environmental Perspectives (Lina & Suwarni, 2022) .

In addition, studies on three motivational languages (Motivating Language Theory) that leaders can use to communicate more effectively in the workplace have been carried out in several countries, namely

the Application of Motivational Language Theory in Mexican Organizations (Madlock & Sexton, 2015), How Leaders Motivate by Language in Influence of Employees' Corporate Social Responsibility (CSR) Engagement and Employee-Organization Relations in the United States (Zhang et al. 2021), Language Motivation and Outcomes for Employees: A Multinational Investigation in India, the United States, and Vietnam (Nguyen et al. 2021), Motivation Theory with Language: A Critique of Leaders and Organizations in the United States (Holmes, 2016).

However, there has been no research that examines the influence of the three motivational languages (motivating language theory) that leaders can use to communicate more effectively in the workplace regarding employee acceptance of an application using the Technology Acceptance Model (TAM) theory. So this research aims to examine the influence of MSME leadership communication using Motivating Language Theory on the acceptance of the Go Biz application by MSME employees in Bogor Regency. Research on acceptance of the Go Biz application by MSME employees in Bogor Regency uses the Technology Acceptance Model theory modified by the Motivating Language Theory.

That the results of this research for MSMEs can provide information regarding the importance of using technology in the business sphere in the current era of digitalization. Apart from that, for policy makers, this research can be used as a policy formulation and development communication strategy, especially in the field of economic empowerment based on the Sustainable Development Goals (SDGs).

METHODS

This research was conducted using a survey method. The research population was MSME employees in the Bogor Regency area with a sample size of 100 people. The research was conducted from January to March 2023. This type of research is quantitative research using primary data. Research data was collected through structured interviews using questionnaires and direct observation in the field. The sampling technique used was Accidental Sampling. The characteristics of the population selected in the study are: MSME employees who work in food and beverage products; MSMEs use the GoBiz application; and the number of employees in each MSME is between 1 and 19 people.

Research data was collected through a questionnaire based on a questionnaire adapted from the Motivational Language Scale and Technology Acceptance Model. Inferential data analysis to test the direct influence of leadership communication on employee acceptance of the Go-Biz application using PLS SEM version 3 analysis. Operational Definition in Table 1.

Table 1. Operational definition

Sub Variable	Operational definition	Measurement Category
Directional Language	Directional language is measured by the actions required to achieve the organization's vision and goals, in this case especially when using the application.	Measured with six statement items using a Likert scale , based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).
Language Creates Empathy	Empathic language is measured by providing emotional support and guidance to employees when using the application.	Measured with six items statement using a Likert scale, based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).
Meaning-Creating Language	Meaningful language is measured by conveying cultural knowledge, values and vision, as well as connecting employees and organizational goals.	Measured with three items statement using a Likert scale, based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).
Perceived Benefits (Perceived Usefulness)	The degree to which a person believes that using a particular technological system can improve job performance.	Measured with six statement items using a Likert scale, based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).
Perceived Ease of Use (Perceived Ease of Use)	The degree to which a person can believe that using a technological system will make things easier.	Measured with 4 statement items using a Likert scale, based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).

Table 1. Operational definition

Sub Variable	Operational definition	Measurement Category
Attitude towards Using (Attitude toward Using)	The positive or negative attitude of a user comes from the perceived benefits and perceived ease of technology.	Measured with 4 statement items using a Likert scale, based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).
Actual Usage (Actual System Use)	A real situation in the application of a system.	Measured with 5 statement items using a Likert scale, based on five answer choices, namely: strongly agree (score 5), agree (score 4), neutral (score 3), disagree (score 2), strongly disagree (score 1).

A hypothesis is a temporary answer to the formulation of a research problem (Sugiyono, 2012). In addition, Kerlinger (2003) explains that a hypothesis is a statement written in a sentence about the alleged relationship between two or more variables. The following are presented the hypotheses tested in this research (Figure 1):

H1: Direction Giver (X1) Influences Perception of Usefulness

H2: Making Empathy (X2) Influence Perception of Usefulness

H3: Making Meaning (X3) Influences Perception of Usefulness

H4: Direction Giver (X1) Influences Perception of Ease of Use

H5: Making Empathy (X2) Influence Perception of Ease of Use

H6: Makes Meaning (X3) Influences Perceived Ease of Use

H7: Ease of Use Influences Perceived Usefulness

H8: Perceived Usefulness Influences Attitudes Toward Use

H9: Ease of Use Influences Attitudes Toward Use

H10: Attitude Toward Use Affects Actual System Use

RESULTS

Leadership Communication

Leadership communication is the controlled and deliberate conveying of meaning in which individuals influence a person, group, organization, or community by using a variety of their communication skills and resources. to connect well with their audiences, overcome distractions, and deliver messages that guide, direct, motivate, or inspire others to action (Barret, 2014).

Mayfield and Mayfield (2018) suggest that there are three roles of language in motivation theory that leaders can use to communicate more effectively in the workplace, namely: language is used as a meaning maker, as a provider of empathy, and as a provider of direction. Leaders use meaningful language to convey cultural knowledge, values, and vision and connect employees to organizational goals. Leaders use empathetic language to provide emotional support and guidance to employees. The leader then uses directive language to clarify the steps to achieve the organization's vision, goals, employee job duties, and reward expectations.

Researchers in Mayfield and Mayfield (2018) have experienced much progress since the introduction of the initial model of motivational language by using a research scale called the motivational language scale, referring to the perceptions of the leader's followers. In this research, the followers in question are MSME employees. Previous studies that used the motivational language scale but used qualitative methods showed that motivational language has a significant and positive relationship with many workplace outcomes as well as employee engagement, job satisfaction, performance, creativity, innovation, perceived leader competence, and absenteeism lower levels, and effective decision making.

The results of this research show that MSME leaders use meaningful language to convey cultural knowledge, values and vision, as well as connecting followers and organizational goals by 43 percent in the very high category. In contrast to MSME leaders who use language to provide direction and create empathy which is in the high category (Table 2). Business leaders have proven successful in providing advice to MSME employees about using the GoBiz application.
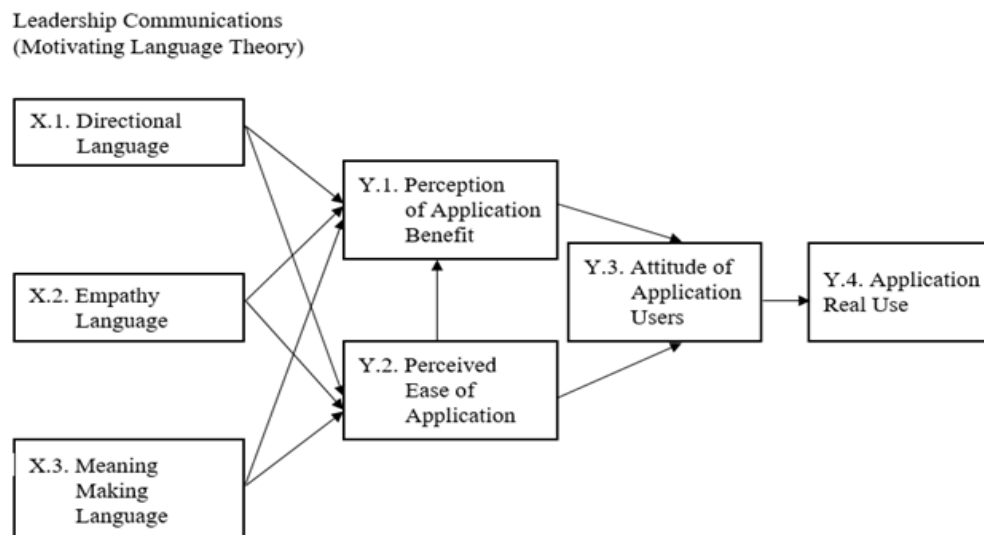
Figure 1. Research framework

Table 2. Distribution of leadership communication categories for msme entrepreneurs

Assessment Category	Leadership Communication		
	Direction Giver	Creating Empathy	Giving Meaning
	% (n=100)	% (n=100)	% (n=100)
Very High (27-30)	17	16	43
Height (22-26)	46	44	36
Medium (17-21)	31	36	17
Low (12-16)	6	4	4
Very Low (6-11)	0	0	0
Total	100	100	100

Employees assess that leaders use language to provide direction, the majority rate them in the high category, namely 46 percent (Table 2). These results show that MSME employees provide an assessment that the business owner gave me a useful explanation about the benefits of the GoBiz application. Business owners have also succeeded in providing instructions or instructions that are easy to understand about the GoBiz application.

Leaders who use language to create empathy and the majority rate it in the high category at 44 percent (Table 2). MSME employees assess that business owners have succeeded in giving praise to employees for using the GoBiz application. Apart from that, business owners are proven to show encouragement to employees to use the GoBiz application.

The results of the research are different from the results of research regarding the application of Motivational Language Theory in Mexican Organizations (Madlock

& Sexton, 2015). The findings indicate that supervisors in organizations located in Mexico, tend to use directive language most often, followed by meaning-making language and empathetic language. Directional language was also indicated as the largest variable of communication and organizational outcomes in the study.

GoBiz Application Technology Acceptance Model (TAM).

Acceptance of the Go Biz application by MSME employees uses the Technology Acceptance Model Theory. This theory is used to explain individual acceptance of information systems or applications. The purpose of TAM theory is to show attitudes towards the use of technology. This theory according to Davis (1989) consists of: (1) perceived benefits; (2) perceived ease of use; (3) attitudes toward use; and (4) actual use of the application

Perceived usefulness is the level to which a person believes that using a particular technology system can improve job performance. The results of research on MSME employee acceptance of the GoBiz application regarding the perception of the application's usefulness showed a high category of 41 percent (Table 3). This shows that one of the benefits of the GoBiz application is that it can speed up food or drink orders chosen by buyers.

Then the perception of ease of use is the level to which someone can believe that using a technological system will make it easier . MSME employees' perception of the ease of use of the GoBiz application is in the very high category at 47 percent, so the GoBiz application is proven to be easy to learn and understand (Table 3).

Attitude towards use , namely the positive or negative attitude of a user which comes from the perceived benefits and perceived ease of technology. Attitudes towards the use of application technology by MSME employees are in the very high category at 40 percent (Table 3). MSME employees feel happy using the GoBiz application.

Finally, actual use or real use of an application is a real situation in the application of a system. Tangke (2008) explains that someone will be satisfied using a system if they believe that the system is easy to use and increases their productivity, this is reflected in the real conditions of use. As many as 40 percent of the research results showed that MSME employees developed businesses using the GoBiz application as evidence of real use (Table 3).

The Influence of Leadership Communication on Acceptance of MSME Employees in the GoBiz Application

Inferential statistical analysis was obtained from primary data by distributing questionnaires to 100 MSME employees who use the GoBiz application. This research was carried out through inferential statistical tests using SmartPLS 3 software with Partial Least Square (PLS) analysis. The stages of inferential statistical testing in this research include: instrument testing (validity and reliability) and hypothesis testing.

The results of the reliability test were carried out to prove the accuracy and consistency of the instrument in measuring the latent variables of this research. It can be obtained from the Composite Reliability and Cronbach's Alpha values which have exceeded the required standard values, namely greater than 0.7 (Table 4). Then on the Average Variance Extracted (AVE) value used to test the validity of each variable in order to strengthen the factor loading value. Each AVE value of this research variable meets the requirements of being greater than 0.5 (Table 4). So it can be concluded that the instruments used in this research accurately and consistently measure variables. So that testing can be carried out to the hypothesis testing stage.

Table 3. Distribution of employee acceptance categories in the GoBiz Application

Assessment Category	Leadership Communication			
	Perceived Usefulness	Perceived Ease of Use	Attitude Towards Use	Actual System Usage
	% (n=100)	% (n=100)	% (n=100)	% (n=100)
Very High (27-30)	17	16	43	31
Height (22-26)	46	44	36	40
Medium (17-21)	31	36	17	28
Low (12-16)	6	4	4	1
Very Low (6-11)	0	0	0	0
Total	100	100	100	100

Table 4. Reliability and validity test results for latent variable indicators

Variable	Cronbach's Alpha	Rho_A	Composite Reliability	Average Variance Extracted
Direction Giver (X1)	0.726	0.815	0.836	0.631
Giving Empathy (X2)	0.798	0.912	0.877	0.706
Giving Meaning (X3)	0.685	1.04	0.846	0.736
Perceived Usefulness	0.842	0.847	0.889	0.617
Perceived Ease of Use	0.879	0.922	0.914	0.728
Attitude Towards Use	0.858	0.863	0.904	0.704
Actual System Usage	0.832	0.834	0.899	0.748

Abdullah et al. (2015) explained that the higher the factor loading value , the stronger the role of indicators in interpreting the variables. This research discusses 7 latent variables, namely language that provides direction (X1), language that creates empathy (X2), language that creates meaning (X3), perceived benefits, perceived convenience, user attitudes, and actual use. The factor loading indicator with the highest contribution to explaining the language of giving directions (X1) is A3 (business owners give employees instructions or instructions that are easy to understand about the GoBiz application) of 0.872 (Figure 2). This shows that instructions from the leader have an influence when the leader uses language to give direction. Meanwhile, the highest contributing factor loading to explain language creates empathy (X2) is B3 (business owners show concern for the satisfaction that employees get from using the GoBiz application) of 0.920 (Figure 2). Caring is influential when leaders use language to create empathy. Then the highest contributing factor loading indicator for explaining meaning-making language (X3) is C1 (business owner tells about the importance of the GoBiz application for business) of 0.958, this means that the leader has succeeded in using meaningful language to convey knowledge of the value of the application in the form of the importance of the GoBiz application.

Factor loading indicator with the highest contribution to explaining perceived benefits is D4 (the GoBiz application makes it easier to introduce businesses to buyers) of 0.879 (Figure 2). This explains that employees feel the benefits of the application because they can easily introduce the business to buyers. Furthermore, the factor loading indicator with the highest contribution to explaining the perception of ease is E3 (the GoBiz application is easy to access) of 0.917 (Figure 2), so that employees feel the influence of ease when interacting with the application. Then the

factor loading indicator with the highest contribution to explaining user attitudes is F2 (employees feel comfortable making transactions using the GoBiz application) of 0.913 (Figure 2). This shows that employees do not need to worry when carrying out transaction activities with buyers. Finally, the factor loading indicator with the highest contribution to explaining actual use is G1 (employees use the GoBiz application to develop business) of 0.869 (Figure 2), application use has an effect on business development by increasing the goals of the business.

The test results obtained an R-Square of 0.468 (Figure 2). This shows that the influence of leadership communication on the acceptance of the Go Biz application by MSME employees is explained as 0.468 in this research, and the remaining 0.532 is influenced by other variables outside this research.

Next, hypothesis testing was carried out to test the influence of leadership communication (Motivating Language Theory) on MSME employee acceptance of the GoBiz application. If the P value is less than 0.05 then the hypothesis is accepted and there is a significant effect. The results of hypothesis testing (see Table 5) show that there is a significant influence when leaders use language to provide direction on the perceived benefits of using the application **(Hypothesis 1)** of 0.009, meaning that MSME leaders have succeeded in using language to provide direction by first explaining the benefits of the application. Apart from that, there is a significant influence when leaders use language to make meaning on the perceived benefits of using the application **(Hypothesis 3)** of 0.009. This means that MSME leaders use meaningful language to convey knowledge about the benefits of the application. Then, there is a significant influence when leaders use language to make meaning on the perception of ease in using the application **(Hypothesis 6)** of 0.034, so that

MSME leaders have succeeded in using meaningful language to convey knowledge about the ease of application.

Communication through the Motivating Language Theory has been proven to play a role in employee acceptance of using the GoBiz application. This is supported by research (Scheel et al. 2022) that students' digital competencies, namely communication and collaboration, have a positive effect on the perceived ease of using digital technology for learning.

Furthermore, employee acceptance of the GoBiz application shows that all variables have a positive and significant influence on the benefits of the application, the application is easy to use, the attitude of application users is positive, and real users towards the application so that users have the intention to recommend the application to others. This is in line with the results of research on acceptance of e-commerce information systems using acceptance model approach technology

(Julianto & Daniawan, 2022). The result is that each variable has a positive and significant effect on the information system in terms of benefits, then the information system is easy to use, provides satisfaction to users and real use occurs in the information system. E-commerce websites have become one of the most accessed in Indonesia during the COVID-19 pandemic. Then the findings of Irawan & Widjaja (2021) using the modified TAM model also support the results of research on the acceptance of the Go Biz application by employees showing that all variables have a positive and significant effect on the benefits of the application. The findings of Irawan & Widjaja (2021) show that each variable has a positive and significant effect on the Go Untar application. The model developed in the Go UnTar application research, namely the TAM API 2021 model, which is a combined model of TAM and UTAUT (related to the registration system), has been validated and can be used to analyze the effectiveness and ease of the Go Untar application in the new student selection process.
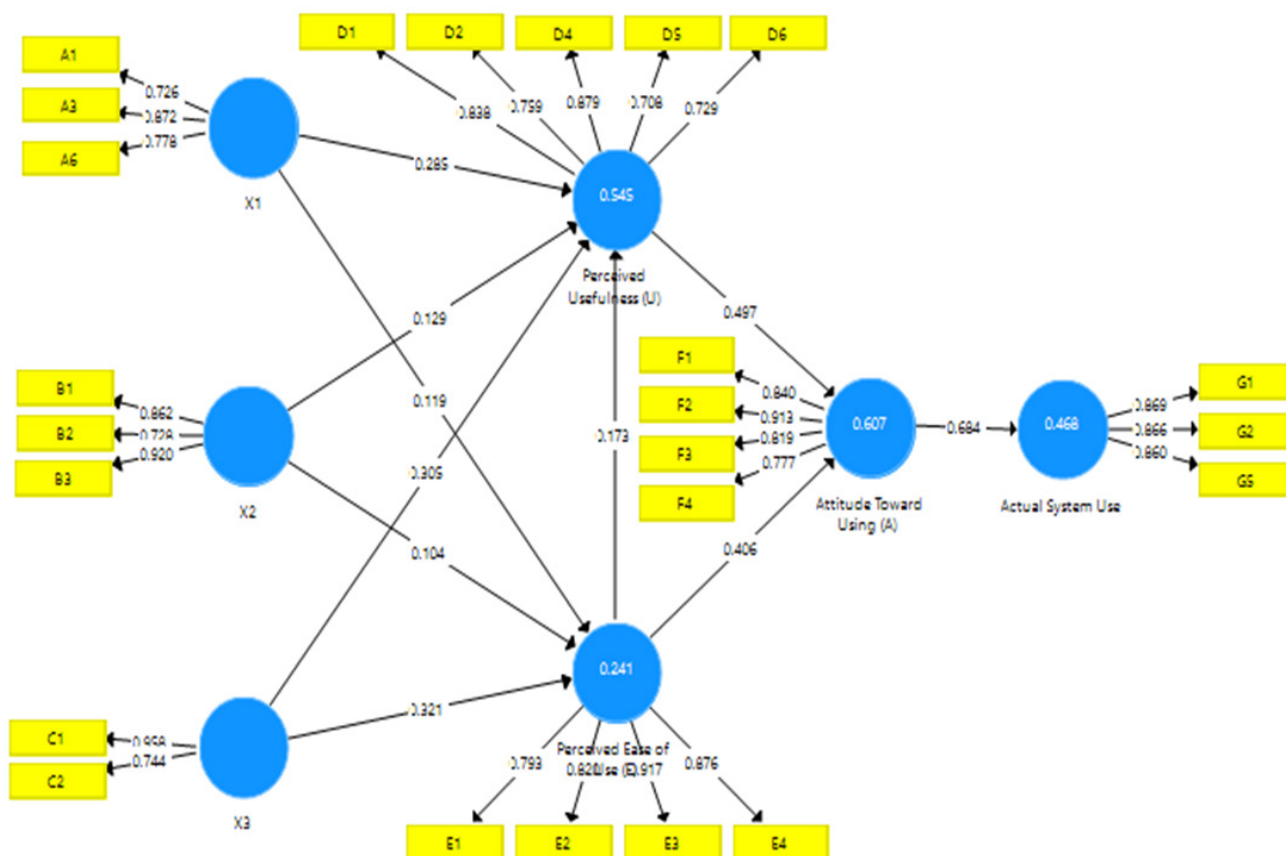

Figure 2. Results of leadership communication influence test regarding acceptance of MSME Employees in the GoBiz

If the P value is less than 0.05 then the hypothesis is accepted and there is a significant effect. This also applies to test results have a significant effect on the perceived ease of use by MSME employees using the GoBiz application with the perceived benefits of the GoBiz application **(Hypothesis 7)** of 0.038 in Table 5 . This is in line with research conducted by Cheung & Vogel (2013) regarding the perceived ease of use of Google applications for collaborative learning. has a positive effect on perceived usefulness.

Then, based on Table 5, there is a significant influence of the perceived usefulness of MSME employees from the GoBiz application on the attitude of application users (Hypothesis 8) of 0.000 in Table 5. Research by Cheung & Vogel (2013) also has the same influence. Results: perceived usefulness of the Google application for collaborative learning has a positive effect on attitudes towards the Google Application platform.

There is a significant influence of the convenience felt by MSME employees from the GoBiz application on the attitudes of application users **(Hypothesis 9)** of 0.000 which can be seen in Table 5. Cheung & Vogel's (2013) research also produced similar results, namely the perceived ease of use of Google applications for collaborative learning. will positively influence attitudes towards the Google Apps platform.

Table 5 shows that there is also a significant influence between the attitudes of GoBiz application users of MSME employees on the actual use of the application **(Hypothesis 10)** of 0.000. These results are the same as Cheung & Vogel's (2013) research, where attitudes towards the Google Application platform will positively influence the actual use of the application.

Managerial Implications

Effective leadership in communication will help articulate the MSME vision and strategy regarding the development and implementation of application technology. This helps the entire team understand the direction the MSME is taking in terms of technology. Additionally, strong leadership through communication can motivate teams to accept new technologies and actively contribute to their development or use. The application of technology can create communication barriers if it is not developed properly. Leadership communications should help identify and overcome communication barriers that may arise. Leadership communications can also help guide the development of the technical and managerial skills necessary to manage application technology. This can be done with training to improve technical understanding and ability to adapt to new technology.

Good leadership communication encourages collaboration between different teams in the development, implementation, and troubleshooting of application technology. This helps optimize the use of technology and overcome challenges that may arise. In addition, it can help each team member understand how his role contributes to achieving business goals. Effective leadership in communications will help create an environment where technology can be adopted successfully and have a positive impact on MSMEs.

Table 5. Structural Equation Modeling (SEM) Hypothesis Test Results

Hypothesis	Track	Original Sample	T statistics	P value
H1	Direction Giver (X1) Influences Perception of Usefulness	0.285	2,614	0.009*
H2	Making Empathy (X2) Influence Perception of Usefulness	0.129	1,191	0.234
H3	Making Meaning (X3) Influences Perception of Usefulness	0.305	2,629	0.009*
H4	Direction Giver (X1) Influences Perception of Ease of Use	0.119	0.860	0.390
H5	Making Empathy (X2) Influence Perception of Ease of Use	0.104	0.658	0.511
H6	Makes Meaning (X3) Influences Perceived Ease of Use	0.321	2,129	0.034*
H7	Ease of Use Influences Perceived Usefulness	0.173	2,078	0.038*
H8	Perceived Usefulness Influences Attitudes Toward Use	0.497	6,770	0,000*
H9	Ease of Use Influences Attitudes Toward Use	0.406	4,349	0,000*
H10	Attitude Toward Use Affects Actual System Use	0.684	12,974	0,000*

Note: (*) There is an influence, the P value is 0.05, the hypothesis is accepted

CONCLUSIONS AND RECOMMENDATION

Conclusions

The results of the model influence test show that the influence of leadership communication on acceptance of the GoBiz application by MSME employees is explained as 0.468, and the remaining 0.532 is influenced by other variables outside this research. The research results show that leadership communication using Motivational Language Theory has proven to play a role in the acceptance of the GoBiz application by MSME employees.

Acceptance of the GoBiz application by MSME employees shows that all variables have a positive and significant effect on the benefits of the application, ease of application, attitude of application users, and users have the intention to recommend this system to others. Effective leadership in communication will help articulate the MSME vision and strategy regarding the development and implementation of application technology. This helps the entire team understand the direction the MSME is taking in terms of technology. Additionally, strong leadership through communication can motivate teams to accept new technologies and actively contribute to their development or use.

Recommendation

The research results show that there are still several hypotheses that are not significant, namely: there is no influence between leaders in using empathetic language and the perception of the benefits of the GoBiz application; there is no influence between leaders in using directive language on the perception of ease of application; and there is no influence between leaders using empathetic language and the perception of ease of application. Therefore, the skills of MSME leaders in communicating using language motivation theory using the language of empathy and direction need to be improved. In addition, it is necessary to develop modifications to the theory of technology acceptance models for other applications.

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