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The Impact of E-marketing on Marketing Performance as Perceived by Customers in Jordan

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Abstract: The study's goal is to see how e-marketing affects marketing performance in Jordan, as assessed by consumer satisfaction and loyalty. The basic data for this study was gathered using a convenient sampling method. The research was conducted using a self-report questionnaire as the primary tool. The data was acquired from a sample of 217 e-marketing users using a questionnaire. The study hypotheses were tested using SPSS 24.0, AMOS 23.0, and Smart PLS 3.0. The results showed that e-marketing had significant positive effects on both customer satisfaction and customer loyalty. The contribution made by the study is that measuring marketing performance is not done by evaluating the e-marketing process itself or the tools used in it, such as search engines, but through the results of this process, like customer satisfaction and customer loyalty.

Keywords: E-marketing, marketing performance, customer satisfaction, customer loyalty

1 Introduction

It is clear from the theoretical literature that e-marketing helps to improve the performance of marketing [1], which means the organization's efficiency and effectiveness in achieving the objectives of the marketing process [2]. Marketing plays an important role for the organization and customers at the same time, and according to the technological developments, marketing activities are carried out electronically using the Internet and other technological applications such as e-mail [3]. The use of interconnected programs and technology to fulfill customer demand is referred to as e-marketing [4]. For the development of an effective marketing plan, e-marketing methods rely mostly on information technology [5]. Marketing is among the most significant aspects of a company's total profitability and return on investment. Email marketing, web marketing, and online marketing are all examples of integrated marketing tactics [6]. One of the most important positive results of e-marketing is that it helps to reach customers faster,

communicate remotely, build relationships, and follow up remotely, which saves time and effort [7]. For organizations, e-marketing leads to improving performance [8], whether financial or operational, as it leads to improving market share, sales, and thus organization profitability. It also leads to other positive results such as improving customer satisfaction and loyalty [9,10,11]. This does not mean that traditional marketing did not have positive effects, but the idea is that marketing tools have changed; buying and shopping patterns have also changed with the spread of technology. Thus, it becomes clear that today's digital age needs electronic tools. E-marketing (EM) has emerged as one of the key drivers in sustaining an organization's competitive advantage [12].

Despite the importance of e-marketing, studies that examined its relationship with other variables such as marketing performance are few. Hence, the current study came to identify the impact of e-marketing in marketing performance. Since marketing performance can be measured using several indicators, whether financial or

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non-financial, the current study has chosen two dimensions of marketing performance: customer satisfaction and customer loyalty based on previous studies [13, 14, 15, 16, 17, 18].

In the past decade, among the most important and impactful movements in the disciplines of commerce, marketing, and computer technology has been the growth of e-marketing [19]. It has altered the way certain firms sell their goods, and the introduction of social media has the potential to transform the way companies and consumers engage in the future [20]. It is worth noting here that achieving the objectives of the study helps to identify some positive results of e-marketing or negative if the results are otherwise. It also helps to understand the determinants of marketing performance. On the other hand, the study provides a theoretical basis for researchers to study other variables affected by e-marketing, such as competitive advantage. The rest of the study was divided as follows. The next section includes the theoretical background of e-marketing and marketing performance, followed by the third section about hypotheses development, and the fourth section explaining the methodology of the study, which included its sample, model, instrument, validity and reliability, the correlation matrix as well as model fit, and hypotheses testing. Finally, the fifth section is devoted to discussing the results and stating the conclusion.

2 Theoretical background

2.1 E-marketing

Electronic marketing enables organizations to communicate with their consumers in a variety of ways [21]. The Internet allows businesses to reach out to their customers in a variety of ways, one of the most essential of which being the worldwide reaching of the customer base that the Internet can provide [22]. Reviewing the definitions of e-marketing in the literature revealed that this concept consists of a common feature, which is using the internet and other information technology means to carry out marketing activities [23]. Therefore, it includes email marketing telemarketing, customer relationship management, internet marketing, intranet marketing, extra-net marketing, mobile marketing, and electronic data interchange [24]. E-marketing is not limited to Internet marketing, but it also includes other applications such as e-mail [11]. Following of [24], this study defines e-marketing as using electronic formats such as e-mail marketing telemarketing, customer relationship management, internet marketing, intranet marketing, extra-net marketing, mobile marketing, and electronic data interchange to perform marketing activities and add value to customers. As a consequence, the term "e-marketing" is most clearly defined when it refers to the production, delivery, promoting, pricing, and

communications of items over the entire Internet and the large variety of channels that make up the Internet in today's environment. In terms of e-marketing measurement, Eid and El-Gohary used two measures, which are e-marketing budget and e-marketing tools (e-mail marketing, mobile marketing, internet marketing, extranet marketing, intranet marketing) [25]. Tsitsou and Vlachopoulou used three factors to measure e-marketing, which are transaction activities, promotional activity, and database activity [26].

2.2 Marketing performance

Marketing performance is one indicator of the overall business performance scale. Operationally, the aim of marketing performance is to evaluate the relationship between marketing activities and business performance [27]. This means that the metrics used to measure overall performance can be used to measure marketing performance. Therefore, marketing performance was measured using numerous measures such financial measures like net profit, return on sales, return on investment, and non-financial measures such as customer satisfaction, customer loyalty [23]. Zerihun and Shekhar used six measures to evaluate marketing performance, which are competitive market measures, consumer behavior measures, innovativeness measures, customer intermediate measure, direct customer measures, and financial measures [28]. It is affected by many factors such as firm's promotional strategy [29], and organizational innovation [30]. Marketing performance is measured by financial measures such as market share, customer satisfaction, customer loyalty, brand equity, marketing efficiency and marketing effectiveness, shareholder value, and innovation [13].

3 Research hypotheses and model

E-Marketing literature, for the purpose of this study, was divided into three veins. The first one contains studies that found significant and positive effects of e-marketing on marketing performance. The second one includes studies that found significant and negative effects of e-marketing on marketing performance. The third one comprises studies that have mixed effects of e-marketing on marketing performance, i.e., some aspects of e-marketing significant and negative effects on marketing performance.

In the first vein, Njau and Karugu studied the relationships between e-marketing (search engine marketing, blog marketing, email marketing, and online advertising) and the performance of small and medium-sized enterprises (SMEs) in the manufacturing industry and found that these four categories of e-marketing is positively related to marketing

performance [31]. For Sheikh, e-marketing is a significant predictor of business performance [8]. Zerihun and Shekhar's results e-marketing showed significant effects on marketing performance (financial measures, competitive market measures, customer behavior measures, customer intermediate measures, direct customer measures, innovativeness measures) [28]. Tsotsou and Vlachopoulou explored the effects of e-marketing and market orientation on tourism performance as measured by financial and marketing performance in tourism industry and showed a positive impact of e-marketing on tourism services performance [26]. Some research investigated the factors that affect e-marketing adoption [32]. Their results identified three categories of these factors, which are SME specific factors (SME size, SME resources, government influence, and manager skills), innovation diffusion factors (compatibility, relative advantage, and complexity), and technology acceptance factors (perceived simplicity and perceived utility). They found that e-marketing had a significant impact on marketing performance. In a study conducted on the banking industry [11], it indicated that e-marketing practices (customer relationship management, ATM service, online bill payment, Internet and mobile banking) had significant effects on customer satisfaction.

In the second vein [23], the effect of e-marketing as measured by adoption-related factors (perceived ease of use, perceived usefulness, strategic intent, and external pressure) on marketing performance was investigated, where it pointed out insignificant effect of e-marketing on marketing performance. Similarly, Nirawati and Prayogo found that having an e-marketing capability had no bearing on marketing performance [33]. In a third vein, Eid and El-Gohary conducted a study on small businesses to examine the impact of e-marketing as assessed by e-marketing budget (e-marketing budget) and e-marketing instruments (e-mail marketing, mobile marketing, Internet marketing, extranet marketing, intranet marketing) [25]. Their findings show that e-marketing spending has a considerable impact on marketing performance, however e-marketing tools have no meaningful impact. Previous research has found that e-marketing has a considerable impact on consumer satisfaction [9,10]. Similarly, e-marketing showed a significant and positive influence on customer loyalty [34]. Based on the above-mentioned literature, it was expected that e-marketing be a significant effect on marketing performance (customer satisfaction and customer loyalty); therefore, the following hypotheses were suggested:

H1: E-Marketing is significantly and positively related to customer satisfaction.

H2: E-Marketing is significantly and positively related to customer loyalty.

Based on these hypotheses, the conceptual model of the study as shown in Figure 1 was developed to test the effect of e-marketing on customer satisfaction (H1) and customer loyalty (H2).

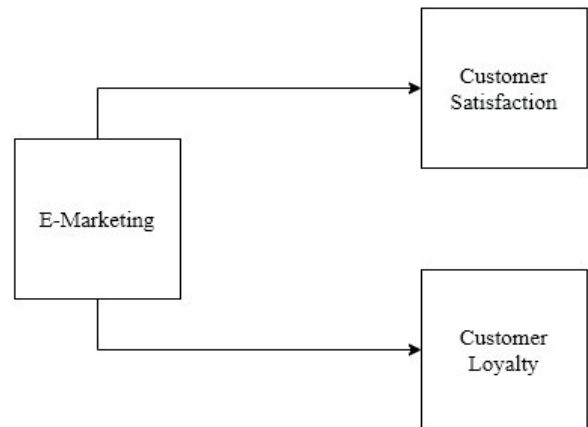


Figure 1: Reach theoretical model

4 Research methodology

4.1 Research sample and data collection

The study population consists of users of e-marketing users in Jordan. A sample is more efficient than the comprehensive survey when dealing with large populations [35]. Therefore, the primary data for this research was collected through the convenience sampling method. The sample of the study consists of customers who use any kind of e-marketing applications such as internet marketing, e-mail marketing or e-CRM. Data were collected using an electronic questionnaire delivered online and completed based on convenience sampling technique. To ensure that the appropriate sample size was achieved, the study instrument was distributed via e-mail. A total of 243 questionnaires were received, 26 were invalid because on incomplete response, and therefore excluded. Hence, the final complete questionnaires were 217 questionnaires.

4.2 Research instrument

The research was conducted using a self-report questionnaire as the primary tool. The items utilized in the questionnaire were given more attention because it was translated into Arabic for respondents' ease of comprehension, then returned to English for research purposes. The study questionnaire began with an introduction that explained the research objectives and emphasized the need of maintaining data confidentiality and using it only for research reasons. There was also a section dedicated to the study sample's demographic data, which included categorical categories, as well as a section for the primary research factors. Five items adapted from [36] to measure e-marketing. Marketing performance was conceptualized as a construct consists of two key factors;

customer satisfaction and customer loyalty and therefore measured using 10 items based on prior works [14, 15, 16, 17, 18]. The items were designed using 5-point Likert scale in which 1 refers to “strongly disagree” and 5 signifies “strongly agree”.

5 Research findings

5.1 Validity and reliability

Exploratory factor analysis (EFA) was performed using IBM SPSS 24.0 in order to test validity and reliability as shown in Table 1.

Table 1: Results of validity and reliability

Variables	Items	Factor Loadings	AVE	\sqrt{AVE}	CR	α
Customer Satisfaction	CS1	0.837	0.683	0.826	0.914	0.888
	CS2	0.900				
	CS3	0.868				
	CS4	0.830				
	CS2	0.684				
Customer Loyalty	CL1	0.883	0.662	0.814	0.906	0.877
	CL2	0.916				
	CL3	0.770				
	CL4	0.796				
	CL5	0.682				
E-Marketing	EM1	0.849	0.668	0.817	0.909	0.876
	EM2	0.715				
	EM3	0.796				
	EM4	0.895				
	EM5	0.821				

The results in Table 1 were calculated to test validity and reliability. The average variance extracted (AVE) and the square roots of the AVEs (\sqrt{AVE}) were used to evaluate validity in terms of convergent and discriminant validity, respectively. AVE values should be higher than 0.50 [37], while \sqrt{AVE} should be more than the correlation coefficients between any pair of the independent variables. The results in Table 1 show acceptable values of both convergent and discriminant validity. On the other hand, reliability was tested using Cronbach’s alpha with a threshold value of 0.70 and composite reliability (CR) with a similar threshold value of 0.70 [38, 39].

5.2 Correlation matrix

The results in Table 2 show that the degree of customer satisfaction ($M = 3.65$, $SD = 0.98$), customer loyalty ($M = 3.59$, $SD = 0.87$) and e-marketing ($M = 3.60$, $SD = 0.81$) were moderate. These variables have significant correlations. Customer satisfaction is significantly correlated to customer loyalty ($r = 0.112$) and e-marketing ($r = 0.365$). Customer loyalty is significantly correlated to

e-marketing ($r = 0.286$). The degree of effects between these variables is calculated later in the hypotheses testing part using linear regression analysis. Furthermore, these results assume that there is no collinearity between customer satisfaction and customer loyalty as the value of the correlation coefficient is less than 0.80.

Table 2: Correlation matrix

Variables	M	SD	1	2	3
1.Customer Satisfaction	3.65	0.984	1		
2.Customer Loyalty	3.59	0.875	0.112	1	
3.E-Marketing	3.60	0.811	0.365	0.286	1

5.3 Model fit

Model goodness-of-fit was assessed using Chi-square-to-degree of freedom ratio (CMIN/DF), the Comparative Fit Index (CFI), the Goodness of Fit Index (GFI), the Root Mean Squared Approximation of Error (RMSEA) are used to test model fit.

The results in Table 3 declared that the fit indices of both measurement and structural models are accepted. CMIN/DF = 2.664, GFI = 0.928, CFI = 0.941 and RMSEA = 0.067. CMIN/DF is less than 3, GFI and CFI are bigger than 0.90, and RMSEA is less than 0.08 [17]. Based on the results of all previous analyses, it was concluded that the available data is valid, reliable and fit the research measurement model and there are significant correlations between the independent and dependent variables, therefore, the next step is hypotheses testing.

Table 3: Results of model fit

Index	Measurement model	Structural model	Criteria	Result
CMIN/DF	2.664	2.664	< 3.00	Accepted
GFI	0.928	0.928	> 0.90	Accepted
CFI	0.941	0.941	> 0.90	Accepted
RMSEA	0.067	0.067	< 0.08	Accepted

5.4 Hypotheses testing

Figure 2 illustrates the results of hypotheses testing which was conducted using Smart-PLS3. The figure indicated that e-marketing affects both customer satisfaction (CS) and customer loyalty (CL). It can be noted that e-marketing explains about 13% of the variance in customer satisfaction while explains about 8% of the variance in customer loyalty. This result means that there

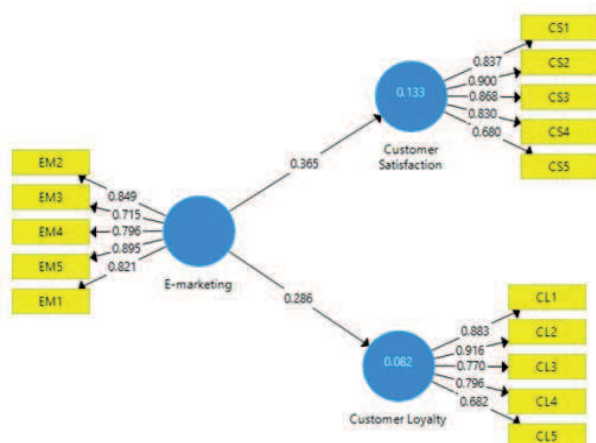


Figure 2: Results of hypotheses testing

are factors other than e-marketing that explain the variation in customer satisfaction and customer loyalty.

The results in Table 4 supported H1 and H2 as e-marketing had a significant positive effect on customer satisfaction (Estimate = 0.365, $t = 4.683$, $p = 0.000$) and a significant positive effect on customer loyalty (Estimate = 0.286, $t = 2.949$, $p = 0.003$). Hence, it can be said that e-marketing leads to improved marketing performance if it is measured by customer satisfaction and customer loyalty

Table 4: Results of hypotheses testing

Hypotheses	Path	Estimate	T	P	R ²
H ₁	EM → CS	0.365	4.683	0.000	0.113
H ₂	EM → CL	0.286	2.949	0.003	0.082

6 Research discussion

The study aimed at detecting the effects of e-marketing on marketing performance as measured by customer satisfaction and customer loyalty, which means that the study seeks to test two hypotheses related to the effect of e-marketing on customer satisfaction (H1) and the effect of e-marketing on customer loyalty (H2). The results supported these hypotheses. These results are in agreement with the findings of previous studies. Generally, e-marketing is a significant predictor of marketing performance [8]. Measuring e-marketing by search engine marketing, blog marketing, email marketing, and online advertising. Njau and Karugu indicated that e-marketing plays a significant role in improving marketing performance [31]. Zerihun and Shekhar found another similar result except that the last

study used different measures of marketing performance such as financial measures, competitive market measures, customer behavior measures, customer intermediate measures, direct customer measures, innovativeness measures [28]. Related to these studies, found that e-marketing adoption had a significant impact on marketing performance [32].

On the other hand, the results of the study differed from those of other studies. Some studies showed that e-marketing, had no significant influence on marketing performance [23,33]. In their study on small business enterprises [25], it pointed out that e-marketing tools such as e-mail marketing, mobile marketing, Internet marketing, extra-net marketing, intranet marketing had no significant effect on marketing performance. Regarding the effect of e-marketing on customer satisfaction, the current result agrees with [9,10] who found a significant positive effect of e-marketing on customer satisfaction and [34] who detected a significant positive effect of e-marketing on customer loyalty.

It was concluded from these results that e-marketing is one of the most important antecedents for marketing performance, and this means that organizations that seek to improve their marketing performance must pay a great attention to the implementation its e-marketing practices. The study presented a scientific addition to the theoretical literature, which is that measuring marketing performance when talking about its impact on e-marketing is not done through the tools used in the e-marketing process, but through the final results of using those tools, such as customer satisfaction and customer loyalty.

7 Limitations and direction for future research

The study aimed to test the effect of e-marketing on marketing performance, and the study dealt with measures of marketing performance represented by customer satisfaction and satisfaction. A future study can be conducted that deals with other measures of marketing performance, such as customer attraction and market share. The study also dealt with marketing performance as a dependent variable, and another study could be conducted on the impact of e-marketing on purchasing behavior or achieving competitive advantage. The study was conducted in Jordan, and it is possible to conduct the same study with more specifications of the study population, or to conduct the study in developed markets, or do a comparative study. The study sample was limited to 217 users of electronic marketing tools, and it is possible to conduct a future study with an increased study sample to obtain more objective results.

Conflicts of Interests

The authors declare that they have no conflicts of interests

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