


THE INFLUENCE OF E-MARKETING MIX STRATEGY ON ORGANIZATIONAL PERFORMANCE: AN EMPIRICAL ANALYSIS OF JORDANIAN SMES

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ARTICLE INFO	ABSTRACT
<p>Article history:</p> <p>Received 10 March 2023</p> <p>Accepted 06 June 2023</p>	<p>Purpose: The purpose of this empirical research article is to investigate the association between e-marketing mix strategy (EMMS) and organizational performance (OP) in Jordanian SMEs.</p>
<p>Keywords:</p> <p>E-Marketing Mix Strategy (EMMS); Organizational Performance (OP); Jordanian SMEs; Quantitative Research.</p>	<p>Theoretical framework: The study used a quantitative research methodology to explore the impact of EMMS factors on OP indicators, such as product development, pricing strategies, promotional activities, and online distribution channels.</p> <p>Design/methodology/approach: The study's data is gathered using a survey questionnaire issued to 250 Jordanian SMEs. The dependent variables include OP indicators such as financial performance, customer happiness, market share, and innovation, whereas the independent variables are EMMS factors. Control factors including business size, firm age, and industry type are also taken into account. To evaluate the hypothesized correlations, the obtained data is analyzed using the PLS-SEM (PLS 4.0) technique.</p>
	<p>Findings: The results of this study show that in the Jordanian context, all e-marketing techniques, including product development, price strategies, promotional activities, and online distribution channels, have a significant positive impact on OP metrics</p> <p>Research implications: The findings of this study demonstrate the value of e-marketing and the necessity of sound e-marketing tactics for fostering the expansion and competitiveness of SMEs in the digital era.</p> <p>Practical and social implications: The study underscores the significance of implementing e-marketing strategies for SMEs in Jordan, as they contribute to enhancing OP. Policymakers can utilize these findings to develop supportive measures for SMEs, while practitioners can gain insights into the value of e-marketing strategies in achieving growth and competitiveness.</p> <p>Originality/value: This study adds to the current literature by investigating the association between EMMS and OP in Jordanian SMEs. The study adds to the field's knowledge base by providing empirical evidence and insights on the impact of various e-marketing methods on OP measures.</p> <p>Doi: https://doi.org/10.26668/businessreview/2023.v8i6.2243</p>

A INFLUÊNCIA DA ESTRATÉGIA DE MIX DE MARKETING ELETRÔNICO NO DESEMPENHO ORGANIZACIONAL: UMA ANÁLISE EMPÍRICA DAS PMES JORDANIANAS

RESUMO

Objetivo: O objetivo deste artigo de pesquisa empírica é investigar a associação entre a estratégia de mix de marketing eletrônico (EMMS) e o desempenho organizacional (PO) nas PMEs da Jordânia.

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Estrutura teórica: O estudo usou uma metodologia de pesquisa quantitativa para explorar o impacto dos fatores do EMMS nos indicadores de PO, como desenvolvimento de produtos, estratégias de preços, atividades promocionais e canais de distribuição on-line.

Projeto/metodologia/abordagem: Os dados do estudo são coletados por meio de um questionário de pesquisa enviado a 250 PMEs jordanianas. As variáveis dependentes incluem indicadores de OP, como desempenho financeiro, satisfação do cliente, participação de mercado e inovação, enquanto as variáveis independentes são fatores EMMS. Os fatores de controle, incluindo tamanho da empresa, idade da empresa e tipo de setor, também são levados em consideração. Para avaliar as correlações hipotéticas, os dados obtidos são analisados usando a técnica PLS-SEM (PLS 4.0).

Conclusões: Os resultados desse estudo mostram que, no contexto da Jordânia, todas as técnicas de marketing eletrônico, inclusive o desenvolvimento de produtos, as estratégias de preço, as atividades promocionais e os canais de distribuição on-line, têm um impacto positivo significativo sobre as métricas de OP.

Implicações para a pesquisa: Os resultados deste estudo demonstram o valor do marketing eletrônico e a necessidade de táticas sólidas de marketing eletrônico para promover a expansão e a competitividade das PMEs na era digital.

Implicações práticas e sociais: O estudo ressalta a importância da implementação de estratégias de marketing eletrônico para as PMEs na Jordânia, pois elas contribuem para melhorar a OP. Os formuladores de políticas podem utilizar essas descobertas para desenvolver medidas de apoio às PMEs, enquanto os profissionais podem obter insights sobre o valor das estratégias de marketing eletrônico para alcançar o crescimento e a competitividade.

Originalidade/valor: Este estudo contribui para a literatura atual ao investigar a associação entre EMMS e OP nas PMEs da Jordânia. O estudo contribui para a base de conhecimento da área ao fornecer evidências empíricas e percepções sobre o impacto de vários métodos de marketing eletrônico nas medidas de OP.

Palavras-chave: Estratégia de Mix de Marketing Eletrônico (EMMS), Desempenho Organizacional (OP), PMEs Jordanianas, Pesquisa Quantitativa.

LA INFLUENCIA DE LA ESTRATEGIA DE MARKETING MIX ELECTRÓNICO EN EL RENDIMIENTO ORGANIZATIVO: UN ANÁLISIS EMPÍRICO DE LAS PYME JORDANAS

RESUMEN

Objetivo: El objetivo de este artículo de investigación empírica es investigar la asociación entre la estrategia de marketing mix electrónico (EMMS) y el rendimiento organizativo (PO) en las PYME jordanas.

Marco teórico: El estudio utilizó una metodología de investigación cuantitativa para explorar el impacto de los factores de la EMMS en los indicadores del PO, como el desarrollo de productos, las estrategias de fijación de precios, las actividades promocionales y los canales de distribución en línea.

Diseño/metodología/enfoque: Los datos del estudio se recogen mediante un cuestionario enviado a 250 PYME jordanas. Las variables dependientes incluyen indicadores de OP como los resultados financieros, la satisfacción del cliente, la cuota de mercado y la innovación, mientras que las variables independientes son factores de EMMS. También se tienen en cuenta factores de control, como el tamaño de la empresa, su antigüedad y el tipo de industria. Para evaluar las correlaciones hipotetizadas, los datos obtenidos se analizan mediante la técnica PLS-SEM (PLS 4.0).

Conclusiones: los resultados de este estudio muestran que, en el contexto jordano, todas las técnicas de e-marketing, incluidos el desarrollo de productos, las estrategias de precios, las actividades promocionales y los canales de distribución en línea, tienen un impacto positivo significativo en las métricas de PO.

Repercusiones para la investigación: los resultados de este estudio demuestran el valor del e-marketing y la necesidad de contar con tácticas de e-marketing sólidas para promover la expansión y la competitividad de las PYME en la era digital.

Repercusiones prácticas y sociales: El estudio pone de relieve la importancia de aplicar estrategias de e-marketing para las PYME de Jordania, ya que contribuyen a mejorar el PB. Los responsables políticos pueden utilizar estos resultados para desarrollar medidas de apoyo a las PYME, mientras que los profesionales pueden obtener información sobre el valor de las estrategias de e-marketing para lograr el crecimiento y la competitividad.

Originalidad/valor: Este estudio contribuye a la literatura actual investigando la asociación entre EMMS y OP en las PYME de Jordania. El estudio contribuye a la base de conocimientos del campo aportando pruebas empíricas y perspectivas sobre el impacto de diversos métodos de marketing electrónico en las medidas de OP.

Palabras clave: Estrategia de Marketing Electrónico (EMMS), Rendimiento Organizativo (PO), Pyme Jordanas, Investigación Cuantitativa.

INTRODUCTION

Many countries, including Jordan, rely heavily on small and medium-sized enterprises (SMEs). Economic growth, job creation, and innovation are well-known for these companies (Shamsudeen, Keat, & Hassan, 2017). SMEs, however, typically face unique challenges, such as limited resources and market access. In recent years, the business environment has undergone significant changes due to the increasing prevalence of e-commerce and the growing importance of digital marketing (Rezaeinejad, 2021). As a result, SMEs see e-marketing as an excellent tool for overcoming these challenges and prospering in the digital age.

E-marketing techniques have become crucial for SMEs to successfully communicate with their target customers, expand their market reach across geographic borders and increase their competitive advantage (Al-Weshah, Kakeesh & Alhammad, 2022). With the rapid growth of e-commerce and advancements in digital technologies, Jordanian SMEs are increasingly embracing e-marketing strategies to tap into the benefits offered by the digital age (Yunus, Saputra, & Muhammad, 2022). These advantages include the ability to connect with a wider customer base, increase sales, improve customer engagement, and enhance overall business performance.

A fundamental concept guiding marketing tactics has been the marketing mix, which in conventional marketing is represented by the 4Ps (product, price, promotion, and placement) (Mahendratmo, & Ariyanti, 2019). However, as e-commerce and digital marketing have grown in popularity, the marketing mix has been broadened to incorporate elements particular to the Internet (Jarrah & AL Jarrah, 2022). This development gave rise to the concept of an "e-marketing mix," which describes the deliberate blending of online marketing tools used by businesses to achieve their marketing goals in the digital era (Jarrah & Almatarneh, 2021). The e-marketing mix strategy includes website design, social media marketing, online advertising, search engine optimization, and other digital marketing techniques modified for the online environment (Bazuhair, 2023; Ravi, & Rajasekaran, 2023).

Similarly, OP is an important predictor of corporate success. It measures how well an organization meets its goals and objectives. Financial success, customer happiness, market share, and innovation are all aspects of OP (Malgwi & Dahiru, 2014). As the corporate environment becomes more digitalized, SMEs must grasp the impact of an EMMS on OP.

However, research on the association between EMMS and OP in Jordanian SMEs is scarce. As a result, the purpose of this empirical work is to address that vacuum by investigating the impact of the EMMS on OP in the context of Jordanian SMEs. This research attempts to

give significant insights for SMEs in Jordan and comparable contexts by evaluating the influence of various e-marketing mix factors on OP metrics such as financial performance, customer happiness, market share, and innovation. The study's findings can help SMEs build and implement successful e-marketing mix strategies that will improve their performance and competitiveness in the digital era. Moreover, the study contributes to the existing body of knowledge by expanding our understanding of the role of e-marketing in the success of SMEs, particularly in the Jordanian context, thereby addressing the research gap in this field.

Background

Because of the broad acceptance of e-commerce and the rising importance of digital marketing, the business environment has undergone tremendous change. These improvements have created chances for SMEs to capitalize on the blessings of the digital era, such as reaching a larger client base, growing sales, and improving competitiveness. With the increased emphasis on digital channels, the conventional marketing mix, defined by the 4Ps (product, pricing, promotion, and place), has expanded to include online-specific aspects. This growth gave rise to the notion of an e-marketing mix, which entails carefully integrating online marketing materials to fulfill marketing goals in the digital era.

Justification

Adopting e-marketing techniques is critical for SMEs to flourish in today's digitalized business climate. SMEs may efficiently communicate with clients, extend their market reach, and improve their competitive advantage by embracing e-marketing. However, knowledge of how EMMS affects OP, particularly in Jordanian SMEs, is sparse. As a result, it is critical to undertake research to investigate the link between EMMS and OP in Jordanian SMEs.

Practical Contribution

This empirical study aims to give practical insights for SMEs in Jordan and comparable situations by studying the impact of EMMS on OP. The findings will assist SMEs in developing effective e-marketing strategies that will boost their performance and competitiveness in the digital era. SMEs can make informed decisions about their e-marketing strategies if they understand how various elements of the e-marketing mix, such as product development, pricing strategies, promotional activities, and online distribution channels, influence OP indicators such as financial performance, customer satisfaction, market share, and innovation. This study will

help SMEs leverage the potential of e-marketing to achieve their goals and objectives in the digital era.

Theoretical Contribution

The study advances theoretical knowledge by helping us comprehend the significance of EMMS in the development of SMEs, particularly Jordanian SMEs. By examining the connection between EMMS and OP, this study will provide empirical data and insights into the recent literature on e-marketing and its impact on SMEs. The study will help close the knowledge gap in this area and lay the groundwork for more research on e-marketing tactics for SMEs.

In conclusion, knowing the impact of an EMMS on OP is critical for SMEs to prosper in a digitalized business environment. This empirical study intends to provide a practical and theoretical contribution by investigating this connection in the context of Jordanian SMEs, giving significant insights for SMEs, and improving the knowledge base on e-marketing in SMEs.

Objective of the Work or Research Problem

This empirical study determines how EMMS impacts the operating profits of Jordanian SMEs. This study examines the impact of multiple e-marketing mix factors, including financial success, customer satisfaction, market share, and innovation, on operating profit metrics. These elements include product development, pricing strategies, promotional activities, and online distribution platforms. By addressing this research question, the study will provide important insights for SMEs in Jordan and other contexts to assist them in developing effective e-marketing mix strategies to improve their performance in the digital age Amayreh, K. (2020).

LITERATURE REVIEW

The influence of EMMS on OP has garnered considerable attention in the literature. Scholars have explored the relationship between various elements of the e-marketing mix and organizational outcomes in different contexts. In the specific context of Jordanian SMEs, limited research exists, highlighting the need for empirical analysis to gain insights into this relationship. This section reviews relevant studies that have examined the influence of EMMS on OP, providing a foundation for the current empirical analysis.

Several studies have emphasized the significance of product development as a crucial component of the EMMS. For instance, Al-Qirim (2009) found that product development positively impacted OP, particularly in terms of market share and customer satisfaction. Similarly, Al-Debei et al. (2013) found a positive relationship between product development and financial performance in the context of SMEs. These findings suggest that investing in innovative product offerings can enhance OP.

Pricing tactics are now understood to be a crucial component of the e-marketing mix. In the context of SMEs, Rahman and Azam (2017) found a favorable correlation between pricing tactics and financial performance. Additionally, Erdem and Tufan (2019) discovered that successful pricing strategies had a favorable impact on market share and consumer satisfaction. These studies emphasize the importance of tactical price choices in OP.

Promotional activities are essential to e-marketing because they enable companies to connect with and engage their target audience. In the context of SMEs, Ahmad and Thyagarajan (2016) discovered a favorable correlation between promotional efforts and financial success. Al-Shbiel and Siam (2018) research also showed the beneficial effects of promotional activities on market share and customer satisfaction. These results highlight the significance of establishing successful promotional techniques to fulfill corporate objectives.

In the digital era, online distribution channels are becoming more and more crucial for SMEs. Online distribution channels have a favorable impact on OP, according to studies (Jarrah et al., 2023). For instance, Al-Khasawneh and Alzoubi (2016) discovered that the market share and financial performance were considerably influenced by online distribution channels. Al-Dwairi et al. (2018) also noted how online distribution channels and consumer satisfaction have a favorable association. These results highlight how internet distribution methods might enhance OP results.

The transformation of the global economy into a digital landscape necessitates a reevaluation of conventional advertising approaches by businesses (Ravi, & Rajasekaran, 2023). In this digital era, new methods of processing and utilizing information have emerged as crucial drivers of enhanced efficiency and effectiveness in marketing endeavors. As online shopping rapidly transitions from websites to social networks, there is a growing need to develop distinctive marketing techniques that effectively engage and attract customers (Bazuhair, 2023).

An EMMS is a strategy that uses online platforms and digital technologies to achieve marketing objectives (Lasi, 2021). Also, the product element of the e-marketing mix refers to

the development and management of online products or services; the price element includes online pricing strategies such as dynamic pricing, discounts, and promotions; the promotion element includes online advertising, social media marketing, and other digital promotional activities; and the place element includes the online distribution channels used to distribute goods or services, such as websites, e-commerce platforms, and other digital distribution channels (Alqudah et al., 2023).

A key idea in digital marketing is the EMMS, which integrates firms' strategic choices (Dominici, 2009). To accomplish marketing objectives, it necessitates the right integration of several digital marketing components. Four main elements make up the e-marketing mix:

1. E-Product: This phrase describes a company's digital goods and services, including their attributes, standards, and options for personalization. The e-product strategy includes decisions on product development, branding, and product differentiation in the context of digital products.
2. E-Price: This describes the pricing strategies that companies employ for their digital goods and services. E-price tactics include pricing schemes, sales, and promotions in the Internet setting.
3. E-Place: This word describes the online distribution channels or platforms that companies use to market their products or services. Online marketplaces, website design, and distribution channels like social media are all part of e-commerce plans.
4. E-Promotion: This describes the strategies for online marketing communication that companies employ to promote their goods and services. E-promotion strategies include digital advertising, social media marketing, email marketing, and content marketing.

According to Malgwi and Dahiru (2014), the notion of OP has several facets, including commercial success, customer satisfaction, market share, and innovation. According to earlier research, an EMMS can increase organizational effectiveness. Effective product development strategies, such as those described in (Khalayleh & Al-Hawary, 2022; Al-Sukar & Alaboodi, 2020; Arija et al., 2021; Al-Qarni, 2013; Akroush et al., 2009), can lead to an increase in the number of online product offerings and an improvement in product quality, both of which can have a positive impact on business performance and customer satisfaction. Discounts and other price strategies may raise sales and draw in consumers, improving financial performance and market share. For instance, online advertising and social media marketing may raise brand awareness, consumer involvement, and consumer loyalty, all of which may enhance financial performance, market share, and client satisfaction. Additionally, effective online channels for

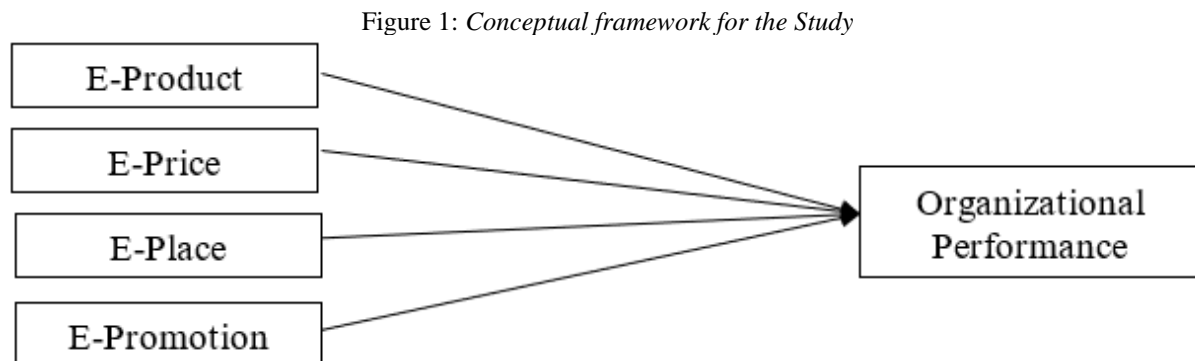
distribution may make it simpler for consumers to acquire goods or services, which might increase sales, customer satisfaction, and market share (Almatarneh et al., 2022).

While individual studies have explored the influence of specific e-marketing mix elements on OP, limited research has comprehensively examined the combined effect of all these elements. By analyzing the combined effects of product development, pricing policies, marketing initiatives, and online distribution channels on OP indicators in Jordanian SMEs, this empirical study aims to fill this gap.

Overall, the existing literature supports the notion that the EMMS significantly influences OP. However, more research is needed to gain a comprehensive understanding of this relationship within the context of Jordanian SMEs. This study intends to contribute to the literature by presenting empirical evidence relevant to Jordanian SMEs and delivering insights into the effect of EMMS on OP in this setting through an empirical analysis.

As a result, the H1: E-marketing mix method (i.e., E-product, E-price, E-place, and E-promotion) is therefore anticipated to have a positive effect on OP in Jordan.

Conceptual Framework for the Study



Source: Prepared by the author (2023)

Several interconnected ideas comprise the theoretical basis for the effect of the EMMS on OP.

1. Marketing Mix Theory: According to this theory, the "4 Ps" (product, pricing, placement, and promotion) are the four key elements that affect how well a marketing strategy will perform. In e-marketing, the marketing mix may be broadened to include other components including people, processes, and tangible evidence.

2. Theory of E-Marketing: This theory focuses on using electronic media and technology to advertise and sell products and services. It includes search engine optimization (SEO), social media marketing, email marketing, and online advertising.
3. Resource-Based View Theory: In accordance with this theory, a company's capabilities and resources are what really provide it a competitive edge. This concept emphasizes how important it is for a company to be able to utilize technology and digital resources in order to create value and enhance performance in the context of e-marketing.
4. Relationship Marketing Theory: This theory places a great emphasis on creating enduring ties with consumers. This concept is particularly important in e-marketing because to the interactive and social nature of digital media.
5. Performance assessment Theory: This theory asserts that precise performance assessment is essential for keeping track of and improving OP. This theory emphasizes how crucial it is to evaluate crucial e-marketing metrics like website traffic, conversion rates, and customer contact in order to assess the success of e-marketing initiatives.

When taken together, these concepts offer a comprehensive foundation for understanding how an EMMS affects OP. According to their argument, effective e-marketing combines connection building, technical adoption, strategic planning, budget allocation, and performance evaluation. By utilizing these variables, organizations may get a competitive edge in the digital market and provide higher performance results.

MATERIALS AND METHODOLOGY

A structured survey questionnaire was utilized to collect data from 250 Jordanian SMEs as part of this study's quantitative research methodology. The strata representing different industries or sectors in Jordan were used to choose the samples by stratified random sampling. The survey questionnaire was developed using the e-marketing mix components (product, price, promotion, and place) and OP indicators (financial performance, customer satisfaction, market share, and innovation). The relationship between the elements of the e-marketing mix and the OP metrics was ascertained using an algorithm analysis. Statistical software like PLS-SEM (PLS4.0) is used for data analysis. Control factors including company size, firm age, and industry type were included in the study to account for potential confounding effects.

Template for Experimental Estimation

$$PRF = \beta_0 + \beta_1 \text{ E-Product} + \beta_2 \text{ E-Price} + \beta_3 \text{ E-Place} + \beta_4 \text{ E-Promo} + E$$

Where:

β_0 = Constant (Intercept)

β_1 = Coefficient of E-product

β_2 = Coefficient of E-price

β_3 = Coefficient of E-place

β_4 = Coefficient of E-promo

E = Standard error of estimate

RESULTS AND DISCUSSION

The Measurement Model

The goal of the measurement model is to go through the data and make sure that the constructs' reliability and validity have been examined and validated before determining the "goodness of measures." Based on the indicators' reliability, the researcher evaluates the data; a threshold of 0.4 is regarded as satisfactory. Internal consistency is measured using composite reliability, and a score of 0.7 is regarded as adequate. The average variance extracted (AVE), which should be set at 0.5 or above (Chin, 1998), is used to calculate convergent validity. For discriminant validity, factor loading is utilized, and any items with a stronger loading on the other construct than their own should be removed (Chin, 1998; Hair, 2010). It has been found that the items used in this study are trustworthy because none of them have a reliability score of less than 0.4.

All values above the Chin (1998) and Hair et al. (2011) cut-off of 0.4 indicate that the factor loading for each item on its respective construct is within the acceptable range of 0.535 to 0.843. Similarly, the composite dependability ratings vary from 0.782 to 0.942, exceeding the criteria of 0.7 given by Hair et al. (2011). Convergence validity was tested using AVE, and the findings were above Hair et al. (2011)'s minimal cut-off of 0.5, ranging from 0.516 to 0.548. Additionally, as indicated in Table 2, discriminant validity was assessed by contrasting the AVE with the correlation squared of the related variables of the pertinent constructs. The factor loading results are shown in Table 1.

Table 1: Factor Loading

Items	Factor Loadings	Composite Reliability	AVE
PRD 1	0.690	0.782	0.544
PRD 2	0.798		
PRD 3	0.712		
PRD 4	0.687		

PRF 1	0.726		
PRF 2	0.843		
PRF 3	0.689		
PRF 4	0.724	0.826	0.548
PRF 5	0.567		
PRF 6	0.693		
PLC 1	0.709		
PLC 2	0.745	0.942	0.518
PLC 3	0.713		
PLC 4	0.669		
PRI 1	0.638		
PRI 2	0.653	0.741	0.516
PRI 3	0.715		
PRI 4	0.667		
PRM 1	0.535		
PRM 2	0.654		
PRM 3	0.729	0.824	0.533
PRM4	0.675		

Source: Prepared by the author (2023)

Table 2: Discriminant validity

Constructs	PRODUCT	PLACE	PERFORMACE	PRICE	PROMOTION
PRD	0.738				
PLC	0.323	0.766			
PRF	0.278	0.535	0.750		
PRI	0.213	0.427	0.532	0.745	
PRM	0.268	0.325	0.278	0.243	0.736

Source: Prepared by the author (2023)

Structural Model

After meeting the "measurement model" standards for construct validity and reliability, the study went on to evaluate its suggested assumptions using the "PLS Algorithm and Bootstrapping" with Smart PLS 4.0. Table 3 displays the outcomes of the hypothesis testing. The statistical study found that H1:1 is supported since the E-Product strategy (PRD) has a substantial effect on OP in the Jordanian setting ($\beta = .251$; $t=6.034$). H12 is also supported since the E-price strategy has a substantial beneficial impact on OP in Jordan ($\beta = .219$; $t=5.754$). Similarly, H13, which asserts that the E-place strategy has a considerable impact on OP in Jordan, is corroborated by this statistical finding ($\beta = .141$; $t=3.945$). Lastly, H14 is also reported as positive and significant, with the statistical outputs of $\beta=.213$; $t=4.631$.

Table 3: Hypothesis Testing Results

Hypotheses	Relationships	Beta	SE	T Statistics
H1.1	PRD → PRF	0.251	0.037	6.034
H1.2	PRI → PRF	0.219	0.035	5.754
H1.3	PLC → PRF	0.141	0.045	3.945
H1.4	PRM → PRF	0.213	0.039	4.631

Source: Prepared by the author (2023)

According to the study's findings, OP indicators in the Jordanian context are positively impacted by the elements of the e-marketing mix. Successful e-marketing techniques, such as product development, price plans, advertising campaigns, and online distribution methods, are anticipated to boost the financial performance, client happiness, market share, and innovation of Jordanian SMEs. All of the e-marketing techniques (i.e., product development, pricing tactics, promotional initiatives, and online distribution platforms) were shown to be statistically significant when the hypothesis was investigated. Since then, the goal of this study is to further knowledge of the relationship between e-marketing and OP in Jordanian SMEs. The study's conclusions can assist SMEs in Jordan and other contexts that are comparable in understanding the usefulness of e-marketing strategies for enhancing OP.

CONCLUSION AND FUTURE DIRECTION

This empirical study's goal was to determine how an EMMS affected OP in Jordanian SMEs. By examining the effect of e-marketing mix variables such as product development, pricing strategies, promotional activities, and online distribution channels on OP indicators such as financial performance, customer satisfaction, market share, and innovation, the study aimed to offer insightful information for SMEs in Jordan and similar contexts.

In the context of Jordanian SMEs, the study's findings showed a substantial positive association between EMMS and OP indices. The findings specifically showed that SMEs can improve financial performance, customer satisfaction, market share, and innovation through the effective use of e-marketing strategies like developing innovative products, implementing competitive pricing strategies, engaging in targeted promotional activities, and leveraging online distribution channels.

These implications have two ramifications. First and foremost, this study emphasizes the significance of adopting and putting into practice efficient e-marketing mix tactics in SMEs for practitioners and policymakers in Jordan. SMEs may improve their market position, increase their client base, and experience sustainable growth in the digital age by utilizing e-marketing tools and tactics. This report offers useful advice that SMEs in Jordan may use to create and implement e-marketing plans that are catered to their particular requirements and target market.

Second, from the standpoint of research, this study adds to the body of knowledge on e-marketing and SMEs by exploring how EMMS and OP interact in the context of Jordanian SMEs. The results emphasize the particular components of the e-marketing mix that have a

substantial impact on OP and broaden our theoretical knowledge of the function and impact of e-marketing in SMEs.

Future study recommendations can be made in order to improve our understanding of e-marketing in SMEs. The moderating impacts of contextual variables, such as industry characteristics, company size, and digital preparedness, on the association between EMMS and OP might be examined in future research, to start. Deeper insights into the efficacy and applicability of e-marketing in various SME situations may be gained by understanding how these elements interact with e-marketing tactics Amayreh, K. (2021)..

Investigating the long-term impacts of EMMS on the competitive advantage and sustainability of SMEs would also be beneficial. Studies that follow the performance of SMEs over time can offer insight into the viability and long-term effects of e-marketing activities, assisting SMEs in making well-informed choices about resource allocation and the design of long-term strategies.

Future studies may also examine new trends and creative techniques in e-marketing considering the speed at which technology is developing and the fluidity of the digital environment. Examining the efficacy of more recent approaches, such as influencer marketing, artificial intelligence-driven personalisation, and virtual reality experiences, might offer insightful information about the route that e-marketing for SMEs will go in the future.

In conclusion, this empirical study offers insightful information on how EMMS affects OP in Jordanian SMEs. The results highlight how important it is to employ efficient e-marketing techniques in order to improve several OP parameters. SMEs in Jordan may boost their competitiveness, better their financial performance, and achieve sustainable growth in the changing digital world by utilizing the power of e-marketing. In order to further deepen our understanding of e-marketing in the context of SMEs, future research projects might expand on these findings and study other contextual elements and emerging trends.

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