

E-Marketing and Its Role in Achieving Excellent Performance

Analytical Study of The Opinions of A sample of Workers in A Number of Commercial Organizations in the City Of Sulaymaniyah

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Abstract:

At present E-marketing is ubiquitous and it has enormously influenced almost every aspect of business. E-marketing helps businesses reach their customers in a wide variety of different ways and effects business and organizations' performance. The main purpose of this article is to what extent E-marketing impacts performance excellence and to measure of the extent to which two variables are related. Specifically, this study is an attempt to examine the impact of adopting the 7Ps E-marketing mix in achieving performance excellence and explore the correlation between performance excellence and e-marketing. The descriptive analytical method was relied upon in the current research through the questionnaire and analysis of the opinions of employees in 8 trade companies in the city of Sulaymaniyah. The result shows that there is a significant correlation between e-marketing and performance excellence dimensions exists and could be optimized to achieve performance excellence in trade companies. Future studies must look into the individual effect of e-marketing tools and different social media platforms on performance excellence and also explore a broader range of performance excellence dimensions and their possible correlation to e-marketing.

Key words: E-marketing, E-marketing Mix, performance excellence, Kurdistan region.

الملخص:

في الوقت الحالي انتشر التسويق الإلكتروني في كل مكان وقد أثر بشكل كبير على كل جانب من جوانب الأعمال تقريباً. يساعد التسويق الإلكتروني الشركات على الوصول إلى عملائهم عبر مجموعة متنوعة من الطرق ذات تأثيرات مختلفة على أداء الشركات والمؤسسات. الغرض الرئيسي من هذه الدراسة هو قياس تأثير التسويق الإلكتروني على الأداء المتميز وما هي العلاقة بينهما. على وجه التحديد، هذه الدراسة هي محاولة لفحص تأثير تبني مزيج التسويق الإلكتروني 7Ps في تحقيق الأداء المتميز واستكشاف العلاقة بين التميز في الأداء والتسويق الإلكتروني. تم الاعتماد على المنهج الوصفي التحليلي في البحث الحالي من خلال الاستبيان وتحليل آراء العاملين في 8 شركات تجارية في مدينة السليمانية. تظهر النتيجة أن هناك علاقة ارتباط كبيرة بين التسويق الإلكتروني وأبعاد الأداء المتميز ويمكن تحسينها لتحقيق التميز في الأداء في الشركات التجارية. يجب أن تنظر الدراسات المستقبلية في التأثير الفردي لأدوات التسويق الإلكتروني ومنصات التواصل الاجتماعي المختلفة على الأداء المتميز وأيضاً استكشاف نطاق أوسع من أبعاد التميز في الأداء وعلاقتها المحتملة بالتسويق الإلكتروني.

الكلمات المفتاحية: التسويق الإلكتروني، مزيج التسويق الإلكتروني، الأداء المتميز، إقليم كورستان.

پوخته:

له نیستادا بە بازارکردنی ئەلیکترونی لە ھەموو شوپپىكدا ھەمە و کاریگەرىيەكى زورى لە سەر نزىكەمى ھەموو لايەنەكانى بازىرگانى ھەبۇوه. بە شىۋىيەك كە بە بازارکردنی ئەلیکترونی يارمەتى بىزنسەكان دەدات بە چەندىن شىوازى جىاواز بىگەنە كەرىار مەكانىيان و كارىگەرى لە سەر ئەدای بازىرگانى و ېېخراوەكان ھەبىت. ئامانجى سەركى ئەم توپۇزىنەمە كە ئەم توپۇزىنەمە كەرىار كەنى ئەلیکترونی دەتوانىت كارىگەرى لە سەر باشى ئەدای كاركىرن ھەبىت و پەيەندى ئىوانىان چىيە. بە تايىەتى، ئەم توپۇزىنەمە كە ئەلەنەكە بۇ ئىكۆلەنەمە لە كارىگەرىيەكانى و مەركەرتى تىكەملەي (7 Ps E-marketing) لە بە دەستەنەنەن باشى ئەدای كاركىردن و ئىكۆلەنەمە لە پەيەندى ئىوان باشى ئەدای كاركىردن و بە بازاركەرنى ئەلیکترونی. شىوازى شىكارى و مەسىفي لە ئىكۆلەنەمەكانى نىستادا پېشى بىن بەستراوه لە ېېگەي پەسپارنامە و شىكەرنەمە بۇچۇننى فەرمائىپەرانى 8 كۆمپانىا بازىرگانى لە شارى سەليمانى. ئەنjamامەكە دەرىدەخات كە پەيەندىيەكى بەرچاولە ئىوان بە بازاركەرنى ئەلیکترونی و رەھەندەكانى باشى ئەدای كاركىردندا ھەمە و دەتوانىت باشىر بىكەيت بۇ بە دەستەنەنەن باشى ئەدای كاركىردن لە كۆمپانىا بازىرگانىيەكان. توپۇزىنەمەكانى داھاتو دەبى سەيرى كارىگەرى تاكەكەسى نامرازەكانى بە بازاركەرنى ئەلیکترونی و پلاتقورمە جىاوازەكانى سۇشىال مىدىا لە سەر باشى ئەدای كاركىردن بىكەن و ھەروەھا ئىكۆلەنەمە لە مەھۇدای بەر فراونىت لە رەھەندەكانى باشى ئەدای كاركىردن و پەيەندىيە ئەگەرىيەكانىان لەگەل بە بازاركەرنى ئەلیکترونیدا بىكەن.

كلىله و شە: بە بازاركەرنى ئەلیکترونی، مارکىتىنگى ئەلیکترونی مىكس، باشى ئەدای كاركىردن، ھەرىمى كور دستان.

1. Introduction

At present e-marketing plays a critical part in establishing performance excellence. Because of the abundance of technologies, affects all types of society. Social media and e-applications are used to carry out e-marketing activities. The most popular and widely utilized platforms by young people are social media platforms. As a result, they act as advertising platforms for products and services. They may be used to influence consumer purchase decisions, lower marketing expenditures, and reach out to new customers, among other things. And, because competition and growth today revolve around the concept of continuous performance improvement to achieve the organization's permanent and strong presence in the market, the latter is required to commit to developing, improving and providing all the elements and means that allow achieving excellent performance through all necessary tools, including e-marketing.

Survival is no longer an accessible goal, let alone achieving growth and sweeping new markets, in an environment where changes commonly occur, transformations increase, and the management process becomes complicated so that survival becomes only for the prominent in performance, which reflects the extent of the company's success in its activity. In the age of competitiveness, globalization, and information, excellent performance has become the only acceptable level of performance, it signifies exclusivity and supremacy over competitors in terms of what they do and display. At present E-marketing plays a critical part in establishing performance excellence. Because of the abundance of technologies that affects all types of consumers in society. **So, the main purpose of this study is how much can E-marketing impact performance excellence and what is the correlation between them.** Specifically, this study is an attempt to examine the impact of adopting the 7Ps E-marketing mix in achieving performance excellence and explore the correlation between performance excellence and e-marketing.

1.1 Problem statement

Survival is no longer an accessible goal, let alone achieving growth and sweeping new markets, in an environment where changes commonly occur, transformations increase, and the management process becomes complicated so that survival becomes only for the prominent in performance, which reflects the extent of the company's success in its activity. In the age of competitiveness, globalization, and information, excellent performance has become the only acceptable level of performance, it signifies exclusivity and supremacy over competitors in terms of what they do and display.

At present E-marketing plays a critical part in establishing performance excellence. Because of the abundance of technologies that affects all types of consumers in society. Social media and e-applications are used to carry out E-marketing activities, the most popular and widely utilized platforms by young people are social media platforms. As a result, they act as advertising platforms for products and services, they may be used to influence consumer purchase decisions and lower marketing expenditures. So, the main question of the study is how much can E-marketing impact performance excellence and what is the correlation between them.

1.2 Objectives

The current study has several objectives:

1. To examine the impact of adopting the 7Ps E-marketing mix in achieving performance excellence.
2. To explore the correlation between performance excellence and e-marketing.
3. Recommend the best ways to achieve performance excellence in the Kurdistan region, Sulaymaniyah city in particular.

1.3 Study Importance

The modern challenges and continuous environmental changes created the need for achieving performance excellence as a competitive advantage for the organization using e-marketing. Therefore, this study can make a good contribution to launch literature regarding the possibility of achieving performance excellence in trade companies via using e-marketing as it is the first study investigating this subject in Kurdistan based on the knowledge of the researcher, which can provide a base for future researches about this topic.

Additionally, since analyzing the positive effects of adopting e-marketing in trade companies and performance excellence is one of the key points here; the findings of this study will give some advice to the owners of these companies. In addition, it can be of great importance for the government and help with providing a deeper insight into the state of trade companies in the Kurdistan region, Sulaymaniyah city in particular.

1.4 Study Hypothesis

Based on the study problem and objectives the study has two main Hypothesis as follows:

Hypothesis: There is a positive correlation between E-Marketing and Performance Excellence.

Hypothesis: Adopting an E-Marketing strategy has a positive impact on achieving Performance Excellence.

2. Literature Review

2.1 E-Marketing

According to Janšto *et al.* (2019: 32),, marketing has evolved in response to changes in global culture, technology, and entrepreneurship, constantly adjusting its tactics to the tendencies of each age, each adaptation building on previous ones. In contrast to traditional advertising methods, E-marketing mostly adds to the asset economy of businesses.

Electronic marketing (E-Marketing) is a modern commercial technique that involves marketing goods, services, information, and ideas over the Internet and other electronic channels. The transformation toward E-marketing was driven by technological advancement during the last decades. In general, E-marketing refers to marketing tactics that make use of digital capabilities to disseminate and monetize information (Olmos *et al.*, 2021: 1).

Beginning with the concept of marketing as a “social and administrative process by which people and organizations achieve what they need and want via the development and exchange of valued items with others” (Kotler & Armstrong, 2013: 5), electronic techniques were used to apply marketing in this scenario.

E-marketing Mix

The traditional marketing mix model, the 4 P's, has proven insufficient in terms of strategies for a business to differentiate itself and gain a competitive edge. As a result, additional features and service aspects have been included to round out the marketing mix.

Thus E-marketing will have an impact on all elements of the traditional services marketing mix, known as the 7Ps: Product, Promotion, Price, Place, People, Process, and Physical Evidence. Gutierrez-Leefmans *et al.* (2016: 210) analyze the digital resources that may be employed for each of the 7Ps outlined by Booms and Bitner (1981).

First: Product

The E-marketing mix shares many parallels with retailers' variety of selection techniques. E-marketing items can be classified as a product in a virtual environment that may be classified according to their nature as follows:

- 1- Physical things: which are intangible products such as household appliances, books, automobiles, mobile phones, and so on, cannot be tested when purchased online (Abdul Lasi & Mohamed Salim, 2020: 42).
- 2- Digital Products: things that exist exclusively in cyberspace, such as software, e-books, images, audio, and video e-products (Abdul Lasi & Mohamed Salim, 2020: 42).
- 3- Services: A product can be made up of items, services, computer software, or a mix of these. While service is developed in and throughout a process, the client is frequently involved as a co-producer in the production process. Rather than being an object, a service is a process or a performance (Edvardsson et al., 2005: 108). These services include travel, remote learning, virtual gaming, and so forth.

Second: Price

Pricing is the amount of money that the customer is willing to pay for a product/service. The internet is regarded as an efficient market because of its reduced pricing, improved price flexibility, and frequent yet minor price adjustments. Internet pricing has resulted in a wide range of purchase behavior and price adjustments. The organization needs to combine and use sophisticated pricing methodologies, ideas, and strategies, especially those that are relatively new, such as dynamic pricing (Dominici, 2009: 20).

Third: Place

The place of promotion influences the quality of marketing and, as a result, brand loyalty. A good place enhances the credibility of the store's image and drives consumption growth; it is a vital attribute to the company and may demonstrate brand loyalty despite any degree of a marketing effort from other brands to begin the brand shift. In e-marketing, there are the same channels intermediaries-wholesalers-who acquire the product from manufacturers and sell to retailers as there are in conventional marketing. Retailers will buy items from wholesalers and sell them to customers straight online. Brokers assist buyers and sellers with transactions, whereas agents assist with e-transactions, although, unlike brokers, they represent either the buyer or the seller (Dominici, 2009: 20).

Fourth: Promotion

When there is complimentary advertising and a customer-centered strategy, symbolic consumption in a marketing plan is likely to encourage customers to buy a product or service. New product success is more likely to be achieved when it is combined with brand management and customer relationship management. Coupons, rebates, free or low-cost gifts, contests, banner ads, and sponsored links are all examples of sales promotion tools. Because online promotions are targeted at customers, the impact of the sales campaign may be easily monitored depending on the degree of interaction on the website (Abdul Lasi & Mohamed Salim, 2020: 43).

Fifth: people

The people element of the marketing mix refers to “how a company's employees interact with consumers and other stakeholders during sales, as well as pre-and post-sales interactions” (Chaffey *et al.*, 2006: 245).

Technology which is applied in the company's virtual representation of the interface (for example, the site), and aligned service business operations replace this element in the digital environment. The human component in the maintenance procedure is eliminated. On the one hand, because the technology is based on algorithms, which are not affected by excessive emotionality, exhaustion, or neglect, it may have a good influence on service quality.

On the other hand, technology is restricted in terms of inventiveness; it lacks crucial human attributes like empathy, charm, and others that contribute to client loyalty (Pogorelova *et al.*, 2016: 6750).

Sixths: Process

The numerous phases and actions involved in delivering a product and service to clients are referred to as the process element of the marketing mix (Feras *et al.*, 2017: 22). This aspect, as described by Chaffey, refers to the processes and procedures used by businesses to carry out all marketing tasks such as new product creation, promotion, sales, and customer support (Chaffey *et al.*, 2006: 248). The procedure must be simple, while also fostering customer relationships. According to Bhatt & Emdad (2001: 82), the Internet's primary contribution to a business is not just the capacity to sell things online, but also the ability to create relationships with consumers.

Seventh: Physical evidence

The Physical evidence of a product and how it is purchased and utilized is referred to as the physical evidence aspect of the marketing mix. Physical evidence in an online setting relates to the consumers' online experience with the firm. It encompasses concerns like site accessibility or navigation, as well as site availability and performance (Chaffey *et al.*, 2006: 248).

2.2 Performance Excellence

Halasa *et al.*, (2017: 230) see that the philosophy behind the concept of Performance Excellence is to express the need to combine management elements and elements of building organizations on superior foundations to achieve high capabilities in dealing with external surrounding variables and conditions, ensuring coherence and full consistency between their elements and components, and manipulating their core competencies, to compete in markets and achieve benefits to organizations and stakeholders (owners).

The concept of Performance Excellence refers to the ability to achieve unprecedented results by outperforming obstacles and avoiding errors as much as possible. The first deviation is by relying on clarity of vision, setting goals, proper planning and implementation, and continuous evaluation. According to Yosef (2018: 33), the School of Scientific Management at the hands of its founder (Taylor) was the first to adopt the idea of Performance Excellence, and to give an accurate concept

of performance and attention to its measurement through careful study of the tasks the workers perform and the timing of each of them to conclude the time necessary to manage the machine, all within the framework of what is known as the study of "time and motion". Interest in the concept of excellence began in the early eighties of the twentieth century when (Tom Peters) and his (colleague Robert Waterman) published their book "In Search of Excellence", as he indicated that there are no excellent organizations, but organizations that strive to achieve excellence (Ramiz and Ismaeel, 2020: 170).

Performance Excellence Dimensions

The categorization factor in the performance excellence dimensions does not tolerate division or fragmentation. Balance and interconnecting are two fundamental qualities of excellence in numerous areas of the organization. Because balance and interconnecting are two important elements of excellence in multiple aspects of the organization,

it is impossible to imagine an organization succeeding in one area while failing to reach that success or collapsing in others (Bahissi 2014: 28). Authors tend to list different performance excellence dimensions based on personal perspectives, the type, and size of the organization, the environment, and the technology level. After reviewing the relevant literature, and taking the variable of E-marketing into consideration three performance excellence dimensions that line up with the study's goals and direction were chosen (customer satisfaction, service quality, and product quality).

First: Customer Satisfaction

The customer is the normal person who purchases products or services from the market for his or her consumption or others in a rational manner in purchase and consumption. Therefore, customers are the only source of profit and growth for the organization in the future.

The Expectation states that customer satisfaction is a type of emotion that customers feel after their products have exceeded their internal expectations, and they are disappointed and dissatisfied if product ratings do not exceed their psychological expectations (Wang *et al.*, 2021: 3). Thus, customer satisfaction represents the organization's ability to meet the desires and expectations of its customers through its various products and services (Kumar *et al.*, 2013: 16). Customer satisfaction is the basic criterion for performance and potential excellence for any organization (De Bruin *et al.*, 2020: 2), therefore, organizations should set indicators to measure their performance from the point of view of their customers.

Second: Service Quality

Customers' opinions of the gap between the services they received and the services they expected determine service quality. Quality of service constructs is those which quantify the difference between customer expectations and customer perceptions of service. The term "quality of service" refers to a judgment or attitude about the service's overall excellence. The discrepancy between consumers' expectations and perceptions of service quality may be characterized by the performance of the service. The efficiency of the service quality, quality flexibility, service quality fulfillment, and quality of service contacts are all used to assess service quality. Customer loyalty, which is viewed

as the company's principal aim in implementing customer retention, is dependent on the excellence of service quality (Hurriyati *et al.*, 2018: 1126).

Third: Product Quality

Firms may gain a competitive advantage by separating themselves from competitors, and having greater product quality is one of the most widely employed excellence strategies. Product quality has a beneficial impact on market share as well. Improving quality perceptions for both goods and services can lead to increased consumer satisfaction. Improving quality via Total Quality Management (TQM) also promotes innovation and organizations that seek profit more than those that do not. Quality management that focuses on customer happiness is necessary since higher quality leads to a better image for a company. Improving consumers' perceptions of quality has a positive impact on their behavior, resulting in greater customer attraction, purchase intent, loyalty, and usage (Shah & Regassa, 2010: 164).

2.3 Correlation between Study Variables

Based on the information provided previously it was concluded that an important aspect of e-marketing is building a better means of communication between the firm and the customers in a way that allows the firm to understand the customers' needs and complaints, therefore, working faster and more efficient to meet these needs exceeding the customers' expectations and achieving higher levels of customer satisfaction. Additionally, this communication advantage allows for receiving more feedback leading to constant development and changes in products and services.

First: service and product quality correlation with E-marketing

According to Al-Zyoud *et al.* (2021: 1357), quality can be defined as a person's desires and needs being met by a service or a product provided by a specific organization or firm, and it can be measured by knowing how satisfied people are with the administrations and items provided, and it is achieved by avoiding errors, deformities, and flaws. The concept of quality was particularly associated with foundations ranging from quality management to the organization of diverse materials and assets (such as quality in progress and warehousing operations) to quality in the delivery of goods and services to customers.

A product or service can be better adapted to individual preferences. Comparing e-marketing to traditional marketing shows a higher level of communication between the business and customers. Websites and social media sites are no longer just displays of offers for Internet users; rather, they have become an integral aspect of their life and a channel for communication between marketers and potential customers. This increase in communication led to an increase in customer feedback which in turn affected product and service quality leading to customers' needs being satisfied more efficiently. The correlation between quality and e-marketing can be explained further as follows:

Second: customer satisfaction correlation with E-marketing

E-marketing covers a phase of relationship development that involves elements of creating, sustaining, and enhancing value for customers. With the use of digital channels, marketers can make effective promotional purchases to build strong customer relationships and boost client loyalty. Part of e-marketing is customer relationship marketing and it is a phrase that represents long-standing ties built on shared interests between businesses and customers.

similar parties with a shared objective, such as purchasers and sellers. One of the goals that come from customer relationship marketing can be created by giving satisfaction to all customer needs (Slamet et al., 2021: 3). A study by Babalola et al. (2020: 22) also considered the business-to-customer relationship and e-marketing positive impact on customer satisfaction and customer buying behaviors.

According to Javadian Dehkordi et al. (2012: 122), many businesses use a variety of tools to build relationships with their customers. Recognizing which type of tool is more effective can be a critical aspect in assisting businesses in increasing their sales profitability and achieving high levels of customer satisfaction. Some of the most effective tools are mobile marketing, e-mail marketing, web marketing, and marketing through social network sites (SNS), all of which are common e-marketing practices.

On the other hand, a couple of studies concluded that E-marketing is a way to attract and maintain customers by building long-term relationships with them and the goal of e-marketing is to maintain customers by satisfying their needs instead of constantly searching for them. E-Marketing use of electronic tools seeks to focus on the quality of services provided to customers and the creativity and constant innovation in services. Customers are significantly more satisfied with the services they receive when e-marketing is used (Nadia, 2019: 280), (Musab, 2019: 91).

Based on the previous literature the researcher concluded that there is a level of correlation between e-marketing and performance excellence thanks to the factor of communication provided by e-marketing tools allowing the company to collect feedback, suggestions, and complaints and then employ the collected data in developing product and service quality while simultaneously increasing customer satisfaction because customers' needs are being met more efficiently and their opinions are heard.

3. Methodology

The use of the descriptive analytical method was relied upon in the current research through the questionnaire and analysis of the opinions of employees in 8 trade companies in the city of Sulaymaniyah as the study population, it helps analyze the relationship and the impact between the variables on a deeper level and try to understand the research problem and find appropriate solutions to it.

In relation to sampling, the proportion of the sample to the population is 89.1%. 90 questionnaires were distributed to 8 trade companies in the Iraqi Kurdistan Region of Sulaymaniyah city and collected from 18 July to 26 July, 88 questionnaires were collected back and out of the 88 questionnaires, there were 7 unanswered properly and therefore unsuitable for analysis leaving 81 questionnaires suitable for analysis.

Table (1) study sample

	Company Name	Number of Questionnaires Given Out	Number of Questionnaires Collected Back	Number of Questionnaires Unsuitable for Analysis	The Remaining Number of Questionnaires
1	Asia oil Company	12	12	2	10
2	Alt Group	11	11	0	11
3	Vitra	11	10	0	10
4	Quantum company	11	11	1	10
5	Safra company	12	12	3	9
6	Dialux crystal	11	11	0	11
7	Home style	11	10	0	10
8	Rangala	11	11	1	10
Total		90	88	7	81

Source: prepared by the researchers.

The researchers relied on a number of sources in Arabic and English of many forms (theses, scientific studies, international conferences, books, and the internet).

The researchers formed the questionnaire based on their knowledge and understanding of the study problem and requirements then it was relied on as the main tool for the data collection, and it consisted of two axes.

The first relates to demographic information, while the second consists of two parts the first relates to E-marketing and the second relates to performance excellence.

The Likert scale was used in the questionnaire, which ranges between (strongly agree, agree, neutral, disagree, and strongly disagree), and with the aim of measuring the validity and reliability of the questionnaire the researchers presented it to a group of 7 experts (with specialization in the field

of business administration) for arbitration and after taking their opinions, the final questionnaire was designed.

In addition, Cronbach's alpha test was used to measure the questionnaire, and it was found that all the paragraphs obtained more than (0.70) as in Table (2), and this is considered acceptable for administrative studies and research (Bougie & Sekaran, 2016).

Table (2) Reliability measurement through the alpha-Cronbach method

Variable	Dimensions	Number Of Questions	Reliability Value
E-Marketing (EM)	Product (PRT)	4	0.749
	Price (PRI)	4	0.742
	Place (PLA)	4	0.762
	Promotion (PRM)	4	0.885
	People (PEO)	4	0.748
	Process (PRO)	4	0.834
	Physical evidence (PHE)	4	0.824
E-Marketing (EM)		28	<u>0.951</u>
Performance Excellence (PE)	Customer Satisfaction (CUS)	5	0.884
	Service Quality (SEQ)	5	0.877
	Product Quality (PRQ)	5	0.860
Performance Excellence (PE)		15	<u>0.889</u>
Overall questionnaire		43	<u>0.960</u>

Source: Prepared by the researchers through the results of the SPSS statistical program.

4. Data Analysis

4.1 Description of the personal information of the study sample

The results mentioned in table (3) represent a description of the personal characteristics of the study sample in the organizations surveyed in the city of Sulaymaniyah in the Iraqi Kurdistan Region.

Table (3) Personal information of the study sample

	Categories	Frequency	Percent
Gender	Female	22	27.2
	Male	59	72.8
Age	21-30 years	45	55.6
	31-40 years	32	39.5
	41-50 years	4	4.9
	51-60 years	-	-
Academic Qualification	High School	10	12.3
	Diploma	12	14.8
	BSc	54	66.7
	Msc or above.	5	6.2
Job title	Employee	55	67.9
	Executive Director	2	2.5
	Department Manager	20	24.7
	Unit Head	4	4.9
Years of Experience	less than 5	46	56.8
	6-10 years	24	29.6
	11-15 years	8	9.9
	more than 16 years	3	3.7
Total		81	100.0

Source: prepared by the researchers.

The results shown in table (3) show that the highest percentage of respondents according to the results of the questionnaire came among males, and their percentage was (72.8%), while females recorded (27.2%). Also, the largest percentage of the study sample according to age was in the age group (21-30 years) with a rate of (55.6%) however, the lowest percentage was in the age group (41-50 years) with a rate of (%4.9). While the majority of the study sample were holders of a bachelor's degree, at a rate of (66.7%). As for the last rank, they were holders of a master's degree or higher, with a rate of (6.2%). while the largest percentage of the study sample according to Job title was in the group (Employee) with a rate of (67.9%). On the other hand, the lowest percentage was in the group (Executive Director) with a rate of (%2.5). Lastly, the largest proportion of the study sample according to job experience was in the category (less than 5 years) at a rate of (56.8%), and the category (6-10 years) came in second with a rate of (29.6%). The lowest percentage in the category (more than 16 years) is at a rate of (3.7%).

4.2 Analysis and Description of the study variables

In order to describe, diagnose and analyze the statistical results at the level of the study sample. The answers of the sample were tabulated in detail at the level of each paragraph of the questionnaire and in total for each of the main research variables with its sub-dimensions to process it statistically through the use of frequencies, mean, standard deviation, and relative importance, according to the results of the electronic calculator using (SPSS) and (Microsoft Excel) programs as follows:

First: Description of the independent variable (E-Marketing):

The independent variable (E-Marketing) was measured through seven sub-dimensions, which are as follows:

Table (4) Description of the independent variable (E-Marketing)

	The Dimensions	Mean	Standard Deviation	Agreement Rate	Significance Level
1	Product	3.93	1.095	78.75	5
2	Price	4.01	1.040	80.2	2
3	Place	3.92	1.090	78.5	6
4	Promotions	3.96	0.972	79.25	4
5	People	4.15	0.879	83.15	1
6	Process	4.01	1.094	80.25	3
7	Physical Evidence	3.87	1.016	77.4	7

Source: prepared by the researchers from the results of SPSS statistical analysis.

The results in table (4) show that the people are the most significant dimension while physical evidence is the least significant dimension.

Second: Description of the dependent variable Performance Excellence (PE)

The dependent variable Performance Excellence (PE) was measured through three sub-dimensions, which are as follows:

Table (5) Description of the dependent variable (Performance Excellence)

	The Dimensions	Mean	Standard Deviation	Agreement Rate	Significance Level
1	Customer Satisfaction	3.91	1.044	78.32	3
2	Service Quality	3.97	1.044	79.4	2
3	Product Quality	4.096	1.013	81.92	1

Source: prepared by the researcher from the results of SPSS statistical analysis.

The results in table (5) show that product quality is the most significant dimension while customer satisfaction is the least significant dimension.

4.3 Hypothesis Tests

The two hypotheses of the study are run under several analyses to taste their accuracy as follows:

First: Analysis of Correlation Relationships

Table (6) and figure (1) show that there is a significant and positive correlation between the E-Marketing (EM) variable and Performance Excellence (PE) variable, where the value of the correlation coefficient between them is (.772**), and at a significant level (0.01). This result indicates that there is a significant and high level of positive correlation between the E-Marketing (EM) variable and the Performance Excellence (PE) variable in the researched organizations in the city of Sulaymaniyah in the Iraqi Kurdistan Region. In other words, the more the research organizations rely on E-Marketing (EM), leads to the increase in Performance Excellence (PE).

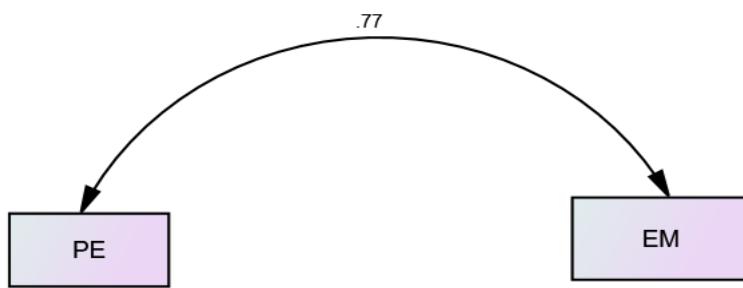


Figure (1) Correlation between E-Marketing (EM) and Performance Excellence (PE)
(Source: Amos V.24 program outputs)

Table (6) Correlation between E-Marketing (EM) and Performance Excellence (PE)

		Performance Excellence (PE)	E-Marketing (EM)
Performance Excellence (PE)	Pearson Correlation	1	.772**
	Sig. (2-tailed)		.000
	N	81	81
E-Marketing (EM)	Pearson Correlation	.772**	1
	Sig. (2-tailed)	.000	
	N	81	81

**. Correlation is significant at the 0.01 level (2-tailed).

Source: prepared by the researcher from the results of SPSS statistical analysis.

Therefore, it is clear that the first hypothesis is accepted, which states that: there is a statistically significant correlation between E-Marketing (EM) variable and Performance Excellence (PE) variable at the levels of variables and dimensions.

Second: Analyzing Influential Relationships

It was found from the results of the analysis in the table (7) and figure (2) at the levels of variables that there is an effect of the independent variable Marketing (EM) on the dependent variable Performance Excellence (PE) at the levels of variables. Based on the calculated (F) value, which amounted to (116.250), that is higher than the value of (F) Tabular amounting (3.8415) and degrees of freedom (1, 79).

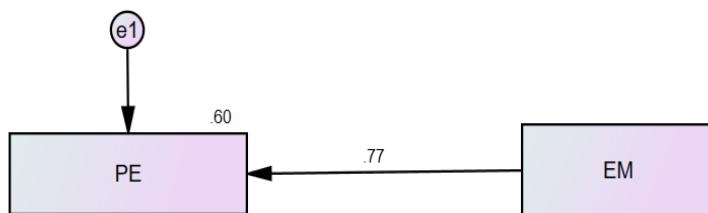


Figure (2) effect of E-Marketing (EM) on Performance Excellence (PE) at the levels of variables

(Source: Amos V.24 program outputs)

Table (7) effect of E-Marketing (EM) on Performance Excellence (PE) at the levels of variables

Model Summary

Mode 1	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.772 _a	.595	.590	.41584	.595	116.250	1	79	.000

a. Predictors: (Constant), EM

Source: prepared by the researcher from the results of SPSS statistical analysis.

This confirms the calculated level of the significant value of (0.000), which is significantly lower than the hypothetical level of significance of the study, which amounted to (0.05). In light of the regression equation, the value of (B_0) indicates that there is an appearance of Performance Excellence (PE) through its dimensions with a value of (.738) when the value of E-Marketing (EM) and through its dimensions are equal to zero. These results indicate that Performance Excellence (PE) in the investigated organizations derives part of its characteristics from E-Marketing (EM) and its

dimensions, which were adopted by the current study. Therefore, it can conclude that if the investigated organizations increased their focus on employing E-Marketing (EM) in their operations, the investigated organizations can improve their Performance Excellence (PE) levels.

Table (8) results of coefficients between study variables Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.053	.276		3.809	.000
EM	.738	.068	.772	10.782	.000

a. Dependent Variable: PE

Source: prepared by the researcher from the results of SPSS statistical analysis.

In addition, the results showed that the value of R Square coefficient (R^2) recorded (0.595), which indicates that the change in Performance Excellence (PE) among the investigated organizations, which was (59.5%), can be attributed to E-Marketing (EM).

The remaining (40.5%) of the change in Performance Excellence (PE) is due to other reasons that were not adopted in the current study model.

Based on the above results of the previous analysis at the levels of variables and dimensions, the second main impact hypothesis can be accepted, which states that: E-Marketing (EM) has a significant and positive effect on Performance Excellence (PE) at the levels of variables and dimensions).

5. Conclusions and Recommendations

5.1 Conclusions

This study is conducted to examine the extent to which E-marketing impacts performance excellence and to measure of the extent to which two variables are related. Specifically, this study is an attempt to examine the impact of adopting the 7Ps E-marketing mix in achieving performance excellence and explore the correlation between performance excellence and e-marketing. The result shows that previous studies and statistical results confirm that a significant correlation between e-marketing and performance excellence dimensions exists and could be optimized to achieve performance excellence in trade companies.

The three performance excellence dimensions discussed in this study (service quality, product quality, and customer satisfaction) are all connected and have a level of effect on one another. E-Marketing has a significant and positive effect on Performance Excellence across the studied dimensions, as the analysis results showed that the companies that utilize e-marketing achieve higher levels of Performance Excellence.

Additionally, the analysis results showed that there are significantly fewer female employees in the researched companies, suggesting that females get fewer career opportunities in trade companies. The results indicate that there are many chances to utilize e-marketing and other technological advancements in the Iraqi Kurdistan Region of Sulaymaniyah city.

This study can make a good contribution to launch literature regarding the possibility of achieving performance excellence in trade companies via using e-marketing as it is the first study investigating this subject in Kurdistan based on the knowledge of the researcher, which can provide a base for future research about this topic.

Additionally Since analyzing the positive effects of adopting e-marketing in trade companies and performance excellence is one of the key points here; the findings of this study will give some advice to the owners of these companies. In addition, it can be of great importance for the government and help with providing a deeper insight into the state of trade companies in the Kurdistan region, Sulaymaniyah city in particular.

Based on the conclusions discussed previously several recommendations are made. First, the trade companies in the Iraqi Kurdistan Region of Sulaymaniyah city must consider investing more in e-marketing and having a budget to carry out e-marketing strategies. Second, trade companies should employ more females and provide more career opportunities thus supporting equality and creating a positive image. Third, the higher management should have a knowledge of the latest technology, online trends, and online consumers' needs in order to achieve the best results consistently. Fourth, trade companies should employ those who specialize in e-marketing or carry out e-marketing training programs for their employees in order to carry out their e-marketing strategy perfectly with the lowest possible number of errors and delays.

5.2 Limitations and future research

Although the researchers have made a significant effort to overcome research limitations but this research targets only trade companies in the city of Sulaymaniyah (the field of research) and the period of distributing the questionnaire to trade companies in the city of Sulaymaniyah and collecting data was limited to the period from 18 July 2022 to 26 July 2022. Furthermore, the research sample consisted of the employees of 8 trade companies in Sulaymaniyah city. Finally, scientific limitations: the study looked into the 7Ps of the E-marketing mix and three performance excellence dimensions only.

Future studies must look into the individual effect of e-marketing tools and different social media platforms on performance excellence. Future studies should also explore a broader range of performance excellence dimensions and their possible correlation to e-marketing.

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