

The Effect of E-Marketing on The Performance of Small Business Enterprises

Khalid Naser AL-Zu'bi¹

¹ Department of Management Information Systems, Al-Balqa Applied University, Al-Salt, Jordan

Correspondence: Khalid Naser AL-Zu'bi, Department of Management Information Systems, Al-Balqa Applied University, Al-Salt, Jordan, Salt, 19110, Jordan. E-mail: Khalid.Zoubai@bau.edu.jo

Received: September 5, 2022

Accepted: October 13, 2022

Online Published: December 17, 2022

doi:10.5539/ijbm.v18n1p88

URL: <https://doi.org/10.5539/ijbm.v18n1p88>

Abstract

Small business enterprises play an important role in boosting global economic growth and raising the nation's GDP. E-marketing is becoming a necessary part of information technology that small businesses must use to succeed. The influence of e-marketing, as reflected by its two variables (E-marketing tools and E-marketing budget), on the marketing performance in small business businesses in Jordan has been examined in this research. The model fit and its proposed hypotheses were tested using structural equation modeling (SME). The proposed study model was determined to have good-fit. According to the study's findings, E-marketing tools had a significant effect on pre-sales activities (SE = 0.124, $P < 0.05$), but not on post-sales activities (SE = 0.052, $P > 0.05$), or on marketing performance (SE = 0.053, $P > 0.05$). Pre-sales activities, post-sales activities, and marketing performance were all significantly affected by the e-marketing budget (SE = 0.0652, $P < 0.05$; SE = 0.374, $P < 0.05$; SE = 0.289, $P < 0.05$) respectively. Marketing success in terms of marketing performance was strongly affected by pre- and post-sales activities, respectively (SE = 0.389, $P < 0.05$; SE = 0.542, $P < 0.05$).

Keywords: small business enterprises, E-marketing, marketing activities, marketing performance

1. Introduction

Academics and managerial personnel have recently shown an increased interest in E-marketing. It is often regarded as the new paradigm of marketing. Although there is an impression by many studies that e-marketing can be implemented in any field, there is not enough evidence for supporting that. As a result of their significant contribution to global economic development, small business enterprises have attracted the attention of researchers and practitioners for the last three decades (Brodie et al., 2007; Hotho & Champion, 2011; Mazzarol, 2015). This interest is mainly due to the belief that innovation is dependent on the entrepreneurial potential of these organizations (Eid & El-Gohary, 2013).

The rapid development of new marketing strategies, coupled with an increase in the number of businesses using the Internet, have transformed the field of marketing. This new approach has allowed small businesses to grow more quickly and effectively. Small enterprises are considered to be vital to the development of countries as they are the main source of employment in the private sector (Al Adwan et al., 2019). They play a significant role in accomplishing various purposes in development such as reduction of poverty and growth of the economy (Liedholm & Mead, 2013). Therefore, Due to the increasing importance of entrepreneurship in the development of the countries' economy, the attention of policymakers has been increasing to the entrepreneurship of small business enterprises (Oduntan, 2014), especially with the rapid emergence and evolution of the Internet and the World Wide Web (WWW) that have created new opportunities for businesses to reach out to their customers.

This study makes the case that a company's business model can alter when electronic marketing (E-marketing) is used. Many organizations, nowadays, see that it is highly necessary to be present online to effectively utilize the various marketing channels that are available (Taherdoost & Jalaliyoon, 2014). Despite the various advantages of the Internet and the rise of new interactive media, there are still challenges that businesses face when it comes to using this technology (Sekar & Geetha, 2013). One of these is the lack of enough budgets and resources to implement new technology compared to large companies that have the resources to adopt new tools and techniques for their specific needs (Christopher, 2021).

Therefore, the current study's objective is to examine how this technology affects the marketing performance of

small business enterprises. Also, it provides the policymakers, entrepreneurs, practitioners, and researchers with a comprehensive view of E-marketing related issues in small business enterprises as opposed to large companies. Therefore, it has been focused to provide a deeper understanding of the various practices of small business enterprises in terms of e-marketing in the global digital world. The research framework is designed to keep in mind that most small business enterprises are on the margins of the digital world and might lose some of their e-marketing benefits. Thus, overall, the study aims to investigate how the e-marketing dynamics make change the small business enterprises' practices and affect their marketing performance.

1.1 Research Problem

The E-marketing usage by small commercial businesses has been the subject of numerous requests for research, and the current study is an answer to those requests. Despite the growing importance of this technology, the mainstream academic literature has not been able to provide a comprehensive analysis of its effects on marketing success in terms of marketing performance. There are numerous studies and books (e.g. Dann & Haddow, 2008; Millstein et al., 2021; Sudweeks & Romm, 2000) on how to do business on the Internet, but little research has been conducted on the subject.

There has been an absence of an integrative and comprehensive scientific initiative that can provide a wide understanding of to which extent E-marketing can influence small business enterprises and achieve success by increasing their performance and effectiveness in the marketing field (Eid & El-Gohary, 2013). Thus, the present study aims to give a detailed analysis of how the E-marketing dynamics have caused changes in the marketing practices in small business enterprises

1.2 Research Questions

According to the research above problem, the following questions can be developed:

- Q1:** Is there a significant effect of E-marketing on marketing activities in small business enterprises?
Q2: Is there a significant effect of marketing activities on marketing performance in small business enterprises?
Q3: Is there a significant effect of E-marketing on marketing performance in small business enterprises?

1.3 Research Objectives

in accordance with the research questions, the following objectives of the study are intended to be attained:

1. To propose a conceptual model that integrates E-marketing constructs, and explains its effects on marketing performance.
2. To test the suggested hypotheses of the study conceptual model.

1.4 The Conceptual Model

The conceptual model is drawn upon two main streams: literature on IT and the theory of E-marketing. The conceptual model with the hypothesized relationship between its variables is shown in figure 1. These relationships include the follows:

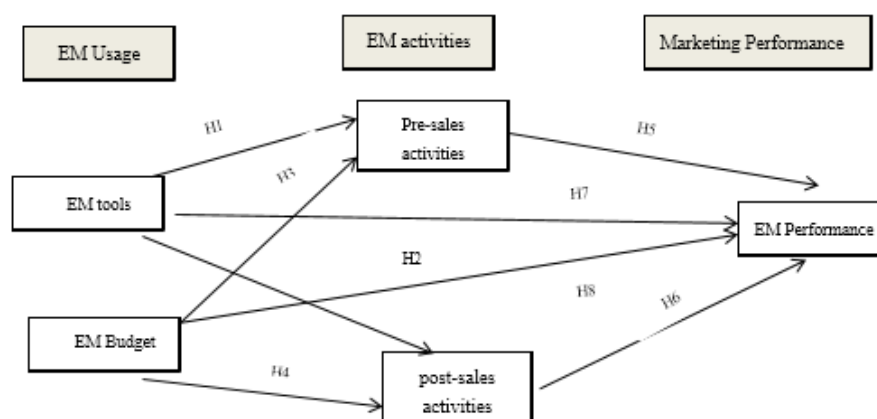


Figure 1. The suggested conceptual model

2. Literature Review

2.1 *The Concept of Small Enterprises*

The concept of entrepreneurship and small business enterprises is very important to the country's economy and social development. According to the statistics released Ministry of industry and trade and supply in Jordan in 2021, there were over (4600) businesses in the country. Almost all of these are small (0-49) employees. Generally, about half of all jobs were created by entrepreneurship and small businesses in Jordan. Additionally, they generated more than 32% of the Jordan's overall revenue.

Despite the fact that small firms currently dominate the economy, it has proven difficult to define what a "small business enterprise" is. Due to the wide variety of elements that a small business can cover, it is not always possible to define a single term (Kiseleva et al., 2016). This is why it is important to remember that the definitions of various types of businesses vary depending on the needs of each country (Oduntan, 2014).

This research uses the European definition, adopted by the European Commission (May 2003), of small business enterprise as it takes into account the dynamics of new technology and provides a legal basis for its use. Small business enterprises are based on the criteria specified by the European Commission. These include the number of employees, the annual turnover, and independence (European Commission, 2009).

Small business enterprises are not the same as large businesses when it comes to characteristics, such as their level of division of labor, ownership structure, and financial dependence. Also, Small business enterprises are typically independent and have similar characteristics such as being financially dependent on their owners, having close control over their operations, and having critical decisions made by their owners (Spithoven et al., 2013). From the perspective of many practitioners and scholars, the best illustration for the small business is the Bolton Committee's 1971 Report on Small Firms, which highlighted the importance of the independent nature of these businesses. It stated that these firms have a small market share and are managed by their owner or part-owner (DTI, 2008).

On the other hand, small enterprises' managerial traits are comparable to those of giant corporations. Mazzarol (2015) identified the small business manager as someone who is focused on both the quality of his company and its reputation. The importance of an entrepreneur or owner cannot be over-emphasized due to his or her role in the success of a small business, as he/she is also a central part of the small businesses enterprises and plays a great intellectual role in the business success (Eid & El-Gohary, 2013; Spithoven et al., 2013).

2.2 *E-Marketing Usage*

E-marketing (EM) is a recent business strategy that integrates the ideas of buying and selling products and services online. It is regarded as a modern philosophy that focuses on the use of electronic means (El-Gohary et al., 2012). However, the definitions of this concept vary depending on the researcher's background and specialization. From the perspective of Frost & Strauss (2016), E-marketing is a concept that entails using various electronic devices, programs, and applications to generate transactions that meet the needs of both the individual and the business.

This study examines the use of E-marketing by examining the concept provided by Avlonitis & Karayanni (2000), E-marketing consists of two parts, the tools and the budget, which are covered by one and five elements, respectively. Indicators of its use include the E-marketing budget, which is related to successfully allocating resources to support e-marketing. Strategic management research has focused heavily on the connection between marketing and performance over the past two decades (Avlonitis & Karayanni, 2000). According to Albadvi & Koosha (2011), the traditional approach to allocating marketing resources is to maximize the total profits via marketing activities.

On the other side, E-marketing tools are those that can be used for conducting various marketing activities. These include online marketing, e-mail marketing, mobile marketing, intranet marketing, and social media-related marketing (El-Gohary et al., 2012). Other types of E-marketing include electronic customer relationship management and electronic data interchange.

This study focuses on the various types of E-marketing tools that can be used for conducting marketing activities. Some of these include online marketing, e-mail marketing, and intranet marketing. The research also analyzed the literature on the subject.

2.3 *E-Marketing Usage and Marketing Activities of Small Business Enterprises*

The increasing importance of technology commercialization in a company's marketing strategy is a key factor that contributes to its success. In this context, due to its distinct qualities as a medium and market, E-marketing chances for small business organizations play a crucial role in supporting the marketing efforts (Strauss et al., 2014).

A website can be a very effective marketing tool for a company as it can reach a wide audience in a fast and economical manner (Štefko et al., 2015). With relatively low investment, almost anyone can access the World Wide Web. This provides entrepreneurs with an opportunity to be in touch with their global opportunities and resources allowing them to conduct business more effectively and efficiently (Chaffey, 2012).

Through this extension, some studies (e.g. Al Asheq et al., 2021) were found to show a positive correlation between e-marketing and the marketing performance of small business enterprises, while only a small number of studies (e.g. Brodie et al., 2007) showed a positive correlation between e-marketing and marketing activities.

2.4 E-Marketing Performance

Effective E-marketing deployment is not specifically and clearly defined, and there is also little evidence supporting the use of measures to evaluate its success. Ambler & Kokkinaki (2010) conducted an investigation that covered more than 1300 marketing journal articles. According to the researchers, only 11.5% of the articles analyzed the effectiveness of E-marketing. Also, when it comes to the multiple measures that are used to evaluate the performance of marketing, it is apparent that there are many different types of measures. For instance, Clark (1998) identified 16 different measures, while Davidson (1999) listed 10 different measures.

The literature review revealed that effective E-marketing can help meet the business objectives of an organization. These include generating new sales, increasing market share, reducing sales costs, improving profitability, and increasing brand equity (Štefko et al., 2015). The objectives of an organization are categorized into two main factors that are considered when it comes to assessing e-marketing success. These are the marketing performance and the marketing effectiveness (Eid & El-Gohary, 2013).

2.5 E-Marketing, Marketing Activities, And Marketing Performance Relationships in Small Business Enterprises

2.5.1 E-Marketing Usage-Marketing Activities Relationship

The goal of this study is to examine the effects of e-marketing on small business businesses' marketing activities in terms of pre-sales and post-sales by looking at e-marketing budget and instruments. On the basis of the literature, all model dimensions were adopted (e.g. Avlonitis & Karayanni, 2000).

The first set of hypotheses examined the relationship between E-marketing (E-marketing tools and E-marketing budget) on the marketing activities (pre-sales and post-sales), while the second set of hypotheses examined the relationship between marketing activities (pre-sales and post-sales) and marketing performance.

Several studies have confirmed that many activities of pre-sales and post-sales are significantly affected by E-marketing (Mazzarol, 2015; Zhang & Duan, 2010). There are a number of various consequences of the use of E-marketing in the pre-sales activities of small business enterprises. Such consequences include faster response times, better communication with customers, the development of new capabilities, and faster customization of customer needs (El-Gohary et al., 2012; Liedholm & Mead, 2013). Similarly, other studies have mentioned the various consequences of the use of E-marketing in the post-sales activities of small business enterprises. Such consequences include the development of new products, more customer satisfaction, and better customer relationship (Eid & Elbeltagi, 2006; Labanauskaitė et al., 2020). Therefore, we can hypothesize that:

H1: Pre-sales marketing activities are significantly affected by the usage of E-marketing tools.

H2: Post-sales marketing activities are significantly affected by the usage of E-marketing tools.

H3: Pre-sales marketing activities are significantly affected by E-marketing budget.

H4: Post-sales marketing activities are significantly affected by E-marketing budget.

2.5.2 Marketing Activities-Marketing Performance Relationship

Numerous studies have focused on the relationship between e-marketing activities, including pre- and post-sales, and marketing performance (Eid & Elbeltagi, 2006; Lhuillery, 2014). The pre- and post-sales services offered by e-marketing can result in a variety of outcomes, including greater market share, increased productivity, increased brand equity, and increased revenues (Lynn et al., 2002; Mazzarol, 2015). Accordingly, we can hypothesize that:

H5: E-marketing performance is significantly affected by Pre-sales activities.

H6: E-marketing performance is significantly affected by Post-sales activities.

2.5.3 E-Marketing Usage- Marketing Performance Relationship

The third part of the study model examines the relationship between E-marketing, in terms of its two dimensions: E-marketing tools and E-marketing budget, and marketing performance. Several studies (e.g. (Al Asheq et al., 2021; Eid & Elbeltagi, 2006; Stockdale & Standing, 2004) have found that E-marketing positively influences the

marketing performance through new sales, new customers, development of new markets, good customer relationships, increased market share, increased brand equity, and increased productivity.

Small business enterprises can improve their marketing performance by adopting E-marketing technological tools, which can reduce marketing costs. The cost reduction of marketing help improves the company's profitability, which leads to the company's marketing effectiveness (Al Asheq et al., 2021; Lynn et al., 2002). Therefore, according to this literature, we can hypothesize that:

H7: E-marketing performance is significantly affected by E-marketing tools usage.

H8: E-marketing performance is significantly affected by E-marketing budget

3. Research Methodology

3.1 Research Design

The objective of this study was embedded in developing a new model that describes the effects of E-marketing on the marketing performance of small business enterprises. After reviewing the literature, the model was then validated by collecting data from (275) small business enterprises that use various E-marketing tools. Depending on the suggested model, the study aims to investigate the effect of E-marketing, in terms of E-marketing tools and E-marketing budget, on the marketing performance through the mediating marketing activities (pre-sales and post-sales).

3.2 The Study Sample

The purpose of the survey was to collect information from (344) Small business enterprises that were randomly selected from a population of (3250) small business enterprises in Amman Capital in Jordan. To ensure that the findings could be generalized, the study was conducted through a combination of online databases and business directories. These tools allowed the researchers to identify the enterprises that are based in Jordan and meet the essential requirements to be considered small business enterprises.

The sample size of a study was addressed using the Aaker & Day (1986) equation (Equation.1), which is widely used in social science as it takes into account various factors such as the ratio of people involved, the sample's error, and the population size.

$$S = Z \sqrt{\frac{p(1-p)}{n}} \sqrt{\frac{N-n}{N-1}}$$

Where:

Z: The confidence level (95%).

S: The sample error (5%).

P: The population ratio (50%).

N: The population size, and

n: The sample size.

Of the total number of the survey questionnaires that were distributed to the sample (344), (295) questionnaires were retrieved, and (275) questionnaires were valid for data analysis (Table. 1).

Table 1. Response summary of the participants

Distributed questionnaires	344
Retrieved questionnaires	295
Declined questionnaires	20
Valid questionnaires for analysis	275
Rate of response	0.80

Small companies in Jordan's capital city of Amman were included in the sample. The sample was split up among different industries. most of these small companies were trading (56%). Less than 35 employees were employed by 68.8% of all enterprises. However, the majority of the study's small businesses made no more than 210,000 in annual sales. Additionally, the majority of the sample's marketers spent little more than 12% of their overall budget on marketing. Nearly 25% of the sample's small businesses have been operating for more than ten years.

3.3 The Study Instrument & Measures

The study constructs and their items were adopted from the previous studies (e.g. Brodie et al., 2007; Iddris & Ibrahim, 2015; Lynn et al., 2002). The Five-Likert scale was used to operationalize each of the structures. Two pre-test sessions were held to make sure the respondents could comprehend the measurement scales on the questionnaire. The first one involved reviewing the questionnaire by three academics specialized in e-marketing, and the second one involved a pilot test, where the participants were asked to discuss their thoughts on the questionnaires with three new experts specialized in the field of E-marketing. The results of the pre-test sessions revealed that the scales were modified in response to the study's context.

4. Analysis & Results

The reliability of the study instrument was tested using Cronbach's Alpha coefficients (Table 2). All of the scales have a minimum reliability coefficient of (0.74) which exceeded the cut-off level (0.60) (Nunnally, 1978) (Table 2).

Table 2. Reliability of the constructs

Constructs	Num. of items	Cronbach's Alpha Coefficients	Mean	SD
E-marketing tools	4	0.74	2.35	0.64
E-marketing budget	4	0.79	0.43	0.22
Pre-sales activities	4	0.85	3.64	0.43
Post-sales activities	4	0.91	4.12	0.28
Small business enterprises' marketing performance	4	0.94	3.47	0.41

To determine if the multiple components of a construct that are connected to a single underlying factor may be regarded as unidimensional, exploratory factor analysis was utilized. The items that did not match these requirements were eliminated; dominant loadings should be $> (0.5)$ and cross-loadings should be $> (0.35)$ in order to provide a set of classification dimensions that is brief and can be utilized to define the various components of a construct (Hiar et al., 1998).

Table 3. Factor analysis results

	Pre-sales activities (Factor 1)	post-sales activities (Factor 2)	Marketing performance (Factor 3)
discovery of customer requirements faster	0.612		
Better services and goods customization	0.712		
Better customers communication	0.821		
Better adaptability to customers' requirements	0.687		
better service quality		0.874	
Development of new products		0.845	
Sufficient relations with customers customer		0.687	
More customer satisfaction		0.708	
New product sales			0.789
Finding new customers			0.812
Finding new markets			0.771
Reducing costs of sales			0.682
Initial eigenvalues	9.120	1.202	1.10
% of variance	54.251	9.093	6.12
Cumulative%	56.707	64.800	71.616

The 12 variable categories (items) were analyzed using the principal component factor analysis method. The number of factors that were extracted was determined using the eigenvalues (which should be greater than 1) and the screen plot. The three-factor structure was then suggested to minimize the variance. The study results revealed that the various factors are high, with the lowest loading at (0.612). The Kaiser-Meyer-Olkin (KMO) test also

revealed that the total factor loading was significantly higher than that of the other constructs. All of the items were then loaded onto the expected factors, and each of them had a higher factor loading than the other (Table 3)

The confirmatory factor analysis (CFA) method was used to test the unidimensionality of scales, where the representation of each co-generic item in a single factor was tested (Anderson & Gerbing, 1988). Also, the good-of-fit index (GFI) was then used to evaluate the various factor models. GFI values are accepted if the value exceeded (0.90). also, comparative fit-index (CFI) (it should be > 0.90) was used to test the model-fit, and the obtained value was acceptable (≥ 0.90). Moreover, the root mean square residual (RMSEA) and the adjusted goodness-of-fit indices were also provided. The standard cut-offs for these indices achieved the cut-offs for study model fit (Table 4).

The convergent validity was evaluated using Average Variance Extracted (AVE) (should be ≥ 0.5), in accordance with the results of the CFAs. It was demonstrated that all structures were above the AVE cutoff level.

Table 4. CFA of the constructs

Construct	Chi-square	df	P	GFI	AGFI	CFI	RMSEA
Use of E-marketing tools	8.140	2	0.102	0.912	0.910	0.907	0.035
Pre-sales activities	2.28	2	0.412	0.942	0.974	0.988	0.041
Post-sales activities	2.88	2	0.312	0.974	0.922	0.989	0.049
Marketing performance	5.85	2	0.078	0.962	0.874	0.948	0.075
Statistic			suggested				
GFI			≥ 0.90				
AGFI			≥ 0.80				
CFI			≥ 0.90				
RMSEA			≤ 0.10				
Chi-Square sig.			≥ 0.05				

Numerous scholars (e.g. Eid, 2007; Khong, 2005) depended on 100 participants as a sample size for conducting their research. This leads to the common consensus that a 100 participants are considered practical sample size for carrying out structural equation modeling. Although the sample size of the study is enough for supporting the structural equation model, we performed a path analysis to analyze the various constructs of the model using the factor scores as indicators. Maximum-likelihood estimates (MLE) were used based on the guidelines of Jöreskog, and Sörbom (1982).

The MLE method's objective is to estimate the model while taking into account all of the possible model structures. In order to achieve this, the tests of normality were performed for the various constructs. The normality of the constructs was confirmed by the MLE method, and thus we proceeded to estimate the model. Figure 2 shows the path diagram for the model. It also shows the various parameters that are used to estimate its various paths.

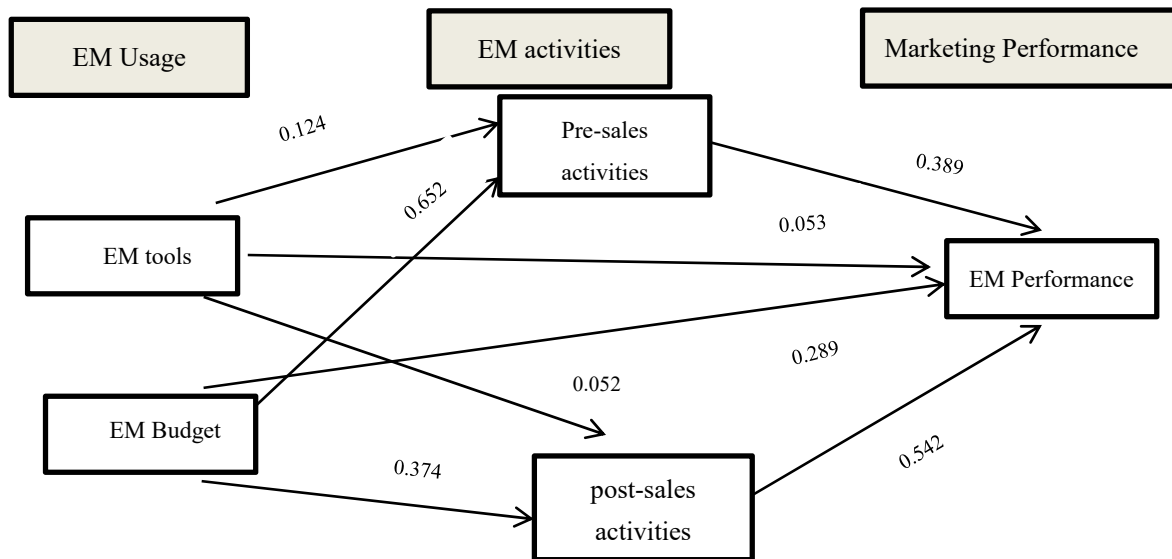


Figure 2. The structured model

A detailed analysis of the model is presented in Table 5. In addition to the usual measures, various indices are also included to help identify the model's characteristics. The chi-square statistic, for instance, was not significant ($\chi^2 = 121.35$), which indicates that the model has a good fit. The other measures, on the other hand, show that the model is strong. The total effects of E-marketing usage are computed as the sum of the direct and indirect effects. The former is the result of the effects of different variables such as pre-sales and after-sales activities, while the latter is the result of the multiplicative effect of the path coefficients. The direct, indirect, and total effects are shown in Table 6.

Accordingly, these findings support all the hypotheses of the study's suggested model.

Table 5. standardized regression weights

Predictors	Criterion variables	Suggested relationship	Standardized coefficients	R ²
E-marketing tools	Pre-sales activities	H1	0.124*	0.612
E-marketing budget	Pre-sales activities	H3	0.652**	
E-marketing tools	Post-sales activities	H2	0.052	0.425
E-marketing budget	Post-sales activities	H4	0.374**	
E-marketing tools	E-marketing performance	H7	0.053	0.723
E-marketing budget	E-marketing performance	H8	0.289*	
Pre-sales activities	E-marketing performance	H5	0.389**	0.746
Post-sales activities	E-marketing performance	H6	0.542**	
Statistic		suggested		obtained
GFI		≥ 0.90		0.952
AGFI		≥ 0.80		0.894
CFI		≥ 0.90		0.921
RMSEA		≤ 0.10		0.026
Chi-Square sig.		≥ 0.05		0.214
* P < 0.05				
** P < 0.01				

Table 6. All effects of E-marketing

Criterion variable	Predictors	Direct effect	Indirect effect	Total effect
Pre-sales activities	E-marketing budget	0.652	0.001	0.653
	E-marketing tools	0.124	0.001	0.125
post-sales activities	EM-marketing budget	0.374	0.000	0.374
	E-marketing tools	0.052	0.002	0.054
Marketing performance	E-marketing budget	0.289	0.284	0.573
	E-marketing tools	0.053	0.059	0.112
	Pre-sales activities	0.389	0.000	0.389
	After-sales activities	0.542	0.000	0.542

Table 5 shows all the estimated standardized parameters for the causal pathways. According to the study's findings (Table 5), "pre-sales activities" was significantly and positively affected by E-marketing tools (H1) (SE = 0.124, $P < 0.05$), but "post-sales activities" and marketing performance were not affected by E-marketing tools (H2 and H7), where (SE = 0.052, $P > 0.05$, and SE = 0.053, $P > 0.05$), respectively. Pre-sales activities, post-sales activities, and marketing performance were all significantly and positively affected by the e-marketing budget (H3, H4, and H8), where (SE = 0.652, $P < 0.05$, SE = 0.374, $P < 0.05$, and SE = 0.289, $P < 0.05$) respectively. Finally, marketing performance was significantly and positively affected by pre- and post-sale activities (H5, H6), where (SE = 0.389, $P < 0.05$, and SE = 0.542, $P < 0.05$).

It was found from the indirect path that the EM budget is the only variable that had a significantly positive effect on the marketing performance (SE = 0.284, $P < 0.05$). This result can be explained by that using E-marketing tools per se is insufficient to achieve a potential advantage in terms of marketing performance, rather the potential advantage can be realized by skilled people in using EM tools (Eid & El-Gohary, 2013). It is clear from the present results that this effect of E-marketing tools on marketing performance manifests through its indirect effect via pre-sales and post-sales marketing services.

5. Discussion

5.1 E-Marketing Usage

Undoubtedly, using e-marketing indicates the overall and effective usage of the technology by the organization. It can be measured by the number of tools used, as well as the budget allocated for the program. Most firms use various types of tools such as internet marketing, mobile marketing, e-mail marketing, extranet marketing, and social media marketing. Based on the data analysis, it was revealed that when implementing E-marketing, small business enterprises rely on various tools to achieve their goals. Out of the (275) small business enterprises that participated in the study, Internet marketing was the most common tool used by them. According to the survey, 92% of the respondents used email marketing as an E-marketing tool, while 33.4% used mobile marketing. This result is in line with some previous studies' findings (Al Asheq et al., 2021; Štefko et al., 2015). Internet marketing was also the most commonly used tool when it came to conducting marketing.

The implementation of E-marketing is expected to significantly affect various marketing activities. These comprise pre-sales and post-sales marketing. The former involves identifying and communicating with potential customers, while the latter involves conducting marketing activities that are designed to enhance the sales process. Some of the indicators that have been used to measure the effectiveness of pre-sales marketing activities include the discovery of customer needs, faster communication with potential customers, and the ability to customize products. post-sales marketing is a process that involves analyzing the various factors that affect the customer experience. These include developing new products and improving the quality of service.

additionally, 42% of post-sales activities and 61% of the pre-sales activities were found explained by e-marketing usage variables. This is in line with the findings of other studies, such as Garbi (2002) and Lancioni et al. (2000) which have shown that the E-Business penetration is positively related to the E-marketing usage in terms of its two main dimensions (Budget and Tools).

5.2 Marketing Success

The objective of this study is to identify the impact of E-marketing on the marketing success of small business enterprises. Marketing performance was measured by multiple performance indicators such as gaining new customers, increasing sales, and reducing the sales cost. The findings of this study revealed that implementing effective E-marketing can help companies interact with their customers and improve their marketing performance and effectiveness. The study also showed that the marketing performance of small business

enterprises was highly affected by marketing activities (pre-sales and post-sales).

Despite our initial astonishment as we have found that e-marketing technologies have little impact on marketing performance (0.053), this finding should not have been surprising since closer examination revealed that the indirect effects of the E-marketing tools on marketing performance were also negligible (0.059). This finding supports the findings provided by Eid & El-Gohary (2013) that the use of the E-marketing variable tools is not the sole reason for the performance of marketing. Instead, it is the department's efforts that lead to enhanced efficiency.

The study has theoretical and managerial implications. From the theoretical perspective, the emerging theory of E-marketing is still in its infancy stage, it is not yet well established. This study has brought forth several concepts making a step for building theory related to the practice of E-marketing by small enterprises. It is also regarded as being at the forefront of research that looked at the connection between e-marketing use in small business companies and the success of organizations as indicated in marketing performance.

On the other hand, the study could have practical benefits for small company firms managing their E-marketing. As a result, it offers an empirical assessment of the factors that affect the marketing success of small business firms and quantifies their significance. Small business owners and marketing managers can create and put into action successful strategies and plans for their businesses by identifying the variables that may have an impact on the performance of their operations.

According to the study, small business enterprises' marketing performance may benefit from the implementation of E-marketing. The adoption of this technology does not, however, imply an inherent increase in marketing effectiveness or competitive advantage. Instead, the proactive use of tools and forms by marketing skilled personnel is the major factor contributing to the adoption of E-marketing being advantageous for small company organizations. They may be able to increase their companies' marketing effectiveness and competitive edge as a result.

The findings of this study revealed that e-mail marketing and Internet marketing are the most common tools used by small business owners for their marketing activities. They also found no differences between these two types of tools for small business enterprises through conducting their various activities.

6. Limitations & Future Research

The study was conducted with some limitations. Such limitations include:

First, The study was focused to assess the small business enterprises' success through marketing performance. However, it should be noted that these factors are not the only ones that can be considered when assessing the success of small business enterprises. There is also evidence that marketing success is related to various factors such as customer satisfaction, brand equity, and marketing efficiency. Second, The study is not able to use some indicators described as objective indicators, such as total cost and sales volume to measure the research constructs because they rely on subjective factors and judgmental factors. Third, the data are cross-sectional, which limits its ability to identify causal relationships. The next step in our research is to reveal the E-marketing adoption by other sizes of enterprises. This will involve looking into the same factors used in this study that may influence the adoption of this technology in different types of organizations. A similar study could be conducted to investigate the adoption of E-marketing by service-based enterprises in different countries.

References

- Aaker, D. A., & Day, G. S. (1986). The perils of high-growth markets. *Strategic Management Journal*, 7(5), 409-421. <https://doi.org/10.1002/smj.4250070503>
- Al Adwan, A., Aladwan, K. M., & Al-Adwan, A. S. (2019). E-marketing is strategic for Jordanian small businesses to increase sales in local e-market. *Academy of Strategic Management Journal*, 18(6), 1-13. Retrieved from <https://www.abacademies.org/articles/emarketing-strategic-for-jordanian-small-business-to-increase-sale-in-local-emarket-8719.html>
- Al Asheq, A., Tanchi, K. R., Kamruzzaman, M., & Karim, M. M. (2021). The impact of e-marketing orientation, technological orientation and learning capacity on online SME performance. *Innovative Marketing*, 17(3), 168. [https://doi.org/10.21511/im.17\(3\).2021.14](https://doi.org/10.21511/im.17(3).2021.14)
- Albadvi, A., & Koosha, H. (2011). A robust optimization approach to allocation of marketing budgets. *Management Decision*, 49(4), 601-621. <https://doi.org/10.1108/00251741111126512>
- Ambler, T., & Kokkinaki, F. (2010). Measures of marketing success. *Journal of Marketing Management*, 13(7),

- 665-678. <https://doi.org/10.1080/0267257X.1997.9964503>
- Anderson, J. C., & Gerbing, D. W. (1988). Structural equation modeling in practice: A review and recommended two-step approach. *Psychological Bulletin*, *103*(3), 411. <https://doi.org/10.1037/0033-2909.103.3.411>
- Avlonitis, G. J., & Karayanni, D. A. (2000). The impact of internet use on business-to-business marketing: examples from American and European companies. *Industrial Marketing Management*, *29*(5), 441-459. [https://doi.org/10.1016/S0019-8501\(99\)00071-1](https://doi.org/10.1016/S0019-8501(99)00071-1)
- Brodie, R. J., Winklhofer, H., Coviello, N. E., & Johnston, W. J. (2007). Is e-marketing coming of age? An examination of the penetration of e-marketing and firm performance. *Journal of Interactive Marketing*, *21*(1), 2-21. <https://doi.org/10.1002/dir.20071>
- Chaffey, D. (2012). E-marketing. In *The Marketing Book* (pp. 667-698). Routledge.
- Christopher, A. O. (2021). E-marketing and the hotel business promotion: Prospect and challenges in selected hotels in Ado-Ekiti, Nigeria. *E3 Journal of Business Management and Economics*, *11*(1), 20-26. [http://dx.doi.org/10.18685/EJBME\(11\)1_EJBME-20-014](http://dx.doi.org/10.18685/EJBME(11)1_EJBME-20-014)
- Clark, A. M. (1998). The qualitative-quantitative debate: moving from positivism and confrontation to post-positivism and reconciliation. *Journal of Advanced Nursing*, *27*(6), 1242-1249. <https://doi.org/10.1046/j.1365-2648.1998.00651.x>
- Dann, G. E., & Haddow, N. (2008). Just doing business or doing just business: Google, Microsoft, Yahoo! and the business of censoring China's Internet. *Journal of Business Ethics*, *79*(3), 219-234. <https://doi.org/10.1007/s10551-007-9373-9>
- Davidson, H. J. (1999). Transforming the value of company reports through marketing measurement. *Journal of Marketing Management*, *15*(8), 757-777. <https://doi.org/10.1362/026725799784772657>
- DTI. (2008). DTI-news-release - National statistics, The Small Business Service (SBS), The British Department of Trade and Industry. Retrieved October 14, 2008, from http://www.sbs.gov.uk/SBS_Gov_files/researchandstats/SMEStats2004.pdf
- Eid, R. (2007). Towards a successful CRM implementation in banks: An integrated model. *The Service Industries Journal*, *27*(8), 1021-1039. <https://doi.org/10.1080/02642060701673703>
- Eid, R., & Elbeltagi, I. (2006). The influence of the internet on B-to-B international marketing activities: An empirical study of the UK companies. *Journal of Euromarketing*, *15*(2), 51-73. https://doi.org/10.1300/J037v15n02_04
- Eid, R., & El-Gohary, H. (2013). The impact of E-marketing use on small business enterprises' marketing success. *The Service Industries Journal*, *33*(1), 31-50. <https://doi.org/10.1080/02642069.2011.594878>
- El-Gohary, H., Trueman, M., & Fukukawa, K. (2012). Understanding the factors affecting the adoption of e-marketing by small business enterprises. In *E-Marketing: Concepts, Methodologies, Tools, and Applications* (pp. 909-930). IGI Global.
- Frost, R. D., & Strauss, J. (2016). *E-marketing*. Routledge.
- Garbi, E. (2002). Alternative measures of performance for e-companies: a comparison of approaches. *Journal of Business Strategies*, *19*(1), 1-18. <https://doi.org/10.54155/jbs.19.1.1-18>
- Hair, J., Ralph, A., & Ronald, T. (1998). *Multivariate data analysis* (5th ed.). London: Prentice-Hall.
- Hotho, S., & Champion, K. (2011). Small businesses in the new creative industries: innovation as a people management challenge. *Management Decision*, *49*(1), 29-54. <https://doi.org/10.1108/00251741111094428>
- Iddris, F., & Ibrahim, M. (2015). Examining the relationships between e-Marketing adoption and Marketing Performance of Small and Medium Enterprises in Ghana. *Journal of Marketing and Consumer Research*, *10*, 160-169. Retrieved from <https://www.iiste.org/Journals/index.php/JMCR/article/view/21738>
- Jöreskog, K. G., & Sörbom, D. (1982). Recent developments in structural equation modeling. *Journal of Marketing Research*, *19*(4), 404-416. <https://doi.org/10.2307/3151714>
- Khong, K. W. (2005). The perceived impact of successful outsourcing on customer service management. *Supply Chain Management: An International Journal*, *10*(5), 402-411. <https://doi.org/10.1108/13598540510624223>
- Kiseleva, N. V., Panichkina, M. V., Klochko, E. N., Nikonorova, A. V., & Kireev, S. V. (2016). Creation of clusters

- of small enterprises of the region. *International Journal of Economics and Financial Issues*, 6(2), 294-297. Retrieved from <http://iues.sfedu.ru/wp-content/uploads/2016/08/statya-Panichkina-1.pdf>
- Labanauskaitė, D., Fiore, M., & Stašys, R. (2020). Use of E-marketing tools as communication management in the tourism industry. *Tourism Management Perspectives*, 34, 100652. <https://doi.org/10.1016/j.tmp.2020.100652>
- Lancioni, R. A., Smith, M. F., & Oliva, T. A. (2000). The role of the Internet in supply chain management. *Industrial Marketing Management*, 29(1), 45-56. [https://doi.org/10.1016/S0019-8501\(99\)00111-X](https://doi.org/10.1016/S0019-8501(99)00111-X)
- Lhuillery, S. (2014). Marketing and persistent innovation success. *Economics of Innovation and New Technology*, 23(5-6), 517-543. <https://doi.org/10.1080/10438599.2014.895512>
- Liedholm, C. E., & Mead, D. C. (2013). *Small enterprises and economic development: the dynamics of micro and small enterprises*. Routledge.
- Lynn, G. S., Lipp, S. M., Akgün, A. E., & Cortez Jr, A. (2002). Factors impacting the adoption and effectiveness of the world wide web in marketing. *Industrial Marketing Management*, 31(1), 35-49. [https://doi.org/10.1016/S0019-8501\(00\)00104-8](https://doi.org/10.1016/S0019-8501(00)00104-8).
- Mazzarol, T. (2015). SMEs engagement with e-commerce, e-business and e-marketing. *Small Enterprise Research*, 22(1), 79-90. <https://doi.org/10.1080/13215906.2015.1018400>
- Millstein, J. S., Neuburger, J. D., & Weingart, J. P. (2021). *Doing Business on the Internet: Forms and Analysis*. Law Journal Press.
- Nunnally, J. C. (1978). *Psychometric Theory* (2nd ed.). New York: McGraw-Hill.
- Oduntan, K. O. (2014). The role of small and medium enterprises in economic development: The Nigerian experience. *International Conference on Arts, Economics and Management*, 4(8), 48-59. Retrieved from <http://icehm.org/upload/9184ED0314038.pdf>
- Sekar, M., & Geetha, R. (2013). Challenges and opportunities of e-marketing. *International Journal of Scientific Research and Management*, 157-162. Retrieved from https://www.researchgate.net/publication/280218346_Challenges_And_Opportunities_Of_E-Marketing.
- Spithoven, A., Vanhaverbeke, W., & Roijackers, N. (2013). Open innovation practices in SMEs and large enterprises. *Small Business Economics*, 41(3), 537-562. <https://doi.org/10.1007/s11187-012-9453-9>
- Štefko, R., Fedorko, R., & Bačík, R. (2015). The role of e-marketing tools in constructing the image of a higher education institution. *Procedia-Social and Behavioral Sciences*, 175, 431-438. <https://doi.org/10.1016/j.sbspro.2015.01.1220>
- Stockdale, R., & Standing, C. (2004). Benefits and barriers of electronic marketplace participation: an SME perspective. *Journal of Enterprise Information Management*. <https://doi.org/10.1108/17410390410548715>
- Strauss, J., Frost, R., & Sinha, N. (2014). *E-marketing*. Pearson Upper Saddle River, NJ.
- Sudweeks, F., & Romm, C. T. (2000). *Doing business on the Internet: opportunities and pitfalls*. Springer Science & Business Media. Retrieved from <https://link.springer.com/book/10.1007/978-1-4471-0561-9>
- Taherdoost, H., & Jalaliyoon, N. (2014). Marketing vs E-marketing. *International Journal of Academic Research in Management (IJARM)*, 3(4), 335-340. Retrieved from https://www.researchgate.net/publication/282654148_Marketing_vs_E-Marketing
- Zhang, J., & Duan, Y. (2010). The impact of different types of market orientation on product innovation performance: Evidence from Chinese manufacturers. *Management Decision*, 48(6), 849-867. <https://doi.org/10.1108/00251741011053433>

Copyrights

Copyright for this article is retained by the author(s), with first publication rights granted to the journal.

This is an open-access article distributed under the terms and conditions of the Creative Commons Attribution license (<http://creativecommons.org/licenses/by/4.0/>).