جـامـعـة الـشـرق الأوسـط
MIDDLE EAST UNIVERSITY

Investigating The Mediating Effect Of E-Marketing Capability On The Relationship Between Innovation Orientation And Marketing Effectiveness

إختبار الأثر الوسيط لقدرات التسويق الإلكتروني في علاقة التوجه الإبداعي بالفاعلية التسويقية

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Authorization

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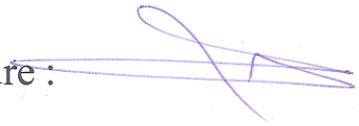
Signature : 

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DEDICATION

Words are short to express my deep sense of gratitude towards my whole family. I would extremely like to express my heart-felt gratitude to them for their unconditional love, concern, support, encouragement and inspiration.

I dedicate this work to my beloved Mother and Father. To my sweet brothers and sisters.

Table of Contents

Tables List

List of Figures

List of Appendices

Investigating The Mediating Effect Of E-Marketing Capabilities On The Relationship Between Innovation Orientation And Marketing Effectiveness

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ABSTRACT

Purpose: The purpose of this study is to investigate the effect of E-Marketing capabilities as a mediating effect on the relationship between innovation orientation and marketing effectiveness, the study seeks to provide the importance of E-Marketing capabilities and innovation orientation to the companies, helping to fill in the gap that exists in the E-Marketing capabilities literature.

Design/methodology/ approach: A 44 -item survey questionnaire was developed and 250 companies in Amman were selected from the Amman stock exchange as a sample of this study.

Findings: The study results show the positive direct effect of E-Marketing capabilities on the relationship between innovation orientation and marketing effectiveness. Also the result found that there are a positive direct effect between innovation orientation and marketing effectiveness, and between innovation orientation and E-marketing capabilities.

Keywords: E-Marketing capabilities, Innovation Orientation, Marketing Effectiveness.

إختبار الأثر الوسيط لقدرات التسويق الإلكتروني في علاقة التوجه الإبداعي بالفاعلية التسويقية

إعداد:

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الأستاذ الدكتور ليث الربيعي

ملخص الدراسة باللغة العربية

هدفت هذه الدراسة لإختبار الأثر الوسيط لقدرات التسوق الإلكتروني في العلاقة بين التوجه الإبداعي

و الفاعلية التسويقية في الشركات المدرجة في سوق عمان المالي.

من اجل تحقيق اهداف هذه الدراسة، قامت الباحثة بتصميم استبانة مكونة من (44) فقرة لجمع البيانات الاولية من عينة الدراسة المكونة من (مدير عام، مدير تنفيذي، رئيس قسم التسويق، اي وظيفة اخرى ذات علاقة) العاملين في الشركات المدرجة في سوق عمان المالي. وقد تم توزيع (250) إستبانة، استرجع منهم (237) إستبانة.

أظهرت الدراسة عدداً من النتائج من أهمها هناك أثر مباشر للتوجه الإبداعي على الفاعلية التسويقية، وآثر مباشر للتسويق الإلكتروني على الفاعلية التسويقية في الشركات المدرجة في سوق عمان المالي. اشارت النتائج الى وجود اثر للتسويق الإلكتروني كمتغير وسيط على العلاقة بين التوجه الإبداعي والفاعلية التسويقية.

الكلمات المفتاحية: قدرات التسويق الالكتروني، الفاعلية التسويقية، التوجة الابداعي.

Chapter one : Introduction

1.1 Introduction

1.2 Study Problem and Questions

1.3 Study Significance

1.4 Study Objectives

1.5 Study Hypotheses

1.6 Study Model

1.7 Study Delimitations

1.8 Study Limitation

1.9 Study Operations definitions

1.1 Introduction

In light of rapid evolution of IT and business technology, most companies are seeking for invaluable outcome such as: competitive advantage, and enhanced customer satisfaction. Obviously the most effective way to achieve this is by introducing managers to better utilization and obtaining of E-marketing capabilities, as well as by improving marketing effectiveness (Solcansky & SimberovI ,2010; Trainor,et al,. 2011). In this dynamic environment when a company needs to improve marketing effectiveness and to get more from E-marketing capabilities, it should be innovative and creative.The construct of marketing effectiveness has been extensively discussed in view of its robust linkage with numerous organizational outcomes such as sustainable, long-term growth, customer satisfaction, competitive edge, and marketing orientation (Tuan, 2012). Furthermore, research distinguishes four dynamic forces that drive long-term marketing effectiveness: consumer response, competitor response, company inertia and company support(Tuan, 2012).

On the other hand E-Marketing capability support the organization to achieve its goals and access to competitive advantage and makes it able to compete and achieve customer satisfaction in a highly competitive and rapidly evolving environment .In the view of Theodosiou, et al., (2011), the capabilities theory as a constructive extension of the resource-based view of the firm (RBV), the RBV posits that resources drive the firm's ability to design, produce, market, and distribute its products and services.

As Trainor,et al.,*(2011*) study suggest that the assimilation of information technology (IT) and marketing, commonly referred to as E-Marketing, encompasses a broad set of interaction-enabling technologies that are frequently used in industrial business-to-

business (B2B) markets including customer relationship management (CRM) software, sales force automation (SFA), E-commerce websites, and extranets (i.e., private websites set up specifically for a customer) . In addition, innovation orientation or innovativeness is the most intelligent way for a company to keep pace with technological evolution. Innovation offers significant benefits to firms like maintaining or enhancing market share, and outperforming competitors (Theodosiou, et al.,(2011).

These observations encouraged a new line of research that emphasizes the need to complement studying innovation orientation with Marketing effectiveness and add E-marketing capabilities as a new kind of capabilities.

Based on the foregoing elements ,this study focused on the relationship between innovation orientation and marketing effectiveness and the effect of E-marketing capabilities as a mediating factor.

1.2 Study Problem and Questions

After reviewing the previous studies and company reports the researcher found that there is a gap in studies related to the E-marketing capabilities and innovation orientation and its importance in achieving marketing effectiveness or efficiency in performance (Trainor,et al ., 2011 , Milichovsky &Simberova ,2015).

When the company's choose to adopt E-marketing a few of them try to make changes or development on the existing capabilities has. On the other hand companies adopt innovation orientation as an idea but did not know how to apply this idea in their companies. (Sayre,et al., 2012 , Galante,et al.,2013,Field, et al., 2015)

According to above this research tried to full the gap in studies and find the effect of each variable on the other and the relationship between them, then develop recommendations to help companies to improve marketing effectiveness by developing E-marketing capabilities and innovation orientation.

The research problem is represented by addressing the main question: What is the relationship between the E-Marketing capabilities and innovation orientation and marketing effectiveness ?

Based on the main question ,the study seeks to answer the following sub-questions :

Question 1: does innovation orientation affect E-Marketing capabilities?

Question 2 : does innovation orientation affect marketing effectiveness?

Question 3: does E-Marketing capabilities affect marketing effectiveness?

Question 4 : does innovation orientation affect marketing effectiveness through E-Marketing capabilities as a mediator ?

1.3 Study Significance

The contributions of the research fall in three key areas as following :

First, the result of this study may be useful and of interest to top managers and marketing managers, because it would reveal the effect of E-marketing capabilities on the relationship between marketing effectiveness and innovativeness.

Second, this study viewed the important of E-marketing capabilities to the firm , as Sharma &Sheth ,(2006) suggest, firms need to be early adopters of E-marketing strategies or they will face competition from entrenched E-marketers.

Finally, this study aimed to fill the obvious gap in literature and its preliminary step to encourage researchers to undertake further studies, which show the relationship between E-marketing capabilities and innovation orientation and marketing effectiveness .

1.4 Study Objectives

The main objective of this research is to investigate the mediating effect of E-marketing capabilities on the relationship between innovation orientation and marketing effectiveness by achieving the following objectives:

1. To examine the effect of innovation orientation on E-Marketing capabilities.

2. To examine the effect of innovation orientation on marketing effectiveness.

3. To investigate the effect of E-Marketing capabilities on marketing effectiveness.

4. To investigate the effect of innovation orientation on marketing effectiveness throw E-Marketing capabilities as mediator.

1.5 Study Hypotheses

Based on the study problem and questions, this research aims to test the following hypotheses:

H_1: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on E-Marketing capabilities at level ($\alpha \leq 0.05$).

$H_{1\text{-}1}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on human resource at level ($\alpha \leq 0.05$).

$H_{1\text{-}2}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on business resource at level ($\alpha \leq 0.05$).

$H_{1\text{-}3}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on IT resource at level ($\alpha \leq 0.05$).

H_2: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Marketing Effectiveness at level ($\alpha \leq 0.05$).

$H_{2\text{-}1}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on customer philosophy at level ($\alpha \leq 0.05$).

$H_{2\text{-}2}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on operational efficiency at level ($\alpha \leq 0.05$).

$H_{2\text{-}3}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on strategic orientation at level ($\alpha \leq 0.05$).

$H_{2\text{-}4}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on adequate marketing information at level ($\alpha \leq 0.05$).

$H_{2\text{-}5}$: Innovation orientation (technological innovation, organizational innovation) has a positive direct effect on integrated marketing organization at level ($\alpha \leq 0.05$).

H_3: E-Marketing capabilities (Human Resource, Business Resource and IT Resource) has a positive direct effect on marketing effectiveness at level ($\alpha \leq 0.05$).

H_{3-1}: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on customer philosophy at level ($\alpha \leq 0.05$).

H_{3-2}: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on operational efficiency at level ($\alpha \leq 0.05$).

H_{3-3}: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on strategic orientation at level ($\alpha \leq 0.05$).

H_{3-4}: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on adequate marketing information at level ($\alpha \leq 0.05$).

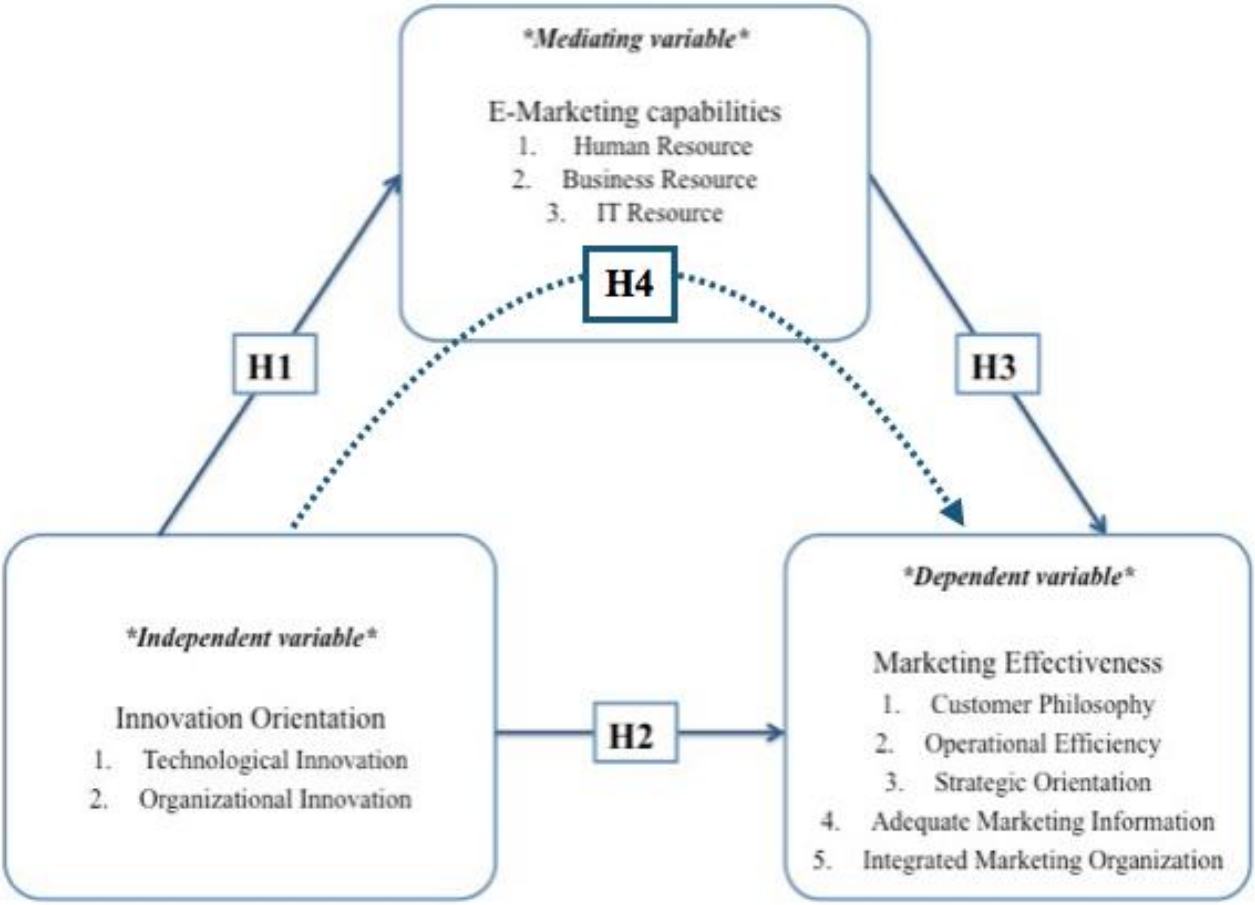
H_{3-5}: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on integrated marketing organization at level ($\alpha \leq 0.05$).

H_4: There is indirect effect of innovation orientation on marketing effectiveness through E-Marketing capabilities as mediator.($\alpha \leq 0.05$).

1.6 Study conceptual model

This model adopted from several studies. The mediating variable E-Marketing capabilities and his dimensions adopted from (Trainor, Rapp ,Beeitelspacher ,Schillewaert ,2011) study, the independent variable innovation orientation and his two dimension adopted from (Tuan, 2012) and (Kotler,P ,1977) study. And the dependent

variable marketing effectiveness adopted from (Camarero, Garrido , 2008) and



(Theodosiou, et al.,2011) study.

Source, adapted from :

- ***(Tuan, 2012 , Kotler,P ,1977); (Trainor, Rapp ,Beeitelspacher ,Schillewaert ,2011); (Camarero, Garrido , 2008, Theodosiou, et al.,2011).***

figures (1-1) study conceptual model

1.7 Study Delimitations:

The scope of study deals with the following:

Human delimitations: The study targets top managers and marketing managers in all the companies listed in Amman stock exchange.

Place delimitations: All the companies listed in Amman stock exchange —in Amman city.

Time delimitations: This study started in June 2015 and ended in January 2016.

1.8 Study limitation:

1. The study is limited to the top managers, and marketing managers in company .
2. The validity of the research result depend on the perception of top managers in a company.
3. The lack of company information, address and other details.
4. The study sample is divided into several geographical areas in Amman city, which make the researcher work more difficult and needs more time to do.

1.9 Study terms operational definitions

1.9.1 E-Marketing capabilities :

The company's ability and efficiency in using the information technology and internet to interact with customers and access to their satisfaction.

For the purpose of this study will includes the following three dimensions : human resource, business resource, IT resource(Trainor,et al.,2011).

1. Human Resource: human resources are now viewed as a source of competitive advantage, with a high-quality workforce and highly developed employee skills, distinctive organizational cultures, management processes, and systems that enable organizations to compete on the basis of market responsiveness, differentiated products, technological innovation and product and service quality. (Kalyani & Sahoo 2011 ,Shah, et al., 2016, Jalloh, et al., 2016)

2. Business Resource: view which technology is integrated throughout the organization, and management's plan to integrate a new capability into the overall business process of a firm as a form of business resource (Trainor, et al.,2011).

3. IT Resource: It represents a firm's implementation and usage of a specific set of E-Marketing technologies like (intranets, extranets, customer relationship(CRM), E-commerce websites that offer sales transaction) that can facilitate rich dialogs and interactions with customers (Trainor,et al.,2011).

Marketing effectiveness : The ability to efficiently implement marketing plans and achieve optimum quality to get the desired results in a period of time.

For the purpose of this study will includes the following five dimensions: Customer philosophy, Operational efficiency, Strategic orientation, Adequate marketing information, Integrated marketing organization (Tuan,2012). This item will be mention in the questioner from (1-24).

Innovation Orientation: Company's dedication to innovate and adopted new technology and its ability to change and implement new, modern, and innovative resources, skills and information systems. This item will be mention in the questioner from (25-34).

For the purpose of this study will includes the following two dimensions (Camarero ,Garrido ,2008): technological innovation, organizational innovation. This item will be mention in the questionnaire from (35-44).

Technological innovation: It is defined as a new product, processes and significant technological changes in product and processes.

Organizational Innovation: Be the development of a new method in business practices, external relations and workplace organization, and it is a competitive advantage to the company.

Chapter Two : Literature review

2.1Introduction

2.2 Theoretical Framework

2.3 previous Studies

2.1 Introduction

This chapter reviews the related literature and previous relevant studies. This includes related literature about E-marketing capabilities, marketing effectiveness and innovation orientation. The last section contains an overview of the previous studies concerning the same research problem or have same study variables.

2.2 Theoretical Framework

2.2.1 E-Marketing Capabilities :

E-marketing capabilities has been defined as : *"represents a firm's competence in using the Internet and other information technologies to facilitate rich interactions with customers"* (Trainor,et al.,2011). However most of the researchers explained the importance of marketing capabilities and its ability to creates value by enabling employees to improve their focus on the customer by synchronizing activities and information throughout the organization. Valuable, outside-in information could be integrated with other customer's records to improve overall sales productivity and organizational efficiency, (Kim & Jae, 2007). On the other hand, capabilities are commonly defined as "the glue that brings organizational assets together and deploys them advantageously". Moreover, capabilities are so deeply embedded in the organizational routines and practices that they cannot be traded or imitated (Theodosiou, et al.,2011). Further as Field, et al.,(2015) the companies that act now to transform their marketing capabilities to digital capabilities will be much better positioned to connect with their customers in the years to come.

However, today digital capabilities of marketing organisation are varied in quality by individual skills related to (leadership, strategy, and planning and the other skills that are necessary for effective execution), channel and industry. (Field, et al., 2015)

2.2.1.1 E-Marketing :

E-Marketing has been defined as:*"a relatively new and evolving discipline in which the Internet is used as the medium for a company or an organization's marketing efforts to sell goods and services as well as to collect information about the needs and desires of potential customers"*(Wienclaw,2015). Furthermore Brodie,et al.,(2007) is define E-Marketing as a:*"using the Internet and other interactive technologies to create and mediate dialogue between the firm and identified customers.*"

Another definition for *E-Marketing "achieving marketing objectives through use of electronic communication technology"*(chaffey,2011,388) .Also as Ultra,A.A,Ultra,C,I, (2014) *E-marketing "is the process of marketing a brand using the internet."*

On the other hand, E-Marketing includes: internet marketing, E-mail marketing, intranet marketing, extranet marketing, mobile marketing, telemarketing, electronic data interchange for marketing activities, customer relationship management and more(Eid & El-Gohary ,2013). According to Wienclaw ,(2015) study E-Marketing can includes: pay-per-click advertising, banner ads, mass emailings, websites, blogging, and social media. As Ultra,A.A & Ultra,C,I, (2014) suggest E-marketing include direct and indirect marketing, also all the activities of business conducts via the worldwide web. Also as Gilmore, et al., (2007) study E-marketing includes using the internet and its related technologies and features such as: the world wide web, web presences, E-mails, real-time communication, and delayed and mixed time communication. However E-

marketing capabilities have all above and more, it also includes professional employees with high experience in E-marketing, managers with high acceptance of new technology.

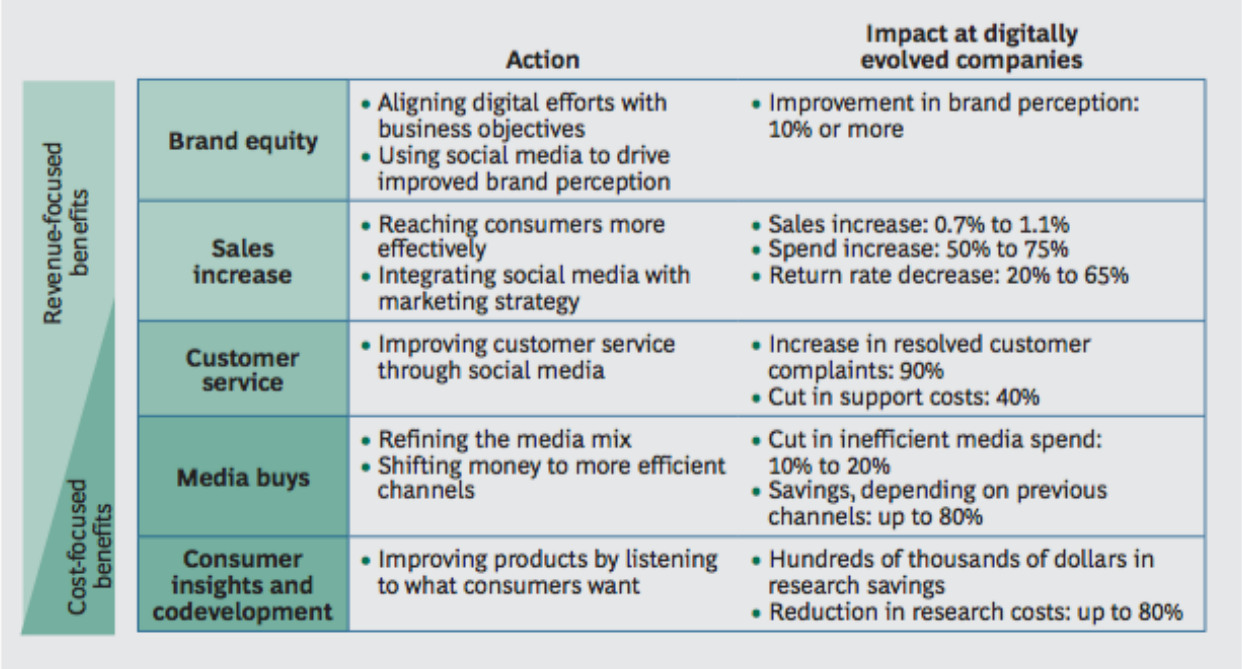
E-marketing, online marketing or digital marketing, all the researcher agreed that the new age of marketing to increase profits and cost-effectiveness.Moreover, it also represent the new trend for companies to gain a competitive advantage. There are some problems with the companies that do not fully benefit from the E-marketing capabilities like: shortfalls in talent, training, preparedness, and priorities. (Galante,et al., 2013)

Moreover digital marketing differs from traditional mass marketing on two critical dimensions :

First, it enables a dialog between consumers and the brand.

Second, because marketers are able to understand the social media is also invaluable as a channel to facilitate innovation.(Reddy ,2013,6-7)

According to Sayre,et al., (2012) investments in digital marketing or E-marketing can deliver exceptional benefits as figures (2-1) :



		Action	Impact at digitally evolved companies
Revenue-focused benefits	Brand equity	• Aligning digital efforts with business objectives • Using social media to drive improved brand perception	• Improvement in brand perception: 10% or more
	Sales increase	• Reaching consumers more effectively • Integrating social media with marketing strategy	• Sales increase: 0.7% to 1.1% • Spend increase: 50% to 75% • Return rate decrease: 20% to 65%
	Customer service	• Improving customer service through social media	• Increase in resolved customer complaints: 90% • Cut in support costs: 40%
Cost-focused benefits	Media buys	• Refining the media mix • Shifting money to more efficient channels	• Cut in inefficient media spend: 10% to 20% • Savings, depending on previous channels: up to 80%
	Consumer insights and codevelopment	• Improving products by listening to what consumers want	• Hundreds of thousands of dollars in research savings • Reduction in research costs: up to 80%

figures (2-1)

E-Marketing benefits

source: Sayre, K, Rastogi, V, Zwillenberg, P, Visser, J, ALAnnah,S, 2012 *Marketing Capabilities for the Digital Age, The Boston Consulting Group Report*, pp(4).

Furthermore, **E-Marketing** allows firms to reach customers that may not be accessible due to temporal and locational limitations of existing distribution channels. E-marketing platforms increase reach and reduce costs by providing three areas of advantage for customers(Sharma & Sheth,2005):

- The marketing firm can provide unlimited information to customers without human intervention.
- The E-marketing firm can create interactions by customizing information for individual customers that allow customers to design products and services that meet their specific requirements.

- E-Marketing platforms can allow 613 transactions between customers and firms that would typically require human contact as in the case of successful firms (Sharma & Sheth,2005).

The new four Ps for E-marketing or digital marketing according to Stokes (2015):

1. Products (and services): the internet enable the business to sell a huge range of traditional products and digital product such as software and music or books, it also enable mass customization and services like consultancy.

2. Price: The internet a market of near-perfect competition, it enables the customer to compare product price across a number of retailers.

3. Placement (or distribution): the internet enable the business to reach the global market, now the customer can pay anything from any anywhere the location not dedicated.

4. Promotion: on the internet the promotion does not only advertising, it is crucial to engage, collaborate and join conversations. Also interacting with customers helps build relationships, and the web makes this sort of communication easy.

5. A new P People: this new element to study personalisation, peer-to-peer sharing, communities, and consumer-centric organizations that allow people to participate in the brand story. However, now humans are the powerful element on the market they are storytellers and help to craft the stories that define the organization.

On the other hand, Krishnamurthy, (2006) said that managers equate E-marketing with two actions: Internet advertising and designing a website, just as advertising is a part of the marketing mix of every corporation, Internet advertising and creating a persuasive

site are significant elements of E-marketing. But there are more activities of E-marketing and other new technologies such as: promotional E-mail, search engine optimization, blog, mobile computing ..etc, and, therefore, marketers must adapt their marketing approach to the properties of the medium in order for e-marketing to succeed.(Krishnamurthy,2006). Furthermore, Coviello, et al, (2003) found that E-marketing allows managers to create a real-time dialogue that enabled by information technology. Moreover,

According to Ultra, A.A & Ultra, C,I, (2014) there is three type of E-marketing:

1. Relationship marketing
2. Purchasing over the web
3. Intra-company E-commerce

However, for SMEs E-marketing will replace traditional marketing activities and tools particularly (Gilmore, et al., 2007), but leading companies were using E-marketing to provide their competitive advantage and to complement traditional marketing channels. (Brodie, et al., 2007)

2.2.1.2 Capabilities :

According to different researchers, marketing capabilities are defined as the integrative processes designed to apply the collective knowledge, skills, and resources of the firm to the market-related needs of the business, enabling the business to add value to its goods and services and meet competitive demands (Afzal,2009).

On the other hand, researchers view the capabilities theory from different way as following:

First - The resource-based view (RBV), this theory develop measures of organization resources and capabilities for generating competitive advantages. (Ray, et al., 2004, Weerawardena,2003)

Second - The capability-based theory, this theory focused on the organization's ability to create distinctive capabilities or the capability differential the competitors inability to duplicate it.(Weerawardena,2003)

Third - knowledge-based capabilities, in this theory the organization focused on generating and innovate generations of new technologies, create and utilize knowledge efficiently and effectively.(Ranft,2002)

Fourth - The dynamic capabilities framework, the dynamic capabilities view the management ability to appropriately adapt, integrate and reshape organizational skills and resources as well as internal and external functional competencies, also the ability to productively change existing routines or resource configurations, their willingness to undertake such change, and their ability to implement these changes(Trainor, et al., 2011 , Zahra , et al., 2006)

As the competitive intensity in a market increases and product lifecycle shrink, the ability to innovate in market offerings becomes increasingly important. Therefore, the capabilities required for innovation in and marketing of products and services provide significant competitive weapons for firms (Ngo &No'Cass, 2012).As Sayre, et al., (2012) mentioned the most ongoing challenge about capabilities are finding the needed

talent developing it internally or hiring from outside the organization or even outsourcing.

Theodosiou, et al.,(2011) have examined specific capabilities relating to individual marketing processes including market-sensing capabilities, relational capabilities, brand management capabilities and innovation capabilities.

On the other side, marketing capabilities refer to the output-based competences. The output-based competencies and are linked to (Villaverde, et al.,2013):

- Advantages in relationships with clients.
- Customer installed base.
- Control and access to distribution channels.
- Market knowledge (Villaverde,et al.,2013).

On the other hand, E-marketing requires new capabilities or skills like understanding mobile, social media, game playing and advertising technology, monitoring new digital trends and channel and providing brand solutions that are based on digital insights (Sayre, et al., 2012). According to Galante, et al., (2013) to build digital capabilities the organizations need to create an environment that encourages testing and learning. to create this environment there are 5 factors as following:

1. The organizations must have a large number of an employee with critical experience in digital projects.
2. The organizations must link incentives and rewards to test-and-learn processes.

3. The organizations need systematic methods for testing their digital efforts.

4. Employees must have access to experts who can share the full portfolio of best practices and offer tactical advice.

5. Leaders must understand that critical part of the rapid learning process by allowing space for failure.

According to trainor, et al.,2011 study E-Marketing capability has three dimensions as following:

1. Human Resource: human resources are now viewed as a source of competitive advantage, with a high-quality workforce and highly developed employee skills, distinctive organizational cultures, management processes, and systems that enable organizations to compete on the basis of market responsiveness, differentiated products, technological innovation and product and service quality. (Kalyani & Sahoo 2011 ,Shah, et al., 2016, Jalloh, et al., 2016)

2. Business Resource: view which technology is integrated throughout the organization, and management's plan to integrate a new capability into the overall business process of a firm as a form of business resource (Trainor, et al.,2011).

3. IT Resource: It represents a firm's implementation and usage of a specific set of E-Marketing technologies like (intranets, extranets, customer relationship(CRM), E-commerce websites that offer sales transaction) that can facilitate rich dialogs and interactions with customers (Trainor,et al.,2011).

2.2.2 Marketing Effectiveness :

"Companies are sales-minded, but only a few are marketing-minded."
(Kotler,1977)

Marketing effectiveness has been defined as : *"The optimizing quality of spending to achieve the desired results in a period of time"(Solcansky,& SimberovI ,2010).* On the other hand, marketing effectiveness is the concept which has also been extensively discussed due to its strong link with several precious organizational outcomes, such as stable, long-term growth, enhanced customer satisfaction, a competitive advantage, and a strong marketing orientation (Tuan ,2012).

Due to the growing demand for marketer's knowledge Milichovsky &Simberova ,(2015) said : "it is necessary to focus on the framework where it is possible to measure both short- and long-term financial impacts on enterprise marketing investment. Marketing effectiveness depends on the corporate objectives".

As Tuan,(2012) found that, every marketing department must understand that it is important to measure the effectiveness of their activities and so are necessary correct the measuring methods.

As Milichovsky &Simberova ,(2015) found the firm must be suitably staffed to enable it perform marketing analysis, planning and implementation. The company must define its own marketing effectiveness to find its own performance and success. But first it is imperative to identify the importance of studying the market, recognizing the numerous opportunities, selecting the most appropriate segments of the market to operate in and endeavoring to offer superior value to meet the selected customer's needs and wants.

However, other researchers linked marketing effectiveness with performance (marketing performance, corporate performance, organization performance) and marketing activities or strategy.(Nwokah &Ahiauzu, (2007), Milichovsky, (2015))

Mithas, et al,. (2006), linked one-to-one marketing effectiveness with CRM. According to Mithas, et al,. (2006), the primary objective of CRM system is to improve one-to-one marketing effectiveness, that is the ability of a firm to target an individual customer based on previous history and purchasing behavior. On the other hand Arnett & Wittmann, (2014) mentioned that one of the important factors in marketing success is efficiency and effectiveness and its enable organisation to occupy position of competitive advantage. The organisation marketplace position is determined by his level of efficiency and effectiveness. Relative effectiveness refers to an ability to deliver more value than competitors.

Nevertheless, Tuan (2012) suggested five factors driving the level of marketing effectiveness that marketers can attain: marketing strategy, marketing creative, marketing execution, marketing infrastructure, exogenous factors.

On the other hand, marketing effectiveness is divided into two levels (Tuan,2012):

- Higher level of marketing effectiveness.
- Lower level of marketing effectiveness.

Nevertheless, according to Kotler,(1977) and Tuan,(2012) studies marketing effectiveness has five activities or diminution as following :

1. **Customer philosophy**: managers must recognize the important and primacy of studying the marketing, knew the Opportunities and threats, and select the best part of

market to serve, and find the pest way to give the customer what they need and want.(Kotler,1977)

2. **Operational efficiency** and **Strategic orientation**: according to Kotler,(1977) there is four requirements for strategy and operations:

   A. The management must have a formal system for annual and long-range marketing planning.

   B. The system should lead to a core strategy that is clear, innovative, and data-based.

   C. Management should look ahead toward contingent actions that might be required by new developments in the marketplace.

   D. Marketing plans must be done efficiently and carried out at various levels of the organization.

3. **Adequate marketing information**: managers must have adequate information for adequate information for planning and allocating resources properly to different markets, products, territories, and marketing tools. (Kotler ,1977)

4. **Integrated marketing organisation**：

As Kotler,(1977) suggest, the requirement of Integrated marketing organization as following:

   A. The organizational structure of the company or division must reflect a marketing philosophy.

B. The major marketing functions must be integrated and controlled by a high-level marketing executive.

C. Various marketing positions must be designed to serve the needs of important market segments, territories, product lines.

D. Marketing management must be effective in working with other departments and earning their respect and cooperation.

E. The organization must reflect a well-defined system for developing, evaluating, testing, and launching new products because they constitute the heart of the business's future.

However , Kotler,(1977) said“ if a company starts with the marketplace when it is designing the organization’s structure, plans, and controls, it is well on the way to effective marketing.”

Ultimately, marketing effectiveness depends upon managerial competencies. Effective marketing calls for managers to have adequate information for planning and allocating resources properly to different markets, products, territories, and marketing tools. On other hand, marketing effectiveness depends also on whether management can design a profitable strategy, and this in itself is a management competence.(Nwokah &Ahiauzu ,2007)

2.2.3 Innovation Orientation :

Innovation orientation has been defined as : *Innovativeness is the degree to which a firm creates new products and services using accumulated knowledge from consumers, competitors and technology*(Olavarrieta & Friedmann, 2008)**.** Moreover, it is one of the

strategic orientation, it is also called an innovativeness, as Olavarrieta & Friedmann, (2008), consider innovativeness as the best way for a firm to gain a competitive edge and renew competitive advantage. An innovation philosophy asserts that customers will prefer those products and services that provide the greatest quality, performance and features. As Armbruster,et al.(2008) found there are five different types of innovation: "New products, new production methods, new markets, new sources of supply and new forms of organization".

However, innovation-oriented firms possess the inclusion of a future-oriented concept of the business, captured in the strategic beliefs and understandings that define who the firm is and how the activities of the organization are assembled to ensure that innovation happens in a timely fashion—the strategic direction(Siguaw,et al.,2006).

Moreover, Theodosiou, et al., (2011) argue that firms with greater capacity to innovate are more successful in responding to their environments and developing new capabilities that lead to competitive advantage and superior performance. Furthermore, Theodosiou, et al.,(2011), the study found highlighted the positive influence of innovation orientation and competitor orientation on marketing capabilities, and the study result suggests that innovation-oriented firms will be more successful in responding to the environment and developing new capabilities that lead to competitive advantage and superior performance. As Stock & Zacharias, (2011) said companies invest considerable resources in programs designed to increase their innovativeness. Moreover Human & Naudé (2009) study suggests that higher levels of performance are possible for firms that achieve an increased integration of innovation and relationship orientation.

According to Maklon,(2014), “Firms faced with the choice of innovate or die.” However, Stock &Zacharias. (2011) argues that the key to successful innovation is to acquire information about customer needs and the most important source of external information for innovations is customers. Also increases consumer acceptance of new products through establishing communication platform. In addition, innovation orientation enables a business to learn from customers information to know their needs to develop a new product or service and implement internal processes, so that a business can attain and sustain leadership in its target markets (Ergun&Kuscu,2013). However, Weng, et al., (2015) study argues that innovation orientation is a key driver in overcoming obstacles and enhancing a firm’s ability to successfully implement new systems, products, and processes. Also, innovation orientation is the way to new ideas, technologies, skills, resources, and administrative systems and a knowledge system that incorporate a learning philosophy.

On the other hand Maklon ,(2014), found there is three aspects of innovativeness :

Technology-related aspects: That indicate the tendency of the firms to the adoption of new technology that represents the ability to adjust to the opportunities in the different environment.

Behaviour-related: Which indicates a change in behaviour refers to the degree to which an individual or organization is relatively adopted new ideas, so innovativeness considered as the ability to generate new ideas and combinations of existing elements to create the new source of value.

Product-related: A reflection that defines the firm’s capacity to develop new products or services.

As Alpay,et al., (2012) suggest there is specific dimensions of innovativeness studied include: (1) Product Innovativeness, (2) Market Innovativeness, (3) Process Innovativeness, (4) Behavioral Innovativeness, (5) Strategic Innovativeness, each one of this dimensions has effect on overall firm performance with marketing effectiveness as a mediator. According to Stock & Zacharias,(2011) innovation orientation includes: strategy, structures/processes, HR systems, culture, and leadership.According to Che-Ha,et al., (2014) study, innovativeness is a mindset supportive of learning and the most important source for new products, processes, and managerial practices, contributes to greater productivity and cost efficiency improved product quality, durability, uniqueness and efficiency and it is the best way for organizations for distinguish themselves from their competitors.Furthermore, innovation orientation is central to entrepreneurship as the means by which entrepreneurs can exploit the change and provide an opportunity to create businesses.(Kavandi &Westerlund ,2015)

However, according to Camarero & Garrido, (2008) study, innovation orientation has two dimension, technological innovation and organizational innovation as following:

Technological innovation: It is defined as a new product, processes and significant technological changes in product and processes.

Organizational Innovation: be the development of a new method in business practices, external relations and workplace organization, and it is a competitive advantage to the company.

On the other side Armbruster, et al., (2008) determined four types of organizational innovation:

- Technical product innovations.

- Non-technical service innovations.
- Technical process innovations.
- Non-technical process innovations.

2.2.4 Relationship between study variables :

E-marketing capabilities and innovation orientation, as Theodosiou, et al,(2011) found ,the organizational capability literature indicates that strategic orientations, including market orientation and innovation orientation, have only potential value and will only lead to competitive advantage if a firm successfully develops relevant capabilities that serve as a market-related deployment mechanism.Therefore, Theodosiou, et al,(2011) expect that innovation orientation has a positive influence on the development of marketing capabilities. In addition, market and technology orientation leads to E-Marketing capability and that this capability is shown to positively influence firm performance by improving customer retention and satisfaction (Trainor,et al.2011).

Marketing effectiveness and innovation orientation, marketing effectiveness is the concept which has also been extensively discussed due to its strong link with several precious organizational outcomes, such as stable, long-term growth, enhanced customer satisfaction, a competitive advantage, and a strong marketing orientation (Tuan,2011). According to Alpay, et al., (2012) marketing effectiveness acts as a mediator of the relationships between innovativeness dimensions and overall firm performance, as an Alpay, et al., (2012) study result there are positive correlations between all innovativeness dimensions and marketing effectiveness, also that only product

innovativeness and strategic innovativeness significantly influence marketing effectiveness, while the effects of behavioral innovativeness and process innovativeness are nonsignificant.

On the other hand, a few researchers studied the relationship between E-marketing capabilities and innovation orientation and marketing effectiveness, but most of them linking marketing capabilities with innovation, as Eid & El-Gohary,(2013) mention the pre-sales marketing activities and after-sales marketing activities have a catalytic influence on SBEs' marketing success that include (marketing performance and marketing effectiveness).Therefore, Mithas , et al,. (2006) found evidence that CRM systems have effect in improvement in one-to-one marketing effectiveness of firms.

Thus, as a result of Ngo & O'cass (2012) study market orientation significantly contributes to customer and innovation-related performance outcomes via marketing and innovation capabilities, this result important in that market-based knowledge resources should be configured with the deployment of marketing and innovation capabilities to ensure better performance. Also as Ortega, et al, (2013) found, the availability of technological and marketing capabilities has a positive influence on entrepreneurial orientation.

On the other hand, Mohaimani & Salehi (2014) study suggests that firms should be prepared to take advantage of their innovation and marketing capabilities especially when they face high competitive intensity. However, as Nwokah &Ahiauzu (2008) study found a strong association between managerial competencies and marketing effectiveness of corporate organizations, and the managerial competencies lead to marketing effectiveness in corporate organizations.

According to above, previous studies has not been mention relationship between innovation orientation and marketing effectiveness and E-marketing capabilities as a mediator role. This was the aim of this study, this study will help academic to studies new variables and relationship , also it will help the companies to develop their capabilities and marketing effectiveness.

2.3 previous Studies

1. A study by Darroch, McNaughton, (2003) , entitled : "Beyond market orientation Knowledge management and the innovativeness of New Zealand firms " **Purpose :**This study identifies four clusters of firms based on knowledge-management practices that exist within the New Zealand business environment. **Sample and population of the study :** The data were obtained from a sample of New Zealand organizations with 50 or more employees. **Findings :** The study found that firms with a knowledge-management orientation outperformed those classified as market-oriented. The study also shows a market orientation to be a subset of a knowledge-management orientation.

2. A study by Berthon,Hulbert ,Pitt, (2004) , entitled : "Innovation or customer orientation? An empirical investigation ". **Purpose :**This paper explores the contrast between marketing and innovation orientations and develops a model that provides an inclusive paradigm. **Sample and population of the study :** self-administered questionnaire was given to a sample of 127 executives, producing 124 usable responses. The sample comprised

executives attending senior management executive development courses at an Ivy League University in New York.

3. A study by Sharma,Sheth , (2005) , entitled : "International e-marketing: opportunities and issues ". **Purpose** : In this paper, the authors examine two issues based on extant literature and our previous research in this area. The authors discuss E-marketing in an international context and develop a framework that will allow researchers and managers to understand the impact of country level effects on e-marketing strategies. **Findings :** international E-marketing strategies are fundamentally changing, and will continue to change, marketing thought and practice in international markets. This paper suggests that the e-markets of tomorrow may have little resemblance to the markets of today.

4. A study by Siguaw,Simpson, Enz ,(2006) entitled : "Conceptualizing Innovation Orientation: A Framework for Study and Integration of Innovation Research ". **Purpose :** This study provides two important contributions to the existing innovation literature. First, the article examines the vast innovation literature to arrive at a clear definition of the innovation orientation construct to provide a consistent conceptualization for future research. Second, the article develops a comprehensive, organized framework for understanding innovation orientation and its effects.

5. A study by Nwokah,N.G , Ahiauzu,A.I (2007) entitled : "Managerial competencies and marketing effectiveness in corporate organizations in Nigeria" **Purpose:** The purpose of this study is to assess the impact of managerial competencies on the marketing effectiveness of the organization.

Sample and procedure : A 27-item survey questionnaire was developed and 84 corporate organizations in Nigeria were selected from the 2005 edition of the Nigerian stock exchange gazette as a sample of this study. **Findings :** This study found a strong association between managerial competencies and marketing effectiveness of corporate organizations in the Nigerian context. The main finding of this study is that managerial competencies lead to marketing effectiveness in corporate organizations in Nigeria.

6. A study by Camarero & Garrido , (2008) , entitled : "The role of technological and organizational innovation in the relation between market orientation and performance in cultural organizations". **Purpose:** This paper aims to provide evidence of the mediating effect of technological and administrative innovation on the link between market orientation and the economic and social performance of museums. **Sample and procedure :** data collected from 276 museums (135 Spanish and 141 French). **Findings:** The museum managers need to consider the impact of technological and administrative innovations on achievement of organizational performance.

7. A stud by Solcansky & Simberova, (2010) , entitled : "Measurement of marketing effectiveness" . The study deals with the marketing effectiveness, points to its importance for company activities and shows the most necessary methods for measurement of marketing effectiveness and suggests benefits. This study using the ABC method for measurement of the marketing effectiveness is evident. Due to this method is possible to identify costingness, which can be compared with the benefits and there is the opportunity to show unnecessary activities, after their removal the

effectiveness of activities is increased, which manager can quantify as a profit or a profitability.

8. A study by Trainor, Rapp, Beitelspacher ,Schillewaert ,(2011) , entitled : "Integrating information technology and marketing: An examination of the drivers and outcomes of e-Marketing capability". **Purpose:** This study examines the performance implications of integrating information technology with marketing capabilities and other firm-level resources. **Sample and procedure :** The results from a survey of 522 Belgian firms highlight the importance of how market and technology orientation leads to E-Marketing capability and that this capability is shown to positively influence firm performance by improving customer retention and satisfaction. **Findings :** The results suggest that researchers and practitioners should pay special attention to the complementary resources that are needed to successfully implement IT-enabled marketing initiatives and that an emphasis on the technology alone may not be sufficient.

9. A study by Theodosiou, Kehagias, Katsikea (2011) , entitled : "Strategic orientations, marketing capabilities and firm performance: An empirical investigation in the context of frontline managers in service organizations". **Purpose:** This study develops and empirically tests a model that links alternative strategic orientations with firm performance, through the mediating effect of marketing capabilities.**Sample and procedure :** This study is using data collected from 316 bank branch managers. **Findings :** competitor orientation and innovation orientation contribute significantly to

the development of marketing capabilities. Also marketing capabilities have a positive impact on firm performance.

10. A study by Alpay,G, Bodur,M, Yilmaz,C and Buyukbalci,P (2012),entitled : "How does innovativeness yield superior firm performance? The role of marketing effectiveness" **Purpose:** This study examines the role of marketing effectiveness in the relationship between innovativeness dimensions (product, market, process, strategic, and behavioral innovativeness) and firm performance. **Sample and procedure :** Data were collected via structured questionnaires from 112 firms operating in Turkey and analyzed through hierarchical regression analysis. **Findings :** indicate that different dimensions of innovativeness have different effects on marketing effectiveness and firm performance. The results also support the mediating role of marketing effectiveness in the relationship between firm performance and product and strategic innovativeness dimensions. In addition, several firm characteristics are shown to moderate the effects of innovativeness dimensions on marketing effectiveness and overall firm performance.

11. A study by Tuan ,(2012) , entitled : "Marketing effectiveness and its precursors ". **Purpose:** This paper is to analyze the linkages between leadership, organizational trust, and marketing effectiveness, in service businesses within three service categories (health care, hotel, and resort) in Vietnam .**Sample and procedure :** a population of 1,294 service businesses within three service categories (health care, hotel, and resort) listed in the 2009 Vietnam Trade Directory. **Findings :** transactional leadership is

associated with calculus-based trust. Transformational leadership, on the other hand, cultivates knowledge-based trust and identity-based trust, which in turn positively influence marketing effectiveness. A direct relationship between transformational leadership and marketing effectiveness is also examined.

12. A study by Ngo,L.V and O'Cass,A ,(2012) entitled : " In Search of Innovation and Customer-related Performance Superiority: The Role of Market Orientation, Marketing Capability, and Innovation Capability Interactions" **Purpose:** The current study contends that realizing the performance impact of market orientation depends on know-how deployment processes and their complementarities in functional areas such as marketing and innovation that co-align with market orientation. **Sample and procedure :** The validity of the model is tested based on a sample of 163 manufacturing and services firms. **Findings :** the findings show that market orientation significantly contributes to customer- and innovation-related performance outcomes via marketing and innovation capabilities.Also the findings indicate that market orientation works through the complementarity between marketing and innovation capabilities to influence customer-related performance but not innovation-related performance. Managers are advised to have a balanced approach to managing the deployment of capabilities.

13. A study by Eid,R & El-Gohary,H (2013) entitled : " The impact of E-marketing use on small business enterprises' marketing success " **Purpose:** examine the impact of EM use by SBEs on marketing success and to develop and test a conceptual model of the antecedents and consequences of EM use

by SBEs. The conceptual framework consists of the following constructs: EM budget, EM tools, pre-sales activities, after-sales activities, marketing performance and marketing effectiveness. **Sample and procedure :**Data were collected from 114 SBEs who had used different EM tools. **Findings :** the use of EM tools has a positive influence on SBEs pre-sales activities, after-sales activities, marketing performance and marketing effectiveness. The results of this study have major implications for the marketing domain, as they stress the central role of marketing people in the successful implementation of EM in SBEs.

14. A study by Ortega,R m.j Requena,P ,g,Alarco´n ,R,j,Garc´ıa-Villaverde ,p.m(2013) , entitled : "Environmental dynamism and entrepreneurial orientation The moderating role of firm's capabilities". **Purpose:** This paper is to study the antecedents of entrepreneurial orientation (EO). The study seeks to provide a better understanding of antecedents of EO, helping to fill in the gap that exists in the EO literature and explain how certain internal and external factors, independently and jointly, influence EO. **Sample and procedure :**The questionnaire sent to the whole population of 1,847 companies.

15. A study by Ashraf,F & Khan,M.A (2013)entitled : " Organizational Innovation and Organizational Effectiveness Among Employees of Cellular Companies" **Purpose:** The study examined the association between organizational innovation and effectiveness and the role of innovative climate as a potential mediator in this association. **Sample and procedure :** Data was obtained from 164 employees from three cellular companies in

Islamabad. **Findings :** Results suggest that organizational innovation indeed predict firm effectiveness while some support was also found for the role of innovative climate as a mediator in the relationship between organizational innovation and firm effectiveness.

16. A study by Jandab,A.A ,(2013) entitled : "The Effect of Innovative and Proactive Strategic Orientations on New Product Development and Marketing Performance:An Applied Study on Food Processing Firms in Yemen " **Purpose:** This study aims at investigating the effect of innovative and proactive strategic orientations on new product development and marketing performance in food processing firms in Yemen. **Sample and procedure :**The study population consisted of top management leaderships of food processing companies in Yemen. The study sample confined to (92) of the total research community of (114) companies of Aden, Hadramout & Lahj. **Findings :** There is an impact of both Innovative and Proactive Strategic Orientations on New Product Development and there is an impact of innovative strategic orientation on marketing performance from all aspects collectively and there is an impact of innovative strategic orientation on two dimensions of marketing performance (profitability and market share).

17. A study by Kanchanatanee ,Jarernvongrayab ,Suwanno, (2014) entitled : "Factors Affecting the Intention to use E-marketing of Small and Medium Sized Businesses in the Three Southern Border Provinces of Thailand ". **Purpose:** This research purposed to investigate factors affecting the intention to use electronics marketing of small and medium sized businesses in the three southern border provinces of Thailand. **Sample and procedure :**The

430 participants were interviewed by using questionnaires as a research instrument. **Findings:** the causal factors which had the direct effect on Intention to use E-marketing (BI) of small and medium businesses in the three southern border provinces in Thailand were Attitude toward using E-marketing (AT), Compatibility (CO) and Perceived Usefulness (PU). The factor which had the highest direct effect on Intention to use E-marketing (BI) was Attitude toward using E-marketing (AT).

18. A study by Saad ,N.M , Hassan,S.H ,Shya,L.M ,(2014) entitled : "A study linking internal marketing (IM) to external marketing (EM)effectiveness :is customer orientation a missing link? ". **Purpose:** Research on internal marketing (IM) and external marketing (EM) effectiveness grew independently from each other; hence it is still a mystery how they link to each other. **Sample and procedure :** Two hundred fifty (250) sets of questionnaire were distributed to the respondents in the large- size manufacturing organizations, which located at Penang. **Findings:** that IM was found to be significantly related to customer orientation and external marketing effectiveness, customer orientation also was found significantly related to external marketing effectiveness, and it was found that customer orientation mediates the relationship between IM and external marketing effectiveness.

19. A study by Noor Mohammad Al Shiekh Durrah ,(2014)entitled : " The Mediating Effect of Marketing Capabilities in the Relationship between Marketing Knowledge and Marketing Innovation in Advertising Agencies in Amman City" **Purpose:** This study aimed to examine the mediating effect

of marketing capabilities in the relationship between marketing knowledge and marketing innovation in advertising agencies in Amman city. **Sample and procedure :** (140) questionnaires were distributed to (36) agency, but (103) answered questionnaires were retrieved, of which (5) were invalid. **Findings**: there is a significant statistical indirect effect of marketing knowledge on marketing innovation through marketing capabilities as a mediator in advertising agencies in Amman, there is a significant statistical direct effect of knowledge protection process on marketing innovation, and there is a significant statistical direct effect of knowledge acquisition process, conversion process and protection process on marketing capabilities.

20. A study by Herath H. M. A & Rosli Mahmood , (2014)entitled : " Strategic Orientations and SME Performance: Moderating Effect of Absorptive Capacity of the Firm" **Purpose:** this paper examines the effect of recent configuration of strategic orientation on SME performance and the moderating effect of absorptive capacity of the firm. **Sample and procedure :** Data from 350 owner-managers of small and medium scale hotel and restaurants in Sri Lanka were used with structural equation modelling. **Findings:** that SMEs with high level of absorptive capacity would achieve higher performance by maintaining higher level of strategic orientation.

21. A study by Nadine Al-Barghouthi ,(2014) entitled : " Strategic Orientations, E-Business Assimilation and Organizational Agility" **Purpose:** This study aimed to examine the role of strategic orientation components in organizational agility in the light of e-business assimilation. **Sample and procedure :** This study followed a quantitative methodology by using a

questionnaire tool; the study population was Jordanian Communication Companies, data from 110 respondents from middle and high managerial level was collected . **Findings:** there are three components of strategic orientations (competitor orientation, customer orientation and innovation orientation) had a statistical influence on E-business assimilation, whereas cost orientation didn't have a statistical influence on E-business assimilation.

22. A study by Balamohan ,Tech,Gomathi , (2015) entitled : "Emotional Intelligence – Its Importance and Relationship with Individual Performance, Team-Effectiveness, Leadership and Marketing Effectiveness" . **Purpose:** this study aim to analyze how emotional intelligence plays a crucial and significant role in guiding and enhancing one's behaviour and activity both within oneself and in workplace effectively and efficiently.**Sample and procedure :**A sample of 180 Tunisian CEO representatives belonging to industrial sector. **Findings:** management has a significant impact on an individual's performance and job output, critical analysis of emotional intelligence of individuals become necessary. Individuals who are emotionally intelligent are likely to be successful in managing their projects and subordinates both hand in hand effectively. Not only the expertise of managers help in effective leading but also the emotional intelligence he/she possess have a strong influence on output of the project they are into.

23. A study by Frantisek Milichovsky, Iveta Simberova , (2015) entitled : "Marketing Effectiveness: Metrics for Effective Strategic Marketing" **Purpose:** this study aim to look for the set of metrics, which is important from the marketing strategic point of view, and includes the specific

performance group. **Sample and procedure :** The study is based on primary research conducted by means of a questionnaire survey, which took place in 2012 in Czech companies. 300 companies were randomly selected to participate in this survey, 115 questionnaires were returned.

24. A study by František Milichovsky,(2015) entitled : " Effectiveness of marketing activities in engineering in Czech Republic" **Purpose:** Purpose of the study is to present the selected data obtained from primary research, which concerns the marketing activities use in the Czech companies in view of their industry. **Sample and procedure :** study sample consists 147 companies in 2013, from CZ NACE groups. **Findings:** the companies know the importance of relationship with their customers. Marketing management and realisation of marketing activities has become realm where is possible to and opportunities to increase own competitiveness in view of the growing competitive environment.

The Difference Between this Study and the Previous Ones:

First: According to above, the previous studies show several different variables like (customer innovation, marketing performance, strategic orientations, E-marketing activities and marketing effectiveness) the researchers study those variables and the relationship between them.

Second: The sample and population of this study are in Amman - Jordan and the sample chosen from the companies listed Amman stock exchange, and it is the first study in Jordan linked this variable and builds this model according to the previous studies.

Finally: This study examined new relationships between (innovation orientation, marketing effectiveness and E-marketing capabilities as a mediating), according to the previous studies, it is the first study linked this variables.

Chapter Three : Research Methodology

3.1: Introduction

3.2: Study Methodology

3.3: Study Population and Sample

3.4: Descriptive Analysis of the Demographic Variables

3.5: Study Tools and Data Collection

3.6: Exploratory and Confirmatory Factor Analysis of study variables

3.7: Study Variables

3.8: Statistical Treatment

3.9: Normal Distribution of Study Variables

3.10: Validity

3.1 Introduction

In this chapter the researcher described in details the methodology used in this study, and the study population and its sample. Next, the researcher describes the study unit of analysis, personal and occupational characteristics, explains the study tools, the way of data collection and study variables. After that, the researcher will discuss the statistical treatment that is used in the analysis of the collected data. Then the researcher tested the normality of the study variables. In the final section the validation of the questionnaire and the reliability analysis that is applied will be clearly stated.

3.2 Study Methodology

This study used both descriptive and analytical analysis. Descriptive study includes data collected from previous related works and literature review. These resources were used to develop the theoretical model of this study.

Furthermore, statistical techniques were used for empirical analysis and a survey was designed to collect data from the population of the study, a population made of (general manager, marketing manager, and head of marketing , or any position involved in marketing activities) in companies listed in Amman stock exchange in Amman city.

3.3 Study Population and Sample

The population of the study includes all the companies listed in Amman stock exchange in Amman city. The number of the companies listed in Amman stock exchange was approximately (277) company and due to the small size of the study population all the (277) company were chosen to be the sample for this study. The study unit of analysis was composed of (general manager, marketing manager, and head of marketing , or any position involved in marketing activities) who work in the companies listed in Amman

stock exchange. (27) companies have been excluded for several reasons (outside the city of Amman, do not use E-marketing, contact information not available), after distributing (250) questionnaire on the study sample, a total of (237) answered questionnaires, of which (8) were invalid, Therefore, (229) answered questionnaires were valid for study.

4-3 Descriptive Analysis of the Demographic Variables

Tables (3-1) shows the Personal and Occupational Characteristics of the unit of analysis (Gender; Age; Educate Level; Managerial position; Experience and Company business sector).

Variable	Categorization	Frequency	Percent
Gender	Male	157	68.6%
	Female	72	31.4%
Age	Less then 20 year	2	9%
	From 20 -less then 30	76	33.2%
	From 30-less then 40	103	45%
	From 40 -less then 50	41	17.9%
	50 or more	7	3.1%
Educate level	High School or below	2	9%
	Diploma	25	10.9
	BSc	154	67.2%
	Master	47	20.5%
	PhD	1	4%
Managerial position	General Manager	41	17.9%
	Executive Manager	42	18.3%

Variable	Categorization	Frequency	Percent
	Director / Head of Marketing	80	34.9%
	Other position (Kindly mention)	66	28.8%
Experience	Less than 5 year	31	13.5%
	From 5 - less than 10	66	28.8%
	From 10 - less than 15	84	36.7%
	From 15 - less than 20	39	17%
	20 or more	9	3.9%
Company's business sector	Financial Sector	42	18.3%
	Services Sector	131	57.2%
	Industrial Sectors	43	18.8%
	Other Sectors	13	5.7
Total		229	100%

Table (3-1) Descriptive Analysis of the Demographic Variables

According to table (3-1) the (68.6%) of the sample is male and (31.4%) is female. Also for the age the table (3-1) shows that the highest frequency (103) for the age from 30-less then 40. Educational level indicates that all sample subjects have academic qualifications which are a good sign in adopting the high educational qualifications to accomplish their work. Moreover the highest frequency of managerial position for director / head of marketing (80), (42) executive manager and (41) general manager, this indicate that most of sample are specialized people and professionals. Furthermore the highest frequency of company's business sector was for services sector (131).

3.5 Study Tools and Data Collection

The current study is two fold, theoretical and practical. In the theoretical part, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical side, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. Secondary sources: books, journals, theses to write the theoretical framework of the study.
2. Primary source: questionnaires that were designed to reflect the study objectives and questions.

In this study, both primary and secondary data were used. The data collected for testing the model was gathered through questionnaires. After conducting a thorough review of the literature pertaining to study variables, the researcher formulated the questionnaire for this study.

The questionnaire instrumental sections are as follows:

Section One***: Demographic information***. The Demographic information was collected with closed-ended questions, through (6) Characteristics (Gender; Age; Educate Level; Managerial position; Experience and Company business sector).

Section Two: ***Marketing Effectiveness.*** This section measured the Marketing Effectiveness through (5) dimensions (Customer philosophy, Operational efficiency,

Marketing Effectiveness	Customer philosophy	Integrated marketing organization	Adequate marketing information	Strategic orientation	Operation efficiency
No. of items	6	4	3	5	6
Items Arrangement	1-6	7-10	11-13	14- 18	19-24

Strategic orientation, Adequate marketing information and Integrated marketing

Innovation Orientation	Technological Innovation	Organizational Innovation
No. of items	6	4
Items Arrangement	25 - 30	31 - 34

organization); (24) items as follows:

Section Three: ***Innovation Orientation.*** This section measured the Innovation Orientation through (2) dimensions (Technological innovation and Organizational Innovation); (10) items as follows:

E-Marketing Capabilities	human Resource	Business Resource	IT Resource
No. of items	4	3	3
Items Arrangement	35-38	39-41	42-44

Section Four: ***E-Marketing Capabilities***. This section measured the E-Marketing Capabilities through (3) dimensions (Human Resource, Business Resource and IT Resource); (10) items as follows:

All items above were measured on a Likert-type scale as follows:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

3.6 Exploratory and confirmatory Factor Analysis of study variables

Exploratory factor analysis was used to verify which questions are best to measure the various dimensions of study variables and which items could be removed from these scales. Therefore, exploratory factor analysis with varimax rotation (Kaiser) was conceded to evaluate the underlying factor structures of the measurement items. According to Hair, et..al., (2006) the threshold employed for judging the significance of factor loadings was (0.50). After conducting the exploratory factor analysis, all the items for study variables were loaded on their proposed dimension.

3.6.1 Exploratory and confirmatory Factor Analysis for Marketing Effectiveness variables

As shows in Table(3-2). Measure reliability was examined for internal consistency by computing Cronbach's alpha coefficient, indicating acceptable levels of reliability for all three study variables. As shows in Table (3-2), all scales have reliability coefficients ranging from (0.625) to (0.869).

The values of the Average Variance Extracted for constructs within the measurement model greater than (0.50) as recommended from Malhotra and Stanton (2004) who explained the Average Variance Extracted (AVE) should be greater than (0.50) to validate employing a construct. In addition, a composite reliability (CR) index for constructs within the measurement model greater than (0.70) that indicates satisfactory internal consistency as recommended from Hair, et..al., (2006).

Table (3-2) Exploratory and confirmatory Factor Analysis of Marketing Effectiveness variables

	Construct	Factor Loadings	Squared Multiple Correlations (R^2)	1 - Squared Multiple Correlations (R^2)	Average Variance Extracted (AVE)*	Composite Reliability (CR)*
1	The company recognizes the importance of designing the company to serve the needs and wants of chosen markets	0.703	0.495	0.505	0.810	0.880
2	Management encourages word-of-mouth communication	0.607	0.368	0.632		
3	Management develops different marketing plans for different segments of the market	0.867	0.752	0.248		
4	Management takes a whole marketing system view(suppliers, channels, competitors, customer, and environment) in planning its business	0.770	0.593	0.407		
5	The company monitors customer satisfaction	0.736	0.542	0.458		
6	Management develops different offerings for different segments of the market	0.791	0.626	0.374		
Sum		4.474	3.376	2.624	-	-
Sum Squared		20.016	11.397	-	-	-
Customer Philosophy (Cronbach's alpha = 0.883)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
17.887	7	2.555	0.974	0.984	0.083

Table (3-2) Exploratory and confirmatory Factor Analysis of Marketing Effectiveness variables

1	Management controls the main marketing positions in the company	0.205	0.042	0.958	0.560	0.720
2	There is high-level marketing integration and control of the major marketing functions	0.800	0.640	0.360		
3	Marketing management work well with management in research, manufacturing, purchase, physical distribution, and finance	0.657	0.432	0.568		
4	New product development process in our company is well organized	0.774	0.599	0.401		
Sum		2.436	1.713	2.287	-	-
Sum Squared		5.934	2.934	-	-	-
Integrated Marketing Organization (Cronbach's alpha = 0.625)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
1.956	2	0.978	0.996	0.972	0.000

1	The company regularly conduct marketing research to study customers, buying influences, channels, and competitors	0.740	0.548	0.452	0.675	0.735
2	Management usually have full knowledge of the sales potential and profitability of different market segments, customers territories, products, channels, and other sizes	0.790	0.624	0.376		
3	Effort is expanded to measure the cost effectiveness of different marketing expenditures	0.703	0.494	0.506		
Sum		2.233	1.666	1.333	-	-
Sum Squared		4.986	2.775	-	-	-

Table (3-2) Exploratory and confirmatory Factor Analysis of Marketing Effectiveness variables

Adequate Marketing Information (Cronbach's alpha = 0.778)								
X^2		DF	X^2/DF	GFI		CFI	RMSEA	
0.934		1	0.934	0.998		0.996	0.000	
1	Management develops an annual marketing plan and a careful long-range plan that is updated annually			0.671	0.450	0.550	0.724	0.841
2	The quality of current marketing strategy is clear, data based and well reasoned			0.788	0.622	0.378		
3	The quality of current marketing strategy is innovative			0.903	0.816	0.184		
4	The company is well-positioned relative to its competitors			0.500	0.249	0.751		
5	The company provides good quality service			0.697	0.485	0.515		
Sum				3.559	2.622	2.378	-	-
Sum Squared Factor Loadings				12.666	6.874	-	-	-
Strategic Orientation (Cronbach's alpha = 0.846)								
X^2		DF	X^2/DF	GFI		CFI	RMSEA	
6.815		3	2.272	0.988		0.933	0.075	
1	Marketing thinking at the top are communicated and implemented down the line			0.560	0.314	0.686	0.803	0.879
2	Management is doing an effective job with the marketing resources			0.730	0.532	0.468		

Table (3-2) Exploratory and confirmatory Factor Analysis of Marketing Effectiveness variables

3	The company's ability to have continuity and growth	0.812	0.659	0.341		
4	Management shows a good capacity to react quickly and effectively to on-the-spot development	0.761	0.579	0.421		
5	Marketing management works well with the management in other functional areas	0.792	0.628	0.372		
6	The company is a good community neighbour	0.774	0.599	0.401		
Sum		4.429	3.311	2.689	-	-
Sum Squared Factor Loadings		19.616	10.962	-	-	-
Operational Efficiency (Cronbach's alpha = 0.869)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
17.401	7	2.486	0.976	0.984	0.081

* Average Variance Extracted (AVE) = © (Squared Multiple Correlations)^2/ © (Squared Multiple Correlations)^2 + © (1 - Squared Multiple Correlations).
* Composite Reliability (CR) = © (Factor Loading)^2/ © (Factor Loading)^2 + © (1 - Squared Multiple Correlations).

3.6.2 Exploratory and confirmatory Factor Analysis for Innovation Orientation variables

As shows in Table (3-3). Measure reliability was examined for internal consistency by computing Cronbach's alpha coefficient, indicating acceptable levels of reliability for all three study variables. As shows in Table (3-3), all scales have reliability coefficients ranging from (0.827) to (0.927). Then, all reliability coefficients were above the

commonly suggested threshold of (0.70) Hair, et..al., (2006), which suggests a high internal consistency among the items in each construct.

The values of the Average Variance Extracted for constructs within the measurement model greater than (0.50) as recommended from Malhotra and Stanton (2004) who explained the Average Variance Extracted (AVE) should be greater than (0.50) to validate employing a construct. In addition, a composite reliability (CR) index for constructs within the measurement model greater than (0.70) that indicates satisfactory internal consistency as recommended from Hair, et..al., (2006)

Table (3-3) Exploratory and confirmatory Factor Analysis of Innovation Orientation variables

	Construct	Factor Loadings	Squared Multiple Correlations (R^2)	1 - Squared Multiple Correlations (R^2)	Average Variance Extracted (AVE)*	Composite Reliability (CR)*
1	At the company we are deeply committed to adopting new technologies	0.922	0.849	0.151	0.897	0.926
2	At the company we are deeply committed to adopting new resources aimed at enhancing management and administration	0.894	0.799	0.201		
3	At the company we are deeply committed to using new resources and technologies to assist the visiting public In general	0.912	0.832	0.168		
4	The company incorporated numerous technical innovations at the company in recent years	0.805	0.647	0.353		

Table (3-3) Exploratory and confirmatory Factor Analysis of Innovation Orientation variables

5	We are one of the leading companies in the use of technical resources	0.788	0.621	0.379		
6	We cooperate with other institutions or firms to improve the technology and innovations implemented at this company	0.589	0.347	0.653		
Sum		4.910	4.095	1.905	-	-
Sum Squared Factor Loadings		24.108	16.769	-	-	-
Technological Orientation (Cronbach's alpha = 0.927)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
12.045	8	1.506	0.983	0.996	0.049

1	The company is working on the development of the organizational structure and make Many changes	0.723	0.523	0.477		
2	Innovation is readily accepted in program/project management	0.883	0.780	0.220	0.755	0.842
3	Employees feel free to express their innovative ideas	0.698	0.487	0.513		
4	The company management strives to take on staff from a range of training backgrounds	0.712	0.506	0.494		
Sum		3.016	2.296	1.704	-	-
Sum Squared Factor Loadings		9.096	5.271	-	-	-

Table (3-3) Exploratory and confirmatory Factor Analysis of Innovation Orientation variables

Organizational Orientation (Cronbach's alpha = 0.827)					
X^2	DF	X^2/DF	GFI	CFI	RMSEA
0.395	1	0.395	0.999	0.999	0.000

* Average Variance Extracted (AVE) = © (Squared Multiple Correlations)^2/ © (Squared Multiple Correlations)^2 + © (1 - Squared Multiple Correlations).

* Composite Reliability (CR) = © (Factor Loading)^2/ © (Factor Loading)^2 + © (1 - Squared Multiple Correlations).

3.6.3 Exploratory and confirmatory Factor Analysis for E-Marketing Capabilities variables

As shows in Table (3-4). Measure reliability was examined for internal consistency by computing Cronbach's alpha coefficient, indicating acceptable levels of reliability for all three study variables. As shows in Table (3-4), all scales have reliability coefficients ranging from (0.827) to (0.927). Then, all reliability coefficients were above the commonly suggested threshold of (0.70) Hair, et..al., (2006), which suggests a high internal consistency among the items in each construct.

The values of the Average Variance Extracted for constructs within the measurement model greater than (0.50) as recommended from Malhotra and Stanton (2004) who explained the Average Variance Extracted (AVE) should be greater than (0.50) to validate employing a construct. In addition, a composite reliability (CR) index for constructs within the measurement model greater than (0.70) that indicates satisfactory internal consistency as recommended from Hair, et..al., (2006).

Table (3-4) Exploratory and confirmatory Factor Analysis of E-Marketing Capabilities variables

	Construct	Factor Loadings	Squared Multiple Correlations (R^2)	1 - Squared Multiple Correlations (R^2)	Average Variance Extracted (AVE)*	Composite Reliability (CR)*
1	The company developed and e-Marketing culture within our organization	0.800	0.640	0.360	0.870	0.900
2	The top management fully supports our e-Marketing activities	0.939	0.882	0.118		
3	The top management, have clearly shown our involvement concerning e-Marketing	0.857	0.735	0.265		
Sum		2.596	2.257	0.743	-	-
Sum Squared Factor Loadings		6.739	5.094	-	-	-
Human Resource (Cronbach's alpha = 0.927)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
3.207	2	1.603	0.993	0.997	0.051

1	Our e-Marketing plans are integrated into our overall business plan	0.685	0.469	0.531	0.830	0.870
2	There are set clear priorities for our technology projects	0.966	0.933	0.067		
3	We regularly measure the effectiveness and the success of our technology projects	0.836	0.699	0.301		
Sum		2.487	2.101	0.899	-	-
Sum Squared Factor Loadings		6.185	4.414	-	-	-
Business Resource (Cronbach's alpha = 0.827)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
2.142	2	1.071	0.997	0.998	0.032

1	The company have formal strategic plan for e-marketing	0.887	0.786	0.214	0.810	0.860
2	There are set of clear priorities for our e-marketing	0.901	0.812	0.188		

Table (3-4) Exploratory and confirmatory Factor Analysis of E-Marketing Capabilities variables

3	Our technology plans are integrated into our overall business plan	0.672	0.452	0.548		
Sum		2.460	2.050	0.950	-	-
Sum Squared Factor Loadings		6.051	4.202	-	-	-
IT Resource (Cronbach's alpha = 0.827)						

X^2	DF	X^2/DF	GFI	CFI	RMSEA
0.714	2	0.357	0.999	0.999	0.000

* Average Variance Extracted (AVE) = © (Squared Multiple Correlations)^2/ © (Squared Multiple Correlations)^2 + © (1 - Squared Multiple Correlations).
* Composite Reliability (CR) = © (Factor Loading)^2/ © (Factor Loading)^2 + © (1 - Squared Multiple Correlations).

3.7 Study Variables

The researcher identified the independent Variable (Innovation Orientation) and its related questionnaire items through literature review based on (Camarero ,Garrido ,2008, Theodosiou, et al., 2011). As well as, to identified the mediator Variable (E-Marketing Capabilities) the researcher adopted the proposed idea form (Trainor,et al.,2011), the researcher identified the dependent Variable (Marketing Effectiveness) through literature review based on (Tuan, 2012), (Kotler,P ,1977).

3.8 Statistical Treatment

The data collected from the responses of the study questionnaire were used through Statistical Package for Social Sciences "SPSS Ver.22" & Amos Ver.22 for analysis and conclusions. Finally, the researcher used the suitable statistical methods that consist of:

3.8.1 Descriptive Statistics Methods

- Percentage and Frequency.
- Arithmetic to identify the level of response of study sample individuals to the study variables.
- Standard Deviation to measure the responses spacing degree about arithmetic mean.
- Relative importance, assigned due to:
  - The Low degree from 1- less than 2.33
  - The Medium degree from 2.33 – 3.66
  - The High degree from 3.67 and above.

$$\text{Class Interval} = \frac{5 - 1}{3} = \frac{4}{3} = 1.33$$

$$\text{Class Interval} = \frac{\text{Maximum Class} - \text{Minimum Class}}{\text{Number of Level}}$$

3.8.2 Inference Statistics Methods

- Kolmogorov-Smirnov Normality Test to verify the normal distribution of variables.
- Exploratory Factor Analysis
- Confirmatory Factor Analysis
- Cronbach Alpha reliability (α) to measure strength of the correlation and coherence between questionnaire items.
- One sample t-test.
- Variance Inflation Factor and Tolerance to make sure that there are no Multicollinearity between independent variables.

- Simple Regression analysis to measure the effect of each independent variable on dependent variable and mediate variable.
- Multiple Regression analysis to measure the effect of independent variables on dependent variable and mediate variable.
- Path analysis using Amos to measure the mediate effect of E-marketing capabilities on the relationship between innovation orientation and Marketing Effectiveness.

3.9 Normal Distribution of Study Variables

In order of verification of the study results, the researcher carried out the Kolmogorov - Smirnov Test, to verify the absence study data from the statistical problems that may adversely affect the results of the test study hypotheses, as is shown in the Table (3-5).

Table (3-5) Normal Distribution of Study Variables

No.	Variables	Kolmogorov – Smirnov	Sig. *	Result
1	***Marketing Effectiveness***	1.0128	0.152	Follows a normal distribution
1-1	Customer Philosophy	1.018	0.251	Follows a normal distribution
1-2	Operational Efficiency	1.037	0.233	Follows a normal distribution
1-3	Strategic Orientation	1.130	0.156	Follows a normal distribution
1-4	Adequate Marketing Information	1.161	0.135	Follows a normal distribution
1-5	Integrated Marketing Organization	0.687	0.733	Follows a normal distribution
2	***Innovation Orientation***	1.336	0.056	Follows a normal distribution
2-1	Technological Innovation	1.389	0.052	Follows a normal distribution
2-2	Organizational Innovation	1.287	0.073	Follows a normal distribution

Table (3-5) Normal Distribution of Study Variables

3	***E-Marketing Capabilities***	0.860	0.450	Follows a normal distribution
3-1	Human Resource	1.269	0.080	Follows a normal distribution
3-2	Business Resource	1.249	0.088	Follows a normal distribution
3-3	IT Resource	1.217	0.074	Follows a normal distribution

*Distribution is normal when the significance level (0.05> α).

In view of the above table and at the significance level of (0.05) it is apparent that the distribution of all variables was normal. Where the normal distribution ratios for each variables is greater than (0.05) which is approved level in the statistical treatment of the current study.

3.10 Validity

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by academic reviewers from Middle East University and other universities specialized in faculty and practitioners Business Administration, Marketing. Some items were added, while others were dropped based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument. The academic reviewers are (5) and the overall percentage of respond is (100%), (see appendix "4").

Chapter Four : Analysis of the Results & Hypotheses Testing

4.1Introduction

4.2 Descriptive Analysis of Study Variables

4.3 Analysis Adequacy of the Data to Test the Study Hypotheses

4.4 Hypotheses Testing

4.1 Introduction

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means, Standard Deviations for the questions of the study simple regression analysis and path analysis.

4.2 Descriptive Analysis of Study Variables

4.2.1 *Innovation Orientation*

The researcher used the arithmetic mean, standard deviation, one sample t-test, item importance and importance level as shows in Table (4-1) and (4-2).

Table (4-1) clarifies the importance level of Technological Innovation, where the arithmetic mean for these variable ranges between (3.659 - 3.978) compared with General Arithmetic mean amount of (3.828). We observe that the highest mean for the item "***At the company we are deeply committed to using new resources and technologies to assist the visiting public In general"*** with arithmetic mean (3.978), Standard deviation (0.900). The lowest arithmetic mean was for the item "***We are one of the leading companies in the use of technical resource***s" With Average (3.659) and Standard deviation (0.962). In general, it appears that the Importance level of Technological Innovation at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-1)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Technological Innovation at companies listed in Amman stock exchange

No.	Technological Innovation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	At the company we are deeply committed to adopting new technologies	3.873	1.086	12.160	0.000	3	High
2	At the company we are deeply committed to adopting new resources aimed at enhancing management and administration	3.938	0.910	15.599	0.000	2	High
3	At the company we are deeply committed to using new resources and technologies to assist the visiting public In general	3.978	0.900	16.438	0.000	1	High
4	The company incorporated numerous technical innovations at the company in recent years	3.755	1.009	11.326	0.000	5	High
5	We are one of the leading companies in the use of technical resources	3.659	0.962	10.362	0.000	6	Medium
6	We cooperate with other institutions or firms to improve the technology and innovations implemented at this company	3.764	0.911	12.693	0.000	4	High
General Arithmetic mean and standard deviation		3.828	0.826	15.165	0.000	-	High

t- Value Tabulate at level (0.05) (1.651)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-2) clarifies the importance level of Organizational Innovation, where the arithmetic mean for these variable ranges between (3.768 - 3.947) compared with General Arithmetic mean amount of (3.871). We observe that the highest mean for the item "***The company management strives to take on staff from a range of training backgrounds"*** with arithmetic mean (3.947), Standard deviation (0.930). The lowest arithmetic mean was for the item "***Innovation is readily accepted in program/project management***" With Average (3.768) and Standard deviation (0.965). In general, it appears that the Importance level of Organizational Innovation at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-2)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Organizational Innovation at companies listed in Amman stock exchange

No.	Organizational Innovation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	The company is working on the development of the organizational structure and make Many changes	3.847	0.842	15.225	0.000	3	High
2	Innovation is readily accepted in program/project management	3.768	0.965	12.040	0.000	4	High
3	Employees feel free to express their innovative ideas	3.921	0.904	15.413	0.000	2	High
4	The company management strives to take on staff from a range of training backgrounds	3.947	0.930	15.412	0.000	1	High
General Arithmetic mean and standard deviation		3.871	0.739	17.817	0.000	-	High

t- Value Tabulate at level (a £ 0.05) (1.651)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

4.2.2 *E-Marketing Capabilities*

The researcher used the arithmetic mean, standard deviation, one sample t-test, item importance and importance level as shows in Table (4-3), (4-4) and (4-5).

Table (4-3) clarifies the importance level of Human Resource, where the arithmetic mean for these variable ranges between (3.733- 3.794) compared with General Arithmetic mean amount of (3.828). We observe that the highest mean for the item "***The top management fully supports our e-Marketing activities"*** with arithmetic mean (3.794), Standard deviation (0.980). The lowest arithmetic mean was for the item "***The top management, have clearly shown our involvement concerning e-Marketing***" With Average (3.733) and Standard deviation (0.965). In general, it appears that the Importance level of Human Resource at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-3)

No.	Human Resource	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	The company developed and e-Marketing culture within our organization	3.742	1.008	11.141	0.000	2	High
2	The top management fully supports our E-Marketing activities	3.794	00.98	12.151	0.000	1	High
3	The top management, have clearly shown our involvement concerning E-Marketing	3.733	0.965	11.493	0.000	4	High
4	The company have few problems to fit E-marketing in their culture	3.746	0.975	11.393	0.000	3	High
General Arithmetic mean and standard deviation		3.756	0.900	12.715	0.000	-	High

Arithmetic mean, SD, one sample t-test, item importance and importance level of Human Resource at companies listed in Amman stock exchange

t- Value Tabulate at level (a £ 0.05) (1.651)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-4) clarifies the importance level of business resource, where the arithmetic mean for these variable ranges between (3.624 - 3.777) compared with General Arithmetic mean amount of (3.701). We observe that the highest mean for the item "***Our E-Marketing plans are integrated into our overall business plan***" with arithmetic mean (3.777), Standard deviation (0.892). The lowest arithmetic mean was for the item "***There are set clear priorities for our technology projects***" With Average (3.624) and Standard deviation (0.949). In general, it appears that the Importance level of Business Resource at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-4)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Business Resource at companies listed in Amman stock exchange

No.	Business Resource	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	Our e-Marketing plans are integrated into our overall business plan	3.777	0.892	13.178	0.000	1	High
2	There are set clear priorities for our technology projects	3.624	0.949	9.949	0.000	3	Medium
3	We regularly measure the effectiveness and the success of our technology projects	3.703	0.917	11.600	0.000	2	High
General Arithmetic mean and standard deviation		3.701	0.816	12.996	0.000	-	High

t- Value Tabulate at level (a £ 0.05) (1.651)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-5) clarifies the importance level of IT Resource, where the arithmetic mean for these variable ranges between (3.624 - 3.738) compared with General Arithmetic mean amount of (3.681). We observe that the highest mean for the item "***The company have formal strategic plan for e-marketing***" with arithmetic mean (3.738), Standard deviation (0.913). The lowest arithmetic mean was for the item "***Our technology plans are integrated into our overall business plan***" With Average (3.624) and Standard deviation (0.954). In general, it appears that the Importance level of IT Resource at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-5)

No.	IT Resource	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	The company have formal strategic plan for e-marketing	3.738	0.913	12.225	0.000	1	High
2	There are set of clear priorities for our e-marketing projects	3.681	0.990	10.407	0.000	2	High
3	Our technology plans are integrated into our overall business plan	3.624	0.954	9.901	0.000	3	Medium
General Arithmetic mean and standard deviation		3.681	0.840	12.265	0.000	-	High

Arithmetic mean, SD, one sample t-test, item importance and importance level of IT Resource at companies listed in Amman stock exchange

t- Value Tabulate at level (a £ 0.05) (1.651)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

4.2.3 *Marketing Effectiveness*

The researcher used the arithmetic mean, standard deviation, one sample t-test, item importance and importance level as shows in Table (4-6), (4-7), (4-8), (4-9) and (4-10).

Table (4-6) clarifies the importance level of customer philosophy, where the arithmetic mean for these variable ranges between (3.925 - 4.144) compared with General Arithmetic mean amount of (4-027). We observe that the highest mean for the item " ***The company recognizes the importance of designing the company to serve the needs and wants of chosen markets ; The company monitors customer satisfaction"*** with arithmetic mean (4.114) and (4.114), Standard deviation (0.827) and (0.932). The lowest arithmetic mean was for the item "***Management encourages word-of-mouth communication***" With Average (3.925) and Standard deviation (0.897). In general, it appears that the Importance level of Customer Philosophy at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-6)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Customer Philosophy at companies listed in Amman Stock exchange

No.	Customer Philosophy	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	The company recognizes the importance of designing the company to serve the needs and wants of chosen markets	4.144	0.827	20.915	0.000	1	High
2	Management encourages word-of-mouth communication	3.925	0.897	15.606	0.000	6	High
3	Management develops different marketing plans for different segments of the market	3.938	0.871	16.304	0.000	5	High

4	Management takes a whole marketing system view(suppliers, channels, competitors, customer, and environment) in planning its business	4.069	0.850	19.038	0.000	3	High
5	The company monitors customer satisfaction	4.144	0.932	18.567	0.000	1	High
6	Management develops different offerings for different segments of the market	3.943	0.874	16.327	0.000	4	High
General Arithmetic mean and standard deviation		4.027	0.696	22.328	0.000	-	High

t- Value Tabulate at level (a £ 0.05) (1.651)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-7) clarifies the importance level of adequate marketing information, where the arithmetic mean for these variable ranges between (3.938 - 4.126) compared with General Arithmetic mean amount of (4-018). We observe that the highest mean for the item "***Management usually have full knowledge of the sales potential and profitability of different market segments, customers territories, products, channels, and other sizes"*** with arithmetic mean (4.126), Standard deviation (0.906). The lowest arithmetic mean was for the item "***The company regularly conduct marketing research to study customers, buying influences, channels, and competitors***" With Average (3.938) and Standard deviation (0.925). In general, it appears that the Importance level of Adequate marketing information at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-7)
Arithmetic mean, SD, one sample t-test, item importance and importance level of Adequate marketing information at companies listed in Amman stock exchange

No.	Adequate marketing information	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	The company regularly conduct marketing research to study customers, buying influences, channels, and competitors	3.938	0.925	15.357	0.000	3	High
2	Management usually have full knowledge of the sales potential and profitability of different market segments, customers territories, products, channels, and other sizes	4.126	0.906	18.809	0.000	1	High
3	Effort is expanded to measure the cost effectiveness of different marketing expenditures	3.991	0.873	17.172	0.000	2	High
General Arithmetic mean and standard deviation		4.018	0.755	20.400	0.000	-	High

t- Value Tabulate at level (a £ 0.05) (1.651)
t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-8) clarifies the importance level of Strategic Orientation, where the arithmetic mean for these variable ranges between (3.742 - 4.074) compared with General Arithmetic mean amount of (3.879). We observe that the highest mean for the item "***The company provides good quality service****"* with arithmetic mean (4.074), standard deviation (0.935). The lowest arithmetic mean was for the item "***The quality of current marketing strategy is innovative***" with average (3.742) and standard deviation (0.959). In general, it appears that the Importance level of strategic orientation at companies listed in Amman stock exchange from the study sample viewpoint was high.

Table (4-8)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Strategic Orientation at companies listed in Amman stock exchange

No.	Strategic Orientation	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	Management develops an annual marketing plan and a careful long-range plan that is updated annually	3.947	0.798	17.959	0.000	2	High
2	The quality of current marketing strategy is clear, data based and well reasoned	3.877	0.889	14-925	0.000	3	High
3	The quality of current marketing strategy is innovative	3.742	0.959	11.711	0.000	5	High
4	The company is well-positioned relative to its competitors	3.755	0.996	11.475	0.000	4	High
5	The company provides good quality service	4.074	0.935	17.368	0.000	1	High
General Arithmetic mean and standard deviation		3.879	0.722	18.416	0.000	-	High

t- Value Tabulate at level (a £ 0.05) (1.651)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

Table (4-9) clarifies the importance level of Operational Efficiency, where the arithmetic mean for these variable ranges between (3.668 - 4.144) compared with General Arithmetic mean amount of (3.964). We observe that the highest mean for the

Table (4-9)

Arithmetic mean, SD, one sample t-test, item importance and importance level of Operational Efficiency at companies listed in Amman stock exchange

No.	Operational Efficiency	Mean	St.D	t- value Calculate	Sig	Item importance	Importance level
1	Marketing thinking at the top are communicated and implemented down the line	3.668	1.019	9.921	0.000	6	High
2	Management is doing an effective job with the marketing resources	3.943	0.773	18.464	0.000	5	High
3	The company's ability to have continuity and growth	4.144	0.827	20.915	0.000	1	High
4	Management shows a good capacity to react quickly and effectively to on-the-spot development	3.978	0.870	16.999	0.000	4	High
5	Marketing management works well with the management in other functional areas	3.982	0.821	18.095	0.000	3	High
6	The company is a good community neighbour	4.069	0.910	17.788	0.000	2	
General Arithmetic mean and standard deviation		3.964	0.679	21.469	0.000	-	High

t- Value Tabulate at level (a £ 0.05) (1.651)

t- Value Tabulate was calculated based on Assumption mean to item that (3)

item"***The company's ability to have continuity and growth***" with arithmetic mean (4.144), Standard deviation (0.827). The lowest arithmetic mean was for the item "***Marketing thinking at the top are communicated and implemented down the line***" With Average (3.668) and Standard deviation (1.019). In general, it appears that the Importance level of operational efficiency at companies listed in Amman stock exchange from the study sample viewpoint was high.

4.3 Analysis adequacy of the data to test the study hypotheses

Before test the hypotheses of the study, the researcher conducted some tests in order to ensure the adequacy of the data for the assumptions of regression analysis, it was confirmed that there is no high correlation between the independent variables Multicollinearity using the Variance Inflation Factor (VIF) and test Tolerance for each variable of the study variables taking into account the Variance Inflation Factor not to exceed the allowable value (10). And that the Tolerance value greater than (0.05). Were also ensure that the data follow the normal distribution calculates the skewness coefficient, as the data follow a normal distribution if the value of skewness coefficient is less than (±1). Table (4-10) shows the results of these tests.

Table (4-10)

Results of Variance Inflation Factor, Tolerance and skewness coefficient

No.	Independent Variables	VIF	Tolerance	Skewness
1	Technological Innovation	2.817	00.35	-0.939
2	Organizational Innovation	1.614	0.407	-0.214

Evident from the results listed in Table (4 - 10) there is no Multicollinearity between the independent variables, confirms that the values of Variance Inflation Factor of the dimensions are (2.817 & 1.614) , respectively, less than (10). As can be seen that the values of Tolerance are (0.355) and (0.407) which is greater than (0.05). This is an indication that there is no Multicollinearity between the independent variables While to make sure that the data follow a normal distribution the researcher calculates the Skewness coefficient where the values were less than (±1).

4.4 Study Hypotheses Test

In this section the researcher divided into 13 hypotheses, the first six hypothesis testing in multiple regression analysis. The second hypothesis (eight) was testing through path analysis.

H_1: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on E-Marketing capabilities at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of Innovation Orientation on E-Marketing capabilities. As shows in Table (4-12).

Table (4-11)

Multiple regression analysis of the positive direct effect of Innovation Orientation on E-Marketing capabilities

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
E-Marketing Capabilities	0.839	0.704	269.324	2 226 228	0.000	Technological Innovation	0.668	11.010	0.000
						Organizational Innovation	0.202	3.332	0.001

* the impact is significant at level (⟨ δ 0.05)

Table (4-11) shows the positive direct effect of innovation orientation (technological innovation, organizational innovation) on E-Marketing capabilities at companies listed in Amman stock exchange. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.839) , (0.704), which asserted that (0.704) of the explained variation in E-Marketing capabilities can be accounted for Innovation Orientation (Technological innovation, Organizational Innovation).

On the other hand, Table (4-11) for the executive data set indicated the slope value of (0.668) and (0.202) for the regression line. This suggested that for a one unit increase in Innovation Orientation Technological innovation can significantly predict a (0.668) and organizational innovation (0.202) increase in E-Marketing capabilities. As well as Table (4-12) shows that the analysis of variance of the fitted regression equation is significant with F value of (269.324). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that Innovation Orientation (technological innovation, organizational innovation) has positive direct effect on E-Marketing capabilities at companies listed in Amman Stock exchange with a coefficient of (0.668) and (0.202). Thus, Innovation Orientation (Technological innovation, Organizational Innovation) actually affected positively directly on E-Marketing capabilities at companies listed in Amman Stock exchange.

This further supported the first hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on E-Marketing capabilities at level ($\alpha \leq 0.05$).

To ensure the positive direct effect of innovation orientation (technological innovation, organizational innovation) on every dimension of E-Marketing capabilities, the researcher divided the first main hypothesis in to three sub hypothesis, as follows.

$H_{1\text{-}1}$: Innovation Orientation (technological innovation, organizational innovation) has a positive direct effect on Human Resource at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of Innovation Orientation on Human Resource. As shows in Table (4-12).

Table (4-12)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Human Resource

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Human Resource	0.801	0.642	202.499	2	0.000	Technological Innovation	0.623	9.319	0.000
				226		Organizational Innovation	0.210	3.144	0.002
				228					

* the impact is significant at level (⟨ δ 0.05)

Table (4-12) shows the positive direct effect of innovation orientation (technological innovation, organizational innovation) on human resource at companies listed in Amman stock exchange. The regression model achieve a high degree of fit, as reflected by "R" and "R^2" value (0.801) , (0.642), which asserted that (0.642) of the explained variation in Human Resource can be accounted for innovation orientation (technological innovation, organizational innovation). On the other hand, Table (4-12) for the executive data set indicated the slope value of (0.623) and (0.210) for the regression line. This suggested that for a one unit increase in innovation orientation (technological innovation, organizational innovation) can significantly predict a (0.623) and (0.210) increase in Human Resource. As well as Table (4-12) shows that the analysis of variance of the fitted regression equation is significant with F value of (202.499). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that innovation orientation (technological innovation, organizational innovation) has positive direct effect on human resource at companies listed in Amman stock exchange with a coefficient of (0.623) and (0.210). Thus, innovation orientation (technological innovation, organizational innovation) actually affected positively directly on human resource at companies listed in Amman stock exchange.

This further supported the sub first hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Human Resource at level ($\alpha \leq 0.05$).

H_{1-2}: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Business Resource at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of innovation orientation on business resource. As shows in Table (4-13).

Table (4-13)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Business Resource

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Business Resource	0.810	0.657	216.168	2	0.000	Technological Innovation	0.689	10.537	0.000
				226		Organizational Innovation	0.145	2.218	0.028
				228					

* the impact is significant at level (⟨ δ 0.05)

Table (4-13) shows the positive direct effect of innovation orientation (technological innovation, organizational innovation) on business resource at companies listed in Amman stock exchange. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.810) , (0.657), which asserted that (0.657) of the explained variation in business resource can be accounted for innovation orientation (technological innovation, organizational innovation). On the other hand, Table (4-13) for the executive data set indicated the slope value of (0.689) and (0.145) for the regression line. This suggested that for a one unit increase in innovation orientation (technological innovation, organizational innovation) can significantly predict a (0.689) and (0.145) increase in Business Resource. As well as Table (4-13) shows that the analysis of variance of the fitted regression equation is significant with F value of (216.168). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that innovation orientation (technological innovation, organizational innovation) has positive direct effect on business resource at companies listed in Amman stock exchange with a coefficient of (0.689) and (0.145). Thus, innovation orientation (technological innovation, organizational innovation) actually affected positively directly on business resource at companies listed in Amman stock exchange.

This further supported the sub second hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Business Resource at level ($\alpha \leq 0.05$).

H_{1-3}: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on IT Resource at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of innovation orientation on IT resource. As shows in Table (4-14).

Table (4-14)

Multiple regression analysis of the positive direct effect of Innovation Orientation on IT Resource

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
IT Resource	0.781	0.610	176.676	2 226 228	0.000	Technological Innovation	0.595	8.529	0.000
						Organizational Innovation	0.218	3.132	0.002

* the impact is significant at level (⟨ δ 0.05)

Table (4-14) shows the positive direct effect of innovation orientation (technological innovation, organizational innovation) on IT Resource at companies listed in Amman stock exchange. The regression model achieve a high degree of fit, as reflected by "R" and "R^2" value (0.781) , (0.610), which asserted that (0.610) of the explained variation in IT resource can be accounted for innovation orientation (technological innovation, organizational innovation). On the other hand, Table (4-15) for the executive data set indicated the slope value of (0.595) and (0.218) for the regression line. This suggested that for a one unit increase in innovation orientation (technological innovation, organizational innovation) can significantly predict a (0.595) and (0.218) increase in IT resource. As well as Table (4-14) shows that the analysis of variance of the fitted regression equation is significant with F value of (176.676).

This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that innovation orientation (technological innovation, oganizational innovation) has positive direct effect on IT resource at companies listed in Amman stock exchange with a coefficient of (0.595) and (0.218). Thus, innovation orientation (technological innovation, organizational innovation) actually affected positively directly on IT Resource at companies listed in Amman Stock exchange. This further supported the sub third hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on IT Resource at level ($\alpha \leq 0.05$).

H_2: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Marketing Effectiveness at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of innovation orientation on marketing effectiveness. As shows in Table (4-15).

Table (4-15)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Marketing Effectiveness

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Marketing Effectiveness	0.799	0.638	198.933	2 226 228	0.000	Technological Innovation	0.350	5.207	0.000
						Organizational Innovation	0.490	7.292	0.000

* the impact is significant at level (⟨ δ 0.05)

Table (4-15) shows the positive direct effect of innovation orientation (technological innovation, organizational innovation) on marketing effectiveness at the researched companies. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.799) , (0.638), which asserted that (0.638) of the explained variation in Marketing Effectiveness can be accounted for innovation orientation (Technological innovation, Organizational Innovation). On the other hand, Table (4-15) for the executive data set indicated the slope value of (0.350) and (0.490) for the regression line. This suggested that for a one unit increase in Innovation Orientation (Technological innovation, Organizational Innovation) can significantly predict a (0.350) and (0.490) increase in Marketing Effectiveness. As well as Table (4-15) shows that the analysis of variance of the fitted regression equation is significant with F value of (198.933). This is an indication that the model is a good one. Since the p-value is less

than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that Innovation Orientation (Technological innovation, Organizational Innovation) has positive direct effect on Marketing Effectiveness at companies listed in Amman Stock exchange with a coefficient of (0.350) and (0.490). Thus, Innovation Orientation (Technological innovation, Organizational Innovation) actually affected positively directly on Marketing Effectiveness at companies listed in Amman Stock exchange.

This further supported the second hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Marketing Effectiveness at level ($\alpha \leq 0.05$).

To ensure the positive direct effect of Innovation Orientation (Technological innovation, Organizational Innovation) on every dimension of Marketing Effectiveness, the researcher divided the second main hypothesis in to five sub hypothesis, as follows.

$H_{2\text{-}1}$: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Customer Philosophy at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of innovation orientation on customer philosophy. As shows in Table (4-16).

Table (4-16)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Customer Philosophy

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Customer Philosophy	0.704	0.496	111.275	2	0.000	Technological Innovation	0.388	4.890	0.000
				226		Organizational Innovation	0.354	4.471	0.000
				228					

* the impact is significant at level (⟨ δ 0.05)

Table (4-16) shows the positive direct effect of innovation orientation (Technological innovation, Organizational Innovation) on customer philosophy at the researched companies. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.704) , (0.496), which asserted that (0.496) of the explained variation in customer philosophy can be accounted for innovation orientation (Technological innovation, Organizational Innovation). On the other hand, Table (4-17) for the executive data set indicated the slope value of (0.388) and (0.354) for the regression line. This suggested that for a one unit increase in innovation orientation (Technological innovation, Organizational Innovation) can significantly predict a (0.388) and (0.354) increase in Customer Philosophy. As well as Table (4-16) shows that the analysis of variance of the fitted regression equation is significant with F value of (111.275). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that innovation orientation (Technological innovation, Organizational Innovation) has positive direct effect on customer philosophy at companies listed in Amman stock exchange with a coefficient of (0.388) and (0.354). Thus, innovation orientation (Technological innovation, organizational innovation) actually affected positively directly on Customer Philosophy at companies listed in Amman Stock exchange.

This further supported the sub first hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Customer Philosophy at level ($\alpha \leq 0.05$).

$H_{2\text{-}2}$: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Operational Efficiency at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of Innovation Orientation on Operational Efficiency. As shows in Table (4-17).

Table (4-17)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Operational Efficiency

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Operational Efficiency	0.811	0.658	217.866	2	0.000	Technological Innovation	0.255	3.910	0.000
				226		Organizational Innovation	0.592	9.078	0.000
				228					

* the impact is significant at level (⟨ δ 0.05)

Table (4-17) shows the positive direct effect of innovation orientation (Technological innovation, Organizational Innovation) on operational efficiency at companies. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.811) , (0.658), which asserted that (0.658) of the explained variation in operational efficiency can be accounted for innovation orientation (Technological innovation, Organizational Innovation). On the other hand, Table (4-17) for the executive data set indicated the slope value of (0.255) and (0.592) for the regression line. This suggested that for a one unit increase in innovation orientation (Technological innovation, Organizational Innovation) can significantly predict a (0.255) and (0.592) increase in operational efficiency. As well as Table (4-17) shows that the analysis of variance of the fitted regression equation is significant with F value of (217.866). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that innovation orientation (Technological innovation, Organizational Innovation) has positive direct effect on operational efficiency at companies with a coefficient of (0.255) and (0.592). Thus, innovation orientation (Technological innovation, Organizational Innovation) actually affected positively directly on Operational Efficiency at companies listed in Amman Stock exchange.

This further supported the sub second hypothesis:

Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Operational Efficiency at level (α ≤ 0.05).

Ha_{2-3}: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Strategic Orientation at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of innovation orientation on strategic orientation. As shows in Table (4-18).

Table (4-18)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Strategic Orientation

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Strategic Orientation	0.728	0.531	127.741	2	0.000	Technological Innovation	0.274	3.585	0.000
				226		Organizational Innovation	0.490	6.402	0.000
				228					

* the impact is significant at level (⟨ δ 0.05)

Table (4-18) shows the positive direct effect of innovation orientation (Technological innovation, Organizational Innovation) on strategic orientation at companies. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.728) , (0.531), which asserted that (0.531) of the explained variation in Strategic Orientation can be accounted for Innovation Orientation (Technological innovation, Organizational Innovation). On the other hand, Table (4-18) for the executive data set

indicated the slope value of (0.274) and (0.490) for the regression line. This suggested that for a one unit increase in Innovation Orientation (Technological innovation, Organizational Innovation) can significantly predict a (0.274) and (0.490) increase in Strategic Orientation. As well as Table (4-18) shows that the analysis of variance of the fitted regression equation is significant with F value of (127.741). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that innovation orientation (Technological innovation, Organizational Innovation) has positive direct effect on strategic orientation at companies listed in Amman stock exchange with a coefficient of (0.274) and (0.490). Thus, Innovation Orientation (Technological innovation, Organizational Innovation) actually affected positively directly on Strategic Orientation at companies listed in Amman Stock exchange.

This further supported the sub third hypothesis:

Innovation Orientation (Technological Innovation, Organizational Innovation) has a positive direct effect on Strategic Orientation at level ($\alpha \leq 0.05$).

$H_{2\text{-}4}$: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Adequate Marketing Information at level ($\alpha \leq 0.05$).
To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of Innovation Orientation on Adequate Marketing Information. As shows in Table (4-19).

Table (4-19)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Adequate Marketing Information

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Adequate Marketing Information	0.672	0.452	93.069	2 226 228	0.000	Technological Innovation	0.189	2.291	0.023
						Organizational Innovation	0.510	6.174	0.000

* the impact is significant at level (⟨ δ 0.05)

Table (4-19) shows the positive direct effect of Innovation Orientation (Technological innovation, Organizational Innovation) on Adequate Marketing Information at companies. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.672) , (0.452), which asserted that (0.452) of the explained variation in Adequate Marketing Information can be accounted for Innovation Orientation (Technological innovation, Organizational Innovation).

On the other hand, Table (4-19) for the executive data set indicated the slope value of (0.189) and (0.510) for the regression line. This suggested that for a one unit increase in Innovation Orientation (Technological innovation, Organizational Innovation) can significantly predict a (0.189) and (0.510) increase in Adequate Marketing Information. As well as Table (4-19) shows that the analysis of variance of the fitted regression equation is significant with F value of (93.069). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that Innovation Orientation (Technological innovation, Organizational Innovation) has positive direct effect on Adequate Marketing Information at companies listed in Amman Stock exchange with a coefficient of (0.189) and (0.510). Thus, Innovation Orientation (Technological innovation, Organizational Innovation) actually affected positively directly on Adequate Marketing Information at companies listed in Amman Stock exchange.

This further supported the sub fourth hypothesis:

Innovation Orientation (Technological Innovation, Organizational Innovation) has a positive direct effect on Adequate Marketing Information at level ($\alpha \leq 0.05$).

$H_{2\text{-}5}$: Innovation Orientation (Technological innovation, Organizational Innovation) has a positive direct effect on Integrated Marketing Organization at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of Innovation Orientation on Integrated Marketing Organization. As shows in Table (4-20).

Table (4-20)

Multiple regression analysis of the positive direct effect of Innovation Orientation on Integrated Marketing Organization

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Integrated Marketing Organization	0.634	0.401	75.768	2 226 228	0.000	Technological Innovation	0.448	5.185	0.000
						Organizational Innovation	0.215	2.489	0.014

* the impact is significant at level (⟨ δ 0.05)

Table (4-20) shows the positive direct effect of innovation orientation (technological innovation, organizational innovation) on integrated marketing organization at companies. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.634) , (0.401), which asserted that (0.401) of the explained variation in integrated marketing organization can be accounted for innovation orientation (technological innovation, organizational innovation). On the other hand, Table (4-20) for the executive data set indicated the slope value of (0.448) and (0.215) for the regression line. This suggested that for a one unit increase in innovation orientation (technological innovation, organizational innovation) can significantly predict a (0.448) and (0.215) increase in integrated marketing organization. As well as Table (4-20) shows that the analysis of variance of the fitted regression equation is significant with F value of (75.768). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that Innovation Orientation (technological innovation, organizational innovation) has positive direct effect on integrated marketing organization at companies listed in Amman Stock exchange with a coefficient of (0.448) and (0.215). Thus, Innovation Orientation (technological innovation, organizational innovation) actually affected positively directly on integrated marketing organization at companies listed in Amman Stock exchange.

This further supported the sub fifth hypothesis:

Innovation Orientation (Technological Innovation, Organizational Innovation) has a positive direct effect on Integrated Marketing Organization at level ($\alpha \leq 0.05$).

H_3: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on marketing effectiveness at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of E-Marketing capabilities on marketing effectiveness. As shows in Table (4-21).

Table (4-21)

Multiple regression analysis of the positive direct effect of E-Marketing capabilities on Marketing Effectiveness

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Marketing Effectiveness	0.733	0.537	87.017	3	0.000	Human Resource	0.181	1.961	0.051
				225		Business Resource	0.470	4.590	0.000
				228		IT Resource	0.112	1.099	0.273

* the impact is significant at level (‹ δ 0.05)

Table (4-21) shows the positive direct effect of E-Marketing capabilities (business resource) on marketing effectiveness at companies listed in Amman stock exchange, and the non significant level of human resource at (0.051) and IT resource at (0.273). The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.733) , (0.537), which asserted that (0.537) of the explained variation in marketing effectiveness can be accounted for E-Marketing capabilities (business Resource). On the

other hand, Table (4-21) for the executive data set indicated the slope value of (0.470) for the regression line. This suggested that for a one unit increase in E-Marketing capabilities (business resource) can significantly predict a (0.470) increase in marketing effectiveness. As well as Table (4-21) shows that the analysis of variance of the fitted regression equation is significant with F value of (87.017). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that E-Marketing capabilities (business resource) have positive direct effect on marketing effectiveness at companies listed in Amman stock exchange with a coefficient of (0.470), but the other dimension (human resource, IT resource) have insignificant effect on marketing effectiveness. Thus, E-Marketing capabilities (business resource) actually affected positively directly on marketing effectiveness at companies listed in Amman Stock exchange.

This further supported the third hypothesis:

E-Marketing capabilities (Business Resource) have a positive direct effect on Marketing Effectiveness at level ($\alpha \leq 0.05$).

To ensure the positive direct effect of E-Marketing capabilities (human resource, business resource and IT Resource) on every dimension of marketing effectiveness, the researcher divided the third main hypothesis in to five sub hypothesis, as follows.

$H_{3\text{-}1}$: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on customer philosophy at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of E-Marketing capabilities on customer philosophy. As shows in Table (4-22).

Table (4-22)

Multiple regression analysis of the positive direct effect of E-Marketing capabilities on Customer Philosophy

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Customer Philosophy	0.658	0.433	57.355	3	0.000	Human Resource	0.174	1.698	0.091
				225		Business Resource	0.413	3.646	0.000
				228		IT Resource	0.100	0.882	0.379

* the impact is significant at level (⟨ δ 0.05)

Table (4-22) shows the positive direct effect of E-Marketing capabilities (business resource) on customer philosophy at companies listed in Amman stock exchange. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.658) , (0.433), which asserted that (0.433) of the explained variation in customer philosophy can be accounted for E-Marketing capabilities (business resource). On the other hand, Table (4-22) for the executive data set indicated the slope value of (0.413) for the regression line. This suggested that for a one unit increase in E-Marketing capabilities (business resource) can significantly predict a (0.413) increase in customer philosophy. As well as Table (4-22) shows that the analysis of variance of the fitted regression equation is significant with F value of (57.355). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicated that E-Marketing capabilities (business resource) have positive direct effect on Customer Philosophy at companies listed in Amman

stock exchange with a coefficient of (0.413). Thus, E-Marketing capabilities (business resource) actually affected positively directly on Customer Philosophy at companies listed in Amman stock exchange.

This further supported the sub first hypothesis:

E-Marketing capabilities (Business Resource) have a positive direct effect on Customer Philosophy at level ($\alpha \leq 0.05$).

$H_{3\text{-}2}$: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on operational efficiency at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of E-Marketing capabilities on operational efficiency. As shows in Table (4-23).

Table (4-23)

Multiple regression analysis of the positive direct effect of E-Marketing capabilities on Operational Efficiency

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Operational Efficiency	0.688	0.474	67.523	3	0.000	Human Resource	0.121	1.231	0.220
				225		Business Resource	0.482	4.411	0.000
				228		IT Resource	0.111	1.017	0.310

* the impact is significant at level (⟨ δ 0.05)

Table (4-23) shows the positive direct effect of E-Marketing capabilities (business Resource) on Operational Efficiency at companies listed in Amman stock exchange. The regression model achieve a high degree of fit, as reflected by "R" and "R^2" value

(0.688) , (0.474), which asserted that (0.474) of the explained variation in Operational Efficiency can be accounted for E-Marketing capabilities (business Resource). On the other hand, Table (4-23) for the executive data set indicated the slope value of (0.482) for the regression line. This suggested that for a one unit increase in E-Marketing capabilities (business Resource) can significantly predict a (0.482) increase in operational efficiency. As well as Table (4-23) shows that the analysis of variance of the fitted regression equation is significant with F value of (67.523). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicated that E-Marketing capabilities (business Resource) have positive direct effect on Operational Efficiency at companies listed in Amman stock exchange with a coefficient of (0.482). Thus, E-Marketing capabilities (business Resource) actually affected positively directly on Operational Efficiency at companies listed in Amman stock exchange.

This further supported the sub second hypothesis:

E-Marketing capabilities (Business Resource) have a positive direct effect on Operational Efficiency at level ($\alpha \leq 0.05$).

$H_{3\text{-}3}$: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on strategic orientation at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of E-Marketing capabilities on strategic orientation. As shows in Table (4-24).

Table (4-24)
Multiple regression analysis of the positive direct effect of E-Marketing capabilities on Strategic Orientation

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Strategic Orientation	0.639	0.408	51.641	3	0.000	Human Resource	0.246	2.340	0.020
				225		Business Resource	0.342	2.952	0.003
				228		IT Resource	0.082	0.710	0.478

* the impact is significant at level (⟨ δ 0.05)

Table (4-24) shows the positive direct effect of E-Marketing capabilities (human resource and business resource) on strategic orientation at companies listed in Amman stock exchange. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.639) , (0.408), which asserted that (0.408) of the explained variation in strategic orientation can be accounted for E-Marketing capabilities (human resource and business resource).On the other hand, Table (4-24) for the executive data set indicated the slope value of (0.246) and (0.342) for the regression line. This suggested that for a one unit increase in E-Marketing capabilities (human resource and business resource) can significantly predict a (0.246) and (0.342) increase in strategic orientation.

As well as Table (4-24) shows that the analysis of variance of the fitted regression equation is significant with F value of (51.641). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicated that E-Marketing capabilities (Human Resource and Business Resource) have positive direct effect on Strategic Orientation at companies listed in Amman stock exchange with a coefficient of (0.246) and (0.342). Thus, E-Marketing capabilities (human resource and business resource) actually affected positively directly on strategic orientation at companies listed in Amman stock exchange.

This further supported the sub third hypothesis:

E-Marketing capabilities (Human Resource and Business Resource) have a positive direct effect on Strategic Orientation at level ($\alpha \leq 0.05$).

H_{3-4}: E-Marketing capabilities (Human Resource, Business Resource and IT Resource) has a positive direct effect on adequate marketing information at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher uses the multiple regression analysis to ensure the positive direct effect of E-Marketing capabilities on adequate marketing information. As shows in Table (4-25).

Table (4-25)

Multiple regression analysis of the positive direct effect of E-Marketing capabilities on Adequate Marketing Information

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Adequate Marketing Information	0.655	0.429	56.296	3	0.000	Human Resource	0.239	2.332	0.021
				225		Business Resource	0.297	2.613	0.010
				228		IT Resource	0.152	1.336	0.183

* the impact is significant at level (⟨ δ 0.05)

Table (4-25) shows the positive direct effect of E-Marketing capabilities (human resource and business resource) on adequate marketing information at companies listed in Amman stock exchange. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.655) , (0.429), which asserted that (0.429) of the explained variation in Adequate Marketing Information can be accounted for E-Marketing capabilities (human resource and business resource). On the other hand, Table (4-25) for the executive data set indicated the slope value of (0.239) and (0.297) for the regression line. This suggested that for a one unit increase in E-Marketing capabilities (human resource and business resource) can significantly predict a (0.239) and (0.297) increase in adequate marketing information. As well as Table (4-25) shows that the analysis of variance of the fitted regression equation is significant with F value of (56.296). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicated that E-Marketing capabilities (human resource and business resource) have positive direct effect on adequate marketing information at companies listed in Amman stock exchange with a coefficient of (0.239) and (0.297). Thus, E-Marketing capabilities (human resource and business resource) actually affected positively directly on Adequate Marketing Information at companies listed in Amman stock exchange.

This further supported the sub fourth hypothesis:

E-Marketing capabilities (Human Resource and Business Resource) have a positive direct effect on Adequate Marketing Information at level ($\alpha \leq 0.05$).

H_{3-5}: E-Marketing capabilities (human resource, business resource and IT resource) has a positive direct effect on integrated marketing organization at level ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the multiple regression analysis to ensure the positive direct effect of E-Marketing capabilities on integrated marketing organization. As shows in Table (4-26).

Table (4-26)

Multiple regression analysis of the positive direct effect of E-Marketing capabilities on Integrated Marketing Organization

	(R)	(R^2)	F Calculate	DF	Sig*	β		T Calculate	Sig*
Integrated Marketing Organization	0.649	0.421	14.466	3	0.000	Human Resource	0.034	0.326	0.744
				225		Business Resource	0.558	4.866	0.000
				228		IT Resource	0.070	0.611	0.542

* the impact is significant at level (⟨ δ 0.05)

Table (4-26) shows the positive direct effect of E-Marketing capabilities (Business Resource) on Integrated Marketing Organization at companies listed in Amman stock exchange. The regression model achieved a high degree of fit, as reflected by "R" and "R^2" value (0.649) , (0.421), which asserted that (0.421) of the explained variation in Integrated Marketing Organization can be accounted for E-Marketing capabilities (Business Resource). On the other hand, Table (4-26) for the executive data set indicated the slope value of (0.558) for the regression line. This suggested that for a one

unit increase in E-Marketing capabilities (Business Resource) can significantly predict a (0.558) increase in integrated marketing organization. As well as Table (4-26) shows that the analysis of variance of the fitted regression equation is significant with F value of (14.466). This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level.

The results also indicate that E-Marketing capabilities (Business Resource) have positive direct effect on Integrated Marketing Organization at companies listed in Amman stock exchange with a coefficient of (0.558).

Thus, E-Marketing capabilities (Business Resource) actually affected positively directly on integrated marketing organization at companies listed in Amman stock exchange. This further supported the sub fifth hypothesis:

E-Marketing capabilities (Business Resource) have a positive direct effect on Integrated Marketing Organization at level ($\alpha \leq 0.05$).

H_4: There is an indirect effect of Innovation Orientation on Marketing Effectiveness through E-Marketing Capabilities as a mediator at companies at ($\alpha \leq 0.05$).

To test this hypothesis, the researcher used the path analysis to ensure the indirect effect of innovation orientation on marketing effectiveness through E-Marketing capabilities as a mediator at companies listed in Amman stock exchange. As shows in Table (4-27).

From table (4-27) we observe that E-Marketing capabilities indicate an excellent fit with Chi^2 statistic of (0.373) with DF = 1 and $p < 0.211$, with the Chi^2 /df ratio having a value of (0.373). Arbuckle (2008) suggested that the value of Chi^2 /df ratio should be between less than 2 to 5 which indicating good fit. Whereas the GFI was (0.989) Goodness of Fit Index approaching to one. On the same side the CFI was (0.996)

Comparative Fit Index approaching to one, while the RMSEA was (0.000) approaching to zero. The Squared Multiple Correlations (R^2) was (0.699) for E-Marketing Capabilities and (0.640) for Marketing Effectiveness. From table (4-27) we observe that E-Marketing Capabilities has a mediating effect between the innovation orientation and marketing effectiveness. The direct effect was (0.836) between innovation orientation and E-Marketing capabilities, (0.611) between innovation orientation and marketing effectiveness and (0.215) between E-Marketing capabilities and marketing effectiveness. Also the Indirect effect was (0.180) between innovation orientation and marketing effectiveness through E-Marketing capabilities.

The ***T*** value calculated coefficient effect of the first path (***Innovation Orientation → E-Marketing Capabilities***) (22.983) which is significant at level (⟨ δ 0.05), the ***T*** value calculated coefficient effect of the second path (***Innovation Orientation → Marketing Effectiveness***) (8.443) and the ***T*** value calculated coefficient effect of the third path (***E-Marketing Capabilities → Marketing Effectiveness***) (2.966) which is significant at level (⟨ δ 0.05). Figure (4 – 1) shows the effect value and coefficient to the study variables.

This further supported the four main hypothesis:

There is an indirect effect of Innovation Orientation on Marketing Effectiveness through E-Marketing Capabilities as a mediator at companies listed in Amman stock exchange at ($\alpha \leq 0.05$).

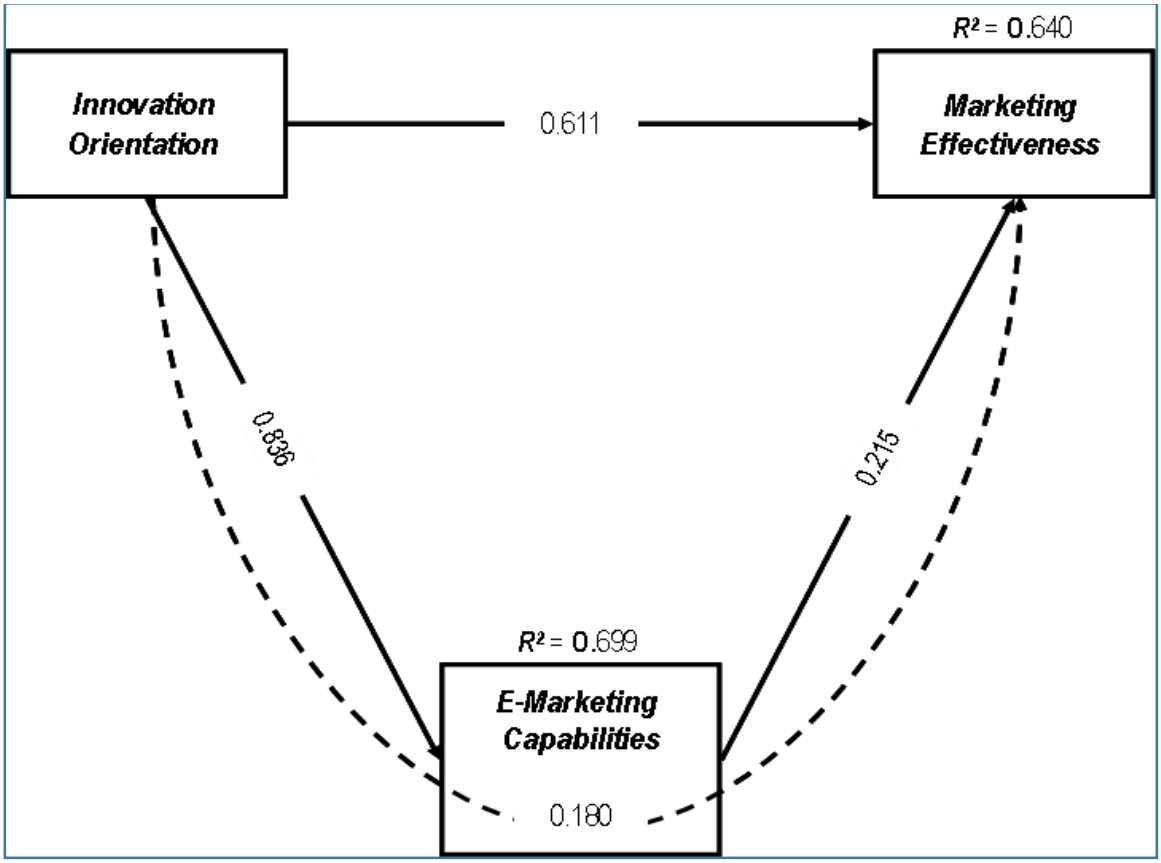


Figure (4 – 1)

Standardized effect value for Study Variables

	Chi^2	GFI	CFI	RMSEA	Direct Effect		Indirect Effect	CR (T value)	Sig.*	R^2	
Innovation Orientation on Marketing Effectiveness through E-Marketing Capabilities	0.373	0.989	0.996	0.000	IO → EMC	0.836	0.180	22.983	0.000	E-Marketing Capabilities	0.699
					IO → ME	0.611		8.443	0.000		
					EMC → ME	0.215		2.966	0.003	Marketing Effectiveness	0.640

Table (4-27)

Path analysis test results for the good fitness indicators

GFI: Goodness of Fit Index must Proximity to One
CFI: Comparative Fit Index must Proximity to One
RMSEA: Root Mean Square Error of Approximation must Proximity to Zero
IO: Innovation Orientation
EMC: E-Marketing Capabilities
ME: Marketing Effectiveness

Chapter five : Conclusions and Recommendations

5.1 Results Discussion and Conclusions

5.2 Recommendations

5.1 Results Discussion and Conclusions

Table (5-1) Hypotheses testing results

Hypothesis	Causal	standardised	Test Result
H_1	**Innovation Orientation ——> E-Marketing capabilities**	**0.836****	**Supported**
H_{1-1}	Technological Innovation ———> Human Resource Organizational Innovation ———>Human Resource	0.000* 0.002*	Supported Supported
H_{1-2}	Technological Innovation ———> Business Resource Organizational Innovation ———>Business Resource	0.000* 0.028*	Supported Supported
H_{1-3}	Technological Innovation ———> IT Resource Organizational Innovation ———> IT Resource	0.000* 0.002*	Supported Supported
H_2	**Innovation Orientation ——> Marketing Effectiveness**	**0.611****	**Supported**
H_{2-1}	Technological Innovation ———> Customer Philosophy Organizational Innovation ———>Customer Philosophy	0.000* 0.000*	Supported Supported
H_{2-2}	Technological Innovation ———> Operational Efficiency Organizational Innovation ———>Operational Efficiency	0.000* 0.000*	Supported Supported
H_{2-3}	Technological Innovation ———> Strategic Orientation Organizational Innovation ———> Strategic Orientation	0.000* 0.000*	Supported Supported
H_{2-4}	Technological Innovation ———> Adequate Marketing Information Organizational Innovation ———> Adequate Marketing Information	0.023* 0.000*	Supported Supported
H_{2-5}	Technological Innovation ———> Integrated Marketing Organization Organizational Innovation ———> Integrated Marketing Organization	0.000* 0.014*	Supported Supported
H_3	**E-Marketing Capabilities ———> Marketing Effectiveness**	**0.215****	**Supported**
H_{3-1}	Human Resource——> Customer Philosophy Business Resource——> Customer Philosophy IT Resource ———> Customer Philosophy	0.091* 0.000* 0.379*	Not supported Supported Not supported
H_{3-2}	Human Resource——> Operational Efficiency Business Resource——> Operational Efficiency IT Resource ———> Operational Efficiency	0.220* 0.000* 0.310*	Not supported Supported Not supported

Hypothesis	Causal	standardised	Test Result
H_{3-3}	Human Resource——> Strategic Orientation Business Resource——> Strategic Orientation IT Resource ———> Strategic Orientation	0.020* 0.003* 0.478*	Supported Supported Not supported
H_{3-4}	Human Resource——> Adequate Marketing Information Business Resource——> Adequate Marketing Information IT Resource ———> Adequate Marketing Information	0.021* 0.010* 0.183*	Supported Supported Not supported
H_{3-5}	Human Resource——> Integrated Marketing Organization Business Resource——> Integrated Marketing Organization IT Resource ———> Integrated Marketing Organization	0.744* 0.000* 0.542*	Not supported Supported Not supported
H_4	**Innovation Orientation ———> Marketing Effectiveness through E-Marketing Capabilities**	**0.180****	**Supported**

*The impact is significant at level (⟨ δ 0.05)
**Standardized effect value

1. The study results shows and highlighted the effect of each variable on the companies work and where its focus more, for example as the result the effect of innovation orientation on marketing effectiveness (0.611) and the effect of E-marketing capabilities on marketing effectiveness (0.215). This result is interpreted that companies are interested more in innovation orientation for increase marketing effectiveness. Furthermore, as results show in table (5-1) business resource (one dimension of E-marketing capabilities) has a significant effect on marketing effectiveness dimensions (Customer Philosophy, Operational Efficiency, Integrated Marketing Organization), but for the other E-marketing capabilities dimensions (human resource, IT resource) there are insignificant effect on marketing effectiveness. Moreover for this result, there are two possibilities first the companies don't have the right (human resource, IT resource) that support E-marketing or the second one is that the companies have this resources but do not know the best way to use them to support their E-marketing. However after the

study results and interview some managers of the sample companies, there are a deep focus and trend to innovation orientation more than E-marketing. Also E-marketing capabilities confined to have or used (website, social media,, etc)

2. The results indicate that innovation orientation with his two dimension: Technological innovation, organizational innovation has positive direct effect on all dimensions of E-Marketing capabilities (human Resource, IT Resource, business resource) at companies with different industry sector(financial sector, services sector, industrial sector) listed in Amman stock exchange at level ($\alpha \leq 0.05$), and that support the first hypotheses(**H_1**) in this study. This result correspond with the result of Theodosiou et al., (2012) study which found the positive influence of innovation orientation on marketing capabilities in The banking industry serves with sample of 316 bank branch managers. According to Camarero & Garrido , (2008) study innovativeness (technological innovation and organizational and administrative innovation) act as a mediator between market orientation and performance.
3. The results indicate there are a positive direct effect of innovation orientation on human resource (one dimension of E-Marketing capabilities) as reflected by "R","R2" value (0.801), (0.642), This highlights the importance of innovation orientation to increase human resource benefits. In addition this consistence with the result of Stock & Zacharias (2011) study, as the study found to increase the companies innovation orientation they must train their employees intensively in creative techniques and through the innovation orientation of human resource(HR) system they become more customer orientation, in the US small and large companies and five different industry sectors (software/IT, service, utilities, machinery, and electronics). On the other hand, Potocan (2013) study results found

that marketing capabilities have positive direct effect on innovation, also there is a positive relationship between innovation and marketing capabilities in the companies in the Slovenian market.

4. The positive and significant relationship between E-marketing capabilities and marketing effectiveness (0.003) verifies **H_3**. On the other hand this does not supports the findings of Eid & ElGohary (2015)study that finding the insignificant negative direct effect (20.026) is offset by the indirect positive effect (0.038) of the use of the E-Marketing (EM) tools on marketing effectiveness in the UK SBEs.
5. The results show that innovation orientation with his two dimension: technological innovation, organizational innovation has positive direct effect on all dimensions of marketing effectiveness, as shows in table (4-15). On the other hand, the regression model achieve a high degree of fit, as reflected by "R^2" value (0.638), which asserted that (0.638) of the explained variation in Marketing Effectiveness can be accounted for innovation orientation (Technological innovation, organizational innovation). This result correspond with the result of (Alpay, et al., 2012) study with sample of middle and top managers in the companies of the major cities in Turkey, as its found there are a positive direct effect between innovation orientation and marketing effectiveness as reflected by "R^2" value (0.408). Moreover Ashram & Khan (2013) study found the direct effect of innovation as a mediator on the relationship between organization innovation and firm effectiveness.
6. The results indicate that E-Marketing capabilities (business resource) have positive direct effect on Marketing Effectiveness at companies with different industry sector(financial sector, services sector, industrial sector) listed in Amman stock exchange with a coefficient of (0.470), E-Marketing capabilities have positive direct effect on all dimensions of marketing effectiveness : Customer Philosophy as

reflected by "R^2" value (0.433) level, Operational Efficiency as reflected by "R^2" value (0.474) level, Strategic Orientation as reflected by "R^2" value (0.408) level, Adequate Marketing Information as reflected by "R^2" value (0.429) level, integrated marketing organization as reflected by "R^2" value (0.421) level. In addition, these results suggest that E-Marketing capabilities especially business resource help companies increase marketing effectiveness. Also, the companies attention to business resource more than another resource.

7. The results indicate that the insignificant effect of IT resource (one of E-Marketing capabilities dimension) on marketing effectiveness at (Sig 0.273), and for marketing effectiveness dimension, customer philosophy (Sig 0.379), strategic orientation (Sig 0.478), adequate marketing information (Sig 0.183). Also as shows in table (4-23),(4-26) the insignificant effect of Human Resource and IT Resource on Operational Efficiency (0.220 , 0.310) and Integrated Marketing Organization (0.744 , 0.542) that not supported the study hypotheses ($\mathbf{H_{3\text{-}2}}$, $\mathbf{H_{3\text{-}5}}$).
8. The results fund that there are an indirect effect of innovation orientation on marketing effectiveness through E-Marketing capabilities as a mediator (0.180). Thus, E-Marketing capabilities partially mediates the relationship between innovation orientation and marketing effectiveness , supporting $\mathbf{H_4}$. However this result agrees with Ngo & O'cass (2012) study marketing capabilities with (b = .55 *t*-value = 9.68) mediates the relationship between market orientation(MO) and innovation-related performance (IRP) in the manufacturing and services firms. Also it agrees with Freitas (2013) study in the manufacturing firms in France, there is a relationship between marketing capabilities as a mediator and the innovation, innovation performance, strategic innovation.

9. According to this review the results show the important of innovation orientation and E-marketing capabilities and the effect of them on marketing effectiveness on the companies in different sectors. Moreover the results show the companies attention on E-marketing capabilities and innovation orientation with all dimensions especially human resource (one of E-marketing capabilities dimensions).

5.3 Recommendations

Based on the above results, the study suggests the following recommendations :

1. The companies in different industry sectors (financial sector, services sector, industrial sector) listed in Amman stock exchange have to improve their use of technical resources for the purpose of obtaining innovation orientation to achieve marketing effectiveness.
2. The companies in the industry sectors (financial sector, services sector, industrial sector) listed in Amman stock exchange have to determine their E-Marketing capabilities and make E-Marketing plan integrated with the all business plan.
3. The managers have to develop the (IT resource and Human resource) to improve the E-Marketing capabilities on the company.
4. The researcher suggests that companies have to make technological plan integrated with the business plan.
5. The researcher recommended that companies have to develop clear priorities for Technology projects.

6. The researcher recommended the companies to focus on innovation orientation and E-Marketing capabilities because they are lead to competitive advantage and superior performance.
7. For the future study, the researcher recommends to studying E-Marketing capabilities and linked it with marketing performance or corporate performance. Furthermore, the future study should focus on innovation orientation and the important of this variable for the companies to achieve customer satisfaction and competitive advantage.

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1: The Questionnaire (English form)

Demographics Information :

1. Gender :

Male ☐ Female ☐

2. Age :

Less then 20 year ☐ From 20 -less then 30 ☐

From 30-less then 40 ☐ From 40 -less then 50 ☐

50 or more ☐

3. Educate Level :

High school or below ☐ Diploma ☐

BSc ☐ Master or High Diploma ☐

PhD ☐

4. Managerial position:

General manager ☐ Executive Manager ☐

Director / Head of Marketing ☐ Other position (Kindly mention)

5. Experience :

Less then 5 year ☐ From 5-less then 10 ☐

From 10-less then 15 ☐ From 15 -less then 20 ☐

20 or more ☐

6. The company's business sector :

Financial sector ☐ Services sector ☐

Industrial sector ☐ Other sectors mention them

	Marketing effectiveness : 1-Customer philosophy 2-Operational efficiency 3-Strategic orientation 4-Adequate marketing information 5-Integrated marketing organization					
No	**Item**	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly agree**
1	The company recognizes the importance of designing the company to serve the needs and wants of chosen markets **(Customer philosophy)**					
2	Management encourages word-of-mouth communication **(Customer philosophy)**					
3	Management develops different marketing plans for different segments of the market **(Customer philosophy)**					
4	Management takes a whole marketing system view(suppliers, channels, competitors, customer, and environment) in planning its business **(Customer philosophy)**					
5	The company monitors customer satisfaction **(Customer philosophy)**					
6	Management develops different offerings for different segments of the market **(Customer philosophy)**					
7	Management controls the main marketing positions in the company **(Integrated marketing organization)**					
8	There is high-level marketing integration and control of the major marketing functions **(Integrated marketing organization)**					
9	Marketing management work well with management in research, manufacturing, purchase, physical distribution, and finance **(Integrated marketing organization)**					
10	New product development process in our company is well organised **(Integrated marketing organization)**					
11	The company regularly conduct marketing research to study customers, buying influences, channels, and competitors **(Adequate marketing information)**					
12	Management usually have full knowledge of the sales potential and profitability of different market segments, customers territories, products, channels, and other sizes **(Adequate marketing information)**					
13	Effort is expanded to measure the cost effectiveness of different marketing expenditures **(Adequate marketing information)**					

No	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
14	Management develops an annual marketing plan and a careful long-range plan that is updated annually **(Strategic orientation)**					
15	The quality of current marketing strategy is clear, data based and well reasoned **(Strategic orientation)**					
16	The quality of current marketing strategy is innovative **(Strategic orientation)**					
17	The company is well-positioned relative to its competitors **(Strategic orientation)**					
18	The company provides good quality service **(Strategic orientation)**					
19	Marketing thinking at the top are communicated and implemented down the line **(Operational efficiency)**					
20	Management is doing an effective job with the marketing resources **(Operational efficiency)**					
21	The company's ability to have continuity and growth **(Operational efficiency)**					
22	Management shows a good capacity to react quickly and effectively to on-the-spot development **(Operational efficiency)**					
23	Marketing management works well with the management in other functional areas **(Operational efficiency)**					
24	The company is a good community neighbour **(Operational efficiency)**					
	Innovation Orientation : 1-Technological innovation 2- Organizational Innovation					
25	At the company we are deeply committed to adopting new technologies **(Technological innovation)**					
26	At the company we are deeply committed to adopting new resources aimed at enhancing management and administration **(Technological innovation)**					
27	At the company we are deeply committed to using new resources and technologies to assist the visiting public In general **(Technological innovation)**					

No	Item	Strongly disagree	Disagree	Neu-tral	Agre e	Strongl y agree
28	The company incorporated numerous technical inno-vations at the company in recent years (**Technological innovation**)					
29	We are one of the leading companies in the use of technical resources (**Technological innovation**)					
30	We cooperate with other institutions or firms to im-prove the technology and innovations implemented at this company (**Technological innovation**)					
31	Innovation is readily accepted in program/project management **(Organizational Innovation)**					
32	The company is working on the development of the organizational structure and make Many changes **(Or-ganizational Innovation**					
33	Employees feel free to express their innovative ideas **(Organizational Innovation)**					
34	The company management strives to take on staff from a range of training backgrounds **(Organizational Innovation)**					
	E-marketing capabilities: 1-Human Resource 2- Business Resource 2- IT Resource					
35	The company developed and e-Marketing culture within our organization **(Human Resource)**					
36	The top management fully supports our e-Marketing activities **(Human Resource)**					
37	The top management, have clearly shown our in-volvement concerning e-Marketing **(Human Resource)**					
38	The company have few problems to fit e-Marketing in their culture **(Human Resource)**					
39	Our e-Marketing plans are integrated into our overall business plan (**Business Resource)**					

No	Item	Strongly disagree	Disagree	Neu-tral	Agre e	Strongl y agree
40	There are set clear priorities for our technology projects **(Business Resource)**					
41	We regularly measure the effectiveness and the suc-cess of our technology projects **(Business Resource)**					
42	There are set of clear priorities for our e-marketing projects **(IT Resource)**					
43	The company have formal strategic plan for e-market-ing **(IT Resource)**					
44	Our technology plans are integrated into our overall business plan **(IT Resource)**					

2: The Questionnaire (Arabic form)

جـامـعـة الـشـرق الأوسـط
MEU MIDDLE EAST UNIVERSITY

بسم الله الرحمن الرحيم
إستبانة لاغراض البحث العلمي

المستجيب المحترم
المستجيبة المحترمة
تحية طيبة:

تقوم الباحثة بأجراء دراسة بعنوان **"إختبار الأثر الوسيط لقدرات التسويق الإلكتروني في علاقة التوجه الإبداعي بالفاعلية التسويقية"**. لإستيفاء متطلبات الحصول على درجة الماجستير في تخصص الأعمال الإلكترونية من جامعة الشرق الاوسط بالمملكة الأردنية الهاشمية . وتهدف الإستبانة إلى جمع المعلومات اللازمة لإستكمال الدراسة.
يرجى التفضل بالإطلاع وبيان الرأي بتأشير الإجابة المناسبة من وجهة نظركم على فقرات الإستبانة، علماً بأن كافة المعلومات ستعامل بسرية ولن تستخدم إلا لأغراض البحث العلمي.

شاكرين لكم سلفاً حسن تعاونكم وعنايتكم بالبحث العلمي ،،

تفضلوا بقبول فائق الإحترام والتقدير
الباحثة: حنين أحمد المصري
المشرف : الآستاذ الدكتور ليث الربيعي

يرجى بيان رأيك في كل من العبارات التالية وذلك بتاشير الإجابة المناسبة من وجهة نظرك :

	أولا: الفاعلية التسويقية(Marketing effectiveness):						
		لاأتفق كلياً	لا اتفق	محايد	أتفق	أتفق كلياً
1	تسعى الشركة الى تصميم خدمات تلبي إحتياجات ورغبات الأسواق المستهدفة					
2	تسعى الشركة إلى جعل الزبون أداة رئيسية في الترويج لمنتجاتها					
3	تطور الإدارة خططا تسويقية مختلفة لأقسام مختلفة في السوق					
4	تأخذ الإدارة نظرة شاملة على نظام التسويق (الموردين ،القنوات ، المنافسين ، الزبائن ، البيئة) في التخطيط لأعمالها					
5	تراقب الشركة رضى الزبائن بإستمرار					
6	تطور الإدارة عروضاً تسويقية مختلفة لأقسام مختلفة في السوق					
7	تسيطر الإدارة على الوظائف التسويقية الرئيسية في الشركة					
8	تحرص الإدارة على توفير تكامل تسويقي لوظائف التسويق الرئيسية					
9	تنسق إدارة التسويق عملها بشكل جيد مع الإدارات الأخرى ذات العلاقة مثل (إدارة المبيعات)					
10	تهتم الشركة بأساليب تطوير المنتجات الجديدة					
11	تهتم الشركة بإجراء ابحاث تسويقية بشكل منتظم لدراسة (الزبائن ، المؤثرات الثرائية ، المنافسين)					
12	يتوفر لدى المديرين معرفة كاملة عن (نقاط البيع ، الأرباح ، الاسواق المختلفة ، مناطق العملاء)					
13	تعمل الإدارة على توسيع الجهود لقياس فعالية تكلفة النفقات التسويقية المختلفة					

		لا أتفق كلياً	لا أتفق	محايد	أتفق	أتفق كلياً
14	تطور الإدارة خطة تسويقية سنوية تراعي فيها عوامل البيئة التسويقية					
15	تمتاز إستراتيجية التسويق الحالية بالوضوح					
16	يتوفر في إستراتيجية التسويق الحالية جوانب إبداعية مختلفة					
17	موقع الشركة هو الافضل بالنسبة للمنافسين					
18	الخدمات التي تقدمها الشركة توصف بأنها ذات جودة عالية					
19	الإدارة العليا تقوم بالتفكير التسويقي ويتم التنفيذ في الإدارة التنفيذية و المستويات الدنيا					
20	تقوم الإدارة بعمل فعال مع الموارد التسويقية					
21	لدى الشركة قدرة على الاستمرارية و النمو					
22	تظهر الإدارة قدرة جيدة على الإستجابة السريعة للمخاطر الداخلية					
23	يعمل مدراء التسويق بشكل جيد مع المدراء في المجالات الوظيفية الاخرى					
24	تعمل الشركة بشكل فعال لأجل بناء علاقة قوية مع المجتمع					
	ثانياً : التوجه الإبداعي(Innovation Orientation)					
25	تلتزم الشركة إلتزاماً عميقاً في تبني التكنولوجيا					
26	تلتزم الشركة بتوفير موارد جديدة لتعزيز الإدارة و التنظيم					
27	تلتزم الشركة بإستخدام التقنيات الجديدة و الموارد لمساعدة جمهور الزبائن					
28	ادخلت الشركة العديد من الإبتكارات التقنية خلال السنوات الاخيرة					
29	تعتبر الشركة واحدة من الشركات الرائدة في إستخدام الموارد التقنية					
30	تتعاون الشركة مع شركات ومؤسسات أخرى لتحسين تطبيق التكنولوجيا و الإبتكار في الشركة					

31	تُقبل الإبتكارات في مجال البرامج / المشاريع بسهولة	لا أتفق كلياً	لا أتفق	محايد	أتفق	أتفق كلياً
32	تعمل الشركة على تطوير الهيكل التنظيمي و إدخال العديد من التغيرات					
33	يعبر الموظفين عن المبتكرة بحرية و من دون تردد					
34	تسعى الشركة لتوظيف اشخاص ذوي الخبرة و التدريب					

	ثالثاً:قدرات التسويق الإلكتروني(E-marketing capability)					
35	قامت الشركة بتطوير ثقافة التسويق الإلكتروني بين الموظفين					
36	تدعم الإدارة العليا داخل الشركة أنشطة التسويق الإلكتروني					
37	اظهرت الإدارة العليا اشتراكها في التسويق الإلكتروني					
38	تعاني ثقافة الشركة من بعض المشاكل لتتناسب مع تسويقها الإلكتروني					
39	يوجد لدى الشركة خطة استراتيجية رسمية للتسويق الإلكتروني					
40	تتكامل خطة التسويق الإلكتروني مع خطة العمل كاملة					
41	وضعت الشركة اولويات واضحة لمشاريع التكنولوجيا					
42	تقيس الشركة فعالية ونجاح مشاريع التكنولوجيا					
43	وضعت الشركة اولويات واضحة لمشاريع التسويق الإلكتروني					
44	يوجد لدى الشركة خطة تكنولوجيا متكاملة مع خطة الاعمال الكاملة					

3: MEU's Letter

جامعة الشرق الأوسط
MIDDLE EAST UNIVERSITY
كلية الأعمال
Faculty of Business

الرقم: ك.ع / 1/خ
التاريخ: 2015/9/1

لمن يهمه الأمر

أرجو التكرم بالتلطف لتسهيل مهمة الطالبة:

حنين أحمد المصري

الرقم: 40132015 التخصص: أعمال إلكترونية

حيث أن المذكورة أعلاه طالبة في برنامج ماجستير في الأعمال الألكترونية ، وتقوم باجراء بحث عنوانه (اختبار الأثر الوسيط لقدرات التسويق الالكتروني في علاقة الإبداعي بالفاعلية التسويقية)، علماً بأن المعلومات التي ستحصل عليها الباحثة ستبقى سرية ولن تستخدم إلا لأغراض البحث العلمي فقط.

وتفضلوا بقبول فائق الاحترام والتقدير،،

ق.أ. عميد كلية الأعمال

د.إسماعيل أحمرو

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4: Names of Arbitrators

Prof.Dr. Shafig Al Haddad	**Marketing**	**Princess Sumaya University for Technology**
Prof.Dr. As'ad Abu Rumman	**Marketing**	**Petra University**
Dr.Awatif Al Haddad	**Business administration**	**Petra University**
Dr. Ahmad Ali Saleh	**Business administration**	**Middle East University**
Dr.Samer Al Hware	**Management Information System**	**The World Islamic Sciences & Education University**