

# Electronic Marketing in the Small and Medium-Sized Firms in Developing Countries- Evidence from Saudi Arabia Kingdom

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*Abstract:* - This study aimed to determine the factors influencing the acceptance and usage of E-marketing in small and medium-sized firms (SMEs) running in the Saudi Arabia Kingdom, which of them is the most important, and develop a complete conceptual framework to realize utilization of E-marketing in Saudi SMEs. A questionnaire consisting of (41) statements was developed to collect and analyse data using the SPSS program. Simple and multiple linear regression analysis was used. It reached some results, the most important of which are: The independent's variables (environmental context, technical context, organizational context, and managerial context) as a whole explain approximately(93%) Of the variance in E-marketing adoption(dependent variable) and (7%) due to other variables. The managerial context group is the most influential in E-marketing adoption and the Complexity dimension has a negative effect.

*Key-Words:* - E-marketing, e-marketing adoption, Small and Medium-Sized Firms (SMRs), Saudi Arabia Kingdom, environment context, technical context, organization context, managerial context

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## 1 Introduction

In the current business environment, the only confirmed matter is uncertainty and the fixed principle is change. The only rule in growth and development is competition and variability of its strategies and techniques. In such an environment, companies increase in an unprecedented manner, markets change rapidly, technology develops, products become old and processes change quickly. The SME sector plays an important role in employment and economic development in every country in the world, [1]. Nowadays, small and medium-sized enterprises (SMEs) are becoming even more important to national economies because of their strategic significance in developing different industrial sectors worldwide, [2]. Hence, what is known as e-commerce started in the mid-nineties, adding a new feature to the growth and evolution of marketing thinking. Today our world is passing through the knowledge age. The most dangerous effect of the new age was the appearance of

competitiveness as a main fact determining the success or failure of business organizations. In this way, excellence and innovation have become the most important activities in advanced business companies, as they are crucial for the company to survive and continue. Innovation is the only activity related to the future and it is the activity that increases wealth. Companies are shifting progressively to a new type which can be described as companies based on distinctiveness and innovation in practicing the marketing activity in organizations, or what is called e-marketing as a tool of distinctiveness for organizations in the business environment. Research shows that e-marketing offers small and medium-sized firms (SMEs) a series of advantages, such as increased profitability via reduced costs and more extensive reach, while simultaneously offering better services to clients, [3].

## 2 Theoretical Framework of the Study

### 2.1 Research Problem

There is still no evidence of e-marketing orientation and its dynamics in the SMEs setting, regardless of the expanding role of business directions in clarifying why organizations shift in their contribution to e-marketing, [4], [5]. Although different studies have outlined E-marketing acceptance and adoption by small and medium-sized enterprises (SMEs) in developing countries, few of these studies have been conducted in Arab countries. Most studies that have been carried out to investigate E-marketing adoption have ignored internal and external factors affecting E-marketing adoption. This appears to be a big gap in the E-Marketing field and specifically E-marketing in SMEs, [6]. So, this study tries to answer the following questions:

- 1- What are the factors that affect Saudi SMRs in adopting E-marketing?
- 2- What are the most important factors that can drive effective E-marketing acceptance among Saudi SMEs?

### 2.2 Study Objectives

- 1- inquiry the factors influencing the acceptance and usage of E-marketing in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.
- 2- determine the most important factors that can drive effective E-marketing acceptance among Saudi SMEs.
- 3- develop a complete conceptual framework to realize the utilization of E-marketing in Saudi SMEs.

### 2.3 Study Hypothesis

- 1- There is a statistically significant and positive effect of environmental context(competitive pressure, customer pressure, and government support) on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.
- 2- There is a statistically significant and positive effect of technical context (relative advantage, complexity, and compatibility) on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.
- 3- There is a statistically significant and positive effect of organizational context cost

and information technology expertise) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

- 4- There is a statistically significant and positive effect of managerial context(manager information technology knowledge, top management support, and manager's innovativeness) on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.
- 5- There is a statistically significant and positive effect of organizational context, technical context, organizational context, and managerial context on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

### 2.4 The Importance of Study

The importance of this study arises from:

- 1- important role small and medium-sized firms (SMEs) do play in the modern's world economy as Saudi Arabia's vision 2030 explained.
- 2- bridging the gap in the E-marketing field, especially in (SMEs) in developing countries.
- 3- providing an overview of the factors influencing the acceptance and usage of E-marketing in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

### 2.5 Limits of Study

#### -Objective boundaries:

Studying the factors influencing the acceptance and usage of E-marketing in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom without taking into account the implementation level.

The data used in this study is only quantitative data.

#### -Human limits:

The study was conducted on marketing managers and general managers or owners.

- Temporal boundaries:

Third Quarter of 2022.

#### -Spatial boundaries:

Saudi Arabia Kingdom.

The data for the study were collected from various industry sectors, and it is not possible to make sector-specific conclusions. This study relies on a quantitative approach

### 3 The Study Literature

#### 3.1 Theoretical Background

##### 3.1.1 Small and Medium-Sized Firms in Saudi Arabia Kingdom

Small and Medium Enterprises General Authority (Monsha'at) concentrates on supporting, developing, and nurturing the SME sector in line with the best universal practices by implementing and supporting programs and projects to boost the cultural and spirit of entrepreneurship, and innovation, with diversifying sources of financial support for SMEs.

There is no consensus on the definition of SMEs, as their definition in the developed countries is different from that in developing countries, [7]. Furthermore, the economic situation affects their definition in the same country. There are some standards used to classify these enterprises such as total net assets, investment level, number of employees, production mode, lawful condition, and the industry, [8]. In Saudi Arabia Kingdom, General Authority for Statistics classifies enterprises into small, medium, and large according to the number of employees in these enterprises. More specifically, enterprises having from 1 to 5 employees are classified into very small ones and those constitute about 11% of total operating enterprises in Saudi Arabia Kingdom while those having from 6 to 49 employees are classified into small ones and constitute about 29% of total operating enterprises in Saudi Arabia Kingdom. On the other hand, enterprises having from 50 to 249 workers are classified into medium ones which constitute about 20% of the total operating enterprises whereas those having more than 249 employees constituting about 1.1% of the total operating enterprises are classified into large enterprises. SMEs are a significant mainstay of the economy in any nation, regardless of whether developed or developing. Moreover, SMEs account for an enormous extent of the workforce in any nation and contribute altogether to helping the economy and make occupations. This additionally features their role in the social framework, [9]. The number of SMEs reached more than " 571,000" by the end of the second quarter of 2020, indicating that their contribution to GDP was 28.75 percent, While their contribution to the non-oil sector reached "43%". The Kingdom's Vision 2030 aims to raise the share of small and medium-sized enterprises in the GDP from 20% to 5% by 2030. The number of employees was about 5181253 workers, according to the 2018 Enterprise Survey

report issued by the General Statistics Authority in October 2019. The number of employees in micro-enterprises was about 933,966 workers, which represents 11% of the total employees of the facilities in Saudi Arabia, while small businesses reached about 2494554 workers by 29%, and on the other hand, medium-sized enterprises occupied 20% of the total employees in the facilities in Saudi Arabia, i.e. about 1752733 workers, and the number of employees in large-enterprises was about 3,416,180 workers, up 40%. Table 1 shows the Percentage of establishments using electronic marketing methods by size of establishment and economic activity.

Table 1. Percentage of establishments using electronic marketing methods by size of establishment and economic activity

<b>Economic activity</b>	<b>1-5emp. %</b>	<b>6-49emp. %</b>	<b>50-250emp.%</b>
Agriculture, forestry, and fishing	11	19	17
Mining and quarrying	17	15	27
Manufacturing	18	26	34
Electricity, gas, steam, and air conditioning supply	50	40	57
Water supply; sewerage, waste management, and remediation activities	38	43	47
Construction	15	16	21
Wholesale and retail trade; repair of motor vehicles and motorcycles	10	11	23
Transportation and storage	8	18	31
Accommodation and food service activities	12	20	43
Information and communication	52	57	59
Financial and insurance activities	57	57	60
Real estate activities	23	27	28
Professional, scientific, and technical activities	23	38	41
Administrative and support service activities	18	27	31
Education	14	45	47
Human health and	13	38	39

Economic activity	1-5emp. %	6-49emp. %	50-250emp. %
social work activities			
Arts, entertainment, and recreation	16	36	43
Other service activities	26	34	58

Source: General Statistics Survey of Small and medium enterprises 2018

### 3.1.2 Electronic Marketing

Electronic marketing (hereafter E-marketing) is considered as part of E-commerce, while the latest is part of E-business, [10], [11]. Academics and practitioners have used the term E-marketing interchangeably with digital marketing, internet marketing, online marketing, and social media marketing, [12], but this is not correct. E-marketing has broader scope while internet marketing just refers to internet things like the world wide web (www) and electronic mail, while E-marketing includes all the above plus tools like mobile phones, intranet and extranet, etc, [11]. There is no widely accepted definition for E-marketing among researchers because of this the concept of E-marketing diverges depending on the author's point of view, context, and area of expertise. In general, E-marketing is mostly defined as a new attitude and modern realistic involvement with the marketing of goods, services, information, and even ideas via the Internet and other electronic means, [13]. In addition, [14], defined it as "the application of marketing principles and techniques via electronic media and more specifically the internet". The E-Marketing Association defined it as "the use of electronic data and application for planning and executing the conception, distribution, promotion, and pricing of ideas, goods, and services to create exchanges that satisfy individuals and organizational objectives", [15]. The authors of, [16], defined it as "the use of electronic data and applications for planning and executing the conception, distribution, and pricing of ideas, goods, and services to create exchanges that satisfy individual and organizational goals", [16]. However, [17], defines it as "achieving marketing objectives through the use of electronic communications technology". The authors of, [18], realized it as "the use of information technology in the process of creating, communicating, and delivering value towards customers, and also can be used to maintain the relationship with customers for mutual benefit", [18].

Many studies have identified several factors influencing e-marketing adoption in a firm based on prevalent theories in technology acceptance. These theories are the technological-organizational-environmental model, diffusion of innovation, and technology acceptance model. This research asserts the factors affecting the acceptance and implementation of E-marketing into four groups: environmental context, organizational context, technological context, and managerial context. The environmental context includes three factors which are Competitor pressure, Customer pressure, and Government support. Organizational context has three factors which are cost, firm size, and information technology expertise. While the technological context has three elements which contain relative advantage, complexity, and compatibility. The managerial context consists of three elements which are Manager's Information Technology knowledge, top management support, and manager's innovativeness. Below is a brief explanation of these groups.

#### Environmental context:

Competitor pressure refers to the level of competition among SMEs. This pressure has a major effect on firms' E-marketing adoption because of their fear of falling behind their competitors, [8]. The existence of competitor pressure imposes firms to take on technology for being competitive in a mobile environment, [19]. Competitive pressure has confirmed its competence and actual impact on the adoption and usage of technology in SMEs, [20], [21].

Customer pressure portrays the level of the firm's progress to embrace E-marketing in light of the client's realization and culture. SMEs may adopt a certain IT because of the pressure from their patron or suppliers, [22].

Government support plays a vital role in a firm's adoption of E-marketing. Government support refers to assistance provided by the government to encourage E-marketing adoption. It can boost firms to adopt information technology or to enhance new tools, [23]. Various studies set that government support has an important effect on E-marketing adoption in SMEs, [24], [25].

#### Organizational context:

Various studies have shown firm size has a significant effect on E-marketing adoption in SMEs, [26]. The study, [27], considered firm size as one of the most important factors in the adoption of technology, [27]. In addition, various studies went the same way, [28], [22], [29].

Several studies considered cost as an important factor in the adoption of technology, [7], [30], [31], information technology expertise refers to the level of technical knowledge in the organization, which comprises expertise, know-how, and knowledge of technology amongst laborers, [32]. It is considered a leading determinant of the adoption of E-marketing in SMEs, [6], [7], [33].

#### **Technological context:**

Relative advantage contains growing productivity, reinforced operational competence, reduced time, improved competitiveness, increased profit, access to new markets, and improved communication between the business partner and customers, [34]. It has an affirmative and worthy effect on the adoption of technology in SMEs, [7], [35].

Complexity indicates the level of difficulty the firm has to understand or use new technology. Some studies cleared that complexity has a negative impact on E-marketing adoption in SMEs, [7], [34],[35], [36].

Compatibility refers to the level to which E-marketing is recognized as consistent with the IT infrastructure of a firm and meeting goals of the firm and the needs of its customers. Several studies found that compatibility has a positive effect on firm adoption of new technology, [7], [37].

#### **Managerial context:**

Managers' information Technology knowledge incorporates abilities, experience, and preparation identified with the use of information technology. It has an important effect on the adoption of new technology, [33], [38].

Top management support is considered an important factor in the adoption of new technology in SMEs, [39]. It has an important effect on the adoption of E-marketing in SMEs, [7], [19], [33].

A manager's innovativeness refers to the eagerness of the chief executive officer to adoption of new innovations, [27]. It has a positive impact on the adoption of E-marketing, [34].

### **3.2 Literature Review**

Study of, [4]: The study aimed to reveal insight into the key factors that influence the level of E-marketing adapt among small and medium-sized firms(SMRs) from an organizational orientation point of view. Important data were assembled from an arbitrarily chosen test of "136" European SMRs. The outcomes revealed that there is a positive relationship between perceived relative advantage and customer pressure. In addition, there is no negative relationship between the perceived

complexity of E-marketing and E-marketing orientation(EMO), while there is a positive relationship between the perceived apparent level of E-marketing and EMO. influence Indonesian SMEs in adopting e-commerce. It also indicated a positive link between marketing competition intensity and EMO.

Study of, [6]: This study aimed to break down the various components influencing the appropriation of E-marketing by Egyptian small tourism firms. It also approved a theoretical structure stretching out the technology Acceptance and innovation diffusion theory models to clarify E-marketing adoption. Significant data was collected from "163" Egyptian small tourism firms. The results showed that E-marketing adoption by Egyptian small tourism firms was affected by the organization's internal (owner skills, available resources, organizational culture, organization size, E-marketing adoption cost, E-marketing perceived ease of use, and E-marketing perceived compatibility) and external factors (competitive pressures, government influence, market trends, national infrastructure and cultural orientation towards E-Marketing by the organization customers).

Study of, [7]: The study aimed to examine the variables influencing the acknowledgment and execution of E-marketing and its effect on marketing activities in small and medium-sized firms(SMEs) in Palestine. Important data were assembled from an arbitrarily chosen test of "223" SMEs working in Palestine. The outcomes showed that E-marketing has a positive considerable effect on marketing activities. It also indicated all single hypothesized factors have a positive important impact on E-marketing implementation and market scope, customer compression, firm size, and comparative merit have a significant positive impact on implementation.

Study of, [13]: This paper intended to assemble an organized writing audit of the field of E-marketing. It provided a document of past examination focuses and techniques identified with the investigations of E-marketing to investigate, break down and build up a reasonable comprehension of the diverse examination subjects and philosophies actualized in E-marketing distributed articles somewhere in the range of 2003 and 2010. Many exploration holes were distinguished in the field particularly in the field of E-Marketing execution just as E-marketing selection in Small Business endeavors (SBEs).

Study of [19]: This study looked to propose a conceptual model for E-marketing adoption in Australian SMEs. Significant data were gathered from a subjectively picked trial of "229" top

managers in Australian SMEs. The consequences of this examination give SMEs a significant understanding of the issues associated with the selection of E-marketing. They distinguished the basic determinants for adopting E-marketing in Australian SMEs including the top administration upholding, trust, external pressure, and understood direct advantage. Besides, this examination showed that the size and the association availability of SEMs are less persuasive in E-marketing adoption. The most critical determinant was management support.

Study of, [22]: The study aimed to examine the variables influencing small and medium-sized firms (SMRs) in developing countries in adopting e-commerce. Important data were assembled from an arbitrarily chosen test of "292" SMRs working in Indonesia. The outcomes showed that perceived benefits, technology readiness, owners' innovativeness, owners' IT ability, and owners' IT experience are the determinant factors that influence Indonesian SMEs in their adoption of e-commerce. It also indicated individual factors play a critical role in that situation.

Study of, [24]: The study's purpose was to examine the reactive role of pressure from competitive pressure, technological opportunism, effects of trading partners and government support among top management support, sustainable firm performance, and use of e-marketing. It also investigated the mediating role of the use of e-marketing between top management support and sustainable firm performance. Important data were collected from "293" marketing executives in Pakistan textile companies. The outcomes showed significant positive relationships among top management support, sustainable firm performance, and usage of E-marketing. Besides, technological opportunism moderated the relationship between sustainable firm performance and the usage of E-marketing. In addition, competitive pressure and government support did not moderate the relationship.

Study of, [33]: This study aimed to recognize the powerful factors that affect the improvement of E-marketing of occupational athletics organizations in Iran. The sample comprised employees of Marketing the Board (20 individuals) and employees of the game the Board (60 individuals) from the nation's colleges. The outcomes explored that the powerful factors that affect the improvement of E-marketing of occupational athletics organizations in Iran were management factors, knowledge management, customer relationship management, strategies, environmental and competitive factors, website features,

organizational Culture, supply chain management, brand factors, and resources.

Study of, [34]: this study aimed to build up a thorough theoretical system to give a superior comprehension of E-marketing appropriation by Jordanian SMEs and to distinguish the key variables related to the appropriation of E-marketing by them. The outcomes revealed that there are six basic factors that distinguish adopters from non-adopters of E-marketing. These factors are a manager's IT knowledge, external pressure, relative advantages, IT expertise, top management support, and complexity.

Study of, [35]: The study attempted to investigate factors that impact the selection of E-Marketing by SMEs and to analyze the connection between E-marketing selection factors and marketing execution in SMEs in Ghana. Significant information was amassed from a subjectively picked trial of "107" SMEs working in Ghana. The outcomes discovered four elements were recognized as the E-Marketing adoption factors by SMEs in this investigation. These factors were perceived usefulness (PU), perceived ease of use (PEOU), external stress, and Strategic goal. In addition, there was no relationship between E-marketing selection and the marketing performance of SMEs.

Study of, [40]: The study aimed to determine the factors that influence the underrating of marketing activities in Hungarian SMEs. Important data were collected from 15 SMEs. The results showed that the most important factors are the leader's role, customer orientation, the basic orientation of the SME to its target segments, and innovativeness relationship.

Study of, [41]: This study aimed to discuss internet marketing adoption in emerging industrial markets across several internet-based technologies (i.e. social media platforms, static and transactional websites) and to find out if websites are used for basic marketing communications (brochureware) or for conducting advanced marketing activities. The results confirmed the positive relationship between internet marketing adoption and perceived comparative advantage, customer and competitor pressure, perceived compatibility, and organizational innovativeness, but no relationship between internet marketing adoption and perceived complexity. It also explored that half of the industrial organizations in emerging markets are using their websites as brochureware for basic communication purposes.

Study of, [42]: The study's purpose was to empirically examine determinants of the adoption of E-commerce among Malaysian SMEs. Significant

data were collected from "307" SMEs in Malaysia. The study found the factors influencing the adoption of E-commerce among Malaysian SMEs. These factors are perceived compatibility, external change agents, owner's/managers' E-commerce knowledge, relative advantage, and management attitude toward E-commerce.

Study of, [43]: This study aimed to define factors that impact digital marketing adoption and its channels use in SMEs in Finland. Data were collected by half-construct meetings among "16" directors and "421" scanning respondents from SMEs in Centric Finland. The results discovered that approximately "50%" of respondents reported they use digital marketing poorly or very poorly. Firm size doesn't influence the designation of digital marketing spending plans, yet significantly affects oneself detailed use of it. The outcomes also uncover that SMEs appear to not utilize the maximum capacity of the new computerized devices, as they are not getting an advantage from the open doors they give. Besides, the outcomes likewise bring up the issue of whether SMEs have perceived the principal change in the idea of correspondence achieved by digitization.

Study of, [44]: This study examined the online marketing possibilities of SMEs in the administration area in India. Audits have been done dependent on the sort of administrations associations in the SME area that use online media for marketing. The study uncovered that there are very few studies on the online marketing of SMEs searching for a viewpoint to make a passage in worldwide commercial centers. Explores uncover that SMEs who are exceptionally in administration, work for a specialty market. With the range of time online media has gained significance in marketing and it tends to be an ideal vehicle for SMEs' achievement in marketing.

Study of, [45]: The study aimed to determine factors that influence E-marketing adoption by SMEs in South Africa. Important data were assembled from an arbitrarily chosen test of "123" SMRs working in the Vaal Triangle region of South Africa. The results showed that the E-marketing adoption factors are perceived ease of use, external pressure and mission, job performance, resource availability, and compatibility.

Study of, [46]: The study aimed to investigate the holdbacks of E-marketing in the hotel industry in Egypt, determine the level of application of E-marketing procedures in Alexandrian hotels, Analyse the distinction between Alexandrian lodgings' evaluation; four versus five-star inns, with respect to the utilization of E-marketing and its

applicable determinants and to examine the connection between the use of Awareness/General-Policy-related techniques, and the procedures of E-marketing in different stages. Data were gathered from inn promoting, deals, or reservation supervisors in all hotels in Alexandrian. The study revealed that E-marketing techniques have not been applied, utilization of Awareness/General-Policy-related systems made a difference in better-applying techniques in different stages, and that 5-star inns apply E-marketing halfway in a way that is better than 4-star inns. Further supervisors' conclusions and considerations have been looked for, concerning the general setting and saw obstructions of applying E-marketing, both current and future viewpoints. At last, best E-marketing rehearsals are recognized, and a disentangled procedure for building up a compelling E-marketing blend was proposed.

Study of, [47]: The study aimed to determine the effect of E-marketing adoption on marketing Success in small business enterprises(SBEs). Important data were assembled from an arbitrarily chosen test of "114" small business enterprises working in England. The outcomes showed that the utilization of E-marketing instruments impacts SBEs' pre-deals exercises, and aftersales exercises, showcasing execution and promoting adequacy.

Study of, [48]: The study aimed to evaluate the effect of the Internet on SMEs' marketing activities. It used a qualitative research approach (In-depth interviews and one-to-one). Important data was assembled from "10" managers of SMEs who used the internet and E-marketing in their company. The discoveries of this study demonstrated that e-marketing is still, particularly in its early stages for some SMEs in a local economy (Northern Ireland).

Finally, it is clear that there are few studies examining factors influencing E-marketing adoption in the Saudi Arabia Kingdom. In addition, the previous studies didn't investigate the impact of some variables such as the manager's information technology knowledge and the manager's innovativeness. On the other hand, they studied variables separated not as a whole. Therefore, the current study differs from them in studying some new variables and treating the variables' impact as a whole and separated

## 4 Study Methodology and Procedures

### 4.1 Study Methodology

The researcher used the descriptive analytical approach to achieve the objectives of the study, by collecting and analyzing data, where he depended

on the field survey, by relying on a questionnaire that was developed and to be processed and analyzed statistically. The primary data needed for the study and secondary data were collected from Arab and foreign references, scientific periodicals, and published studies of parties related to the field of study, while the primary data was obtained through the study instrument.

### 4.2 Study Population and Sample

The population of this study is SMEs in Saudi Arabia Kingdom approximately "571000". The study used an equation, [49], to determine the sample size, then the sample was "384" firm. So, 384 SMEs were randomly selected. Marketing managers were selected as key informants for firms with more than "49" employees, while general managers or owners were considered suitable informants for firms with, more than "49" employees. 307 of them responded so the response rate was approximately 80%.

### 4.3 Study Instrument

The researcher designed a questionnaire based on previous studies in the field of study and the researcher's experience, in addition to the opinions of specialists in the fields of management and marketing. The questionnaire included two parts, the first part related to the characteristics of the study sample, while the second part of the questionnaire included the variables of the study, namely:

Environment context which includes competitive pressure (3 phrases), customers pressure(3 phrases), and government support(2 phrases), technical context contains relative advantage(4 phrases), complexity (3 phrases), and compatibility(3 phrases), organizational context encloses cost(2 phrases) and information technology expertise (3 phrases), managerial context comprises manager information technology knowledge (4 phrases), top management support (3 phrases)and manager's innovativeness (3 phrases) and E-marketing adoption (4 phrases).

### 4.4 Study Variables

Exogenous variables:

E-marketing adoption

Independents variables:

-Environment context and its dimensions (competitive pressure, customer pressure, and government support).

-Technological context and its dimensions(relative advantage, complexity and compatibility).

-Organizational context and its dimensions(cost and information technology expertise)

-Managerial context and its dimensions(manager information technology knowledge, top management support, and manager's innovativeness).

### 4.5 Study Instrument Reliability

The researcher tested the initial stability of the study tool by distributing it to an exploratory sample of 30 marketing managers and calculating the stability coefficient it turned out to be 70%, and accordingly, it was calculated again after excluding some phrases, as it was 90%, which is an acceptable percentage, then the stability coefficient of the questionnaire list items was determined by determining the Cronbach coefficient, which reflects the internal consistency of the questionnaire, the total consistency coefficient was (94%), and the internal consistency coefficient was calculated for each of the study axes, as shown in Table 2.

Table 2. The stability coefficients of the study instrument

Item	Phrases No.	Cronbach coefficient %	validity coefficient %
Environment context	8	85	92
Technological context	10	90	95
Organizational context	5	93	96
Managerial context	10	88	94
E-marketing adoption	4	91	95
the tool as a whole	41	94	97

Source: prepared by the researcher based on the outputs of SPSS V.24

### 4.6 Study Instrument Validity

The apparent validity of the study tool was judged by presenting it to a number of specialists in business administration and marketing, and there was a consensus by the arbitrators that the questionnaire measures what will be measured, and some modifications were made according to the agreement of the arbitrators' opinions. As for content validity, the questionnaire was distributed to a sample of the study population, and its phrases were understandable and clear to them. The criterion validity coefficient was calculated as shown in



Table (2), which is the square root of the stability coefficient.

### 4.7 Statistical Techniques

- Cronbach's test.
- Simple and multiple correlation coefficient

## 5 Analysis and Discussion of the Study Results

The researcher tested the study hypotheses as follows:

### - First Hypothesis Test:

It states that "there is a statistically significant and positive effect of environmental context (competitive pressure, customers pressure, and government support) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom."

To test this hypothesis, Pearson's correlation coefficient and simple regression analysis were used. Table 3 shows the correlation matrix between the environment context and its dimensions and the E-marketing adoption.

Table 3. The correlation matrix between environment context and its dimensions and the E-marketing adoption

Variable	Environment Context	Environment Context		
		Competitive pressure	Customers pressure	Government support
E-marketing adoption	0.715	0.642	0.675	0.601
*Independent variable: environment context *Dependent variable: E-marketing adoption				

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 3 that there is a positive correlation between environment context and E-marketing adoption (approximately 72%), and the customer pressure dimension is the most influential in E-marketing adoption. Regression analysis was used between the two variables. Table 4 shows the results of the regression analysis.

Table 4. The results of the simple linear regression between environment context and E-marketing adoption

Independent Variable	R	R <sup>2</sup>	F	Sig	a	β	T	Sig
Environment context	0.715	0.511	179.3	0	5.34	0.857	7.532	0
*Dependent variable: E-marketing adoption								

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 4 that the correlation coefficient between the context of the environment and e-marketing adoption (R) is about (72%), and the coefficient of determination (R<sup>2</sup>) is about (51%), and this means that the context of the environment explains about 51% of the changes in the variable of e-marketing adoption, which indicates the degree of influence (83%), approximately the value of β. The value of (F) confirms the significance of this effect, which is statistically significant with a level of significance of (zero), and based on the foregoing, the first hypothesis is accepted, therefore there is a statistically significant and positive effect of environment context (competitive pressure, customers pressure, and government support) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

### - Second Hypothesis Test:

It shows "There is a statistically significant and positive effect of technical context (relative advantage, complexity, and compatibility) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom."

To test this hypothesis, Pearson's correlation coefficient and simple regression analysis were used. Table 5 exhibits the correlation matrix between technical context and its dimensions and the E-marketing adoption.

Table 5. The correlation matrix between technical context and its dimensions and the E-marketing adoption

Variable	Technical context	Technical context		
		Relative advantage	Complexity	Compatibility
E-marketing adoption	0.775	0.744	-0.695	0.651
*Independent variable: technical context *Dependent variable: E-marketing adoption				

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 5 that there is a positive correlation between technical context and E-marketing adoption (approximately 78%), and the relative advantage dimension is the most influential in E-marketing adoption, but the Complexity dimension has a negative effect. Regression analysis was used between the two variables. Table 6 shows the results of the regression analysis.

Table 6. The results of the simple linear regression between technical context and E-marketing adoption

Independent Variable	R	R <sup>2</sup>	F	Sig	a	β	T	Sig
Technical context	0.775	0.601	210.3	0	3.74	0.941	8.502	0.00001

\*Dependent variable: E-marketing adoption

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 6 that the correlation coefficient between the context of the environment and e-marketing adoption (R) is about (78%), and the coefficient of determination (R<sup>2</sup>) is about (60%), and this means that technical context explains about 51% of the changes in the variable of e-marketing adoption, which indicates the degree of influence (94%), approximately the value of β. The value of (F) confirms the significance of this effect, which is statistically significant with a level of significance of (0.00001), and based on the foregoing, the second hypothesis is accepted, therefore, there is a statistically significant and positive effect of technical context (relative advantage, complexity and compatibility) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

**- Third Hypothesis Test:**

It shows " There is a statistically significant and positive effect of organizational context( cost and information technology expertise) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom ."

To test this hypothesis, Pearson's correlation coefficient and simple regression analysis were used. Table 7 exhibits the correlation matrix between organizational context and its dimensions and E-marketing adoption.

Table 7. the correlation matrix between organizational context and its dimensions and the E-marketing adoption

Variable	Organizational Context	Organizational Context	
		Cost	Information Technology Expertise
E-marketing adoption	0.801	0.753	0.781

\*Independent variable: organizational context

\*Dependent variable: E-marketing adoption

Source: prepared by the researcher based on the outputs of SPSS V.24

It is obvious from Table 7 that there is a positive correlation between organizational context and E-marketing adoption (approximately 80%), and the information technology expertise dimension is the most influential in E-marketing adoption. Regression analysis was used between the two variables. Table 8 shows the results of the regression analysis.

Table 8. The results of the simple linear regression between organizational context and E-marketing adoption

Independent Variable	R	R <sup>2</sup>	F	Sig	a	β	T	Sig
Organizational context	0.801	0.641	310.2	0	2.74	1.021	9.522	0.00001

\*Dependent variable: E-marketing adoption

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 8 that the correlation coefficient between the organizational context and e-marketing adoption (R) is about (80%), and the coefficient of determination (R<sup>2</sup>) is about (64%), and this means that organizational context explains about 64% of the changes in the variable of e-marketing adoption, which indicates the degree of influence (102%), approximately the value of β. The value of (F) confirms the significance of this effect, which is statistically significant with a level of significance of (0.00001), and based on the foregoing, the third hypothesis is accepted, therefore, there is a statistically significant and positive effect of organizational context( cost and information technology expertise) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

**- Fourth Hypothesis Test:**

It shows " There is a statistically significant and positive effect of managerial context(manager information technology knowledge, top management support, and manager's innovativeness) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

To test this hypothesis, Pearson's correlation coefficient and simple regression analysis were used. Table 9 exhibits the correlation matrix between managerial context and its dimensions and the E-marketing adoption.

Table 9. The correlation matrix between managerial context and its dimensions and the E-marketing adoption

Variable	Managerial Context	Managerial Context		
		Manager Information Technology Knowledge	Top Management Support	Manager's Innovativeness
E-marketing adoption	0.935	0.904	0.912	0.895

\*Independent variable: managerial context  
\*Dependent variable: E-marketing adoption

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 9 that there is a positive correlation between managerial context and E-marketing adoption (approximately 94%), and the top management support dimension is the most influential in E-marketing adoption. Regression analysis was used between the two variables. Table 10 shows the results of the regression analysis.

Table 10. The results of the simple linear regression between managerial context and E-marketing adoption

Independent Variable	R	R <sup>2</sup>	F	Sig	a	β	T	Sig
Managerial context	0.935	0.874	196.3	0	3.74	2.041	9.322	0

\*Dependent variable: E-marketing adoption

Source: prepared by the researcher based on the outputs of SPSS V.24

It is clear from Table 10 that the correlation coefficient between the managerial context and e-marketing adoption (R) is about (94%), and the coefficient of determination (R<sup>2</sup>) is about (87%), and this means that managerial context explains about 87% of the changes in the variable of e-marketing adoption, which indicates the degree of influence (204%), approximately the value of β. The value of (F) confirms the significance of this effect, which is statistically significant with a level of significance of (Zero), and based on the foregoing, the fourth hypothesis is accepted, therefore, there is a statistically significant and positive effect of managerial context(manager information technology knowledge, top management support and manager's innovativeness) to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom.

**- Fifth Hypothesis Test:**

It shows " There is a statistically significant and positive effect of organizational context, technical context, organizational context and managerial

context to E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom." To test this hypothesis, multiple linear regression analysis was used, where E-marketing adoption is the dependent variable and environment context, technical context, organization context, and managerial context are independent variables, and the correlation coefficient was (0.964) and the determination coefficient was (0.929). This means that the independent's variables as a whole explain approximately (93%) Of the variance in E-marketing adoption(dependent variable) and (7%) due to other variables and it was significant as the value of "p" (0.0002) is less than the level of significance (0.05).

**6 Results and Recommendations**

**6.1 The Results**

- 1- There is a statistically significant and positive effect of environmental context(competitive pressure, customer pressure, and government support) on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom. The customer pressure dimension is the most influential in E-marketing adoption. This is consistent with the results of the following studies: [6], [24].
- 2- There is a statistically significant and positive effect of technical context (relative advantage, complexity, and compatibility) on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom. The relative advantage dimension is the most influential in E-marketing adoption and the Complexity dimension has a negative effect. This is consistent with the results of the following studies : [4], [34], [35], [36].
- 3- Organizational context( cost and information technology expertise) has a statistically significant and positive effect on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom. The information technology expertise dimension is the most influential in E-marketing adoption. This is consistent with the results of the following studies : [6], [7], [30], [31].
- 4- There is a statistically significant and positive effect of managerial context(manager information technology knowledge, top management support, and

manager's innovativeness) on E-marketing adoption in small and medium-sized firms (SMEs) running in Saudi Arabia Kingdom. The top management support dimension is the most influential in E-marketing adoption. This is consistent with the results of the following studies : [7], [19], [34].

- 5- Managerial context group is the most influential in E-marketing adoption and the Complexity dimension has a negative effect.
- 6- The independent variables (environment context, technical context, organization context, and managerial context) as a whole explain approximately(93%) Of the variance in E-marketing adoption(dependent variable) and (7%) due to other variables. Then, it would be better to find out these variables by conducting other studies based on qualitative data. So, this may uncover unmentioned variables.

## 6.2 The Recommendations

In light of the study results, the researcher recommends the following:

- 1- Senior management must be aware of the importance of E-marketing adoption because of its impact on the performance of the organization.
- 2- Top management must support E-marketing adoption in implementing the activities of their company.
- 3- Allow firms to experiment with E-marketing for free long enough before realizing it to see how effective it is.
- 4- Supporting government and other stakeholder initiatives to improve mass awareness campaigns, boost the use of e-marketing, build shared portals to enable information sharing, and expand network capabilities among corporate communities.
- 5- To encourage the use and growth of E-marketing, a highly qualified marketing team must be offered. This can be accomplished by either hiring experts or sourcing them from other countries, where there are numerous specialized E-marketing businesses.

## 7 Future Researches

In light of the study results, the researcher suggests some future studies, the most important of which are:

- 1- Study the impact of industry type on E-marketing adoption.
- 2- Applying the current study in another developing country.
- 3- Applying the current study in a developed country and comparing the results.
- 4- The data utilized in this research is only quantitative data. So it's best to hold future studies on qualitative data to pay attention to the opinion of respondents about factors affecting E-marketing adoption. This process may discover other factors that were not studied in this study.

## 8 Conclusion

The purpose of this study is ternary (1) to inquiry the factors influencing the acceptance and usage of E-marketing in small and medium-sized firms (SMEs) running in the Saudi Arabia Kingdom, (2) to determine the most important factors that can drive an effective E-marketing acceptance among Saudi SMEs and (3) to develop a complete conceptual framework to realize utilization of E-marketing in Saudi SMEs. To this terminus, unparalleled lineaments of SMEs were offered. The most important factors influencing the acceptance and usage of E-marketing in small and medium-sized firms running in Saudi Arabia Kingdom were determined. To collect data, A questionnaire consisting of (41) statements was developed. The SPSS program was used to analyse data through simple and multiple linear regression analysis.

The most important study results are: The independent variables (environment context, technical context, organization context, and managerial context) as a whole explain approximately (93%) Of the variance in E-marketing adoption(dependent variable) and (7%) due to other variables. Managerial context group is the most influential in E-marketing adoption and the Complexity dimension has a negative effect. These results are very important for both academics and practitioners in this field. It opens the door for other studies to uncover other factors unmentioned here especially E-marketing implementation in SMEs is still in its infancy stage.

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