

DOI: <https://doi.org/10.63332/joph.v5i5.1705>

Presenting a Model for the Role of Digital Marketing in Developing Institutional Performance (case study of Maysan Oil Company - Iraq)

Hasanain Mohammed Radhi¹, Gassem Zarei², Hossein Rahimi Kolour³, Mohammad bashokouh Ayirlou⁴

Abstract

The current research is entitled The Role of Digital Marketing in Developing Institutional Performance A Case Study in Maysan Oil Company. The purpose of the research is to develop institutional performance as a whole or some of dimensions through the optimal use of digital marketing channels and dimensions. To achieve this purpose, data were collected, a comprehensive literature review conducted, and experts were consulted. The current research follows a mixed approach to analysis, based on a philosophical approach that emphasizes construction and interpretation as concepts arising from social interactions. This framework serves as the basis for the research. In the first stage, inquiries were posed to a number of university professors, managers, and specialized employees (as experts) in this field. Uses an inductive model to develop a methodological structure referred to as the grounded theory, which provides a strong foundation for the research. In addition, includes content analysis. This process allows us to analyze qualitative information through coding and by assessing the approaches and strategies that can be used to address the research questions. Following that, using the information from the initial analysis phase, the descriptive analysis process begins by publishing questionnaires. (360) questionnaires were published to managers and employees in the oil company who represent the research community, then the answers were analyzed in several statistical programs to reach accurate results. The study found a strong statistically significant relationship that digital marketing plays a fundamental role in developing institutional performance. Improving the marketing performance of the institution and using the digital promotional mix, which always aims to reach the organizations' products to a wide segment of customers as they are the important number in the organization, communicating with customers through digital marketing channels that suit each customer individually, improving financial performance and increasing income for organizations. Finally, successful performance is the final result that the organization aims to achieve by achieving its long-term goals that contribute to the development of institutions, which makes institutions strive to search for new means that keep pace with technological developments through which they seek to improve their performance.

Keywords: Digital Marketing, Institutional Performance.

Introduction

In recent decades, have surfaced, particularly in The world of digital technology, information, and communications, notably the rise of websites, social networking sites, the Internet, and digital screens, which have expanded greatly and swiftly in recent years to the present (Al-Attar, F. H., 2017) the development achieved in the field of technological communication greatly affects various human fields, especially in the fields of the business environment (Associate Professor, 2023) "modern and rapid developments in technology and the competitive means that companies use to facilitate communication" inside and outside them have made business

¹ University Mohagheh Ardabili College of Social Sciences Department of Business Administration, Email: hsoneyu@gmail.com

² professor of university of mohagheh Ardabili, Iran/, Email: zareigz@gmail.com

³ assoeide professor of university of mohagheh Ardabili/, Email: h_clever@uma.ac.ir

⁴ professor of university of mohagheh Ardabili/, Email: Ardabili/bashokoah@uma.ac.ir



organizations face "new challenges represented in how to use this technology and harness towards achieving desired goals" in the business market, which has become based on advanced technology that keeps pace with the work of these companies, whatever their field. (Nada Al-Obaidi al et, 2022) development resulted in the emergence of modern and sophisticated marketing fields, most notably digital marketing, which is the most prominent marketing method in the current era, due to its speed, accuracy, rapid downloading of information, and direct communication with customers (Al-Attar, F. H,2017) Using media social media, websites, multimedia ads, and engine to reach the target consumers is known as digital marketing. ads on the Internet. "Marketing activities that take place through digital channels allow advertisers to communicate directly with potential customers in a fast-paced manner" regardless of geographical location (Generous Zidane, 2018) E-marketing is the true expression of digital marketing, and since we live in the age of modern technologies and With e-marketing, it is no longer possible to overlook these enormous marketing factors, which allow the use of the key marketing precept (marketing where your customers are) to yield very profitable effects. The Internet is the best, appropriate and finest location to focus marketing efforts. (Nada al-Obaidi al et, 2202) the success of any organization depends greatly on the marketing plan that it sets, as the necessity has become more urgent than ever to transform the organization digitally because related to individuals, processes, strategies, structures, and competitive dynamics, mainly due to the rapid development of the use of technological means and tools, and its association with the marketing function, the tendency to adopt digital means no longer an option for organizations , but become an imperative (Yahyawi al et, 2019) in light of the information revolution that the world is witnessing find that performance is the primary goal towards which organizations' efforts are directed. A measure by which the organization's ability or inability to continue in the activity is engaged in is determined. Successful organizations compare their performance with their competitors in order to improve performance and image in front of customers. (Abu Aleem, 2014) Institutional performance is the common denominator of all the efforts made by management and employees within the framework of organizations the ability of the organization to achieve efficiency and effectiveness depends mainly on the need to build an institutional "organization that enables to achieve distinguished performance that is consistent with the dynamic and renewable nature of activities and guarantees continuity" (Diab, Ghada, 2021) institutional performance also defined as a concept with holistic dimensions, referring to the The company's ability to fulfill it goals and use its resources so effectively possible. in light of internal and external environmental dimension (Samy, d.mona, 2022) The concept of institutional performance is still ambiguous despite the scarcity of writings that have been written, and it is natural for people to differ in understanding and analyzing its dimensions according to their knowledge of its subtleties and rudder (Nabil Kamel Al-Sheikh, 2019) Organizations have tended to pay attention to customers, "know their needs and desires, and seek to satisfy them, as the perception of the customer changed as a mere buyer of the company's products" as customer satisfaction has become an integral part of the strategies of modern (Eid, Ayman Adel, 2020) Organizations resort to marketing order to get closer to customers, develop and maintain the relationship in the long term, in addition to building mutual value and providing services that are compatible with the needs and desires of customers (Suleiman, Sharif Abdullah, 2022) Which reflects positively on improving marketing performance, whether related to market share or profitability. Which represents the most important activity of the institution and a true measure of efficiency and effectiveness in using resources and achieving goals (Abdul Hamdi, 2017) The role of digital marketing in developing institutional performance not studied in previous studies Accordingly, the goal of this study is

Background of the Research

Researcher	Title	History	Results
Labeled Sami. Healing barbecue	"The impact of digital marketing on improving the marketing performance of Algerian Islamic banks"	2022	This The aim of the study to see how adopting digital marketing may improve Algerian Islamic banks' marketing performance and to In order to reach the study's objectives, a sample of 88 administrative workers at the Al-Salam and Al-Baraka Banks in the states of Algiers and Annaba had to complete a questionnaire. The information was then analyzed using the SPSS program.). V26) "The study concluded that there is a statistically significant effect of adopting digital marketing on improving the marketing performance of Algerian Islamic banks in all its dimensions (increasing market share" improving profitability)
Fouad, F. M	"The role of digital marketing through social media via Facebook in developing consumer awareness"	2021	This study aims to determine the role of marketing via social media via Facebook in developing consumer awareness. And through the development of a questionnaire to collect field data, the researcher analyzed the data using the ready-made spss-20 program. The results revealed the need to encourage shopping through social networking sites, especially through Facebook, as marketing and advertising campaigns are allocated to target a specific category of audience based on consumer interests and personal needs, which achieves Better return for marketers in both.
ArabiaAreej Algumzi	"Impact of digital marketing on SMEs performance in Saud"	2021	This study analyzes and assess how digital marketing affects Saudi Arabian small and medium-sized businesses' performance. Data was gathered from 358 entrepreneurs and business owners who were classed as small and medium firms using an online survey questionnaire instrument. "Results Low-cost marketing mix with

			technologies such as email marketing, social media marketing is preferred by small and medium businesses" . Digital marketing reflects a positive affect on the strategic outcome (customer and employee happiness) of the economy (profitability and sustainability)
Rashid Mukhtar Al-Awadi, Ahmed.	"The role of creative thinking in enhancing institutional performance "	2022	The aim of the research is to identify the relationship between the return of information technology and the return of creative disintegration, and that is to measure the effect of the return of technology on the return of creative disintegration in enhancing institutional performance. In the dimensions of information technology and creative disassembly in favor of the components of information technology and creative disassembly. HR. The most influential were the components of human resources, with an interpretation coefficient of (0.783), and the provision of infrastructure came in second place, with an interpretation coefficient of (0.6320).
Eltayeb Elgubb	"The role of knowledge management processes in improving institutional performance "	2020	The aim of this study is to identify the role played by knowledge management processes in improving institutional performance. The study took the managers and heads of departments of these banks, who are 55 individuals as a sample. It relied on preparing a questionnaire consisting of 38 items. It also relied on the SPSS program for data analysis, through the use of some statistical methods such as frequency distributions, percentages, arithmetic averages and standard deviations, as well as calculating the Pearson correlation coefficient, and others. The study reached the results: "There is a statistically significant effect of knowledge management processes on institutional performance" In addition, there is a weak direct correlation between knowledge management processes and institutional performance

Ramadan Abdel- Salam, Dr. Osama Al- Tablawi, Shaima Al- Zawawi	"The impact of organization al development on the effectiveness of institutional performance "	2019	The current research aims to identify the impact of company growth (goals and objectives, organizational framework, and human resource development) on Workers' University's overall efficacy. A stratified randomly selected group of 400 subjects served as the foundation for the study. The study's findings demonstrated a highly significant corporate effect on the evolution of university achievement. employment. "The results of the research also showed that the most effective dimensions in the effectiveness of institutional performance" were (human resource development, goals and strategies, organizational structure)
--	--	------	--

Table 1-2 Previous Studies Digital Marketing and Corporate Performance

Research Question(S)

- 1- What are the digital marketing dimensions affecting institutional development?
- 2- What are the basic dimensions of developing institutional performance in the context of digital marketing?

Theoretical Framework

Marketing Concept

The word Marketing is a word derived from the term Mercatus, which means market, as well as from the Latin word Marcari, which means trade (Purwanto, A., 2022) Marketing the activity that precedes production and continues after it, and includes various functions related to sales, distribution, advertising, production planning, and market research. (Sari, A. al et, 2021). Marketing has gone through several definitions through which economists and those interested in marketing activity have tried to define its concept based on the time period in which they existed and based on the economic and social data associated with it that were prevalent. Kotler Dorucker points out that the first beginning of the emergence of marketing was in the year 1650. Recently, the Japanese Mitsu family established the first store in Tokyo (storé-dept), and since that time product design policies, development of production resources, advertising messages. (Alzoubi, H. al et, 2022) The American Marketing University (1960) defined marketing activity as the performance of business activities related to goods and services from producer to consumer. (Giantari, I. G. al et, 2022) Marketing has moved, in light of the continuous change and acceleration in the business environment, to the transformation of traditional marketing tools (direct sales, landline telephone, fax, direct mail) and passing through stages. Many have access to purely digital tools (Hermina, N. al et, 2020).

Digital Marketing Concept

The first beginnings of the emergence of digital marketing were with the use of the telegraph in

the nineteenth century. Digital marketing a new method in the world of marketing by targeting shoppers and consumers in a way that has opened new horizons in the world of marketing. The recent period witnessed an amazing development in information technology, as an organization wishing to deal with this marketing line can design. She created a website so that she could broadcast the information she wanted to convey to others, or in return, others could communicate with her through her website as well, through smart phones and the various applications available through. Digital marketing (Ahmed, E., 2021) Digital marketing is considered as just one of the modern strategies for establishing means of interaction between the seller and the buyer marketing goods and services and establishing relationships with customers and then developing them Using electronic means to conduct commercial transactions between interested parties (Ilyas, G. al et, 2021)Enhancing products derived from databases using online distribution channels in order to reach customers in a personal, effective and timely manner The appropriate (Munir, A. al et, 2023), the use of digital means (phone, social networks, websites, blogs, and search engines in achieving marketing activities (Junusi, R.E. 2020) Digital technology-based interactive promotion of goods and services to attract and keep customers (Giantari,I. al et, 2022) Digital technologies that are widely used by customers, such as social media or others, which are used to display products and services in a way that attracts the attention of customers so that they become real customers (Nuseir, M. al et, 2022) From the above, the researcher can define digital marketing as a marketing activity that uses electronic technology tools such as websites, interactive social media, phone applications, advertisements, online videos, e-mail, and communication in order to market products of goods and provide various services.

The Concept of Institutional Performance

Institutional performance is considered one of the important variables that has occupied many researchers. Therefore, the concepts of institutional performance have varied, with different motivations. Institutional performance is viewed as the result of all individuals performing different tasks and functions in the organization. Therefore, the success of any institution is shaped by the effort that people make within the work. (Lugoboni al et, 2021) "The performance of any organization" is affected by a group of factors, some of which are external factors and others are internal factors, and together these factors represent a major driving force that determines the strategic path of the organization (Ruggiero al et, 2021). A study conducted by the Arab Organization for Administrative Development also determined performance Institutional as an (integrated) system of the company's operations based on how it interacts with aspects of its inner and outer surroundings(Setiawan al et, 2020). Some believe that institutional performance is a practical behavior that leads to a degree of achieving goals, and researchers believe that this is a evaluation of the On the company's utilization and exploitation of its staff and assets.The way in which this is make able to achieve goals. An illustration of how the company allocates the assets and uses them to effectively accomplish its objectives

efficiently and effectively (Lee, K. P. al et, 2022). The organization achieves its main goal, which is to survive and continue in the market in light of competition. Al-Shadeeda (Kluczka, A. al et, 2020) Performance is considered one of the greatest goals that organizations seek to achieve, and it can be noted that performance is a measurement of the extent of the organization's ability to continue the activity or work (Lee, K. al et, 2022) as defined by (Mohamed A. al et, 2022) as the company's performance compared to its objectives. The Integrated System for Business Results in the Organization in Given how interacts with both the internal and external environment, the job that done in compliance with the rules and guidelines, and the method of presenting these works to the client to achieve The required service (Alhalalmeh, M. al et, 2020).

The outcome of both individual performance and the performance of organizational units, in addition to the influence of the economic, social and cultural environment (Hussein, 2020). Through previous studies, the researcher can define institutional performance. Institutional performance is concerned with the level of work completion in the institution's internal environment and the extent interaction with external environment, to achieve high and distinguished levels of performance

Study Limits

Objective Limits: The researcher conducted a field study of the Oil Products Company in the Maysan Governorate as part of the study, which examined how digital marketing has improved institutional performance.

Time Limits: The study was implemented in the second half of 2024

Spatial Limits: Due to the state of the country and the economic crises in Iraq and the long distance in the geographical area, the study was limited to the Oil Products Company within the geographical borders of Maysan Governorate due to the inability to reach the rest of the oil companies in all Iraqi territories

Human Limits: The study was conducted on a sample of managers and employees in the Maysan Oil Company in addition to professors at the university

Research Methodology

The method of induction, which is predicated on interpreting events and gathering and evaluating facts and data from reputable scientific sources, was applied in the research's cognitive component.

courses, in addition to using the global Internet. In the applied aspect, the mixed method was used. This kind of study's primary benefit is that blending both qualitative and quantitative techniques yields more insight. . of the research questions rather than using only one research method. The choice of choice depends primarily on the research questions. Using one method increases the effectiveness of the alternative in quantitative analysis. By conducting field surveys and conducting in-person interviews with specialists, 8 interviews were conducted with people with completely different demographic characteristics, in Maysan Oil Company and some university professors, in qualitative analysis based on the statement method. Data collection tools where 350 questionnaires were distributed. The questionnaire tool consists of two main axes: the first is personal information about the study community, whether gender, age or academic qualification, while the second includes questions about the research. This research included several mathematical tools and techniques that were required. for analysis, including MAXQDA, LESEREL, SPSS, PIS, and other reliable statistical programs

Conclusions

Analysis of the qualitative part of the research

In open coding, one or more qualitative documents need to be analyzed. When the data collection methods include interviews or observations, the demographic characteristics of the participants are considered an important component of this coding process. Additionally, the levels of each characteristic, which are treated as variables in the MAXQDA software, represent the dimensions of these features. A characteristic or variable is defined as an entity that can change and may take on different values (Smith, 1904).

In the current research, there are only eight participants, and these individuals have achieved theoretical saturation regarding the categories or classes that will be analyzed in the following sections. The participants possess various characteristics such as gender, field of study, and scientific rank, which the researcher classifies and interprets using descriptive statistics.

	Frequency	Frequency percentage	Valid frequency percentage
Female	3	37.5	37.5
Male	5	62.5	62.5
Total	8	100	100
Missing	0	0	-

Table 1-1 Gender Distribution of Participants

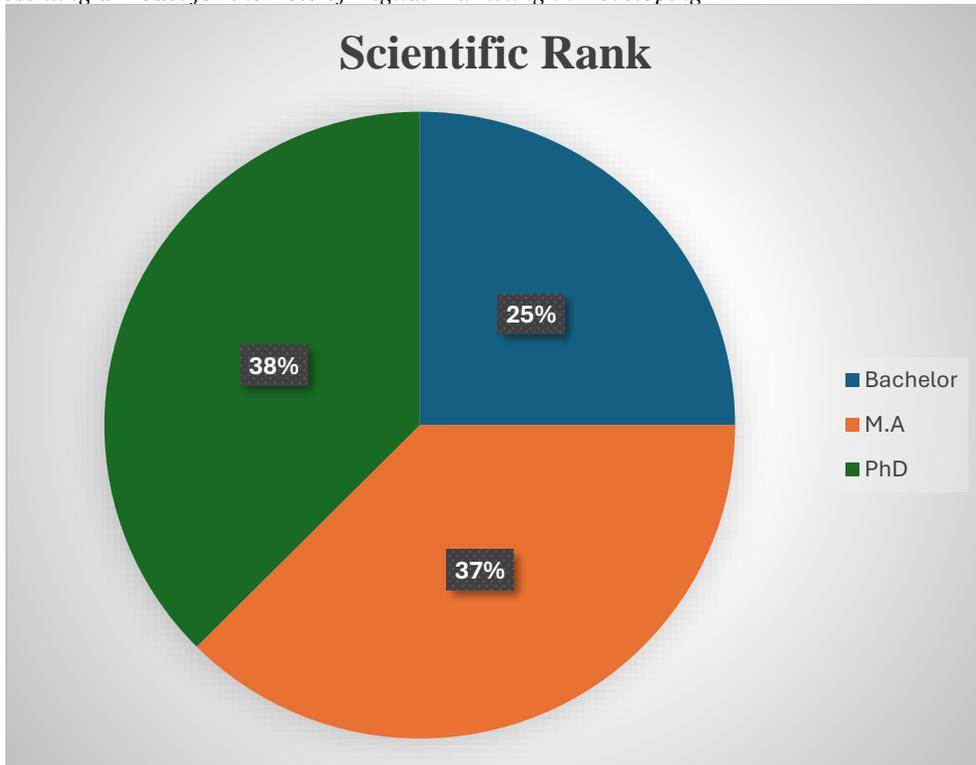


Figure 1-1 Scientific Rank Status of Participants

Code System	- Ammar Mohi Mustafa Al Toama	- Iyad Rahim Al	- Muhammad Rouf	- Noor Saleh Muhammad	Ahmed Jassim Al-Jubouri	Hind Naem Hoshi	Kazem Hussein Nehme	Lama Sabban Mahmoud	SUM
<ul style="list-style-type: none"> Digital marketing promotion <ul style="list-style-type: none"> promote brands Creating a competitive advantage promote services Reach more segments of society promote products Promotion of digital marketing <ul style="list-style-type: none"> Expert Human <ul style="list-style-type: none"> Making the accurate decisions A deep understanding of the internet and social media advertising campaign management training content writing training understanding the importance of search engine optimization Determining the target market Expert equipment <ul style="list-style-type: none"> Implementing improvements to the website pages computers with high specifications advanced information technology system Search engine optimization <ul style="list-style-type: none"> Improve your presence on Google My Business while setting Optimizing content to be compatible with search engines Understand the search behavior of the target group Methods for extracting appropriate keywords increase visibility and drive traffic Choose the name or side of the site and its logo so that Digital Marketing Problems <ul style="list-style-type: none"> Absence of strong marketing strategies Low rate of conversion of customers into permanent customers Customer privacy Difficulty in reaching the target segment The problem of changing search engine algorithms Target customer awareness of digital marketing methods Lack of legal cover Digital Marketing outcomes <ul style="list-style-type: none"> Improve relational performance <ul style="list-style-type: none"> ease of trading and browsing Designing websites Providing regular Services Publicize the Company Improve marketing performance <ul style="list-style-type: none"> Analyzing the situation in the market Identifying the marketing forces of the markets knowing the needs and desires of the target customers Set up online advertising campaigns increase the number of visitors and customers Motivating customers to buy Improve financial performance <ul style="list-style-type: none"> track financial results improve marketing operations improve product inventory management 									

Matrix 1-1 Shannon Matrix (Matrix for Checking the Importance of Primary Codes Based on Repetition or Frequency)

The Shannon matrix, which uses a formula that normalizes the frequencies of each document to create an index known as the code importance coefficient, reveals that in this study, the primary

codes of social media with 15 occurrences, have the highest importance coefficient across the 8 documents analyzed. In contrast, primary codes that appeared only once were deemed less significant. The matrix shows that 39 primary codes were obtained from the Noor Sadiq Muhammad documents, while 36 primary codes were identified from the Ammar Mohi Mustafa Al Toama documents. Additionally, a total of 246 repetitions or frequencies were recorded for the meaningful units across these eight documents. In the next step of open coding, codes that have a meaningful relationship with one another should be placed in a category, according to the definition of a category or class (Bryant, 2017). A category is a conceptual umbrella encompassing a higher degree of abstraction, grouping more observable concepts, known as primary codes, within its class. In Strauss and Corbin's classification, this step is still referred to as first-round coding and completes the open coding process. According to (Glaser ,2014) categorization is formed in two ways: focusing and creating a category with a new concept. In the current research, after using both methods of category formation, the researcher reached 5 main categories to categorize 60 primary concepts, which can be seen in Table (1-2) in the form of sub and main categories.

Main Categories	Sub Categories	Primary Codes
Digital Marketing Promotion mix	-	Promote brands
		Creating a competitive advantage
		Promote services
		Reach more segments of society
		Promote products
Promotion of digital marketing	Expert Human	Making the accurate decisions
		A deep understanding of the Internet and social media
		Advertising campaign management training
		Content writing training
		Understanding the importance of search engine optimization
		Determining the target market
	Expert equipment	Implementing improvements to the website pages
		Computers with high specifications
		Advanced information technology system
	Search engine optimization	Improve your presence on Google My Business while setting up on
		Optimizing content to be compatible with search engines
		Understand the search behavior of the target group
		Methods for extracting appropriate

		keywords
		Increase visibility and drive traffic
		Choose the name or title of the site and its logo so that small
Digital marketing challenges	-	Absence of strong marketing strategies
		Low rate of conversion of customers into permanent customers
		Customer privacy
		Difficulty in reaching the target segment
		The problem of changing search engine algorithms
		Target customers' awareness of digital marketing methods
		Lack of legal cover
Digital Marketing performance	Improve relational performance	Ease of trading and browsing
		Designing websites
		Providing regular services
		Publicize the Company
	Improve marketing performance	Analyzing the situation in the market
		Unifying the marketing forces of the muezzins
		Knowing the needs and desires of the target customers
		Set up online advertising campaigns
		Increase the number of visitors and customers
		Motivating customers to buy
	Improve financial Performance	Track financial results
		Improve marketing operations
		Improve inventory management
		Streamline its operations and improve efficiency
		Analyzing institutions capabilities
Digital Marketing Channels	-	Using of Hootsuite
		Using of Google Docs
		Using of Content Marketing
		Using of Telemarketing
		Using of Email Marketing
		Using of social media

		Using of Websites
--	--	-------------------

Table 1-2 Main and Subcategories

Axial Coding

Axial coding refers to the relationship between main and subcategories, and represents a concept with the highest degree of abstraction. In this section, we first classify the categories that are conceptually related to each other

The researcher developed three semantic units with the highest degree of abstraction. These units are called axial codes in qualitative research and structures in quantitative research. The three structures are depicted in tree diagrams 1.2, 1.3, and 1.4, which were created using MAXQDA version 2020.

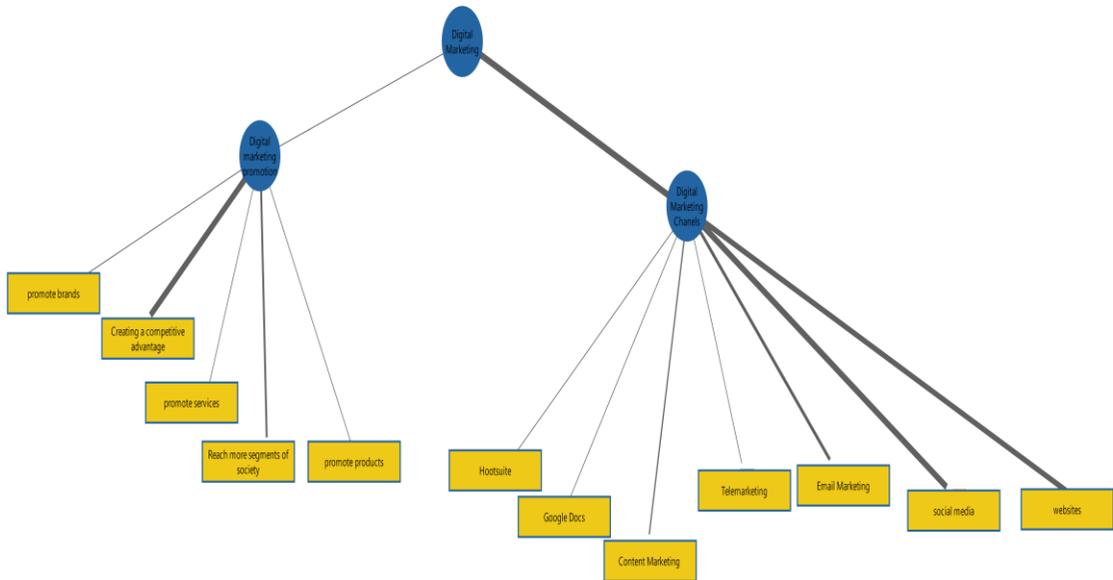


Figure 1-2 Digital Marketing Diagram

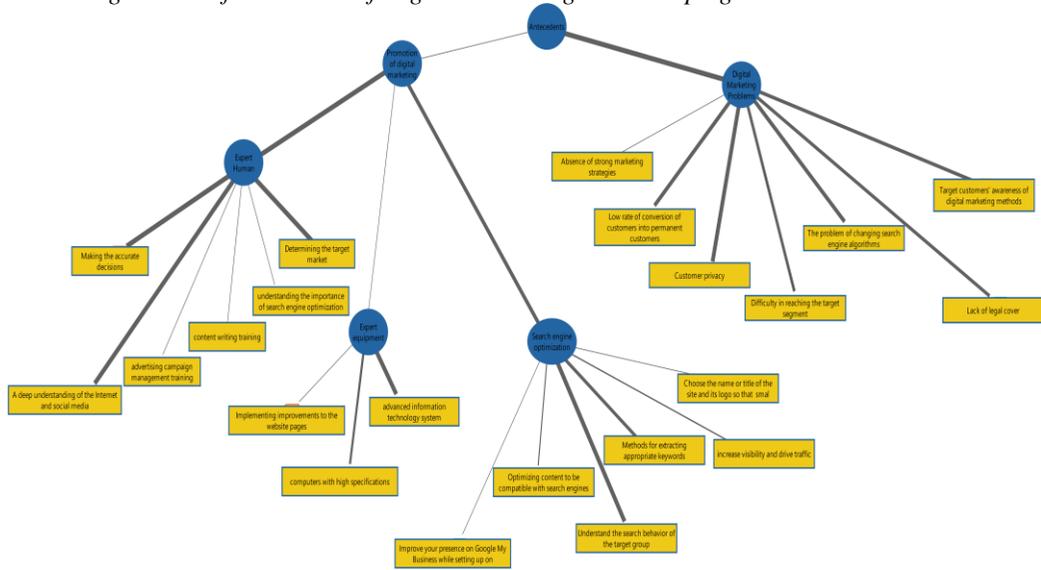


Figure 1-3 Digital Marketing Antecedents Diagram

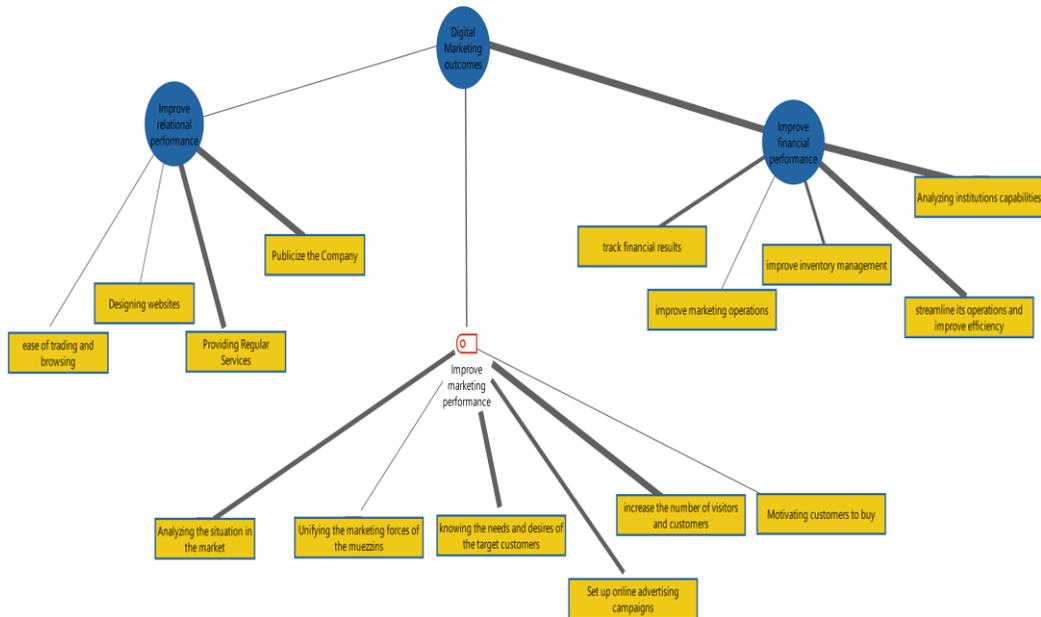


Figure 1-4 Digital Marketing Outcomes Diagram

After exploring the three concepts of digital marketing, along with its premises and challenges through a selective coding process, the researcher is asked to formulate hypotheses and present a coherent theory. In the current study, the table reveals the hypotheses discovered.

	Digital marketing promotion	Promotion of digital marketing
Digital Marketing promotion mix		0.333 (p=0.2099)
Promotion of digital marketing	0.333 (p=0.2099)	

Table 1-4 Correlation of Digital Marketing Promotion Mix and Promotion of Digital Marketing

The notion about the connection between the digital marketing outreach mix and the results shown in Table (1-4) and promotion of digital marketing, as indicated by the participants' scores, is as follows: the p-value is 0.2099, which exceeds the threshold of 0.05. Consequently, "we accept the null hypothesis (H0) and reject the alternative hypothesis (H1) at the 95% confidence" level. This finding indicates that there is no significant relationship between the concepts of digital marketing promotion mix and promotion of digital marketing.

	Digital marketing promotion	Digital marketing challenges
Digital Marketing promotion mix		0.333 (p=0.7246)
Digital marketing challenges	0.149 (p=0.7246)	

Table 1-5 "Correlation of Digital Marketing Promotion Mix and Digital Marketing Challenges"

Considering the outcomes shown in Table (1-5) the hypothesis regarding the relationship between digital marketing promotion mix and Digital marketing challenges, as indicated by the participants' scores, is as follows: the p-value is 0.7246, which exceeds the threshold of 0.05. Consequently, "we accept the null hypothesis (H0) and reject the alternative hypothesis (H1) at the 95% confidence" level. This finding indicates that there is no significant relationship between the concepts of digital marketing promotion mix and Digital marketing challenges

		Digital marketing promotion mix	Institution performance		
			Relational performance	Marketing performance	Financial performance
Digital Marketing promotion mix			0.00 (P=0.50)	0.655 (P=0.0391)	0.408 (P=0.3153)
Institution performance	Relational performance	0.00 (P=0.50)			
	Marketing performance	0.655 (P=0.0391)			
	Financial performance	0.408 (P=0.3153)			

Table 1-6 Correlation of Digital Marketing Promotion Mix and Institution Performance

Considering the outcomes shown in Table (1-6) the hypothesis regarding the relationship between digital marketing promotion mix and institutional performance, as indicated by the participants' scores, is as follows: the p-values for the relationship between digital marketing

promotion mix and relational performance, and the relationship between digital marketing promotion mix and financial performance, are 0.50 and 0.3153, respectively, both of which exceed the threshold of 0.05. Consequently, " we accept the null hypothesis (H0) and reject the alternative hypothesis (H1) at the 95% confidence level" . This finding indicates that these hypotheses are rejected. This is while the relationship between digital marketing promotion mix and marketing performance is accepted with p-value 0.039 at 95% confidence level. The value of r (0.655) indicates the strength of the relationship, characterized by its intensity and direction. According to the four values outlined by (Cassell , 2010) this relationship is classified as strong, exhibiting a positive and direct correlation. Consequently, these two concepts demonstrate a positive and significant relationship. According to (Cassell ,2010)

Analysis of the Quantitative Part of the Research

The current study uses a mixed research method, Necessary to conduct the qualitative section at the same time. After conducting open coding, These codes are collected in a questionnaire, which is then distributed to the statistical sample after ensuring the validity and content validity (using the CVR and CVI models).

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	201	55.83	55.83	55.83
	Female	159	44.17	44.17	100.0
	Total	360	100.0	100.0	

Table 1-7 "Gender Composition of Sample Members"

In the table above the descriptive statistics showed that the percentage of male participants was 55.83%, while the percentage of female participants was 44.17%. calculated the valid sample size to be 360 participants. Six sample members (case IDs: 48, 49, 109, 113, 189, and 190) were removed from the research dataset due to inverted and duplicate questions, in the response dispersion method in Excel. Ultimately, . Subsequent analysis using SPSS may show that our dataset did not contain any missing data. 354 data points remained for analysis.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Duplicate Case	1	.3	.3	.3
	Primary Case	353	99.7	99.7	100.0
	Total	354	100.0	100.0	

Table 1-8 "Indicator of Each Last Matching Case As Primary"

According to the table above, there is only one duplicate case (Case ID: 1). After removing this case, 353 analyzable data included

Sample Size Adequacy and Sphericity of Relationships

According to (Klein,2016) a KMO value greater than the cutoff point of 0.7 indicates that the sample size is sufficient for conducting exploratory factor analysis (PCA) to identify variables. Given that our KMO value is 0.927, we conclude that our sample size is adequate. Conversely, Bartlett's test, which assesses the sphericity of relationships, does not rely on a specific value as

an indicator. Instead, it reports a chi-square coefficient, and if the sig value for this coefficient is less than 0.05, it confirms the sphericity of relationships between items. As shown in Table (1-8) the sig value is less than 0.01, confirming the sphericity of relationships at a confidence level of 99 percent.

"Kaiser-Meyer-Olkin Measure of Sampling Adequacy"		.927
Bartlett's Test of Sphericity	Approx. Chi-Square	5342.251
	Df	741
	Sig.	.000

Table 1-9 KMO and Bartlett's Test

Validity of the Research Questionnaire

In this section, we need to assess the validity and reliability of the questionnaire developed by the researcher. First, we will examine the reliability or generalizability of the results. The only applicable test of question reliability that focuses on cases rather than variables is the G-test reliability test. This test ranks cases based on the closeness of their attitudes and preferences, and then calculates the Landau correlation coefficient for each category. (Klein 2010) suggests that the category with the lowest Landau coefficient should be chosen, provided that this value exceeds 0.6.

Lambda	1	.918
	2	.943
	3	.942
	4	.906
	5	.928
	6	.
N of Items		40

Table 1-10 Reliability Statistics

In this study, data from 353 participants were collected and pre-processed for appropriate analysis. The results show that the lowest reliability value is associated with the fourth category, which is above 0.6, indicating that these questions have acceptable reliability in exploratory mode.

Presenting a Newly Born Model

the quantitative aspect of the model can now be implemented using SPSS software. The goal of this section is to measure the role of digital marketing in the performance of the institution. To achieve this, all relevant variables are entered into the regression analysis using the simultaneous method, and the model will be implemented step by step. The independent variables of this study, as indicated in the table, include all dimensions of digital marketing: digital marketing promotion mix, promotion of digital marketing, digital marketing strategy, and digital marketing channels. essential to measure their effects on the institution's performance. Another variable included as a separate concept in this model is called digital marketing challenges, and this section will determine whether it functions as an independent variable or a mediator. The modeling method in SPSS software for the regression test using the simultaneous method is as

follows:

First step: All independent variables are placed in the independent section of the regression test,

Second step: Institution's performance is placed in the dependent section.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.790	.203		3.886	.000
	Digital marketing promotion mix	.100	.052	.104	1.908	.057
	Promotion of digital marketing	.159	.045	.174	3.551	.000
	Digital marketing challenges	.207	.048	.217	4.312	.000
	Digital marketing strategy	.213	.044	.242	4.804	.000
	Digital marketing channels	.159	.044	.168	3.639	.000

A. Dependent Variable: Institution performance

Table 1-11 The First Step of the Simultaneous Regression Method

All relationships between the variables and the institution's performance were confirmed, except for the relationship between the marketing promotion mix and institution performance.

In the second step, the dependent variable from the previous analysis is removed, and the variable with the highest β value is selected as the new dependent variable. The effects of other variables on this new dependent variable are then examined. According to the table above, the new dependent variable is the digital marketing strategy. The second-step regression is performed again.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.641	.243		2.633	.009
	Digital marketing promotion mix	.322	.061	.295	5.306	.000
	Promotion of digital marketing	.180	.053	.173	3.369	.001
	Digital marketing challenges	.266	.056	.246	4.731	.000
	Digital marketing channels	.090	.052	.084	1.712	.088

B. Dependent Variable: Digital marketing strategy

Table 1-12 The Second Step of the Simultaneous Regression Method

At this stage, the relationship between all variables, except for the digital marketing channels

variable and the digital marketing strategy, becomes significant. Then remove the digital marketing strategy from this process and select a new dependent variable. According to the table above, the new dependent variable selected is the digital marketing promotion mix. The third step of modeling is then performed.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.747	.211		3.542	.000
	Promotion of digital marketing	.262	.045	.276	5.842	.000
	Digital marketing challenges	.285	.047	.287	6.032	.000
	Digital marketing channels	.289	.044	.293	6.619	.000

D. Dependent Variable: Digital marketing promotion mix

Table 1-13 The Third Step of the Simultaneous Regression Method

In this step, the relationship between all variables and the digital marketing promotion mix was confirmed, and the digital marketing channels variable was selected as a new dependent variable due to its high beta.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.098	.233		9.019	.000
	Promotion of digital marketing	.234	.054	.242	4.369	.000
	Digital marketing challenges	.281	.056	.280	5.040	.000

E. Dependent Variable: Digital marketing channels

Table 1-14 The Fourth Step of the Simultaneous Regression Method

Finally, in the fifth step, the new dependent variable is digital marketing challenges and entered the modeling process.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.220	.188		11.797	.000
	Promotion of digital marketing	.491	.044	.513	11.195	.000

F. Dependent Variable: Digital marketing challenges

Table 1-15 The Fifth Step of the Simultaneous Regression Method

The result of all the steps taken in the modeling process is schematically shown in the figure below:

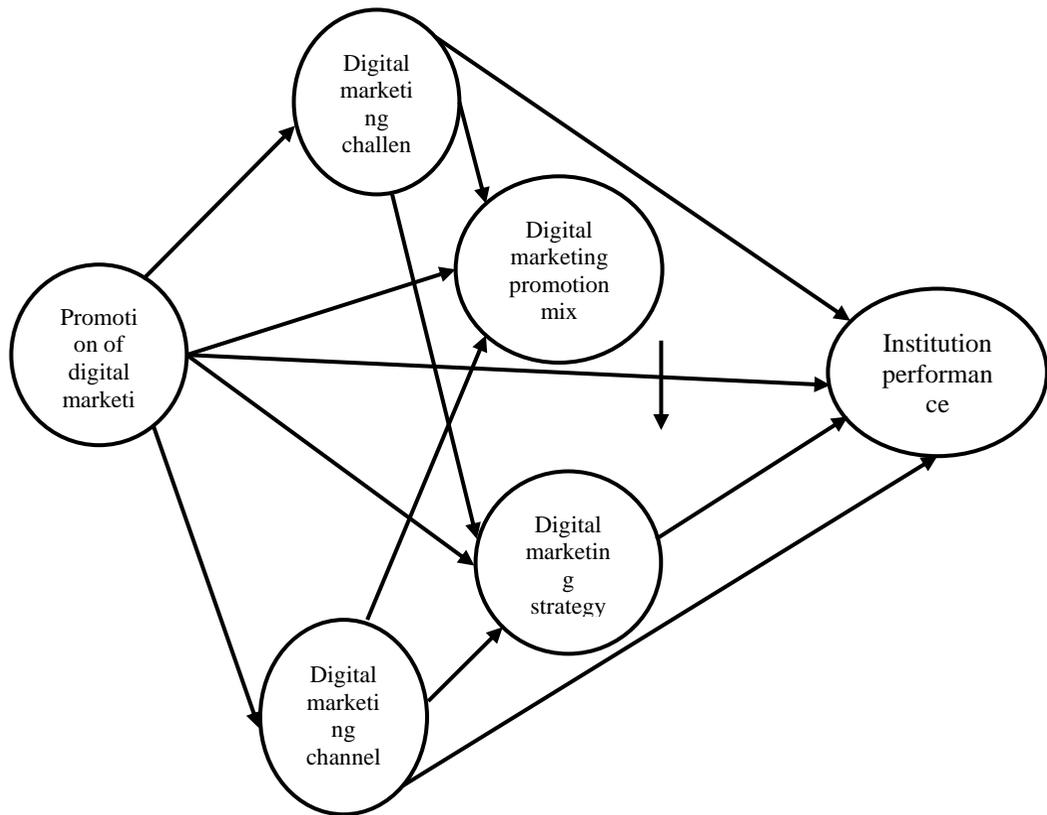


Figure 1-5 The Newly Born Model of Research in the Quantitative Sector

The results of the modeling section indicate that the variables of digital marketing challenges, digital marketing channels, and digital marketing strategy serve as mediators in the relationship between the dimensions of digital marketing promotion and institutional performance. This suggests that the hypothesis should be examined in the model testing section.

Mixed Research Section Analysis

In this section, we will examine the classification of research and its modeling. To this end, we refer to (Bryn's ,2016) modeling view. According to Bryn, the classification of questions and variables is based on the quantitative aspect, while the final model prioritizes the qualitative aspect. In this study, six main variables were discovered, which are categorized into two main categories: digital marketing dimensions and institutional performance. As observed in the quantitative section, there was a relationship between digital marketing dimensions and institutional performance, and an appropriate model was presented. However, no hypothesis was established regarding "the relationship between the digital marketing promotion mix" and institutional performance. For this purpose, (Charms ,2006) is referred to. According to Charms, the researcher in the qualitative section has achieved an intuition that, through mastery of the subject, he can establish a relationship between two variables from separate blocks. Considering

the emergent approach of the present study, which is the Charms and Glaser approach, the researcher's main intuition is "the relationship between the digital marketing promotion mix" and institutional performance, which was confirmed in the qualitative section of the study in overlapping coding. Therefore, the final research model is presented as follows:

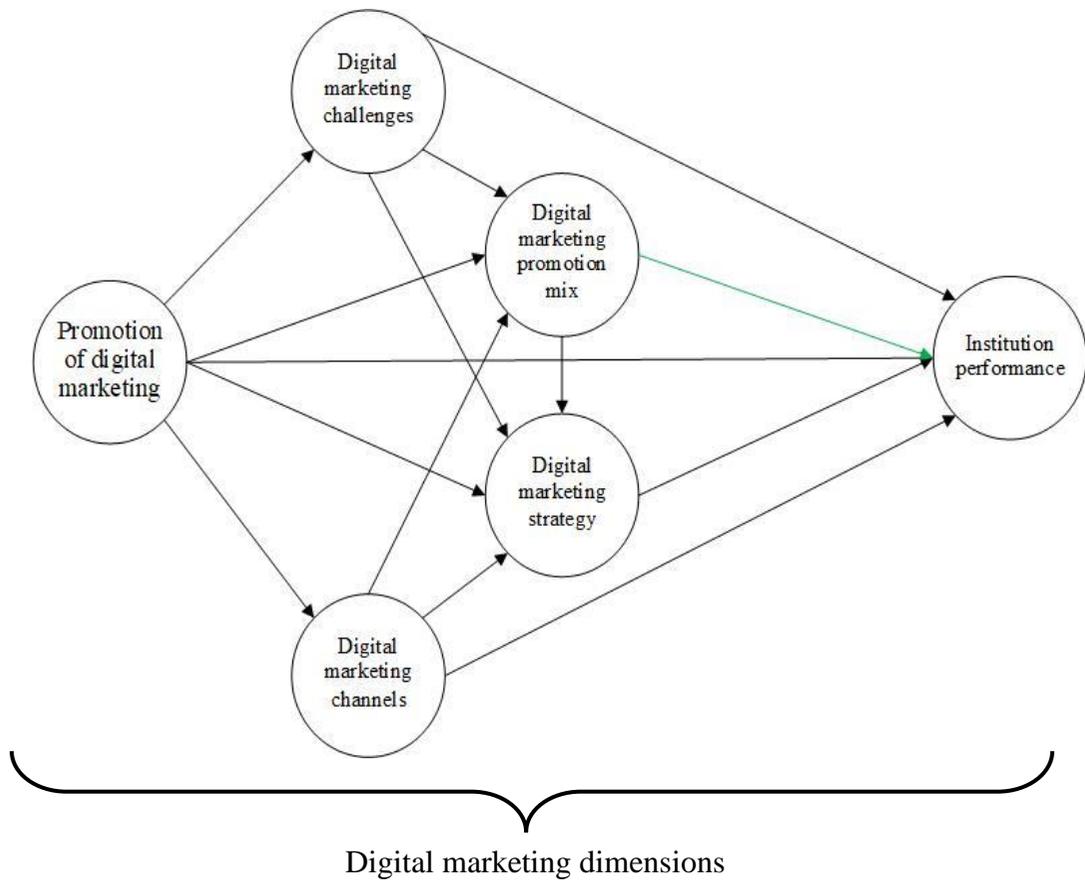


Figure 1-6 The Final Model

Now necessary to put this model to the test and examine its construct validity

Outer Reflective Model

First, implement the research model in the smart pls 4.0 software and then examine the tests of the outer reflective model.

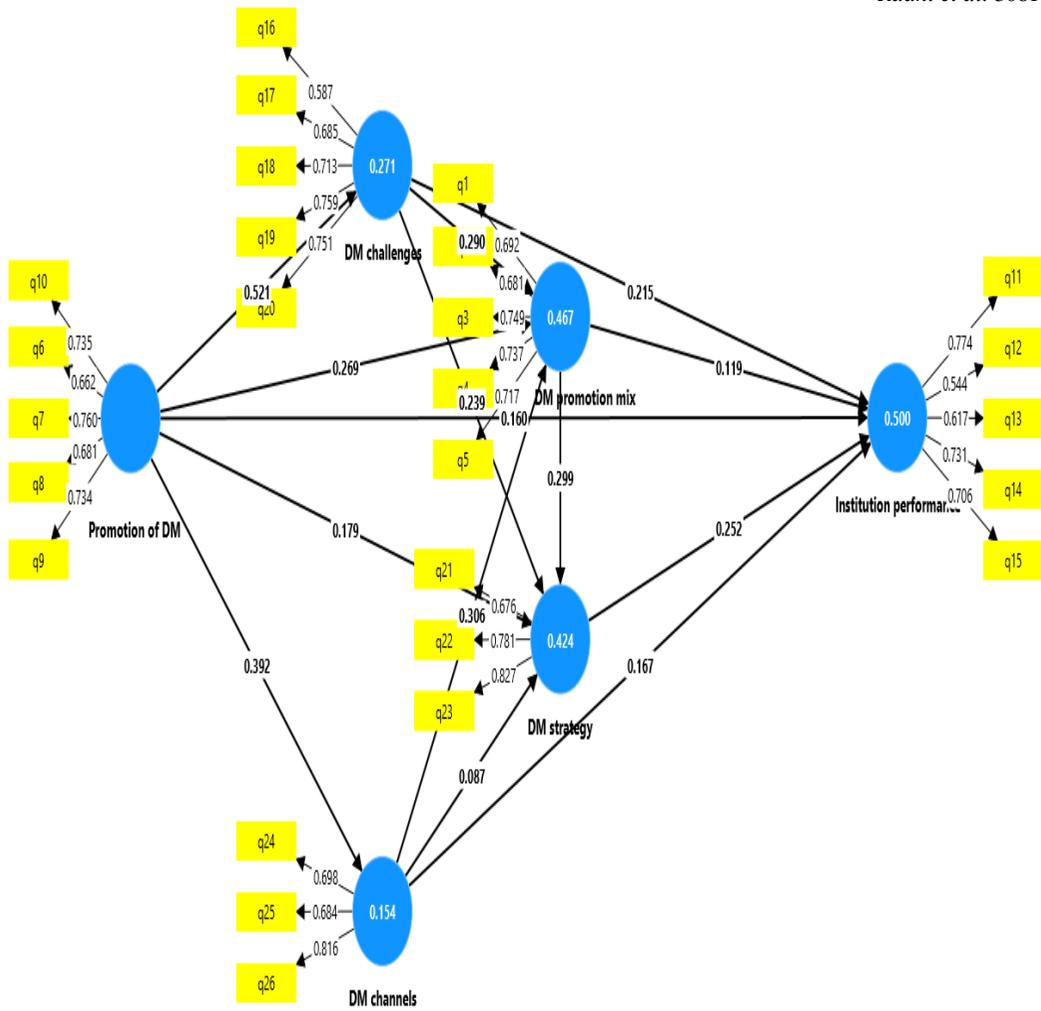


Figure 1-7 Initial Reflective Outer Model in the Case of Estimating Standard Coefficients

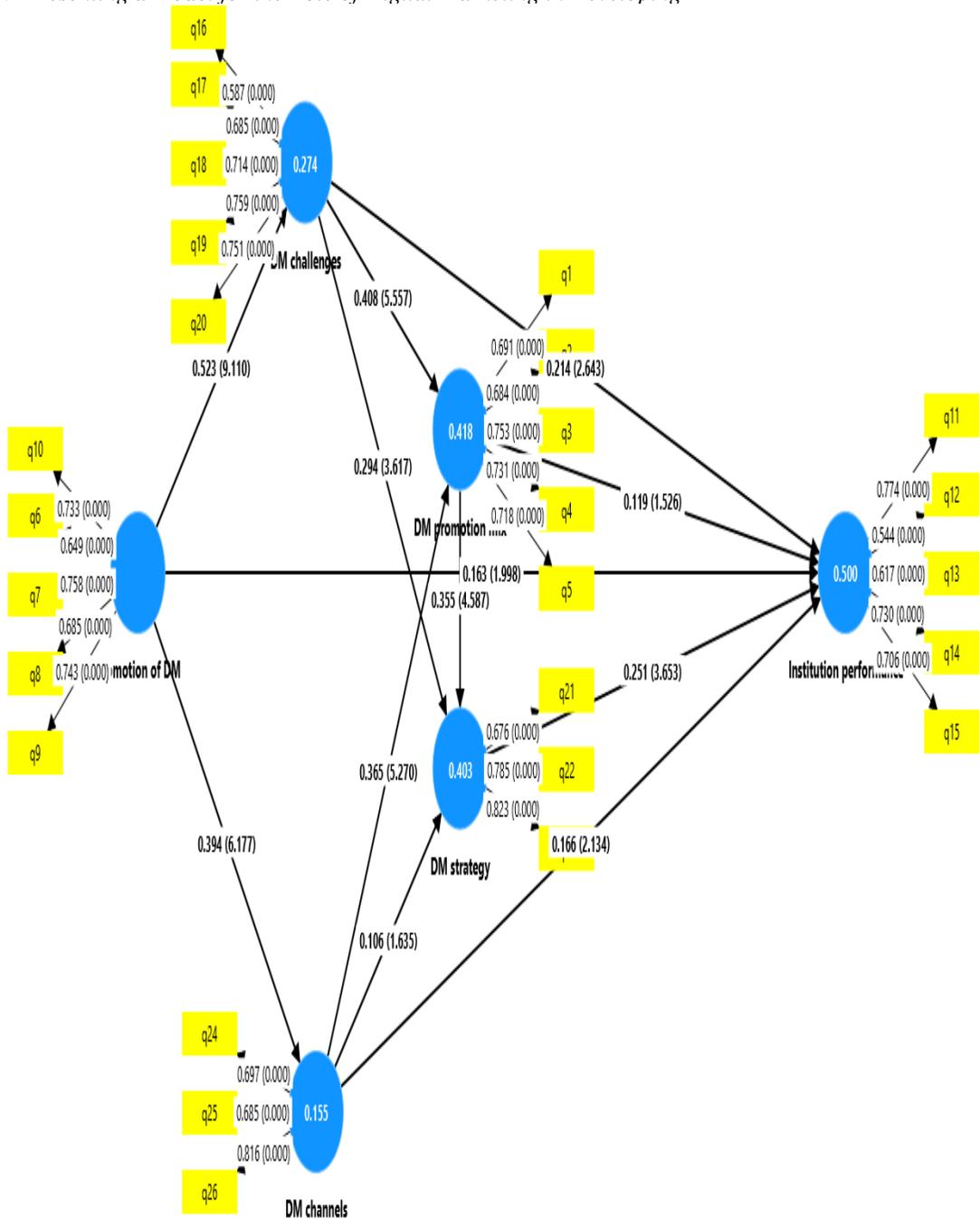


Figure 1-8 Initial Reflective Outer Model in the Case of Significant Coefficients

Model Reliability Tests

Cronbach's Alpha Test

Cronbach's Alpha test is considered the oldest index consistency test among reliability tests. This

test deals with the internal correlation of questions of a variable outside the model. The working method is according to (Tenenhaus ,2005) that the correlation of questions of a variable should be at least above 0.7.

	Cronbach's alpha
DM challenges	0.741
DM channels	0.776
DM promotion mix	0.762
DM strategy	0.745
Institution performance	0.705
Promotion of DM	0.761

Table 1-16 Cronbach's Alpha Test

Considering that all research components have a When the Cronbach's alpha coefficient is 0.70 or higher, a question's dependability is deemed satisfactory in each category of variables.

Spearman Correlation Test of Indicators (RHO-A)

This test is essentially the same as the non-parametric Spearman correlation between questions, demonstrating that there is no change in the results. Therefore, the working method for each variable uses a cut-off point of 0.7.

	Composite reliability (rho_a)
DM challenges	0.754
DM channels	0.796
DM promotion mix	0.767
DM strategy	0.765
Institution performance	0.722
Promotion of DM	0.770

Table 1-17 RHO-A Test

Communal Reliability Test

This test is unique in that it does not measure reliability based on the correlation of questions. Instead, this coefficient assesses whether the results of a factor load are consistent across different communities. The method involves using the communality index coefficient, which must exceed 0.5 for each variable.

	Average variance extracted (AVE)
DM challenges	0.593
DM channels	0.540
DM promotion mix	0.512
DM strategy	0.584

Institution performance	0.562
Promotion of DM	0.511

Table 1-18 Communal Reliability Test

Since the four tests—Cronbach's alpha, composite alpha, RHO_A index, and communality reliability—yield acceptable results, the reliability of the construct is confirmed.

Convergent Validity Tests

There are two basic conditions for establishing this type of model validity. The first condition pertains to the mean variance extracted, where the AVE value must be greater than 0.5. The second condition involves its comparison with composite reliability, where it is necessary that "the CR value is greater than the AVE value"

	Composite reliability (rho a)	"Average variance extracted (AVE)"
DM challenges	0.754	0.593
DM channels	0.796	0.540
DM promotion mix	0.767	0.512
DM strategy	0.765	0.584
Institution performance	0.722	0.562
Promotion of DM	0.770	0.511

Table 1-19 Convergent Validity Tests (CR & AVE)

As shown in the table above, the first and second conditions of convergent validity are met. Therefore, based on the initial table, it can be claimed that the outer model of the research exhibits convergent validity. This indicates that the indicators of each latent variable in the research are both convergent and collinear with one another

R-Squared Test

The study includes an endogenous variable, which means it has a regression equation; consequently, the R^2 value indicates the proportion of the behavior of the endogenous variables that the exogenous variables predict together. When the number of exogenous variables is up to five, the R^2 value is interpreted using three benchmarks: 0.19 (weak), 0.33 (moderated), and 0.67 (strong) prediction accuracy. If the number of exogenous variables exceeds five, the R^2 value is compared to the benchmarks proposed by (Haier ,2010) which are 0.25, 0.50, and 0.75.

	R^2	R^2 adjusted
Institution performance	0.50	0.492

Table 4-48 R^2 Value for the Main Dependent Variable (Institutional Performance)

Digital marketing dimension variables predict 50% of an institution performance, which is evaluated based on three core values of China.

Results

The content from eight personal interviews examined in a Shannon matrix that uses a formula to normalize the frequencies of each document to create an index known as the code importance coefficient to verify the importance of primary codes based on frequency or repetition. The primary codes for social media appear 15 times with the highest importance coefficient across the eight documents analyzed to answer the research questions.

The first question of current research, What are the dimensions of digital marketing that affect organizational development? The researcher successfully completed the visualization process, the results of the qualitative analysis showed the most important dimensions as follows: Improving digital marketing performance "digital marketing channels digital marketing promotion" Introduction to digital marketing strategy (human expert, expert equipment, search engine optimization, facing digital marketing challenges)

While the second question of the current research, What are the dimensions? The results of the qualitative analysis show the most important basic dimensions of developing institutional performance within the framework of digital marketing, which are as follows: (developing digital marketing performance, improving relational performance between customers and the institution, improving marketing performance, improving performance

Finally, "Figure (1-6) shows the final model" of the mixed analysis of the research. In the quantitative section, a relationship was noted between the dimensions of digital marketing and institutional performance, and an appropriate model was presented. Given the emerging approach in the current study, which is the approach of (Charms and Glaser, 2006) the main intuition of the researcher is "the relationship between digital marketing and institutional performance" which was confirmed in the qualitative section of the study in the overlapping coding.

Suggestions

1- Improving digital advertising management and implementing paid advertising strategies when promoting, with the need to focus on using social media more in communication strategies and developing content that is in line with these symbols (social media) due to their effective role in developing performance in the institution, as they represent the first source used by the customer at the present time

2- Enhancing digital marketing channels by providing continuous training programs for the digital marketing team to keep pace with the latest trends and technologies and appointing specialists in digital data analysis to understand customer behavior and improve marketing strategies to achieve maximum reach and spread in them

3- Addressing marketing challenges by developing strategies to deal with privacy challenges and protect customer data in accordance with global regulations, following up on changes in digital advertising regulations and adapting to them to ensure digital legal compliance

4- Improving the search engine by applying best practices for search engine optimization to increase the appearance of the brand in search results and improving the optimization of website content in terms of speed, keywords, and user experience to ensure a higher ranking in search engines

5- Developing digital marketing promotion by adopting data-based marketing strategies such as

6- Improving the relational performance between customers and the institution through customer service through digital channels such as the mechanism for customizing offers and services based on analytics Data to enhance job satisfaction and implement loyalty programs based on continuous interaction with customers

7- Dimensions must be integrated into the digital marketing strategy and ensure continuous updating based on data analysis and market changes to improve institutional performance on a large scale

8- Enhancing investment in digital marketing to achieve stronger institutional performance by allocating sustainable budgets to support digital marketing initiatives, achieving digital transformation, and developing renewed strategies based on data and customer interaction

9- General recommendation: To achieve comprehensive development of institutional performance within the framework of digital marketing, focus must be placed on improving marketing performance, enhancing customer relationships, and leveraging digital transformation to improve internal processes to conduct periodic reviews of digital marketing strategies to ensure their alignment with institutional goals

Research Limitations

1- Cross-sectional data was used rather than longitudinal data which may affect the ability to track changes over time.

2- There is a time limit related to collecting data from managers as meetings and interviews were conducted over a specific period of time.

3- The research faced a challenge in the limited cooperation of managers in the absence of formal recommendations, which necessitated arranging meetings in advance to ensure their participation.

References

- M. Nada Ibrahim Najm Al-Obaidi. (2022). The role of electronic marketing in improving service quality: an analytical exploratory study at the National Center for Engineering Consulting/Department of Service Engineering. *Iraqi Journal Of Administrative Sciences*, 4(2), 22-22
- Yahyaw, Elham and Qarabsi, Sarah. (2019). Digital Marketing: How to apply digital transformation in the field of marketing. *Journal of Economic Development*, vol. 4, p. 2, p. p. 131-148
- Abu Aleem, Talib Muhammad. (2014). The impact of administrative empowerment on institutional performance in private hospitals in Amman. (Master's thesis). Middle East University, Jordan
- Al-Attar, F. H., & Al Shammari, M. A. J. A. (2017). Digital marketing and its role in enhancing the mental image of the organization (an exploratory study of the opinions of employees at the Iraqi Asiaccell Communications Company/Holy Karbala branch). *THE IRAQI MAGAZINJE FOR MANAGERIAL SCIENCES*, 13(54).
- Generous Zidane. (2018). The Contribution of Digital Marketing in Developing the Relationship with the Customer: Ph.D. Thesis, Akli Mohand Olhaj University - Bouira, Faculty of Economic, Commercial and Management Sciences. Algeria
- Suleiman, Sharif Abdullah. (2022). The role of digital marketing in enhancing the competitive response of the Center for Educational Excellence at the Faculty of Education, Ain Shams University: A field study. *Educational Administration*, 35(35), 412-510. doi: 10.21608/emj.2022.286891.

- samy, d.mona. (2022). The effect of strategic vigilance on organizational reputation by mediating institutional performance by applying it to employees at Mansoura University hospitals. *Journal of Financial and Business Research*, 23(3), 483-543. doi: 10.21608/jsst.2022.156904.1467
- Nabil Kamel Al-Sheikh, Ahmed. (2019). An analytical study of the reality of job empowerment for employees in Egyptian sports clubs and its role in developing institutional performance. *Assiut Journal of Physical Education Sciences and Arts*, 51(3), 764-806. doi: 10.21608/jpr.2019.92823
- Eid, Ayman Adel, Al-Anzi, Fayza. (2020). The role of digital marketing in achieving customer satisfaction, “an applied study on citizens of the State of Kuwait.” *Scientific Journal of Financial and Administrative Studies and Research*, 7(2), 375-418. doi: 10.21608/masf.2020.161644
- Abdul Hadi, & Maysoun Ali. (2017). Intellectual capital and its role in the quality of institutional performance: An applied study on the education program at the United Nations Relief and Works Agency for Refugees (UNRWA) in the Gaza Strip (Doctoral dissertation, Academy of Management and Policy for Postgraduate Studies - Joint Program with Al-Aqsa University in Gaza - Department of Administration).
- Rashid Mukhtar Al-Awadi, Ahmed. (2022). The role of creative deconstruction in enhancing institutional performance, an applied study on industrial companies. *Journal of Financial and Business Research*, 23(3), 270-288. doi: 10.21608/jsst.2022.139873.1418
- Associate Professor, M. S. Al-Nsour, Associate Professor, Abeer Hamoud Al-Faouri, Assistant Professor, Sakhr Abd Rabbuh Al-Baya’a, ... & Dr. Hanadi T. Al-Batayneh. (2023). The impact of digital marketing tools in improving marketing capabilities - the mediating role of business intelligence. *Al-Qastas Journal of Administrative, Economic and Financial Sciences*, 5(1), 129-151
- Labeled Sami. Healing barbecue.(2022) The impact of digital marketing on improving the marketing performance of Algerian Islamic banks_Horizons of Management Sciences and Economics Journal Volume 6, Numéro 1, Pages 50-69
- Fouad, F. M. (2021). The role of digital marketing through social media via Facebook in developing consumer awareness. *Academic Journal of Nawroz University*, 10(1), 63–79. <https://doi.org/10.25007/ajnu.v10n1a807>
- ArabiaAreej Algumzi (2021) Impact of digital marketing on SMEs performance in Saudi, College of Business Administration - Tabuk University, Tabuk, Saudi Arabia. E-mail: Aalgumzi@ut.edu.sa *Transnational Marketing Journal/ Volume: 1 June 2021 DOI: https://doi.org/10.33182/tmj.v10i1.1414*
- Eltayeb Elgubbi (2020) The role of knowledge management processes in improving institutional performance *Journal of Economic Research and Studies*, Volume 8, Issue 4, June
- Ramadan Abdel-Salam, Dr. Osama Al-Tablawi, Shaima Al-Zawawi,(2019) .The impact of organizational development on the effectiveness of institutional performance *Journal of Contemporary Commercial Studies*, Issue 6, January
- Sari, A., Qalqil, & Nour El-Din. (2021). E-marketing via social media sites in light of the Corona pandemic
- Purwanto, A. (2022). How The Role of Digital Marketing and Brand Image on Food Product Purchase Decisions? An Empirical Study on Indonesian SMEs in the Digital Era. *Journal of Industrial Engineering & Management Research*, 3(6), 34-41.
- Giantari, I. G. A. K., Yasa, N., Suprasto, H., & Rahmayanti, P. (2022). The role of digital marketing in mediating the effect of the COVID-19 pandemic and the intensity of competition on business performance. *International Journal of Data and Network Science*, 6(1), 217-232.
- Hermiana, N., Rendra, A., Ramadhan, M. G., Alcacer, J., Saudi, M. H. M., & Sinaga, O. (2020). The influence of consumer behavior and marketing strategy towards marketing performance of msme in West Java through competitive strategies in the Covid-19 pandemic break.

- Lugoboni, L.,Correa,H.,&Chiareto,J. (2021). " Management Systems by Performance Indicators of Higher Education Institutions: Proposal of A Model ." *Rev. Adm. UFSM, Santa Maria* 14 (3), 655- 673. doi:10.5902/1983465944512.
- Ahmed, E. (2021). The Relationship between Digital Marketing and SMES in Creating Value for Customers in Light of the Corona Pandemic in Jordan. *Saudi J Bus Manag Stud*, 6(9), 389-393
- Ilyas, G. B., Munir, A. R., Tamsah, H., Mustafa, H., & Yusriadi, Y. (2021). The Influence Of Digital Marketing And Customer Perceived Value Through Customer Satisfaction On Customer Loyalty. *Journal of Legal, Ethical and Regulatory Issues*, 24, 1-14.
- Munir, A., Kadir, N., & Umar, F. (2023), The impact of digital marketing and brand articulating capability for enhancing marketing capability *International Journal of Data and Network Science* 7-1, 65-72. □
- Junusi, R.E. (2020) Digital Marketing During the Pandemic Period; A Study of Islamic Perspective. *Journal of Digital Marketing and Halal Industry.*; 2(1):15-28.
- Nuseir, M., & Refae, G. E. (2022). The effect of digital marketing capabilities on business performance enhancement: Mediating the role of customer relationship management (CRM). *International Journal of Data and Network Science*, 6(2), 295-304.
- Ruggiero g & pola e & jenfer f (2021) "The role of the promotional mix in enhancing competitive advantage and institutional performance: A field study on travel and tourism companies in Poland" *IJRARInternational Journal of Research and Analytical Review*
- Setiawan,V.D., Kulkarni M., Ahmad,N., Santhosé,S., Ismail,R., Girish,B.,&Suman,S. (2020). "The Impact of Corporate Reputation on Institutional performance ." *GITO Verlag* 25 (15), 668-681.
- Lee, K., Ramiz, P., Hanaysha, J., Alzoubi, H., Alshurideh, M. (2022) Investigating the impact of benefits and challenges of IOT adoption on supply chain performance and institutional performance: An empirical study in Malaysia. *Uncertain Supply Chain Management*, 10(2), 1-14
- Kluczka, A., & Sałamacha,A. (2020). "Moderating role of corporate reputation in the influence of external support on organisational resilience and performance." *Engineering Management in Production and Services* 12 (3), 87-102. doi:10.2478/emj-2020-0021.
- Lee, K., Azmi, N., Hanaysha, J., Alshurideh, M., & Alzoubi, H. (2022) The effect of digital supply chain on institutional performance: An empirical study in Malaysia manufacturing industry. *Uncertain Supply Chain Management*, 10(2), 1-16
- Mohamed A. Abdel Salam, H., Mustafa Gohar, Y. A. A., Youssef Abdel Moaty, Mohamed Ghanem, & Ahmed. (2022). The role of the digital smart organization in improving the institutional performance of Sadat City University. *Fayoum University Journal of Educational and Psychological Sciences*, 16(9), 1089-1138
- Alhalalmeh, M. I., Almomani, H. M., Altarifi, S., Al- Quran, A. Z., Mohammad, A. A., & Al-Hawary, S. I. (2020). The nexus between Corporate Social Responsibility and Institutional performance in UK: the mediating role of Organizational Commitment and Organizational Citizenship Behavior. *Test Engineering and Management*, 83(July), 6391 - 6410.
- Hussein, A., & Adwaa. (2020). The Impact of Administrative Work Ethics on Institutional performance: An Exploratory Study in a Number of Colleges Operating at the University of Mosul. *Arab Journal of Management*, 40(1), 53-66
- Alzoubi, H.,Alshurideh, M., Kurdi, B., Akour, I., & Aziz, R. (2022). Does BLE technology contribute towards improving marketing strategies, customers' satisfaction and loyalty? The role of open innovation. *International Journal of Data and Network Science*, 6(2), 449-460
- Glaser, B.G. and Strauss, A.L. (2017) *Discovery of Grounded Theory: Strategies for Qualitative Research*. Routledge, New York. <https://doi.org/10.4324/9780203793206>
- Smith, A. (1904) *Of the Division of Labour*. In: Smith, A., Ed., *An Inquiry into the Nature and Causes of*

- the Wealth of Nations, Methuen & Co., London. <http://www.econlib.org/library/Smith/smWN1.html>
- Tenenhaus, M., Vinzi, V., Chatelin, Y., et al. (2005) PLS Path Modeling. *Computational Statistics & Data Analysis*, 48, 159-205. <https://doi.org/10.1016/j.csda.2004.03.005>
- Bradley, E. H., Curry, L. A., & Devers, K. J. (2007). *Qualitative Data Analysis for Health Services Research: Developing Taxonomy, Themes, and Theory*. *Health Services Research*, 42(4), 1758–1772. <https://doi.org/10.1111/j.1475-6773.2006.00684.x>.
- Saldana, J. (2018). *The Coding Manual for Qualitative Researchers* (4th ed). Arizona State University: Sage publications.
- Hair, J. F., Risher, J. J., Sarstedt, M., & Ringle, C. M. (2019). When to use and how to report the results of PLS-SEM. *European Business Review*, 31(1), 2–24. <https://doi.org/10.1108/EBR-11-2018-0203>.
- Katz, J. (2015). *A Theory of Qualitative Methodology: The Social System of Analytic Fieldwork*. *Méthod(e)s: African Review of Social Sciences Methodology*, 1(1–2), 131–146. <https://doi.org/10.1080/23754745.2015.1017282>.
- 179- Kline, R. B. (2010). *Principles and Practice of Structural Equation Modeling*, NY: Guilford Press.
- Bryant, A. (2017). *Grounded theory and grounded theorizing: Pragmatism in research practice*. Oxford University Press.
- Glaser, B., & Strauss, A. (2014). Applying grounded theory. *The grounded theory review*, 13(1), 46-50. Chicago
- Charmaz, K. (2006). *Constructing grounded theory: A practical guide through qualitative analysis*. sage. Chicago.
- Kuckartz, U., & Rädiker, S. (2021). Using MAXQDA for mixed methods research. In *The Routledge reviewer's guide to mixed methods analysis* (pp. 305-318). Routledge.
- Cassell, C. A., Drake, M. S., & Rasmussen, S. J. (2011). Short Interest as a Signal of Audit Risk*. *Contemporary Accounting Research*, 28(4), 1278–1297. <https://doi.org/10.1111/j.1911-3846.2011.01102.x>.
- Hair, Joseph F. and Ringle, Christian M. and Sarstedt, Marko, Editorial - Partial Least Squares: The Better Approach to Structural Equation Modeling? (December 1, 2012). *Long Range Planning*, Vol. 45, Issues 5-6, pp. 312-319, 2012, DOI: 10.1016/j.lrp.2012.09.011, Available at SSRN: <https://ssrn.com/abstract=2227601>.
- Kline, Howard, M. C. (2016). A Review of Exploratory Factor Analysis Decisions and Overview of Current Practices: What We Are Doing and How Can We Improve? *International Journal of Human-Computer Interaction*, 32(1), 51–62. <https://doi.org/10.1080/10447318.2015.1087664>
- Bryant, A., & Charmaz, K. (2007). Grounded theory in historical perspective: An epistemological account. *The SAGE handbook of grounded theory*, 31-57.
- 188- Hensler, H. R., Rappocciolo, G., Rinaldo, C. R., & Jenkins, F. J. (2009). Cytokine production by human herpesvirus 8-infected dendritic cells. *Journal of General Virology*, 90(1), 79–83. <https://doi.org/10.1099/vir.0.006239-0>.
- Tenenhaus, M., Vinzi, V. E., Chatelin, Y.-M., & Lauro, C. (2005). PLS path modeling. *Computational Statistics & Data Analysis*, 48(1), 159–205. <https://doi.org/10.1016/j.csda.2004.03.005>.
- Sarstedt, M., Diamantopoulos, A., Salzberger, T., & Baumgartner, P. (2016). Selecting single items to measure doubly concrete constructs: A cautionary tale. *Journal of Business Research*, 69(8), 3159–3167. <https://doi.org/10.1016/j.jbusres.2015.12.004>.