An-Najah National University

Faculty of Graduate Studies

Factors Affecting the Implementation of E-marketing in Small and Medium- Sized Enterprises (SMEs) in Palestine

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Dedication

To my great religion... Islamic religion and to my idol and first teacher... Prophet Muhammad, peace be upon him

Acknowledgment

At first and foremost, I would like to express my sincere thanks and gratitude to Allah Almighty for giving me the ability, the opportunity, and the patience to achieve my goals. Because of his permanent help I was able to continue and achieve success and excellence.

I am also pleased to extend my sincere thanks and gratitude to my family, who has provided me with full assistance and encouraged me to continue. I thank my mother, my father, my husband, my children and all my brothers and sisters for everything they gave me.

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Thank you all and God bless you

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الإقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

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Factors Affecting the Implementation of E-marketing in

Small and Medium- Sized Enterprises (SMEs) in Palestine

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أقر بأن ما اشتملت عليه هذه الرسالة إنما هي نتاج جهدي الخاص، باستثناء ما تمت الإشارة إليه حيثما ورد، وإن هذه الرسالة ككل، أو أي جزء منها لم يقدم من قبل لنيل درجة أو لقب علمي أو بحثي لدى أية مؤسسة تعليمية أو بحثية أخرى.

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<u>Declaration</u>

The work provided in this thesis, unless otherwise referenced, is the researcher's own work, and has not been submitted elsewhere for any other degree or qualification.

Student's Name:	**الاسم:**
Signature:	**التوقيع:**
Date:	**التاريخ:**

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Abbreviations

Abbreviation	Name
B2B	Business to Business
B2C	Business to Consumer
B2G	Business to Government
BI	Behavioral Intention
COM	Compatibility
COP	Competitive Pressure
CRM	Customer Relationship Management
CUP	Customer Pressure
EA	Enterprise Applications
E-business	Electronic business
E-commerce	Electronic Commerce
EDI	Electronic Data Interchange
E-mail	Electronic mail
E-marketing	Electronic Marketing
EOU	Ease of Use
E-procurement	Electronic Procurement
ERP	Electronic Resource Planning
ES	Enterprise Systems
FS	Firm Size
GDP	Gross Domestic Product
GVS	Government and Vendor Support
ICT	Information and Communication Technology
IDT	Innovation Diffusion Theory
IS	Industry Sector
IT	Information Technology

ITE	ICT Experience
MMS	Multimedia Messaging Service
MS	Market Scope
OBS	Observability
OC	Organizational Culture
OR	Organizational Readiness
PCBS	Palestinian Central Bureau of Statistics
PEOU	Perceived Ease of Use
PT	Product Type
PU	Perceived Usefulness
RA	Relative Advantage
RFID	Radio-Frequency Identification
SMEs	Small and Medium–Sized Enterprises
SMRs	Small and Medium–Sized Restaurants
SMS	Short Message Service
SNM	Social Networks Marketing
TAM	Technology Acceptance Model
TEO	(Technology-Organization-Environment) framework
TMS	Top Management Support
TPB	Theory of Planed Behavior
TR	Trialability
TRA	Theory of Reasoned Action
UTAUT	Unified Theory of Acceptance and Use of Technology
VIF	Variance Inflation Factor
WAP	Wireless Application Protocol

Definition of Terms

Term	Definition	Reference
E-business	"the process of using digital technology to enable organizations to know what their customers want and to produce only those products and so do away with guesswork and avoid waste of unsold stock, to enjoy increased productivity, profit and growth"	Babalola and Babalola (2015)
E-commerce	"all types of electronic transactions between organizations and stakeholders whether they are financial transactions or exchanges of information or other services. These e-commerce transactions are either buy-side e-commerce or sell-side e-commerce"	Chaffey (2009)
E-marketing	"getting closer to customers and understanding them better, adding value to products, widening distribution channels and boosting sales using digital media channels"	Babalola and Babalola (2015)
SMEs	Enterprises managed by a single owner who assumes full responsibility and employ 5 to 20 workers	PCBS (2013a)
SMRs	Restaurants that employ5 to 20 workers	Based on PCBS (2013a)
TOE	"is a classic framework that proposes a generic set of factors that explain and predict the likelihood of innovation/technology adoption. The framework proposes three bits of enterprise contexts that influence the adoption and/or implementation of innovations. The contexts are technology development, organizational conditions, business and organizational reconfiguration and industry environment"	Awa et. al (2016)
TAM	Is one of the most effective research models that is used to study the determinants of the acceptance of technological innovations to predict the individual's acceptance of IT systems	Davis (1989)
IDT	A model to explain the way by which an innovation is accepted and spread within a social	Rogers (1995)

	system	
Technological Context	"describes both the internal and external technologies relevant to the firm. This includes current practices and equipment internal to the firm, as well as the set of available technologies external to the firm"	Oliveira and Martins (2011)
Organizational Context	"descriptive measures such as firm's business scope, top management support, organizational culture, complexity of managerial structure measured by centralization, formalization, and vertical differentiation, the quality of human capital, and size and size-related issues such as internal slack resources and specialization"	Awa et. al (2016)
Environmental Context	"is the arena in which a firm conducts its business—its industry, competitors, and dealings with the government"	Oliveira and Martins (2011)
Perceived Usefulness	"the degree to which a person believes that using a particular system would enhance his or her job performance"	Davis (1989)
Perceived Ease of Use	"The degree to which a person believes that using an IT would be free of effort"	Davis (1989)
Relative Advantage	"is the degree to which an innovation is perceived as better than the idea it supersedes"	Rogers (1983)
Compatibility	"the degree to which an innovation is perceived as consistent with the existing values, past experiences, and needs of potential adopters"	Rogers (1983)
Complexity	"the degree to which an innovation is perceived as difficult to understand and use"	Rogers (1983)
Trialability	"the degree to which an innovation may be experimented with on a limited basis"	Rogers (1983)
Observability	"is the degree to which the results of an innovation are visible to others"	Rogers (1983)
Top Management	"the level of support extended by the higher management to adopting the technological	Alatawi et al.(2013)

Support	innovations for business use"	
Organizational Readiness	"managers perception and evaluation of the degree to which they believe that their organization has the awareness, resources, commitment, and governance to adopt an IT"	Gangwar et al. (2015)
ICT Experience	"refers to the level of technical expertise available to the organization"	Ifinedo (2011)
Organizational Culture	"the uniqueness and the quality of organization in affecting the way people do things around them"	Lee et al. (2012)
Product Type	the characteristics of the products produced by the enterprise, the nature of the services it supplies or the arrangement of customer groups and suppliers.	El-Gohary (2010a)
Firm Size	"for the services industry the number of employees has a better fit, while for manufacturing companies the turnover seems to be a better match"	Buonanno et al. (2005)
Industry Sector	"specific sector or cluster in which enterprise is operating"	Das and Das (2012)
Government and IT Vendors Support	"the support for implementing and using IT applications that a business obtains from external sources of technical expertise or government"	Ifinedo (2011)
Competitive Pressure	"the degree of pressure that the company feels from competitors within the industry"	Zhu and Kraemer (2005)
Customer Pressure	"the influences that an SME receives from sources external to it. The literature identifies three main sources of external pressure as follows competitive pressure, supplier's pressure and customer's pressure"	Ifinedo(2011)
Market Scope	"the horizontal extent of a firm's operations"	Zhu and Kraemer (2005)

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Abstract

This study investigates the factors affecting the acceptance and implementation of E-marketing in small and medium sized enterprises SMEs– specifically small and medium-sized restaurants SMRs in Palestine and the effect of this implementation on marketing performance from the organization level. The study was applied to the SMRs in Palestine as the restaurants sector is one of the most active and prosperous sectors in Palestine. Potential factors were derived and conceptually-modeled for analysis based on popular acceptance models in literature, namely, Technology-Organization-Environment (TOE) framework, Technology Acceptance Model (TAM) and Innovation Diffusion Theory (IDT). More specifically, three contexts (technological, organizational and environmental) with sixteen factors were hypothesized to influence the acceptance and implementation of E-marketing in SMRs.

To conduct the study, the quantitative method was used. Relevant data were collected from a stratified randomly-selected sample of 223 SMRs working in West Bank in Palestine. Data were reported by participants using a self-report questionnaire. Pearson Correlation and multiple linear regression were employed to analyze the collected data

using Minitab. The results from Person Correlations indicate that all the individual hypothesized factors have positive significant impact on E-marketing implementation and the strongest related factors are relative advantage, market scope, organizational readiness and top management support. While the regression analysis model shows that collectively, only three factors, namely, relative advantage (technological context), customer pressure (environmental context) and market scope (environmental context) have significant positive impact on E-marketing implementation. Besides, the regression analysis shows that E-marketing acceptance and implementation has a positive significant impact on marketing performance. The implications of the findings in this study which would benefit all interested stakeholders in SMRs are also highlighted. Some recommendations are also suggested for those concerned to raise the level of implementation such as increasing the awareness of the importance of E-marketing implementation, motivating employees, holding educational courses and workshops, providing the necessary financial, human and technological resources, providing a legal supportive environment for E-marketing, providing financial facilities for SMRs and establishing a real partnership between SMRs, government, competent Ministries and E-marketing providers.

Keywords: E-marketing, Small and Medium-Sized Restaurants (SMRs), Technology Acceptance Model (TAM), Innovation Diffusion Theory (IDT), Technology-Organization Environment (TOE), Marketing performance**.**

Chapter One
Introduction

Chapter One

Introduction

1.1. Overview

This chapter introduces a general background of the research title. It presents the problem statement, motivation of the research, research objectives, research questions, research general framework, research hypotheses, research limitations, research population, research sample and the procedural concepts of the research. At last it clarifies the research structure.

1.2. General Background

Enormous revolutions in Information and Communication Technology (ICT) contribute to change the way that business is conducted. The world economy in the present age is moving from commodity-linked stage only to the stage of value creation, employment and economic wealth (Dehkordi et al., 2012). Marketing is one of these sectors that is affected, leading to the emergence of the so-called Electronic Marketing or E-marketing (Park and Jun, 2003; Eid and El-Gohary, 2013; Sin Tan et al., 2013; Babalola and Babalola, 2015).

Marketing in general is all things that an organization does to create and share value with customers and thus it is of valuable value in guiding the enterprise strategy (Silk, 2006). McKenna (1990) says that the development of marketing is linked to the development of technology as technological applications enable enterprises to give the consumer what he wants in any way and whenever he wants. McKenna (1990) also illustrates about the

inevitable marriage between technology and marketing through the principle "technology markets technology".

So, E-marketing becomes essential in the present era, which is characterized by global markets, intense competition and open borders (Gilmore et al., 2007). E-marketing is part from E-commerce. All electronic transactions on both sides of sale and purchase are E-commerce, while transactions and communications on the sales side is E-marketing (Chaffey, 2009).

Modern and diverse means of communication enable customers to access to each product or service quickly without bothering about time and location (Sheth and Sharma, 2005). All these developments make it incumbent on the institutions to consider new ways of marketing and reshape the traditional methods of it in order to maintain up its survival and occupy a competitive place among others (Ali et al., 2015; Babalola and Babalola, 2015; El-Gohary et al., 2008).

E-marketing can be defined in different ways. For example the E-marketing Association defines E-marketing as "the use of electronic data and applications for planning and executing the conception, distribution, promotion and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational objectives" (Bothma and Burgess, 2007, p. 19). Whereas Reedy and Schullo (2004) define it as the process of using networks with the aim of doing the required connection and dealing for business easily. While Strauss and Frost (2000) define E-marketing as the Information Technology (IT) recruitment in a meaningful way for the

institution and its shareholders, where the technology is used in the management of the institution's relations with its customers, creating and delivering added value for them. Since there are many electronic data or electronic applications used to conduct the marketing activities, different E-marketing tools emerge. These tools include, Internet marketing, E-mail marketing, Intranet marketing, Extranet marketing, Mobile marketing and so on (Evans and King, 1999; Hofacker, 2001; Eid and Trueman, 2004; Chaffey et al., 2006; El-Gohary, 2010b; El-Gohary, 2012; Eid and El-Gohary, 2013).

Sustainability of marketing features is affected positively from the development and use of technology (Arnott and Bridgewater, 2002; Mokhtar, 2015). Sales growth and cost reduction are of the most important opportunities provided by the Internet - that part of the technology, which is becoming a widespread tool among institutions (Yannopoulos, 2011). Many other benefits can be reaped from E-marketing. Marketers can gain new customers, new brands, new markets, new market leaders, new market channels and marketing tools (Tiago and Tiago, 2012; Davidavičienė et al., 2014). As customers represent the core part for the enterprise profitability (Gupta et al., 2004; Hogan et al., 2002), it is important to build and maintain good relationships with them. Online activities ease the exchange of products, services, ideas and information, therefore; each party fulfills his marketing aims (Gay et al., 2007; Dlodlo and Dhurup, 2013). In addition, E-marketing allows firms to adapt to customers' needs with

reduced transaction costs and allows customers to behave without worrying about time and location (Watson et al., 2002; Sheth and Sharma, 2005).

Within the Palestinian context, there is a dearth of research on E-marketing. Some researchers discuss certain topics related to this field. For example, Salem (2016) tries to examine the factors affecting the way in which the consumers interact with Short Message Service (SMS) advertising in Palestine. The big share of these researches discusses Electronic Commerce (E-commerce) in general. Examples include: Herzallah and Mukhtar (2015) where they discuss E-commerce adoption by Palestinian Small and Medium – Sized Enterprises (SMEs), Abualrob and Kang (2015) where they discuss the barriers of E-commerce adoption by small businesses in Palestine, Qadri (2013) develops a strategic framework for a successful E-commerce adoption in Palestine and Hasan and Zulhuda (2015) illustrate legal issues and challenges about cloud computing in E-commerce in Palestine.

Although various studies are tackling E-marketing adoption by SMEs in developing countries, few of these studies are conducted in the Arab countries. This shows a big gap in E-marketing field and specifically E-marketing in SMEs (El-Gohary, 2012).

After the above, it is vital to study E-marketing adoption and implementation by SMEs in Palestine. SMEs -which attract the attention of researchers seriously- play a major role in any country's socio-economic development (Kazungu et al., 2014; Kazungu et al., 2015). Because SMRs

are widespread in Palestine and offer many meals and services to citizens and visitors, they are chosen to represent SMEs in Palestine.

The researcher aims to identify the factors affecting the adoption and the implementation of E-marketing in SMRs in Palestine as restaurants are the promising sector among SMEs in Palestine. This research bases its study on the Technology Acceptance Model (TAM) proposed by Davis (1989), Innovation Diffusion Theory (IDT) introduced by Rogers (1983) and the Technology-Organization-Environment (TOE) Framework by Tornatzky and Fleischer (1990).

1.3. Problem Statement

Despite the growing interest in E-marketing through the last three decades, very few studies are conducted to examine the factors affecting the adoption and the implementation of it in SMEs and the effect of this implementation on marketing performance especially from the institution's point of view (El-Gohary, 2012). In Palestine, SMEs represent a large proportion from the working enterprises according to the latest establishment census conducted by the PCBS (2013a).

In this study, the Palestinian SMRs is the target sector because this sector is very active and booming in Palestine. It is considered one of the most widespread tourist activities in Palestine (PCBS, 2011; PCBS, 2012b; PCBS, 2013b). More specifically, there are many SMRs distributed across all West Bank cities offering diverse meals and dishes for local Palestinian as well as visiting customers. Besides, top management of these SMRs are employing both traditional marketing and recently have started applying E-

marketing methods (like social media channels) to announce and promote for their services.

Furthermore, the latest ICT Business Survey of 2011 shows that there is a high variance in the variable of electronic transactions via Internet; in 2009 the percentage of institutions that have electronic commercial transactions over the Internet is 2.4%, while this ratio becomes 11.2% in 2011 (PCBS, 2012a). Unfortunately, the Palestinian Central Bureau of Statistics does not have statistics on E-marketing implementation in SMRs. This thing stimulates the researcher to conduct more research on E-marketing. To better understand E-marketing by SMRs, research is needed on the main factors that affect its adoption and implementation and the impact of E-marketing implementation on marketing performance from the organization level. So this research will answer the question: What are the factors that affect the implementation of E-marketing by Palestinian SMRs and its impact on marketing performance from the restaurant's point of view?

1.4. Importance of the Research

The desire to know the factors affecting the achievement of a successful E-marketing stimulates many researchers and academics to study the use and adoption of IT (Rose and Straub, 1998; Lynn et al., 2002; El-Gohary, 2010a; El-Gohary, 2012). However, E-marketing is still in infancy especially in developing countries where there is a poor infrastructure, limited resources and strong competition (El-Gohary, 2012). Unfortunately,

little research on E-marketing is conducted in the Arab countries, specifically Palestine.

SMRs are among the most important sectors of SMEs in Palestine on which the study can be applied. This sector in Palestine is one of the vital sectors characterized by intense competition. SMRs employ many Palestinian workers contributing in reducing the unemployment rates among Palestinians (Fallah, 2014). The large number of SMRs in West Bank facilitates the conduction of this applied research where a good representative random sample can be obtained and hence the statistical results can be statistically-inferred and generalized to the entire population of SMEs working in West Bank in Palestine.

Beside, the adoption and the implementation of E-marketing in the Palestinian SMRs can help them to achieve more benefits, more progress and hence help them to overcome many problems facing them. These things will impact the marketing performance.

The importance of this research is to have better understanding of E-marketing adoption and implementation by Palestinian SMRs and its impact on marketing performance from the restaurant's point of view; furthermore, the main purpose of this research is to determine the key factors that affect the implementation of E-marketing by Palestinian SMRs and its impact on marketing performance from the restaurant's point of view.

1.5. Objectives of the Research

The main objectives of this study are:

- To investigate the factors affecting the implementation of E-marketing by Palestinian SMRs.

- To identify the importance of each of these factors in affecting E-marketing implementation by SMRs.

- To identify E-marketing tools used by Palestinian SMRs when adopting or using E-marketing.

- To examine the relationship between E-marketing implementation and marketing performance.

1.6. Research Questions

This research aims to answer four main questions:

1. What are the main factors that may influence the implementation of E-marketing by SMRs in Palestine?

2. What is the importance of each factor in influencing the implementation of E-marketing by SMRs in Palestine?

3. What are the different E-marketing tools used by Palestinian SMRs to accomplish E-marketing?

4. What is the relationship between E-marketing implementation and marketing performance?

1.7. Research General Framework

Several authors try to use the two models (TAM and IDT) with the perceived risk/credibility construct to explain customers' intentions towards innovation adoption effectiveness. They do that because TAM and IDT are among the much-propped theories in this area in different disciplines (Giovanis et al., 2012). With regard to E-marketing, both

models ignore some other internal and external factors that may influence E-marketing adoption. Based on that, when implementing the two models to investigate E-marketing adoption, they require expansion and other factors to be included. Furthermore, reviewing literature reveals a restricted number of research investigating TAM and IDT in E-marketing particularly (El-Gohary, 2012). These results stimulate the researcher for the adoption of these two models in the current research with the addition of some of other factors that are neglected by the two models. The other factors will be used based on TOE framework.

Based on the review of literature, this research proposes a model based on a combination of (TAM model, IDT model and TOE framework) to have the best explanation of the factors affecting E-marketing adoption and implementation in SMRs in Palestine.

Consequently, for conducting this research, the factors of E-marketing implementation by SMRs will be classified into technological factors, organizational factors and environmental factors.

According to technological factors, the factors resulting from combining TAM and IDT will be used. They are relative advantage, compatibility, ease of use (complexity), trialability and observability.

So, in the proposed model, the following variables will be used:

First phase:

- **Dependent Variable:** E-marketing Implementation

- **Independent Variables: Technological factors** (relative advantage, compatibility, ease of use (complexity), trialability and

observability), **Organizational factors** (top management support**,** organizational readiness, ICT experience, organizational culture, product type and firm size) and **Environmental factors** (industry sector, government and IT vendors support, competitive pressure, customer pressure and market scope)**.**

<u>**Second phase**</u>:

- **Dependent Variable:** Marketing performance

- **Independent Variable:** E-marketing Implementation

1.8. Research Hypotheses

This research aims to test the following hypotheses:

1) **H1: The technological factors have significant and positive impact on E-marketing implementation by SMRs.**

This hypothesis is divided into the following sub-hypotheses:

- H1a: E-marketing relative advantage has significant and positive impact on E-marketing implementation by SMRs.

- H1b: E-marketing compatibility has significant and positive impact on E-marketing implementation by SMRs.

- H1c: E-marketing ease of use has significant and positive impact on E-marketing implementation by SMRs.

- H1d: E-marketing trialability has significant and positive impact on E-marketing implementation by SMRs.

- H1e: E-marketing observability has significant and positive impact on E-marketing implementation by SMRs.

2) H2: The organizational factors have significant and positive impact on E-marketing implementation by SMRs.

This hypothesis is divided into the following sub-hypothesis:

- H2a: The top management support has significant and positive impact on E-marketing implementation by SMRs.

- H2b: The organizational readiness has significant and positive impact on E-marketing implementation by SMRs.

- H2c: the ICT experience has significant and positive impact on E-marketing implementation by SMRs.

- H2d: The organizational culture has significant and positive impact on E-marketing implementation by SMRs.

- H2e: The type of the product has significant and positive impact on E-marketing implementation by SMRs.

- H2f: The firm size has significant and positive impact on E-marketing implementation by SMRs.

3) H3: The environmental factors have significant and positive impact on E-marketing implementation by SMRs.

This hypothesis is divided into the following sub-hypothesis:

- H3a: the industry sector has significant and positive impact on E-marketing implementation by SMRs.

- H3b: the support from government and IT vendors has significant and positive impact on E-marketing implementation by SMRs.

- H3c: The competitive pressure has significant and positive impact on E-marketing implementation by SMRs.

- H3d: The customer pressure has significant and positive impact on E-marketing implementation by SMRs.

- H3e: The market scope has significant and positive impact on E-marketing implementation by SMRs.

4) H4: E-marketing implementation has significant and positive impact on Marketing Performance.

1.9. Research Methodology

The Explanatory approach is used in this research. The following data and information sources are also used in this study:

1. Secondary sources: It is the review and investigation of the related literature of books, articles, research and university thesis, especially on the adoption and implementation of technological innovations.

2. Preliminary sources: The preparation of a questionnaire and distribution to SMRs. Specifically to the owners of SMRs, general managers, marketing/sales manager or persons responsible for E-marketing and then analyzing the data using the statistical program Minitab 17, where the distributions of the demographic factors will be calculated, calculation of statistical differences, calculation of Pearson correlation coefficients and then using simple and multiple regression analysis.

1.10. Research Limitations

- Time limitations: The study is limited to the end of 2016

- Place limitations: This study is determined in the West Bank governorates of Palestine.

- Human limitations: The study is limited to a sample of SMRs operating in the West Bank in Palestine.

- Other research limitations: Each research is limited by certain limitations; these limitations can be taken into account when handling other related researches in the future. Some main limitations of this research are:

• SMRs' reluctance: Some of SMRs did not give information regarding some indexes of their marketing performance.

• Lack of previous studies about E-marketing implementation in SMRs.

• Trust issues: Some restaurant owners were afraid to give any information that would harm them especially in front of the General Tax Authority.

• Using a questionnaire. The results may suffer from the bias. Respondents may answer the survey's questions in a manner that is socially or logically acceptable. Though, distributing the survey randomly may minimize this problem somewhat.

1.11. Research Population

SMRs working in West Bank in Palestine.

1.12. Research Sample

A stratified random sample from SMRs working in West Bank in Palestine.

1.13. Procedural Concepts of the Research

- **E-marketing**

"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" (Strauss and Frost, 2001, p. 454).

- **SMEs**

There is no consensus on the definition of SMEs. Its definition is affected by the economic situation of the country (El-Gohary et al., 2008). There are many definitions. In their definitions, the researchers use multiple criteria such as: capital assets, number of employees, labor skills, turnover levels, legal status, the method of production, etc. (Maduku et al., 2016).

For Palestine, the PCBS (2013a) define SME as enterprises managed by a single owner who assumes full responsibility and employ 5 to 20 workers**.**

SMRs

Restaurants that employ 5 to 20 workers.

1.14. The Structure of the Thesis

The thesis consists of six chapters; Chapter One introduces the thesis subject and objectives of this research; Chapter Two introduces a literature review and summarizes studies that address E-marketing; Chapter Three presents the methodology that is followed in this research. Chapter Four presents the adopted data collection tool which

includes questionnaires, illustrates the analytical results of research variables and gives the hypotheses results. Chapter Five discusses the results. Chapter Six gives brief conclusions on hypotheses results with a set of recommendations and future research suggestions.

Chapter Two
Literature Review

Chapter Two
Literature Review

2.1. Overview

This chapter presents the research conceptual framework and discusses the literature review related to Marketing, E-marketing, SMEs, SMRs, E-marketing adoption and implementation and the effect of this implementation on marketing performance. It also browses the factors that are investigated in the previous studies and its effect on E-marketing implementation.

2.2. Marketing

Marketing is "the process via which a firm creates value for its chosen customers" (Silk, 2006, p: 3). While American Marketing Association (2013) defines it as "Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, clients, partners, and society at large."

The marketing process, as Armstrong et al. (2014) indicate, consists of five steps:

1. Understand the market and customers (customer needs, desires, and requests).

2. Designing a customer-driven marketing strategy.

3. Building an integrated marketing program that delivers superior value.

4. Building profitable relationships and creating customer delight.

5. Capture value from customers to create profits and equity.

Sherlekar et al. (2010) show that marketing is an activity which is very significant. They talk about two types of marketing significance. They are:

A. **Importance to the Society**: Achieving and raising the living standard and life quality, fulfilling human needs, increasing employment opportunities, increasing national income, protecting economic stability and development, connecting between the consumer and the producer, creation of utilities and removing imbalance of supply by transferring the surplus to deficit areas.

B. **Importance to Individual/Business Firms:** Generating revenue, base for making decisions, helping the top management to manage innovations and changes.

Marketing has four tools which are called '4 Ps'. They are: product, price, promotion and place. These tools are used by the firm to fulfill its goals in its market (Doyle, 2003).

2.3. E-marketing

E-marketing is a modern approach used in conjunction with classical methods to meet customers' needs through modern communication channels (Iddris and Ibrahim, 2015). It is a phenomenon that worth attention and research.

2.3.1. E-marketing Definition

E-marketing is a new phenomenon that is starting to spread quickly and grow with the development of ICT. Its definition varies between specialists according to their views and backgrounds. Brodie et al. (2007) define it as a

process through which the firm uses internet and other reactive technologies in order to interact with its customers. Smith and Chaffey (2005) define it as "achieving marketing objectives through applying digital technologies" (Smith and Chaffey, 2005, p. 11). While Strauss and Frost (2001) define 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" (Strauss and Frost, 2001, p. 454). Rajarathnam (2010) on the other hand defines it as a market competence tool used with suppliers and clients with the aim of doing supply chain business actions and relationship management via online.

For the purpose of conducting this research, the Strauss and Frost (2001) definition will be used as it is comprehensive. It includes all kinds of products, all stages of the marketing process and cares about all marketing parties.

When you try to browse the literature about the definition of E-marketing, it is clear that there is confusion between the following concepts: Electronic business (E-business), E-commerce and E-marketing. The scope of each concept is different. E-marketing is part of E-commerce, while E-commerce is part of E-business (Ali et al., 2015; Dehkordi et al., 2012; El-Gohary, 2010b). More specifically, Babalola and Babalola (2015) explain the difference between them as follows: E-business means that the institutions accurately recognize what their customers want in terms of the nature and specifications of the products they want and this is done by

means of digital technology thus produces only the products that they need. All this will give them an increase in productivity, benefit and growth because it will eliminate the guesswork and get rid of the waste of unsold inventory. Whereas E-commerce means the institutions' ability to transact online with its customers, suppliers and all other parties or selling its products online. As for E-marketing, it includes other things. It means that the organization uses electronic media to be very close to their customers in order to understand their needs better, add value to the existing products and expand its own distribution channels. All of this will lead to increased sales.

In addition, E-marketing term is used with the term Internet marketing to demonstrate the same meaning (El-Gohary et al., 2008; Coupey, 2001; Chaffey et al., 2006). Even though Internet marketing means the outer sight of using the internet applications (Web, E-mails… etc.) to serve customers, together with classical modes. Whereas E-marketing is broader as it means managing digital media, wireless media, customer relationship, supply chain and more (Chaffey et al., 2009; Gilmore et al., 2007). Nevertheless, in literature, the most used tools among these are Internet marketing, E-mail marketing, Intranet marketing, Extranet marketing and Mobile marketing (El-Gohary et al., 2008; Eid and Trueman, 2004; Chaffey et al., 2006). Another alternative term used to refer to E-marketing is Digital marketing as many specialists in E-marketing field adopt it (Chaffey et al., 2009).

2.3.2. E-marketing Benefits

The benefits that can be achieved from E-marketing are very huge. From these what Gilmore et al. (2007) say about: reaching more markets with less expenses, using E-mail to market products and reduce the need to print leaflets for products (less costs). In addition, using effective web site will help them to react with customers speaking different languages to answer their questions about products and services.

Expansion of distribution channels, more valuable products, staying close to customers, listening to their demands and raising sales – are other benefits that can be cropped from E-marketing (Babalola and Babalola, 2015).

E-marketing gives many advantages and benefits to individuals and institutions. It makes the process of choosing and buying products and services easy and quick, as the customer can now review many of the services and products compare prices and features between the various suppliers and then choose the best suited to him. Furthermore, it gives institutions a lot of good benefits such as: current markets' expansion, entering new markets, introduction of new products and services and competing in global markets (Ali et al., 2015).

Likewise, Makesh (2013) describes many E-marketing advantages as follows:

1. It makes unique, easy and cheap customer segmentation using many criteria such as: geographical distribution, concerns and predilection, sales history, etc.

2. It is effective as in many situations the advertiser will pay for E-marketing only if there is a response from the customer on the advertisement such as reading the E-mail or clicking the links.

3. The modern technologies used in E-marketing make it easy for the enterprise to contact directly with the customer or the probable customer.

4. Using E-marketing enables the enterprise to reach many global markets and so gain global customers with little cost and effort.

Whilst Iddris and Ibrahim (2015) describe the following benefits:

1. Decreasing the costs of transactions in developing countries by using Internet and ICT which will participate in business progression and easing the connection to global E-business.

2. Enabling customers to design products as they wish and in a form that meets their needs. This happens in the institutions that adopt E-marketing as a strategy.

3. Supplying customers with unlimited amount of information without human mediation. This is one of the most important features that distinguish it from the rest of the other communication means.

2.3.3. E-marketing Disadvantages

E-marketing, like any system in the life, has its advantages and disadvantages. From these disadvantages the security and privacy issues (Babalola and Babalola, 2015). Trust and privacy are considered necessary parts in the virtual environment as a whole and in online purchasing in particular (Taylor and Strutton, 2010). Trust means that the customer is

confident in the quality and reliability of products and services offered by the exchange partner (Garbarino and Johnson, 1999). While the privacy in E-marketing means not allowing the collection, disclosure and use of personal data of customers or selling it to other marketers without permission to do so (Taylor and Strutton, 2010). Another disadvantage as Babalola and Babalola (2015) illustrate is that E-marketing depends entirely on the technology that is constantly evolving, which imposes more maintenance and change costs on the enterprises. On the other hand, Babalola and Babalola (2015) state that E-marketing leads to intense competition between institutions due to globalization, especially with regard to prices of products and services. Because of that institutions must be committed to a transparent pricing. Finally, and in spite of all these disadvantages, the advertiser and the customer can exploit this technology efficiently and effectively to make life easier and make use of its advantages (Babalola and Babalola, 2015).

2.3.4. E-marketing Tools

E-marketing activities can be done using many tools. These various tools may be: Internet Marketing (Mokhtar, 2015; Sin Tan et al, 2013; Roberts and Zahay, 2012) , E-Mail Marketing (Vasudevan, 2013; Ellis-Chadwick and Doherty, 2012; Gupta, 2015), Intranet Marketing (Kolaric et al., 2012; Chaffey et al., 2009; El-Gohary, 2010a), Extranet Marketing (El-Gohary and Eid, 2012; El-Gohary, 2010a; Chaffey et al., 2009; Dubas and Brennan, 2002), Mobile Marketing (Tanakinjal et al., 2010, Persaud and Azhar, 2012), Tele Marketing (Thamizhchelvan, 2012; Kassim and Bojei,

2002), Electronic Data Interchange (EDI) for marketing activities (Musawa and Wahab, 2012; Yazdanifard et al., 2012), Customer Relationship Management (CRM) (Kumar et al., 2011, Ling-Yee, 2011) and others.

Unfortunately, there are no statistics related to the extent to which these tools are used in Palestine for the purpose of marketing.

1) Internet Marketing

Despite the enormous technological revolutions in the current era, the Internet is still considered one of the most important and greatest marketing tools used globally (Sin Tan et al., 2013). The researchers explain the advantages of the Internet. They consider it as a platform to sell products and its benefits are classified into three classes. They are: use it as a tool for communication between the business process parties, a tool for the implementation of all kinds of commercial transactions and a tool for the distribution of products and services (Dehkordi et al., 2012).

According to Chaffey et al. (2006), Internet Marketing is "The application of the Internet and related digital technologies in conjunction with traditional communications to achieve marketing objectives" (Chaffey et al., 2006, p. 8).

The Internet as a marketing tool wins a lot of the researchers' attention because any organization of any size can benefit from the many advantages offered by the Internet to facilitate its marketing tasks. The Internet enables organizations to market their products in a competitive environment and in pioneering and distinct ways (El-Gohary, 2010a).

Internet Marketing provides new strategic opportunities to the enterprises where they are using modern and advanced methods to market their products, compete with others and find new ways and channels for marketing (Ali et al., 2015).

Internet Marketing changes the firms' and customers' behaviors. It allows firms to be closer to their customers and adopt their demands and needs with minimum costs. It eliminates the behaviors associated with the place and time (Sheth and Sharma, 2005).

Internet marketing has many forms such as:

A) Web Marketing

The use of the Web commercially is not a new subject. It is used long ago to improve the marketing attributes. It is used among enterprises to increase efficiency. The reason is that it is cheaper and more capable from previous used methods to deploy and deliver information on global markets (Dehkordi et al., 2012). According to Evans and King (1999) web marketing gives marketers many opportunities such as:

1. Varied marketing purposes: As it offers numerous tools that help in arranging, regulating, and monitoring; research and intelligence; and management of marketing mixture.

2. Reach the business research: Through online searching engines, firms can reach to primary and secondary marketing data.

3. Competitive intellect: Organizations can visit Web sites of competitors and learn about their news, products and future plans.

4. Serving customers: Where institutions allocate space on its websites to answer customer inquiries, access to some documents, download some programs, participation in collective dialogues and sending Emails to the competent authorities.

5. Inventory planning (Just-In-Time): Web often helps firms to minimize inventory investments and create faster turnover.

6. Sales aqueduct.

7. Image improvement.

8. Cost is effective: Creating web site is inexpensive and reduces many of the expenses.

9. Get the latest information available.

10. Information available to marketers and customers 24 hours during 365 Days.

B)   Banner Ads

It is the first sort of advertising on the net. A company's product, service or offer can be highlighted using a banner. When the customer clicks the banner, he will be taken to the company's website to see more information about it. Banner spaces are sold in different ways. The famous method is click-thru. In this method the company will pay fees only if the customer clicks on the banner. The company can post its banner on one site dedicated for banners or on a network of sites. It also can exchange posting with another company (Essays, UK., 2013).

It has many advantages as mentioned in Essays, UK. (2013) such as:

1. Simple and easy to use.

2. It is more appropriate and effective comparing with the other online advertising methods.

3. It is inexpensive. The company will only pay if the user clicks on the banner.

4. Sharing information about services and products at anytime and anywhere.

5. Products' and services' information will be done instantly in addition to the launch of new products.

C) Pop up Ads

Pop-ups are the windows that emerge separately from the site when you visit a Web site. It is part from the web. Pop-ups may contain advertising, dialogs, notification about a software update or other messages to attract the user (Abascal et al., 2016). Massive ranges of products emerge through pop-ups. The goal of this is to give the user the freedom to block these pop-ups or to allow communicating with them (Dehkordi et al., 2012).

Some researchers as cited by Dehkordi et al. (2012) mention its benefits as follows:

1) Tentative chance for brands.

2) Display products for a specified period of time.

3) Efficient manner for marketing and creating demand for products unsold in the store.

4) Get better customer response over the internet.

5) Reactive environment that can link customers with brand agents.

6) It is a method to share customers' thoughts and perspectives and let customers take part of retail experience and branding process.

D)   Social Media Marketing

Social media is a marketing channel that grows very rapidly in the world. Social networks marketing (SNM) is different from paid online advertising (banner, text, and search). It includes launching connections from customer to another by making company pages and controlling promotions within most popular social networks, such as Facebook, YouTube, and Twitter. This marketing channel seems beneficial to SMEs particularly. The reason for this is its reasonable cost and the elasticity in the adoption of social networks in SMEs for marketing and developing new products or services (Pentina et al., 2012).

Social media networks transform the dialogue from the style of one-to-group approach to group-to-group (Berthon et al., 2012).

Kaplan and Haenlein (2010) define social media as "a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content" (Kaplan and Haenlein, 2010, p. 61).

Social media content involves various types such as text, pictures, videos, and networks. Text is the first type that is used in Blogs (Blogs are websites owned by individuals, who design their content and allow others to comment on them. They may include text, graphics, videos, and links to other blogs, web pages, and usually arranged chronologically in reverse). Micro-blogs such as Twitter are social networking services that provide a

deployment of a limited number of characters messaging service. Images can be stored and shared between users using photo-sharing sites such as Flickr. While there are other applications for sharing, uploading and downloading video files such as YouTube. As for the networks such as Facebook, they are services a person can whereby find friends, add and communicate with them, send messages and edit his profile. These social networks own an important advantage over other types of social media, where the shift from the individual to the collective (Berthon et al., 2012).

Enterprises can do many important marketing activities using social media networks. They can increase the brand awareness, make advertisement, get feedback from customers on products and services, implement promotions, guide customers to the enterprise website, collect market intelligence and communicate with probable customers inexpensively (Cader and Al Tenaiji, 2013).

2) E-Mail Marketing

E-mail is one of the most important means of communication used by institutions to communicate with their customers at the lowest cost. It is used for many purposes such as: giving customers information about products, product promotion, following-up the customers' orders, alerting customers, establishing brands, telling customers about the websites of the organization, etc. (Ali et al., 2015).

E-mail marketing proves its effectiveness in E-marketing. It markets the products and services at lower costs, better results and customers respond faster than using traditional methods. It also plays an important role in E-

commerce. In this context, the Internet is used as an essential tool in the communication between marketers and customers and this is beneficial to both as a dialogue between the two arises then develops into a relationship (Gupta, 2015).

Chaffey et al. (2006) identify two types of E-mail marketing. They are:

1) Outbound E-mail marketing: where direct marketing is conducted using E-mails. The purpose of this conversation between the organization and the customers (current and potential) is inducing customers to buy the products.

2) Inbound E-mail marketing: where the organization responds to the E-mails from customers that are related to customer questions about technical support for products.

3) Mobile Marketing

The mobile phone is a modern technological product proves its effectiveness and acceptance globally in a short period of time compared to other many technology products. It is vital for most customers in different age groups. It is accompanied wherever they go. These reasons give marketers a great opportunity to market their products and services and enable them to reach the consumer at any time and place easily and inexpensively (Persaud and Azhar, 2012).

Mobile marketing is defined by Dickinger et al. (2004) as "using interactive wireless media to provide customers with time and location sensitive, personalized information that promotes goods, services and ideas, thereby generating value for all stakeholders."(Dickinger et al., 2004, p. 2).

Whilst Leppäniemi et al. (2006) define it as "the use of the mobile medium as a means of marketing communication" (Leppäniemi et al., 2006, p. 10).

Mobile marketing has many shapes and tools that can be used such as: SMS (Short Message Service), MMS (Multimedia Messaging Service), WAP (Wireless Application Protocol), banner advertisements, mobile TV and Bluetooth (El-Gohary, 2010a).

A lot of benefits can be obtained from using Mobile marketing. It enables marketers to communicate and build relationships with customers easily and rapidly. The messages can be sent to customers one-to-one, one-to-many and many-to-many. Mobile phones can be used independently for marketing. Mobile marketing can be applied in establishing customers' liaison and informing customers about products and services (Ali et al., 2015). Also it gives enterprises good chances to create customers' loyalty for brands (Leppäniemi et al., 2006).

But after mentioning the previous benefits, marketers must pay attention to certain things in Mobile marketing. First, customers may feel annoyed and upset of Mobile marketing because of privacy issues. So permission based marketing is essential to overcome this issue (Watson et al., 2002; Ali et al., 2015). Second, customers may feel no confidence and refrain from sharing their personal data. Finally, customers may feel uncomfortable about the products and services marketed by Mobile marketing (Ali et al., 2015).

4) Intranet Marketing

Chaffey et al. (2006) define Intranet as "a network within a single company that enables access to company information using the familiar tools of the Internet such as email and web browsers. Only staff within the company can access the intranet, which will be password-protected" (Chaffey et al., 2006, p. 32).

Intranet is helpful in large enterprises which has multiple locations. It can be used to ease connection among its members and transfer information to employees (Vlosky et al., 2000).

Intranet can be used to facilitate internal communications in the enterprise between the enterprise staff (Chaffey et al., 2006).

Intranet is vital in internal marketing. Internal marketing must be used to tell employees about the enterprise's running and planned marketing activities and the way to play a central role to ensure the implementation of these activities successfully (Proctor, 2010). Internal marketing, as recommended by Proctor (2010), must go before marketing goods and services externally.

5) Extranet Marketing

Extranets defined by Chaffey et al. (2006) as "formed by extending the intranet beyond a company to customers, suppliers, collaborators or even competitors. This is again password protected to prevent access by general Internet users" (Chaffey et al., 2006, p. 32).

While Vlosky et al. (2000) define it as a network that connects all the company's work partners together through the internet allowing them to access to certain areas of the company's intranet.

Chaffey et al. (2006) illustrate that using Extranet gives the enterprise wonderful opportunities in dealing with major customers in particular through their personal pages and provides detailed information regarding promotions, electronic catalogs of products or services and any information related to their electronic orders. Extranet can be used to facilitate and control communications between the staff, the suppliers and the distributors.

Vlosky et al. (2000) mention the benefits of using the Extranet. They are:

- To speed up communication with partners. In light of fierce competition, enterprises continue to search for the best and quickest ways for communication. Moreover Extranet provides a secure environment for the exchange of data, especially critical data between all partners.

- The establishment of better relationships with customers, suppliers and partners. Improving customers' relationships will retain them. Extranet will provide answers to their questions which will increase their satisfaction. On the other hand, Extranet can be highly significant in supporting relations with external business partners and customers.

- Reduce spending which leads to saving time and resources. Extranet can be used between businesses to establish an order, receive bills, and

keep track of shipments and payment operations. Thus, the time becomes available to the salesperson and they can spend it in establishing close relationships with customers. Figure 2-1 shows the relationship between internet, intranet and extranet.
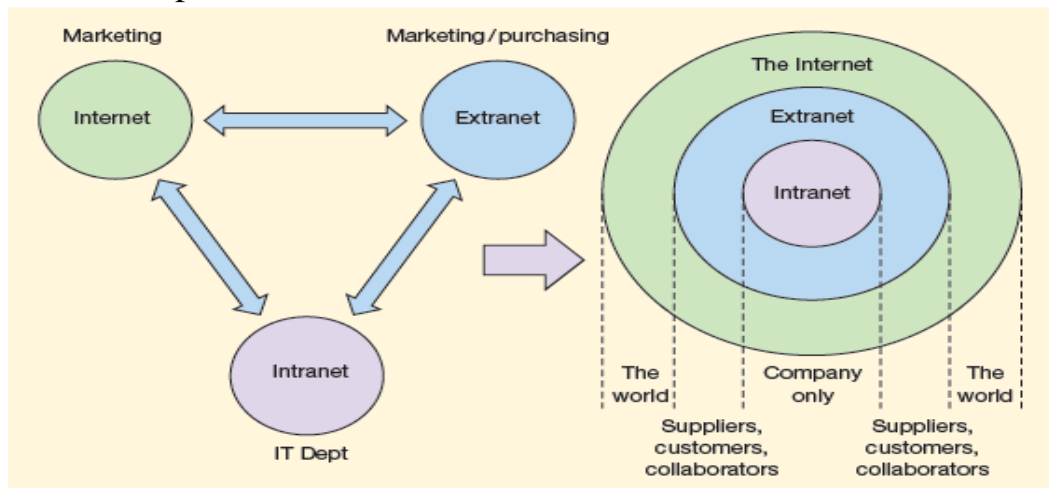
Figure 2-1: The relationship between access to intranets, extranets and the Internet
Source (Chaffey et al., 2006)

2.4. E-marketing In Palestine

E-marketing is an emerging method in Palestine and is still in its infancy. Until now there are no accurate statistics showing the extent of its use in institutions, especially in restaurants. Searching the website and the publications of PCBS will reveal that there are no indexes or statistics about this new method. But in terms of E-commerce, the data show that the percentage of enterprises that conducted electronic transactions amounted to 11.2% of the total enterprises in Palestine in 2011. The percentage of enterprises that have a website is 4.8% of the total enterprises in Palestine in 2011 (PCBS, 2012a). This gives an indicator to the development in using E-business. In terms of using the Internet, the percentage of enterprises employing the Internet reached 39.2% of the total enterprises in Palestine

in 2011 (PCBS, 2012a). This percentage can be used to develop and upgrade the implementation of E-marketing. While the percentage of enterprises in Palestine using mobile phones to obtain information about goods and services in 2011 is 71.1% (PCBS, 2012a). The percentage of enterprises in Palestine using the Internet to obtain information about goods and services in 2011 is 34.3% (PCBS, 2012a).

Social Studio (2016) mentions that 53% of users of social access sites in Palestine use them for business purposes (job search, marketing and promotion of a service or commodity) while it is 61% in 2015 (Social Studio, 2015).

As for research on topics related to this subject, Salem (2016) tries to examine factors affecting consumer attitudes, intentions and behaviors toward SMS advertising in Palestine (a tool in Mobile marketing). He finds that there is a relationship between (entertainment, informativeness, irritation, and credibility) and the consumer attitudes toward SMS advertising. Other researches discuss E-marketing in Palestinian banks such as: study of Wadi and Alastal (2011), which discusses the reality of the use of E-marketing in the banks operating in Gaza, study of Mansour and Salem (2012) on the level of electronic promotion in the banks of the West Bank in Palestine, a study of Mansour and Alabed (2014) about the obstacles to the adoption of E-marketing in Islamic banks in the northern West Bank from the point of view of dealers.

2.5. Small and Medium – Sized Enterprises (SMEs)

SMEs are an important pillar of the economy in any country, whether developed or developing. These institutions account for a large proportion of the workforce in any country and contribute significantly to boost the economy and create jobs. This also highlights its role in the social system. (Alrousan and Jones, 2016)

2.5.1. SMEs Definitions and Benefits

A review of the literature reveals that there is no consensus on the definition of SMEs, as its definition in the developed countries is different from in developing countries. Moreover, even in the same country, its definition is affected by the economic situation of the country (Theng and Boon, 1996; Watson and Everrett, 1996; El-Gohary et al., 2008). Number of employees, total net assets, sales and investment level are the generally used standards to classify the enterprises (Ayyagari et al., 2007). While other researchers use other criteria such as lawful condition, production mode, the property and the industry (Maduku et al., 2016).

For Palestine, the PCBS (2013a) uses the following classification of enterprises for statistical purposes, depending on the volume of employment.

- Very small enterprise: from 1 to 4 workers
- Small enterprise: from 5 to 9 workers
- Medium enterprise: from 10 to 19 workers.

The last establishment census of 2012 shows that the distribution of operating establishments in Palestine using the previous employment size

classification is as follows: 89% of operating establishments are small establishments with less than 5 employees, 7.6% of total operating establishments with 5-9 employees, 3.2% of total operating establishments with 10-19 employees, and 1.1% of total operating establishments with 20 employees or over (PCBS, 2013a).

There is ample evidence in the literature that proves the great role played by SMEs in the development in many countries. Kuan and Chau (2001) say that SMEs contribute largely in gross national production (GDP), finding new jobs, and innovation technology in US. Carayannis et al. (2006) say that 99.8% from enterprises in Europe are SMEs, contributing in two-thirds of the workforce. In addition, it helps in poverty reduction and helping poor people (Bayyoud and Sayyad, 2016).

2.5.2. SMRs in Palestine

The development of the tourism sector is significant due to the important role it plays in increasing economic growth because of its interrelationship with various productive and service sectors that positively affect the increase in the GDP and the employment levels as Fallah (2014) illustrates. He adds that restaurants with cafes and accommodation are the most contributing to the added value of tourism production. Table 2-1 displays some statistics related to restaurants in Palestine.

Table 2-1: Restaurants Statistics in Palestine

Year	Number of restaurants	Number of employees	Output value (Thousand dollars)	Total value added (Thousand dollars)	Source
2010	2,869	8,049	193,300	110,000	PCBS (2011)
2011	3,241	8,777	113,718	51,017	PCBS (2012b)
2012	3,490	10,650	175,228	94,208	PCBS (2013b)
2015	3,685	11,727	238,999	109,587	PCBS (2015a)

From table 2-1, it is obvious that restaurant's sector is growing and booming from year to year. In addition, it employs the largest proportion of workers among various tourism activities.

As for the contribution of the restaurant's (catering) sector to tourism activities, table 2.2 shows the details.

Table 2-2: Restaurants Contribution in Tourism in Palestine

Year	Production value of tourism activities(million $)	Percentage of restaurants' contribution	Source
2012	326.2	29%	PCBS (2014)
2013	446.7	45%	PCBS (2015b)
2014	603.2	38%	PCBS (2016)

2.6. E-marketing Adoption by SMEs

Technology and telecommunications sector are witnessing unprecedented development in the recent period. Many new applications

and media emerge leading to improving the business performance in marketing activities by SMEs that gain promising opportunities (Gilmore et al., 2007). The Web enables SMEs reaching many markets quickly and economically. It links them with new international opportunities, leading to innovative and integrated ways in dealing with the new and old customers (Eid and El-Gohary, 2013).

The adoption of IT gives enterprises many benefits. It sustains competitive features, minimizes the costs for labor and production, adds value to the products and improves business operations (Nguyen et al., 2015b). Therefore the adoption of new technology attracts the attention of researchers and decision-makers. Many theoretical models are provided. From these models are :Technology Acceptance Model (TAM), Innovation Diffusion Theory (IDT), Theory of reasoned Action (TRA), Theory of Planed Behavior (TPB), Unified theory of acceptance and use of Technology (UTAUT), Resource-based Theory, Institutional Theory and the Technology-Organization-Environment Model (TOE). These models differ from each other. Each model focuses on specific things that are different from others. Furthermore, every model is interested in examining certain aspects of the technology adoption process, some are interested in the external environment of the institution and others are interested in technological aspects and specifications for innovations (Shah Alam, 2009).

2.6.1. Technology Acceptance Model (TAM)

TAM is considered as the strongest and most effective model in illustrating the acceptance attitude of new technology (Davis et al., 1989; Lymperopoulos and Chaniotakis, 2005). It is a solid ground that can be relied upon to study the adoption and implementation of modern technological systems (El-Gohary, 2012). TRA that is used to explain individuals' behaviors is the base of TAM (Alrousan and Jones, 2016). Two variables, perceived usefulness (PU) and perceived ease of use (PEOU) are considered the fundamental determinants for the customer to accept new technology (Davis, 1989). By "perceived usefulness", Davis (1989) means the extent of a person's beliefs about the enhancement of his or her job performance when using a particular system, and by "perceived ease of use"; he means the extent of a person's beliefs that using a particular system would be effortless (see Figure 2-2).

There are many studies that test the impact of (PU) and (PEOU) on the adoption of technological innovations. From the studies that prove their significant positive impact are Leong et al. (2011), Al-Jamal and Abu-Shanab (2015), Alalwan et al. (2016), Varaprasad et al. (2015) and Gangwar et al. (2015).

TAM is experimented in many areas of technology and it proves its success in ability to predict and interpret behavior towards these various systems. However, a very limited number of studies are conducted to test TAM in E-marketing (El-Gohary, 2012). An attempt to extend TAM is made by Vijayasarathy (2004) where compatibility, privacy, security,

normative beliefs, and self- efficacy are included. However, after testing the extended model: compatibility, usefulness, ease of use, and security are found significant predictors of attitude towards on-line shopping, while privacy is not (Iqbal and El-Gohary, 2014; El-Gohary, 2012).
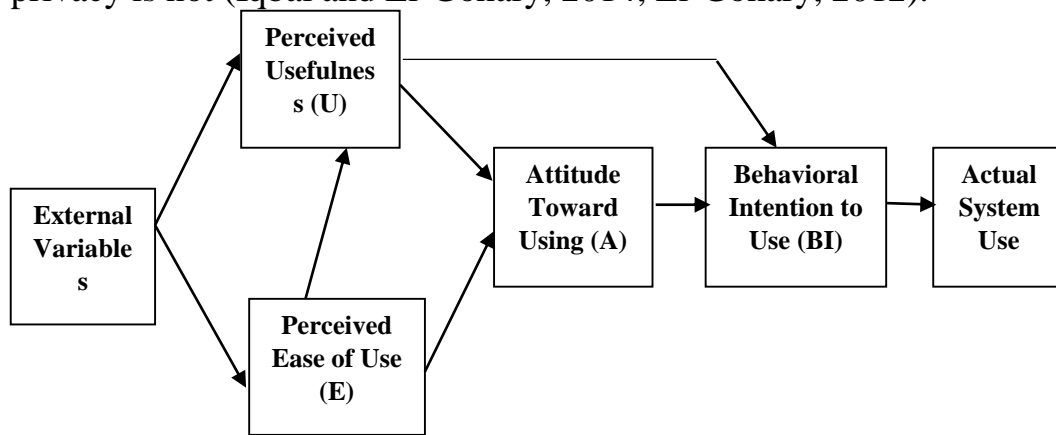
Figure 2-2: Technology Acceptance Model (TAM)
Source: Davis et al., (1989)

2.6.2. Innovation Diffusion Theory (IDT)

Another new technology acceptance model is Innovation Diffusion Theory (IDT) by Rogers (1983). Five characteristics of an innovation are proposed to affect customers' behavioral intention (BI) to adopt innovations in IT. These are relative advantage, compatibility, complexity, trialability and observability (see Figure 2-3).

IDT model is a thorough framework to study an innovation and the accelerated factors of its adoption. The innovation concept is associated with new products, ideas, services, methods, and inventions as IDT has been utilized in several areas such as marketing, economics, sociology, and technology management (Chang, 2010).

Some studies test IDT (Agarwal and Prasad, 1998; Kolodinsky et al., 2004; Zolait and Sulaiman, 2008; Phuangthong and Malisuwan, 2008);

also, Tornatzky and Klein (1982) analyze seventy five diffusion articles. The result is that only relative advantage, compatibility and complexity are strongly associated with innovation adoption (Giovanis et al., 2012).
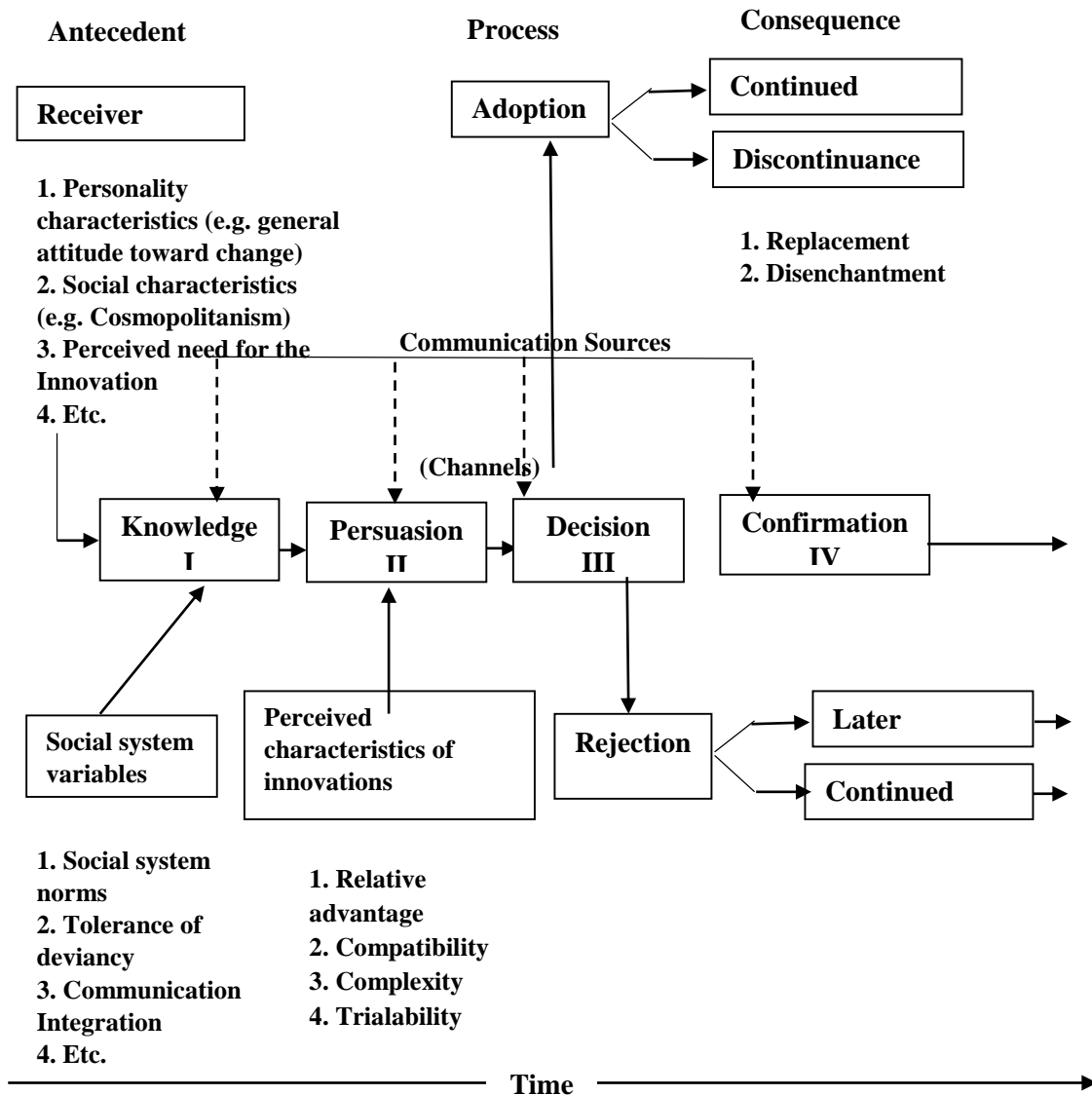
Figure 2-3: Innovation Diffusion Theory (IDT)
Source: Rogers (1995)

On the other hand, many studies prove that the observability and trialability are influential factors in the enterprise's adoption of ICT. From these studies that demonstrate the importance of observability in the

adoption decision are the following studies: Azam and Quadddus (2009); Tan et al. (2009); Seyal and Abd Rahman (2003) and Ramdani et al. (2013). While other studies that demonstrate the importance of trialability, including Kendall et al. (2001), Brown et al. (2003), Seyal and Abd Rahman (2003) and Ramdani et al. (2013).

Briefly, in this research, to examine the firm's intention toward E-marketing adoption and implementation: relative advantage, compatibility, ease of use or complexity, observability and trialability will be used.

Diverse studies view that IDT and TAM are similar. Perceived Usefulness (PU) in TAM is considered similar to relative advantage in IDT, whilst Perceived Ease of Use (PEOU) in TAM is considered similar to complexity in IDT (Alrousan and Jones, 2016; El-Gohary, 2012; Tung et al., 2008).

2.6.3. Technology-Organization-Environment (TOE) Framework

According to E-marketing adoption by SMEs, Iddris and Ibrahim (2015) say that adopting new technology requires E-readiness. In other words, the firm must be able internally and externally to adopt, implement and make profit from technology. This highlights the importance of internal and external factors in the innovation adoption. The TOE (Technology-Organization-Environment) framework that is developed by Tornatzky and Fleischer (1990) can be used to find out these internal and external factors. TOE is considered a comprehensive approach in ICT adoption as it contains various factors (Ramdani et al., 2009; Ramdani et al., 2013). TOE

describes how the adoption of technological innovations is influenced by technological context, organizational context and environmental context (Tornatzky and Fleisher, 1990). (See Figure 2-4).

Tornatzky and Fleisher (1990) explain these contexts as follows:

1) Technological context: the factors of technology adoption that are both now used or will be used later in organizations. This includes the organization's internal and external technologies.

2) Organizational context: the organizational internal factors that influence the adoption of technological innovation, such as firm size, scope, ICT readiness and awareness among employees, complexity of managerial structure and financial recourses.

3) Environmental context: the environment surroundings the organization with regard to business, competitors, government support, suppliers, and customers.
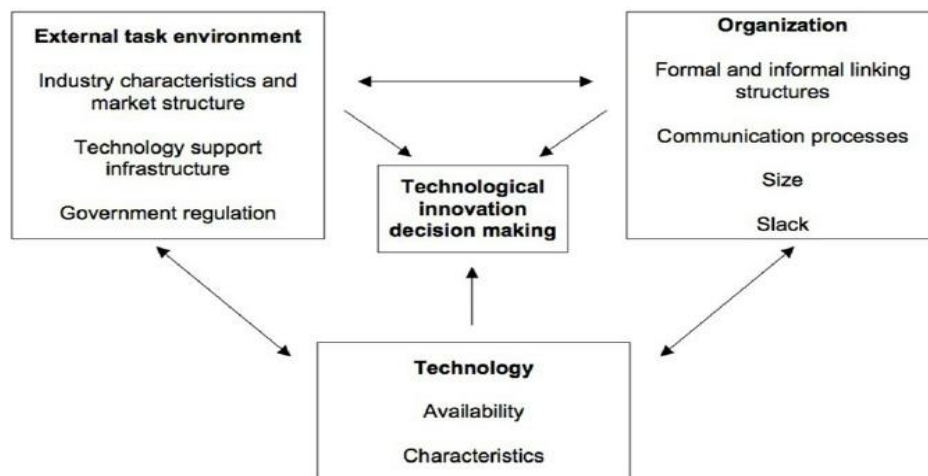
Figure 2-4: Technology-Organization-Environment (TOE) framework.
Source: (Tornatzky and Fleischer, 1990)

2.7. Factors that Influence SMEs in Adopting and Implementing E-marketing

2.7.1. Technological Context

A high impact of this context on SMEs adoption and implementation for enterprise applications is supposed (Ramdani et al., 2013).

It encompasses two parts: technological infrastructure such as networks, systems, etc. and expert human resources with required skills to implement the new innovation. Both are important as they foster the organization's technological preparation (Oliveira et al., 2014).

In this research, this context includes relative advantage, compatibility, ease of use, trialability and observability.

a) **Relative Advantage**

Refers to the extent an innovation is sensed to be more useful and beneficial than the idea it replaces (Rogers, 1983). It illustrates the benefits and advantages that can be gained from the innovation such as economic profitability, social prestige, etc. The type of the benefits is dependent on the innovation kind and the adapter's traits. It is one of the top factors that can predict the rate of the innovation adoption and universally it is proved that there is a positive relationship between relative advantage and the adoption rate. It has many sub-aspects as economic profitability, low initial cost, discomfort reduction, social prestige, time and effort savings and the reward's immediacy (Rogers, 1995).

Innovations that have obvious and not-vague features in its effectiveness - strategically and operationally - will give more enthusiasm to be adopted and implemented (Oliveira et al., 2014).

b) Compatibility

Is defined as "the degree to which an innovation is perceived as consistent with the existing values, past experiences, and needs of potential adopters" (Rogers, 1983, p. 15). The likelihood of the innovation's adoption will be more if it is incorporated into the business operations easily (Oliveira et al., 2014). It is important as it treats with firms' perceptions about the innovations' importance in accomplishing the tasks of present and future (Azam and Quadddus, 2009).

More compatibility of the innovation means less uncertainty of the possible adapter, more fitness for his life and then innovation becomes ordinary to him. From the definition of compatibility by Rogers (1995) one can conclude that compatibility has three dimensions. They are:

(1.) Compatibility with values and beliefs: The innovation must be compatible with the current values that are deeply ingrained in the society or its adoption will be denied.

(2.) Compatibility with previously introduced ideas: The innovation's compatibility with formerly adopted thoughts can accelerate or delay its adoption rate.

(3.) Compatibility with needs: To what extent the innovation meets and attains the customers' needs.

In general there is a positive relationship between the compatibility of an innovation and its adoption and implementation rate. Because of the difficulty in measuring the compatibility, some studies consider it less significant than relative advantage in anticipating adoption rate (Rogers, 1995).

Several studies find that there is a significant correlation exists between compatibility and new technology adoption.

c) Complexity (Opposite of Ease of Use)

It refers to the degree of hardness in realizing and using the invention (Rogers, 1983).

A complex and defy IT innovation has less likelihood of adoption and implementation. The behavioral intention towards innovation use is impacted by the possible adopters' realization degree that it is free from effort. This relationship between the complexity of an innovation and the behavioral intention to adopt it is discussed much in literature at the level of individuals, but discussed little at the organizational level (Maduku et al., 2016).

Complexity in technological innovation means more risk in the decision to adopt this innovation because of the fears and suspicions of the lack of success in its use. Experiments prove that there is a negative relationship linking complexity with the adoption of innovations of information systems and also it is found an important factor for the adoption and implementation of these innovations in the small-sized enterprises. (Ramdani et al., 2009)

When SMEs adopt or implement an innovation it may be faced by some challenges as the procedures of doing the business will be modified. So to raise the adoption rate, these new technologies must be easy to use or understand. Socially there is a negative relationship between complexity and its rate of adoption (Alshamaila et al., 2013).

d) Trialability

It is the extent to which people can experience the new system for a period in order to reduce the uncertainty of it (Alrousan and Jones, 2016). Some innovations can be tried while others cannot. Innovations that can be split and tested will be adopted faster than that cannot be divided (Rogers, 1995).

Trialability helps in understanding the innovation, how it works and then eliminating the uncertainty about it. It is positively related to its rate of adoption and implementation. It seems more important for early adopters than later adopters (Rogers, 1995).

e) Observability

It is the extent of the clearness of comparative advantages related to the innovation (Seyal and Abd Rahman, 2003). Some innovations' outcomes can be noted easily, while others are difficult to do so. The relation between observability and innovations' adoption rate is positive (Rogers, 1995).

See table 2 in Appendix A to view some studies that test these innovation attributes and their results.

2.7.2. Organizational Context

This context is considered to have the most influence on the enterprise system adoption by SMEs. In the field of SMEs, the organizational factors seem the most factors that capture the interest and the focus of researchers (Ramdani et al., 2009).

a) **Top Management Support**

It refers to the degree of support provided by senior management to adopt technological innovations and implement them in work. Researchers propose a positive relationship between top management support and IT adoption (Alatawi et al., 2013).

Researchers handle it as a supportive factor in new technology adoption (Alatawi et al., 2013; Ramdani et al., 2013; Wang et al., 2010; Ramdani et al., 2009). Low et al. (2011) justify that, supportive management provides suitable environment and necessary resources to adopt the new technology. Quinn (1985) as cited by Alatawi et al. (2013) justifies the positive relationship between top management support and IT adoption due to two different justifications. The first is that the strong support of top management will ensure adoption of technological innovations without any defects and problems because of the consequent wide distribution of organizational resources - financial, technical and human - necessary for the adoption process. The second is that the adoption of new technological innovation may result in conflicts between individuals within the organization. So the support of the senior management to the adoption process will lead to reduce these conflicts. This is done through the

development of a long-term vision, proposals, supporting and the commitment to provide a positive environment for technological innovations (Quinn, 1985).

The role of the support of top management in the inception, use and adoption of technology seems apparent in the literature relating to the adoption of technology. It explains senior officials' conceptions and behaviors with regard to the benefits of an innovation and the value it adds to the company when it has been adopted. Top management support means a lot. It assures long-term perceptions, enhanced values, commitment of resources, optimized administration for resources, creating an appropriate regulatory environment, great appreciation of self-efficacy, support to beat on hurdles and fight change (Gangwar et al., 2015).

Ramdani et al. (2009) mention in their study that the support of top management is one of the factors that can be used to predict the adoption of innovations. The vision set by the senior management can stimulate change through the promotion of values. Several studies present the importance of senior management support in creating a supportive environment for technological innovations. In SMEs state, it is very likely for a senior management to take decisions concerning the institution and therefore its support becomes necessary in the adoption and the implementation of new innovation.

Furthermore, implementation of some innovations may involve the integration of resources and re-engineering of processes and, therefore, the

top management plays an important role in the adoption process (Low et al., 2011).

b) Organizational Readiness

Gangwar et al. (2015) define it as "managers perception and evaluation of the degree to which they believe that their organization has the awareness, resources, commitment, and governance to adopt an IT" (Gangwar et al., 2015, p. 113). It refers to the availability extent of the organizational resources (financial, technical and human) to adopt new technology (Alatawi et al., 2013).

It includes size, cost, and accessibility of financial, technical and other resources. More specifically, it can be classified into two categories, namely: financial readiness which includes the necessary financial resources for the implementation of new technology and any expenses associated with its use and technology readiness which includes the necessary infrastructure and human resources for the implementation of new technology. It is believed that the technology usefulness raises in the high organizational readiness companies (Gangwar et al., 2015).

Organizational readiness is examined by many researchers. Rahayu and Day (2015) find a positive and significant influence of it on SMEs' adoption of E-commerce. Ramdani et al. (2013) declare that it is a significant organizational factor in determining enterprise applications (EA) adoption by SMEs. As well El-Gohary (2010a) concludes that the organizational readiness positively and significantly affects E-marketing adoption indicating that this effect is direct or indirect. Also MacKay et al.

(2004) mention that from factors impacting on E-commerce adoption in SMEs is the shortage of organizational readiness such as technological resources. The researchers explain that there are two types of readiness according to the model developed by Mehrtens et al. (2001) of Internet adoption by SMEs. First is the degree of knowledge to use the Internet among unprofessional employees. Second is the computer systems level available in the organization. However, since the study of MacKay et al. (2004) is related to E-commerce adoption in voluntary organizations, they identify three forms of organizational readiness to fit this type of institutions. These forms are :(a) ability to attract volunteers and in-kind donations; (b) ability to raise funds; and (c) strategic readiness.

c) ICT Experience

It describes the firm's experience level in technology. There is an incremental relationship between technological knowledge and the adoption of innovations, i.e. the greater the technological know-how owned by the organization the greater the ability to embrace new innovations (Ifinedo, 2011). Some researchers indicate that the most important obstacles to the adoption of innovations such as E-commerce are the inability to gain skills and technological experience as well as there is a shortage of the necessary training (Chircu and Kauffman, 2000). Overall, SMEs that have ICT experience will be better able to understand the benefits that IT innovations provide and thus the adoption of these innovations will be easier and faster than that do not have (Pflughoeft et al., 2003). Other researchers, as cited by Ifinedo (2011), also link the success

of the adoption of new innovations in SMEs with the executives' and employees' knowledge in these enterprises of the relationship between these innovations and business activities in it.

Dholakia and Kshetri (2004) confirm that ICT experience is influential in the new technology adoption. They mention that current standing technologies in an enterprise affect the adoption of new technologies in the future in several ways. The enterprise will pay a little additional cost for the new system if the basic requirements already exist from the old system and so is knowledge.

Firms with less ICT experience may feel that adopting new technology may by risky and so unwilling to adopt it (Ramdani et al., 2009).

d) The Organizational Culture

It describes how people in the organization think and behave. Therefore it is important to be considered in new technology adoption (Nguyen et al., 2015b). The adoption of the technology and its success is linked to the existence of a flexible culture that does not resist change. Owner–manager's behaviors, individuality, and values are the strongest factors that impact the organizational culture in the small enterprises (Dibrell et al., 2008). There is a special situation in small enterprises as cited by Nguyen et al. (2015b), where key decisions are based on personal judgment, current knowledge and communication skills for managers or owners because they are those who make the key decisions in these enterprises. Moreover, the commitment of these owners-managers to adopt the technology is also an influential factor in the adoption. Kotey and Folker (2007) illustrate that the

success of the adoption of the technology also depends on the extent of staff awareness, the extent and form of their participation in that process.

In a related context, there must be a communication between management and staff about the change. The employee must be aware of the goal of adoption of the technology, his role in this process and his contribution to it. The failure of this communication will make the employee: doubt the usefulness of this new technology, take a negative stance toward the change, feel fear with regard to job security and thus decrease his support for the new technology adoption decision (Dew et al., 2004).

In IT adoption process, all functions within the firm must work in teamwork and agreement. Because of this, management should emphasize knowledge sharing effectively among all members of the enterprise. Finally, information technology and its learning could foster entrepreneurship and growth among members of the organization (Nguyen et al., 2015b).

Iddris and Ibrahim (2015) say that the technological change processes needs an organizational culture that offers the appropriate settings and roots the technological change process socially.

From the point of view of Lee et al. (2012), the organizational culture refers to the distinctive and qualified influence of the organization in the way in which the workers do things around them. It also determines the values and standards shared among employees that they apply in their dealings with each other and with the organization's shareholders.

A technology sponsoring environment as defined by Zakaria and Yusof (2001) is an environment that has a culture fostering changes and not fostering stabilization and certainty mainly. The origin of suspicion and worry resulting from the change is either technological or organizational. If the culture is not receptive to changes then reluctance will repeatedly float on the surface. This also happens because people are unwilling to accept new ideas and most importantly to maintain the changed circumstances in the future. If the required technological change does not agree with or prop the existing organizational culture that stipulated by top management through the organization's vision and mission, resistance will persist (Zakaria and Yusof, 2001).

As for Rapp et al. (2008) they state that the organizational culture is a set of shared values which determine many things, such as standards, behaviors and attitudes that used by individuals to guide them to do things. They also illustrate that the organizational culture becomes meaningful when workers at the enterprise share their beliefs with each other and with the beliefs of the top management of the enterprise. It must be emphasized on its importance, because it may support or does not support the initiatives as well as it has the ability to influence the employee's ability or willingness to adapt or implement well.

e) Type of the Product

It is considered as one of the important factors in new technology adoption and implementation. This factor is related to the product characteristics whether tangible or intangible, requires detailed information

to be provided to customers, life cycle, etc. Selling products or services online will be a more normal solution in some industries than in others. This is determined by the product's nature and by consumers and suppliers' arrangements. Hence some SMEs adopt E-marketing quicker than others (El-Gohary, 2010a).

Although Internet retailing can be used to serve customers from diversified segments and different geographic areas but it does not fit all enterprises or products from all types (Doolin et al., 2003).

Four service classes according to the use of ICT are identified by Preissl (2003). The criteria used here are the service's content of information and how ICT will be used in the service (substantially or marginally). These four groups are:

- Services in which IT is seldom used such as coiffuring and ballet dance instructor.

- Services in which IT issued to support its managerial activities such as restaurants, lawful advice, mend services, retailing, and fire workers.

- Services in which IT is used substantially to perform the main activities such as consultancy, fiscal services, business services.

- Services that rely mainly on IT to carry out its main activities such as consultations related to information technology, multimedia services and telecommunications.

f) The Firm Size

It is investigated as a vital organizational factor by many researchers (Nguyen et al, 2015b; Rahayu and Day, 2015; El-Gohary, 2010a). The

argument that the firm size will determine its needs, level of readiness and ability to bear the consequences from new technology adoption (Ramdani et al., 2013). A positive relationship is found between the enterprise size and the use of IT (Del Aguila-Obra and Padilla-Melendez, 2006; Oliveira and Martins, 2010).

Experimental proofs against this positive relation also exist. E-business adoption may require basic modification in the organizational structure of the institution and its business operations. Large enterprises are not flexible in nature to accept this amendment reversing the small companies that are flexible and for this reason adoption of E-business in large organizations may be slow (Oliveira and Martins, 2010).

Some studies show that there is a difference in the ability to adopt innovations and their application between institutions depending on their size. Big institutions have abundance of money and resources needed for adoption and are thus better able to withstand risks arising. While small enterprises in spite of their diversity, they do not adopt innovations easily (Oliveira et al., 2014; Thiesse et al., 2011).

On the other hand there are those who believe that the large organizations rely on multiple levels of bureaucracy and this leads to delay and obstruct decision-making related to new innovations. While E-business adoption requires strong cooperation and coordination, which can be easily achieved in small enterprises (Oliveira and Martins, 2010).

Nguyen et al. (2015b) confirm that the adoption of technology is important for SMEs because they usually do not have sufficient funding to

invest. And so they are usually looking for good advantages for any technological system before deciding to adopt it.

For Rahayu and Day (2015), the firm size is a vital determinant factor in E-commerce adoption because it determines the extent of the institution's ability to provide financial and human resources that are required to adopt and implement this technology. So the greater the size of the enterprise, the greater the ability to provide these resources and thus the greater their ability to adopt E-commerce.

2.7.3. Environmental Context

The role of the environmental factors in influencing the adoption and implementation of the innovation cannot be denied. Enterprise's industrial sector, market scope, competitive pressure, external ICT support and the customer pressure represent the main environmental factors that influence new technology adoption by SMEs (Ramdani et al, 2009).

a) **Industry Sector**

It means whether the firm works in services, manufacturing or retailing. Moreover, it is considered influential in technology adoption by SMEs. Enterprise's industry sector is linked negatively with the adoption of technology (Das and Das, 2012).

The impact of the industry sector on the IT adoption is discussed. It is proved that the use of technology differs between different sectors and between the sub-sectors (Ramdani et al., 2009; Alatawi et al., 2013).

Ramdani et al. (2013) examine the impact of this factor on the adoption of enterprise applications. They realize that it is influential on ICT

adoption. Sectors that require much information processing such as services will adopt ICT. Whereas sectors that depend on goods transportation will adopt suitable systems such as point-of-sale systems. As for the manufacturing sector it relies on systems compatible with its nature such as electronic resource planning systems (ERP).

Alsanea and Wainwright (2014) study the effect of the industry sector on cloud computing adoption. Iddris and Ibrahim (2015) also examine this factor and its impact on adopting E-marketing in SMEs. They claim that the enterprises which rely heavily on the media (television, mobile, etc.) are more compatible with technology and therefore they have higher possibility to adopt and use the internet in marketing operations. While the agriculture sector is the slowest in the adoption of E-marketing.

b) Support from Government and IT Vendors

It is argued to be a strong motivator for new technology adoption (Alsanea and Wainwright, 2014; Doolin et al., 2003; Zhu and Kraemer, 2005). Some studies state that government regulations and initiatives that concern E-business encouragement and security risk will have considerable influence especially in developing countries (Rapp et al., 2008).

In this context, Alatawi et al. (2013) say that the existence of third-party support will increase the likelihood of the adoption of the enterprises for technological innovations. This support is significant in IT success and has a positive impact on the adoption.

El-Gohary (2010a) states that the capability and the willingness of the enterprise to adopt E-marketing are influenced by the government

participation in this process. This participation is conducted through incentives, regulatory initiatives, laws and regulations set by the government. A credible legal prop has the attention of customers in commercial transactions. In the same context of incentives, the government is able to make a lot of small businesses adopt E-marketing. El-Gohary (2010a) also indicates that this can be done through the provision of funds and encourage banks to grant loans to SMEs, to exempt those institutions from taxes and, the provision of appropriate training courses for the staff of such institutions and a lot of other incentives.

In a related context, Williamson (1983) as is cited by Zhu and Kraemer (2005) mention that there are two steps by which the government can influence the adoption of innovation. First the government can reduce or push up remunerations such as taxes. Second the government must change the environment where the innovation will be applied. The experimental results are identical with the second point. It is assumed that the government must create a supportive legal environment to encourage the adoption of E-business and enact laws to deal with cases of fraud and mistrust of trade through the Internet. It can also encourage the government E-procurement and contracts by putting incentives and rewards. Here it must be noted that the lack of legal protection, security and privacy all are matters of concern for institutions and customers alike (Zhu and Kraemer, 2005).

c) Competitive Pressure

It is "the degree of pressure that the company feels from competitors within the industry" (Zhu and Kraemer, 2005, p. 70). It stems from the fear of the enterprises from losing their competitive advantage in their work environment. The enterprises may find themselves compelled to adopt and implement a technology because of competitive pressures, although that technology will not be useful for them. So the enterprise's positive behavioral intention towards an innovation may result from competitive pressure (Maduku et al., 2016).

Competitive pressure proves its effectiveness in technology adoption. Competition within the industry has positive impact on IT adoption. It is also a strategic imperative for the adoption of technology. When the enterprise adopt IT innovation it will have the ability to change competition rules, the composition of the industry and the superiority of its competitors. Therefore, the first to adopt the innovation will get a lot of competitive benefits and maintain the life of the institution (Gangwar et al., 2015; Lippert and Govindarajulu, 2006).

Oliveira and Martins (2010) also state that experiences show that the pressure generated by the competition is a key driver for the adoption of technological innovations.

If any competitor begins using any innovation such as E-commerce, the company will find a strong push towards the adoption of this innovation broadly in order to achieve many of the competitive advantages. Thus the

greater the competition in any industry, the greater the likelihood of the adoption of technological innovations (Rahayu and Day, 2015).

The enterprises will face enormous pressure, become more aware and thus trace its competitors to adopt the technology. The reason for this is the rapid changes that arise from high-tech industries (Low et al., 2011).

d) Customer Pressure and Orientation

Customer pressure describes the degree of the organization's promotion to adopt E-marketing because of the customer's awareness and culture. SMEs may adopt a specific IT because of the pressure from its customers or suppliers. This clearly appears in the multinational companies that force its subsidiaries and their suppliers to adopt E-commerce to link in the global production network (Rahayu and Day, 2015).

Maduku et al. (2016) declare that organizations' adoption of IT technologies is influenced by the features of the relationships between organizations. The obligation, encouragement and compulsion emerging from customer are examples of this. Also they tell that the trust and the co-dependence between the enterprise and its customers are other significant items. It is proved that using electronic services to satisfy customers' needs and interact with them easily is a main motivator to innovation adoption. This means that the enterprises compelled to adopt the technology because it believes that its customers expect it to do so.

El-Gohary (2010a) in his study, related to E-marketing adoption, refers to this factor in another form. He describes it as "Cultural orientation towards E-marketing by SBE customers" (El-Gohary, 2010a, p. 6-22). The

dominant culture must be encouraging so that the technology can change the nature of relations between the institution and its customers. Some of the cultural matters related to the customer that are influential in the adoption of enterprise for E-marketing are addressed. From these are trust, security and customer agreement and participation. Trust means dependability and credibility. It is very important in the virtual transactions and correlates positively with customer's attitudes. As for security violation, experiments have proved its effect in user objection to adopt transactions using Internet (El-Gohary, 2010a).

e) **Market Scope**

It means the geographical area in which the enterprise operates i.e. Is it local or international? The impact of the firm scope in adopting various types of technology is investigated by researchers (e.g., Lippert and Govindarajulu, 2006; Zhu et al., 2003).

In terms of the relationship between the scope of work of the enterprise and the adoption or implementation of technology, previous studies show that there is a positive relationship between the scope of work, the implementation of technology and value-added. For example, service companies, with activities spanning geographically, with branches and multiple partners, if they use a common technique they will get more benefits than in the case if they are operating in a narrow scope (Lippert and Govindarajulu, 2006).

Zhu et al. (2003) define market scope as "the horizontal extent of a firm's operations" (Zhu et al., 2003, p. 254). They interpret how market

scope influences on the adoption process of technology through three views. First, when the scope of work is broader, internal coordination costs will increase because the nature of the work becomes more complicated administratively and needs more processing of information. Thus, the digitization of work will reduce these costs. Second, search costs and inventory holding costs (from external coordination costs components) will increase with the increase in the scope of work, despite the ambiguity of the relationship between the market scope and the cost of external coordination. An example of this that companies, operating in a wide geographic area, will pay a higher search costs to look for consumers, distributors and partners, especially if it has expanded globally to operate in a market whose segments are not homogeneous. The inventory holding costs will rise to adjust the uncertainty demand in each sector at the same time. In the summary to reduce the costs of search for both buyer and seller and to achieve the accumulation of demand and improving inventory management, enterprises can take advantage of E-business. So the greater the scope of work of the enterprise, the greater the adoption of technology. Third, expanding the scope of work of the enterprise will increase the need for cooperation between E-business and traditional business. For example the enterprise could use the Internet to assist customers in determining the physical locations of the stores, the establishment of a diverse community of customers, the use of online graphical interfaces to increase ease of dealing with ERP systems and linking multiple databases with each other through the Internet.

Ramdani et al. (2013) illustrate that when the market scope of the enterprise becomes wider, the complexity scale in legal and cultural matters will increase. When companies expand the scope of their work, they become interested in the expansion of infrastructure for IT and in finding common work systems with other institutions. The reason is the desire to participate in global and international supply chains to impose restrictions on the manufacturing resource planning.

Table 2-3 shows the results of some studies that use TOE framework.

Table 2-3: Previous Studies Using TOE Framework

Study	Dependent Variable	RA	COM	EOU	TR	OBS	TMS	OR	ITE	OC	PT	FS	IS	GVS	COP	CUP	MS
Maduku et al. (2016)	Mobile marketing adoption	✓					✓									✓	
Wang et al. (2016)	Mobile hotel reservation systems adoption		✓									✓					
Gangwar et al. (2015)	Cloud computing adoption	✓	✓	✓			✓	✓							✓		
Rahayu and Day (2015)	E-commerce adoption	✓	×					✓				×	×	×		×	
Oliveira et al. (2014)	Cloud computing adoption	✓	×	✓			✓	✓				✓			×		
Low et al. (2011)	Cloud computing adoption	✓	×	×			✓	×				✓			✓	✓	

Table 2-3: Previous Studies Using TOE Framework (Cont.)

Oliveira and Martins (2010)	E-business adoption	✓						✓				×			✓		
Wang et al.(2010)	RFID adoption	×	✓	✓			×	×			✓	✓			✓	✓	
El-Gohary (2010a)	E-marketing adoption	✓	✓	✓				✓		✓	×	✓		×	×		
Ramdani et al. (2009)	ES adoption	✓			✓		✓	✓				✓					
This Research	E-marketing implementation	✓	×	×	×	×	×	×	×	×	×	×	×	×	×	✓	✓

2.8. E-marketing Implementation and Marketing Performance

Although E-marketing is becoming a focus of attention of researchers and academics, there is a paucity of literature regarding its relationship with marketing performance. Research results show a contradiction in the relationship between E-marketing and the performance (Tsiotsou and Vlachopoulou, 2011). Wu et al. (2003) and Brodie et al. (2007) find a strong positive relationship between E-marketing and the performance. While Coviello et al. (2006) reveal that E-marketing and other modern practices are not found to influence performance. To measure the performance, financial and non-financial metrics can be used (Hacioglu and Gök, 2013). The most frequently used financial metrics are profitability, sales and cash flow (Ambler et al. 2001; Hacioglu and Gök, 2013). According to non-financial metrics: market share, customer

satisfaction, customer loyalty, and brand equity can be used to measure marketing performance (Clark, 1999; Hacioglu and Gök, 2013). With regard to E-marketing, a new viewpoint is required to measure the success of marketing and researchers concentrate on some measures such as: traffic, visit duration, conversion rate (visit to purchase), catalogue size, sales value, number of transactions, number of users as measured by the number of registered user accounts (Rowley, 2001).

Other researchers such as Nguyen et al. (2015b) state that the rapid and effective use of the technology can be used to measure the success of this technology, with the aim of adoption is to reach a desirable result. From the things that can be considered to measure the successful implementation of the technology is the return on investment, increased sales, increased revenue, or an increase in the quality of products and services

In this study, the researcher will rely on return on investment, return on sales, net profit, customer satisfaction, customer loyalty, new customers, sales costs, service or product quality and new markets as traditional marketing measures and on number of users as E-marketing measures.

Chapter Three
Research Methodology

Chapter 3

Research Methodology

3.1 Overview

This chapter presents the research methods that are used to conduct this research. It explores the definition, types, approaches and strategy of research. It also shows the sample size and the sampling techniques. Furthermore, it illustrates the research framework and clarifies the reasons for choosing this frame work. Also it presents the quality standards for selected research tools and finally talks about the statistical analysis methods that is used in this research.

3.2 Research Methodology

Research methodology is the way that the researcher uses to conduct his research on a specific topic. The two common methodologies in scientific research are quantitative and qualitative methods (El-Gohary et al., 2008).

3.2.1 Quantitative Research

The quantitative methodology is the most widely methodology used among researchers. Because of its dependence on the numbers, there is a high confidence of its findings. When using this approach, the hypotheses about the elements of the study are formulated, the researcher watches the phenomenon under study, collects data and then statistically analyzes the results to reject or accept these hypotheses (El-Gohary et al., 2008). It answers the questions of what, where and when (Rajasekar et al., 2013).

3.2.2 Qualitative Research

The qualitative methodology uses words instead of numbers to explain logically the phenomena and issues to be studied. The purpose of conducting this type of methodology is to depict the case and it tries to answer the questions of why and how in decision making (Rajasekar et al., 2013).

To find a solution to the problem statement of the current research, quantitative approach is chosen as the questions that are related to the study are (what) questions.

3.3 Research Strategy

Research strategy is "the general plan of how you will go about answering your research question(s)" (Saunders et al., 2009, p. 136). So obvious purposes, data origins, research limitations (related to money, time, and data access) and any ethical matters will be discussed in the research strategy (Saunders et al., 2009).

Usually the researchers use different strategies such as experiment, survey, case study, action research, grounded theory, ethnography and archival research. They can use only one type of them or more than one type together. Choosing the research strategy depends on several things, such as: research purposes, research questions, and the range of existing knowledge, time and resources available and also depends on the special researcher philosophy (Saunders et al., 2009).

In this research, the survey approach is selected. The justification for this selection is the research questions which are: What are the main factors

that may influence the implementation of E-marketing by SMEs in Palestine? What is the importance of each factor in influencing the implementation of E-marketing used by SMEs in Palestine? What are the different E-marketing tools used by Palestinian SMEs to accomplish E-marketing? What is the relationship between E-marketing implementation and marketing performance? And because all of these questions are of the type "what", survey is selected (Saunders et al., 2009).

The survey strategy and the deductive approach are connected together. There is a trend to use the survey in exploratory and descriptive research and it is widespread (Saunders et al., 2009). The reason for this according to Saunders et al. (2009) is due to many advantages possessed by survey such as:

- Its high ability to collect large amounts of data from a large community of people and in a very economical way.

- A questionnaire is applied to a sample and the resulting data is integrated and this leads to easy comparison.

- Survey strategy will enable you to collect quantitative data and then use statistical and descriptive methods for analysis and get results.

- It enables the researcher to submit models that represent relationships between research variables as it can propose the causes for these relations.

- It helps the researcher where it gives him a great ability to control the research, and when using sampling it will be low-cost because it

allows him to find a representative sample results without being obliged to collect the entire study population data.

Based on the above, the best strategy suited to this research is the survey strategy.

3.4 Research Tool

A self-administered questionnaire is designed to collect data related to the research topic.

3.4.1 Questionnaire

Questionnaire is a common expression used to describe the mechanism used to collect the research data by asking respondents to answer the same predefined questions (Saunders et al., 2009).

Closed-questions method is used in the questionnaire designing in this research. This method allows the respondents to give quick and accurate answers to achieve the desired research purposes.

The initial version of the questionnaire is designed as follows:

1. Questionnaire cover, which consists of five parts: the questionnaire objective, E-marketing definition, who can fill the questionnaire, a message of thanks and appreciation for the cooperation of respondents with a promise to keep confidential data, and finally an enquiry about their desire to obtain a copy of the study abstract so that they can write their addresses at the end of the questionnaire.

2. The first section consists of two groups of questions. First group is related to the respondent's personal information such as gender, age group, qualification, years of experience in restaurants field and the

respondent's nature of work in the restaurant. The second group contains questions related to the restaurant's information such as restaurant age, province name (governorate), number of employees in the restaurant and the marketing budget.

3. Then in the second section, some questions are developed to examine the extent of E-marketing implementation and which tools are used in the restaurant using Likert-style rating scale. Five of points on the rating scale have been selected. They are: "1" strongly disagrees, "2" disagree, "3" neutral, "4" agree, "5" strongly agree.

4. Various statements related to the factors that affect E-marketing implementation are carefully selected and placed in the third section. The majority of these statements are selected from the literature from previous studies in the same field or similar fields (see table 3 in Appendix A). The aim is to measure the factors that affect the research model. These statements are placed randomly in the questionnaire to reduce systematic biases as recommended by Sekaran (2006). Likert-style rating scale is used to measure the statements in the third part of the questionnaire. Five of points on the rating scale have been selected. They are: "1" strongly disagrees, "2" disagree, "3" neutral, "4" agree, "5" strongly agree.

5. Finally, section four, which includes questions about the impact of the implementation of E-marketing on the performance. Also the answers of these questions are based on the Likert scale.

6. Then an open-ended question – as recommended by Sekaran (2006) -is

placed at the end of the questionnaire to give a chance for respondents to talk about any information not covered in the questionnaire on the subject of study adequately.

7. The English version of the questionnaire is designed and reviewed carefully more than one time. The goal is to ensure that the research's purposes are achievable.

8. After that the questionnaire is translated into Arabic because it is the mother tongue of respondents. Then it is reviewed by the supervisor and the necessary adjustments are made to ensure getting the correct results and the vocalizations used are understandable to all, regardless of their levels.

9. Distributing a copy of each of: the questionnaire, the research purposes, the research questions and the hypotheses to six specialists arbitrators in this field (see Appendix A). Then the appropriate adjustments on the questionnaire are made to make it suitable.

3.5 The Proposed Conceptual Model

Based on the previous discussions about the models and the factors related to E-marketing implementation (chapter 2), the most important factors that affect E-marketing implementation are identified. The proposed model for this study (Figure 3-1) is based on TOE framework, TAM and IDT.

3.5.1 The Justification for Choosing TOE Framework.

Some studies regarding examining IT adoption from an organizational level admit that TOE framework is a successful choice to be used (Alatawi

et al., 2013). They also add that TOE is a comprehensive framework as it includes all aspects related to the enterprise (technological, organizational and environmental). Furthermore, using TOE framework allows for a preferable description of the spread of innovations inside the enterprise.

Technological Context	Organizational Context	Environmental Context
Relative advantage (H1a)	Top management support (H2a)	Industry sector (H3a)
Compatibility (H1b)	Organizational readiness (H2b)	Support from government and IT vendors (H3b)
Ease of Use (H1c)	ICT experience (H2c)	Competitive pressure (H3c)
Trialability (H1d)	The organizational culture (H2d)	Customer pressure (H3d)
Observability (H1e)	Type of the product (H2e) The firm size (H2f)	Market scope (H3e)

H1   H2   H3

E-marketingImplementation

H4

Marketing Performance

Figure 3-1: The Proposed Research Framework

Low et al. (2011) illustrate that the environmental context in TOE framework makes TOE more capable to explain the adoption of internal innovations of the enterprise and as a result it is fully comprehensive. It has many characteristics such as the obvious theoretical foundations, harmonious experimental findings and the possibility of its application in the adoption of technology innovations.

3.5.2 The Justification for Choosing IDT and TAM Models

Reviewing literature regarding organizational IT adoption and implementation reveals that IDT is a popular selection in the technological context of TOE framework (Alatawi et al., 2013). It appears one of the most common, vastly agreeable between researchers and linked to IT adoption mainly. It is tested in a very large number of studies in a variety of technological areas (El-Gohary, 2012).

According to TAM, El-Gohary (2012) says that researchers examine it for more than two decades in various technology fields and it proves success in predicting and interpreting behavior towards these technologies. He also adds that despite numerous attempts to develop TAM and the appearance of TAM2, TAM3 and UTAUT, but it is still adequate and successful and still accepted widely in the field of technology adoption. Moreover TAM2, TAM3 and UTAUT are more appropriate in examination of the adoption of technology by individuals and this research is concerned with business level.

3.6 The Required Hypotheses to Test the Relationships between the Factors

Based on the proposed framework, the required hypotheses in this research are as follows in table 3-1:

Table 3-1: Summary of Research Hypotheses' Factors

Hypothesis	Independent Variable	Dependent variable	Based On
H1	**Technological factors**	**E-marketing implementation**	TOE
H1a	Relative Advantage	E-marketing implementation	TAM, IDT
H1b	Compatibility	E-marketing implementation	TAM, IDT
H1c	Ease of Use	E-marketing implementation	TAM, IDT
H1d	Trialability	E-marketing implementation	TAM, IDT
H1e	Observability	E-marketing implementation	TAM, IDT
H2	**Organizational factors**	**E-marketing implementation**	TOE
H2a	Top management support	E-marketing implementation	TOE
H2b	Organizational readiness	E-marketing implementation	TOE
H2c	ICT experience	E-marketing implementation	TOE
H2d	Organizational culture	E-marketing implementation	TOE
H2e	Product type	E-marketing implementation	TOE
H2f	Firm size	E-marketing implementation	TOE
H3	**Environmental factors**	**E-marketing implementation**	TOE
H3a	Industry sector	E-marketing implementation	TOE
H3b	Government and IT vendors support	E-marketing implementation	TOE
H3c	Competitive pressure	E-marketing implementation	TOE
H3d	Customer pressure	E-marketing implementation	TOE
H3e	Market scope	E-marketing implementation	TOE
H4	**E-marketing implementation**	**Marketing Performance**	

3.7 Sampling Technique

Sampling is the operation that is carried out by the researcher in order to choose the right elements to be studied (Sekaran, 2006).

3.7.1 Study Population

Population is the overall group of elements that the researcher is seeking to study (Sekaran, 2006).

In this research the small and medium restaurants SMRs in Palestine specifically West Bank are selected to be the research population. The justification is mentioned in chapter1 and chapter2.

3.7.2 Study Sample

Sample is a partial set from the research population. Generalizable results on the study population can be obtained through the sample study (Sekaran, 2006).

There are two types of sampling techniques: probability or representative sampling and non-probability or judgmental sampling.

By probability sampling, all cases that might be taken from the population have the same known probability. This makes it feasible to find reply for research questions and fulfill the purposes through statically inference from probability sampling about the population characteristics. And as a result, the survey and the probability sampling are most likely linked together.

In contrast, Saunders et al. (2009) state that in the non-probability sampling, it is impossible to answer research questions that need statistical deduction about the population features. It is possible to generalize from

non-probability samples to the population, but not statistically. The likelihood of the selection for each case from the total population is not known. Non-probability sampling supplies a domain of alternate methods to select samples subjectively.

In this research, proportional stratified random sample is used. The population is divided based on the number of restaurants of each category (small or medium) and then dividing each group according to the proportion of its presence in each governorate.

3.7.3 Sample Size

There are various things that control the selection of the sample size according to Sekaran (2006), such as:

- The needed confidence level: This determines the trust scale of the ability of selected data features to represent the population features.
- The tolerable error margin: the precision of sample estimates.
- The population size.
- The required analysis type.

Several ways can be used to calculate the required sample size. In this research, the population size is 525 (SMRs) in West Bank (PCBS, 2013a). The required confidence level is 95% and the required confidence interval is 0.05. The suitable formula according to Daniel and Cross (2013) is then as follows:

$$n = \frac{Nz^2pq}{d^2(N-1) + z^2pq} \tag{1}$$

Where:

n = the sample size.

Z = is the abscissa of the normal curve which interrupts an area α at the tails (1 - α equals the required confidence level) (Israel, 1992). In this research z= 1.96 for 95% confidence level.

p = the population ratio that have the required characteristic (probability of selecting an element). To give a better estimate of p, let it equal 0.5 as this thing will give the largest possible value for n (Daniel and Cross, 2013).

q = (1-p) and this means that q=0.5

d = the required confidence interval. In this research, 0.05has been adopted.

N = the total population for the research.

So, using equation (1):

$$n = \frac{525*1.96^2*0.5*0.5}{0.05^2(525\text{-}1)+1.96^2*0.5*0.5} = 222.08 \text{ restaurants} \approx 222 \text{ restaurants}.$$

3.8 Quality Standards for the Research Tool

After collecting the data and completing its filling, the researcher needs to measure the accuracy and the actuality of the used research tool. The aim is to ensure the fineness of measures and to decrease the potency of obtaining wrong answers (Saunders et al., 2009, Sekaran, 2006).

3.8.1 Reliability

Reliability means the consistency and the constancy of the data that is collected using the research tool. It means that the same results will be achieved on other situations or by other researchers using this research tool (Saunders et al., 2009).

Various techniques can be used to measure the inner consistency of the questionnaire. The famous and most used one is Cronbach's alpha.

Cronbach's alpha is" a reliability coefficient that indicates how well the items in a set are positively correlated to one another" (Sekaran, 2006, p. 307).

In this research, Cronbach's alpha was calculated for the main constructs in the questionnaire as shown in table 3-2:

Table 3-2: Reliability Statistics of Constructs Affecting E-marketing Implementation

Factor	Cronbach's alpha
Technological factors	0.80
Organizational factors	0.87
Environmental factors	0.80
E-marketing Implementation	0.75
E-marketing Performance	0.84
All questions	0.90

The reliability of the main constructs is above 80%, as well as the total reliability of all questions is 90%. Therefore, the research tool is reliable.

3.8.2 Validity

Validity means that the research tool is measuring what the researcher intends to measure (Sekaran, 2006).

In this research, different methods are used to measure the validity of the questionnaire. These methods are:

• The questionnaire's sentences are based on similar studies in literature.

The same case with the research model and hypotheses. Furthermore,

the validity and reliability are tested in these empirical studies.

- The questionnaire is revised with the supervisor more than once to verify its ability to achieve its purpose and to make sure from the simplicity and clarity of statements. Also, it is reviewed by six specialists arbitrators in this field (see table 1 in Appendix A).

- After filing data to Minitab, the reliability is checked to be sure from the consistency of the questionnaire.

3.9 Distribution of the Questionnaire

Stratified random sample is considered as an amendment to the probabilistic sample, where the population is divided into two or more closely related classes depending on number of properties. It can be divided into two types: equal stratified random sample and proportional stratified random sample (Saunders et al., 2009).

In this research, the proportional stratified random sample is adopted to collect data from the restaurants in West Bank. SMRs spread out in all West Bank governorates. The number of SMRs in each governorate is different. For that, the researcher divided the population into mutually exclusive groups, each subgroup –in terms of employee numbers - represents a class (Small, Medium and large) which is termed stratum. Then the stratification followed by random selection of participants from each stratum based on the proportion of restaurants from each class in the Palestinian governorates.

The percentage required for each category of restaurants within these governorates is calculated using the following formula which is adopted by Saunders et al. (2009):

$$Strata\ sample\ size = \frac{strata\ size}{total\ population} \qquad (2)$$

Table 3-3: Total Sample Details

Strata name	Strata size	Required%	Strata Sample size
Small (5-9) Employees	363	69%	153
Medium (10-19) Employees	110	21%	47
Large (more than 20)	52	10%	22
Total	**525**	**100%**	**222**

Then these numbers are divided between governorates according to the proportion of restaurants in them. Some governorates cannot be reached because of the conditions on the ground and some governorates were e-mailed but did not respond to the request. As a result, the required share of these governorates was added to the required amount from the responding governorates. At the beginning of the questionnaire distribution, the researcher tried her best to distribute according to the ratios and classes required. However, the lack of responsiveness of some marketing officials or managers in some restaurants hindered the implementation of this, where some rejected the questionnaire. Another part also took it but did not fill it even after several attempts. Another point is the distribution of questionnaires more than the required number, in anticipation of not obtaining sufficient number of valid questionnaires. So the calculated distribution details are in table 3-4:

Table 3-4: Details for Each Governorate

Governorate	Small (5-9)	Medium (10-19)	Total
Jenin	25	5	30
Tulkarem	25	5	30
Nablus	50	10	60
Ramallah and Al-Bireh	80	5	85
Hebron	40	5	45
Total	**220**	**30**	**250**

When distribution, two hundred and seventy questionnaires were distributed to ensure a high rate of response and thus obtain the required sample size. At last, two hundred thirty eight of them were restored and fifteen were excluded due to not meeting the required conditions. The explanation for this is that some restaurant owners replied positively the first question in the second section, which inquiries about their use of the Internet for marketing. But when they were asked about the used E-marketing tools, they negatively answered all the tools which means that they don't use E-marketing. Whereas others answered only the section of demographic information and E-marketing tools and completely left the rest of the sections empty.

Based on the above, the response rate of the questionnaire equals to 82.6%. Table 3-5 displays the details of the distribution of the questionnaires.

Table 3-5: The Questionnaires Distribution Details

Governorate	Distributed	Received	Valid	Response Rate
Jenin	30	27	24	80%
Tulkarem	30	29	28	93.3%

Table 3-5: The Questionnaires Distribution Details (Cont.)

Nablus	78	76	75	96.2%
Qalqilya	8	5	5	62.5%
Ramallah and Al-Bireh	84	65	60	71.4%
Hebron	40	36	31	77.5%
Total	**270**	**238**	**223**	**82.6%.**

Table 3-5 shows that the highest response rate is in Nablus. Although the number of questionnaires distributed in Ramallah is greater because of the number of restaurants available there, Nablus's response rate is higher due to better responsiveness of SMRs managements. One of the specialists who was interviewed said that from his experience in restaurants and E-marketing in Ramallah and Nablus, Nablus is the highest in the use of E-marketing, and that its residents are using a lot of E-marketing. They are more interested in advertising campaigns in the field of restaurants that launch electronically. In a study on social media in Palestine in 2015, the final report shows that Nablus has the largest number of Facebook users, with 356,000 (20%) of the total number of users in Palestine, while 23,400 (13%) in Ramallah. Facebook is one of the most prominent means of social media used in E-marketing (Social Studio, 2015).

3.10 Analysis Methods

Raw quantitative data carry few meaning to most people. So quantitative analysis techniques must be applied on these data to convert it to a useful data called information (Saunders et al., 2009).

In this quantitative research, based on the recommendations of Saunders et al. (2009), the analysis methods that will be used are:

1. Cronbach Alpha: To test the reliability of the questionnaire.

2. Frequency distributions: Using tables and pie charts to view the frequency and percent for each one of the demographic variables and used E-marketing tools.

3. Descriptive statistics: It is used to describe (and compare) variables numerically. In this research, central tendency measurements - specifically the mean – will be computed for each of the questions related to the factors affecting the implementation of E-marketing. Also the extent to which values differ from the mean (standard deviation) will be calculated for each question.

4. Anderson-Darling test (AD): To test the data normality.

5. Kruskal-Wallis test: A nonparametric method that can be used to test the statistical differences among participants according to different demographic variables.

6. Analysis Of Variance (ANOVA): It will be used if the results of the Kruskal-Wallis test show that there are statistical differences between the groups. ANOVA then will be used to find out where is the difference, specifically where are the groups in which the difference appears. Although of the assumption that the data for each group must be normally distributed, but it is considered unimportant provided that the number of cases in each group is large (30 or more) (Saunders et al., 2009).

7. Pearson Correlation Coefficients Calculation: To access the strength and the direction of the linear relationship between numerical variables.

8. Simple and Multiple Regression analysis: To assess the strength of a relationship between one dependent and several independent variables. Also it will be used to predict the value of a dependent variable from one or more independent variables. The results will be used to test the research hypotheses.

9. Box-Cox Transformation: It is used to normalize data if they don't satisfy the normality criteria.

Chapter Four
Data Analysis and Results

Chapter 4

Data Analysis and Results

4.1 Overview

This chapter presents the results that were collected via the questionnaire. It shows the results of descriptive statistics and hypotheses testing using Minitab software in order to determine the factors influencing E-marketing implementation by SMRs in Palestine. Minitab is adopted to analyze the data collected by the questionnaire because of its features and properties, which can provide proper results and then achieve research objectives. Several and diversified statistics for each element in the research questionnaire can be implemented easily by it. In addition, it can give graphical results. Hence, Minitab is useful to get the relationships between questionnaire elements.

In addition to the above, this chapter presents E-marketing implementation framework in Palestine and the factors that are obtained. At last it shows the relationship between E-marketing and marketing performance.

4.2 Demographic and Descriptive Statistics

Respondents to the questionnaire differ in personal information in accordance with the design of the questionnaire. This in turn leads to different responses toward technology use, E-marketing implementation and the factors that have impact on implementing E-marketing in SMRs. The following results show these differences.

4.2.1. Personal Information

The total number of participating SMRs in West Bank is 223, with a response rate of 82.6%. The following tables present the participants' specifications.

- **Gender**

The sample includes 211 males who form 94.62% of the participants, and 12 female who form 5.38% of the participants. Figure 4-1 shows the gender distribution in this research.
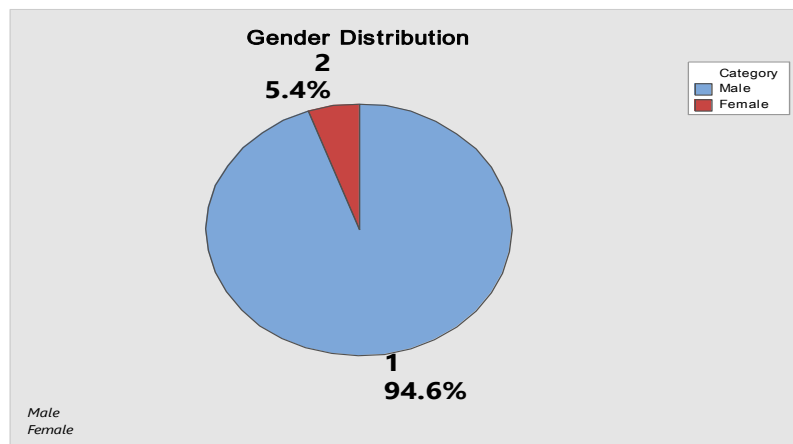
Figure 4-1: Distribution of Gender

- **Age**

Age is divided into five age groups; Table 4-1 shows the age details in this research.

Table 4-1: Distribution of Age

Variable	Characteristics	Frequency	Percent
Age	20 - less than 30	98	43.95%
	30 - less than 40	80	35.87%
	40- less than 50	32	14.35%
	50-60	11	4.93%
	Greater than 60	2	0.90%
	Total	**223**	**100%**

- **Qualification**

Qualification in the questionnaire is ranked to five options. Table 4-2 shows the details of respondents' qualifications.

Table 4-2: Distribution of Qualification

Variable	Characteristics	Frequency	Percent
Qualification	Less than high School	12	5.38%
	High School	60	26.91%
	Diploma	35	15.70%
	Bachelor	110	49.33%
	Postgraduate	6	2.69%
	Total	**223**	**100%**

- **Years of Experience**

Years of Experiences variable is divided into four period intervals. Table 4-3 shows the details of respondents' years of experience.

Table 4-3: Distribution of Years of Experience

Variable	Characteristics	Frequency	Percent
Years of Experience	1 - less than 4 years	58	26.01%
	4 - less than 7 years	56	25.11%
	7 - 10 years	51	22.87%
	More than 10 years	58	26.01%
	Total	**223**	**100%**

- **Nature of Work**

The participants in the questionnaire are from various functional positions. So the nature of work is assorted to four options as shown in table 4-4.

Table 4-4: Distribution of Nature of Work

Variable	Characteristics	Frequency	Percent
Nature of Work	Restaurant owner	85	38.12%
	Director of Marketing / Sales Manager	45	20.18%
	General director	75	33.63%
	Responsible for E-marketing activities	18	8.07%
	Total	**223**	**100%**

- **Restaurant Age**

The participating SMRs have different ages and therefore are divided into five time periods. The results are presented in table 4-5.

Table 4-5: Distribution of Restaurant Age

Variable	Characteristics	Frequency	Percent
Restaurant Age	Less than 1 year	28	12.56%
	1 - Less than 3 years	30	13.45%
	3 - Less than 6 years	64	28.70%
	6 - 10 years	44	19.73%
	More than 10 years	57	25.56%
	Total	**223**	**100%**

- **Governorate**

For inclusiveness in the research, questionnaires are distributed to several governorates where its statistics emerge as shown in table 4-6.

Table 4-6: Distribution of Governorate

Variable	Characteristics	Frequency	Percent
Governorate	Ramallah and Al Bireh	60	26.91%
	Hebron	31	13.90%
	Nablus	75	33.63%
	Jenin	24	10.76%
	Tulkarem	28	12.56%
	Qalqilya	5	2.24%
	Total	**223**	**100%**

- **Number of Employees**

Number of employees is one of the main elements in this research that must be taken into account. Based on that, it is classified into 4 options as it is customary in Palestine and according to the agreed bases in the Palestinian Central Bureau of Statistics and economic institutions. The resulted statistics are in table 4-7.

Table 4-7: Distribution According to Number of Employees

Variable	Characteristics	Frequency	Percent
Number of Employees	1-4	0	0%
	5-9	112	50.22%
	10-19	64	28.70%
	greater than 20	47	21.08%
	Total	**223**	**100%**

- **Marketing Budget**

Each restaurant usually allocates a budget for marketing that may differ from other restaurants, according to the needs and convictions. Therefore six options for the percentage of marketing budget are included. Table 4-8 shows the results.

Table 4-8: Distribution of Marketing Budget

Variable	Characteristics	Frequency	Percent
Marketing Budget	Less than 10%	75	33.63%
	10% - 20%	53	23.77%
	21% - 30%	49	21.97%
	31% - 40%	25	11.21%
	41% - 50%	15	6.73%
	More than 50%	6	2.69%
	Total	**223**	**100%**

4.2.2. E-marketing Implementation and the Used Tools

In the second section the researcher asks the participants about implementing E-marketing. Since E-marketing has variety of tools, respondents are asked about E-marketing tools which they apply. The results are as shown in table 4-9.

Table 4-9: E-marketing Tools

E-marketing Tool	Yes		No		Neutral	
	Frequency	Percent	Frequency	Percent	Frequency	Percent
E-mail	120	53.8%	93	41.7%	10	4.5%
Mobile	157	70.4%	50	22.4%	16	7.2%
Internet (Web site)	164	73.5%	35	15.7%	24	10.8%
Social Media	222	99.5%	1	0.5%	0	0%
Intranet	85	38.2%	69	30.9%	69	30.9%
Extranet	98	43.95%	60	26.9%	65	29.15%
Global search engines	62	27.8%	105	47.1%	56	25.1%
Local Commercial electronic directory	172	77.1%	17	7.6%	34	15.3%

4.3 Statistical Differences Among Survey Participants

This section exhibits the statistical differences among participants in this research. At first, data are checked for normality using Anderson-Darling test. It is a strong test that can be used to check data normality if both the mean and the variance are not known (Pettitt, 1977). Because the results of this test show that the data are not normal, nonparametric methods can be used to examine differences between respondents. One of these nonparametric methods is Kruskal-Wallis test. It is the most

preferable method that is used when the populations that the samples are taken from are not normally distributed (Daniel and Cross, 2013).

The median test (H-test for Equality of Medians) is "a nonparametric procedure that may be used to test the null hypothesis that two independent samples have been drawn from populations with equal medians" (Daniel and Cross, 2013, p. 686).

Furthermore, One-Way ANOVA is used when there is a statistical difference between groups. ANOVA can be used to test the probability if the difference between groups occurs fortuitously and that's when a numerical variable has three or more different groups according to a descriptive variable (Saunders et al., 2009).

In this research, at first Kruskal-Wallis test is conducted on responses of factors according to one of the demographic variables. If the results show a significant difference then ANOVA test is executed to see where is the difference.

4.3.1 Statistical Differences According to Gender

As the proportion of females participants in the survey is low (5.38%), the examination of the statistical differences between the groups by gender are neglected.

4.3.2 Statistical Differences According to Age Group

Using Kruskal-Wallis test, no statistical differences are found between respondents according to their age groups in any factor. Table 4-10 shows this result. Since (P-Value>0.05) with all factors, it means that there are no statistical differences according to age group.

Table 4-10: Independent Samples Test for Age Group Differences

Independent variable	Age group P-Value
Relative advantage	0.325
Compatibility	0.593
Ease of Use	0.619
Trialability	0.222
Observability	0.619
Top management support	0.832
Organizational readiness	0.122
ICT experience	0.808
Organizational culture	0.153
Product type	0.415
Firm size	0.796
Industry sector	0.301
Government and vendor support	0.327
Competitive pressure	0.743
Customer pressure	0.611
Market scope	0.841
Note difference is significant at the 0.05 level	

4.3.3 Statistical Differences According to Qualification

- **Organizational Culture:**

There is a statistical difference between respondents according to their qualifications in recognizing the role of the organizational culture in E-marketing implementation (P = 0.034<0.05). Using One-Way ANOVA, respondents who hold a Bachelor qualification consider the organizational culture important in E-marketing implementation (Mean= 3.7257) more than respondents whose qualification is postgraduate (Mean = 3.000). Details are in table 4-11:

Table 4-11: Independent Samples Test for Qualification Differences

Independent variable	Qualification
	P-Value
Relative advantage	0.264
Compatibility	0.952
Ease of Use	0.133
Trialability	0.704
Observability	0.272
Top management support	0.151
Organizational readiness	0.075
ICT experience	0.135
Organizational culture	**0.034**
Product type	0.139
Firm size	0.192
Industry sector	0.135
Government and vendor support	0.808
Competitive pressure	0.085
Customer pressure	0.583
Market scope	0.075
Note difference is significant at the 0.05 level.	

4.3.4 Statistical Differences According to Years of Experience

Using Kruskal-Wallis test, no statistical differences are found between respondents according to their years of experience in any factor. Table 4-12 shows this result. Since (P-Value>0.05) with all factors, it means that there are no statistical differences according to years of experience.

Table 4-12: Independent Samples Test for Years of Experience Differences

Independent variable	Years of Experience
	P-Value
Relative advantage	0.189

Table 4-12: Independent Samples Test for Years of Experience Differences (Cont.)

Compatibility	0.699
Ease of Use	0.265
Trialability	0.628
Observability	0.314
Top management support	0.755
Organizational readiness	0.739
ICT experience	0.770
Organizational culture	0.706
Product type	0.521
Firm size	0.090
Industry sector	0.750
Government and vendor support	0.117
Competitive pressure	0.623
Customer pressure	0.702
Market scope	0.858
Note difference is significant at the 0.05 level.	

4.3.5 Statistical Differences According to Nature of Work

- **Government and Vendor Support:**

There is a statistical difference between respondents according to their nature of work in recognizing the role of the government and vendor support in E-marketing implementation (P = 0.006<0.05). Respondents who are responsible for E-marketing activities consider the government and vendor support to be important in E-marketing (Mean= 3.368) more than respondents who are general director (Mean = 2.7391). See table 4-13:

Table 4-13: Independent Samples Test for Nature of Work Differences

Independent variable	Nature of work
	P-Value
Relative advantage	0.152
Compatibility	0.999
Ease of Use	0.601
Trialability	0.657
Observability	0.332
Top management support	0.233
Organizational readiness	0.337
ICT experience	0.109
Organizational culture	0.797
Product type	0.822
Firm size	0.105
Industry sector	0.541
Government and vendor support	**0.006**
Competitive pressure	0.280
Customer pressure	0.826
Market scope	0.232
Note difference is significant at the 0.05 level.	

4.3.6 Statistical Differences According to Restaurant Age:

- **Relative Advantage:**

There is a statistical difference between respondents according to the restaurant age in recognizing the advantages and benefits of E-marketing implementation (P = 0.029<0.05). Respondents in SMRs older than 10 years are less aware of the benefits of E-marketing implementation (Mean= 3.5527) than respondents in SMRs which are (3 - Less than 6 years) (Mean= 3.9322).

- **Top Management Support:**

There is a statistical difference between respondents according to the restaurant age in recognizing the role of top management support in E-marketing implementation (P = 0.050= 0.05). Respondents in SMRs which are less than 1 year are more aware of the role of top management support in E-marketing implementation (Mean= 3.929) than respondents in SMRs which are (3 - Less than 6 years) (Mean= 3.6221).

- **Firm (Restaurant) Size:**

There is a statistical difference between respondents according to the restaurant age in recognizing the role of firm size in E-marketing implementation (P = 0.010<0.05). Respondents in SMRs which are (less than 1 year) are less aware of the role of firm size in E-marketing implementation (Mean= 3.141) than respondents in SMRs which are (3 - Less than 6 years) (Mean= 3.4762).

- **Industry Sector:**

There is a statistical difference between respondents according to the restaurant age in recognizing the role of industry sector in E-marketing implementation (P = 0.047<0.05). Respondents in SMRs which are (3-Less than 6 years) are more aware of the role of industry sector in E-marketing implementation (Mean= 3.6389) than respondents in SMRs which are (6 – 10 years) (Mean= 3.324). All details are in table 4-14.

Table 4-14: Independent Samples Test for Restaurant Age Differences

Independent variable	Restaurant age
	P-Value
Relative advantage	**0.029**
Compatibility	0.178
Ease of Use	0.731
Trialability	0.469
Observability	0.236
Top management support	**0.050**
Organizational readiness	0.075
ICT experience	0.198
Organizational culture	0.307
Product type	0.925
Firm size	**0.010**
Industry sector	**0.047**
Government and vendor support	0.142
Competitive pressure	0.354
Customer pressure	0.138
Market scope	0.960
Note difference is significant at the 0.05 level.	

4.3.7 Statistical Differences According to Governorate:

- **Relative Advantage:**

There is a statistical difference between respondents according to the governorate in recognizing the advantages and benefits of E-marketing implementation (P = 0.01<0.05). Respondents from Tulkarem are more aware of the benefits of E-marketing implementation (Mean= 3.9852) than respondents from Hebron (Mean= 3.5000).

- **Compatibility:**

There is a statistical difference between respondents according to the governorate in the compatibility of E-marketing implementation with their work (P = 0.05= 0.05). Respondents from Ramallah and Al Bireh deem that E-marketing is more compatible with their work (Mean= 3.9770) more than respondents from Hebron (Mean= 3.598).

- **Ease of Use:**

There is a statistical difference between respondents according to the governorate in the Ease of use of E-marketing (P = 0.030<0.05). Respondents from Tulkarem deem that E-marketing is more easy to use (less complex) (Mean= 3.9770) than respondents from Hebron (Mean= 3.598).

- **Observability:**

There is a statistical difference between respondents according to the governorate in the observability role in E-marketing implementation (P = 0.036<0.05). Respondents from Tulkarem consider that observing the results of E-marketing has a role in its implementation (Mean= 4.012) more than respondents from Hebron (Mean= 3.533).

- **Government and Vendor Support:**

There is a statistical difference between respondents according to governorate in recognizing the role of the government and vendor support in E-marketing implementation (P = 0.000<0.05). Respondents from Hebron consider the government and vendor support to be important in E-

marketing implementation (Mean= 3.5667) more than respondents from Jenin (Mean = 2.375). All details are in table 4-15.

Table 4-15: Independent Samples Test for Governorate Differences

Independent variable	Governorate
	P-Value
Relative advantage	**0.01**
Compatibility	**0.050**
Ease of Use	**0.030**
Trialability	0.252
Observability	**0.036**
Top management support	0.416
Organizational readiness	0.316
ICT experience	0.274
Organizational culture	0.494
Product type	0.146
Firm size	0.294
Industry sector	0.431
Government and vendor support	**0.000**
Competitive pressure	0.541
Customer pressure	0.253
Market scope	0.442
Note difference is significant at the 0.05 level.	

4.3.8 Statistical Differences According to Number of Employees:

- **Organizational Readiness:**

There is a statistical difference between respondents according to the number of restaurant's employees in the role of organizational readiness in E-marketing implementation (P = 0.001<0.05). Respondents from small restaurants (5-9 employees) believe that their restaurants have less

organizational readiness (Mean= 3.5024) than respondents from large restaurants (more than 20 employees) (Mean= 3.8837).

- **ICT Experience:**

Kruskal-Wallis test shows a statistical difference between respondents according to the number of restaurant's employees in the role of ICT experience in E-marketing implementation (P = 0.043<0.05). Respondents from small restaurants (5-9 employees) have less knowledge of technological know-how in E-marketing (Mean= 3.7623) than respondents from large restaurants (more than 20 employees) (Mean= 4.0142).

- **Organizational Culture:**

There is a statistical difference between respondents according to the number of restaurant's employees in the role of organizational culture in E-marketing implementation (P = 0.031<0.05). Respondents from small restaurants (5-9 employees) consider that they have less organizational culture according to E-marketing implementation (Mean= 3.5234) than respondents from large restaurants (more than 20 employees) (Mean= 3.8023).

- **Service (Product) Type:**

Kruskal-Wallis test shows a statistical difference between respondents according to the number of restaurant's employees in the role of the service type in E-marketing implementation (P = 0.010<0.05). Respondents from small restaurants (5-9 employees) consider that service type has a less role in E-marketing implementation (Mean= 3.7500) than respondents from large restaurants (more than 20 employees) (Mean= 4.1277).

- **Firm (Restaurant) Size:**

There is a statistical difference between respondents according to the number of restaurant's employees in the role of restaurant size in E-marketing implementation (P = 0.000<0.05). Respondents from small restaurants (5-9 employees) consider that restaurant size has a less role in E-marketing implementation (Mean= 3.0252) than respondents from large restaurants (more than 20 employees) (Mean= 3.6087).

- **Competitive Pressure:**

Kruskal-Wallis test shows a statistical difference between respondents according to the number of restaurant's employees in the role of competitive pressure in E-marketing implementation (P = 0.038<0.05). Respondents from large restaurants (more than 20 employees) (Mean= 3.7054) are more certain about the role of competitive pressure in E-marketing implementation than respondents from medium restaurants (10-19 employees) (Mean= 3.4140).

- **Customer Pressure for Using E-marketing:**

There is a statistical difference between respondents according to the number of restaurant's employees in the role of customer pressure in E-marketing implementation (P = 0.050). Respondents from small restaurants (5-9 employees) stress the importance of the role of customer pressure and the desire to meet the requests in E-marketing implementation (Mean= 3.8511) more than respondents from medium restaurants (10-19 employees) (Mean= 3.5363).

- **Market Scope**

There is a statistical difference between respondents according to the number of restaurant's employees in the role of market scope in E-marketing implementation (P = 0.019<0.05). Respondents from small restaurants (5-9 employees) state that the scope of work has less role in E-marketing implementation (Mean= 3.5429), compared with the respondents from large restaurants (more than 20 employees) (Mean= 3.8815) who state that it has a bigger role. All details are in table 4-16.

Table 4-16: Independent Samples Test for Number of Employees Differences

Independent variable	Number of Employees
	P-Value
Relative advantage	0.138
Compatibility	0.283
Ease of Use	0.814
Trialability	0.781
Observability	0.057
Top management support	0.166
Organizational readiness	**0.001**
ICT experience	**0.034**
Organizational culture	**0.031**
Product type	**0.010**
Firm size	**0.000**
Industry sector	0.065
Government and vendor support	0.115
Competitive pressure	**0.038**
Customer pressure	**0.050**
Market scope	**0.019**
Note difference is significant at the 0.05 level.	

4.3.9 Statistical Differences According to Marketing Budget:

- **Government and Vendor Support:**

There is a statistical difference between respondents according to the marketing budget in the role of the government and vendor support in E-marketing implementation (P = 0.000<0.05). Respondents from SMRs that allocate (31% - 40%) as a marketing budget consider the government and vendor support to be important in E-marketing implementation (Mean= 3.490) more than respondents from SMRs that allocate (Less than 10%) as a marketing budget (Mean = 2.6159). All details are in table 4-17.

Table 4-17: Independent Samples Test for Marketing Budget Differences

Independent variable	Marketing budget
	P-Value
Relative advantage	0.242
Compatibility	0.847
Ease of Use	0.265
Trialability	0.144
Observability	0.959
Top management support	0.619
Organizational readiness	0.199
ICT experience	0.380
Organizational culture	0.814
Product type	0.975
Firm size	0.513
Industry sector	0.422
Government and vendor support	**0.000**
Competitive pressure	0.911
Customer pressure	0.511
Market scope	0.124
Note difference is significant at the 0.05 level.	

4.3.10- Statistical Differences According to Various Demographic Variables on E-marketing Implementation and Performance

Using Kruskal-Wallis test, no statistical differences are found between respondents according to any of demographic variables on E-marketing implementation or Marketing performance. Table 4-18 shows this result. Since (P-Value>0.05) according to all variables, it means that there are no statistical differences according to any of demographic variables.

Table 4-18: Independent Samples Test According to Demographic Variables on E-marketing Implementation and Performance

Demographic variable	P-Value (Implementation)	P-Value (Performance)
Gender	0.656	1.000
Age group	0.763	0.793
Qualification	0.442	0.117
Years of experience	0.551	0.893
Nature of work	0.430	0.183
Restaurant age	0.890	0.959
Governorate	0.304	0.558
Number of Employees	0.085	0.897
Marketing budget	0.118	0.342
Note difference is significant at the 0.05 level.		

4.4 Hypotheses Testing and E-marketing Implementation Framework in Palestinian SMRs

A hypothesis is a clear expression concerning one population or more. It is used to help the researcher reaching to an inference belonging to the population after testing a sample of it (Daniel and Cross, 2013).

Therefore, Pearson Correlation and multiple regression are used to test the research hypotheses. Table 4-19 shows the correlation coefficients

between the independent variables and the dependent variable (E-marketing Implementation).

Using table 4-19, it is obvious from p-values that the correlations are positive and significant between E-marketing implementation and all the used factors. The highest correlation is with relative advantage. While the lowest correlation is with trialability.

Table 4-19: Correlation Coefficients of the Factors

Independent variable	Dependent variable		
	E-marketing Implementation		
	Pearson corr.(r)	P-value	Type of Correlation
Relative advantage	0.527	0.000	Positive
Compatibility	0.378	0.000	Positive
Ease of Use	0.356	0.000	Positive
Trialability	0.199	0.006	Positive
Observability	0.435	0.000	Positive
Technological factors	0.539	0.000	Positive
Top management support	0.445	0.000	Positive
Organizational readiness	0.487	0.000	Positive
ICT experience	0.298	0.000	Positive
Organizational culture	0.425	0.000	Positive
Product type	0.335	0.000	Positive
Firm size	0.372	0.000	Positive
Organizational factors	0.541	0.000	Positive
Industry sector	0.427	0.000	Positive
government and vendor support	0.281	0.000	Positive
Competitive pressure	0.307	0.000	Positive
Customer pressure	0.344	0.000	Positive
Market scope	0.493	0.000	Positive
Environmental factors	0.508	0.000	Positive
Note correlation is significant at the 0.05 level (2-tailed).			

While table 4-20 shows the Pearson correlation matrix which shows the correlation between the independent variables. The purpose of table 4-20 is to see the strength of the relationship between independent factors and to ensure that no multicollinearity exists between them before designing the model. At the given significance level of 5%, the correlation matrix shows that most of the factors are significantly correlated to each other but to a reasonable degree that does not affect the validity. The correlation coefficients between the independent variables are less than 0.9, then multicollinearity between data does not exist (Hair et al., 2010; Chong et al., 2009).

Table 4-20: The Pearson Correlations Matrix

Factor	RA	COM	EOU	TR	OBS	TMS	OR	ITE	OC	PT
Compatibility (COM)	0.556 [1] 0.000 [2]									
Ease of Use (EOU)	0.409 0.000	0.430 0.000								
Trialability (TR)	0.212 0.000	0.173 0.015	0.182 0.010							
Observability (OBS)	0.557 0.000	0.548 0.000	0.414 0.000	0.267 0.000						
Top Mang. Support (TMS)	0.605 0.000	0.608 0.000	0.429 0.000	0.264 0.000	0.548 0.000					
Org. Readiness (OR)	0.474 0.000	0.512 0.000	0.411 0.000	0.266 0.000	0.491 0.000	0.613 0.000				
ICT Experience (ITE)	0.348 0.000	0.443 0.000	0.460 0.000	0.258 0.000	0.440 0.000	0.471 0.000	0.588 0.000			
Org. Culture (OC)	0.478 0.000	0.622 0.000	0.543 0.000	0.340 0.000	0.484 0.000	0.627 0.000	0.639 0.000	0.650 0.000		
Product Type (PT)	0.413 0.000	0.440 0.000	0.439 0.000	0.243 0.000	0.478 0.000	0.470 0.000	0.373 0.000	0.412 0.000	0.448 0.000	
Firm Size (FS)	0.245 0.000	0.223 0.001	0.173 0.013	0.378 0.000	0.236 0.001	0.298 0.000	0.329 0.000	0.260 0.000	0.347 0.000	0.194 0.005

Table 4-20: The Pearson Correlations Matrix (Cont.)

Industry Sector (IS)	0.416 0.000	0.380 0.000	0.252 0.000	0.321 0.000	0.477 0.000	0.458 0.000	0.515 0.000	0.500 0.000	0.471 0.000	0.373 0.000
Gov and Vend Support (GVS)	0.156 0.000	0.080 0.259	0.109 0.119	0.378 0.000	0.155 0.026	0.140 0.045	0.283 0.000	0.238 0.001	0.198 0.004	0.099 0.153
Competitive Pressure (COP)	0.399 0.000	0.322 0.000	0.308 0.000	0.305 0.000	0.432 0.000	0.402 0.000	0.289 0.000	0.266 0.000	0.360 0.000	0.385 0.000
Customer Pressure (CUP)	0.416 0.000	0.318 0.000	0.352 0.000	0.333 0.000	0.387 0.000	0.405 0.000	0.380 0.000	0.449 0.000	0.432 0.000	0.457 0.000
Market Scope (MS)	0.314 0.000	0.319 0.000	0.210 0.000	0.210 0.003	0.353 0.000	0.343 0.000	0.423 0.000	0.431 0.000	0.453 0.000	0.437 0.000

[1] The Pearson correlation value, [2] The P-value.

Table 4-20: The Pearson Correlations Matrix (Cont.)

Factor	FS	IS	GVS	COP	CUP
Industry Sector (IS)	0.358 [1] 0.000 [2]				
Gov and Vend Support (GVS)	0.241 0.000	0.264 0.000			
Competitive Pressure (COP)	0.265 0.000	0.516 0.000	0.160 0.023		
Customer Pressure (CUP)	0.232 0.000	0.392 0.000	0.321 0.000	0.336 0.000	
Market Scope (MS)	0.281 0.000	0.381 0.000	0.328 0.000	0.320 0.003	0.466 0.000

[1] The Pearson correlation value, [2] The P-value.

Based on the hypotheses' results, the E-marketing implementation framework in Palestine can be determined.

Abu-Shanab and Haider (2015) illustrate that depending only on Pearson correlation to test if all the independent variables jointly predict the dependent variable is not favorable. A common demonstration of variance will be missing and some factors will be less significant than others when variables are combined in the analysis. Moreover, because of this, it is preferred to use multiple regression when there is one dependent variable (E-marketing implementation) and numerous independent variables.

Many models were tested using simple regression and multiple regression analysis as follows.

- **Simple Regression**

The simple regression model can be expressed in a simple linear regression equation as follows:

E-marketing implementation = Constant + β1 Construct average + ε.

1- E-marketing Implementation Depends on Technological Factors

This simple regression model shows that technological factors explain 30.10% from the variability in E-marketing implementation (R^2= 30.53%, Adjusted R^2= 30.10%). Table 4-21 shows the results.

Table 4-21:Model 1 Summary

Model number	R^2	Adjusted R^2	S	λ
1	30.53%	30.10%	0.100146	0
Regression Equation				
ln(E-marketing implementation) = 0.7168 + 0.1623 Technological factors Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal				

To test the significance of the regression, the Analysis of Variance (ANOVA) is used. Table 4-22 illustrates the results. As can be seen from the table, the ratio of the two mean squares (F) is 71.19 (F value = 71.19, P=0.000 <0.05). Since the significance level is less than 0.05, the technological factors influence E-marketing implementation by SMRs.

Table 4-22: ANOVA for Model 1

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	1	0.7140	0.713951	71.19	**0.000**
Error	162	1.6247	0.010029		
Total	163	2.3387			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-23.

Table 4-23: Regression Coefficients Results (Model 1)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.7168	0.0723	9.92	**0.000**	
Technological factors	0.1623	0.0192	8.44	**0.000**	1.00

The results in table 4-23 show that, the null hypotheses that the regression coefficients equal zero can be rejected. Multicollinearity in the independent variable is in the minimal value. The variance inflation factor (VIF) equals 1.00, which indicates the reliability of the results.

2- E-marketing Implementation Depends on Organizational Factors

This simple regression model shows that the organizational factors explain 29.73% from the variability in E-marketing implementation (R2= 30.15%, Adjusted R^2= 29.73%). Table 4-24 shows the results.

Table 4-24 : Model 2 Summary

Model number	R^2	Adjusted R^2	S	λ
2	30.15%	29.73%	0.0997927	0
Regression Equation				
ln(E-marketing implementation) = 0.8331 + 0.1336 Organizational factors				
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal				

To test the significance of the regression, the Analysis of Variance (ANOVA) is used. Table 4-25 illustrates the results. As can be seen from

the table, the ratio of the two mean squares (F) is 72.93 (F value = 72.93, P=0.000 <0.05). Since the significance level is less than 0.05, the organizational factors influence E-marketing implementation by SMRs.

Table 4-25: ANOVA for Model2

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	1	0.7263	0.726326	72.93	**0.000**
Error	169	1.6830	0.009959		
Total	170	2.4093			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-26.

Table 4-26: Regression Coefficients Results (Model 2)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.8331	0.0574	14.51	**0.000**	
Organizational factors	0.1336	0.0156	8.54	**0.000**	1.00

The results in table 4-26 show that, the null hypotheses that the regression coefficients equal zero can be rejected. Multicollinearity in the independent variable is in the minimal value. The variance inflation factor (VIF) equals1.00, which indicates the reliability of the results.

3- E-marketing Implementation Depends on Environmental Factors

This simple regression model shows that environmental factors explain 26.70% from the variability in E-marketing implementation. (R^2= 27.15%, Adjusted R^2= 26.70%). Table 4-27 shows the results.

Table 4-27: Model 3 Summary

Model number	R^2	Adjusted R^2	S	λ
3	27.15%	26.70%	0.104091	0
Regression Equation				
Ln (E-marketing implementation) = 0.8645 + 0.1328 Environmental factors.				
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal				

To test the significance of the regression, the Analysis of Variance (ANOVA) is used. Table 4-28 illustrates the results. As can be seen from the table, the ratio of the two mean squares (F) is 60.74 (F value = 60.74, P=0.000 <0.05). Since the significance level is less than 0.05, the environmental factors influence E-marketing implementation by SMRs.

Table 4-28: ANOVA for Model 3

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	1	0.6581	0.658080	60.74	**0.000**
Error	163	1.7661	0.010835		
Total	164	2.4242			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-29.

Table 4-29: Regression Coefficients Results (Model 3)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.8645	0.0589	14.68	**0.000**	
Environmental factors	0.1328	0.0170	7.79	**0.000**	1.00

The results in table 4-29 show that, the null hypotheses that the regression coefficients equal zero can be rejected. Multicollinearity in the independent variable is in the minimal value. The variance inflation factor (VIF) equals 1.00, which indicates the reliability of the results.

- **Multiple Regression**

The multiple regression model can be expressed in a multiple linear regression equation as follows:-

E-marketing implementation= Constant + $\beta 1$ factor1 + $\beta 2$ factor2 + $\beta 3$ factor3 + … + βn factor n+ ε

1-E-marketing implementation = Constant + $\beta 1$ RA + $\beta 2$ COM + $\beta 3$ EOU+ $\beta 4$ TR + $\beta 5$ OBS+ ε

This multiple regression model shows that relative advantage, compatibility, ease of use, trialability and observability explain 32.03% from the variability in E-marketing implementation. (R^2= 34.12%, Adjusted R^2= 32.03%). The results are shown in table 4-30.

Table 4-30: Model 4 Summary

Model number	R^2	Adjusted R^2	S	λ
4	34.12%	32.03%	0.357660	1 (optimal)
Regression Equation				
E-marketing implementation = 1.676 + 0.3063 RA - 0.0031 COM + 0.1175 EOU + 0.0205 TR + 0.1108 OBS				

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (relative advantage, compatibility, ease of use, trialability and observability); the Analysis of Variance (ANOVA) is used. Table 4-31 shows the results. The table shows that F-value is 16.36 (F-value = 16.36, P=0.000<0.05). Since the P-value < 0.05, then the technological factors (relative advantage, compatibility, ease of use, trialability and observability) have effect on E-marketing implementation by SMRs.

Table 4-31: ANOVA for Model4

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	5	10.4657	2.09314	16.36	**0.000**
Error	158	20.2114	0.12792		
Total	163	2108.94			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-32.

Table 4-32: Regression Coefficients Results (Model4)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	1.676	0.261	6.41	**0.000**	
Relative advantage	0.3063	0.0653	4.69	**0.000**	1.71
Compatibility	-0.0031	0.0708	- 0.04	0.965	1.82
Ease of use	0.1175	0.0583	2.02	**0.045**	1.38

Table 4-32: Regression Coefficients Results (Model4) (Cont.)

Trialability	0.0205	0.0498	0.41	0.680	1.12
Observability	0.1108	0.0630	1.76	0.081	1.78

The results in table 4-32 show that, the null hypotheses that the regression coefficients of relative advantage and ease of use equal zero can be rejected. Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF) values are ranging from 1.12 to 1.82, which indicates the reliability of the results.

While the null hypotheses that the regression coefficients of compatibility, trialability and observability equal zero can be accepted. This means that the partial coefficients for these factors do not contribute significantly to the model.

The values of Beta coefficients indicate that relative advantage ($\beta = 0.3063$) is stronger in demonstrating E-marketing implementation than ease of use ($\beta = 0.1175$).

2- E-marketing implementation = Constant + β1 RA + β2 COM + β3 EOU + β4 TR + β5 OBS + β6TMS + β7OR + β8ITE + β9OC + β10PT + β11 FS + ε

This multiple regression model shows that technological factors (relative advantage, compatibility, ease of use, trialability and observability) and organizational factors (management support, organizational readiness, ICT experience, organizational culture, product type and firm size) explain 37.28% from the variability in E-marketing implementation ($R^2 = 42.10\%$, Adjusted $R^2 = 37.28\%$). The results are shown in table 4-33.

Table 4-33: Model5 Summary

Model number	R²	Adjusted R²	S	λ
5	42.10%,	37.28%	0.0933904	0

Regression Equation
ln(E-marketing implementation) = 0.7464 + 0.0721 RA - 0.0396 COM + 0.0253 EOU - 0.0211 TR + 0.0222 OBS + 0.0243 TMS + 0.0226 OR- 0.0189ITE + 0.0314 OC + 0.0035 PT+ 0.0316 FS
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (relative advantage, compatibility, ease of use, trialability, observability management support, organizational readiness, CT experience, organizational culture, product type and firm size), the Analysis of Variance (ANOVA) is used. Table 4-34 shows the results. The table shows that F-value is 9.98 (F-value = 9.98, P=0.000<0.05). Since the P-value < 0.05, then the technological factors (relative advantage, compatibility, ease of use, trialability and observability) and the organizational factors (management support, organizational readiness, ICT experience, organizational culture, product type and firm size) have effect on E-marketing implementation by SMRs.

Table 4-34: ANOVA for Model5

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	11	0.83722	0.076111	8.73	**0.000**
Error	132	1.15127	0.008722		
Total	143	1.98850			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To

determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-35.

Table 4-35: Regression Coefficients Results (Model5)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.7464	0.0765	9.75	**0.000**	
Relative advantage	0.0721	0.0202	3.57	**0.000**	2.02
Compatibility	-0.0396	0.0233	-1.70	0.092	2.65
Ease of use	0.0253	0.0180	1.40	0.163	1.82
Trialability	-0.0211	0.0154	-1.37	0.174	1.31
Observability	0.0222	0.0178	1.25	0.214	1.88
Management support	0.0243	0.0200	1.21	0.228	2.49
Organizational readiness	0.0226	0.0190	1.19	0.236	2.20
ICT experience	-0.0189	0.0192	-0.99	0.326	2.39
Organizational culture	0.0314	0.0237	1.33	0.187	3.67
Product type	0.0035	0.0155	0.22	0.823	1.74
Firm size	0.0316	0.0132	2.40	**0.018**	1.33

The results in table 4-35 show that, the null hypotheses that the regression coefficients of relative advantage and firm size equal zero can be rejected. Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF) values are ranging from 1.31 to 3.67, which indicate the reliability of the results.

While the null hypotheses that the regression coefficients of compatibility, ease of use, trialability, observability, management support, organizational readiness, ICT experience, organizational culture and product type equal zero can be accepted. This means that the partial coefficients for these factors do not contribute significantly to the model.

Then the only significant factors in this model are relative advantage and firm size.

The values of Beta coefficients indicate that relative advantage (β = 0.0721) is stronger in demonstrating E-marketing implementation than firm size (β = 0.0316).

3- E-marketing implementation = Constant + β1 RA + β2 COM + β3 EOU + β4 TR + β5 OBS+ β6TMS + β7OR + β8ITE + β9OC + β10PT + β11 FS +β12 IS + β13 GVS + β14 COP + β15 CUP + β16 MS+ ε

This multiple regression model shows that technological factors (relative advantage, compatibility, ease of use, trialability and observability), organizational factors (management support, organizational readiness, ICT experience, organizational culture, product type and firm size) and environmental factors (industry sector, government and vendor support, competitive pressure, customer pressure and market scope) explain 44.03% from the variability in E-marketing implementation (R^2= 51.37%, Adjusted R^2= 44.03%). The results are shown in table 4-36.

Table 4-36: Model 6 Summary

Model number	R^2	Adjusted R^2	S	λ
6	51.37%	44.03%	0.0899445	0
Regression Equation				
Ln(E-marketing implementation) = 0.6977 + 0.0747 RA - 0.0195 COM + 0.0334 EOU - 0.0062 TR+ 0.0138 OBS + 0.0363 TMS + 0.0107 OR - 0.0247 ITE + 0.0090 OC - 0.0020 PT + 0.0201 FS + 0.025 IS + 0.0115 GVS- 0.0275 COS - 0.0391CUP + 0.0519 MS				
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal				

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (relative advantage, compatibility, ease of use, trialability, observability, management support, organizational readiness, ICT experience, organizational culture, product type, firm size, industry sector, government and vendor support, competitive pressure, customer pressure and market scope), the Analysis of Variance (ANOVA) is used. Table 4-37 shows the results. The table shows that F-value is 7.00 (F-value = 7.00, P=0.000<0.05). Since the P-value < 0.05, then the technological factors (relative advantage, compatibility, ease of use, trialability and observability), the organizational factors (management support, organizational readiness, ICT experience, organizational culture, product type and firm size) and the environmental factors (industry sector, government and vendor support, competitive pressure, customer pressure and market scope) have effect on E-marketing implementation by SMRs.

Table 4-37: ANOVA for Model 6

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	16	0.90576	0.056610	7.00	**0.000**
Error	106	0.85754	0.008090		
Total	122	1.76330			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-38.

Table 4-38: Regression Coefficients results (Model 6)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.6977	0.0851	8.20	**0.000**	
Relative advantage	0.0747	0.0220	3.39	**0.001**	2.22
Compatibility	-0.0195	0.0267	-0.73	0.465	3.00
Ease of use	0.0334	0.0189	1.77	0.080	1.84
Trialability	-0.0062	0.0190	-0.33	0.744	1.47
Observability	0.0138	0.0194	0.71	0.477	2.01
Management support	0.0363	0.0218	1.66	0.100	2.77
Organizational readiness	0.0107	0.0209	0.51	0.610	2.35
ICT experience	-0.0247	0.0211	-1.17	0.245	2.63
Organizational culture	0.0090	0.0259	0.35	0.730	3.97
Product type	-0.0020	0.0180	-0.11	0.912	2.11
Firm size	0.0201	0.0142	1.42	0.159	1.40
Industry sector	0.0251	0.0164	1.53	0.129	2.02
Government and vendor support	0.0115	0.0119	0.97	0.336	1.50
Competitive pressure	-0.0275	0.0157	-1.75	0.084	1.68
Customer pressure	-0.0391	0.0187	-2.09	**0.039**	1.85
Market scope	0.0519	0.0167	3.10	**0.002**	1.88

The results in table 4-38 show that, the null hypotheses that the regression coefficients of relative advantage, customer pressure and market scope equal zero can be rejected. Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF)

values are ranging from 1.40 to 3.97, which indicate the reliability of the results.

While the null hypotheses that the regression coefficients of compatibility, ease of use, trialability, observability, management support , organizational readiness, ICT experience, organizational culture, product type, industry sector, government and vendor support, firm size and competitive pressure equal zero can be accepted. This means that the partial coefficients for these factors do not contribute significantly to the model. Then the only significant factors in this model are relative advantage, customer pressure and market scope.

The values of Beta coefficients indicate that relative advantage (β = 0.0747) is stronger in demonstrating E-marketing implementation than customer pressure (β = 0.0391) and market scope (β = 0.0519).

In spite that the hypotheses of compatibility, ease of use, trialability, observability, management support , organizational readiness, ICT experience, organizational culture, product type, industry sector, government and vendor support, firm size and competitive pressure are rejected as one can see from the previous results, simple regression is conducted to test the individual effect of these factors on the dependent variable (E-marketing Implementation) and the results are as follows in table 4-39 and table 4-40:

Table 4-39: Simple Regression Analysis for Insignificant Factors

Factor	R^2	Adjusted R^2	S	λ(Optimal λ)
Compatibility	14.24%	13.79%	0.2.97988	Rounded=2, Estimated=1.84696

Table 4-39: Simple Regression Analysis for Insignificant Factors (Cont.)

Ease of use	12.25%	11.79%	2.97390	Rounded=2, Estimated=1.794
Trialability	3.68%	3.16%	3.06140	Rounded=2, Estimated=1.5867
Observability	18.96%	18.54%	0.375469	Rounded=2, Estimated=1.38529
Top management support	19.17%	18.75%	2.81671	Rounded=2, Estimated=1.7119
Organizational readiness	22.64%	22.24%	2.75998	Rounded=2, Estimated=1.777
ICT experience	7.95%	7.48%	2.97134	Rounded=2, Estimated=1.90892
Organizational culture	17.32%	16.88%	2.90050	Rounded=2, Estimated=1.73092
Product type	11.11%	10.66%	3.01039	Rounded=2, Estimated=1.79265
Firm size	13.32%	12.87%	2.97950	Rounded=2, Estimated=1.7518
Industry sector	16.24%	15.79%	2.85503	Rounded=2, Estimated=1.72622
Government and vendor support	7.34%	6.85%	3.03522	Rounded=2, Estimated=1.84198
Competitive pressure	9.44%	8.79%	3.03836	Rounded=2, Estimated=1.79313

Table 4-40: ANOVA of Simple Regression for Insignificant Factors

Factor	Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Compatibility	Regression	1	278.77	278.771	31.39	**0.000**
	Error	189	1678.26	8.880		
	Total	190	1957.03			
Ease of use	Regression	1	235.91	235.907	26.67	**0.000**
	Error	191	1689.22	8.844		
	Total	192	1925.13			
Trialability	Regression	1	66.55	66.554	7.10	**0.000**

Table 4-40: ANOVA of Simple Regression for Insignificant Factors (Cont.)

	Error	186	1743.22	9.372		
	Total	187	1809.78			
Observability	Regression	1	6.366	6.3657	45.15	**0.000**
	Error	193	27.209	0.1410		
	Total	194	33.574			
Top management support	Regression	1	363.2	363.153	45.77	**0.000**
	Error	193	1531.2	7.934		
	Total	194	1894.4			
Organizational readiness	Regression	1	423.7	423.683	55.62	**0.000**
	Error	190	1447.3	7.617		
	Total	191	1871.0			
ICT experience	Regression	1	150.2	150.240	17.02	**0.000**
	Error	197	1739.3	8.829		
	Total	198	1889.5			
Organizational culture	Regression	1	336.55	336.550	40.00	**0.000**
	Error	191	1606.87	8.413		
	Total	192	1943.42			
Product type	Regression	1	222.07	222.067	24.50	**0.000**
	Error	196	1776.24	9.062		
	Total	197	1998.31			
Firm size	Regression	1	259.27	259.273	29.21	**0.000**
	Error	190	1686.71	8.8777		
	Total	191	1945.99			
Industry sector	Regression	1	292.4	292.351	35.87	**0.000**
	Error	185	1508.0	8.151		
	Total	186	1899.3			
Government and vendor support	Regression	1	139.4	139.372	15.13	**0.000**
	Error	191	1759.6	9.213		
	Total	192	1899.0			
Competitive pressure	Regression	1	183.80	183.797	19.91	**0.000**
	Error	191	1763.24	9.232		
	Total	192	1947.04			

Table 4-41: Simple Regression Coefficients for Insignificant Factors

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Compatibility	2.233	0.399	5.60	**0.000**	1.00
Ease of use	1.902	0.368	5.16	**0.000**	1.00
Trialability	1.010	0.379	2.66	**0.008**	1.00
Observability	0.3040	0.0452	6.72	**0.000**	1.00
Management support	2.161	0.319	6.77	**0.000**	1.00
Organizational readiness	2.481	0.333	7.46	**0.000**	1.00
ICT experience	1.305	0.316	4.13	**0.000**	1.00
Organizational culture	2.065	0.327	6.32	**0.000**	1.00
Product type	1.491	0.301	4.95	**0.000**	1.00
Firm size	1.660	0.307	5.40	**0.000**	1.00
Industry sector	1.810	0.302	5.99	**0.000**	1.00
Government and vendor support	0.993	0.255	3.89	**0.000**	1.00
Competitive pressure	1.511	0.339	4.46	**0.000**	1.00

From table 4-41, it is obvious that the observed significance level is less than 0.05 (required significance level). This means that each factor from them (compatibility, ease of use, trialability, observability, management support, organizational readiness, ICT experience, organizational culture, product type, industry sector, government and

vendor support, firm size and competitive pressure) has a significant and positive effect on E-marketing implementation but when it is alone. In other words, the impact of these factors on E-marketing implementation when meet together in a multiple regression model will be shaded. Thus the other factors that are remained impressive (such as relative advantage, customer pressure and market scope) will weaken the impact of these factors (compatibility, ease of use, trialability, observability, management support , organizational readiness, ICT experience, organizational culture, product type, industry sector, government and vendor support, firm size and competitive pressure). This is because the effect of relative advantage, customer pressure and market scope is much stronger than the effect of compatibility, ease of use, trialability, observability, management support , organizational readiness, ICT experience, organizational culture, product type , industry sector, government and vendor support, firm size and competitive pressure. The coefficient values in table 4-41 show that the coefficients of relative advantage, customer pressure and market scope are the largest among all.

4- E-marketing implementation = Constant + β1Technological factors + β2 Organizational factors + β3 Environmental factors+ ε

This multiple regression model shows that technological factors, organizational factors and environmental factors explain 33.37% from the variability in E-marketing implementation (R^2= 35.01%, Adjusted R^2= 33.37%). The results are shown in table 4-42.

Table 4-42: Model 7 Summary

Model number	R^2	Adjusted R^2	S	λ
7	35.01%	33.37%	0.0919289	0.5
Regression Equation				
E-marketing implementation^0.5 = 1.3365 + 0.0591 Technological factors + 0.0759 Organizational factors+ 0.0301 Environmental factors				
Note: Square root is used in Box-Cox Transformation as the residuals of the model is not normal				

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (technological factors, organizational factors and environmental factors); the Analysis of Variance (ANOVA) is used. Table 4-43 shows the results of ANOVA. The table shows that F-value is 21.37 (F-value = 21.37, P=0.000<0.05). Since the P-value < 0.05, then the technological factors, organizational factors and environmental factors have effect on E-marketing implementation.

Table 4-43: ANOVA for Model 7

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	3	0.54169	0.180563	21.37	**0.000**
Error	119	1.00566	0.008451		
Total	122	1.54735			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-44.

Table 4-44: Regression Coefficients Results (Model 7)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	1.3365	0.0801	16.69	**0.000**	
Technological	0.0591	0.0373	1.58	0.116	3.14
Organizational	0.0759	0.0328	2.32	**0.022**	3.37
Environmental	0.0301	0.0234	1.28	0.202	1.82

The results in table 4-44 show that, only the null hypotheses that the regression coefficient of organizational factors equals zero can be rejected. Multicollinearity in the independent variable values is in small values. The variance inflation factor (VIF) values are ranging from 1.82 to 3.37, which indicate the reliability of the results.

While the null hypotheses that the regression coefficients of technological factors and environmental factors equal zero can be accepted. This means that the partial coefficients for these factors do not contribute significantly to the model.

- **Stepwise Regression**

It is the most common strategy in the style of multi-linear regression in order to select the most suitable independent factors. It composes from several steps. In each step an evaluation of each variable exists in the model, to make sure that this variable will remain in the model based on a specific standard (Daniel and Cross, 2013).

This regression model shows that relative advantage, market scope, organizational readiness, firm size and customer pressure explain 44.08%

from the variability in E-marketing implementation (R^2= 46.37%, Adjusted R^2= 44.08%). The results are shown in table 4-45.

Table 4-45: Model 8 Summary

Model number	R^2	Adjusted R^2	S	λ	α to enter	α to remove
8	46.37%	44.08%	0.08999005	0	0.15	0.15
Regression Equation						
Ln(E-marketing Implementation) = 0.6952 + 0.0838 RA+ 0.0576 MS + 0.0327 OR + 0.0249 Fs - 0.0287 CUP						
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal						

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (relative advantage, market scope, organizational readiness, firm size and customer pressure); the Analysis of Variance (ANOVA) is used. Table 4-46 shows the results. The table shows that F-value is 20.23 (F-value = 20.23, P=0.000<0.05). Since the P-value < 0.05, then relative advantage, market scope, organizational readiness, firm size and customer pressure have effect on E-marketing implementation.

Table 4-46: ANOVA for Model 8

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	5	0.81769	0.163539	20.23	**0.000**
Error	117	0.94560	0.008082		
Total	122	1.76330			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To

determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-47.

Table 4-47: Regression Coefficients Results (Model-8)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.6952	0.0721	9.65	**0.000**	
Relative advantage	0.0838	0.0180	4.66	**0.000**	1.48
Market scope	0.0576	0.0148	3.90	**0.000**	1.47
Organization al readiness	0.0327	0.0165	1.99	**0.049**	1.46
Firm size	0.0249	0.0129	1.93	**0.050**	1.16
Customer pressure	-0.0287	0.0163	-1.75	0.082	1.41

The results in table 4-47 show that, the null hypotheses that the regression coefficients of relative advantage, market scope, organizational readiness and firm size equal zero can be rejected. Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF) values are ranging from 1.16 to 1.48, which indicate the reliability of the results.

While the null hypotheses that the regression coefficient of customer pressure equals zero can be accepted. This means that the partial coefficient for this factor does not contribute significantly to the model.

- **Forward Selection**

In this method, the correlation between the dependent variable and the independent variables will be the base in selecting the suitable variables for the model developing. The independent variable with the highest correlation with the dependent variable will be selected first in the model.

Then it will be tested if it achieves the required standard. If yes then it will be retained, otherwise it will be eliminated. This process will be repeated with the independent variable that follows in terms of the strength of its correlation with the dependent variable. These steps will resume until all the suitable independent variables have been regarded (Daniel and Cross, 2013).

This regression model shows that relative advantage, top management support, organizational readiness, firm size, customer pressure and market scope explain 43.86% from the variability in E-marketing implementation (R^2= 46.63%, Adjusted R^2= 43.86%). The results are shown in table 4-48.

Table 4-48: Model-9 Summary

Model number	R^2	Adjusted R^2	S	λ	α to enter
9	46.63%	43.86%	0.08999005	0.5	0.25
Regression Equation					
E-marketing implementation^0.5 = 1.3622 + 0.0654 RA + 0.0254 TMS+ 0.0234 OR+ 0.0205 FS - 0.0325 CUP + 0.0537 MS					
Note: Square Root is used in Box-Cox Transformation as the residuals of the model is not normal					

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (relative advantage, top management support, organizational readiness, firm size, customer pressure and market scope), the Analysis of Variance (ANOVA) is used. Table 4-49 shows the results. The table shows that F-value is 16.89 (F-value = 16.89, P=0.000<0.05). Since the P-value < 0.05, then relative advantage, top management support, organizational readiness, firm size, customer pressure and market scope have effect on E-marketing implementation.

Table 4-49: ANOVA for Model 9

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	6	0.72145	0.120242	16.89	**0.000**
Error	116	0.82590	0.007120		
Total	122	1.54735			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-50.

Table 4-50: Regression Coefficients Results (Model 9)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	1.3622	0.0677	20.13	**0.000**	
Relative advantage	0.0654	0.0186	3.52	**0.001**	1.80
Management support	0.0254	0.0187	1.36	0.175	2.30
Organizational readiness	0.0234	0.0166	1.41	0.163	1.70
Firm size	0.0205	0.0122	1.68	0.095	1.17
Customer pressure	-0.0325	0.0158	-2.06	**0.041**	1.49
Market scope	0.0537	0.0139	3.85	**0.000**	1.48

The results in table 4-50 show that, the null hypotheses that the regression coefficients of relative advantage, customer pressure and market scope equal zero can be rejected. Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF)

values are ranging from 1.17 to 2.30, which indicate the reliability of the results.

While the null hypotheses that the regression coefficients of top management support, organizational readiness and firm size equal zero can be accepted. This means that the partial coefficients for these factors do not contribute significantly to the model.

- **Backward Elimination**

This method starts building the model by selecting all the independent variables. The correlation between the dependent variable and the independent variables will be used beside some criteria using F statistic in selecting the suitable variables for the model developing. The independent variable with the lowest correlation with the dependent variable and does not meet the criteria will be eliminated first from the model. This process is repeated with the least correlated following independent variable, and it will be removed if it does not achieve the required standard, and so on until all the variables that do not meet the criteria are eliminated from the model. The variables that will remain in the model are only who meet the criteria (Daniel and Cross, 2013).

This regression model shows that relative advantage, ease of use, top management support, industry sector, competitive pressure, customer pressure and market scope explain 45.35% from the variability in E-marketing implementation ($R^2= 48.49\%$, Adjusted $R^2= 45.35\%$). The results are shown in table 4-51.

Table 4-51: Model 10 Summary

Model number	R²	Adjusted R²	S	λ	α to remove
10	48.49%	45.35%	0.0888712	0	0.1

Regression Equation
Ln(E-marketing implementation) = 0.7139 + 0.0761 RA + 0.0279 EOU + 0.0338 TMS + 0.0316 IS - 0.0260 COP - 0.0444 CUP + 0.0597 MS
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal

To test that there is no linear relationship between the dependent variable (E-marketing implementation) and the independent variables (relative advantage, ease of use, top management support, industry sector, competitive pressure, customer pressure and market scope), the Analysis of Variance (ANOVA) is used. Table 4-52 shows the results. The table shows that F-value is 15.47 (F-value = 15.47, P=0.000<0.05). Since the P-value < 0.05, then relative advantage, ease of use, top management support, industry sector, competitive pressure, customer pressure and market scope have effect on E-marketing implementation.

Table 4-52: ANOVA for Model 10

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	7	0.85502	0.122146	15.47	**0.000**
Error	115	0.90828	0.007898		
Total	122	1.76330			

In the previous test, the results show that there is at least one of the regression coefficients that is significantly different from zero. To determine which of these coefficients equal zero, t-statistic is used. The results are shown in table 4-53.

Table 4-53: Regression Coefficients Results (Model 10)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.7139	0.0724	9.87	**0.000**	
Relative advantage	0.0761	0.0199	3.81	**0.000**	1.86
Ease of use	0.0279	0.0159	1.75	0.083	1.35
Management support	0.0338	0.0187	1.81	0.074	2.08
Industry sector	0.0316	0.0143	2.21	**0.029**	1.56
Competitive pressure	-0.0260	0.0147	-1.77	0.080	1.51
Customer pressure	-0.0444	0.0166	-2.67	**0.009**	1.49
Market scope	0.0597	0.0147	4.06	**0.000**	1.48

The results in table 4-53 show that, the null hypotheses that the regression coefficients of relative advantage, industry sector, customer pressure and market scope equal zero can be rejected. Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF) values are ranging from 1.35 to 2.08, which indicate the reliability of the results.

4.5 The Adopted E-marketing Implementation Framework in Palestinian SMRs

By comparing the values of R^2 and adjusted R^2 of the various models (see table 4-54) to reach to the best model explaining E-marketing implementation, Model 6 is adopted as it has the highest ability to interpret the implementation of E-marketing by SMRs in Palestine. The resulted R^2 for Model 6 is 51.37% while adjusted R^2= 44.03%. These values are the

highest between the models. Model 6 is chosen due to the following reasons:

a. It has the highest value of R^2 among the models. Sykes (2009) states that "a high value of R^2, suggesting that the regression model explains the variation in the dependent variable well, is obviously important if one wishes to use the model for predictive or forecasting purposes". Also it can be used to measure the goodness of your regression equation in the prediction (Saunders et al., 2009).

b. It has a high value of adjusted R^2 among the models (except Model 10 that has adjusted $R^2= 45.35\%$, which does not differ significantly from adjusted R^2 (44.03%) of model 6. Model 10 uses backward elimination which does not take into consideration the effect of adding or deleting a variable on the contributions of other variables to the model (Rawlings et al., 2001)). Saunders et al. (2009) show that adjusted R^2 is an indicator that points to the amount of the goodness of fit for the evaluated multiple regression equation.

c. Constructing model 6 is preceded by constructing model 4 and model 5. In model 4, where relative advantage, compatibility, ease of use, trialability and observability are only used, **$R^2= 34.12\%$, Adjusted $R^2=$** 32.03%. In model 5, other factors (management support, organizational readiness, ICT experience, organizational culture, product type and firm size) are added to the previous factors and the results show a good improvement in **$R^2= 42.10\%$, Adjusted $R^2= 37.28\%$**. At last when industry sector, government and vendor support, competitive

pressure, customer pressure and market scope are added, another good improvement occurred. The new R^2= 51.37.10%, **Adjusted R^2**= 44.03%. This improvement is worthwhile as explained by Rawlings et al. (2001).

d. Finally it includes all the study constructs and this will be unbiased. Also it is built based on literature as there are studies that use it such as El-Gohary (2010a), Wang et al. (2010) and Low et al. (2011).

Table 4-54: All Models Details

Model No.	Independent Factor	Dependent Factor	R^2	Adjusted R^2
1	Technological factors	E-Marketing implementation	30.53%	30.10%
2	Organizational factors	E-Marketing implementation	30.15%	29.73%
3	Environmental factors	E-Marketing implementation	29.73%	26.70%
4	**RA**, COM, **EOU**, TR,OBS	E-Marketing implementation	34.12%	32.03%
5	**RA**, COM, EOU, TR,OBS TMS, OR, ITE, OC, PT, **FS**	E-Marketing implementation	42.10%	37.28%
6	**RA**, COM, EOU, TR,OBS TMS, OR, ITE, OC, PT, FS IS, GVS, COP, **CUP**, **MS**	E-Marketing implementation	51.37%	44.03%

Table 4-54: All Models Details (Cont.)

7	Tech., **Org.**, Env.	E-Marketing implementation	35.01%	33.37%
8	Stepwise (**RA,MS**, **OR**, **FS**, CUP)	E-Marketing implementation	46.37%	44.08%
9	Forward (**RA**, TMS, OR, FS, **CUP**, **MS**)	E-Marketing implementation	46.63%	43.86%
10	Backward (**RA**, EOU, TMS, **IS**, COP, **CUP**, **MS**)	E-Marketing implementation	48.49%	45.35%

Based on this framework, the hypotheses results are as follows in table 4-55.

Table 4-55: Hypotheses Results (Model 6)

Hypotheses	**Result**
H1a: E-marketing relative advantage has significant and positive impact on E-marketing implementation by SMEs**.**	Accepted
H1b: E-marketing compatibility has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H1c: E-marketing ease of use has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H1d: E-marketing trialability has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H1e: E-marketing observability has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H2a: The top management support has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H2b: The organizational readiness has significant and positive impact on E-marketing implementation by SMEs.	Rejected

Table 4-55: Hypotheses Results (Model 6) (Cont.)

H2c: The ICT experience has significant impact and positive on E-marketing implementation by SMEs.	Rejected
H2d: The organizational culture has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H2e: The type of the product has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H2f: The firm size has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H3a: The industry sector has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H3b: The support from government and IT vendors has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H3c: The competitive pressure has significant and positive impact on E-marketing implementation by SMEs.	Rejected
H3d: The customer pressure has significant and positive impact on E-marketing implementation by SMEs.	Accepted
H3e: The market scope has significant and positive impact on E-marketing implementation by SMEs	Accepted

A revised model is constructed. It contains only the significant factors.

The results are as in table 4-56.

Table 4-56: Model Revised 6 Summary

Model number	R^2	Adjusted R^2	S	λ
Revised 6	38.91%	37.87%	0.0939258	0
Regression Equation				

Table 4-56: Model Revised 6 Summary (Cont.)

Ln(E-marketing implementation) = 0.7458 + 0.0850 RA + 0.0027 CP + 0.0667 MS

Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal

This regression model shows that relative advantage, customer pressure and market scope explain 37.87% from the variability in E-marketing implementation (R^2= 38.91%, Adjusted R^2= 37.87%). Table 4-57 shows the ANOVA results, while table 4-58 shows the regression coefficients details.

Table 4-57: ANOVA Results (Model Revised 6)

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-Value	P-Value Significance level = 0.05
Regression	3	0.98907	0.32969	37.37	**0.000**
Relative advantage	1	0.3097	0.3097	35.11	**0.000**
Customer pressure	1	0.00035	0.00035	0.04	0.843
Market scope	1	0.28251	0.28251	32.02	**0.000**
Error	176	1.55268	0.00882		
Total	179	2.54176			

Table 4-58: Regression Coefficients Results (Model Revised 6)

Term	Coef.	SE Coef.	T-Value	P-Value Significance level = 0.05	VIF
Constant	0.7458	0.0584	12.78	**0.000**	
Relative advantage	0.0850	0.0143	5.92	**0.000**	1.21
Customer pressure	0.0027	0.0137	0.20	0.843	1.36
Market scope	0.0667	0.0118	5.66	**0.000**	1.29

4.6 E-marketing Implementation Effect on Marketing Performance

To find the impact of E-marketing implementation, based on the proposed framework, hypothesis 4 is assumed.

H4: E-marketing implementation has significant and positive impact on marketing performance.

To test this hypothesis, a simple regression and a t-test is conducted. The results are shown in table 4-59:

Table 4-59: Model 11 Summary

Model number	R^2	Adjusted R^2	S	λ
11	59.04%,	58.83%	0.0899445	0.5
Regression Equation				
Performance avg.^0.5 = 0.9818 + 0.2534 E-marketing implementation				
Note: Ln(x) is used in Box-Cox Transformation as the residuals of the model is not normal.				

This simple regression model shows that E-marketing implementation explains 58.83% from the variability in marketing performance (R^2= 59.04%, Adjusted R^2= 58.83%). This shows that E-marketing implementation illustrates marketing performance in a very good way.

To test the significance of the regression, the Analysis of Variance (ANOVA) is used. Table 4-60 illustrates the results. As can be seen from the table, the ratio of the two mean squares (F) is 286.79 (F value = 286.79, P=0.000 <0.05). Since the significance level is less than 0.05, E-marketing implementation influences marketing performance.

Table 4-60: ANOVA for Model 11

Source	DF	Adj Sum of Squares	Adj Mean of Squares	F-value	P-value Significance level = 0.05
Regression	1	2.3334	2.33336	286.79	**0.000**
Error	199	1.6191	0.00814		
Total	200	3.9524			

In the previous test, the results show that the regression coefficients significantly different from zero. T-statistic is used. The results are shown in table 4-61.

Table 4-61: Regression Coefficients results (Model 11)

Term	Coefficient	SE Coefficient	T-value	P-value Significance level = 0.05	VIF
Constant	0.9818	0.0569	17.25	**0.000**	
E-marketing implementation	0.2534	0.0150	16.93	**0.000**	1.00

The results in table 4-61 show that, the null hypotheses that the regression coefficient equals zero can be rejected and hypothesis 4 is accepted. Multicollinearity in the independent variable is in the minimal value. The variance inflation factor (VIF) equals 1.00, which indicates the reliability of the results.

Chapter Five
Discussion

Chapter 5

Discussion

5.1 Overview

This chapter discusses the research results and findings of analysis for the data collected via questionnaires. It discusses the results of descriptive statistics, statistical differences between respondents, hypotheses testing, the suitable E-marketing implementation frameworkn and the relationship between E-marketing implementation and marketing performance.

5.2 Personal Information Discussion

The highest percentage of participants is males who form 94.62% of the respondents. This means that females do not tend to work in managing and owning restaurants or in marketing management. While the highest percentage of participants is of age (20 - less than 30), where the percentage of them is 43.95%. This means that young people are the most likely to own and manage restaurants. The reason for this is the high unemployment among young people so they are heading for this area.

In terms of qualification, bachelor holders are the dominant group and the percentage value of them is 49.33%. This may be justified by the fact that a large group of bachelor's degree holders do not find work in the government sector or private companies, so they tend to own or operate a restaurant, or they are involved in E-marketing or sales management.

While the forefront by years of experience has reached 26.01% and is captured by two categories: (1 - less than 4 years) and (More than 10 years).This means that the highest percentage of restaurants management

are newcomers to the management of restaurants and marketing or have long experience in managing restaurants for more than ten years. So either they are still beginners in E-marketing implementation or they are by virtue of their experience of more than 10 years realize the benefits of E-marketing and know how to use it to serve their work.

The participants in terms of the nature of work, the highest percentage is for the owners of restaurants and their percentage is 38.12%. This percentage tells that the main decision in SMRs is taken by the owners and perhaps the owners do not tend to the appointment of marketing and sales management personnel.

As for the restaurants itself, the restaurants with ages between 3 to less than 6 years is the biggest group, with a percentage of 28.70%. A logical justification may be the boom of the economy and the improvement of the situation for the period 3-6 years ago, which led to the opening of many restaurants.

Restaurants from Nablus have the highest participation with a percentage of 33.63%. The is because the high responsiveness of SMRs in Nablus. It also reflects the interest of SMRs of Nablus in E-marketing and their awareness of its importance.

Whereas in terms of number of employees, the small restaurants, which range in number of employees from 5-9 is the largest group and its percentage is 50.22%. This is identical to what indicated by the statistical reports that the small enterprises percentage is the highest percentage among the institutions working in Palestine. This is because the prevailing

unstable economic situation and flexibility that characterize SMEs structure.

Finally, in terms of the marketing budget, the highest percentage is for restaurants that spend less than 10% with a percentage of 33.63%. This is because the SMRs are still at the beginning of the road in the marketing world so they do not spend too much on it.

5.3 E-marketing Implementation Discussion

All the respondents implement E-marketing but in different levels. In general, Internet marketing is the most used tool. The most method specifically used is Social Media with a percentage of 99.5%. This is due to the ease of use and speed of these networks to spread among different segments of the population, as well as it does not need a lot of technical equipment and financial resources. It is of little cost compared to other means of communication with customers. This outcome answers the third research question; what are the different E-marketing tools used by Palestinian SMRs to accomplish E-marketing?

5.4 Statistical Differences Discussion

5.4.1. Discussion of Statistical Differences According to Qualification

The results indicate that respondents who hold a Bachelor qualification have better perception about the organizational culture importance in E-marketing implementation. This could be because they're more familiar with the technology, its advantages and its various applications, by virtue of their university studies. Especially since they form vast majority in the sample (approximately half of the sample).

As for the respondents whose qualification is postgraduate, they do not find such great importance to the culture of the organization on the implementation of E-marketing. Perhaps because of the big experience they have, they find that there are other factors more important as well as they form a smaller section in the sample.

5.4.2. Discussion of Statistical Differences According to Nature of Work

The results show that respondents who are responsible for E-marketing activities are more aware of the importance of government and vendor support in E-marketing implementation. Reason for this is that they are the most knowledgeable of E-marketing, its needs for technical support and continuous encouragement through the provision of training courses in this area. SMRs are unable for funding all of these needs on their own, so they need vendors support and government incentives. Also those responsible for E-marketing by virtue of their work, they see the legal and security problems associated with the use of technology. Therefore they realize the importance of providing a deterrent laws for violators and a supportive environment for E-marketing.

As for general managers, they do not give that importance to the government and vendor support because they are, due to their positions, the most familiar with the administrative side, financial capacities of institutions and the need for the support. They are far from E-marketing needs and laws related, so they may find that other factors are more important for E-marketing than this factor.

5.4.3. Discussion of Statistical Differences According to Restaurant Age

☐ Relative Advantage

The results denote that respondents in SMRs older than 10 years are less aware of the benefits of E-marketing implementation. From practice, the SMRs, which spend at work a long time, will feel a few of the importance of the benefits of the implementation of E-marketing. They earn a lot of experience and a large number of customers. Because they stay a long life in the labor market, they become better able to carry out their work efficiently and cost less.

The SMRs, which are still in the middle of the road (3 - Less than 6 years), they are still in need for a lot of things that help them to do their job quickly and efficiently. Furthermore, they still need modern means of access to the largest number of community to form their special customers. E-marketing will be suitable for these SMRs to achieve their goals.

☐ Top Management Support:

The results point that respondents in SMRs which are less than 1 year are more aware of the role of top management support in E-marketing implementation. These SMRs are at the beginning of their work and therefore cannot tolerate any risk. Support of senior management is essential to the success of any step they take. It is important for the success of E-marketing implementation to be done within a clear vision laid down by senior management and circulate it to all staff. Also it must be willing to spend on technology and be prepared to take risks that might arise after implementation.

According to the SMRs, which spend a reasonable period of time at work (from 3 to less than 6 years), it becomes far away from the danger stage of the implementation of modern technology such as E-marketing. It still needs the support of senior management, but to a lesser extent from the start-up restaurant. So the support of senior management is needed more in the first stages of the life cycle of new systems.

□ **Firm Size:**

The results indicate that respondents in SMRs which are (3 to Less than 6 years old) are more aware of the role of firm size in E-marketing implementation. The restaurant size determines its ability to provide financial, technical and human resources necessary for the implementation of modern technology. Respondents from this group have sufficient experience to evaluate the impact of the enterprise size on the modern technology implementation. They have spent more time in the work than those who have been working for a short period (less than one year).

□ **Industry Sector**

The results point out that respondents in SMRa which are (3- Less than 6 years) are more aware of the role of industry sector in E-marketing implementation. The reason behind this refers to the conviction and experience of these SMRs that they must distinguish themselves from competitors who may be working before them. So they need to develop their ways and embrace new innovations such as E-marketing. They also find that they still need to deliver more information about their services and meals.

The respondents of older SMRs (6 – 10 years) see that their industrial sector has fewer role in E-marketing implementation, because they have their adherents and most of their information is known to all. They implement E-marketing for other reasons more important than this one.

5.4.4. Discussion of Statistical Differences According to Governorate

- **Relative Advantage:**

The results show that respondents from Tulkarem are more aware of the benefits of E-marketing implementation than respondents from Hebron. Restaurant sector is still at the beginning of prosperity in Tulkarem. Meaning that SMRs at Tulkarem still need a lot of good features to prove themselves. So they are more forthcoming on the benefits of E-marketing.

- **Compatibility:**

The results indicate that respondents from Ramallah and Al Bireh deem that E-marketing is more compatible with their work more than respondents from Hebron. Enterprises in Ramallah and Al Bireh have more applications so they are more interested in E-marketing compatibility than other governorates.

- **Ease of Use:**

The results exhibit that respondents from Tulkarem deem that E-marketing is easier to use (less complex) than respondents from Hebron.

- **Observability:**

The results show that respondents from Tulkarem consider that observing the results of E-marketing has a role in its implementation more than respondents from Hebron. Perhaps because Hebron is the biggest

province and suffers tough economic conditions that affect all sectors, including restaurants. So there are not that highly successful experiences that attract the others and affect them.

- **Government and Vendor Support:**

The results indicate that respondents from Hebron consider the government and vendor support to be important in E-marketing implementation more than respondents from Jenin. Hebron suffers from a difficult political situation that has affected its economy so it is in a great need to the support from the government and the providers of technology services.

5.4.5. Discussion of Statistical Differences According to Number of Employees:

- **Organizational Readiness:**

The results point out that respondents from small restaurants (5-9 employees) believe that their restaurants have less organizational readiness than respondents from large restaurants (more than 20 employees). Small restaurants have less human, financial and technical resources than medium and large restaurants. They mostly do not have specialist marketing staff consequently they are least readiness.

- **ICT Experience:**

The results show that the knowledge of technological know-how in E-marketing of respondents from small restaurants (5-9 employees) is less than respondents from large restaurants (more than 20 employees). Large restaurants are more interested in technology and have adequate resources

to train their staff and as a result they have more experience in technology applications and how it can be employed to support work.

- **Organizational Culture:**

The results articulate that respondents from small restaurants (5-9 employees) consider that they have less organizational culture according to E-marketing implementation compared with respondents from large restaurants (more than 20 employees). One of the key features in small restaurants is that key decisions are instituted on personal opinion, knowledge and skills for managers or owners because they are who make the key decisions in these enterprises. So the role of the organizational culture seems few in these small restaurants.

- **Product (Service) Type:**

The results show that the product type has less role in E-marketing implementation according to respondents from small restaurants (5-9 employees) than respondents from large restaurants (more than 20 employees). Logical reason for this may be that small restaurants offer less diversity meals and simpler services than those performed by large restaurants.

- **Firm Size:**

The results indicate that the firm size has little role in E-marketing implementation according to respondents from small restaurants (5-9 employees) than respondents from large restaurants (more than 20 employees). Large restaurants have many and varied services, which must

be marketed as quickly and in better methods. So they are in dire need of E-marketing.

- **Competitive Pressure:**

The results point that respondents from large restaurants (more than 20 employees) are more certain about the role of competitive pressure in E-marketing implementation than respondents from medium restaurants (10-19 employees). Large restaurants are afraid from losing their share to competitors so they are interested in market trends and want to keep their level. Furthermore, the amount of competition they have is larger than the other categories.

- **Customer Pressure for Using E-marketing:**

The results state that respondents from small restaurants (5-9 employees) see that customer pressure for using E-marketing is important in E-marketing implementation more than respondents from medium restaurants (10-19 employees). Small restaurants want to achieve the wishes of their customers in order to keep them because the majority of customers are now able to use technology.

- **Market Scope**

The results show that respondents from small restaurants (5-9 employees) state that the scope of work has less role in E-marketing implementation, compared with the respondents from large restaurants (more than 20 employees) who state that it has a big role. Large restaurants tend to have various branches in places far apart and in different cities. So

they are seeking to implement E-marketing in order to communicate with the different branches as fast and in less cost.

5.4.6. Discussion of Statistical Differences According to Marketing Budget:

- **Government and Vendor Support:**

The results show that respondents from SMRs that allocate (31% - 40%) as a marketing budget consider the government and vendor support to be important in E-marketing implementation more than respondents from SMRs that allocate (Less than 10%) as a marketing budget. It seems clear that these SMRs that devote a high percentage of their funds to the marketing budget are very interested in it and its developing. So they spend a lot, but now realize that they need help because of their financial status, which would be deterred to continue.

5.5 The Main Factors Affecting E-marketing Implementation

The first question in this research is to identify factors that affect the implementation of E-marketing in SMRs in Palestine . These factors are identified by reviewing literature. A model based on (TAM, IDT and TOE) is developed. The factors are categorized into three classes (Technological, Organizational and Environmental).

In technological context, five factors are identified as factors affecting the implementation of E-marketing. They are relative advantage, compatibility, ease of use (complexity), trialability and observability. While top management support, organizational readiness, ICT experience, organizational culture, product type and firm size are identified in the

organizational context. Then in the environmental context industry sector, government and vendor support, competitive pressure , customer pressure and market scope are identified.

5.5.1. Correlation, Multiple Regression and Hypotheses Testing Discussion

Pearson Correlation is used to test the strength and the direction of the relationship between the dependent variable (E-marketing implementation) and the independent variables. The bivariate correlations determine if each factor can significantly impact E-marketing implementation. By performing this test, the impact of each factor can be insulated and measured despite its association with other foretellers.

The results show a strongly prop to the derivation related to the influential factors. So each factor of the previous ones will be used in the research model. Looking to the p-value in table 4-19 (Chapter 4) will reveal that all the factors are significant at 99%. Moreover, the correlation matrix in table 4-20 (Chapter 4) shows that most of the factors are significantly correlated to each other but to a reasonable degree that does not affect the validity. Depending only on Pearson correlation to test if all the independent variables jointly predict the dependent variable is not favorable. A common demonstration of variance will be missing and some factors will be less significant than others when variables are combined in the analysis. Moreover, because of this, it is preferred to use multiple regression when there is one dependent variable and numerous independent variables (Abu-Shanab and Haider, 2015).

As a conceptual model is proposed, the enter method in regression is appropriate. In the enter method all the factors will be entered in the model to predict the dependent variable (E-marketing implementation). Because the residuals from the resulted model are not normal, Box-Cox transformation is performed in the regression.

After testing different models, Model 6 (Chapter 4) is adopted. The results of this model exhibit a significant prediction with a demonstration power up to 44.03% (R^2= 51.37%, Adjusted R^2= 44.03%, F-value = 7.00, P=0.000<0.05). Such elevated value of the explication of the variability in E-marketing implementation shows that it is a good model.

Results indicate that relative advantage, customer pressure and market scope are important and significantly predict E-marketing implementation. Whilst compatibility, ease of use, trialability, observability, management support , organizational readiness, ICT experience, organizational culture, product type , industry sector, government and vendor support, firm size and competitive pressure do not contribute significantly to the model. The values of Beta coefficients indicate that relative advantage (β = 0.0747) is stronger in demonstrating E-marketing implementation than customer pressure (β =0.0391) and market scope (β = 0.0519). Multicollinearity between the independent variables is in small values. The variance inflation factor (VIF) values are ranging from 1.40 to 3.97, which indicate the reliability of the results.

Thus from the regression model (Model 6) , only **H1a, H3d and H3e** are accepted while H1b, H1c, H1d, H1e, H2a, H2b, H2c, H2d, H2e, H2f, H3a, H3b and H3c are rejected. So the **influential factors** are:

✓ **Relative advantage**: The results show that relative advantage is the most important factor influences E-marketing implementation. Hence, **Hypothesis 1a is supported.** This means that respondents who have positive conceptions to the advantages of E-marketing will have the highest probability for implementing E-marketing. This finding is consistent with the work of many researchers such as Maduku et al. (2016), Gangwar et al. (2015), Rahayu and Day (2015), Nguyen et al. (2015a) and Oliveira et al. (2014). On the other hand, this result contradicts with Wang et al. (2010), Seyal and Abd Rahman (2003), Grover (1993) and Chau and Tam (1997). The importance of this factor may be caused by the fact that the enterprises would not adopt technology unless they witnessed a real benefit from it, such as to overcome the performance problems, gain new business opportunities, reduce operating costs and administrative costs and absorb business growth as well as many of the good benefits that result from technology adoption or implementation (Ramdani et al., 2013).

✓ **Market scope**: Another factor that has positive effect on E-marketing implementation. **Hence, Hypothesis 3e is supported**. This finding is in accordance with some studies such as: Ramdani et al. (2013) who find that market scope has a significant impact on enterprise applications and Zhu et al. (2003) who state that market scope is the

strongest factor in E-business adoption. But it contradicts with El-Gohary (2010a). An expansive market scope means that the enterprise has many scattered markets. Thus, the technological innovations become necessary to be able to serve these markets effectively in light of the fierce competition in global markets.

✓ **Customer pressure**: Is positively and significantly influences E-marketing implementation. **Hence, Hypothesis 3d is supported**. This finding is consistent with Ghobakhloo et al. (2011) who find that external pressures resulting from the customers, the government, the suppliers or the rivals are influential in the adoption of E-commerce in SMEs. It is also consistent with Maduku et al. (2016), Low et al. (2011) and Wang et al. (2010). While this result does not agree with the results of Rahayu and Day (2015) and El-Gohary (2010a). The organization's ability to bring happiness to its customers and meet their desires is the key factor for its success especially in restaurants, where intense competition. So restaurants attract customers by providing various services and offerings through the latest technological innovations, such as E-marketing (Maduku et al., 2016).

While Factors that do not affect are:

✗ **Compatibility**: The results show that compatibility positively influences E-marketing implementation but not significantly. Hence, **Hypothesis 1b is not supported**. This finding is in accordance with Rahayu and Day (2015), Low et al. (2011) and Brown et al. (2003). Whereas this result is not consistent with the findings of Wang et al.

(2016), Nguyen et al. (2015a), Gangwar et al. (2015), Abu-Shanab and Haider (2015) and Alshamaila et al. (2013). The reason may be that in SMRs there are very little technological applications so compatibility is not necessary. They do not bother about integrating current applications with E-marketing. While the institutions that have many precedent technological applications consider this factor important. This is because the lack of technology compatibility with the work of the enterprises and their modus operandi will be inevitably an obstacle to the technology adoption and implementation (Ramdani et al., 2013).

✖ **Ease of use**: The regression analysis elucidates that it has positive but not significant impact on E-marketing implementation. Hence, **Hypothesis 1c is not supported.** This result corresponds with the results of Low et al. (2011), Abu-Shanab and Baker (2011), Suki (2010), Seyal and Abd Rahman (2003), Brown et al. (2003) and Kendall et al. (2001). While this result does not agree with the results of Nguyen et al. (2015a), Gangwar et al. (2015), Iddris and Ibrahim (2015), Abu-Shanab and Haider (2015) and Oliveira et al. (2014). The reason for this is the tremendous development in technology and strong appetite to use it, especially since the vast majority of SMRs implement E-marketing through social networks characterized by a large spread and easy to use. Beside the availability of modern software packages which are ready to use and in a friendly manner. As for advanced applications, it is important because the shortage of technology experts within the

organization will make the implementation of technology hard and complicated (Ramdani et al., 2013).

✗ **Trialability**: The regression analysis shows that it has positive but not significant effect on E-marketing implementation. Hence, **Hypothesis 1d is not supported**. This result is consistent with Al-Jabri and Sohail (2012), Suki (2010), Azam and Quadddus (2009), Tan et al. (2009) and Shah Alam et al. (2008). Furthermore, this result is inconsistent with Ramdani et al. (2013), Alshamaila et al. (2013), Wang et al. (2011), Ramdani et al. (2009), Brown et al. (2003) and Kendall et al. (2001). The logical reason for this may be that the initial cost for using E-marketing is not high and they can easily get out after testing E-marketing. Implementation levels are still primitive and simple. But in more complex stages, managers in SMRs look to these technological applications as a significant investment. Therefore they want to test and evaluate its performance and to find solution for any problem concerning it before the adoption and implementation. So it is necessary to provide a trial version of these modern applications (Ramdani et al., 2013). Also it is a significant invention characteristic as it helps decreasing doubts associated with new innovations (Shah Alam et al., 2008).

✗ **Observability**: The results indicate that E-marketing observability is positively but not significantly influence E-marketing implementation. Hence, **Hypothesis 1e is not supported.** This result agrees with Kendall et al. (2001) but does not agree with Ramdani et al. (2013), Al-Jabri and Sohail (2012), Wang et al.(2011), Tan et al. (2009), Shah Alam et al.

(2008) and Seyal and Abd Rahman (2003). E-marketing is still modern era. It should be applied for a long time to judge the experiences of others and take advantage of them. It's practically a surprising result. From the SMRs owners or managers viewpoint, E-marketing offers an excellent way to reach to customers easily 24 hours a day and 365 days a year. It also provides this gain for customers to get needed services. Moreover, SMRs can easily see the results and follow-up through the various applications available (Al-Jabri and Sohail, 2012).

✖ **Top management support**: Unexpectedly, the regression analysis results present this factor with positive but not significant effect on E-marketing implementation. Hence, **Hypothesis 2a is not supported**. This finding matches with Wang et al. (2010) but does not match with Maduku et al. (2016) who find that top management support is the strongest factor affecting the adoption aim. This also does not match with what is found by Gangwar et al. (2015), Oliveira et al. (2014), Alatawi et al. (2013), Low et al. (2011) and Yew Wong and Aspinwall (2005).This result may be due to the fact that E-marketing is still in its early stage and is lacking to common criterion. The source of puzzlement of the result is due to that the stronger the top management support for these powerful innovations, the greater the opportunity to be adopted and implemented. In SMRs specifically, all daily administrative decisions and future investments are taken by senior management. Thus it is surprising to have this result related to E-marketing implementation. If the senior management realizes, touches the benefits of these innovations

and find that its interests exceed its costs, then it will support these applications strongly (Maduku et al., 2016).

✖ **Organizational readiness:** Has emerged as ineffective factor but with positive effect on E-marketing implementation according to regression analysis results. Hence, **Hypothesis 2b is not supported**. This finding is in accordance with Low et al. (2011), El-Gohary (2010a) and Wang et al. (2010). Whilst this result does not agree with Gangwar et al. (2015), Rahayu and Day (2015), Oliveira et al. (2014), Ramdani et al. (2013) and Oliveira and Martins (2010). In the surveyed SMRs, the most implement E-marketing through social networks which don't need high organizational readiness. While in advanced implementation levels, inadequate financial and technological resources provide sufficient cause for failing to adopt and implement technology (Ramdani et al., 2013).

✖ **ICT experience:** Unexpectedly, it seems positively but not significantly impact E-marketing implementation. Hence, **Hypothesis 2c is not supported**. This result does not differ from the findings of Ifinedo (2011) who finds that IT competence does not influence Internet/E-business technologies acceptance and Lynn et al. (2002) who find that technical sophistication of users and customers with computer does not affect adoption of the Web in marketing. Also Ramdani et al. (2013) find that ICT experience does not affect enterprise applications adoption. While this result is different from Dholakia and Kshetri (2004) who conclude that earlier knowledge of the use of technology affects the participation of SMEs in the internet implementation. Perhaps the

reason for this is the simplicity of E-marketing applications used in the case of SMRs and the lack of need for such specialized expertise. But in case of advanced tools and applications, the implementation of technological innovations in the enterprises lacked the experience and technological knowledge means more cost and effort in training and development, especially in SMRs, where the scarcity of resources, and the difficulty of providing experts and external trainers. So small institutions with previous technological knowledge is the fastest in the adoption and implementation of technology (Ifinedo, 2011).

✕ **Organizational culture:** Surprisingly, the results show it positive but insignificant in E-marketing implementation. Hence, **Hypothesis 2d is not supported**. This result agrees with Rapp et al. (2008). While it is inconsistent with Nguyen et al. (2015b), Alsanea and Wainwright (2014), Alatawi et al. (2013), El-Gohary (2010a), Zakaria et al.,(2009) and Yew Wong and Aspinwall (2005). As mentioned earlier, E-marketing is still in its infancy and employees in SMRs do not realize until now all the concepts related to it. This result is unexpected because organizational culture can be an obstacle or a facilitator for the implementation of E-marketing. It determines to what extent the organization can cope with the change. Therefore, if the dominant culture in the enterprise contains beliefs that are not consistent with and do not support E-marketing, it will not succeed in adopting and implementing E-marketing. So in order to ensure the success of the enterprise's implementation of E-marketing, it is imperative for them to build an organizational culture supportive to E-

marketing through the development of coherent vision and share it with the rest of the staff to ensure accepted implementation (El-Gohary, 2010a).

✱ **Product type**: The results of the regression model exhibit it as positive but insignificant in E-marketing implementation. Hence, **Hypothesis 2e is not supported**. This result matches with El-Gohary (2010). While it contradicts with Wang et al. (2010) and Doolin et al. (2003). The justification for such a result may be because SMRs do not rely on E-marketing heavily. They only secondarily need to communicate with customers and to disseminate some information about their meals and services. But some researchers explain the role of product type. Preissl (2003) finds that there are enterprises such as restaurants that are using information technology in administrative and managerial activities to support their work and increase their effectiveness and efficiency in work. So despite the fact that their services are tangible, but still there is some information about products and services that is needed by the customers. This information can be provided through E-marketing.

✱ **Firm size**: It correlates positively with E-marketing implementation but with no impact. Hence, **Hypothesis 2f is not supported.** This result agrees with Rahayu and Day (2015) and Oliveira and Martins (2010). But it does not agree with Wang et al. (2016), Oliveira et al. (2014), Ramdani et al. (2013), Das and Das (2012), El-Gohary (2010a) and Zhu et al. (2003). Perhaps convincing explanation for this result is that the size of the enterprise determines the extent of its ability to provide the

resources necessary for the implementation of E-marketing expenses, and determines the extent of its ability to withstand the resulting risks. Because SMRs are still in their early stages in E-marketing implementation, they still do not realize the need for many of these expenses. SMRs do not see firm size a paramount factor in E-marketing implementation as they are mostly still at a lower level in E-marketing implementation. SMEs are different from large enterprises. It faces many restrictions when applying technological innovations. Large enterprises are the strongest and most capable on the adoption and implementation of technology. Large enterprise can confront and overcome the risks. Its characteristics enable it to achieve economies of scale, having slack resources, as well as its strength that enablesit to impose the partners to implement the same technology. So it has facilitators for technology adoption more than SMEs (Sila, 2013).

✖ **Industry sector**: It has positive but not significant impact on E-marketing implementation. Hence, **Hypothesis 3a is not supported**. This finding is in accordance with Ramdani et al. (2009) who find that industry sector is insignificant in the adoption of enterprise systems. On the other hand it is inconsistent with Alatawi et al. (2013) who find that industry sector has impact on knowledge management system adoption and Ramdani et al. (2013) who find that industry sector is significant in enterprise applications adoption in SMEs. It also does not agree with Das and Das (2012) who discover a negative relationship between enterpri sesector and IT adoption. This may be because the nature of restaurants'

work that does not need to introduce advanced technology. But SMEs operating in the service sector are the most susceptible to the adoption and implementation of technological innovations in order to enhance cooperation and coordination with their counterparts in the value chain. These results confirm also the benefits resulting from the adoption and implementation of technology. These technology innovations will help service enterprises to achieve the quality of service and speed up the delivery of services to customers (Tan et al., 2009).

✖ **Government and IT vendors' support**: Multiple regression analysis presents it as positive but unimportant factor in E-marketing implementation. Hence, **Hypothesis 3b is not supported.** This result is in accordance with Rahayu and Day (2015), Oliveira et al. (2014) and El-Gohary (2010a). On the other hand, this result is inconsistent with Das and Das (2012), Ghobakhloo et al. (2011) and Zhu and Kraemer (2005). SMRs still do not realize the importance that the government provides a supportive environment for information technology or the huge cost of developing E-marketing in the future. Furthermore, some of them state that they do not want more technology. So the result is surprising. SMEs suffer from shortage in financial and technical resources and scarcity of technological expertise. So they can not employ IT specialists within the enterprise and keep them because this is costly to them. In addition, training employees to use technological innovations needs money. So these things will become obstacles in the face of the adoption and implementation of these innovations. Hence, if any director of these

enterprises realize that there are vendors who are providing them with the necessary applications, technical support and required training, they would be more inclined to adopt and implement E-marketing (Ghobakhloo et al., 2011). In terms of the supportive legal environment imposed by the government, the researchers in advanced analysis illustrate that the government support is essential in developing countries rather than in developed countries. The reason is that the main characteristics of markets in developing countries are asymmetric information and the immature institutional structures. So it becomes an obligation for the government to protect the electronic business transactions (Zhu and Kraemer, 2005).

✄ **Competitive pressure**: It appears without an effect on the implementation of E-marketing despite the positive relationship. Hence, **Hypothesis 3c is not supported**. This result is not different from Rahayu and Day (2015), Oliveira et al. (2014) and El-Gohary (2010a). On the other hand, it is different from Das and Das (2012) who prove that highly competitive environments motivate IT adoption. Ghobakhloo et al. (2011) declare that SMEs which work in more competitive surroundings have more intention to adopt and use E-commerce. It is also inconsistent with the results of Gangwar et al. (2015), Low et al. (2011), Oliveira and Martins (2010) and Wang et al. (2010). Despite the presence of strong competition among SMRs, but it seems they are not affected by the pressures of competitors. It may also indicate that SMRs emphasize other

factors that lead their decision to implement E-marketing rather than simply to comply with the pressures of competitors.

In spite the hypotheses of compatibility, ease of use, trialability, observability, management support , organizational readiness, ICT experience, organizational culture, product type , industry sector, government and vendor support, firm size and competitive pressure are rejected, simple regression is conducted to test the individual effect of these factors on the dependent variable (E-marketing Implementation) . The results indicate that each factor from them has a significant and positive effect on E-marketing implementation but when it is alone. In other words, the impact of these factors on E-marketing implementation when meet together in a multiple regression model will be shaded. Thus the other factors that remain impressive will weaken the impact of these factors.

By identifying the influencing and non-influencing factors, the first two questions in the research are answered; what are the main factors that may influence the implementation of E-marketing by SMRs in Palestine? What is the importance of each factor in influencing the implementation of E-marketing used by SMRs in Palestine?

5.6 E-marketing Implementation and Marketing Performance Discussion

One of the main goals of this research is to find out the nature of the relationship between the implementation of E-marketing and marketing performance in SMRs. To measure this effect, many metrics are relied on such as: return on investment, return on sales, net profit, customer

satisfaction, customer loyalty, new customers, sales costs, service or product quality, new markets and number of users.

The results of Pearson Correlation of hypotheses show that marketing performance is jointly predicted by E-marketing implementation (ρ = 0.764, P < 0.05).

The results of data analysis resulting from Pearson Correlation and simple regression analysis show that there is a positive relationship between E-marketing implementation and marketing performance (Pearson Correlation(ρ)= 0.764). Model 11 (chapter 4) is developed to express this relationship. It's a very good model as it shows that E-marketing implementation explains 58.83% of the variability in marketing performance (R^2= 59.04%, Adjusted R^2= 58.83%). This percentage is sufficient for social sciences studies according to Kline (1994), who believes that the result is compelling if the percentage is 60 or less.

Clear from the foregoing that E-marketing implementation has a significant and positive impact on marketing performance. This is consistent with the findings of El-Gohary (2010a) who states that the current and future performance of marketing depends on the adoption of E-marketing. Tsiotsou and Vlachopoulou (2011) find that E-marketing affects performance positively in two ways: directly and indirectly. Shuai and Wu (2011) illustrate that online marketing positively relates to the performance. Brodie et al. (2007) mention that E-marketing adoption is linking positively with performance. Also this result is consistent with Ekemen and Yıldırım (2016), Garbi (2002), Domke-Damonte and Levsen (2002), Drennan and

McColl-Kennedy (2003), Khan and Motiwalla (2002), and Wu et al. (2003). All of them find that E-Business permeation has a positive impact on performance.

On the other hand, this result contradicts with Coviello et al. (2006) who find that E-marketing and other types of marketing do not influence performance.

This result answer the fourth question of the research: What is the relationship between E-marketing implementation and marketing performance?

Chapter six
Conclusion and Recommendations

Chapter 6

Conclusions and Recommendations

6.1. Overview

This chapter summarizes the research findings and presents the conclusion. It also develops a set of recommendations based on the research results. The goal is to better understand E-marketing implementation by SMRs in Palestine by determining the main factors that impact its adoption and implementation and the effect of this on marketing performance. In addition, this chapter discusses the research contribution to current literature and the suggestions of conducting future studies.

6.2. Findings and Conclusions

The aim of this research is to explore the main factors affecting E-marketing implementation in SMRs in Palestine and then submit a comprehensive framework for E-marketing implementation to benefit the rest of the SMEs in Palestine. Also it examines the relationship between E-marketing implementation and marketing performance.

The framework is conceived through a comprehensive and thorough review of the literature relating to adopting and implementing technological innovations in general and E-marketing in particular. Also some specialists in this field areconsulted. The research framework relies on Technology Acceptance Model (TAM), Innovation Diffusion Theory (IDT) and Technology-Organization-Environment framework (TOE).

The research only uses the quantitative research methodology. This study covers SMRs in West Bank in Palestine. The data were collected

from a stratified random sample of n=370 from SMRs in West Bank through a survey that is specifically designed for this purpose. The researcher retrieved 238 questionnaires. Then 15 were excluded because they are invalid due to not meeting the required conditions. Thus the response rate of the questionnaire equals to 82.6%.

The research's questionnaire is collected, and then its variables were coded and entered in a suitable manner to Minitab 17. After this, different statistical analysis tools such as frequency, means, percentages, Anderson-Darling normality test, Kruskal-Wallis Test, Pearson correlation, simple and multiple linear regression and ANOVA test were conducted in order to investigate factors influencing E-marketing implementation in SMRs.

The results indicate obviously some things as follows:

1. The suggested framework has an excellent ability to explain E-marketing implementation.

2. The most important factors that influence E-marketing implementation are relative advantage, customer pressure and market scope.

3. Whilst among these factors, relative advantage has the strongest relationship with E-marketing implementation.

4. It also reveals that compatibility, ease of use, trialability, observability, top management support, organizational readiness, ICT experience, organizational culture, product type, industry sector, government and vendor support, firm size and competitive pressure have not significant impact on E-marketing implementation.

5. As well it investigates the relationship between E-marketing implementation and marketing performance and finds a positive and significant relationship.

Based on the research findings, the following conclusions can be inferred:

1- SMRs lack clear strategies to adopt and implement E-marketing technology and most recognize the weakness in their capabilities to overcome all implementation challenges in the absence of clear policies set by the SMRs top management in cooperation with E-marketing officials to implement E-marketing.

2- The technological infrastructure available in SMRs is not suitable for the development and implementation of E-marketing at higher levels. Also their staff lacks the expertise and skills required to successfully implement E-marketing.

3- SMRs lack marketing staff specialized in E-marketing.

4- Financial resources spent on the implementation and development of E-marketing are insufficient.

5- Many SMRs workers are still unaware of the many benefits of E-marketing.

6- The prevailing culture among the employees in SMRs towards E-marketing and the implications of its implementation needs improvement and development especially that there is a lack of workshops, training courses and incentives that support the implementation of E-marketing.

7- There is a great lack of laws and regulations supporting E-business, including E-marketing and this creates a state of distrust and fear of the implementation of E-marketing or the continuation and development of this aspect.

8- There is a clear lack of government support and financial facilities for SMRs that implement E-marketing. This creates an additional burden on them and may result in their inability to continue or to attempt to develop the implementation of E-marketing for advanced stages or follow up the new technologies that may appear in the future in this area.

9- The implementation of E-marketing is still in its infancy in Palestinian SMRs, especially in light of the severe lack of research and statistics associated with it in Palestine.

10- Lack of effective partnership between SMRs, government, Ministry of Technology and Communications and Ministry of Economy in relation to implementation of technological innovations such as E-marketing.

11- Lack of sufficient encouragement and awareness provided by E-marketing providers.

12- Lack of high quality in E-marketing services. As well as their high costs, especially with regard to advanced E-marketing applications.

13- Some are dissatisfied with the technical support provided by E-marketing service providers.

14- Dissatisfaction among SMRs about the credibility of E-marketing providers and campaigns launched by these providers.

15- Lack of cooperation relationship and active partnerships that seek to develop E-marketing between E-marketing suppliers and SMRs.

6.3. Recommendations

SMRs in Palestine should make more effort to achieve the maximum benefits from E-marketing implementation in the most efficient ways. SMRs should work hard to develop E-marketing strategies and consider upgrading of E-marketing implementation as part from the future vision. The government should cooperate with the SMRs to impose a supportive environment for E-marketing. There is also a responsibility on E-marketing service providers since they have to be collaborators with SMRs, as well as the Ministry of Communications and Information Technology and the Ministry of the Economy that must make efforts to support E-marketing.

❖ Recommendations for SMRs Managements

1. Since SMRs do not have clear strategies for the implementation of E-marketing, they must put a clear vision regarding the use of E-marketing and develop appropriate strategies to do so. Top management should have a more active role. It must support E-marketing implementation, be prepared to provide the necessary resources and take risks resulting from the implementation.

2. SMRs management must provide the necessary infrastructure for advanced applications of E-marketing. It must also provide the

necessary human skills through training of staff and encouraging them to use E-marketing.

3. A very qualified marketing staff must be provided to promote the implementation and development of E-marketing. This can be done by hiring specialists or supplying them from abroad, where there are many specialized E-marketing companies.

4. SMRs management must devote more financial resources for the development of E-marketing.

5. SMRs management must stimulate their employees to use E-marketing through talking about the advantages and benefits for its implementation.

6. SMRs must focus on the culture of the restaurant staff and their attitudes towards the implementation of E-marketing. This could be done through the awards, incentives, workshops and training courses. SMRs must work to involve them in the process and not make them feel that they are just implementers.

7. Increase employee awareness, familiarize all issues related to technology and removing of uncertainty, which they may feel.

❖ **Recommendations for the Government, The Ministry of Communications and Information Technology and the Ministry of Economy**

1. They must encourage E-marketing usage by instituting supportive business laws to protect E-business in general and E-marketing in

particular. Government agencies must develop deterrent laws to eliminate fraud, hackers and all legal crimes.

2. They must provide financial incentives through instructing the competent authorities to provide financial facilities for SMRs that want to develop the E-marketing implementation process. Lowering taxes imposed on these SMRs is recommended.

3. Conducting further studies about E-marketing due to a shortage of this topic in Palestine.

4. The government, the Ministry of Telecommunication and Information and Ministry of Economy should establish a strong copartner ship with SMRs to increase the progress of E-marketing and discuss ways of development through cross collaboration between them.

❖ **Recommendations for E-marketing Service Providers**

1. Increasing the awareness among SMRs owners, management and employees about E-marketing. This can be done via free training courses and various campaigns to encourage them to develop E-marketing implementation.

2. Providing the best services in the lowest possible prices.

3. Allowing organizations to experience E-marketing free long enough before implementing it to see how effective it is.

4. Providing adequate technical support with a high quality.

5. Dealing with more credibility as the majority of these suppliers are aiming only to win customers from marketing campaigns focused on the financial profit for these suppliers**.**

6. Solid relationship should be established between SMRs and IT vendors to contribute significantly in expansion of technology usage.

6.4. Research Contribution

This study can be rated as a unique study in the scope of E-marketing in Palestine in general and in Palestinian SMRs in particular. The outcomes of this research provide useful and important contributionto E-marketing literature**.** Examples of this contributionare the following:

1) It gives obvious estimation for E-marketing implementation in Palestinian SMRs.

2) This study is one of the few studies that investigates practically the effect of implementing E-marketing by SMRs on marketing performance.

3) The confirmation of Technology Acceptance Model (TAM), Innovation Diffusion Theory (IDT) in E-marketing implementation in developing countries and enhancing their ability by combining them with Technology-Organization-Environment framework (TOE).

4) It decides the main factors influencing E-marketing implementation in Palestine.

5) It develops a multi-perspective framework to determine factors affecting E-marketing implementation by SMRs in Palestine.

6) It confirms that relative advantage, market scope and customer pressure are the most significant factors affecting E-marketing implementation by SMRs in Palestine.

7) The outcomes of this research provide useful and important information and sights to practitioners. It participates to the literature of E-marketing from a developing country perspective.

6.5. Limitations and Future Studies

Although this research uses a multi-perspective framework to recognize the main factors that have effect on E-marketing implementation by Palestinian SMRs, there are some limitations that provide scope for future research. They are:

1) The data for this study was only collected from SMRs. To have a better understanding of E-marketing implementation and to increase generalizability of the results across the country, future studies covering other areas of SMEs should thus be performed and also preferably includes other geographic regions that could not be reached because of the circumstances on the ground.

2) It would have been better if the study addressed other factors highlighted by some SMRs owners such as security, trust and confidence to see its impact on E-marketing implementation.

3) The data used in this research is only quantitative data. So it's best to hold future studies on qualitative data to listen to the views of respondents about factors affecting the implementation of E-marketing. This process may reveal other factors that was not noticed by the researcher.

4) This study does not investigate any possible relationship between predictors. While some researchers study these relationships in some

areas of technology adoption. They indicate that there is a direct and indirect impact of these factors on the adoption and implementation of technological innovations.

5) As E-marketing has many tools (Internet marketing, E-mail marketing, Intranet marketing, Extranet marketing and Mobile marketing) then it is recommended to examine the factors affecting E-marketing implementation using each tool individually and the effect of using this tool of E-marketing on marketing performance.

6) E-marketing has many forms such as Business to Business (B2B), Business to Consumer (B2C) and Business to Government (B2G). It is preferred to study factors affecting the implementation of E-marketing for each of these forms individually and its effect on marketing performance.

7) This study investigates the factors affecting E-marketing implementation without taking into account the implementation level. Since some researchers, such as El-Gohary and Eid (2012), illustrate that there are multiple levels of technological progress then, it is more accurate to take these levels into consideration when studying the factors affecting the implementation of E-marketing.

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Appendices

Appendix A: Tables

Table 1: Arbitrators Who Reviewed the Questionnaire

Name	Position	University Name
Dr. ManalSharabati	Head of Business Managementand E-Commerce Departmentand Teaching Staff	Palestine Technical University - Kadoorie
Dr. Ayham Jaaron	Teaching Staff at Industrial Engineering and Director of ABET Centre at the Engineering Faculty	An-Najah National University
Dr. Mervat Sharabati-Shahin	Consultant and Trainer - Entrepreneurship, U-I Relationship	---
Dr. Ghassan Omar Shahin	Assistant Prof of E-Learning and Information Systems	Palestine Polytechnic University
Dr. Amal Rashd	Teaching Staff and Head of Department	Al-Furat Al-Awsat Technical University - Kufa - Iraq
Dr. Hisham Mallasi	Coordinator of Administratve Sciences Programme at Nahda College Sudan	---

Table 2: Previous studies using TAM and IDT

No.	Study	Subject (dependent variable)	Factors	Relationship
1.	Azam and Quadddus (2009)	B2B E- commerce adoption	Relative advantage	positively correlated
			Compatibility	positively correlated
			Complexity	negatively correlated
			Trialability	No effect
			Observability	positively correlated
2.	Tan et al. (2009)	Internet-based ICT adoption	Relative advantage	positively correlated
			Compatibility	positively correlated
			Complexity	negatively correlated
			Trialability	No effect
			Observability	positively correlated
3.	Ramdani et al. (2013)	Enterprise applications (EA) adoption	Relative advantage	Significant
			Compatibility	Significant
			Complexity	Significant
			Trialability	Significant
			Observability	Significant
4.	El-Gohary (2012)	E-marketing adoption and implementation	Relative advantage	Significant
			Compatibility	Significant
			Complexity (Ease of use)	Significant
			Trialability	Not tested
			Observability	Not tested
5.	Al-Jabri and Sohail (2012)	Mobile banking adoption	Relative advantage	positive impact
			Compatibility	positive impact
			Complexity	no significant effect
			Trialability	no significant effect
			Observability	positive impact
6.	Seyal and Abd Rahman (2003)	E-commerce adoption	Relative advantage	no significant effect
			Compatibility	Positive impact
			Complexity	no significant effect
			Trialability	Positive impact
			Observability	Positive impact
7.	Kendall et al. (2001)	E-commerce adoption	Relative advantage	Significant
			Compatibility	Significant
			Complexity	not significant
			Trialability	Significant
			Observability	not significant

Table 2: Previous studies using TAM and IDT (Cont.)

8.	Brown et al. (2003)	Cell phone banking adoption	Relative advantage	Significant
			Compatibility	not significant
			Complexity	not significant
			Trialability	Significant
			Observability	Not tested
9.	Alshamaila et al. (2013)	Cloud computing adoption	Relative advantage	Significant
			Compatibility	Significant
			Complexity	significant
10.	Alshamaila et al. (2013)	Cloud computing adoption	Trialability	Significant
			Observability	Not tested
11.	Suki (2010)	Internet banking adoption	Relative advantage	Significant
			Compatibility	Significant
			Complexity	not significant
			Trialability	not significant
			Observability	Not tested
12.	Wang et al.(2011)	RFID adoption	Relative advantage	positive impact
			Compatibility	positive impact
			Complexity	negative impact
			Trialability	positive impact
			Observability	positive impact

Table 3a: Source of Questionnaire Statements - Relative advantage (Usefulness)

Relative advantage (Usefulness)	
Using E-marketing enables us to accomplish tasks more quickly.	Alrousan and Jones (2016), Nguyen et al. (2015a), Oliveira et al. (2014), Giovanis et al. (2012), Ghobakhloo et al. (2011), El-Gohary (2010a).
Using E-marketing improves the quality of the work we do.	Oliveira et al. (2014), El-Gohary (2010a), Lymperopoulos and Chaniotakis(2005).
Using E-marketing makes it easier to do my job.	Giovanis et al. (2012), El-Gohary (2010a), Lymperopoulos and Chaniotakis(2005).
Using E-marketing enhances my effectiveness on my job.	Nguyen et al. (2015a), El-Gohary (2010a), Lymperopoulosand Chaniotakis(2005), Agarwal and Prasad (1998).
E-marketing reduces the restaurant's overall operating cost.	Alrousan and Jones (2016), Kendall et al. (2001).

Table 3b: Source of Questionnaire Statements - Compatibility

Compatibility	
Using E-marketing fits well into my work style.	Alrousan and Jones (2016), Nguyen et al. (2015a), Oliveira et al. (2014), Giovanis et al. (2012),El-Gohary (2010a), Brown et al. (2003), Agarwal and Prasad (1998).
E-marketing is compatible with the existing values and mentality of the people in our society.	Alrousan and Jones (2016), Iddris and Ibrahim(2015),Oliveira et al. (2014), Ghobakhloo et al. (2011), El-Gohary (2010a), Wang et al.(2010).
E-marketing is compatible with the way we use to accomplish our work.	Giovanis et al. (2012), Al-Jabri and Sohail (2012), Lin (2011), El-Gohary (2010a), Agarwal and Prasad (1998).
E-marketing does not fit with the technological infrastructure in our restaurant.	Alrousan and Jones (2016).
The restaurant's policy change was necessary to enable the restaurant to do business using E-marketing.	Kendall et al. (2001).

Table 3c: Source of Questionnaire Statements – Ease of Use (Complexity)

Ease of Use (Complexity)	
I find it easy to use E-marketing tools and applications (Internet, email, smart mobile phones..) for conducting my business.	Giovanis et al. (2012), Lin (2011), El-Gohary (2010a),Lymperopoulosand Chaniotakis(2005).
Dealing with E-marketing tools (Internet, email, smart mobile phones,...) requires me mental effort.	Maduku et al. (2016), Al-Jabri and Sohail (2012), Lin (2011), El-Gohary (2010a).
My interaction with E-marketing is clear and understandable.	Giovanis et al. (2012), El-Gohary (2010a), Agarwal and Prasad (1998).
Learning to use E-marketing is easy for me.	Nguyen et al. (2015a), Giovanis et al. (2012), El-Gohary (2010a).

Table 3d: Source of Questionnaire Statements – Trialability

Trialability	
The start-up cost for using E-marketing was low.	Alrousan and Jones (2016), Kendall et al. (2001).
Our restaurant had the opportunity to try a number of E-marketing applications before making a decision.	Alrousan and Jones (2016), Brown et al. (2003).
It is easy to our restaurant to get out after testing E-marketing.	Alrousan and Jones (2016).
Our restaurant was allowed by vendors to use E-marketing on a trial basis long enough to see its true capabilities and effectiveness.	Alrousan and Jones (2016), Al-Jabri and Sohail (2012).

Table 3e: Source of Questionnaire Statements – Observability

Observability	
Looking at the results of those who use E-marketing to do business has encouraged us to use E-marketing.	Kendall et al. (2001).
Our restaurant was unsure whether doing business using E-marketing will generate the desired returns in terms of profit.	Kendall et al. (2001).
E-marketing shows improved results over doing business in the traditional way.	Alrousan and Jones (2016).
E-marketingimproves visibility to connect with customers at any time.	Alrousan and Jones (2016).

Table 3f: Source of Questionnaire Statements – Top Management Support

Top Management Support	
The management of the restaurant is ready to spend on technology (networks - modern computers).	Sila (2013), Wang et al.(2010).
Our top management is willing to take risks involved in the implementation of E-marketing.	Oliveira et al. (2014), Sila (2013),Wang et al.(2010).
Our restaurant has a clear vision regarding the use of E-marketing tools (Internet, email, smart mobile phones...).	Alrousan and Jones (2016), Ifinedo (2011).
Our top management is likely to consider the implementation of E-marketing applications as strategically important.	Sila (2013),Wang et al.(2010).

Table 3g: Source of Questionnaire Statements – Organizational Readiness

Organizational Readiness	
Our restaurant has good, qualified and skilled marketing staff.	El-Gohary (2010a), Oliveira et al. (2014).
We have the technical skills and resources necessary for E-marketing implementation.	Oliveira et al. (2014).
We cannot conduct E-marketing without good and enough technological infrastructures.	El-Gohary (2010a)
We have sufficient financial resources in our restaurant for adopting and implementing E-marketing.	Alrousan and Jones (2016), El-Gohary (2010a).

Table 3h: Source of Questionnaire Statements – Organizational Readiness

ICT experience	
Employees in our restaurant are computer literate.	Alrousan and Jones (2016).
Employees in our restaurant have a good understanding of how IT can be used to support our business.	Alrousan and Jones (2016), Oliveira et al. (2014), Ifinedo (2011), Kuan and Chau (2001).
Employees in our restaurant have the necessary knowledge and understanding of E-marketing.	Ifinedo (2011), Wang et al.(2010), Kuan and Chau (2001).

Table 3i: Source of Questionnaire Statements – Organizational Culture

Organizational Culture	
The attitude and behavior of our staff goes in line with E-marketing implementation.	El-Gohary (2010a).
Our restaurant's tradition is being the first to try out new technologies.	Teo et al. (1997).
The staff at the restaurant has knowledge and expertise of the latest technological developments.	Teo et al. (1997).
Marketing team in my restaurant is aware that the use of E-marketing is important.	El-Gohary (2010a).

Table 3j: Source of Questionnaire Statements – Type of product

Type of Product	
One of the factors influenced our decision of implementingE-marketing is the types of services and meals offered by our restaurant.	El-Gohary (2010a).
We have implemented E-marketing regardless of the types of services and meals offered by our restaurant.	El-Gohary (2010a).
Our services and meals are suitable for marketing using E-marketing.	E-commerce Specialist

Table 3k: Source of Questionnaire Statements – Firm Size

Firm Size	
The number of employees at my restaurant is high compared to the restaurant industry in general.	Wang et al. (2016), Wang et al. (2010).
The size of our restaurant did affect our decision to implement E-marketing.	El-Gohary (2010a).
The capital of our restaurant is high compared with the restaurants sector in general.	Wang et al. (2016), Wang et al. (2010).
We have implemented E-marketing, regardless of the size of our restaurant.	El-Gohary (2010a).

Table 3l: Source of Questionnaire Statements – Industry Sector

Industry Sector	
E-marketing is not important in the restaurants sector.	Michaelidou et al. (2011).
We have implemented E-marketing to differentiate our self from ourcompetitors.	E-commerce Specialist.
We haveimplementedE-marketing, because our business is more dependent on information.	E-commerce Specialist.
E-marketing is notappropriate for the sector in which we operate.	E-commerce Specialist.
One of the factors that has influenced our decision of implementing E-marketing is our industry sector.	Grandon and Pearson (2004), Saffu, et al. (2008).

Table 3m: Source of Questionnaire Statements – Support from Government and IT Vendors

Support from Government and IT Vendors	
There are adequate legal procedures to provide a supportive work environment for E-marketing.	Alrousan and Jones (2016), Oliveira et al. (2014), El-Gohary (2010a), Zhu and Kraemer (2005).
We have implementedE-marketing because of incentives offered by the government for this area.	Alrousan and Jones (2016), El-Gohary (2010a), Zhu and Kraemer (2005).
There is enough technical support for E-marketingoffered by vendors of technology services.	Ghobakhloo et al. (2011), Wu and Lee (2005).
IT services vendorsencouragethe implementation of E-marketing through the provision of training courses in this area.	Maduku et al. (2016), Ifinedo (2011), Ghobakhloo et al. (2011), Wu and Lee (2005).

Table 3n: Source of Questionnaire Statements – Competitive Pressure

Competitive Pressure	
We have implementedE-marketing to avoid losing our market share to competitors who are using E-marketing.	El-Gohary (2010a).
Competitive pressure is the main reason for the implementation of E-marketing in our restaurant.	Alrousan and Jones (2016), Maduku et al. (2016), Iddris and Ibrahim(2015),Oliveira et al. (2014), Sila (2013), Ghobakhloo et al. (2011), El-Gohary (2010a), Wang et al.(2010).
We have implementedE-marketing as a response to market trends.	El-Gohary (2010a).
We have implementedE-marketing regardless of market trends.	El-Gohary (2010a).

Table 3o: Source of Questionnaire Statements – Customer Pressure

Customer Pressure	
The majority of our customers were asking us to implementE-marketing.	Alrousan and Jones (2016), Ifinedo (2011), Wang et al.(2010), Wu et al. (2003).
We have implemented E-marketingin order not to lose potential customers.	Alrousan and Jones (2016).
The majority of our customers are able to use technology (e-mail, smart mobile phones... etc.) and take advantage of them.	El-Gohary (2010a).
Our customers trust in E-marketing tools (such as the Internet, e-mail, smart mobile phones).	El-Gohary (2010a).

Table 3p: Source of Questionnaire Statements – Market Scope

Market scope	
We have implementedE-marketing because we plan to expand the scope of our work in Palestine.	El-Gohary (2010a).

Table 3p: Source of Questionnaire Statements – Market Scope (Cont.)

Our restaurant has implemented E-marketing regardless of the possibility of expansion in Palestine.	El-Gohary (2010a),Zhu and Kraemer (2005), Zhu et al. (2004).
We have implementedE-marketing to offer our services in more than one place in Palestine.	Zhu and Kraemer (2005), Zhu et al. (2004).
We have implementedE-marketing to promote our meals and services locally.	E-commerce Specialist.

Table (4): Relative Advantage Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q1: Using E-marketing enables us to accomplish tasks more quickly.	4.045	0.6845	99.55%
Q3: Using E-marketing makes it easier to do my job.	3.8778	0.7376	99.10%
Q5: E-marketing reduces the restaurant's overall operating cost.	3.341	0.9925	97.31%
Q21: Using E-marketing enhances my effectiveness on my job.	3.7511	0.8616	99.10%
Q25: Using E-marketing improves the quality of the work we do.	3.7318	0.8789	98.65%
Relative advantage average (Q1,Q3,Q5,Q21,Q25)	**3.7412**	**0.5697**	**94.62%**

Table (5): Compatibility Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q6: Using E-marketing fits well into my work style.	3.8727	0.7658	98.65%
Q8: E-marketing is compatible with the way we use to accomplish our work.	3.7696	0.7591	97.31%
Q37: E-marketing is compatible with the existing values and mentality of the people in our society.	3.8676	0.8327	98.21%
Q49: The restaurant's policy change was necessary to enable the restaurant to do business using E-marketing.	3.1765	1.0138	99.10%

Table (5): Compatibility Descriptive Statistics (Cont.)

Q56: E-marketing does not fit with the technological infrastructure in our restaurant.	2.6335	1.0298	99.10%
Compatibility average (Q6,Q8,Q37)	**3.8571**	**0.5414**	**94.17%**

Table (6): Ease of Use Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q11: I find it easy to use E-marketing tools and applications (Internet, email, smart mobile phones..) for conducting my business.	3.9238	0.7465	100.00%
Q12: Dealing with E-marketing tools (Internet, email, smart mobile phones,...) requires me mental effort.	3.2896	1.0943	99.10%
Q13: My interaction with E-marketing is clear and understandable.	3.9045	0.7119	98.66%
Q41: Learning to use E-marketing is easy for me.	3.7431	0.8523	97.76%
Ease of Use average (Q11,Q13,Q41)	**3.8543**	**0.5796**	**96.41%**

Table (7): Trialability Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q15: The start-up cost for using E-marketing was low.	3.3657	1.0118	96.86%
Q16: Our restaurant had the opportunity to try a number of E-marketing applications before making a decision.	3.2227	1.0161	98.66%
Q18: Our restaurant was allowed by vendors to use E-marketing on a trial basis long enough to see its true capabilities and effectiveness.	3.0404	1.0454	100.00%
Q35: It is easy to our restaurant to get out after testing E-marketing.	3.5161	0.9184	97.31%
Trialability average (Q15,Q16,Q18,Q35)	**3.2764**	**0.583**	**93.27%**

Table (8): Observability Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q19: Looking at the results of those who use E-marketing to do business has encouraged us to use E-marketing.	3.6591	0.8532	98.66%
Q20: Ourrestaurant was unsure whether doing business using E-marketing will generate the desired returns in terms of profit.	3.9909	0.8164	98.66%
Q29: E-marketingimproves visibility to connect with customers at any time.	3.8649	0.8973	99.55%
Q32: E-marketing shows improved results over doing business in the traditional way.	3.1570	1.0300	100.00%
Observability average (Q19,Q29,Q32)	**3.8519**	**0.5890**	**96.86%**

Table (9): Top Management Support Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q2: Our restaurant has a clear vision regarding the use of E-marketing tools (Internet, email, smart mobile phones...).	3.8869	0.8533	99.10%
Q10: Our top management is willing to take risks involved in the implementation of E-marketing.	3.6545	0.9406	98.65%
Q23: The management of the restaurant is ready to spend on technology (networks - modern computers).	3.6787	0.9913	99.10%
Q26: Our top management is likely to consider the implementation of E-marketing applications as strategically important.	3.8643	0.8632	99.10%
Top Mang. average (Q19,Q29,Q32)	**3.7744**	**0.6328**	**96.41%**

Table (10): Organizational Readiness Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q22:We have sufficient financial resources in our restaurant for adopting and implementing E-marketing.	3.6261	0.9465	99.55%
Q27: Our restaurant has good, qualified and skilled marketing staff.	3.4505	1.0089	99.55%
Q28: We cannotconductE-marketing without good and enough technological infrastructures.	3.758	0.9912	98.21%
Q30: We have the technical skills and resources necessary for E-marketingimplementation.	3.6822	0.8347	95.96%
Organizational Readiness average (Q22,Q27,Q28,Q30)	**3.6386**	**0.6095**	**94.62%**

Table (11): ICT Experience Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q4: Employees in our restaurant have a good understanding of how IT can be used to support our business.	3.8333	0.8792	99.55%
Q31:Employees in our restaurant are computer literate.	3.7647	0.8938	99.10%
Q33: Employees in our restaurant have the necessary knowledge and understanding of E-marketing.	3.5495	0.944	99.55%
ICT Experience average (Q4,Q31,Q33)	**3.7108**	**0.6694**	**98.21%**

Table (12): Organizational Culture Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q7:Marketing team in my restaurant is aware that the use of E-marketing is important.	3.9182	0.8668	98.65
Q17: Our restaurant's tradition is being the first to try out new technologies.	3.4404	1.0108	97.76

Table (12): Organizational Culture Descriptive Statistics (Cont.)

Q34: The attitude and behavior of our staff goes in line with E-marketingimplementation.	3.5882	0.8354	99.10
Q36: The staff at the restaurant has knowledge and expertise of the latest technological developments.	3.5936	0.9006	98.21
Organizational Culture average (Q7,Q17,Q34,Q36)	**3.6238**	**0.6317**	**95.07%**

Table (13): Type of Product Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q38: One of the factors influenced our decision of implementingE-marketing is the types of services and meals offered by our restaurant.	3.7568	0.9146	99.55%
Q40: Our services and meals are suitable for marketing using E-marketing.	3.9273	0.7847	98.65%
Q45: We have implemented E-marketing regardless of the types of services and meals offered by our restaurant.	3.3028	1.0734	97.76%
Type of Product average (Q38,Q40,Q59)	**3.8425**	**0.7033**	**98.21%**

Table (14): Firm size Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q14: The size of our restaurant did affect our decision to implement E-marketing.	3.3455	0.974	98.65%
Q42:The number of employees at my restaurant is high compared to the restaurant industry in general.	3.1131	1.0094	99.10%
Q43: The capital of our restaurant is high compared with the restaurants sector in general.	3.2661	0.9662	97.76%
Q44:We have implemented E-marketing, regardless of the size of our restaurant.	3.6136	0.912	98.65%
Firm Size average (Q14,Q42,Q43)	**3.2316**	**0.6948**	**95.52%**

Table (15): Industry Sector Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q24: One of the factors that has influenced our decision of implementing E-marketing is our industry sector.	3.6441	0.9722	99.55%
Q39: E-marketing is not important in the restaurants sector.	2.3318	1.2692	98.65%
Q46: We have implemented E-marketing to differentiate our self from our competitors.	3.5525	0.9957	98.21%
Q48: E-marketing is notappropriate for the sector in which we operate.	2.2442	1.1548	97.31%
Q59: We haveimplementedE-marketing, because our business is more dependent on information.	3.2714	1.0249	94.17%
Industry Sector average (Q24,Q46,Q59)	**3.4829**	**0.6799**	**91.93%**

Table (16): Government and Vendor Support Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q51:We have implementedE-marketing because of incentives offered by the government for this area.	2.5525	1.1576	98.21%
Q52: There is enough technical support for E-marketingoffered by vendors of technology services.	3.1712	1.0668	99.55%
Q53: IT services vendorsencouragethe implementation of E-marketing through the provision of training courses in this area.	2.9865	1.0908	99.55%
Q63: There are adequate legal procedures to provide a supportive work environment for E-marketing.	3.0274	1.1043	98.21%
Government and Vendor Support average (Q51,Q52,Q53,Q63)	**2.9272**	**0.8450**	**95.52%**

Table (17): Competitive Pressure Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q9: We haveimplementedE-marketing as a response to market trends.	3.8899	0.8184	97.76%
Q54: We have implementedE-marketing to avoid losing our market share to competitors who are using E-marketing.	3.3077	0.9513	99.10%
Q55: Competitive pressure is the main reason for the implementation of E-marketing in our restaurant.	3.2237	0.9955	98.21%
Q57:We have implementedE-marketing regardless of market trends.	3.3023	0.9985	96.41%
Competitive Pressure average (Q9,Q54,Q55)	**3.4811**	**0.6451**	**95.07%**

Table (18): Customer Pressure Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q47: We have implemented E-marketingin order not to lose potential customers.	3.4091	1.023	98.66%
Q60:The majority of our customers are able to use technology (e-mail, smart mobile phones...etc.) and take advantage of them.	4.0179	0.9053	100.00%
Q64:Our customers trust in E-marketing tools (such as the Internet, e-mail, smart mobile phones).	3.852	0.865	100.00%
Q65:The majority of our customers were asking us to implementE-marketing.	3.45	0.9662	98.66%
Customer Pressure average (Q47,Q60,Q64,Q65)	**3.6809**	**0.6136**	**97.31%**

Table (19): Market Scope Descriptive Statistics

Question	Mean	Std. Deviation	Percentage
Q50: We have implementedE-marketing because we plan to expand the scope of our work in Palestine.	3.6154	0.9777	99.10%
Q58: We have implementedE-marketing to promote our meals and services locally.	3.6948	0.8555	95.52%
Q61: We have implementedE-marketing to offer our services in more than one place in Palestine.	3.6516	0.9867	99.10%
Q62: Our restaurant has implemented E-marketing regardless of the possibility of expansion in Palestine.	3.6154	0.9777	99.10%
Market Scope average (Q50,Q58,Q61)	**3.6460**	**0.6956**	**94.17%**

Table (20): Kruskal-Wallis Test for statistical differences according to Age Group

Factor	Age Group	N	Median	Ave Rank	Z
Relative advantage	18 - less than 30	92	3.900	114.3	1.74
	30 - less than 41	77	3.800	103.5	-0.46
	41- less than 51	29	3.800	87.1	-1.80
	51-60	11	3.800	104.5	-0.08
	Greater than 60	2	3.800	103.0	-0.07
	missing values	12	P=0.325		
Compatibility	18 - less than 30	91	4.000	108.0	0.51
	30 - less than 41	78	4.000	106.9	0.26
	41- less than 51	28	3.667	88.6	-1.58
	51-60	11	4.000	115.0	0.53
	Greater than 60	2	4.000	123.0	0.41
	missing values	13	P=0.593		
Ease of Use	18 - less than 30	96	4.000	110.2	0.47
	30 - less than 41	75	4.000	112.0	0.69
	41- less than 51	31	4.000	92.3	-1.52
	51-60	11	4.000	102.4	-0.31

Table (20): Kruskal-Wallis Test for statistical differences according to Age Group (Cont.)

	Greater than 60	2	4.000	125.0	0.39
	missing values	8	P=0.619		
Trialability	18 - less than 30	92	3.250	107.3	0.60
	30 - less than 41	73	3.250	93.7	-1.91
	41- less than 51	30	3.250	110.8	0.61
	51-60	11	3.500	134.9	1.72
	Greater than 60	2	3.375	111.0	0.15
	missing values	15	P=0.222		
Observability	18 - less than 30	95	4.000	115.3	1.42
	30 - less than 41	78	4.000	105.0	-0.62
	41- less than 51	30	4.000	101.4	-0.67
	51-60	11	3.667	100.8	-0.42
	Greater than 60	2	3.500	71.3	-0.85
	missing values	7	P=0.619		
Organizational culture	18 - less than 30	93	3.750	114.6	1.70
	30 - less than 41	77	3.500	102.6	-0.70
	41- less than 51	30	3.500	84.6	-2.11
	51-60	10	4.000	124.4	0.95
	Greater than 60	2	3.750	118.8	0.28
	missing values	11	P=0.153		
Top management support	18 - less than 30	95	3.750	113.1	1.06
	30 - less than 41	76	3.750	105.8	-0.38
	41- less than 51	31	3.750	99.8	-0.79
	51-60	11	3.500	100.6	-0.41
	Greater than 60	2	3.875	118.0	0.23
	missing values	8	P=0.832		
Organizational readiness	18 - less than 30	96	3.750	109.3	0.72
	30 - less than 41	73	3.750	108.0	0.34
	41- less than 51	31	3.500	84.3	-2.14
	51-60	9	4.000	137.1	1.56
	Greater than 60	2	3.500	70.5	-0.83
	missing values	12	P=0.122		

Table (20): Kruskal-Wallis Test for statistical differences according to Age Group (Cont.)

ICT experience	18 - less than 30	96	4.000	109.5	-0.11
	30 - less than 41	80	3.833	111.2	0.21
	41- less than 51	30	4.000	101.3	-0.81
	51-60	11	4.000	124.5	0.78
	Greater than 60	2	4.000	139.5	0.66
	missing values	4	P=0.808		
Product type	18 - less than 30	96	4.000	115.3	1.10
	30 - less than 41	79	4.000	108.9	-0.20
	41- less than 51	31	4.000	93.6	-1.56
	51-60	11	4.000	124.2	0.76
	Greater than 60	2	3.500	75.3	-0.78
	missing values	4	P=0.415		
Firm size	18 - less than 30	95	3.333	105.6	-0.29
	30 - less than 41	78	3.333	107.0	-0.00
	41- less than 51	30	3.333	102.5	-0.43
	51-60	11	3.333	125.5	1.04
	Greater than 60	2	3.500	136.0	0.67
	missing values	7	P=0.796		
Industry sector	18 - less than 30	93	3.667	108.4	1.20
	30 - less than 41	71	3.333	97.6	-0.96
	41- less than 51	31	3.333	90.5	-1.27
	51-60	8	3.833	126.7	1.15
	Greater than 60	2	3.833	141.5	0.92
	missing values	18	P=0.301		
Government and vendor support	18 - less than 30	93	3.000	105.3	-0.35
	30 - less than 41	76	3.000	105.7	-0.22
	41- less than 51	31	3.000	104.1	-0.28
	51-60	11	3.250	122.6	0.86
	Greater than 60	2	4.000	191.5	1.95
	missing values	10	P=0.327		
Competitive pressure	18 - less than 30	95	3.333	104.7	-0.39
	30 - less than 41	77	3.333	105.3	-0.22

Table (20): Kruskal-Wallis Test for statistical differences according to Age Group (Cont.)

	41- less than 51	28	3.333	106.0	-0.04
	51-60	10	3.667	127.3	1.10
	Greater than 60	2	3.833	142.8	0.84
	missing values	11	P=0.743		
Customer pressure	18 - less than 30	96	3.750	109.2	0.04
	30 - less than 41	79	3.750	102.5	-1.15
	41- less than 51	30	4.000	117.9	0.84
	51-60	10	3.875	131.1	1.14
	Greater than 60	2	3.750	112.8	0.08
	missing values	6	P=0.611		
Market scope	18 - less than 30	91	3.667	106.7	0.26
	30 - less than 41	78	3.667	102.5	-0.56
	41- less than 51	30	3.833	110.7	0.51
	51-60	9	3.667	94.1	-0.57
	Greater than 60	2	4.000	140.0	0.81
	missing values	13	P=0.841		

Table (21): Kruskal-Wallis Test for statistical differences according to Qualification

Factor	Qualification	N	Median	Ave Rank	Z
Relative advantage	Less than high School	12	3.800	94.0	-0.70
	High School	57	3.800	97.8	-1.19
	diploma	35	4.000	117.7	1.24
	Bachelor	103	3.800	109.7	0.86
	Postgraduate	4	3.500	62.0	-1.46
	missing values	12	P = 0.264		
Compatibility	Less than high School	12	3.833	97.3	-0.48
	High School	55	4.000	102.6	-0.41
	diploma	35	4.000	109.7	0.45
	Bachelor	102	4.000	107.1	0.36
	Postgraduate	6	3.833	97.1	-0.34
	missing values	13	P = 0.952		
Ease of Use	Less than high School	12	3.667	90.3	-1.01
	High School	58	4.000	93.1	-2.13

Table (21): Kruskal-Wallis Test for statistical differences according to Qualification (Cont.)

	diploma	33	4.000	108.7	0.07
	Bachelor	106	4.000	118.0	2.33
	Postgraduate	6	4.000	106.3	-0.07
	missing values	8	P = 0.133		
Trialability	Less than high School	12	3.250	110.8	0.38
	High School	58	3.250	107.6	0.46
	diploma	32	3.250	114.8	1.05
	Bachelor	101	3.250	99.3	-1.21
	Postgraduate	5	3.250	92.5	-0.45
	missing values	15	P = 0.704		
Observability	Less than high School	12	4.000	114.6	0.35
	High School	57	3.667	94.4	-1.98
	diploma	34	4.000	103.9	-0.47
	Bachelor	107	4.000	115.7	1.69
	Postgraduate	6	4.167	126.9	0.73
	missing values	7	P = 0.272		
Organizational culture	Less than high School	11	3.250	75.9	-1.70
	High School	60	3.750	103.9	-0.39
	diploma	34	3.500	101.3	-0.54
	Bachelor	103	3.750	115.7	2.11
	Postgraduate	4	3.125	37.8	-2.26
	missing values	11	**P = 0.034**		
Top management support	Less than high School	12	3.625	83.8	-1.39
	High School	57	3.750	95.0	-1.84
	diploma	34	3.750	109.6	0.17
	Bachelor	106	3.750	117.3	2.17
	Postgraduate	6	3.750	105.6	-0.10
	Less than high School	12	3.625	83.8	-1.39
	missing values	8	P = 0.151		
Organizational readiness	Less than high School	11	3.500	91.8	-0.79
	High School	57	3.500	89.9	-2.32
	diploma	32	3.750	105.1	-0.09

Table (21): Kruskal-Wallis Test for statistical differences according to Qualification (Cont.)

	Bachelor	105	3.750	117.3	2.68
	Postgraduate	6	3.625	91.3	-0.60
	missing values	12	P = 0.075		
ICT experience	Less than high School	11	3.333	84.9	-1.35
	High School	58	3.667	97.1	-1.81
	diploma	35	4.000	107.9	-0.22
	Bachelor	109	4.000	120.2	2.38
	Postgraduate	6	3.667	107.3	-0.11
	missing values	4	P = 0.135		
Product type	Less than high School	12	4.000	98.3	-0.66
	High School	60	4.000	93.9	-2.31
	diploma	34	4.000	110.5	0.05
	Bachelor	107	4.000	119.3	2.12
	Postgraduate	6	4.250	125.6	0.61
	missing values	4	P = 0.139		
Firm size	Less than high School	11	2.667	81.8	-1.39
	High School	58	3.333	101.2	-0.84
	diploma	32	3.333	101.5	-0.54
	Bachelor	107	3.333	115.8	2.10
	Postgraduate	5	3.000	75.8	-1.15
	missing values	10	P = 0.192		
Industry sector	Less than high School	11	3.000	82.1	-1.20
	High School	56	3.333	90.2	-1.89
	diploma	34	3.667	109.7	0.72
	Bachelor	100	3.667	111.2	1.92
	Postgraduate	4	3.000	77.9	-0.86
	missing values	18	P = 0.135		
Government and vendor support	Less than high School	12	2.875	100.0	-0.40
	High School	59	3.000	99.4	-1.11
	diploma	34	3.000	112.3	0.55
	Bachelor	103	3.000	110.4	0.78
	Postgraduate	5	2.500	106.9	0.00

Table (21): Kruskal-Wallis Test for statistical differences according to Qualification (Cont.)

	Less than high School	12	2.875	100.0	-0.40
	missing values	10	P = 0.808		
Competitive pressure	Less than high School	12	3.333	101.5	-0.29
	High School	57	3.333	87.4	-2.75
	diploma	34	3.667	117.1	1.10
	Bachelor	105	3.667	114.0	1.76
	Postgraduate	4	3.500	106.4	0.00
	missing values	11	P = 0.085		
Customer pressure	Less than high School	12	3.375	89.7	-1.10
	High School	58	3.750	107.7	-0.19
	diploma	33	3.750	122.6	1.35
	Bachelor	108	3.750	107.3	-0.39
	Postgraduate	6	4.000	115.3	0.25
	missing values	6	P = 0.583		
Market scope	Less than high School	12	3.667	98.4	-0.42
	High School	57	3.333	87.0	-2.70
	diploma	35	3.667	107.5	0.21
	Bachelor	100	4.000	115.9	2.37
	Postgraduate	6	4.000	110.6	0.21
	missing values	13	P = 0.075		

Table (22): Kruskal-Wallis Test for statistical differences according to Years of Experience

Factor	Years of Experience	N	Median	Ave Rank	Z
Relative advantage	1 - less than 4 years	56	3.800	107.8	0.26
	4 - less than 7 years	53	4.000	119.7	1.88
	7 - 10 years	47	3.800	94.5	-1.46
	More than 10 years	55	3.800	100.7	-0.74
	missing values	12	P = 0.189		
Compatibility	1 - less than 4 years	56	4.000	113.4	1.14
	4 - less than 7 years	54	4.000	100.5	-0.70
	7 - 10 years	44	4.000	102.4	-0.38

Table (22): Kruskal-Wallis Test for statistical differences according to Years of Experience (Cont.)

	More than 10 years	56	4.000	104.8	-0.10
	missing values	13	P = 0.699		
Ease of Use	1 - less than 4 years	56	4.000	114.80	0.95
	4 - less than 7 years	53	4.000	116.60	1.15
	7 - 10 years	48	4.000	95.00	-1.64
	More than 10 years	58	4.000	104.40	-0.52
	missing values	8	P = 0.265		
Trialability	1 - less than 4 years	51	3.250	99.80	-0.64
	4 - less than 7 years	53	3.250	111.00	0.91
	7 - 10 years	48	3.250	109.20	0.61
	More than 10 years	56	3.250	98.60	-0.85
	missing values	15	P = 0.628		
Observability	1 - less than 4 years	56	4.000	105.4	-0.43
	4 - less than 7 years	56	4.000	120.1	1.62
	7 - 10 years	49	4.000	97.7	-1.38
	More than 10 years	55	4.000	109.4	0.13
	missing values	7	P = 0.314		
Organizational culture	1 - less than 4 years	57	3.750	112.9	0.93
	4 - less than 7 years	53	3.750	108.1	0.22
	7 - 10 years	47	3.500	105.1	-0.18
	More than 10 years	55	3.500	99.5	-0.98
	missing values	11	P = 0.706		
Top management support	1 - less than 4 years	56	3.750	103.5	-0.63
	4 - less than 7 years	53	3.750	110.2	0.29
	7 - 10 years	49	3.750	103.5	-0.57
	More than 10 years	57	4.000	114.3	0.89
	missing values	8	P = 0.755		
Organizational readiness	1 - less than 4 years	56	3.750	100.5	-0.79
	4 - less than 7 years	56	3.750	109.9	0.55
	7 - 10 years	45	3.750	111.9	0.73
	More than 10 years	54	3.500	102.8	-0.45
	missing values	12	P = 0.739		

Table (22): Kruskal-Wallis Test for statistical differences according to Years of Experience (Cont.)

ICT experience	1 - less than 4 years	57	4.000	111.8	0.25
	4 - less than 7 years	56	4.000	116.3	0.86
	7 - 10 years	48	3.833	107.1	-0.35
	More than 10 years	58	4.000	104.5	-0.77
	missing values	4	P = 0.770		
Product type	1 - less than 4 years	58	4.000	103.1	-0.96
	4 - less than 7 years	55	4.000	117.7	1.05
	7 - 10 years	48	4.000	103.9	-0.76
	More than 10 years	58	4.000	114.6	0.64
	missing values	4	P = 0.521		
Firm size	1 - less than 4 years	55	3.000	89.6	-2.43
	4 - less than 7 years	54	3.333	110.3	0.46
	7 - 10 years	48	3.333	118.7	1.50
	More than 10 years	56	3.333	110.9	0.55
	missing values	10	P = 0.090		
Industry sector	1 - less than 4 years	52	3.500	95.7	-1.03
	4 - less than 7 years	53	3.667	107.5	0.63
	7 - 10 years	45	3.667	106.1	0.39
	More than 10 years	55	3.667	103.1	0.02
	missing values	18	P = 0.750		
Government and vendor support	1 - less than 4 years	57	3.000	106.4	-0.08
	4 - less than 7 years	55	3.000	109.0	0.27
	7 - 10 years	50	3.250	121.2	1.86
	More than 10 years	51	2.750	91.6	-2.05
	missing values	10	P = 0.117		
Competitive pressure	1 - less than 4 years	57	3.333	99.0	-1.07
	4 - less than 7 years	55	3.667	111.0	0.63
	7 - 10 years	44	3.333	103.2	-0.40
	More than 10 years	56	3.667	112.3	0.82
	missing values	11	P = 0.623		
Customer pressure	1 - less than 4 years	58	3.750	110.1	0.15
	4 - less than 7 years	54	3.750	114.0	0.67

Table (22): Kruskal-Wallis Test for statistical differences according to Years of Experience (Cont.)

		N			
	7 - 10 years	49	3.750	100.0	-1.14
	More than 10 years	56	3.750	111.0	0.27
	missing values	6	P = 0.702		
Market scope	1 - less than 4 years	55	3.667	99.6	-0.84
	4 - less than 7 years	54	3.667	107.3	0.25
	7 - 10 years	46	3.833	109.4	0.49
	More than 10 years	55	3.667	106.4	0.12
	missing values	13	P = 0.858		

Table (23): Kruskal-Wallis Test for statistical differences according to Nature of Work

Factor	Nature of Work	N	Median	Ave Rank	Z
Relative advantage	Restaurant owner	83	3.800	109.0	0.57
	Director of Marketing / Sales Manager	42	3.800	99.6	-0.76
	General director	68	3.800	113.5	1.24
	Responsible for E-marketing activities	18	3.600	78.7	-1.98
	missing values	12	P = 0.152		
Compatibility	Restaurant owner	80	4.000	105.6	0.01
	Director of Marketing / Sales Manager	42	4.000	106.1	0.07
	General director	73	4.000	104.8	-0.12
	Responsible for E-marketing activities	15	4.000	107.1	0.10
	missing values	13	P = 0.999		
Ease of Use	Restaurant owner	81	4.000	115.1	1.31
	Director of Marketing / Sales Manager	43	4.000	104.8	-0.38
	General director	73	4.000	104.4	-0.61
	Responsible for E-marketing activities	18	4.000	98.3	-0.69
	missing values	8	P = 0.601		
Trialability	Restaurant owner	81	3.250	101.4	-0.60
	Director of Marketing / Sales Manager	42	3.250	113.2	1.05
	General director	70	3.250	101.1	-0.58

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Table (23): Kruskal-Wallis Test for statistical differences according to Nature of Work (Cont.)

	Responsible for E-marketing activities	15	3.500	112.8	0.55
	missing values	15	P = 0.657		
Observability	Restaurant owner	84	4.000	106.5	-0.38
	Director of Marketing / Sales Manager	42	4.000	116.5	0.93
	General director	74	4.000	111.6	0.52
	Responsible for E-marketing activities	16	3.667	84.0	-1.63
	missing values	7	P = 0.332		
Organizational culture	Restaurant owner	83	3.500	107.6	0.21
	Director of Marketing / Sales Manager	42	3.625	99.1	-0.87
	General director	69	3.750	110.7	0.69
	Responsible for E-marketing activities	18	3.500	102.7	-0.28
	missing values	11	P = 0.797		
Top management support	Restaurant owner	83	3.750	109.8	0.33
	Director of Marketing / Sales Manager	42	3.750	92.9	-1.75
	General director	72	3.875	116.8	1.47
	Responsible for E-marketing activities	18	3.875	99.8	-0.58
	missing values	8	P = 0.233		
Organizational readiness	Restaurant owner	82	3.500	97.0	-1.70
	Director of Marketing / Sales Manager	40	3.750	116.6	1.22
	General director	72	3.750	110.6	0.79
	Responsible for E-marketing activities	17	3.750	104.9	-0.08
	missing values	12	P = 0.337		
ICT experience	Restaurant owner	83	3.667	106.9	-0.57
	Director of Marketing / Sales Manager	44	4.000	128.0	2.10
	General director	74	4.000	108.3	-0.28
	Responsible for E-marketing activities	18	3.333	87.5	-1.57

Table (23): Kruskal-Wallis Test for statistical differences according to Nature of Work (Cont.)

	missing values	4		P = 0.109	
Product type	Restaurant owner	84	4.000	112.0	0.37
	Director of Marketing / Sales Manager	45	4.000	115.2	0.62
	General director	72	4.000	106.4	-0.58
	Responsible for E-marketing activities	18	3.750	101.8	-0.57
	missing values	4		P = 0.822	
Firm size	Restaurant owner	84	3.167	96.2	-2.06
	Director of Marketing / Sales Manager	40	3.333	103.2	-0.43
	General director	72	3.333	119.9	2.18
	Responsible for E-marketing activities	17	3.333	114.8	0.54
	missing values	10		P = 0.105	
Industry sector	Restaurant owner	80	3.333	99.6	-0.66
	Director of Marketing / Sales Manager	37	3.667	105.2	0.25
	General director	71	3.667	109.2	1.09
	Responsible for E-marketing activities	17	3.667	88.2	-1.07
	missing values	18		P = 0.541	
Government and vendor support	Restaurant owner	83	2.750	101.4	-1.05
	Director of Marketing / Sales Manager	44	3.250	123.4	1.98
	General director	69	2.750	94.4	-2.06
	Responsible for E-marketing activities	17	3.500	142.8	2.50
	missing values	10		**P = 0.006**	
Competitive pressure	Restaurant owner	83	3.333	110.2	0.71
	Director of Marketing / Sales Manager	40	3.333	90.4	-1.84
	General director	72	3.667	112.4	1.00
	Responsible for E-marketing activities	17	3.667	101.3	-0.36
	missing values	11		P = 0.280	

Table (23): Kruskal-Wallis Test for statistical differences according to Nature of Work (Cont.)

Customer pressure	Restaurant owner	82	3.750	111.7	0.49
	Director of Marketing / Sales Manager	44	3.750	111.2	0.26
	General director	74	3.750	107.6	-0.23
	Responsible for E-marketing activities	17	3.500	96.6	-0.85
	missing values	6	P = 0.826		
Market scope	Restaurant owner	81	3.667	95.8	-1.84
	Director of Marketing / Sales Manager	42	4.000	116.9	1.36
	General director	72	3.667	107.1	0.28
	Responsible for E-marketing activities	15	4.000	118.5	0.86
	missing values	13	P = 0.232		

Table (24): Kruskal-Wallis Test for statistical differences according to Restaurant Age

Factor	Restaurant Age	N	Median	Ave Rank	Z
Relative advantage	Less than 1 year	26	3.900	115.3	0.83
	1 - Less than 3 years	28	3.800	107.2	0.11
	3 - Less than 6 years	59	4.000	124.2	2.70
	6 - 10 years	43	3.800	93.0	-1.56
	More than 10 years	55	3.800	91.6	-2.03
	missing values	12	**P = 0.029**		
Compatibility	Less than 1 year	26	4.000	130.6	2.25
	1 - Less than 3 years	30	4.000	110.4	0.48
	3 - Less than 6 years	58	4.000	104.3	-0.18
	6 - 10 years	41	4.000	100.9	-0.55
	More than 10 years	55	3.667	95.8	-1.38
	missing values	13	P = 0.178		
Ease of Use	Less than 1 year	28	4.000	106.1	-0.18
	1 - Less than 3 years	29	4.000	117.3	0.87
	3 - Less than 6 years	60	4.000	112.1	0.59
	6 - 10 years	42	3.833	98.0	-1.16
	More than 10 years	56	4.000	107.3	-0.10

Table (24): Kruskal-Wallis Test for statistical differences according to Restaurant Age (Cont.)

	missing values	8	P = 0.731		
Trialability	Less than 1 year	25	3.500	113.2	0.77
	1 - Less than 3 years	25	3.250	91.6	-1.14
	3 - Less than 6 years	61	3.250	113.4	1.38
	6 - 10 years	42	3.250	100.3	-0.51
	More than 10 years	55	3.250	99.7	-0.69
	missing values	15	P = 0.469		
Observability	Less than 1 year	25	4.000	117.6	0.77
	1 - Less than 3 years	30	4.000	108.3	-0.02
	3 - Less than 6 years	63	4.000	119.6	1.67
	6 - 10 years	44	4.000	105.4	-0.37
	More than 10 years	54	3.667	94.0	-1.97
	missing values	7	P = 0.236		
Organizational culture	Less than 1 year	27	3.750	113.7	0.66
	1 - Less than 3 years	30	3.625	108.3	0.17
	3 - Less than 6 years	60	3.750	117.5	1.63
	6 - 10 years	41	3.500	100.2	-0.73
	More than 10 years	54	3.500	94.5	-1.67
	missing values	11	P = 0.307		
Top management support	Less than 1 year	28	4.000	122.5	1.32
	1 - Less than 3 years	27	4.000	120.4	1.10
	3 - Less than 6 years	61	3.750	118.0	1.49
	6 - 10 years	43	3.500	89.6	-2.17
	More than 10 years	56	3.750	98.0	-1.40
	missing values	8	**P = 0.050**		
Organizational readiness	Less than 1 year	27	3.750	121.3	1.40
	1 - Less than 3 years	30	3.750	112.9	0.67
	3 - Less than 6 years	62	3.750	113.1	1.09
	6 - 10 years	41	3.750	105.2	-0.10
	More than 10 years	51	3.500	85.8	-2.71
	missing values	12	P = 0.075		

Table (24): Kruskal-Wallis Test for statistical differences according to Restaurant Age (Cont.)

ICT experience	Less than 1 year	28	3.667	119.0	0.80
	1 - Less than 3 years	29	4.000	122.9	1.17
	3 - Less than 6 years	63	4.000	117.9	1.17
	6 - 10 years	42	3.667	101.2	-1.00
	More than 10 years	57	3.667	96.8	-1.83
	missing values	4	P = 0.198		
Product type	Less than 1 year	28	4.000	114.0	0.36
	1 - Less than 3 years	30	4.000	112.8	0.26
	3 - Less than 6 years	62	4.000	113.8	0.56
	6 - 10 years	44	4.000	104.4	-0.66
	More than 10 years	55	4.000	106.6	-0.45
	missing values	4	P = 0.925		
Firm size	Less than 1 year	26	3.000	95.7	-1.00
	1 - Less than 3 years	29	3.333	104.0	-0.29
	3 - Less than 6 years	63	3.333	127.8	3.19
	6 - 10 years	42	3.000	85.3	-2.54
	More than 10 years	53	3.333	106.7	-0.05
	missing values	10	**P = 0.010**		
Industry sector	Less than 1 year	27	3.667	117.1	1.33
	1 - Less than 3 years	29	3.333	102.8	-0.02
	3 - Less than 6 years	60	3.667	116.9	2.16
	6 - 10 years	37	3.333	86.8	-1.83
	More than 10 years	52	3.333	91.2	-1.66
	missing values	18	**P = 0.047**		
Government and vendor support	Less than 1 year	27	3.000	127.3	1.83
	1 - Less than 3 years	28	2.875	113.7	0.62
	3 - Less than 6 years	62	3.250	111.3	0.65
	6 - 10 years	43	2.750	101.9	-0.61
	More than 10 years	53	2.750	92.3	-2.01
	missing values	10	P = 0.142		
Competitive pressure	Less than 1 year	28	3.667	120.4	1.29
	1 - Less than 3 years	29	3.333	101.8	-0.45

Table (24): Kruskal-Wallis Test for statistical differences according to Restaurant Age (Cont.)

	3 - Less than 6 years	61	3.667	114.9	1.26
	6 - 10 years	41	3.333	99.6	-0.80
	More than 10 years	53	3.333	97.5	-1.24
	missing values	11	P = 0.354		
Customer pressure	Less than 1 year	28	3.750	103.1	-0.53
	1 - Less than 3 years	30	3.750	125.7	1.56
	3 - Less than 6 years	62	3.750	119.6	1.57
	6 - 10 years	44	3.625	102.6	-0.76
	More than 10 years	53	3.500	95.7	-1.78
	missing values	6	P = 0.138		
Market scope	Less than 1 year	26	3.833	106.6	0.09
	1 - Less than 3 years	29	3.667	100.3	-0.50
	3 - Less than 6 years	62	4.000	106.9	0.22
	6 - 10 years	40	4.000	110.3	0.56
	More than 10 years	53	3.667	102.5	-0.41
	missing values	13	P = 0.960		

Table (25): Kruskal-Wallis Test for statistical differences according to Governorate

Factor	Governorate	N	Median	Ave Rank	Z
Relative advantage	Ramallah and Al Bireh	53	3.800	108.9	0.40
	Hebron	30	3.500	73.7	-3.13
	Nablus	73	3.800	108.3	0.40
	Jenin	23	4.000	107.0	0.08
	Tulkarem	27	4.000	133.7	2.53
	Qalqilya	5	3.600	80.7	-0.94
	missing values	12	**P = 0.010**		
Compatibility	Ramallah and Al Bireh	58	4.000	118.4	1.91
	Hebron	29	3.667	79.4	-2.50
	Nablus	70	3.667	97.8	-1.30
	Jenin	23	4.000	117.0	0.96
	Tulkarem	26	4.000	117.2	1.05
	Qalqilya	4	3.833	100.0	-0.18

Table (25): Kruskal-Wallis Test for statistical differences according to Governorate (Cont.)

	missing values	13	**P = 0.052**		
Ease of Use	Ramallah and Al Bireh	59	4.000	109.7	0.24
	Hebron	29	3.667	71.4	-3.41
	Nablus	73	4.000	114.3	1.07
	Jenin	23	4.000	112.7	0.38
	Tulkarem	27	4.000	122.4	1.28
	Qalqilya	4	3.833	109.1	0.04
	missing values	8	**P = 0.030**		
Trialability	Ramallah and Al Bireh	56	3.000	90.7	-2.01
	Hebron	29	3.500	120.7	1.56
	Nablus	71	3.250	108.8	0.75
	Jenin	21	3.000	94.4	-0.81
	Tulkarem	26	3.250	109.1	0.42
	Qalqilya	5	3.250	122.5	0.68
	missing values	15	P = 0.252		
Observability	Ramallah and Al Bireh	58	4.000	118.3	1.40
	Hebron	30	3.667	75.4	-3.12
	Nablus	71	4.000	108.2	-0.06
	Jenin	24	4.000	113.4	0.41
	Tulkarem	28	4.000	123.2	1.33
	Qalqilya	5	3.667	91.9	-0.60
	missing values	7	**P = 0.036**		
Organizational culture	Ramallah and Al Bireh	55	3.750	104.3	-0.31
	Hebron	27	3.500	87.9	-1.68
	Nablus	74	3.750	108.0	0.25
	Jenin	24	3.625	108.8	0.19
	Tulkarem	28	3.875	120.8	1.32
	Qalqilya	4	3.750	121.9	0.51
	missing values	11	P = 0.494		
Top management support	Ramallah and Al Bireh	56	3.875	113.1	0.72
	Hebron	30	3.500	85.4	-2.15
	Nablus	74	3.750	110.2	0.37

Table (25): Kruskal-Wallis Test for statistical differences according to Governorate (Cont.)

	Jenin	22	3.750	114.6	0.52
	Tulkarem	28	3.875	113	0.45
	Qalqilya	5	3.750	97.4	-0.39
	missing values	8	P = 0.416		
Organizational readiness	Ramallah and Al Bireh	59	3.750	114.3	1.23
	Hebron	27	3.750	100.0	-0.55
	Nablus	72	3.750	110.1	0.70
	Jenin	22	3.375	80.6	-2.06
	Tulkarem	26	3.500	101.0	-0.45
	Qalqilya	5	3.750	119.6	0.50
	missing values	12	P = 0.316		
ICT experience	Ramallah and Al Bireh	57	4.000	116.1	0.85
	Hebron	30	3.500	92.8	-1.60
	Nablus	75	4.000	117.6	1.28
	Jenin	24	3.667	97.9	-0.99
	Tulkarem	28	4.000	112.4	0.22
	Qalqilya	5	3.667	73.9	-1.29
	missing values	4	P = 0.274		
Product type	Ramallah and Al Bireh	58	4.000	108.0	-0.29
	Hebron	30	3.500	81.8	-2.63
	Nablus	74	4.000	115.3	0.88
	Jenin	24	4.000	115.5	0.45
	Tulkarem	28	4.000	124.0	1.25
	Qalqilya	5	4.000	120.3	0.37
	missing values	4	P = 0.146		
Firm size	Ramallah and Al Bireh	57	3.333	107.2	0.03
	Hebron	29	3.333	123.9	1.59
	Nablus	73	3.333	103.2	-0.65
	Jenin	23	3.000	87.7	-1.59
	Tulkarem	26	3.333	119.0	1.06
	Qalqilya	5	3.333	88.7	-0.67
	missing values	10	P = 0.294		

Table (25): Kruskal-Wallis Test for statistical differences according to Governorate (Cont.)

Industry sector	Ramallah and Al Bireh	55	3.667	108.6	0.81
	Hebron	28	3.500	95.5	-0.72
	Nablus	69	3.667	105	0.34
	Jenin	23	3.333	88.5	-1.24
	Tulkarem	25	3.667	114.2	1.01
	Qalqilya	5	3.000	67.4	-1.36
	missing values	18	P = 0.408		
Government and vendor support	Ramallah and Al Bireh	56	3.000	104.2	-0.39
	Hebron	30	3.500	156.9	4.78
	Nablus	72	2.750	100.8	-1.05
	Jenin	24	2.250	68.6	-3.24
	Tulkarem	27	3.000	111.1	0.37
	Qalqilya	4	2.500	85.9	-0.69
	missing values	10	**P = 0.000**		
Competitive pressure	Ramallah and Al Bireh	56	3.333	102.6	-0.55
	Hebron	27	3.667	106.6	0.01
	Nablus	73	3.333	100.4	-1.05
	Jenin	24	3.667	112.0	0.47
	Tulkarem	27	3.667	126.6	1.82
	Qalqilya	5	3.333	103.9	-0.10
	missing values	11	P = 0.541		
Customer pressure	Ramallah and Al Bireh	58	3.750	111.3	0.32
	Hebron	29	3.500	93.0	-1.48
	Nablus	74	3.750	110.8	0.30
	Jenin	23	3.500	92.1	-1.37
	Tulkarem	28	4.000	129.1	1.81
	Qalqilya	5	3.750	114.2	0.19
	missing values	6	P = 0.253		
Market scope	Ramallah and Al Bireh	56	3.667	107.4	0.27
	Hebron	29	3.667	101.4	-0.39
	Nablus	70	3.667	104.2	-0.21
	Jenin	23	3.333	89.0	-1.38

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Table (25): Kruskal-Wallis Test for statistical differences according to Governorate (Cont.)

	Tulkarem	27	4.000	116.1	0.97
	Qalqilya	5	4.000	144.5	1.45
	missing values	13	P = 0.442		

Table (26): Kruskal-Wallis Test for statistical differences according to Number of Employees

Factor	Number of Employees	N	Median	Ave Rank	Z
Relative advantage	1-4				
	5-9	106	3.800	101.7	-1.02
	10-19	61	3.800	101.7	-0.66
	greater than 20	44	4.000	122.3	1.99
	missing values	12	P = 0.138		
Compatibility	1-4				
	5-9	104	4.000	99.8	-1.34
	10-19	60	4.000	106.7	0.18
	greater than 20	46	4.000	116.8	1.43
	missing values	13	P = 0.283		
Ease of Use	1-4				
	5-9	110	4.000	107.3	-0.16
	10-19	59	4.000	105.4	-0.38
	greater than 20	46	4.000	113.0	0.61
	missing values	8	P = 0.814		
Trialability	1-4				
	5-9	107	3.250	106.0	0.37
	10-19	59	3.250	99.9	-0.70
	greater than 20	42	3.250	107.1	0.32
	missing values	15	P = 0.781		
Observability	1-4				
	5-9	108	4.000	98.9	-2.25
	10-19	61	4.000	113.7	0.77
	greater than 20	47	4.000	123.7	1.89
	missing values	7	P = 0.057		

Table (26): Kruskal-Wallis Test for statistical differences according to Number of Employees (cont.)

Organizational culture	1-4				
	5-9	107	3.500	96.2	-2.47
	10-19	62	3.750	112.4	0.90
	greater than 20	43	3.750	123.7	2.05
	missing values	11	**P = 0.031**		
Top management support	1-4				
	5-9	107	3.750	100.0	-1.89
	10-19	62	4.000	115.1	1.07
	greater than 20	46	3.875	117.1	1.12
	missing values	8	P = 0.166		
Organizational readiness	1-4				
	5-9	106	3.500	91.2	-3.54
	10-19	62	3.750	114.9	1.37
	greater than 20	43	4.000	129.7	2.85
	missing values	12	**P = 0.001**		
ICT experience	1-4				
	5-9	109	3.667	100.7	-2.16
	10-19	63	4.000	111.6	0.24
	greater than 20	47	4.000	129.4	2.36
	missing values	4	**P = 0.034**		
Product type	1-4				
	5-9	110	4.000	102.5	-1.77
	10-19	62	4.000	104.5	-0.80
	greater than 20	47	4.000	134.9	3.04
	missing values	4	**P = 0.010**		
Firm size	1-4				
	5-9	106	3.000	89.2	-4.2
	10-19	61	3.333	112.7	0.86
	greater than 20	46	3.667	140.5	4.16
	missing values	10	**P = 0.000**		
Industry sector	1-4				
	5-9	103	3.333	94.1	-2.15

Table (26): Kruskal-Wallis Test for statistical differences according to Number of Employees (cont.)

		N	Median	Ave Rank	Z
	10-19	61	3.667	107.5	0.71
	greater than 20	41	3.667	118.5	1.87
	missing values	18	P = 0.065		
Government and vendor support	1-4				
	5-9	107	3.000	103.1	-0.93
	10-19	62	2.750	101.6	-0.83
	greater than 20	44	3.375	124.2	2.07
	missing values	10	P = 0.115		
Competitive pressure	1-4				
	5-9	107	3.333	101.7	-1.16
	10-19	62	3.333	100.1	-0.98
	greater than 20	43	3.667	127.8	2.55
	missing values	11	**P = 0.038**		
Customer pressure	1-4				
	5-9	108	3.750	108.5	-0.12
	10-19	62	3.500	96.8	-1.81
	greater than 20	47	4.000	126.3	2.13
	missing values	6	**P = 0.050**		
Market scope	1-4				
	5-9	105	3.667	96.0	-2.26
	10-19	60	3.667	106.3	0.13
	greater than 20	45	4.000	126.4	2.61
	missing values	13	**P = 0.019**		

Table (27): Kruskal-Wallis Test for statistical differences according to Marketing Budget

Factor	Marketing Budget	N	Median	Ave Rank	Z
Relative advantage	Less than 10%	71	4.000	111.5	0.93
	10% - 20%	50	3.800	103.5	-0.33
	21% - 30%	48	3.800	101.0	-0.64
	31% - 40%	22	4.000	126.2	1.64
	41% - 50%	15	3.600	77.7	-1.86
	More than 50%	5	3.400	96.6	-0.35

Table (27): Kruskal-Wallis Test for statistical differences according to Marketing Budget (Cont.)

	missing values	12	P = 0.242		
Compatibility	Less than 10%	69	4.000	111.6	1.02
	10% - 20%	51	4.000	103.3	-0.30
	21% - 30%	47	4.000	106.7	0.15
	31% - 40%	24	3.667	93.5	-1.03
	41% - 50%	15	4.000	98.2	-0.49
	More than 50%	4	3.833	114.4	0.29
	missing values	13	P = 0.847		
Ease of Use	Less than 10%	74	4.000	108.3	0.05
	10% - 20%	51	4.000	113.5	0.72
	21% - 30%	44	4.000	114.5	0.78
	31% - 40%	25	3.667	82.7	-2.16
	41% - 50%	15	4.000	99.9	-0.52
	More than 50%	6	4.167	135.5	1.10
	missing values	8	P = 0.265		
Trialability	Less than 10%	70	3.000	91.7	-2.18
	10% - 20%	52	3.250	105.7	0.17
	21% - 30%	45	3.250	106.0	0.19
	31% - 40%	24	3.500	120.5	1.39
	41% - 50%	12	3.500	136.1	1.87
	More than 50%	5	3.250	104.4	0.00
	missing values	15	P = 0.144		
Observability	Less than 10%	75	4.000	111.3	0.48
	10% - 20%	53	4.000	106.1	-0.32
	21% - 30%	47	4.000	109.8	0.16
	31% - 40%	25	4.000	111.3	0.23
	41% - 50%	11	4.000	94.4	-0.77
	More than 50%	5	4.000	96.5	-0.43
	missing values	7	P = 0.959		
Organizational culture	Less than 10%	72	3.750	106.2	-0.05
	10% - 20%	52	3.625	108.8	0.31
	21% - 30%	46	3.625	108.9	0.30

Table (27): Kruskal-Wallis Test for statistical differences according to Marketing Budget (Cont.)

	31% - 40%	21	3.500	99.0	-0.59
	41% - 50%	15	3.500	92.9	-0.89
	More than 50%	6	3.875	132.2	1.04
	missing values	11	P = 0.814		
Top management support	Less than 10%	71	3.750	101.3	-1.11
	10% - 20%	52	3.750	116.1	1.08
	21% - 30%	47	4.000	114.5	0.81
	31% - 40%	24	3.750	103.7	-0.36
	41% - 50%	15	3.750	92.8	-0.98
	More than 50%	6	4.000	121.8	0.55
	missing values	8	P = 0.619		
Organizational readiness	Less than 10%	73	3.500	91.6	-2.49
	10% - 20%	50	3.750	111.3	0.70
	21% - 30%	46	3.750	118.7	1.60
	31% - 40%	23	3.750	113.4	0.62
	41% - 50%	13	3.750	100.6	-0.33
	More than 50%	6	3.875	122.9	0.69
	missing values	12	P = 0.199		
ICT experience	Less than 10%	73	3.667	97.8	-2.02
	10% - 20%	53	4.000	119.2	1.21
	21% - 30%	48	4.000	115.6	0.69
	31% - 40%	25	4.000	121.5	0.96
	41% - 50%	14	3.667	102.9	-0.43
	More than 50%	6	3.667	101.4	-0.34
	missing values	4	P = 0.380		
Product type	Less than 10%	75	4.000	107.4	-0.43
	10% - 20%	53	4.000	108.6	-0.19
	21% - 30%	48	4.000	117.0	0.87
	31% - 40%	24	4.000	106.3	-0.30
	41% - 50%	13	4.000	110.6	0.03
	More than 50%	6	3.750	111.9	0.08
	missing values	4	P = 0.975		

Table (27): Kruskal-Wallis Test for statistical differences according to Marketing Budget (Cont.)

Firm size	Less than 10%	72	3.333	98.8	-1.39
	10% - 20%	50	3.333	117.6	1.39
	21% - 30%	48	3.167	103.3	-0.47
	31% - 40%	23	3.333	104.5	-0.21
	41% - 50%	14	3.667	125.0	1.13
	More than 50%	6	3.333	114.3	0.30
	missing values	10	P = 0.513		
Industry sector	Less than 10%	67	3.333	92.2	-1.81
	10% - 20%	50	3.667	110.2	0.98
	21% - 30%	47	3.667	102.0	-0.13
	31% - 40%	22	3.667	116.4	1.12
	41% - 50%	14	3.667	102.4	-0.04
	More than 50%	5	3.667	127.6	0.94
	missing values	18	P = 0.422		
Government and vendor support	Less than 10%	69	2.500	83.8	-3.81
	10% - 20%	51	2.750	98.4	-1.14
	21% - 30%	49	3.000	122.8	2.05
	31% - 40%	24	3.625	147.6	3.43
	41% - 50%	14	3.125	122.7	0.99
	More than 50%	6	3.250	119.1	0.49
	missing values	10	**P = 0.000**		
Competitive pressure	Less than 10%	74	3.333	106.2	-0.05
	10% - 20%	52	3.500	110.4	0.52
	21% - 30%	48	3.333	100.4	-0.78
	31% - 40%	21	3.667	105.3	-0.10
	41% - 50%	12	3.833	121.7	0.88
	More than 50%	5	3.333	98.1	-0.31
	missing values	11	P = 0.911		
Customer pressure	Less than 10%	74	3.625	100.8	-1.38
	10% - 20%	51	4.000	120.3	1.48
	21% - 30%	48	3.750	103.8	-0.65
	31% - 40%	25	4.000	120.5	0.97

Table (27): Kruskal-Wallis Test for statistical differences according to Marketing Budget (Cont.)

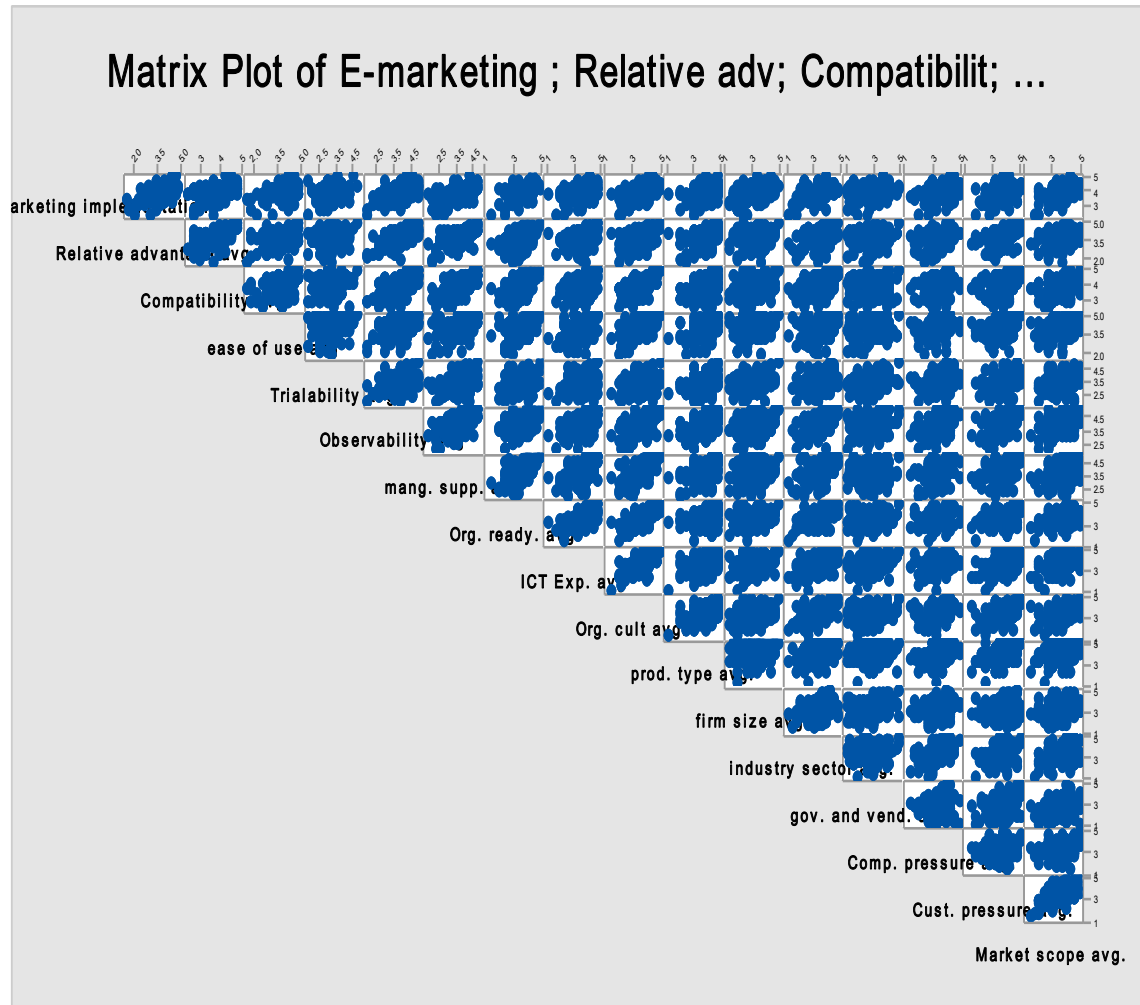|					
	41% - 50%	13	3.750	104.2	-0.29
	More than 50%	6	3.750	117.6	0.34
	missing values	6	P = 0.511		
Market scope	Less than 10%	70	3.667	95.5	-1.68
	10% - 20%	51	3.667	99.6	-0.79
	21% - 30%	46	3.667	106.8	0.16
	31% - 40%	24	4.000	120.9	1.32
	41% - 50%	13	4.000	132.0	1.62
	More than 50%	6	4.167	142.8	1.52
	missing values	13	P = 0.124		

Appendix B: Figures

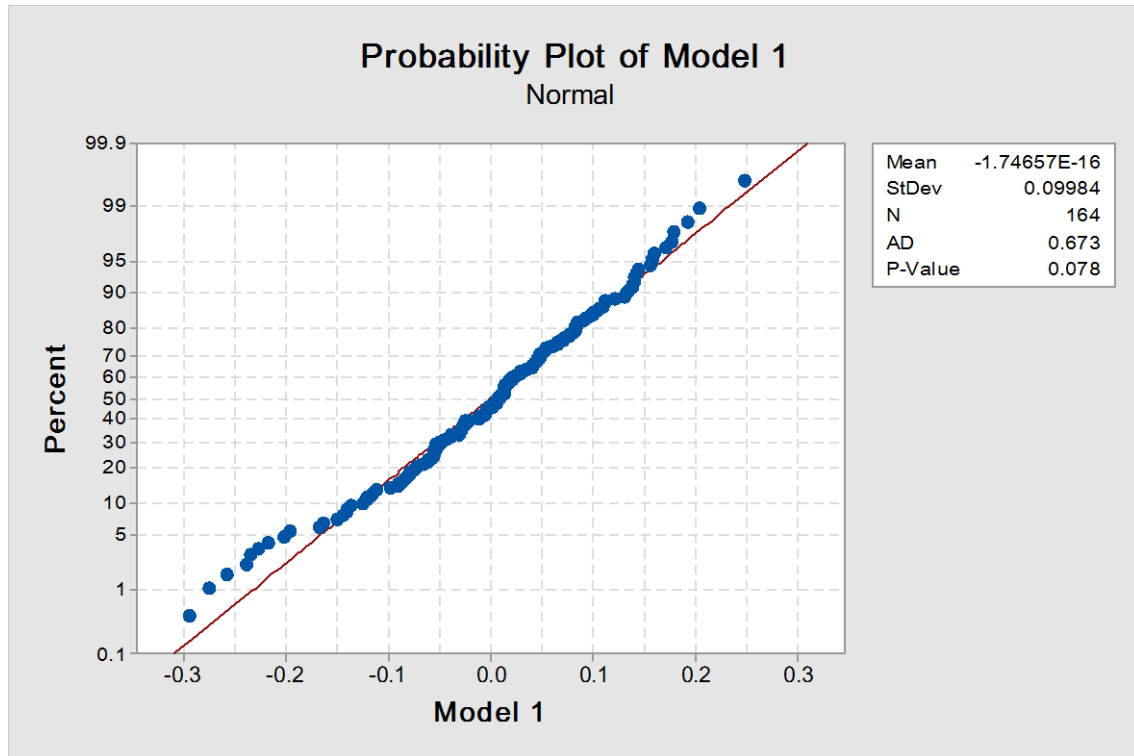**Figure 1:** Matrix Plot of Relationships Among the Variables

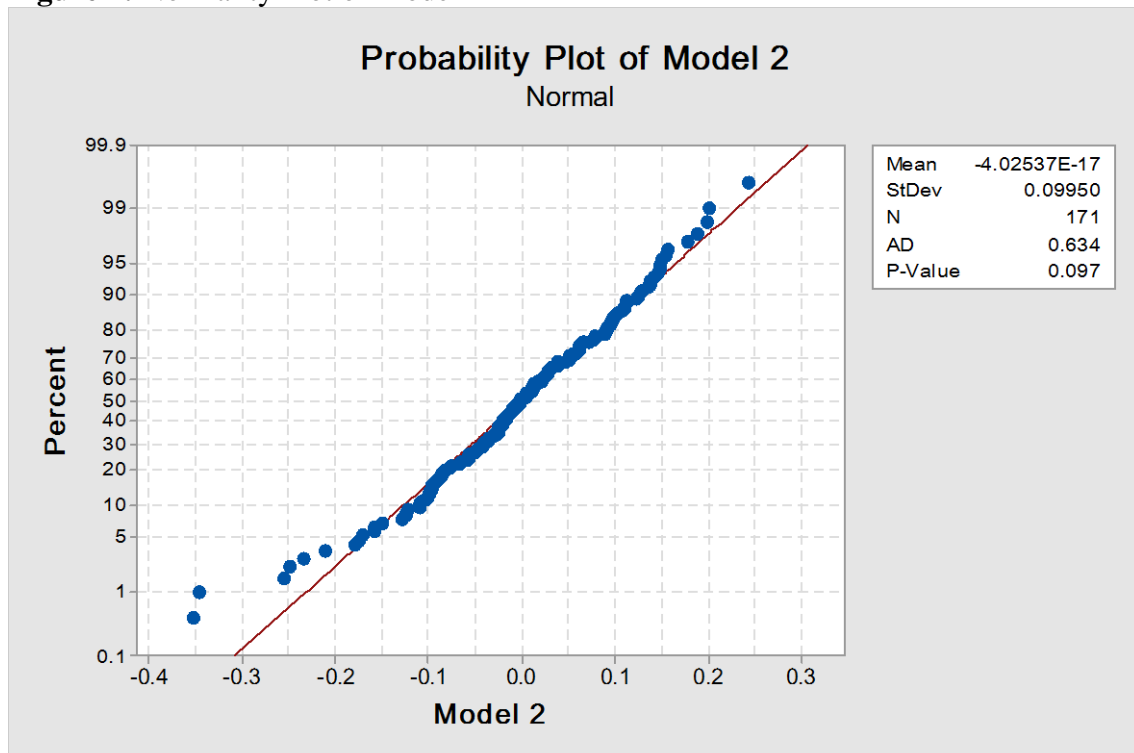**Figure 2:** Normality Plot of Model 1
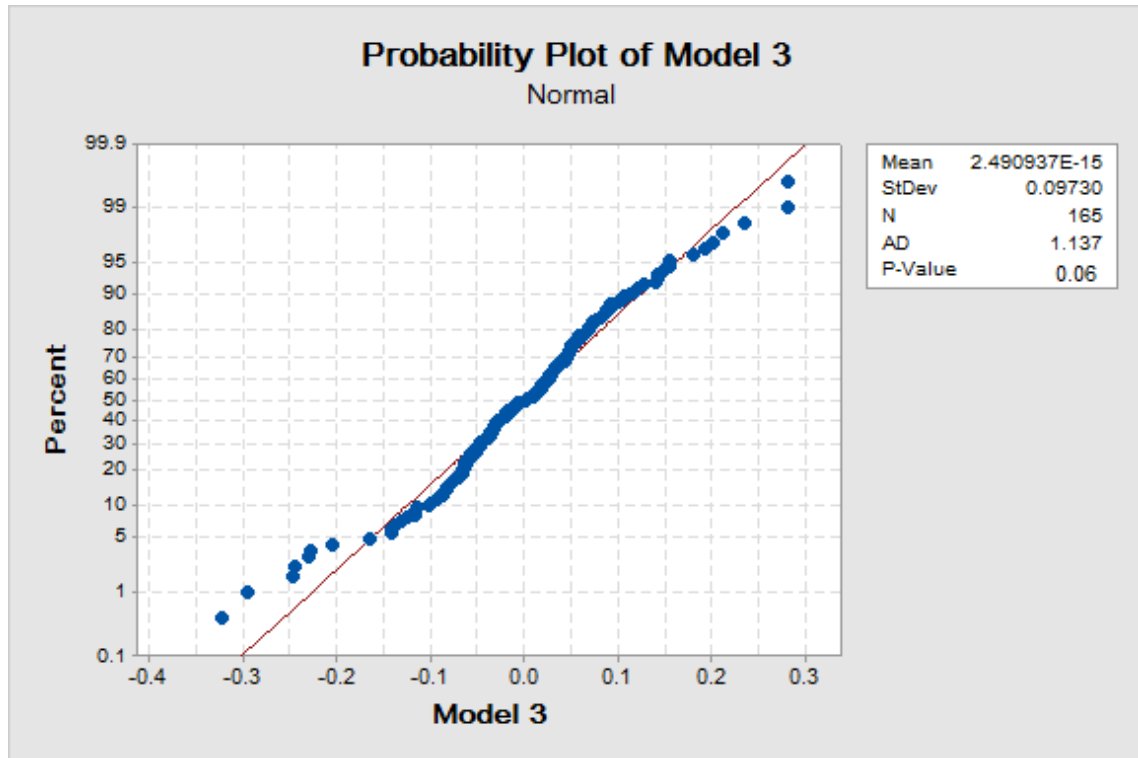

Figure 3: Normality Plot of Model 2

Figure4: Normality Plot of Model 3
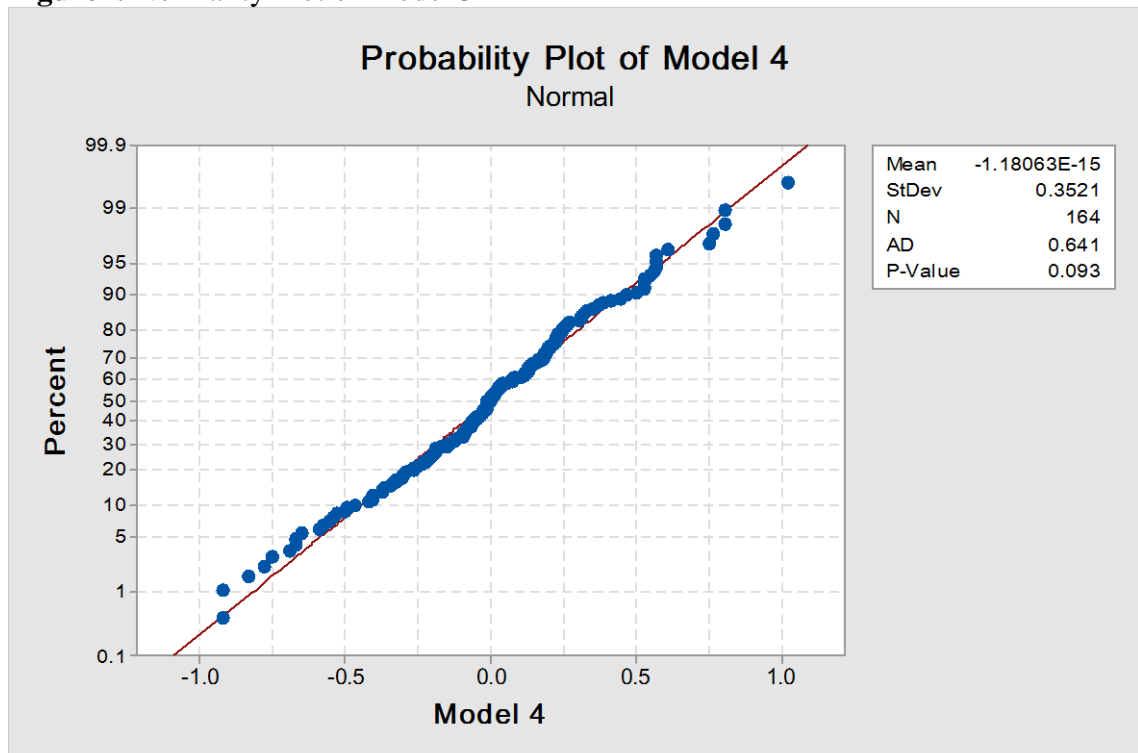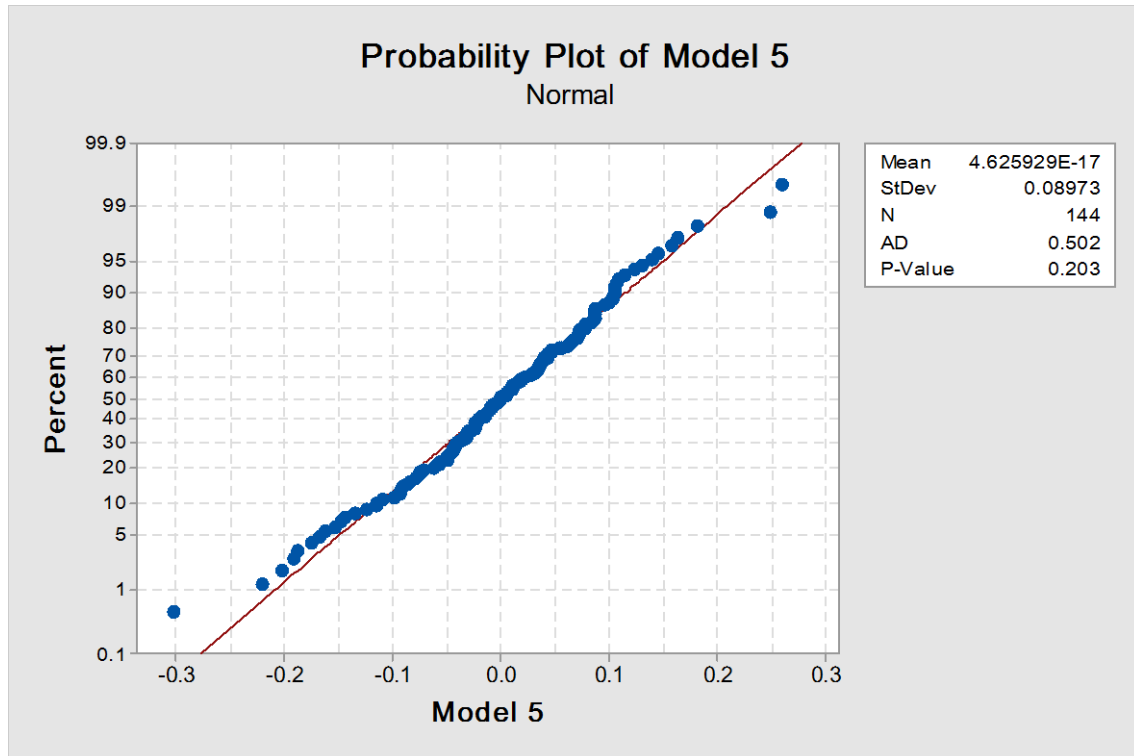

Figure 5: Normality Plot of Model 4

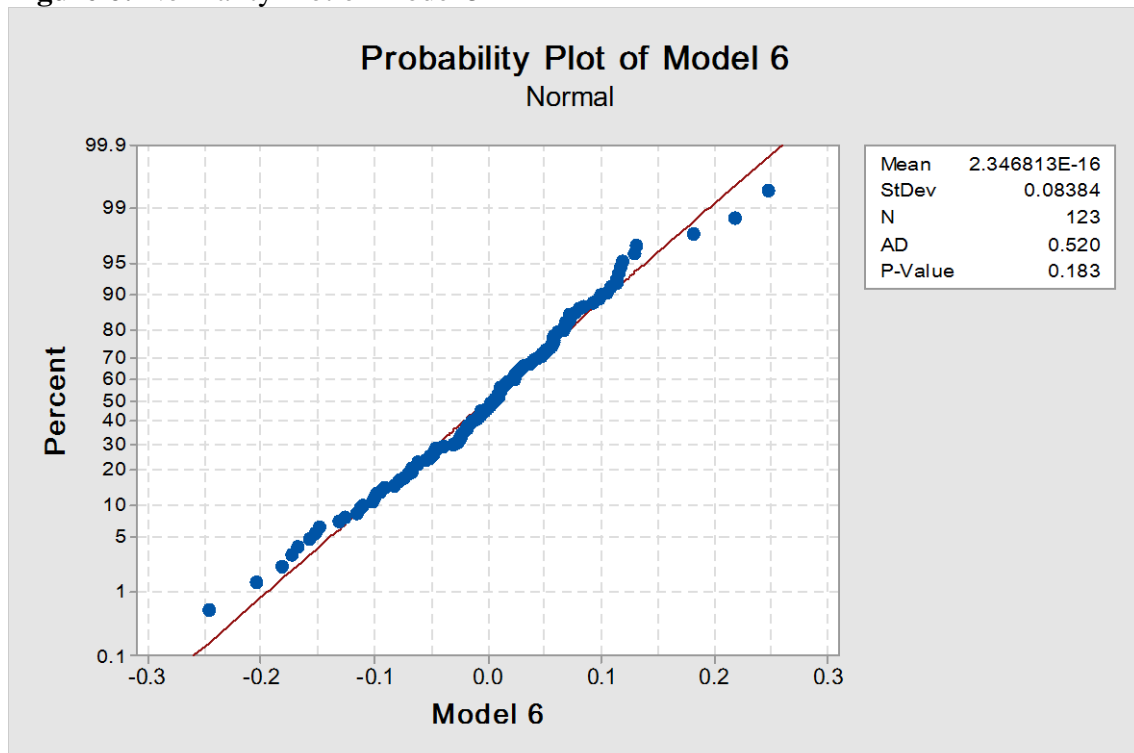**Figure 6:** Normality Plot of Model 5

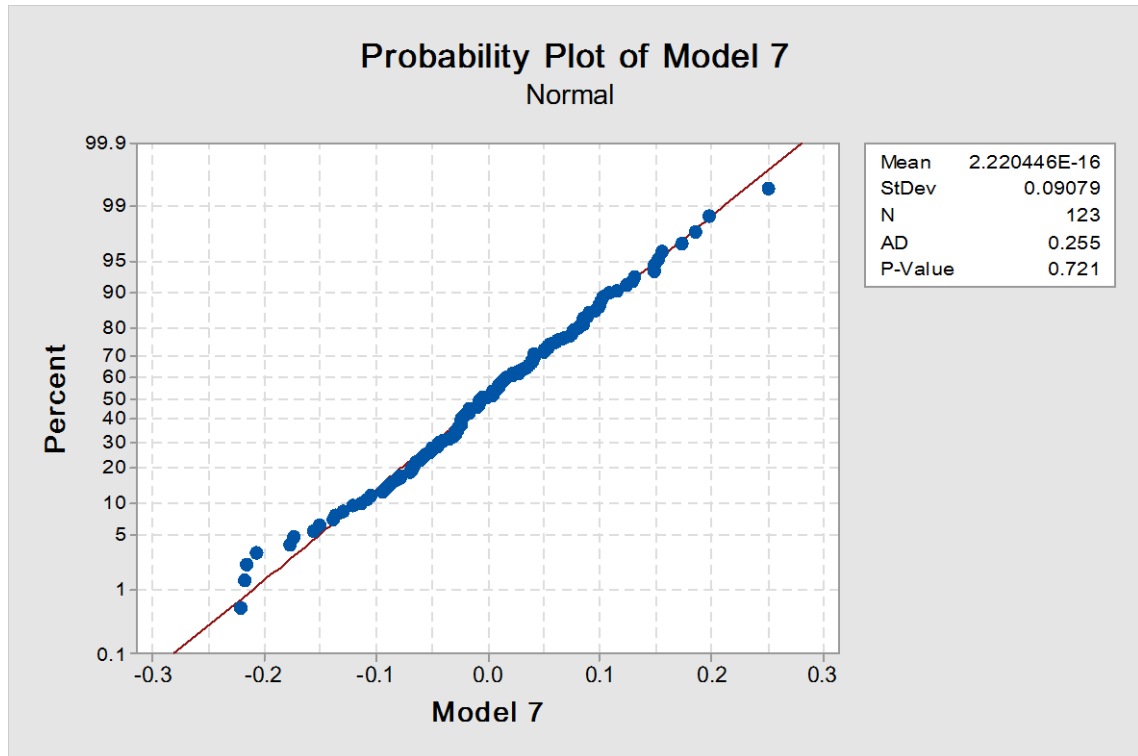**Figure 7: No**rmality Plot of Model 6

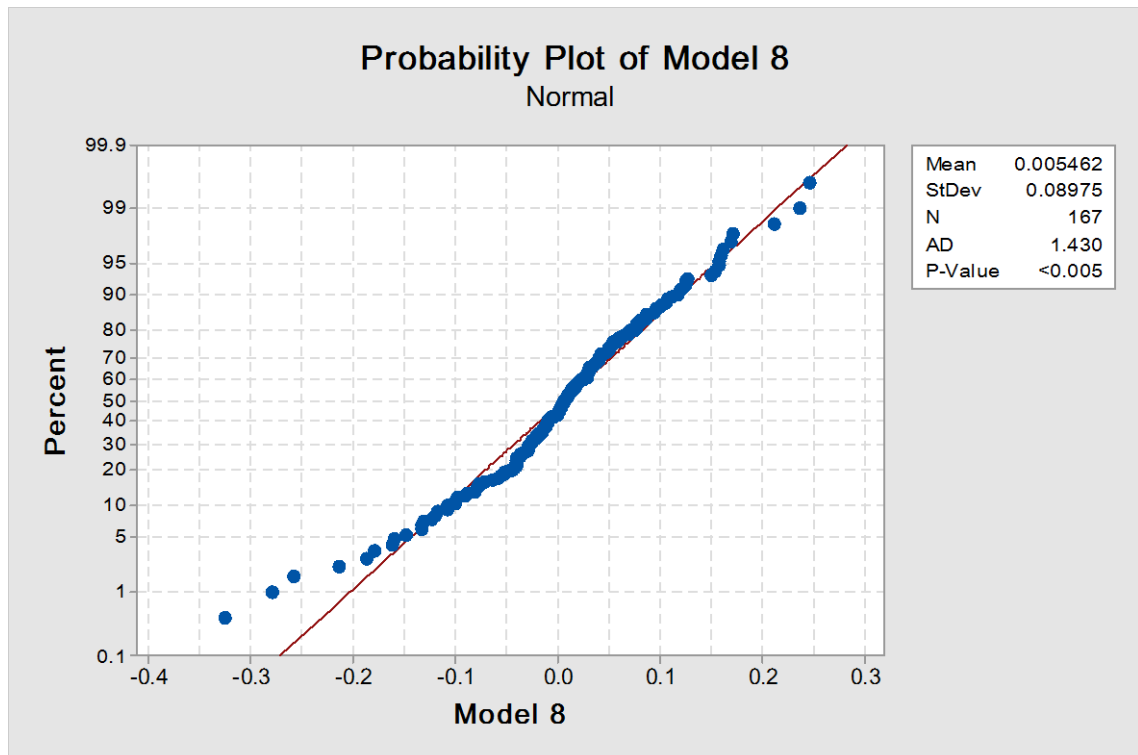**Figure 8:** Normality Plot of Model 7

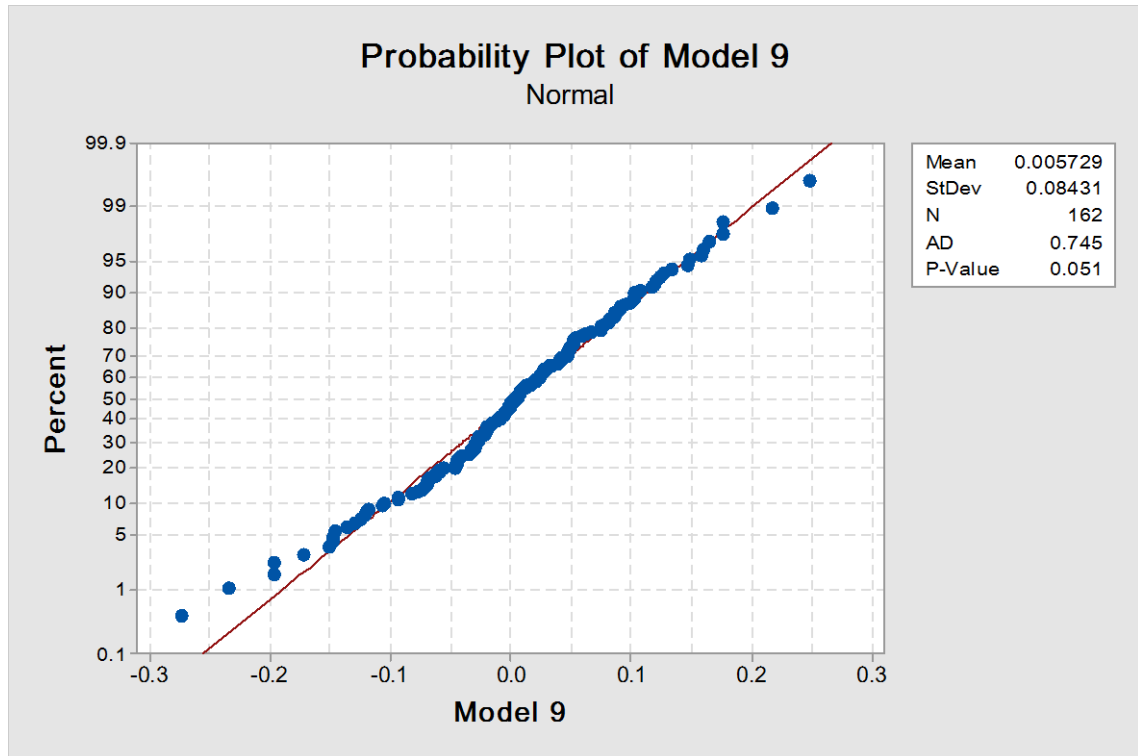

Figure 9: Normality Plot of Model 8

Figure 10: Normality Plot of Model 9
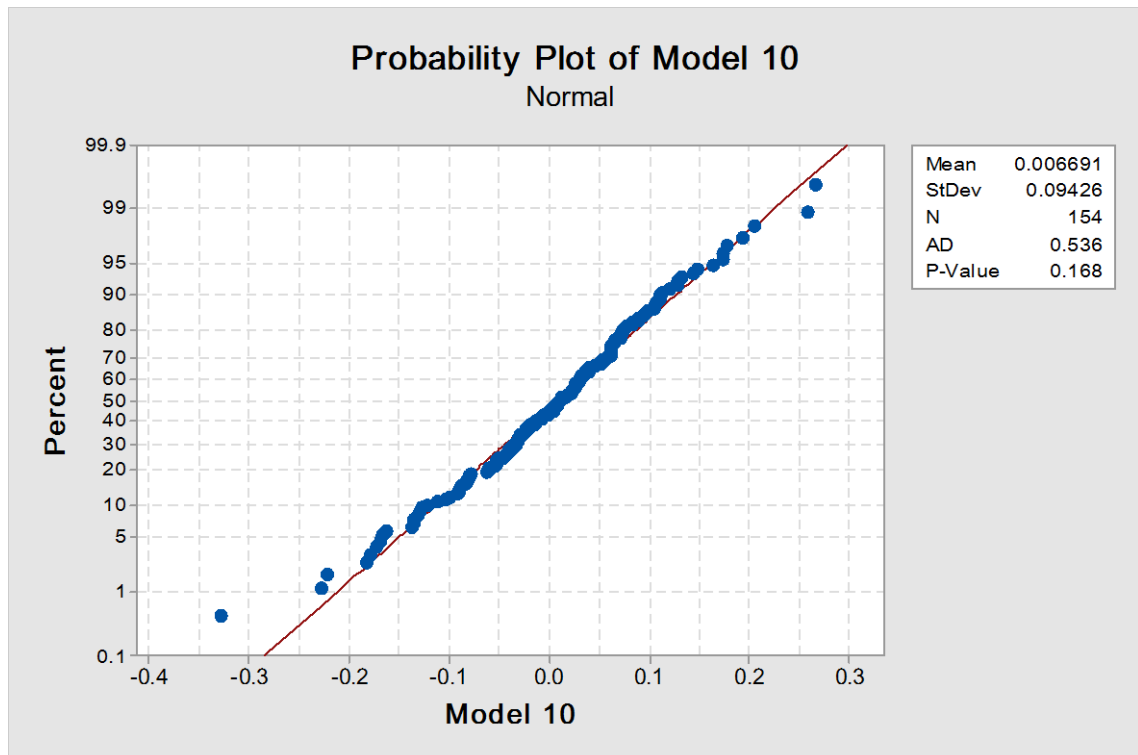

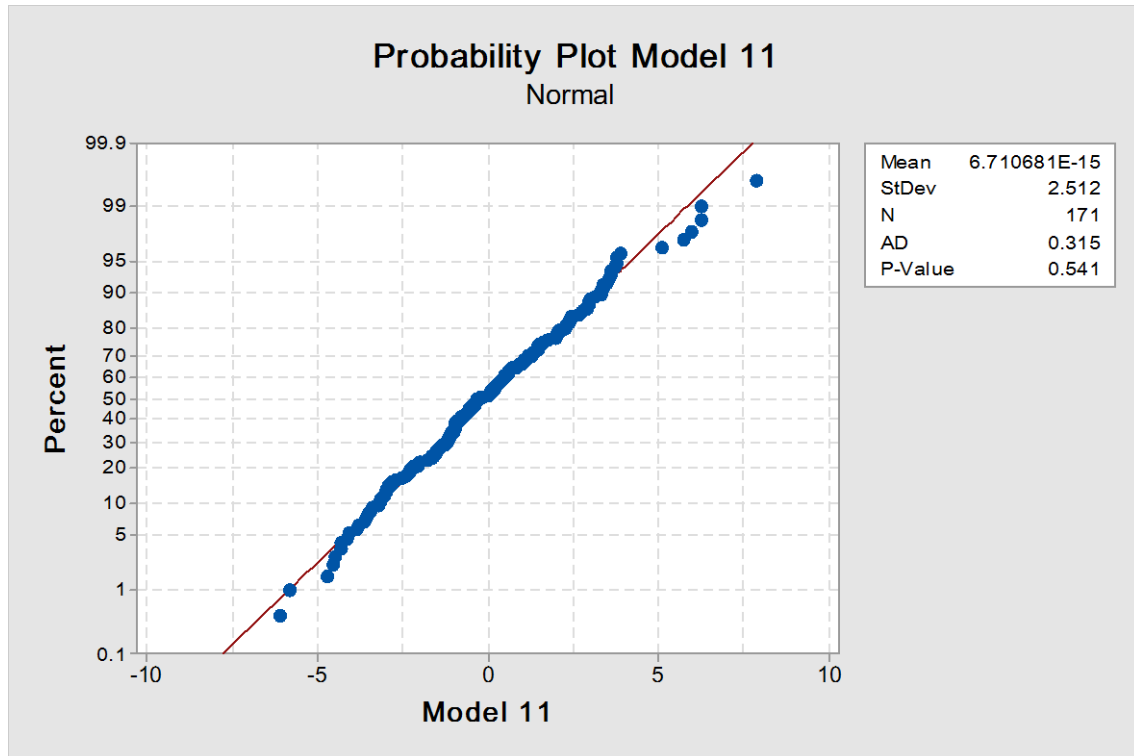**Figure 11:** Normality Plot of Model 10

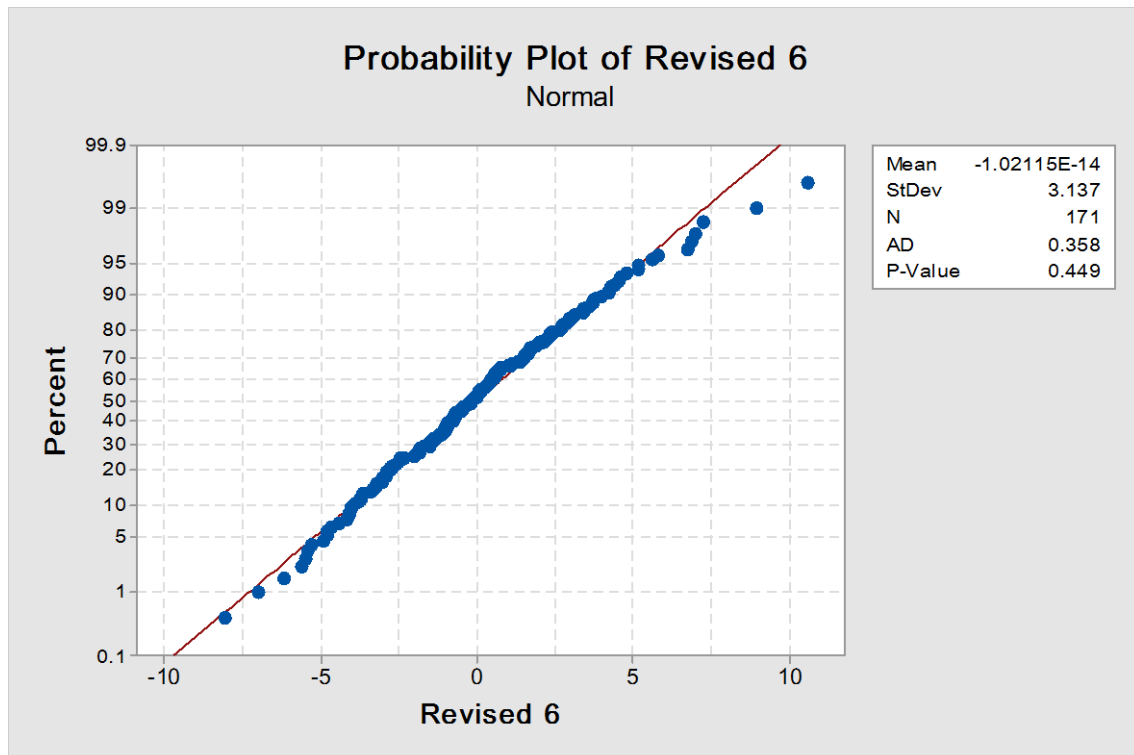**Figure 12**: Normality Plot of Model 11

Figure 13: Normality Plot of Model Revised 6

Appendix C: Research Tools

A questionnaire of

"Factors Affecting the Implementation of E-marketing in restaurants operating in Palestine"

Dear Sir/Madam,

This questionnaire is designed to **study the factors affecting the implementation of E-marketing (Using electronic communication technology – e.g. Internet, E-mail, Intranet, Extranet and Mobile to achieve marketing objectives and functions**) and its effect on marketing performance in Small and Medium – Sized Restaurants in Palestine (SME's). Your restaurant has been selected for this study based on a random sample.

The study is purely academic and the data you provide will be used only for scientific research and will help in gaining a better understanding of the effects of using E-marketing in small and medium restaurants in Palestine.

The questionnaire should be filled in by the: manager, marketing/sales manager, general director or by the person(s) who is in charge of the E-marketing activities within your enterprise.

Of course you are not required to identify yourself or your restaurant and your response will be kept strictly confidential. Only members of the research team will have access to the data you give and the completed questionnaire will not be made available to anyone other than the research team.

Your kind cooperation in this research is very much appreciated and the research team sincerely hopes that you will find the study of interest to you and hopefully to your restaurantIf you want to get a copy of the abstract of the study, please include your electronic address at the end of the questionnaire.

Thank you very much for your time and cooperation.

Best regards,

The researcher: Abeer Qashou

An-Najah National University

Abeer_q@yahoo.com

Mobile: 0599312457

Part 1: General information

> ❖ **Some of your personal data** *(Owner/manager's profile)*
> 1. **Gender:** ☐ Male ☐ Female
> 2. **What is your age?**

☐ 20-Less than30 ☐ 30-Less than 40 ☐ 40-Less than 50 ☐ 50-60☐ more than 60

> 3. **The highest educational degree you have achieved:**

☐ Below high school ☐ High school ☐ Diploma/certificate

☐ Bachelor degree ☐ Post-graduate degree

> 4. **Number of years of experience in the restaurant sector:**

☐ 1- less than 4 years ☐ 4- less than 7 years ☐ 7-10 years ☐ morethan 10years

> 5. **The nature of your work in the restaurant:**

☐ Restaurant owner ☐ Director of marketing / Sales manager

☐ General director ☐Responsible for E-marketing activities

> ❖ **General data about your restaurant.**
> 1. **How long your company has been in existence?**

☐Less than a year ☐ 1- less than 3 years ☐ 3- less than 6 years

☐ 6- 10 years ☐ more than 10 years

> 2. **Governorate where the restaurant resides:**

☐ Jericho ☐ Ramallah and Al Bireh ☐Hebron ☐ Jenin ☐ Bethlehem

☐ Salfit☐Tubas ☐Tulkarem☐ Qalqilya ☐Nablus

> 3. **How many employees work in your restaurant?**

☐ 1 – 4 ☐ 5 –9 ☐ 10 – 19 ☐ 20 - 50 ☐ More than 50

Q4. Approximately, the annual marketing budget of our restaurant as a percentage of the total company budget is …%:

☐ Less than 10% ☐ 10% –20% ☐ 21%– 30% ☐ 31% – 40%

☐ 41%– 50% ☐ More than 50%

Part2: E-marketing Implementation

Please put × down options that indicate the status of your restaurant:

No.	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	Our restaurant uses the internet constantly in conducting its E-marketing activities					
2.	Our restaurant uses E-mail service in E-marketing.					
3.	Our restaurant uses Mobile marketing in conducting its marketing activities					
4.	Our restaurant has a website (Personal Page) on the Internet.					
5.	Our restaurant markets its products using social media such as: Facebook, Twitter, YouTube					
6.	Our restaurant uses an internal Internet network of its own and is only available to employees (Intranet).					
7.	Our restaurant provides exciting opportunities for customers such as special promotions on a personal Web page for each customer (Extranet).					
8.	Our restaurant markets its meals and services by ads appear when you search for them in search engines such as: Google, Yahoo, Bing					
9.	Our restaurant markets its meals and services by advertising in the electronic online business directories such as: ("shoo bedak men Falasteen", Palestine					

	gate, etc...) websites.

Part3: E-marketingImplementationFactors

Please put ×down the option, which reflects to what extent the following motivates you to adopt and implement E-marketing for marketing purposes

No.	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	Using E-marketing enables us to accomplish tasks more quickly.					
2.	Our restaurant has a clear vision regarding the use of E-marketing tools (Internet, email, smart mobile phones...).					
3.	Using E-marketing makes it easier to do my job.					
4.	Employees in our restaurant have a good understanding of how IT can be used to support our business.					
5.	E-marketing reduces the restaurant's overall operating cost.					
6.	Using E-marketing fits well into my work style.					
7.	Marketing team in my restaurant is aware that the use of E-marketing is important.					
8.	E-marketing is compatible with the way we use to accomplish our work.					
9.	We have implementedE-marketing as a response to market trends.					
10.	Our top management is willing to take risks involved in the implementation of E-marketing.					
11.	I find it easy to use E-marketing tools and applications (Internet, email, smart mobile					

	phones..) for conducting my business.					
12.	Dealing with E-marketing tools (Internet, email, smart mobile phones,...) requires me mental effort.					
13.	My interaction with E-marketing is clear and understandable.					
14.	The size of our restaurant did affect our decision to implement E-marketing.					
15.	The start-up cost for using E-marketing was low.					
16.	Our restaurant had the opportunity to try a number of E-marketing applications before making a decision.					
17.	Our restaurant's tradition is being the first to try out new technologies.					
18.	Our restaurant was allowed by vendors to use E-marketing on a trial basis long enough to see its true capabilities and effectiveness.					
19.	Looking at the results of those who use E-marketing to do business has encouraged us to use E-marketing.					
20.	Ourrestaurant was unsure whether doing business using E-marketing will generate the desired returns in terms of profit.					
21.	Using E-marketing enhances my effectiveness on my job.					
22.	We have sufficient					

	financial resources in our restaurant for adopting and implementing E-marketing.					
23.	The management of the restaurant is ready to spend on technology (networks - modern computers).					
24.	One of the factors that has influenced our decision of implementing E-marketing is our industry sector.					
25.	Using E-marketing improves the quality of the work we do.					
26.	Our top management is likely to consider the implementation of E-marketing applications as strategically important.					
27.	Our restaurant has good, qualified and skilled marketing staff.					
28.	We cannotconductE-marketing without good and enough technological infrastructures.					
29.	E-marketingimproves visibility to connect with customers at any time.					
30.	We have the technical skills and resources necessary for E-marketing implementation.					
31.	Employees in our restaurant are computer literate.					
32.	E-marketing shows improved results over doing business in the traditional way.					

33.	Employees in our restauranthave the necessary knowledge and understanding of E-marketing.					
34.	The attitude and behavior of our staff goes in line with E-marketingimplementation.					
35.	It is easy to our restaurant to get out after testing E-marketing.					
36.	The staff at the restaurant has knowledge and expertise of the latest technological developments.					
37.	E-marketing is compatible with the existing values and mentality of the people in our society.					
38.	One of the factors influenced our decision of implementingE-marketing is the types of services and meals offered by our restaurant.					
39.	E-marketing is not important in the restaurants sector.					
40.	Our services and meals are suitable for marketing using E-marketing.					
41.	Learning to use E-marketing is easy for me.					
42.	The number of employees at my restaurant is high compared to the restaurant industry in general.					

43.	The capital of our restaurant is high compared with the restaurants sector in general.					
44.	We have implemented E-marketing, regardless of the size of our restaurant.					
45.	We have implemented E-marketing regardless of the types of services and meals offered by our restaurant.					
46.	We have implemented E-marketing to differentiate our self from our competitors.					
47.	We have implemented E-marketingin order not to lose potential customers.					
48.	E-marketing is not appropriate for the sector in which we operate.					
49.	The restaurant's policy change was necessary to enable the restaurant to do business using E-marketing.					
50.	We have implementedE-marketing because we plan to expand the scope of our work in Palestine.					
51.	We have implementedE-marketing because of incentives offered by the government for this area.					
52.	There is enough technical support for E-marketingoffered by vendors of technology services.					

53.	IT services vendorsencouragethe implementation of E-marketing through the provision of training courses in this area.					
54.	We have implementedE-marketing to avoid losing our market share to competitors who are using E-marketing.					
55.	Competitive pressure is the main reason for the implementation of E-marketing in our restaurant.					
56.	E-marketing does not fit with the technological infrastructure in our restaurant.					
57.	We have implementedE-marketing regardless of market trends.					
58.	We have implementedE-marketing to promote our meals and services locally.					
59.	We haveimplementedE-marketing, because our business is more dependent on information.					
60.	The majority of our customers are able to use technology (e-mail, smart mobile phones...etc.) and take advantage of them.					
61.	We have implementedE-marketing to offer our services in more than one place in Palestine.					
62.	Our restaurant has implemented E-					

	marketing regardless of the possibility of expansion in Palestine.					
63.	There are adequate legal procedures to provide a supportive work environment for E-marketing.					
64.	Our customers trust in E-marketing tools (such as the Internet, e-mail, smart mobile phones).					
65.	The majority of our customers were asking us to implementE-marketing.					

Part 4: The implementation of E-marketing and its impact on performance:-
Please put (x) or (✓) versus options that apply to the current status of your restaurant

Implementation of E-marketing in our restaurant led to*:*

No.	Item	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1.	Increased Return on E-marketing Investments (ROI)					
2.	Increased Return on Sales					
3.	Increased Net profit					
4.	Increased Customer loyalty					
5.	Increased Customer satisfaction					
6.	new customers					
7.	Reduction of sales costs					
8.	Providing better service quality					
9.	New markets					
10.	Increased number of users (number of registered user accounts)					

If you have any other comments please add them here

……

………………………………………………………………………………………………………..

Thank you,

استبانة حول

التسويق الالكتروني في المطاعم العاملة في فلسطين

أخي الفاضل / أختي الفاضلة:

تحية طيبة وبعد ...

تهدف هذا الاستبانة إلى دراسة **العوامل المؤثرة على تطبيق التسويق الالكتروني (استخدام تكنولوجيا الاتصالات الإلكترونية مثل الانترنت، البريد الالكتروني، الشبكات الداخلية (الانترانت)، الشبكات الخارجية (الاكسترانت) والهواتف المحمولة لتحقيق الأهداف والوظائف التسويقية) وتأثيره على الأداء التسويقي في المطاعم الصغيرة والمتوسطة الحجم العاملة في فلسطين.** وقد تم اختيار مطعمكم للمشاركة في هذه الدراسة بناءاً على عينة عشوائية.

وتعد هذه الدراسة أكاديمية بحتة وسيتم استخدام البيانات التي تزودوننا بها فقط للبحث العلمي وسوف تساعد في الحصول على فهم أفضل لآثار استخدام التسويق الإلكتروني في المطاعم الصغيرة والمتوسطة الحجم العاملة في فلسطين.

تحتوي الاستبانة على اسئلة متخصصة يستطيع فقط صاحب المطعم، المدير العام للمطعم، مدير التسويق / المبيعات أو الشخص (الأشخاص) المسؤول عن أنشطة التسويق الإلكتروني في المؤسسة الخاصة بكم الإجابة عليها. لذا يرجى من حضرتكم اخذ ذلك بعين الاعتبار.

ليس مطلوبا منكم أن تعرفوا عن انفسكم أو مطعمكم وسوف يتم التعامل مع الإجابات بسرية تامة. وستكون متاحة فقط لأعضاء فريق البحث.

حسن تعاونكم في هذا البحث هو موضع تقدير كبير، وفريق البحث يأمل بصدق أن تجدوا هذه الدراسة ذات أهمية بالنسبة لكم ولمطعمكم، إذا كنت ترغب في الحصول على نسخة من ملخص الدراسة، يرجى تضمين عنوانك في نهاية الاستبانة.

شكرا جزيلا على وقتكم وتعاونكم البنّاء.

الباحثة: عبير قشوع/ الإدارة الهندسية

جامعة النجاح الوطنية

Abeer_q@yahoo.com

جوال: 0599312457

الجزء الأول: معلومات عامة

❖ بعض بياناتكم الشخصية:

1. الجنس: ☐ ذكر ☐ أنثى

2. الفئة العمرية:

☐ 20-أقل من 30 ☐ 30- أقل من 40 ☐ 40- أقل من 50 ☐ 50-60 ☐ أكبر من 60

3. المؤهل العلمي:

☐ أقل من ثانوية عامة ☐ ثانوية عامة ☐ دبلوم ☐ بكالوريوس ☐ دراسات عليا

4. عدد سنوات خبرتك في مجال المطاعم:

☐ 1- أقل من4 سنوات ☐ 4- أقل من7 سنوات ☐ 7-10 سنوات ☐ أكثر من 10 سنوات

5. طبيعة عملك في المطعم:

☐ صاحب المطعم ☐ مدير التسويق / مدير المبيعات ☐ مدير عام ☐ المسؤول عن أنشطة التسويق الالكتروني

❖ بيانات عامة عن مطعمكم.

1. عُمر المطعم:

☐ أقل من سنة ☐ 1-أقل من 3 سنوات ☐ 3-أقل من 6 سنوات ☐ 6-10 سنوات ☐ أكثر من 10 سنوات

2. اسم المحافظة التي يتواجد فيها المطعم:

☐ أريحا ☐ رام الله والبيرة ☐ الخليل ☐ بيت لحم ☐ جنين ☐ سلفيت

☐ طوباس ☐ طولكرم ☐ قلقيلية ☐ نابلس

3. كم عدد الموظفين داخل المطعم؟

☐ 1-4 ☐ 5-9 ☐ 10-19 ☐ 20-50 ☐ أكثر من 50

4. تقريبا، ميزانية التسويق السنوية للمطعم كنسبة مئوية من مجموع ميزانية للمطعم هي ....%:

☐ أقل من 10% ☐ 10%-20% ☐ 21%-30% ☐ 31%-40% ☐ 41%-50% ☐ أكثر من 50%

الجزء الثاني: تطبيق التسويق الإلكتروني

من فضلك ضع × أسفل الخيارات التي تنطبق على الوضع الحالي لمطعمكم:

الرقم	العنصر	أعارض بشدة	أعارض	محايد	أوافق	أوافق بشدة
1	مطعمنا يستخدم الانترنت بشكل مستمر لإتمام عمليات التسويق الالكتروني.					
2	مطعمنا يستخدم خدمة البريد الالكتروني في التسويق الالكتروني.					
3	مطعمنا يستخدم خدمة الهاتف المحمول في التسويق الالكتروني					

					العنصر	الرقم
					مطعمنا لديه موقع (صفحة شخصية) على شبكة الانترنت.	4
					مطعمنا يسوّق وجباته وخدماته بواسطة مواقع التواصل الاجتماعي (الفيس بوك، تويتر، يوتيوب ..الخ)	5
					مطعمنا يستخدم شبكة انترنت داخلية خاصة به ومتاحة فقط لموظفيه (الانترانت).	6
					مطعمنا يوفر فرصا مثيرة للزبائن مثل العروض الترويجية الخاصة على صفحة ويب شخصية لكل زبون (اكسترانت).	7
					مطعمنا يسوّق وجباته وخدماته بواسطة اعلانات تظهر عند البحث عنها في محركات البحث مثل: Google،Yahoo، Bing	8
					مطعمنا يسوّق وجباته وخدماته بواسطة الاعلانات في الأدلة التجارية الالكترونية على الانترنت مثل: موقع (شو بدك من فلسطين، بوابة فلسطين .. الخ).	9

الجزء الثالث: العوامل المؤثرة في تطبيق التسويق الإلكتروني

يرجى وضع × أسفل الخيار الذي يعكس إلى أي مدى حفزتكم الأمور التالية لاعتماد وتطبيق التسويق الإلكتروني لأغراض التسويق:

أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة	العنصر	الرقم
					يساعدنا التسويق الالكتروني على أداء بعض أعمالنا بشكل أسرع.	1.
					مطعمنا لديه رؤية واضحة فيما يتعلق باستخدام أدوات التسويق الإلكتروني (الانترنت، البريد الالكتروني، الهواتف المحمولة الذكية...).	2.
					التسويق الإلكتروني يسهّل عليّ القيام بعملي.	3.
					الموظفون في مطعمنا يعرفون كيف يمكن أن تستخدم التكنولوجيا لدعم أعمالنا.	4.
					التسويق الإلكتروني يقلل من تكاليف التشغيل الإجمالية للمطعم.	5.
					التسويق الإلكتروني يلائم أسلوب عملي.	6.
					فريق التسويق في مطعمنا يدرك أن استخدام التسويق الإلكتروني هام.	7.
					التسويق الالكتروني متوافق مع الطريقة التي نستخدمها لإنجاز عملنا.	8.
					طبقنا التسويق الإلكتروني استجابة لاتجاهات السوق.	9.
					إدارة المطعم مستعدة لتحمل المخاطر التي ينطوي عليها تطبيق التسويق الإلكتروني.	10.
					أجد أنه من السهل استخدام أدوات التسويق الإلكتروني وتطبيقاته لإجراء عملي (الانترنت، البريد الالكتروني، الهواتف المحمولة الذكية...).	11.
					التعامل مع أدوات التسويق الإلكتروني(الانترنت، البريد الالكتروني، الهواتف المحمولة الذكية ...) يتطلب مني جهداً عقلياً.	12.

					تعاملي مع التسويق الإلكتروني واضح ومفهوم.	13.
					حجم مطعمنا أثر على قرارنا تطبيق التسويق الإلكتروني.	14.
					تجربتنا الاولى في التسويق الالكتروني لم تكن مكلفة.	15.
					كان لدى مطعمنا الفرصة لتجربة عدد من تطبيقات التسويق الالكتروني قبل اتخاذ أي قرار باعتمادها.	16.
					مطعمنا من المبادرين في استخدام الابتكارات التكنولوجية الجديدة.	17.
					سمح مزودو خدمات التسويق الالكتروني لمطعمنا باستخدام التسويق الالكتروني على أساس التجريب لمدة كافية لنرى مدى فعاليته.	18.
					التجارب الايجابية للشركات التجارية في التسويق الإلكتروني شجعتنا على استخدام التسويق الالكتروني.	19.
					كان مطعمنا غير متأكد فيما إذا كانت ممارسة الأعمال التجارية باستخدام التسويق الإلكتروني ستحقق العوائد المرجوة من حيث الأرباح.	20.
					التسويق الالكتروني يزيد فعاليتي في تنفيذ عملي.	21.
					لدينا موارد مالية كافية في مطعمنا لاعتماد وتطبيق التسويق الإلكتروني.	22.
					إدارة المطعم مستعدة للإنفاق على التكنولوجيا (شبكات-حواسيب حديثة).	23.
					من العوامل التي أثرت على قرار تطبيق التسويق الإلكتروني طبيعة قطاع المطاعم الذي نعمل فيه.	24.
					التسويق الالكتروني يحسّن جودة ونوعية العمل الذي نقوم به.	25.
					إدارة المطعم تنظر إلى تطبيق التسويق الالكتروني كأمر مهم على المدى الطويل.	26.
					لدى مطعمنا موظفو تسويق مؤهلين جيدا ومهرة.	27.
					لا يمكننا إجراء التسويق الإلكتروني دون بنية تحتية تكنولوجية جيدة وكافية.	28.
					حسّن التسويق الالكتروني من إمكانية التواصل مع زبائننا في جميع الأوقات.	29.
					تتوفر لدينا المهارات والموارد التقنية اللازمة لتطبيق التسويق الالكتروني.	30.
					الموظفون في مطعمنا ملمّون باستخدام الحاسوب.	31.
					أظهر التسويق الإلكتروني نتائج أفضل عما هو الحال عند استخدام الطريقة التقليدية.	32.
					الموظفون في مطعمنا لديهم المعرفة والفهم اللازمين للتسويق الإلكتروني	33.
					مواقف وسلوك موظفينا تذهب باتجاه تطبيق التسويق الالكتروني.	34.

						35. فكرة التوقف عن استخدام التسويق الالكتروني لمطعمنا غير مكلفة وسهلة.
						36. الموظفون في مطعمنا لديهم معرفة ودراية بأحدث التطورات التكنولوجية.
						37. التسويق الإلكتروني في مطعمنا متوافق مع قيم المجتمع الفلسطيني.
						38. أحد العوامل التي أثرت على قرارنا تطبيق التسويق الإلكتروني هي نوعية الخدمات والوجبات التي يقدمها مطعمنا.
						39. التسويق الإلكتروني ليس مهما في قطاع المطاعم.
						40. تعتبر خدماتنا والوجبات التي يقدمها مطعمنا مناسبة لتسويقها الكترونياً.
						41. تعلم كيفية استخدام التسويق الإلكتروني أمر سهل بالنسبة لي.
						42. عدد العاملين في مطعمنا مرتفع بالمقارنة مع قطاع المطاعم بشكل عام.
						43. رأس مال مطعمنا مرتفع بالمقارنة مع قطاع المطاعم بشكل عام.
						44. طبقنا التسويق الالكتروني بغض النظر عن حجم مطعمنا.
						45. قمنا بتطبيق التسويق الالكتروني بغض النظر عن نوعية الخدمات والوجبات التي يقدمها مطعمنا.
						46. لقد طبقنا التسويق الإلكتروني لنميز أنفسنا عن منافسينا.
						47. طبقنا التسويق الالكتروني حتى لا نفقد زبائننا المحتملين.
						48. التسويق الإلكتروني ليس مناسباً للقطاع الذي نعمل فيه.
						49. تغيير سياسة المطعم كان أمراً ضرورياً ليتمكن المطعم من القيام بأعمال تجارية باستخدام التسويق الإلكتروني.
						50. طبقنا التسويق الإلكتروني لأننا نخطط لتوسيع نطاق عملنا في فلسطين.
						51. طبقنا التسويق الإلكتروني بسبب الحوافز التي تقدمها الحكومة لهذا المجال.
						52. هناك دعم فني كافي للتسويق الالكتروني يوفره مقدمو خدمات التكنولوجيا.
						53. مقدمو خدمات تكنولوجيا المعلومات يشجعون على تطبيق التسويق الإلكتروني من خلال تقديم دورات تدريبية في هذا المجال.
						54. طبقنا التسويق الإلكتروني لتجنب فقدان حصتنا في السوق للمنافسين الذين يستخدمون التسويق الإلكتروني.
						55. الضغط التنافسي هو السبب الرئيسي لتطبيق التسويق الإلكتروني في مطعمنا.
						56. التسويق الالكتروني لا يتلاءم مع البنية التحتية التكنولوجية في مطعمنا.
						57. طبقنا التسويق الإلكتروني بغض النظر عن اتجاهات السوق.

						العنصر	الرقم
						طبقنا التسويق الإلكتروني للترويج محليا لوجباتنا وخدماتنا.	58.
						لقد طبقنا التسويق الإلكتروني لأن عملنا هو أكثر اعتمادا على المعلومات.	59.
						غالبية الزبائن لدينا قادرون على استخدام التكنولوجيا (البريد الالكتروني، الهواتف المحمولة الذكية ... الخ) والاستفادة منها.	60.
						طبقنا التسويق الإلكتروني لنقدم خدماتنا في أكثر من مكان في فلسطين.	61.
						طبق المطعم التسويق الالكتروني بغض النظر عن احتمالية التوسع في فلسطين.	62.
						هناك إجراءات قانونية كافية لتوفير بيئة عمل داعمة للتسويق الإلكتروني.	63.
						زبائننا يثقون في أدوات التسويق الإلكتروني (مثل شبكة الإنترنت، البريد الإلكتروني، الهواتف المحمولة الذكية).	64.
						غالبية زبائننا كانوا يطالبوننا بتطبيق التسويق الالكتروني.	65.

الجزء الرابع: تطبيق التسويق الإلكتروني وتأثيره على الأداء :

من فضلك أجب بـ **(نعم)** أو **(لا)** مقابل الخيارات التي تتطبق على الوضع الحالي لمطعمكم:

‒ **تطبيق التسويق الالكتروني في مطعمنا أدى إلى:**

أوافق بشدة	أوافق	محايد	أعارض	أعارض بشدة	العنصر	الرقم
					زيادة العائد على استثمارات التسويق الإلكتروني.	1
					زيادة العائد على المبيعات.	2
					زيادة صافي الربح.	3
					زيادة ولاء الزبائن.	4
					زيادة رضا الزبائن.	5
					الحصول على زبائن جدد.	6
					تخفيض تكاليف المبيعات.	7
					توفير جودة خدمة أفضل.	8
					دخول أسواق جديدة.	9
					زيادة عدد المستخدمين (عدد حسابات المستخدمين المسجلين)	10

إذا كان لديكم اية ملاحظات اخرى يرجى اضافتها هنا

....

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شكرا جزيلا

جامعة النجاح الوطنية

كلية الدراسات العليا

العوامل المؤثرة على تطبيق التسويق الالكتروني في المنشآت الصغيرة والمتوسطة الحجم في فلسطين

إعداد

عبير محمود قشوع

إشراف

د. يحيى صالح

قدمت هذه الأطروحة استكمالا لمتطلبات الحصول على درجة الماجستير في الإدارة الهندسية بكلية الدراسات العليا في جامعة النجاح الوطنية في نابلس – فلسطين
2017

ب

العوامل المؤثرة على تطبيق التسويق الالكتروني في المنشآت الصغيرة والمتوسطة الحجم في فلسطين

إعداد

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إشراف

د. يحيى صالح

الملخص

تبحث هذه الدراسة في العوامل المؤثرة في تقبل وتطبيق التسويق الإلكتروني في المؤسسات الصغيرة والمتوسطة الحجم في فلسطين – تحديدا المطاعم الصغيرة والمتوسطة الحجم في فلسطين – وأثر هذا التنفيذ على الأداء التسويقي من مستوى المنظمة. وقد طبقت الدراسة على المطاعم الصغيرة والمتوسطة الحجم في فلسطين، حيث يعتبر قطاع المطاعم من أكثر القطاعات نشاطا وازدهارا في فلسطين. تم استنباط العوامل المحتملة ووضع نموذج مفاهيمي لتحليلها استنادا إلى نماذج التقبل الأكثر شهرة، وهي إطار التكنولوجيا – التنظيم – البيئة (TOE)، ونموذج تقبل التكنولوجيا (TAM) ونظرية انتشار الابتكار (IDT). وبشكل أكثر تحديدا، تم افتراض ثلاثة محاور (تكنولوجية وتنظيمية وبيئية) مع ستة عشر عاملا للتأثير على قبول وتنفيذ التسويق الإلكتروني في المطاعم الصغيرة والمتوسطة الحجم في فلسطين.

لإجراء الدراسة، تم استخدام الطريقة الكمية. وقد تم جمع البيانات ذات الصلة من عينة عشوائية طبقية تتكون من 223 مطعم صغير ومتوسط يعملون في الضفة الغربية في فلسطين. وذلك باستخدام استبانة استبانة تعبأ يدويا. تم استخدام معامل ارتباط بيرسون والانحدار الخطي المتعدد لتحليل البيانات التي تم جمعها بالاستعانة ببرنامج Minitab. وتشير نتائج معامل ارتباط بيرسون إلى أن جميع العوامل المفترضة الفردية لها تأثير إيجابي ومهم على تطبيق التسويق الإلكتروني وأقوى العوامل هي: الفائدة (الميزة النسبية)، نطاق السوق، الاستعداد التنظيمي ودعم الإدارة العليا. في حين أن نموذج تحليل الانحدار يظهر أنه بشكل جماعي، فإن ثلاثة عوامل فقط هي: الفائدة أو الميزة النسبية (المحور التكنولوجي)، ضغط العملاء (المحور البيئي) ونطاق السوق (المحور

ج

البيئي) لها تأثير إيجابي ومهم على تطبيق التسويق الإلكتروني. وبالإضافة لذلك، يظهر تحليل الانحدار أن تقبل وتطبيق التسويق الالكتروني له تأثير إيجابي على أداء التسويق. كما تم إبراز الآثار المترتبة على النتائج التي توصلت إليها هذه الدراسة والتي من شأنها أن تفيد جميع أصحاب المصلحة المهتمين في هذه النتائج. كما تم اقتراح بعض التوصيات على المعنيين من أجل رفع مستوى التطبيق، مثل: زيادة الوعي بأهمية تطبيق التسويق الالكتروني، تحفيز العاملين، عقد الدورات التعليمية وورشات العمل، توفير الموارد المالية والبشرية والتكنولوجية اللازمة، توفير بيئة قانونية داعمة للتسويق الالكتروني، تقديم التسهيلات المالية للمطاعم وإنشاء شراكة حقيقية بين المطاعم، الحكومة، الوزارات المعنية ومزودي خدمات التسويق الالكتروني.

الكلمات المفتاحية: التسويق الإلكتروني، المطاعم الصغيرة والمتوسطة، نموذج تقبل التكنولوجيا (TAM)، نظرية انتشار الابتكار (IDT)، إطار التكنولوجيا – المنظمة – البيئة (TOE)، أداء التسويق.