

Analyzing the influence of direct marketing strategies on consumer purchasing decisions

Eid K. Alotaibi^{1*}, Iyad A.A Khanfar², Bader Ismaeel³, Amged Saleh Shkeer⁴

¹ University of Hail, Saudi Arabia

^{2,3,4} Department of Electronic Marketing and Social Media, Faculty of Economics and Administrative Sciences, Zarqa University, Jordan

*Corresponding author E-mail: e.alotaibi@uoh.edu.sa

Received Mar. 3, 2025
Revised Apr. 14, 2025
Accepted Apr. 23, 2025
Online Apr. 25, 2025

Abstract

The aim of this research is to explore the variables influencing consumer decision-making in selecting an Internet service provider from Orange Telecommunications in Amman, Jordan. The variables analyzed in this study consist of online marketing, personal sales, direct mail, and telemarketing. 425 surveys were distributed to Orange Telecommunications Company customers in Amman, and data were collected. The findings reveal that online marketing, personal sales, direct advertising, and television marketing significantly impact consumer purchase choices. Notably, online marketing emerges as the most influential factor in consumer decision-making for online services. In light of these findings, it is advisable for Orange Telecommunications Company to enhance its digital marketing strategies by boosting its presence on social media, optimizing its website, and implementing targeted online advertising campaigns. Furthermore, the company should improve its personal selling techniques by offering thorough training for sales representatives, personalizing content in direct mail marketing, and regularly updating scripts while training telemarketing staff to maximize the effectiveness of their efforts. Additionally, it is recommended that the company engage in ongoing market research and invest in advanced analytics tools to refine its marketing strategies and better address customer needs.

© The Author 2025.
Published by ARDA.

Keywords: Direct marketing, Personal selling, Direct mail marketing, Telemarketing, Consumer purchasing decisions, Jordan

1. Introduction

Marketers can foster personalized relationships with customers through direct marketing. However, due to time and budget constraints, it is crucial to combine direct marketing with other indirect strategies, such as sales promotions [1] [2]. These promotions are effective in driving specific behaviors that lead to the purchase of products and services, thereby increasing brand awareness and encouraging customer identification and retention [3]. According to Fill and Turnbull [4] [5], sales promotion provides "short-term stimuli to customer buying activity." Orange Telecommunications Company is a leading provider of comprehensive communication services in Jordan, offering fixed, mobile, and internet services to over 4 million customers. As a major player in Jordan's ICT sector, Orange's success is partially attributed to the privatization of the Jordan Telecom Group,

which sets it apart from competitors and strengthens the national economy. By leveraging its global brand recognition, Orange Jordan has significantly enhanced the Kingdom's reputation in regional telecommunications and achieved numerous milestones. In 2008, the company established a dedicated Techno and Research and Development unit to deliver innovative solutions to Orange affiliates in 27 countries. Additionally, Orange was the first company in Jordan to introduce 3G+ connectivity in 2010. The aim of this research is to examine the impact of direct marketing strategies on consumer buying behavior.

The literature review focuses on understanding the evolution and effectiveness of direct marketing strategies in driving consumer engagement and business success. This section will explore various aspects of direct marketing, including its types, effectiveness, and strategies that can optimize customer satisfaction and influence purchasing decisions.

1.1. Direct marketing

Marketing aims at selling more and earning more profit by pleasing customers through valuable offerings and building strong relationships [6] [7]. Direct marketing and general marketing are the two broad types of marketing. General marketing employs mass media such as television to reach a wide audience without regard to individual preferences or characteristics [8] [9]. Direct marketing, however, is where the consumers direct the manufacturer through a call, letter, or email to respond. This can involve using email, over-the-phone calls, physical mail, and online platforms such as social media and mobile applications [10].

Direct marketers benefit from more customer-focused activities. One major benefit of direct marketing is immediate response. Companies can encourage consumers to take action by giving them personalized deals or content. For example, making a purchase or subscribing to a service. The effectiveness of any campaign can be evaluated through key metrics such as its response rate, conversion rate, and consumer engagement [11]. Direct marketing is capable of real-time tracking and optimization of campaigns, which makes it better than traditional marketing.

Direct marketing generates a greater return on investment (ROI) thanks to its precision targeting strategies. Marketers can use customer data such as demographics, purchasing history, and behaviors to craft messages that are more likely to resonate with the recipients [12]. It ensures businesses do not waste resources on disinterested consumers and are instead reaching the most promising prospects. Moreover, direct marketing encourages customers to form strong bonds with the brand over the long run. These methods help get more repeat business and get other customers through word-of-mouth. As customer satisfaction rises, businesses can establish a more loyal customer base, leading to sustained profitability [13].

1.2. Online marketing

Online marketing is the process of using various techniques (activities) on the Internet to promote products and establish long-term relationships with customers [14]. This method allows digital platforms to reach a wider audience for one business at a time, but is simultaneously personal. Al-Shaikh and Khanfar [15] pointed out that online marketing is customer-centric, and obtaining a response is the focus in order to engage consumers intimately and personally. This includes email marketing, SEO, content marketing, and social media, which are all designed to connect with the customers to get responses and build brand loyalty [16]. Online marketing is an effective way for firms to maintain a close relationship with customers and gain real-time feedback. Researchers [17] assert that rapidly evolving digital technologies have made online marketing such a powerful tool to help firms stay close to customers.

1.3. Personal selling

The first contact between a salesman and customers is called personal selling. According to Fill [18], the main advantage attached to personal selling is that it creates attention for the clients and leaves a lasting impression on the client because it is a competitive world. Personal selling enables marketers to tailor their messages to the distinct needs and preferences of individual consumers. This degree of personalization enhances clarity,

minimizes miscommunications, and strengthens customer connections. Ismaeel et al. [19] see that customer interaction is very important because, through them, useful inputs can be gathered, which can make the sales approach effective. Salespeople can improve customers' purchasing experience by engaging more with customers, which would help them understand better. Businesses can use this information to create more effective sales strategies, alter their messaging in alignment with specific customer goals, and assess the impact of their messaging. Businesses can enhance their sales techniques by evaluating responses from various clients. According to Khanfar et al. [20] and Ghaith et al. [21], the main benefit of personal selling is that it assists in increasing the sales of an organization. However, conveying the same message through a personal selling strategy helps promote customer loyalty and retention as a result of continuous and individualized communication.

1.4. Direct mail marketing

Direct mail marketing has long been at the heart of communications in the B2B market. It helps grab attention, enhances the credibility of the product, and simplifies the ordering process. Direct mail marketing is when you send your marketing stuff directly to consumers [22]. This happens via traditional mail, catalogue, telephone, the Internet, and through print media. This helps avoid the middleman [23]. The purpose of direct mail marketing is to create personalized communication with consumers, potential customers, and other significant interest groups to create a better relationship with them. When a business takes the time and trouble of sending an offer message directly to the target customer to encourage a sale, they can expect a reasonably good response. This generates leads with a high potential for conversion over the long term [24]. Also, it is possible to track and analyze direct mail campaigns to measure their success, giving companies the ability to tweak for better success. As channels have become digital, integration of digital tools such as email and online ads with direct mail has made these campaigns more effective [25]. Direct mail, like personalized emails, still provides an inexpensive option for organizations, allowing real-time communication and eliminating the burden of standard mail [26]. Even as digital mediums grow, direct mail continues to establish trust with the audience. When combined with digital, this media becomes far more effective [27].

1.5. Telemarketing

Telemarketing is a type of promotion which a sales activity occurs over the phone. According to Hunitie et al. [28], there exists a process of telemarketing which takes place between an organization and potential customers using a selected media for an interactive process towards effecting a response. It helps businesses engage customers in real-time and customize the communication for direct selling. Ismaeel and Alzubi [29] mentioned in 2020 that telemarketing offers the right offer, audience, and time. This allows the business to connect with the most suitable customers, and this increases the chances of sales. If you wish to perform effective telemarketing, you need to have the right customer information and a team that is best trained to respond to product queries and close the sale in case customers hesitate. It is necessary to have the right customer data along with complete product surveys for the marketing campaigns in the future. A lot of marketers use telemarketing as a marketing tool. This works particularly in B2B markets as it allows quick, direct communication. It can also be combined with other types of marketing and allow for more customization [30] [31].

1.6. Consumer purchasing decision

Consumer purchase decision process has multiple stages that the consumer goes through before and after the purchase of a product. In order to drive sales, marketers need to first influence the consumer's purchase decisions. Understanding why consumers choose to buy through the consumption process and the benefits consumers link with products is critical [32] [33]. According to Mohammad et al. [34], consumers go through five stages of decision making when making a purchase: problem recognition, search, alternative evaluation, purchase decision, and post-purchase evaluation. In the first stage, customers develop a need, which prompts them to search for information regarding the solution to a problem. The stage after is alternative evaluation, where people compare the alternatives based on their attributes, such as price, quality, etc. After that, the

consumer makes the final purchase decision. At this stage, things like emotions, friends' opinions, previous experiences, etc., influence decision-making. When buyers purchase a product, they ultimately go through the experience of "post-purchase behavior". In other words, they can either feel satisfied or not after buying something. The marketers develop a plan of action while understanding how buyers decide whether to buy or not, alongside what they should expect [35].

1.7. Research framework

The purpose of the field study was to investigate the hypotheses arising from the literature review. The researchers developed a model shown in Figure 1, which included various direct marketing tools (such as internet marketing, personal selling, direct mail, and telemarketing) as independent variables and consumer purchase decisions as dependent variables. This research paper focuses on four hypotheses:

- H1: The impact of Internet marketing on consumer purchase decisions is significant.
- H2: The impact of personal selling on consumer purchase decisions is significant.
- H3: The impact of direct marketing on consumers' purchase decisions is significant.
- H4: The impact of telemarketing on consumer purchase decisions is significant.

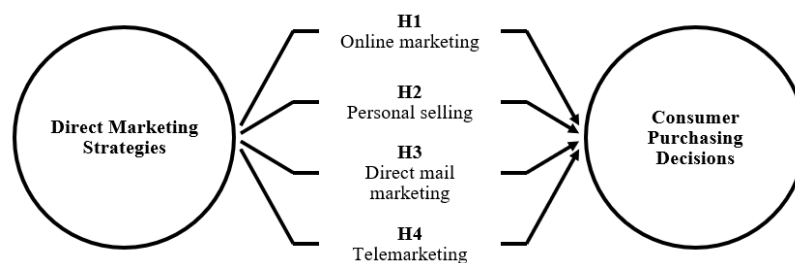


Figure 1. Research model

2. Research method

This section covers various aspects of research design, including target population, sample size, sampling method, research hypotheses, questionnaire design, analysis method, and reliability assessment. The questionnaires were pre-tested with 45 Orange Company customers in Amman to gather feedback on clarity. Some respondents felt that the wording was unclear, which required clarification. Overall, the results of the pre-test showed that the questions were realistic and accurate. A representative sample was selected using convenience sampling, which is often used in social science research and is suitable for statistical inference. This method is also suitable for marketing the service. The survey targets all customers of Orange Telecommunication Company in Amman. Of the 425 questionnaires distributed, 395 were returned and considered valid for analysis. According to Sekaran and Bougie [36], 395 responses are sufficient for data analysis.

2.1. Questionnaire design

The survey is structured into three sections. The first section gathers demographic information from participants, including education, age, gender, income, and marital status. The second section addresses independent variables such as online marketing, personal selling, direct mail marketing, and telemarketing. The third section investigates the dependent variable, consumer buying behavior, using 21 questions. A Likert scale was employed to measure both the independent and dependent variables, which is a standard approach in marketing and social science research [37]. However, some researchers contend that a five-point scale can be just as impassive.

2.2. Reliability test

Table 1 shows the results of the reliability assessment of the variables. It is clear that Cronbach's alpha coefficients of all variables exceed 0.7, which corresponds to Haji-Othman and Yusuff's [27] designed reliability threshold and confirms the reliability of the variables.

Table 1. Reliability analysis

Variables	Number of Items	Cronbach Alpha
Online marketing	4	0.870
Personal Selling	5	0.750
Direct mail marketing	3	0.805
Telemarketing	4	0.725
Consumer Buying Decision	5	0.760
Overall Performance		0.790

Table 1 shows Cronbach's alpha results for various marketing and performance-related variables, indicating the internal consistency of the items used to measure each concept. Internet marketing (4 items, $\alpha=0.870$) shows high reliability, while personal selling (5 items, $\alpha=0.750$) and telephone marketing (4 items, $\alpha=0.725$) have acceptable reliability. Direct advertising (3 products, $\alpha=0.805$) and consumer purchase decision (5 products, $\alpha=0.760$) also show good and acceptable reliability. Reliability for total performance with an unspecified number of items is $\alpha=0.790$, indicating good consistency. Overall, Cronbach's alpha values range from 0.725 to 0.870, suggesting that the items for each variable are generally reliable and consistent across research [38] [39].

3. Results and discussion

3.1. Structure equation modeling

Referring to Table 2, the results revealed that there is no statistically significant impact of online marketing on consumer purchasing decisions, and the R^2 is not statistically significant. However, the findings indicated a statistically significant impact of personal selling on consumer purchasing decisions, with an R^2 of 0.064, suggesting that personal selling can explain 6.4% of the consumer purchasing decision, making it the weakest among the independent variables.

Table 2. The result of the hypothesis test

Variables	Unstandardized coefficients	S.E	Standardized coefficients	R^2	C.R	P-value
Online marketing	0.078	0.057	0.058	0.0034	1.372	0.170
Personal Selling	0.089	0.049	0.080	0.064	1.972	0.045
Direct mail marketing	0.210	0.044	0.220	0.0484	4.774	0.000
Telemarketing	0.582	0.044	0.594	0.352836	13.094	0.000

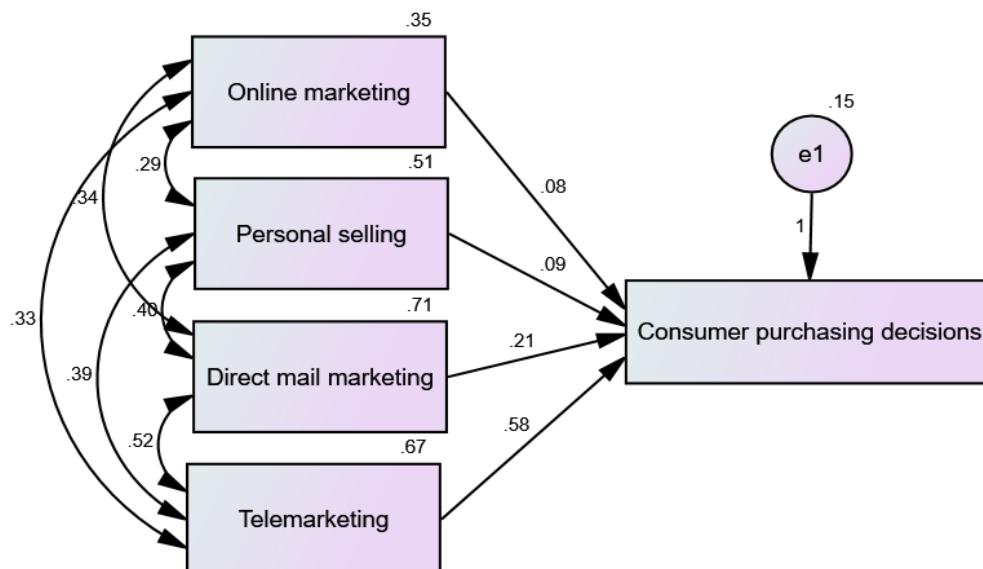


Figure 2. Simple regression results

Direct mail marketing demonstrated a statistically significant impact on consumer purchasing decisions, with an R^2 of 0.0484, indicating that direct mail marketing can explain 4.84% of the consumer purchasing decision. Furthermore, telemarketing has a statistically significant impact on consumer purchasing decisions, with an R^2 of 0.353, indicating that telemarketing can explain 35.3% of the consumer purchasing decision, making it the variable with the highest explanatory power among the independent variables.

4. Conclusions

The researcher suggests that Orange Company realign resources, especially in terms of telemarketing, based on the findings of the study. Telemarketing is a direct and effective way of reaching consumers; increasing resources to this channel can be effective in gaining benefits. By doing this, Orange will be able to better satisfy customer needs, respond quickly to inquiries, and ensure relevant answers. By taking a focused approach to engage with customers, there will be an improvement in the satisfaction levels of customers, leading to a better trust level and brand loyalty. In addition, by focusing on telemarketing, Orange can easily influence consumers' buying choices. Using telemarketing means providing customers with tailored offers and information during the decision-making process, which increases conversion. By resolving concerns and offering a clearer explanation for a conversion, telemarketing provides an opportunity to attach effective solutions. Orange and its customers will gain from this strategic change. The business has a chance to create strong relations, increase loyalty, as well as retake a responsive and attentive approach. Customers will receive more personalized attention, which will improve their experience. Moreover, strategic emphasis on telemarketing is anticipated to enhance the market performance of Orange, particularly in Amman, where direct communication is greatly valued. By enhancing customer engagement through telemarketing, the customer's opinion will improve company's reputation and experience, resulting in better market performance in Amman.

To enhance the effectiveness of its direct marketing strategies, Orange Telecommunications Company should prioritize telemarketing by allocating more resources and focusing on personalized engagement, as it has a significant impact on consumer decision-making. Personalizing telemarketing efforts will enable the company to better address individual customer needs and preferences, fostering stronger relationships and driving higher conversion rates. Additionally, direct mail marketing should be optimized through content personalization and integration with multiple communication channels to reach a wider audience and increase customer engagement. Revitalizing personal selling efforts is also crucial, and Orange should invest in enhanced training programs and digital tools that empower sales teams to provide more effective and targeted solutions. While online marketing showed less influence in the study, it still warrants attention. The company should optimize its website for a better user experience and implement targeted online advertising to improve visibility and attract relevant customers. Furthermore, continuous market research and the collection of customer feedback are essential to stay informed about changing consumer preferences and to adapt strategies accordingly. Investment in advanced analytics will enable Orange to track performance, measure success, and fine-tune marketing campaigns. By employing these strategies, Orange can remain competitive in the market and effectively meet the needs of its customers.

Declaration of competing interest

The authors declare that they have no known financial or non-financial competing interests in any material discussed in this paper.

Funding information

No funding was received from any financial organization to conduct this research.

Ethical approval statement

Ethical approval is not applicable for this research.

Informed consent

Consent for the publication of personal data in this article was obtained from the participant(s).

References

- [1] S. Abusaleh, M. Arabasy, M. Abukeshek and T. Qarem, "Impacts of E-learning on the Efficiency of Interior Design Education (A comparative study about the efficiency of interior design education before and during the novel Coronavirus (COVID-19) pandemic)," *Al-Balqa Journal for Research and Studies*, vol. 27, no. 1, pp. 47-63, 2024.
- [2] A. M. Al-Adamat, M. KassabAlserhan, L. S. Mohammad, D. Singh, S. I. S. Al-Hawary, A. A. S. Mohammad and M. F. A. Hunitie, "The impact of digital marketing tools on customer loyalty of Jordanian Islamic banks," in *Emerging Trends and Innovation in Business and Finance*, Singapore: Springer Nature Singapore, 2023.
- [3] F. M. F. Aldaihani, A. A. S. Mohammad, H. AlChahadat, S. I. S. Al-Hawary, M. F. Almaaitah, N. A. Al-Husban and A. Mohammad, "Customers' perception of the social responsibility in the private hospitals in Greater Amman," in *The effect of information technology on business and marketing intelligence systems*, Cham: Springer International Publishing, 2023.
- [4] A. M. Al-Dhabibi, "Strategic vigilance and its impact on organizational citizenship behavior, a case study: National Integrated General Trading and Contracting Company," *Al-Balqa Journal for Research and Studies*, vol. 27, no. 3, pp. 97-116, 2024.
- [5] F. A. A. Al-Fakeh, M. S. Al-Shaikh, S. I. S. Al-Hawary, L. S. Mohammad, D. M. Singh, A. A. S. Mohammad and M. H. Al-Safadi, "The impact of integrated marketing communications tools on achieving competitive advantage in Jordanian Universities," in *Emerging Trends and Innovation in Business and Finance*, Singapore: Springer Nature Singapore, 2023.
- [6] S. I. S. Al-Hawary and A. Obiadat, "Impact of Mobile Marketing on Customer Loyalty in Jordan," *Int. J. Web Appl.*, vol. 11, no. 4, pp. 136-151, 2019.
- [7] G. S. Hijawi and B. Ismaeel, "The role of sales forces in the integration of marketing communication: an empirical study on the tourism sector in Jordan," *AAU Journal of Business and Law*, vol. 8, no. 2, 2024.
- [8] M. M. Alzubi, B. Ismaeel and A. H. Ateik, "The Moderating Effect of Compatibility Factor in The Usage of E-Government Services Among Malaysian Citizens," in *2021 2nd International Conference on Smart Computing and Electronic Enterprise (ICSCEE)* (pp. 224-232), IEEE, 2021.
- [9] N. F. AlQudah, "Knowledge sharing and innovation in business organization: A literature review," *Human Systems Management*, vol. 42, no. 5, pp. 471-485, 2023.
- [10] F. A. Al-Khair, "Relationship between cognitive emotion regulation strategies and mental health among media professionals in conflict zones," *Al-Balqa Journal for Research and Studies*, vol. 26, no. 2, pp. 98-110, 2023.
- [11] M. I. G. Alkhawaldeh, F. M. F. Aldaihani, B. A. A. Al-Zyoud, S. I. S. Al-Hawary, N. A. Shamaileh, A. A. S. Mohammad and O. A. A. Al-Adamat, "Impact of internal marketing practices on intention to stay in commercial banks in Jordan," in *The effect of information technology on business and marketing intelligence systems* (pp. 2231-2247), Cham: Springer International Publishing, 2023.

-
- [12] M. M. K. Alkhawaldeh, A. J. B. Ali, A. A. S. Mohammad, T. M. Shatnawi, A. A. Al-Momani, A., A. Alzoubi and S. I. S. Al-Hawary, "Alkhawaldeh, M. M. K., Ali, A. J. B., Mohammad, A. A. S., Shatnawi, T. M., Al-Momani, A. A., Alzoubi, A., ... & Al-Hawary, S. I. S. (2024). The impact of artificial intelligence on talent acquisition strategies in Jordanian technology startups. In *Business Analytical Capabilities and Artificial Intelligence-Enabled Analytics: Applications and Challenges in the Digital Era, Volume 1* (pp. 309-323), Cham: Springer Nature Switzerland, 2024.
- [13] A. A. M. Al-Momani, M. Sarram, S. M. Zighan, R. T. Al-Majali, N. Al-shanableh and S. G. Saatchi, "The influence of cybersecurity leadership on the resilience of Jordanian businesses: a study on the role of cybersecurity measures in entrepreneurial success," in *Business Analytical Capabilities and Artificial Intelligence-enabled Analytics: Applications and Challenges in the Digital Era, Volume 2* (pp. 1-15), Cham: Springer Nature Switzerland, 2024.
- [14] M. M. Alrfai, H. M. A. Maabreh, J. A. Sharairi, S. G. Saatchi, A. A. A. Haija, M. Y. Rahahle and S. I. S. Al-Hawary, "The role of big data analytics capabilities in risk management: an empirical investigation of insurance companies in Jordan using structural model," in *Business Analytical Capabilities and Artificial Intelligence-enabled Analytics: Applications and Challenges in the Digital Era, Volume 2* (pp. 43-56), Cham: Springer Nature Switzerland, 2024.
- [15] M. S. Al-Shaikh and I. A. Khanfar, "Delivery service via electronic applications and its impact on customers satisfaction at retail stores in Amman City/Jordan," in *The Implementation of Smart Technologies for Business Success and Sustainability: During COVID-19 Crises in Developing Countries* (pp. 827-837), Cham: Springer International Publishing, 2022.
- [16] A. Alzoubi, M. Alzyoud, R. T. Al-Majali, N. Al-shanableh, N. S. Alajarmeh, M. M. K. Alkhawaldeh and F. M. F. Aldaihani, "Business analytics and entrepreneurial success: a study of the influence of data analytics capabilities on startups' performance in Jordan," in *Artificial Intelligence and Economic Sustainability in the Era of Industrial Revolution 5.0* (pp. 1371-1384), Cham: Springer Nature Switzerland, 2024.
- [17] M. Alzyoud, N. S. Alajarmeh, T. M. Shatnawi, A. A. S. Mohammad, A. Alzoubi, Z. N. A. Al-fugaha and F. M. F. Aldaihani, "E-commerce adoption and customer loyalty trends in Jordan: an empirical study at online retail companies," in *Artificial Intelligence and Economic Sustainability in the Era of Industrial Revolution 5.0* (pp. 1281-1294), Cham: Springer Nature Switzerland, 2024.
- [18] D. Chaffey and F. Ellis-Chadwick, *Digital marketing: Strategy, implementation, and practice* (7th ed.), Pearson Education., 2019.
- [19] B. Ismaeel, H. A. Alali, E. Injadat, A. S. Al-Haraizah and A. Y. Al Khatib, "Trends and Transformations of E-Retailing in Jordan Sales Market: Challenges, Growth, and Potential Future Developments," *International Journal of Academic Research in Business and Social Sciences*, vol. 14, no. 2, pp. 1464-480, 2024.
- [20] I. A. Khanfar, I. Dalbah, A. A. Atteyh and M. S. Al-Shaikh, "The impact of choosing distribution channels factors during the coronavirus pandemic on the wholesaler's satisfaction," in *The Implementation of Smart Technologies for Business Success and Sustainability: During COVID-19 Crises in Developing Countries* (pp. 65-79), Cham: Springer International Publishing, 2022.
- [21] R. E. A. Ghaith, S. I. S. Al-Hawary, L. S. Mohammad, D. Singh, A. A. S. Mohammad, A. M. Al-Adamat and M. M. Alqahtani, "Impact of artificial intelligence technologies on marketing performance," in
-

Emerging Trends and Innovation in Business and Finance (pp. 49-60), Singapore: Springer Nature Singapore, 2023.

- [22] K. T. Al-Assaf, M. S. M. Foriki, T. Samarah, A. Hindieh, S. I. S. Mohammad and A. Vasudevan, "Impact of Digital Marketing on Promoting the Local Pharmaceutical Products in Jordan," *International Review of Management and Marketing*, vol. 15, no. 1, pp. 137-145, 2025.
- [23] T. Samarah, M. Almiani, A. Mughaid and S. AlZu'bi, "Intelligent Strategic Decision-Making for Optimized Project Management," in *2024 International Conference on Decision Aid Sciences and Applications (DASA)* (pp. 1-5), IEEE, 2024.
- [24] C. Fill, *Marketing communications: Discovery, creation and conversations* (7th ed.), Pearson Education., 2017.
- [25] B. Alnassar, A. Awadallah, N. Abudarwish, A. N. Aloqaily, B. Jarah, A. Ismail and T. Samarah, "The Mediation Role of Social Customer Relationship Management (CRM) Performance Between E-CRM Antecedents and Customer Loyalty: A Study of Internet Users in Jordan," *Salud, Ciencia y Tecnología*, vol. 5, no. 1477, pp. 2-18, 2025.
- [26] A. A. A. Haija, Z. N. A. Al-Fugaha, S. I. S. Al-Hawary, L. S. Mohammad, A. A. S. Mohammad and D. Al-Tarazi, "Does entrepreneurial orientation matter in corporate ambidexterity: a study of the banking sector in Jordan," in *Emerging Trends and Innovation in Business and Finance* (pp. 393-403), Singapore: Springer Nature Singapore, 2023.
- [27] Y. Haji-Othman and M. S. S. Yusuff, "Assessing reliability and validity of attitude construct using partial least squares structural equation modeling," *Int J Acad Res Bus Soc Sci*, vol. 12, no. 5, pp. 378-385, 2022.
- [28] M. F. A. Hunitie, S. Hamadneh, S. A. Al-Kharabsheh, A. B. Alzoubi, M. O. M. Abufares and S. I. S. Al-Hawary, "The mediating role of employee engagement on the relationship between electronic human resource management and organizational effectiveness," *Information Science Letters*, vol. 12, no. 3, pp. 1307-1318, 2023.
- [29] B. Ismaeel and M. Alzubi, "The role of technology in enhancing the organization's effectiveness in light of the corona-virus crisis in Jordanian industrial companies," *International Journal of Management and Commerce Innovations*, vol. 8, no. 1, pp. 170-185, 2020.
- [30] B. Ismaeel, B. Y. Alkhawaldeh and K. K. Alafi, "The role of marketing intelligence in improving the efficiency of the organization: An empirical study on jordanian hypermarkets," *Journal of Intelligence Studies in Business*, vol. 13, no. 2, pp. 32-42, 2023.
- [31] P. Kotler, K. L. Keller, M. Goodman and T. Hasnen, *Marketing management* (15th ed.), Pearson Education, 2019.
- [32] M. Marshoud and M. Salame, "The factorial structure of the mental health scale on Jordanian society," *Al-Balqa Journal for Research and Studies*, vol. 27, no. 3, pp. 80-96, 2024.
- [33] L. Mobaideen and A. Adaileh, "The impact of organizational culture on improving institutional performance in Aqaba Special Economic Zone Authority in Jordan," *Al-Balqa Journal for Research and Studies*, vol. 27, no. 3, pp. 1-12, 2024.
- [34] A. A. S. Mohammad, F. L. Y. Aityassine, Z. N. A. al-fugaha, M. T. Alshurideh, N. S. Alajarmeh, A. A. Al-Momani and A. M. Al-Adamat, "The impact of influencer marketing on brand perception: a study of Jordanian customers influenced on social media platforms," in *Business Analytical Capabilities and*

Artificial Intelligence-Enabled Analytics: Applications and Challenges in the Digital Era, Volume 1 (pp. 363-376), Cham: Springer Nature Switzerland, 2024.

- [35] A. A. S. Mohammad, M. M. Al-Qasem, S. M. D. T. Khodeer, F. M. F. Aldaihani, A. F. Alserhan, A. A. A. Haija and S. I. S. Al-Hawary, "Effect of green branding on customers green consciousness toward green technology," in *Emerging Trends and Innovation in Business and Finance* (pp. 35-48), Singapore: Springer Nature Singapore, 2023.
- [36] U. Sekaran and R. Bougie, *Research methods for business: A skill building approach* (7th ed.), Wiley, 2016.
- [37] B. Ismaeel and B. BARDAI, "The Mediating Effect of Events and Experiences and Word-of-Mouth Marketing on Telecommunication Companies in Jordan," *International Journal of Sales & Marketing Management Research and Development*, vol. 9, no. 2, pp. 1-22, 2019.
- [38] A. A. S. Mohammad, I. A. Khanfar, K. I. Al-Daoud, M. Odeh, S. I. Mohammad and A. Vasudevan, "Impact of perceived brand dimensions on Consumers' Purchase Choices," *Journal of Ecohumanism*, vol. 3, no. 7, pp. 2341-2350, 2024.
- [39] S. Aawishe, T. Al-Hassan and A. Mansour, "The status of digital evidence in administrative litigation," *Al-Balqa Journal for Research and Studies*, vol. 27, no. 3, pp. 42-55, 2024.