

# The Effect of Strategic Control on Customer Satisfaction with E-Marketing in the Kingdom of Saudi Arabia

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## Abstract

The current study aimed at identifying the effect of strategic control on customer satisfaction with e-marketing in the Kingdom of Saudi Arabia. The study used the descriptive approach. A questionnaire was prepared and administered to a sample of (315) customers in the Kingdom of Saudi Arabia. The study found a statistically significant correlation at the significance level of (0.05) between all strategic control dimensions, customer satisfaction with e-marketing, and customer approval of the positivity towards the practices and advantages of strategic control in e-marketing. There is also a statistically significant effect at the significance level of (0.05) for strategic control dimensions: (management information systems, strategic control methods, strategic evaluation) on customers' satisfaction in e-marketing. The current study recommended the need to pay attention to the strategic control function and benefit from its philosophy and the benefits that accrue to supporting customer satisfaction with e-marketing, and raising the efficiency and awareness of employees about strategic control in an organized manner in order to build their capabilities to support and implement control mechanisms and make the necessary improvements.

**Keywords:** Strategic Control, E-Marketing, Customer Satisfaction.

## 1. Introduction

Communication and information technology witnessed tremendous developments at the end of the twentieth century. The most important of those developments was the emergence and spread of the international information network, the Internet, and the accompanying progress in various

electronic businesses. This new means of communication gained a wide audience from various categories of audiences and became a strong competitor to traditional media and marketing.

E-commerce had a large share of this development, especially in e-shopping operations, which made the expectations of customers high; looking for easy and distinctive shopping experiences of a personal nature. They can obtain goods and services with a button click. (Kolodin et al, 2020)

The development, taking place in the era, has brought about a radical change in the aspirations of marketers. This made e-shopping more personalized to serve customers, easier and more satisfying to their desires, saving time and paying attention to electronic shopping, change and modernization to keep pace with the changes of the era and gain customer satisfaction (Saif Al-Din, 2021).

Therefore, most companies and commercial institutions have turned to e-marketing as an effective tool to determine the needs of the target market and reach the required level efficiently. It also enables institutions to create value and customers and build strong relationships with them to obtain their satisfaction through a reciprocal process that represents the essence of marketing activity. The importance of e-marketing has emerged in the life of individuals at the professional and societal levels as well. It facilitated the public's access to products and benefiting from the best opportunities (Al Kurdi et al., 2023).

Studies also indicate that e-marketing has become one of the necessities of life with the increased use of the Internet as an effective means of communicating with others and as a source of e-marketing and product promotion for all industrial companies and others. Radwan (2013, 56). E-marketing is considered one of the modern concepts that has imposed itself in the world of transactions market. It has a role in improving the mental image of the institution and achieving aims, providing customer needs and profit as well based on strategies appropriate to the digital environment, which helps it to acquire a strategic position capable of facing competition and imposing itself in the trade and business market (Ibitomi et al, 2023, 3). The study of Al Astal (2011), which recommended encouraging senior management to support Internet services in e-marketing and focusing on the integration between it and the marketing strategy so that the best results are achieved in accordance with the needs of the target market and the customers' desires as well. In addition, a study by Boubah (2011) recommended paying attention to e-marketing and working on modernizing its technologies to facilitate electronic service work and to use e-marketing as a promotional channel for institutions and their products.

There are many challenges faced by the e-marketing system and its workers, especially in the Arab world. It needs good management and clear and organized strategic plans to confront the continuous change in the movement of markets, whether local or global. Marketing, by its nature, is a difficult art to practice and needs specialists in its field so that there is no real confusion in it. Using imitated methods and means on the Internet that may not be the safest or best to achieve the vision and mission that those working in the e-marketing department want to deliver. (Abdullah; 2011, 70).

The openness of national markets and globalization led to the emergence of new competitors and the increased participation of companies in all global activities in the field of marketing to reach

and maintain global competitiveness. Therefore, new forms of competition were created with the emergence of new competitors, which made companies begin to evaluate their performance and effectiveness through internal audits and focus on comparing results using metrics, and for companies to work on periodic monitoring and effectiveness of their operations and marketing activities (Piotr Hadrian et al, 2021). There is a need to pay attention to the requirements and needs of customers to exceed their expectations and increase the interest of employees in dealing with complaints submitted electronically, and to work on the continuous development of institutions' performance to reach the highest levels of quality and performance at the lowest possible price and the best service; as an absolute necessity for the customer's continuous satisfaction and to suit his evolving purchasing behavior and his continuous search for products (Ammar, 2023).

A study by Shanko (2023) also recommended the necessity of creating mechanisms for follow-up and control when applying e- marketing in companies .It is necessary to reduce the following: sales management expenses, the costs of marketing studies and research, and the salaries, wages, and bonuses of experts and consultants working in the field of marketing, and also interest in expanding the Internet network and infrastructure to support e-marketing in companies, especially with the increasing number of Internet users, and the number of products that are marketed electronically on Internet pages.

Javed (2022) emphasized that the success of an organization depends on its ability to achieve its mission, purpose, and aims. This requires developing a marketing strategy that is not only flexible but also capable of taking advantage of opportunities and striving to implement them in light of the various variables surrounding it. The only way for the organization to follow up on implementing its strategy or modification is to carry out the process of strategic control, as the results of the study (2021) by Piotr et al. This showed that companies that primarily use financial indicators to monitor and examine their activities in the field of marketing are essentially based on the traditional approach of companies in the measurement process. Thus, they must work to change that as the complete control mechanism in companies requires continuous monitoring of all e-marketing activities with changes related to implementation, and comparing the results obtained with competitors or evaluation results in previous years.

Control in the marketing process is one of the rapid processes of detecting and anticipating the occurrence of errors; knowing their causes, and informing those responsible for them to correct them. It also allows detecting areas of weakness, strength, and deviations and working to correct them. This reduces the waste that occurs by treating these errors giving it the ability to work in the market in a flexible manner. (Al Qutji, 2021, 96)

Strategic control works to prevent any failure in implementing plans and strategies, in addition to enhancing their chances of success by providing departments and employees with the appropriate tools to monitor the application processes in various departments in the organization. Its importance stems from the fact that it represents the first step in the process of setting the strategy (Drummond et al, 2001).

It also includes many more comprehensive and broader aspects. Strategic control has its primary purpose to ensure that the institution has good and effective relations with the environment and

that it is moving towards achieving its strategic goals (Mohsen, 2001, 242). Therefore, organizations should provide oversight and follow-up through various methods of strategic control necessary to practice e- marketing to continue motivating customers and to increase the site and remain there for long periods, which calls for the success and continuation of e-marketing transactions (Qadem, 2022, 44).

Zewdie& Shanko (2023,2347-2348) explained the success of e-marketing depends on effective strategic planning at all stages, product selection, appropriate strategies for marketing activities, activating the role of strategic control to solve various problems, confronting opportunities and threats, helping to obtain a distinctive position in the market, and searching for a strong relationship with customers. This can be achieved by efficiently utilizing Internet marketing tools, making customers feel comfortable, safe, and confident, and working to take into account the social and cultural behavior of customers.

Based on the above, it is obvious that e-marketing faces many variables and challenges that lead to deviations between what is planned and what has actually been achieved. Therefore, the role of strategic control must be activated, which is based first on scientific standards that help control the stages of implementation and provide feedback to deliver information and data about continuous implementation, identifying the progress made in implementing plans and laying the foundations and corrective procedures that amend any deviation from the defined aims and standards in order to avoid gaps in the performance of e-marketing in the Kingdom of Saudi Arabia in light of the Internet society. Hence, this study is carried out to identify the reality of using strategic control in customer satisfaction with e- marketing in the Kingdom of Saudi Arabia. The problem of the current study is determined in the following questions:

1. What is the reality of strategic control in e-marketing in the Kingdom of Saudi Arabia regarding customer satisfaction with e-marketing?
2. Is there a relationship between strategic control: (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) and customer satisfaction with e-marketing?
3. Are there statistically significant differences on the pivots of strategic control and customer satisfaction with e-marketing due to their differences in demographic characteristics (gender, age)?
4. Is there a statistically significant effect of the main pivots of electronic control (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) on gaining customer satisfaction with e-marketing?

This study may benefit officials in the Ministry of Commerce and Industry and all sectors of society in identifying the reality and the effect of strategic control in e-marketing in the Kingdom of Saudi Arabia to gain customer satisfaction.

## **2. Conceptual Framework of the Study:**

The Strategic Control Concept:

Strategic control is exercised by the organization's senior leadership, within which the focus is on the effectiveness of the organization in its general form. Therefore, the general goal of this control is to ensure the work progress towards the strategic goals set in the organization. The processes of applying traditional control tend to focus on one standard to measure performance or limited standards, while strategic control is based on focusing on multiple, long-term standards (Safrani, 2022, 17).

It is defined as: continuous control processes over the effective implementation of the organization's strategy to ensure the achievement of the organization's mission and strategic goals (Yassin, 2007, 2).

The Importance of Strategic Control:

The importance of strategic marketing control appears greatly in the organizations that are characterized by movement, dynamism, overlap and complexity in their activities and appears through:

1. It provides the organization with a comprehensive vision internally and externally and helps enhance and coordinate its marketing activities.
2. It helps the organization to ensure the compatibility and flexibility of plans with changes in circumstances and constantly changing developments (Zerres.c, 2006, 3).
3. Strategic control works to have an information system that helps customers obtain information about new innovations, products, and offers available in the markets. It also helps the organization succeed in the future by deepening the relationship with customers and knowing competitors (Hadju, 2013, 25).

Abdul Rahman (2019, 25) explained the strategic control process is of interest to the strategic planner because it enables him to identify:

- The suitability of marketing aims, policies and strategies to changes in environmental conditions.
- The suitability of the marketing department's organization to achieve marketing aims.
- The effectiveness of the marketing mix elements and their exploitation of available marketing opportunities.

The Concept of E-Marketing:

E-marketing is the use of all available means of modern technology, especially the Internet, in order to reach the potential customer and deliver the marketing vision to him. Through e-marketing and the unlimited opportunities and possibilities it provides, any organization can achieve exceptional results if it is used correctly (Fahim, 2023, 43).

Zewdie & Shanko (2023) defined e-marketing as transferring marketing elements, strategies and processes to a computerized networked environment such as the Internet. It brings together all advertising, promotion and publicity processes, as well as determining the physical characteristics of the product and selling and purchasing it through electronic platforms. It is the optimal use of digital technologies; including information and communications technologies, to activate marketing productivity and its operations, represented by organizational functions, operations, and activities directed to identifying the needs of target markets and providing goods and services to customers and stakeholders in the organization (Hajjaj, 2021, 394).

#### The Importance of E-Marketing:

The importance of e-marketing has increased after the spread of commercial uses via the Internet. E-marketing has opened new horizons in the world of marketing. Its importance is highlighted in the following:

1. It facilitates spreading in the market to customers.
2. It selects trade names.
3. It contributes to facilitating the communication process between the company and customers.
4. It helps customers access specialized markets in their field of interest.
5. It contributes to opening the way for everyone to market their products or expertise without distinguishing between a giant company with huge capital or a small company with limited resources (Saeed, 2023, 283).
6. It uses websites to disseminate marketing information at a low cost compared to the cost of advertising in other media.
7. It expands the customer base as a result of immediate and permanent access, as the site is open and can be accessed whenever the customer wants.
8. It facilitates access to new markets, access to all global markets and exposure to their products without ethnic or geographical restrictions.
9. It helps access to the greatest help, support and advice from experts.
10. Its flexibility to quickly display product information with quick update.
11. It obtains accurate statistics on the number of visitors to the site, the time of visits, the duration of visits, and the frequency of these visits, which helps evaluate the company and the success of its online marketing (Jaas, 2022, 832- 833).

#### Customers' Satisfaction:

The study by Nilashi et al. (2023) defined customer satisfaction as the final evaluation made by the customer after consuming the product or service and the resulting positive feeling generated in him. It reflects an individual's inner feeling and expressed in the form of emotion or attitudes that may be positive or negative towards a good/service (Morgson et al., 2011). Ibitomi et al.

(2023, 3) defined customer satisfaction as a psychological state in which the customer feels satisfied with the value derived from consuming products.

### The Importance of Customer Satisfaction

A study by Purnamaningsih & T (2023) stated that the importance of customers to organizations can be summarized as it follows:

1. Improving the relationship between customers and the organization.
2. Maintaining the organization's existing customers.
3. Enhancing customers' loyalty.
4. Contributing significantly to repurchasing again from the same institution.
5. An important basis for the organization in planning its various marketing programs.

### Study Methodology:

- Study Method: The descriptive survey method was used as it is suitable for the current study.
- Study Sample:

The study sample consisted of (315) groups of customers in the Kingdom of Saudi Arabia, divided into (185 males); representing (58.7%) and (130 females); representing (41.3%) of the total sample size. With regard to the distribution of the sample according to age, it is clear that the number of customers whose ages are between 30 and less than 40 was (177); representing (56.2%) of the total sample size, followed by those aged between 20 to less than 30 years, whose number was (77) customers; representing (24.4%), then those aged 40 to less than 50 years, whose number was (48); representing (15.2%). Finally, those over 50 years of age was (13); representing (4.1%).

The educational level was taken into account, and the number of customers with higher than university education was (210), with a percentage of (66.7%), followed by those with a university education (58), with a percentage of (18.4%), while the number of customers with less than university education was (47), with a percentage of (14.9%).

3.3. Study Instruments: A questionnaire was designed to identify the role of strategic control in customer satisfaction with e-marketing, after reviewing a number of studies; including the studies by: Safrani (2022), Saeed (2023), Fahim (2023), and Al Jafubi & Al Maidani (2023). The questionnaire consists of 34 items distributed to six main pivots: strategic standards (6 items), actual performance measurement (6 items), strategic evaluation (5 items), strategic control methods (5 items), and management information systems (4 items), and the pivot related to customer satisfaction with e-marketing (8 items) on a five-point Likert Scale (strongly agree, agree, neutral, disagree, strongly disagree) and is given a rating of (5, 4, 3, 2, 1).

- **Validity:**

To ensure the content validity, the questionnaire was presented in its initial form to 9 jury members of staff members in the field of specialization, and the percentage of agreement ranged between (85.5% and 100%), which are acceptable percentages of agreement. The internal consistency of the questionnaire was calculated between the statements and sub-dimensions and was as follows: the correlation of the statements of the first pivot with its total score ranged between (0.671 - 0.395), and the correlation of the statements of the second pivot with its total score ranged between (0.654 - 0.762), and the correlation of the statements of the third pivot with its total score between (0.715 - 0.803), and the correlation of the statements of the fourth pivot with its total score ranged between (0.582 - 0.791), and the correlation of the statements of the fifth pivot ranged between (0.558 - 0.738) and with regard to the correlation coefficients between the statements of the customer satisfaction pivot with e-marketing and the total score ranges between (0.195-0.737). The correlation coefficient of the dimensions with the total score of the questionnaire was also calculated, and it is significant at the (0.01) level, which means that the results that the questionnaire will be valid.

- **Reliability:**

The reliability of the questionnaire was calculated using Cronbach's alpha coefficient, and the reliability coefficient of the questionnaire as a whole was (0.903), which is a highly significant reliability coefficient, which means that the results that the questionnaire will be reliable.

### 3. Results:

To answer the first question: (What is the role of strategic control in e-marketing in the Kingdom of Saudi Arabia in customer satisfaction with e- marketing?) The arithmetic mean and standard deviation were used.

Table (1) Arithmetic Mean and Standard Deviation of the Strategic Control Role in Customer Satisfaction with E-Marketing

No.	Pivots	M	SD
1	Strategic control related to defining aims and standards	3.49	0.575
2	Strategic control related to actual performance	3.14	0.696
3	Strategic oversight related to strategic evaluation	3.16	0.734
4	Strategic control related to strategic control methods	3.14	0.706
5	Strategic oversight related to management information systems	3.07	0.725
Strategic Control Pivot as a Whole		3.20	0.502
Customer Satisfaction with E-Marketing		3.12	0.605

It is clear from the previous table that the arithmetic mean of the strategic control pivot is (3.20) and ranged between (3.07 and 3.49). This indicates that the sample's opinions tend to be positive towards strategic control practices with a moderate degree of agreement and a standard deviation of (0.502), which indicates the homogeneity of the sample's opinions. The arithmetic mean of customer satisfaction with e-marketing was (3.12), and this shows the tendency of the sample participants to be satisfied with the companies' keenness to follow up and monitor the services



provided by e-marketing, with a moderate degree of agreement, with a standard deviation of (0.605), which indicates a lack of homogeneity among the sample's opinions.

To answer the second question: (What is the relationship between strategic control (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) and customer satisfaction with e- marketing?). This was verified using the Pearson correlation test and the results were as shown in the following table:

Table (2) Correlation Matrix between Strategic Control Pivots (Strategic Standards, Actual Performance Measurement, Strategic Evaluation, Strategic Control Methods, Management Information Systems) and Customer Satisfaction with E- Marketing

	Strategic Standards	Actual Performance Measurement	Strategic Evaluation	Strategic Control Methods	Management Information Systems	Strategic Control	Customer Satisfaction with E-Marketing
Strategic Standards	1						
Actual Performance Measurement	0.153**	1					
Strategic Evaluation	0.168**	0.471**	1				
Strategic Control Methods	0.153**	0.586**	0.699**	1			
Management Information Systems	0.138*	0.484**	0.544**	0.558**	1		
Strategic Control	0.403**	0.755**	0.815**	0.844**	0.771**	1	
Customer Satisfaction with E- Marketing	0.134*	0.434**	0.510**	0.536**	0.631**	0.633**	1

\*\* Significant at (0.01) level

\* Significant at (0.05) level

Based on the previous table, it is clear that the relationship between strategic control and customer satisfaction with e-marketing is a strong direct relationship; meaning that there is a positive and strong moral relationship, as the correlation coefficient between them was (0.633), as the correlation coefficient between them ranged between (0.134) that is between the strategic standards pivot and customer satisfaction with e-marketing and (0.631) between the pivot of management information systems and customer satisfaction with e-marketing; meaning that there is a statistically significant relationship at the (0.05) significance level between the pivots of strategic control (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) and customer satisfaction with e-marketing.

To answer the third question: (Are there statistically significant differences on the pivots of strategic control and customer satisfaction with e-marketing due to differences in their demographic characteristics (gender, age)?

Table (3) Significance of Differences in the Pivots of Strategic Control and Customer Satisfaction with E-Marketing according to the Variable Type

Type	Gender	Mean Ranks	Rank Total	u Test Value	Significance
Strategic Standards	Male	151.48	28023.00	10818.000	.127
	Female	167.28	21747.00		
Actual Performance Measurement	Male	157.89	29210.00	12005.000	.980
	Female	158.15	20560.00		
Strategic Evaluation	Male	157.45	29127.50	11922.500	.897
	Female	158.79	20642.50		
Strategic Control Methods	Male	157.72	29177.50	11972.500	.947
	Female	158.40	20592.50		
Management Information Systems	Male	154.07	28503.50	11298.500	.358
	Female	163.59	21266.50		
Customer Satisfaction with E-Marketing	Male	153.31	28362.50	11157.500	.275
	Female	164.67	21407.50		

It is clear from the previous table that there is no statistically significant difference at (0.05) significance level between the sample's opinions on the strategic control pivots (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) due to the difference in type, as all statistical values were not significantly significant.

Table (4) Significance of Differences in the Strategic Control Pivots and Customer Satisfaction with E-Marketing according to the Age Variable

Type	Age	Rank Total	Chi-Squared Test Value	Significance
Strategic Standards	From 20 to less than 30 years old	198.75	37.635	.000
	From 30 to less than 40 years old	157.92		
	From 40 to less than 50 years old	97.07		
	From 50 years and over	142.62		
Actual Performance Measurement	From 20 to less than 30 years old	155.60	24.372	.000
	From 30 to less than 40 years old	141.94		
	From 40 to less than 50 years old	212.11		
	From 50 years and over	191.08		
Strategic Evaluation	From 20 to less than 30 years old	163.96	12.753	.000
	From 30 to less than 40 years old	145.23		
	From 40 to less than 50 years old	178.15		
	From 50 years and over	222.12		
Strategic Control Methods	From 20 to less than 30 years old	160.45	20.737	.000
	From 30 to less than 40 years old	143.32		

		From 40 to less than 50 years old	184.77		
		From 50 years and over	244.46		
Management Information Systems		From 20 to less than 30 years old	160.75	14.404	.000
		From 30 to less than 40 years old	144.78		
		From 40 to less than 50 years old	185.54		
		From 50 years and over	219.96		
Customer Satisfaction with E-Marketing		From 20 to less than 30 years old	158.48	23.135	.000
		From 30 to less than 40 years old	142.57		
		From 40 to less than 50 years old	190.63		
		From 50 years and over	244.77		

It is clear from the previous table that all statistical values are significant; which means that there are statistically significant differences at (0.05) significance level between the respondents on the strategic control pivots (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) due to the difference in the sample's ages of the customers as the elderly are more interested in online shopping than other groups. They order the product without making any effort and the product arrives at their homes without the need to go out and shop. This is confirmed by the average values of the ranks for the age of 50 years and over.

To answer the fourth question: Is there a statistically significant effect of the main pivots of electronic control (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) on gaining customer satisfaction with e-marketing?

The results of the previous question can be explained using a simple regression method as follows:

Table No. (5) Results of Regression Analysis to Test the Effect of Strategic Control Pivots on Gaining Customer Satisfaction

Strategic Control Pivots	Customer Satisfaction	Regression Coefficient B	T	(sig.)
Defining Strategic Standards		0.134*	2.394	(0.017)
R = (0.134) R <sup>2</sup> = (0.018) Adj. R <sup>2</sup> = (0.015) F (Sig.) =5.731 (0.017)				
Actual Performance Measurement	Customer Satisfaction	0.434**	8.513	(0.000)
R = (0.434) R <sup>2</sup> = (0.188) Adj. R <sup>2</sup> = (0.185) F (Sig.) =72.475 (0.000)				
Strategic Evaluation	Customer Satisfaction	0.510**	10.493	(0.000)
R = (0.510) R <sup>2</sup> = (0.260) Adj. R <sup>2</sup> = (0.258) F (Sig.) =110.110 (0.000)				
Strategic Control Methods	Customer Satisfaction	0.536**	11.242	(0.000)
R = (0.536) R <sup>2</sup> = (0.288) Adj. R <sup>2</sup> = (0.285) F (Sig.) =126.384 (0.000)				
Management Information Systems	Customer Satisfaction	0.631**	14.375	(0.000)

R = (0.631)    R <sup>2</sup> = (0.398)    Adj. R <sup>2</sup> = (0.396)    F (Sig.) = 206.635 (0.000)
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\*\* Significant at (0.01) level

\* Significant at (0.05) level

It is clear from the previous table that:

- There is a positive significant effect of the strategic standards pivot on customer satisfaction at (0.05) significance level, and the strategic standards pivot contributes to explaining only (1.8%) of the variance in the satisfaction level.
- There is a positive significant effect of the actual performance measurement pivot on customer satisfaction at (0.01) significance level, and measuring the level of actual performance pivot contributes to explaining only (1.8%) of the variance in the satisfaction level.
- There is a positive significant effect of the strategic evaluation pivot on customer satisfaction at (0.01) significance level, and the strategic evaluation pivot contributes to explaining only (26%) of the variance in the satisfaction level.
- There is a positive significant effect of the strategic control methods pivot on customer satisfaction at (0.01) significance level, and the strategic control methods pivot contributes to explaining only (28.8%) of the variance in the satisfaction level.
- There is a positive significant effect of the management information systems pivot on customer satisfaction at (0.01) significance level, and the management information systems pivot contributes to explaining only (39.8%) of the variance in the satisfaction level.

A multiple regression analysis test was also used to test the effect of these dimensions combined on customer satisfaction, and the results were as follows:

Table No. (6): Results of Regression Analysis to Test the Effect of Electronic Control Dimensions on Gaining Customer Satisfaction with E-Marketing

Dimensions of Gaining Customer Satisfaction with E-Marketing				
Independent Variables	Dependent Variable	Regression Coefficient B	T	(sig.)
Strategic Standards	Customer Satisfaction	0.018	0.423	(0.672)
Actual Performance Measurement		0.064	1.198	(0.232)
Strategic Evaluation		0.123*	2.017	(0.045)
Strategic Control Methods		0.166*	2.539	(0.012)
Management Information Systems		0.438**	8.180	(0.000)
R = (0.677)    R <sup>2</sup> = (0.458)    Adj. R <sup>2</sup> = (0.449)    F (Sig.) = 52.198 (0.000)				

\*\* Significant at (0.01) level

\* Significant at (0.05) level

It is clear from the previous table that the significance of the regression was confirmed, as the value of F (Sig.) = 52.19, which is significant at (0.01) level.

- The value of the adjusted R<sup>2</sup> was (0.449), which indicates that the strategic control pivots explain (0.449%) of the changes that occur in customer satisfaction.

- Partial significance was confirmed for the regression coefficient of only three pivots of the strategic control pivots on customer satisfaction, which are management information systems, where the value of (T) was (8.180) for this pivot at a significance level of (0.01), followed by the pivot of strategic control methods, where the value of (T) was (2.539) for this pivot at (0.01) significance level, followed by the self-evaluation axis, where the (T) value was (2.017) at (0.05) significance level.
- There is a statistically significant positive effect for only three strategic control pivots on customer satisfaction with e-marketing, and the management information systems pivot obtained the highest effect size, with a value of (B) was (0.409), followed by the strategic control methods pivot, as its value of (B) was (0.166), then the strategic evaluation pivot, as the value of (B) was (0.123).
- There is no statistically significant effect for both strategic standards and actual performance measurement on customer satisfaction with e-marketing at (0.05) level.
- There is a statistically significant effect at (0.05) significance level for the strategic control standards (management information systems, strategic control methods, strategic evaluation) on customer satisfaction with e-marketing.

#### Results Discussion and Interpretation:

- The arithmetic mean of strategic control as a whole was (3.20), which indicates the tendency and agreement of customers to be positive towards the practices and advantages of strategic control in e-marketing, with a standard deviation of (0.502), which indicates the homogeneity of the sample's opinions. This shows the sample participants' awareness of the strategic control importance to a moderate to relatively high degree. The follow-up provided from the beginning of the purchase is consistent with the study of Safrani (2022), as applying strategic control works to evaluate what has been planned, prevent errors from occurring before they occur, and evaluate ongoing marketing operations in order to make the organization's performance at its best, as strategic control is the head that leads the body of control. In marketing institutions as a whole, and the study of Banana (2015), which confirmed the contribution of strategic control in revealing weaknesses and strengths and working to correct them to achieve the greatest degree of efficiency and effectiveness in performing marketing activity and reducing costs. This leads to achieving the desired success of the marketing process.
- The strategic standards pivot obtained a mean of (3.49), which confirms the sample's awareness of their availability to a moderate to relatively high degree, and this is consistent with Masoud (2015, 5) that the strategic control process is concerned with determining performance aims, setting standards and permissible limits to achieve the aims and implementing plans to increase its profitability, then its growth, and its continuity, such as improving quality and service level, increasing flexibility in performing the activity and responding quickly to customer requests while maintaining prices at a competitive level in light of standards and control to improve performance.
- The strategic standards pivot, as the first dimension of the strategic control process, is represented by those special standards, according to which the extent of the plan's success in

achieving the desired aims is determined. These standards relate to the customer service quality, or the target group, production processes, working human resources, and the financial and accounting resource, in addition to the work performance level (Darwish ,2012). The actual performance measurement pivot obtained a mean of (3.14). This reflects the sample's awareness of its availability to a relatively moderate degree, and this consistent with Al Sarn (2020, 259), as setting performance standards is considered the basic stage of the strategic control process in the institution, whether at the institution level as a whole or at the level of business units, or the functional or operational level, where the standard is the level of performance agreed upon to be a model or expectation for the marketing strategy. Measuring actual performance depends on the feedback system, which transmits information in an appropriate time about the manner and level of implementation of activities and tasks from lower management level to the higher one, in order to evaluate it and determine the extent of its success (Al Sakarna, 2010).

- The pivot related to strategic evaluation obtained a mean of (3.16), which reflects the sample's response to the availability of the evaluation process to a relatively moderate degree, as the process of evaluating strategic marketing performance is considered important for measuring current performance through methods of collecting and analyzing data, which brings benefits to the institution (Soqour, 2020). The strategic evaluation dimension, as one of the dimensions of strategic control, comes at its third level. Therefore, this dimension provides the results of monitoring data and information tracking, in addition to tracking indicators that measure the quality of performance, and reporting them on a routine basis, by tracking the strengths and weaknesses of the operational model, and providing detailed data on the effectiveness of activities. This allows for greater oversight of activities (Khattri & Bilagher, 2017).

- The pivot of strategic control methods obtained a mean of (3.14), which reflects the sample's awareness of their availability to a moderate degree. The strategic control methods pivot , one of the strategic control pivots , is the methods and means that are used in the strategic control process, such as: the method of comparison between the results to be achieved and the aims that have been formulated; to reach these results and activities, and implement the tasks aimed at achieving these results, or the method of comparison between the scenarios that have been planned, through which the aims are to be achieved, the actual work scenarios, and the level of achieving these aims; as (Mubarak, 2016).

- The management information systems pivot obtained a mean score of (3.07) with its availability to a moderate degree. The management information systems dimension is represented as one of the strategic control dimensions in an integrated group that includes the human resource, logistics, documents, communications, and equipment through which information and data can be provided that are used in the planning process and setting budgets, the accounting system, and all other operations in the organization (Al Basiouni, 2010).

- The pivot related to customer satisfaction with e-marketing obtained a mean of (3.12), which reflects the tendency of the sample participants to be satisfied with the companies' websites to a moderate degree. This is consistent with what was confirmed by Saeed's study (2023) to the necessity of paying attention to the requirements and needs of customers in order to exceed their expectations and increase the interest of employees in dealing with complaints

submitted electronically. He confirmed the importance of e-marketing and that it is an imperative necessity for customer satisfaction on an ongoing basis and to work on continuous development of the institutions performance to reach the highest levels of quality and performance at the lowest possible price and the best service in order to maintain customer satisfaction to suit his advanced purchasing behavior and continuous research. He concluded that there is a direct relationship with a statistical significance between e-marketing and customer satisfaction. Shanko (2023) confirmed that the goal of e-marketing is to create and maintain long-term relationships with customers. Internet marketing entails identifying unmet requirements, developing products and services to meet those needs, and pricing, distributing and advertising those products and services for profit.

- There is no statistically significant difference at (0.05) significance level among the sample participants regarding the study variables (strategic control pivots and customer satisfaction with e-marketing) due to the difference in gender.
- There are statistically significant differences between the sample's opinions on the strategic control pivots (strategic standards, actual performance measurement, strategic evaluation, strategic control methods, management information systems) and customer satisfaction at (0.05) significance level, due to the difference in their ages. This may be due to the elderly suffering from some diseases. This is what Eid and AlAnza study (2020) found, which showed that there is no statistically significant difference between the sample on the e-marketing pivots, with the exception of the management information systems pivot.
- There is a statistically significant correlation at (0.05) significance level between all strategic control dimensions and customer satisfaction with e-marketing. This indicates interest in the role of strategic control, starting from interest in setting standards until reaching customer satisfaction, which is directly linked to increasing their levels of satisfaction. Al Sabbagh (2016) concluded that there are no significant differences in the effect of e-marketing on customer satisfaction attributed to the factor of the way of dealing with the company and the necessity of continuous modernization and development in the elements of the e-marketing mix, in order to confront and meet the needs of customers and thus achieve their satisfaction.
- The results showed that there is a statistically significant effect at (0.05) significance level for only three strategic control pivots on gaining customer satisfaction, which are: strategic evaluation, strategic control methods, and management information systems. All these pivots together explain (44.9%) of the variance in customer satisfaction.

#### **4. Suggestions and Recommendations:**

- The importance of strategic marketing control lies in the information it produces, which ensures the existence and continuity of the organization on the long term by deepening its relationship with the customer by focusing on the importance of the marketing function in the organization as it is responsible for its success.

- Although satisfactory results have been achieved with regard to strategic control, it is necessary to pay attention to the function of strategic control and benefit from its philosophy and the benefits that accrue to supporting customer satisfaction with e-marketing.
- The necessity of integrating strategic control into the development of institutions and e-marketing in order to achieve a competitive advantage and obtain customer loyalty and satisfaction.
- One of the priorities of e-marketing in institutions is to improve the dimensions of strategic control with regard to standards, evaluation, use of control tools, and the presence of a secure system for various administrative information in order to meet customer expectations and form a good awareness among them in the future.
- Raising the efficiency and awareness of employees about strategic control in an organized manner in order to build their capabilities to support and implement control mechanisms and bring about the necessary improvements.
- The company should seek the help of academics to develop and analyze methods for using its digital marketing in order to improve the marketing content by activating the role of strategic oversight.
- Establishing a control system based on scientific standards and specific aims through using control methods. That system greatly helps in following up on deviations and complaints and encouraging internal communication between the various levels of marketing control and exchanging information to serve customers and gain their satisfaction.

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