



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE

**THE EFFECT OF DIGITAL MARKETING STRATEGIES ON
ORGANIZATIONAL PERFORMANCE: TAKING EVIDENCE FROM
ETHIO-TELECOM**

BY
SINEWORK TAYE

JUNE, 2023

ADDIS ABABA, ETHIOPIA



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**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTERS OF BUSINESS
LEADERSHIP**

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ADDIS ABABA, ETHIOPIA

Declaration

I, Sinework Taye, the under signed, declare that this thesis entitled: “The Effect of Digital Marketing Strategies on Organizational Performance; Taking Evidence from Ethio-Telecom.” is my original work. I have undertaken the work independently with the guidance and support of the research supervisor. This thesis work has not been submitted for any degree or diploma program in this or any other institutions and that all sources of materials used for the thesis has been duly acknowledged.

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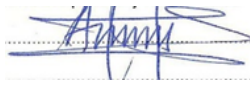
This is to certify that the thesis entitled: The Effect of Digital Marketing Strategies on Organizational Performance; Taking Evidence from Ethio-Telecom. Submitted in partial fulfillment of the requirements for the degree of Masters of business leadership, Addis Ababa University and is a record of original thesis carried out by [Sinework Taye], under my supervision, and no part of the thesis has been submitted for any other degree or diploma. The assistance and help received during the course of this investigation have been duly acknowledged. Therefore, I recommend it to be accepted as fulfilling the thesis requirements.

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Certificate of Approval

This is to certify that the thesis prepared by Sinework Taye, entitled “**The Effect of Digital Marketing Strategies on Organizational Performance; Taking Evidence from Ethio-Telecom**” and submitted in partial fulfillment of the requirements for the Degree of Masters of Arts in Business Leadership complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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ABBREVIATIONS AND ACRONYMS

DM	Digital Marketing
E-mail	Electronic mail
ICT	Information Communication Technology
M-Commerce	Mobile Commerce
SEO	Search Engine Optimization
TAM	Technology Acceptance Model
VIF	Variation Inflation Factor

ABSTRACT

The major objective of this study was studying the effect of Digital Marketing on the performance of Ethio-Telecom. The researcher collected data from employees of Ethio-Telecom by distributing questionnaires which was used to measure their agreement and disagreement on factors identified by researcher. The study employed both descriptive and explanatory research design. On the other hand, the study employed quantitative research approach. The total population for this study was 1501 staff employees. Accordingly, the study selected 316 employees from the head office to take part in the study as sample size drawn from the total population. Overall 316 questionnaires were distributed to respondents and 297(94%) of them properly filled and returned. The result from descriptive analysis shows that the company has good experience of conducting mobile commerce and social-media marketing strategies. The study revealed those Digital Marketing strategies such as Web-marketing and e-mail marketing are in the medium level. Regression analysis of the study yielded that m-commerce and social-media marketing strategies have positive and significant effect on organizational performance. The study also recommended that the company should pay more attention to M-commerce and Social-media marketing strategies.

Key Words: Digital marketing, M-Commerce, Web-Marketing, E-mail Marketing, Social Media marketing, and Organizational Performance Motivation

CHAPTER ONE

1. INTRODUCTION

1.1. Background of the study

The emergence of the Internet in the last 30 years has been the main facilitator of globalization and its huge impact on humankind. Fast and reliable business transactions, economic growth, and a highly connected society are unthinkable without the rapid growth of electronic commerce (e-commerce) in the information age. Digital Marketing is not simply a “transactional tool”; it also “generates change at the commercial and microeconomic level, which in turn demands changes in marketing practice and theory” (Chaffey, D. and Patron, M., 2012). As historical evidences show almost all companies in different sector follow new practices and technological advancements for effective use of their resources and for the upscaling their profit margin.

The creation of digital economy is facilitated by the rapid increment of computing power in all kinds of devices, or “a new socio-political and economic system characterized by an intelligent space consisting of information access tools and information processing and communication capabilities” (Baye, M.R.; Santos, B.D.; Wildenbeest, M.R., 2015).

According to Pauwels, Aksehirli, and Lackman (2016), to have a better perspective on the effectiveness of digital marketing strategies, analysis and determination of their final result are pre-requisites. For the success of an organization “appropriate, accurate and timely DM metrics are critical for a company to assess whether they are achieving their objectives, or whether the selected strategy is appropriate to achieve organizational goals” (Yang, Z.; Shi, Y.; Wang, B., 2015). Digital marketing is an integral approach for the implementation of organizations’ objectives by using different methodological processes on internet-based platforms, websites, and social media sites. The main significance of Digital Marketing for companies depends on “changes in the ways that today’s consumers gather and assess information and make purchasing decisions, in addition to the channels they use for this process” (Leeflang, P.; et al 2014).

As mentioned by Gibson (2010), the tangible result of an organization is lastly measured by its performance, which can be determined by setting a focused end goal and achieving it within an

acceptable time range, quantity, and quality. Thus, “performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action” (Koontz and Donnell, 2003).

The capability of a business to achieve its intended results within a given timeframe by carrying out an appropriate strategy is referred to as organizational performance. This may include achieving a significant profit margin, product excellence, an expanded market share, and extraordinary financial results. Organizational performance has many dimensions which may be difficult to quantify. In the banking industry, “both financial and non-financial indicators have been used to measure performance” (Rowley, 2011). The financial indicators were sales growth and percentage profit margin. In the service industry, “employee productivity has been used as a measure of performance” (Mishra, 2008). According to Kates and Matthew (2013) The performance of a company can be evaluated by analyzing its product excellence, timely delivery, and management of stock levels, in comparison to other players in the same sector, within a given timeframe.

As mentioned by Kotler (2000), Assessment of revenue, market portion, sales-to-marketing cost ratio, and complete financial achievement are utilized to measure marketing effectiveness. Several studies conducted on Digital Marketing on organizational performance can lead to success. However, there are still challenges to adopting digital marketing as a marketing strategy “all agree that the major challenge is the lack of well-developed key performance indicators to measure the effects of the activities” Leeflang et al. (2014). Thus, this study tried to examine the effect of digital marketing activities on the performance of Ethio-Telecom, which is one of the state-owned companies in Ethiopia highly engaged in digital marketing activities.

1.2. Statement of problem

The environment has an impact on business performance, which is a complicated and multifaceted notion. In line with Achrol and Kotler (2011), because business environments are competitive, effective marketing methods improve corporate performance.

Performance gauges how well an organization is performing in relation to its goals. Thus, according to Koontz & Donnell, (2003), the ability of a business to achieve its desired results, such as increased profitability, exceptional product excellence, increased market dominance, and

superior financial outcomes, within a set timeline through the successful execution of an effective strategy is referred to as organizational performance. Enterprises are established to function proficiently by capitalizing on opportunities and obstacles provided by the surroundings. Inability to perform could render a corporation less competitive than its counterparts in the industry.

The idea of Digital Marketing is novel and its influence on the efficiency of a company should be assessed. As explained by Halligan & Shah (2010), certain facets of Digital Marketing have been viewed unfavorably, but in order to succeed, businesses must establish a presence and engage with digital marketing channels. Marketers are expected “to contribute to organizational performance through brand building and growing sales revenue” and to involve in activities that include “customer acquisition, customer retention, customer satisfaction, and overall market share growth (Kotler & Keller 2013). Due to the advent of ICT, companies are compelled to embrace the utilization of digital technology in their activities. It is crucial to determine how to standardize the user experience throughout all information and communication technology channels and investigate how consumers interact with them. Geyskens et al. (2002) conclude that organizations that are allocating resources towards online platforms exhibit favorable economic results.

The surge in the implementation of digital advertising techniques such as Social Media, Search Engine Optimization (SEO), Display promotions and web platforms can be accredited to the amplified internet accessibility, economical internet-capable mobile phones and the convergence of ICT with numerous everyday tasks (Wang & Chang, 2013). Kithinji (2014) it has been reported that online marketing is comparably less expensive and its outcomes can be easily evaluated due to the availability of data on website views, clicks, and time spent. Consequently, its efficiency can be more precisely determined.

Various studies have been conducted in Ethiopia related to digital marketing and most of these studies focus on identification factors that affect Digital Marketing and challenges of adopting Digital Marketing. For example studies conducted by Dereje (2020), Eden (2021) tried to study factor that affect digital marketing practices of insurance companies in Ethiopia. Additionally, studies conducted by Assegid (2019) tried to review the Digital Marketing practice of Tourism Sector.

In current times, institutions are enhancing their cost effectiveness, which makes it imperative for every unit to be fiscally responsible. Hence, measurement becomes crucial as it is unfeasible to ensure accountability without it. The increasing demand for achieving results and outputs within organizations has been causing a trend “to the measurement of the return on marketing, treating marketing expenditures as an investment and not as cost” (Schultz & Gronstedt, 1997 as cited in Seggie, Cavusgil & Phelan, 2007), As they can be likened to other resources or divisions, augmenting the marketing function plays a pivotal part in the company's strategy. Marketing Science Institute (MSI) in a Journal of Marketing article (2004), emphasizes that marketing only would have “a seat at the table” if linked to financial performance. Thus, this study found it appropriate to measure the effect of Digital Marketing practice on the performance of Ethio-Telecom. As per the knowledge of the researcher, previous studies in Ethiopia didn't come up with a framework to measure the direct impact of digital marketing activities on the performance of companies. Ethio-Telecom as one of those companies heavenly involved in DM and examining the effect of Digital Marketing practices of the company on its overall performances would provide a good reference for other business companies that adopt Digital Marketing to run their business. Therefore, this study filled the gap in previous studies in measuring the effect of Digital Marketing on the performance of Ethio-Telecom.

1.3. Research Objectives

1.3.1. General Objective

The major objective of the study was to examine the effect of Digital Marketing strategies on the performance of Ethio Telecom.

1.3.2. Specific Objectives

1. To assess the level of Digital Marketing strategies in Ethio-Telecom.
2. To examine the effect of M-Commerce/ Tele-birr on the performance of Ethio Telecom.
3. To examine the effect of Web-Marketing on the performance of Ethio Telecom.
4. To examine the effect of Social Media marketing on the performance of Ethio Telecom.
5. To examine the effect of E-mail marketing on the performance of Ethio Telecom.

1.4. Significance of the study

The study tried to address the effect of Digital Marketing on both financial and non-financial performance of Ethio-Telecom. Managers will be provided with the necessary expertise to make

an enlightened choice regarding the implementation of digital marketing strategies. The allocation of resources is a crucial managerial task, and the efficiency with which firms use their limited resources determines their success. The CEO and marketing managers of the company will be helped by the outcomes of this research in pinpointing and distributing resources towards marketing platforms and techniques that will have the most beneficial effects on the organization's performance. The study will also help the managers to identify the Digital Marketing platform with the most positive effect on their performance. The researcher and scholars would get significant contribution to the body of knowledge and offer a framework for further exploration on the correlation between digital marketing and other strategies executed by commercial enterprises.

1.5. Scope of the study

1.5.1. Geographical Scope

It is obvious that Ethio-Telecom has different districts and branches in different parties of the country. Though multiple districts this study delimited to the head office of the company aiming to get accurate information from employees and managers from different divisions of the company.

1.5.2. Theoretical Scope

The study addressed three theories that explain strategic digital marketing and performance in organizations such as the innovation diffusion theory, porter's theory and the Technology acceptance model. Additionally, in depth review of previous literatures on the relationship between Digital Marketing and Organizational performance was made. Aiming to examine the effect of Digital Marketing on the performance of the organization under study the study makes use of four DM strategies such as mobile/telephony, website, email and social media marketing strategies.

1.5.3. Methodological Scope

Methodologically, the study employed descriptive and explanatory type of research design. In addition to this, quantitative approach is used to analyze gathered data. Additionally, questionnaire was used to gather data from target managers and employees of the company at the head quarter. Aiming to identify the effect of Digital Marketing Strategies on the performance of

the organization the study makes use of inferential analysis in the form of correlation and regression analysis.

1.6. Definition of Terms

Digital marketing: is the mechanism of “advertising of products or services of companies using digital technologies available on internet including mobile phones, display advertising, and any other digital medium like google and Facebook ads etc.” (Panda, et al., 2022).

M-Commerce: a a procedure of “selling and buying using mobile devices, is and will continue to grow for the foreseeable future” (Safieddine, Fadi. 2016).

Web-Marketing: is a novel approach to communication, collaboration and exchange of information (Enders et al., 2008).

E-mail Marketing: is a subset of electronic-marketing and is used to drive more traffic to websites and assist sales. “It can be defined as a targeted sending of commercial and non-commercial messages to a detailed list of receivers respectively e-mail addresses” (D. Kris & M. Harper, 2010).

Social Media marketing: is an approach to Internet marketing that makes use of social networking platforms as a promotional tool.. (Bansal et al, 2014).

1.7. Organization of the Study

The study is being organized in to five consequential chapters. The first chapter deals with the introduction of the research area in the form of background of the study, statement of the problem, objectives of the study, and other relevant introductory issues. The second chapter deals with a review of literature on this research topic. Chapter three contains the research methodology mainly concentrated on data collection techniques variables definition & measurement and method of analysis. The fourth chapter is all about data presentation, analyses, interpretation and discussions of results and chapter five be all about summary, conclusion and recommendation.

CHAPTER TWO

2. LITERATURE REVIEW

This chapter reviews theoretical literature including the concept of Digital Marketing and Organizational Performance. Additionally, concepts related to Digital Marketing strategies, theories associated with Digital Marketing, and association between Digital Marketing strategies and Organizational Performance is reviewed in this study. The chapter also reviews empirical studies conducted in Ethiopia and abroad in relation to the Digital Marketing strategies. Finally, conceptual framework for the study was developed.

2.1. Theoretical Review and Conceptual Framework

2.1.1. Theoretical perspectives of Marketing

2.1.1.1. *Diffusion of innovation theory*

Rogers first proposed the idea in 1995. Five characteristics of innovations were cited by Rogers (1995) as having a substantial influence on the adoption of innovations. According to Rogers (1995) the competitive edge of a novel offering in comparison to existing options expedites the acceptance of the intended market towards that offering. Kotler and Keller (2006) stressed that it is essential that the new product and service proposition fit the existing surroundings. Additionally, how consumers behave and what they do affects how well-liked it is by the overall populace.

The complexity of a product's use and purchasing has an impact on the diffusion process as well. When a new item is simple to comprehend, buy, and utilize, it will spread more quickly. In line with Rogers (1995) the rate of acceptance is also dependent on the convenience with which the product or service can be experimented and experienced. How much a potential customer can witness, envision and sense the advantages of a product or service is referred “observability in an innovative product” (Kotler, 2006).

According to Rogers (2009), the determination to accept an innovation is grounded on its perceived advantages, coherence with existing structures and methods, intricacy, simplicity of execution, and whether the outcomes of adoption are instantly noticeable. Kithinji (2014) reports that the benefits of using digital marketing include enhanced brand recognition, more revenue, and refined customer interaction. Digital advertising and traditional marketing are not totally

equivalent but “both can be used concurrently, additionally digital marketing might be too complex for the older generation but this hurdle can be overcome by hiring qualified digital marketers” (Minama, 2016). The concept promotes the utilization of online marketing to incorporate innovation and technology into marketing for the purpose of enhancing revenue and, thus, efficiency.

2.1.1.2. The Unified Theory of Acceptance and Use of Technology

The Unified Theory of Acceptance and Use of Technology (Venkatesh, Morris, Davis and Davis 2003), suggests that customers are guided by their demands for effort and performance in order to make progress. This theory demonstrated how four important factors, specifically "effort expectation, execution trust, social effect, and empowering conditions", affect how headway is allocated. Alawadhi and Morris (2008) did an examination using UTAUT and framed that “introduction and effort expectations, peer sway choose social desires. In accepting new advancement, customers consider and review various components accessible to them, for instance, costs of choice and use” (Venkatesh et al, 2005).

2.1.1.3. Technology acceptance model

As showed by Davis (1989), the advancement affirmation model elucidates how customers endorse and employ progression. The model suggests that customers perceive the apparent assistance and ease in selecting the method and timing of utilizing modern technology. the extent to which an individual believes that utilizing a specific system enhances their performance quality and productivity, while perceived ease of use refers to the extent to which an individual believes that utilizing a specific system is effortless is described as “seen handiness” (Davis, 1989). The conjecture grows that clients adapt with progress as long as it can carry out the task in a reasonable and efficient manner. The inadequacy of TAM lies in its failure to consider the cost implications, primary objectives, and inherent impact that compel consumers to adopt the innovation. Park (2009) insists that The TAM is a significant conceptual framework that aids in understanding perception and elucidating primary goals in the utilization of development.

2.1.2 Digital Marketing Platforms and Strategies

A digital Platform comprises of various elements that are utilized by multiple parties and can be assisted by external entities to ensure smooth operation. Those platforms are “the foundational building blocks upon which network of firms develop complementary product technologies and services” (Gawer, 2009). Parker and Alstyne (2011), add that digital platforms are distinguished

by the impact of interconnectivity and encompass personal computers, handheld digital assistants, network routers, multimedia technology, and portable gadgets such as cell phones and enterprise resource planning solutions that bridge the gap between consumers and service providers. Digital marketing is outlined by diverse tactics that all function digitally. Online advertising is the most important segment of digital marketing “through which companies convey messages about their products or services” (Ryan & Jones, 2009).

Social networking sites such as Twitter, LinkedIn, Myspace and Facebook have proved to be popular online activities in relation to time spent (Nielsen, 2010). According to Pradiptarini (2011), Facebook is the most prevalent social networking platform, succeeded by Twitter, LinkedIn, MySpace, and YouTube in terms of public acceptance. Social media which is user-generated communication represents a widespread source of information (Michaelidou, 2011) and create empowered clients who are more influenced by other clients than by advertising (Leeflang et al., 2014).

The tactics and instruments utilized by companies for communication have been transformed by social media, highlighting that clients hold the reins of information rather than the provider (Mangold & Faulds, 2009). Social media also result in a remarkable surge in customer perspectives, comprising of their interactions with one another and the goods and amenities they utilize. The widespread acceptance of digital advertising strategies has considerably aided in the personalization of marketing, as companies are increasingly interacting with and getting feedback from specific users and customers. Due to its extensive usage, social media has consequently become essential as a tool for internet marketing.

The quality of the content, participation, and interaction with other media platforms are all major determinants of how effective social media marketing is (Pradiptarini, 2011) and there are conflicting results about the relationship between a company's social media activity and its results. Social media networks allow businesses to exchange information with their customers, advertise events involving their goods and services, run promotions, and look into new business opportunities.

Mobile application for marketing implies the use of the portable media as a means of marketing communications (Bauer, Barnes, Reichardt & Neumann 2005). With short messaging being the most popular and extremely effective for building brand recognition, mobile applications provide

many networks to contact clients through a variety of techniques. These networks range from short messaging services, images, videos, and multimedia messaging service to the mobile Internet. Applications for mobile devices are made for “quick messaging and are used for reminders, updates and confirmations. The remarkable success of SMS is credited to its strategic features, such as ease of use, low cost, message forwarding ability, and unobtrusive nature” (Doyle 2011).

Websites generates new ways of communication, cooperation and content sharing (Enders, Denker, Hungenberg & Mauch 2008). Most businesses have websites that outline their primary business operations as well as their available goods and services. Due to the abundance of websites available on the internet, promoting one's products or services can prove to be a challenging task. Therefore, businesses often utilize an SEO approach to enhance their online presence and attract a higher volume of relevant visitors to their website. This strategy aims to improve both the quantity and quality of traffic received by the company (Khraim 2015). The greater the frequency with which businesses having superior website rankings show up at the pinnacle of the search outcomes page, the higher the possibility of potential customers visiting those websites. Search engine optimization (SEO) concentrates on exploring images, nearby search, video exploration, current affairs exploration, and vertical exploration as per the industry. SEO offers multiple tactics such as enhancing links from other webpages to the company's website, modifying the website's content, and reorganizing the contents of the website. The efficacy of a main website in luring visitors can be enhanced by additional measures such as engaging in social media activities, regularly updating the website content, and establishing subordinate websites that are interconnected with it (Khraim 2015)

Electronic mail (E-mail) is a fascinating and pioneering approach that aids in promoting interactive marketing. Kinnard (2000) define e-mail marketing as the act of conveying marketing communication to recipients who primarily request for it while Roberts and Berger (1999) define Email marketing is a type of marketing that focuses on providing information to customers through electronic mail. It is an interpersonal marketing strategy that is conducted with a strong emphasis on maintaining customer privacy and accountability. These definitions make it quite obvious how permission-based, targeted email marketing differs from random, unplanned mass mailings. Email-marketing entails sending product information to both present and future customers via email. To create trust and loyalty with current consumers in order to encourage

repeat business and attract new customers, it comprises using email to disseminate promotional information and solicit sales. Utilizing an individual client analysis, email marketing is a direct and interactive marketing method used to attract and keep customers (Tapp, 2000). E-mail marketing is regarded as “cost-effective favorite method of communication for many people and can be customized for each recipient. It allows easy interaction, it is traceable and its effects readily measured. Performance of e mail marketing is enhanced by seeking the clients’ permission to be contacted by the marketer at any time through e-mails” (MacPherson, 2001).

2.1.3 Organizational Performance

Lebas and Euske (2006) define performance involving of financial and non-monetary pointers which offer indication on the mark of achievement of the organization’s objective. Lebas (1995), clarify that performance ought to be maintained by philosophies of performance management which contain the legitimacy of cause-effect association between variables. Performance measurement has been restricted to a financial viewpoint, resulting to various boundaries like stress on the inside factors of the company and delayed convenience of performance-related evidence. To overcome these limitations performance has to be measured as a multidimensional subject. Decent organizational performance can be achieved by refining product quality, refining production efficiency, and better responsiveness to clients’ requirements.

There are other factors that regulate organization’s performance in addition to money. From the several literature review, performance may be summed as valued contributions to accomplish the objectives of a firm in an assumed time period (Anthony, 1965). Performance of an organization can thus be evaluated in several dimensions namely a company’s productivity, its efficiency, the profitability, and lastly its market share. Performance assessment includes identification, nursing and communication of the outcomes by means of performance indicators (Brudan, 2010). Marketing performance management include: marketing planning, implementing, and evaluating marketing outcomes for performance enhancement. In the floriculture area numerous features add to the entire monetary performance of the firm. The product quality, productivity features, the operational costs, marketing ability of the firms and tax inferences all have a bearing on performance.

2.1.4 Measurements of Organizational Performance

Companies that are motivated by profit should also be motivated from a customer satisfaction viewpoint. If clients are pleased, they buy more; endorse products and services to others resulting in profit growth. Though this stress on profit owes mostly to tough shareholders, it does place much weight on hard (financial) aids that are usually counted in monetary terms (Hancott, 2005). However, keeping in mind that the current study attempts to examine the performance of public organizations which mention to organizations that happen for the determination of providing community services to the society in Saudi Arabia, monetary positions and principles are not appropriate as these organizations are not anxious about profit as profit is not amongst their objectives and strategies.

When objective performance data are not available, subjective (perceptual) performance actions can be an applied alternative (Allen & Helms 2002; Delaney & Huselid 1996; Dollinger & Golden 1992; Kim 2005; McCracken, McIlwain, and Fottler 2001; Schmid 2002). However there is constant doubt with self-reported and perceptual measures of performance, there is evidence of a high correlation between perceptual and objective actions at the administrative level. Dess and Robinson (1984) establish a strong positive correlation among perceptual data and financial performance measures. Previous literatures have recognized that measures of supposed organizational performance correlated positively to objective measures of organizational performance as well (Delaney & Huselid, 1996; Dollinger & Golden 1992; McCracken, McIlwain, & Fottler 2001; Powell, 1992; Seldon & Sowa, 2004).

2.1.5 Theories of Organizational Performance

Organizational theory has shaped an excess of models discovering organizational performance; actually, some researchers have detailed that there are as various models as there are studies of organizational performance. Formerly, there are a diversity of explanations recognized to the perception of organizational performance due to its subjective nature. Because of the subjective landscape of organizational performance definition, there is no overall arrangement in the literature on the standards to be used in measuring the organizational performance (Bolman, L. G., & Deal, 2003; DeClerk, 2008; Scott, W. R., & Davis, 2015). However, organizational performance definite in the following six main approaches.

2.1.5.1 Goal Approach

Shareholders govern a detailed purpose to form organizations. Organizational performance echoes the capacity of an organization to achieve its shareholders' wishes and persist in the market (Griffin, 2003). Also, organizational performance is known as the consequence of the movements or activities, which associates of organizations carried out to measure how healthy an organization has achieved its objectives (Chung, R-G., and Lo, 2007; Ho, 2008). So, organizational performance is the capacity of the organization to attain its goals.

Goal accomplishment is one of the vital standards to identify the performance of an organization. Regarding the achievement or non-achievement of organizations' objectives and goals, repeated assessments carried out as Etzioni's (1960) beliefs. But, in Etzioni's (1960) proposition, the resources that an organization requires to accomplish its objectives and ambitions were not taken into thought. Similarly, Didier (2002) considers that the performance contains "achieving the goals that were particular to you in a junction to enterprise directions." In his view, performance is not a mere finding of the result, but rather it is the result of a contrast between the outcome and the objective.

Some additional scholars, such as Chandler (1962) and Thompson (1967), cherished the notion of organizational performance parallel to that of Etzioni (1960). Cherrington (1989) defined organizational performance as a thought of success or effectiveness of an organization, and as a sign of the organizational manner that it is carrying out successfully to accomplish its objectives effectively. Scholars like these claim that the decisive criterion of organizational performance is its development and long-term persistence. So, what these definitions had a mutual was the effectiveness or realization of the objective constituent of organizational performance

2.1.5.2 System Resource Approach

This approach notices the association between the organization and the environment. Concerning this approach, Cutler et al. (2003) thought that an organization is vigorous when it takes the advantage of its environment in the attainment of high value and unusual resources to support its operations. Previously, Lorsch (1970) has also recommended for measuring organizational performance centered on two factors, i.e., a decent fit amongst the organization and environments; and a good fit amongst the organization and its providers. He supposed that the performance of an organization has predictable to be extra successful if there are well-organized processes between the society and its atmosphere and its staff (Lorsch, 1970).

Staff associates have a vital role in the well-organized processes of an organization. That is why Adam (1994) reflected organizational performance as seriously reliant on the employees' performance excellence. He supposed that in order to guarantee high-quality organizational performance, it is vital to have consistent experience of the staff of the company to new and up-to-date knowledge and skills, which would, in turn, benefit them keep up with the new variations happening in the market, and eventually improve the quality of organizational performance. A vigorous organization with a high standard of performance level is the one that retains its customers' stresses satisfied (Adam, 1994; Harrison, 1999). The thoughts of the above scholars delivered the organizational performance conception with a new dimension, i.e., relevancy or client satisfaction, although its failure to resolve the disagreement in the concept.

2.1.5.3 Social System Approach

In this approach, performance has been defined as the level to which a business, as a societal system with particular resources, can accomplish its goals without being obliged to undermine its resources and means or putting extreme pressure on its employees, which means the idea of performance dispensed with both organizational means and ends (Georgopoulos, 1957). Similarly, in the 1980s, performance has been defined as a social system, which an organization might reflect both its means and ends (Robbins, 1987). Lupton (1977) preserved the concept of organizational performance most wisely and explicitly in comparison with other scholars in the same period. According to Lupton, in an active organization, the efficiency rate and levels of satisfaction and motivation of its associates are high, while rates of turnover, costs, labor unrest are low or absent. However, according to Katz (1978), efficiency (the ratio of output to input) and the effectiveness of an organization were comparable, both dynamic constituents of the general organizational performance, the total revenues of all types evaluated through exploiting efficiency and effectiveness. Thus, the social system approach concentrated on the productivity of an organization, which is the other significant dimension of organizational performance concept.

Subsequently, in the first years of the twenty-first century, the definition of organizational performance mostly focused on the capability and ability of an organization to competently exploit the accessible resources to realize accomplishments constant with the customary objectives of the company, as well as bearing in mind their significance to its users (Peterson, W., G. Gijbers, 2003). In this meaning, the three general fundamentals of organizational

performance, i.e., “efficiency,” “effectiveness,” and “relevancy,” have been taken into attention. Likewise, Neely (2007) considers that performance ought to deliberate quantifying the efficiency and effectiveness of activities. Both qualitatively and quantitatively quantification conveyed the efficiency and effectiveness of performance. Efficiency and effectiveness connected to performance according to the definition of Neely (2007) and other authors. Equally, the performance of an organization has said to be able to address wider areas, including the link between performance and organizational goals (effectiveness), organizational resources (efficiency); and, the satisfaction of the stakeholders (relevancy).

2.1.5.4 Subjective Approach

Subjective approach supposed that performance is not an objective reality, coming up somewhere to be measure and evaluated, but a socially fashioned reality that exists in people’s attentions, if it occurs somewhere (Wholey J., 1996). According to the author, performance related to the economy, efficiency, effectiveness, and cost-effectiveness, or equity. Also, it may contain constituents, products, consequences, and impact. On the other hand, performance is a future-oriented design to reveal the particularities of each organization/individual on a causative model concerning components and products (Lebas, 1995). He defines a “successful” business as one that will attain the goals set by the management alliance, not essentially one that achieved them. Thus, performance is reliant on as much capability and future. Therefore, performance considers as subjective and interpretive, not least, is related to the cost lines, which emphasizes the ambiguous of the concept (Lebas, 1995; Wholey J., 1996).

2.1.5.5 Constituency Approach

According to the constituency approach, an organization is effective when multiple stakeholders perceive the organization as effective (Agle, B. R., Nagarajan, N. J., Sonnenfeld & Srinivasan, 2006). Organizations utilize its relationships with stakeholders to accomplish both organizational goals and stakeholder goals (Freeman, 1984). Stakeholders did not consider as organizational constraints. Instead, they are a resource to accomplish organizational objectives. Organizations with more control over resources are probable to have the greatest effect on the performance (Scott, W. R., & Davis, 2015). Consequently, achieving objectives includes satisfying at least the negligible interests of all stakeholders.

2.1.5.6 Competing Values Approach

Competing values approach conditions that organizational goals will be shaped in different ways by multiple interest groups as a result of their diverse expectations (Cameron, K. S., Quinn, R. E., DeGraff, J. & Thakor, 2014). Therefore, organizations could have different standards to measure performance. According to Cameron et al. (2014), stakeholders provision the compliance of their organizations; they want them to be flexible, stable, and effective. So, an effective organization is a consequence of a high degree of association and assurance amongst stakeholders through workgroups and management (Cohen, A. R., & Bradford, 2005).

2.2 Empirical Review

According to Kithinji (2014), the utilization of digital marketing allows businesses to expand their customer base, increase brand recognition, and address customer grievances, ultimately leading to better financial performance. Websites play critical role in the implementation of digital marketing and (Mwarania, 2012), connects this to increase in market share and profitability of tour firms in Kenya.

The insurance industry has witnessed a surge in policy sales due to the adoption of digital marketing channels for advertising, promotional activities, and customer service. These platforms have effectively raised brand and product recognition, resulting in the expansion of sales networks and an increase in market share. According to reports, website marketing can help insurance companies get data about potential customers who visit their websites (Hossinpour, Hasanzade, & Feizi 2014).

There aren't many researches on digital marketing and organizational success in the farming industry. Taleghani, Akhlagh and Sani (2013), found that Iranian pistachio exporting enterprises' performance is directly impacted by digital marketing. By boosting asset turnover, export share, revenue, and export growth as well as client acquisition and retention in export markets, the organizations improve their financial and non-financial performance.

To ascertain the impact of digital marketing on a hotel's performance, a research of the hospitality sector and hotel management was done. The study revealed that using information technology-based systems and equipment for marketing objectives can considerably boost performance since it was effective at capturing customers' attention because it was quick to act

and gave them the information they needed directly (Melián-González & Bulchand-Gidumal, 2016).

Additionally, it has been reported that social media and hotel websites have an impact on visitor behavior. The research discovered that websites and social networking platforms affect customers' perception by providing information, entertainment, social interaction, and gratification, which ultimately impacts their intent to buy. (Aluri, Slevitch, & Larzelere, 2016).

Investigations have revealed that an increasing number of individuals are resorting to electronic means for conducting commercial transactions and other business activities. However, a paucity of comprehension regarding the digitalization trend has led to a dearth of evaluations on the influence of digital media on economic performance in several nations (Apenteng & Doe, 2014).

Chung et al. (2014) in their work examining the top 100 Korean firms proved that by putting great effort in managing social media, a firm achieves high financial performance. Innovations in the field of marketing and sales promotion have a favorable impact on the overall performance of a company as they enable the company to secure a more profitable edge over its competitors in the market. The financial effectiveness achieved through marketing innovations is a long-lasting competitive advantage, which helps in product distinction and an increase in the consumption of the product.

Pelsmacker, Tilburg, and Holthof (2018) research on digital marketing strategies and tactics, conducted in 132 Belgian hotels, show that review volume drives room occupancy and reviews the impacts of RevPar valence. The amount and quality of online reviews are impacted by digital marketing strategies and methods, which also have an indirect impact on hotel performance. This is more outspoken in chain hotels and star hotels than in independent hotels or lower-tier hotels. Meanwhile, another research by Royle and Laing (2014) shows that the communication industry requires the development of direction for optimal procedures, concentration on assessment measures, preparation for the future, and incorporation of strategic planning.

2.3 Research gap

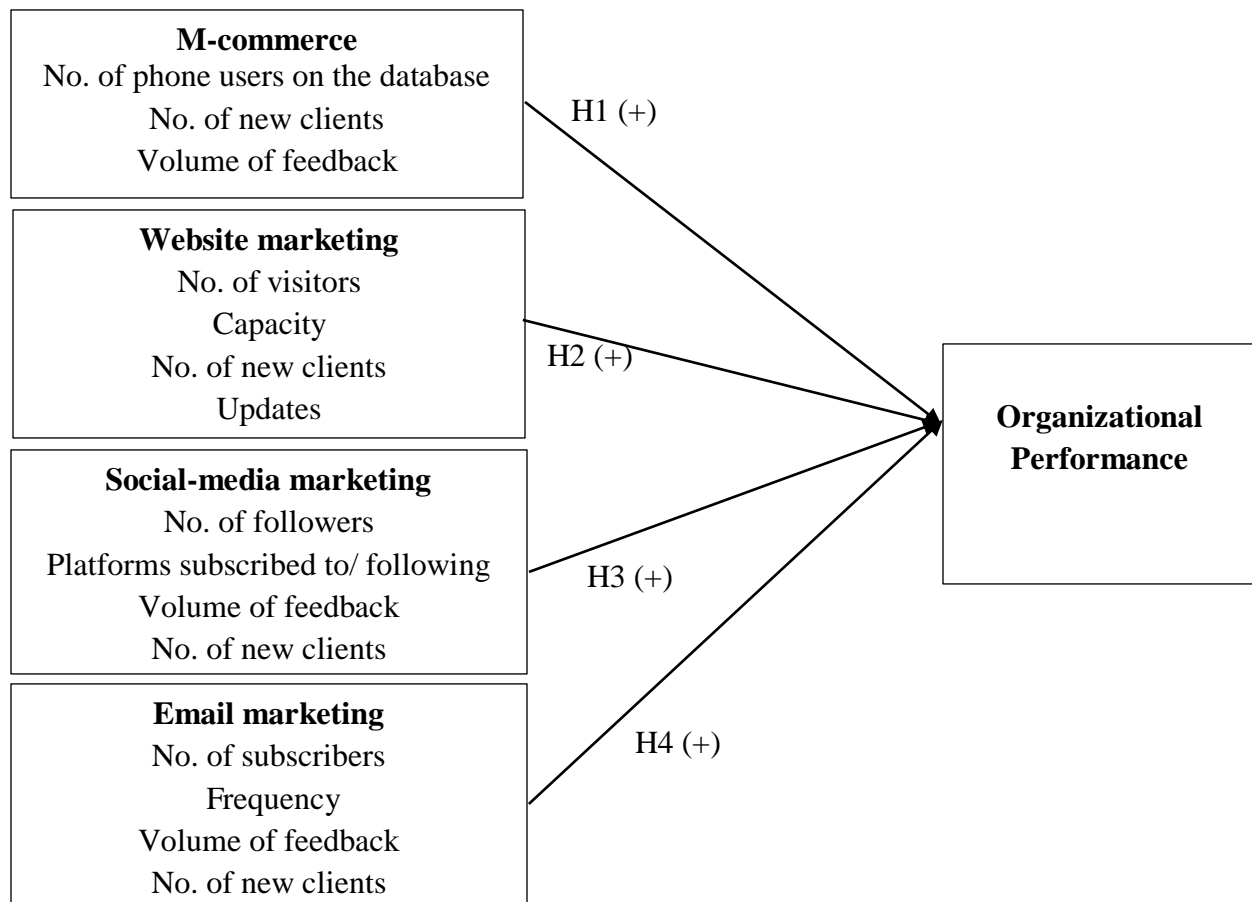
As it can be seen from the empirical review above, almost all of the studies reviewed above are not conducted locally. So, it is possible to identify the gap in local studies that link Digital Marketing and Organizational Performance. Additionally, previous literatures on the subject matter focused on the hotel sector as little attention is given to the telecom sector. Thus, this

study fills the gap in the previous literatures by examining the effect of Digital Marketing on the organizational performance taking evidence from Ethio-Telecom at the head quarter.

2.4 Conceptual Framework

The independent variable was digital marketing strategies which includes mobile phone marketing (M-Commerce), website marketing, social media marketing and email marketing while dependent variable was performance of Ethio-Telecom

Figure 2.1 1 Conceptual Framework



Source: Janerose, (2015)

Based on the literatures reviewed the study came up with the following hypotheses

H₁: M-commerce has a positive & significant effect on organizational performance of Ethio-Telecom.

H₂: Website marketing emotion has a positive & significant effect on organizational performance of Ethio-Telecom.

H₃: Social-media marketing has a positive & significant on organizational performance of Ethio-Telecom.

H₄: Email marketing has a positive & significant effect on organizational performance of Ethio-Telecom.

CHAPTER THREE

3 RESEARCH METHODOLOGY

3.1 Research Design

The study employed both descriptive and explanatory research designs. The descriptive research design enables to describe a phenomenon and its characteristics (Hussein, 2015). The study employed descriptive study type in collecting data to assess the Digital Marketing practices of the company. Furthermore, the study makes use of explanatory analysis to examine the effects of four Digital Marketing Strategies on the organizational performance. Explanatory research is conducted when researcher encounters an issue that is already known and has a description of it, but an understanding is required to existing by discovering and measuring casual relations among issues in hand (Grey, 2014). Explanatory study also used to identify the relationship between the four independent variables and the organizational performance of the company under study.

3.2 Research Approach

The study employed quantitative approach in an effort to identify the relationship between the dependent variable (organizational performance) and the four independent variables. According to Bryman (2012) defined quantitative research as, “A research strategy that emphasizes quantification in the collection and analysis of data”. It means “quantitative research denotes amounting something. This research method attempts to investigate the answers to the questions starting with how many, how much, to what extent” (Rasinger, 2013).

3.3 Data Type and Data Source

3.3.2 Primary Sources

This data collected first-hand from the research participants or employees of the company at head office in Addis Ababa, it is direct and factual, and therefore it is considered the most important type of data (Creswell, 2013). The survey questionnaire circulated randomly to different sets of people of different age groups in the company, ranging from the marketing managers, employees, management from different hierarchy levels in order to get the data from a

diverse range; and they contacted through the human resource department of the company under study.

3.4 Population and Sample size

3.4.2 Target population

Ethio telecom comprises different interrelated departments. This classification is made based on variety in nature of their tasks. As of now the organization has number of permanent employees of 1501 and this number would be the total population of the study. Samples from each strata i.e. human resource, finance, technical support and others were taken.

3.4.3 Sample Size

The target populations of the study were employees from the head office of Ethio Telecom. Sample size was calculated using Yamane's formula (cited in Israel, 1992). The sample size is the actual member of subjects chosen as a sample to represent the population (Sekaran and Bougie, 2010).

$$n = \frac{N}{1+Ne^2}$$

Where, n = the size of the sample

N = the size of the population= 1501

e = the margin of error=5%

$$n = \frac{N}{1+Ne^2} = \frac{1501}{1+1501*(0.05)^2} = 315.8 \approx 316$$

3.5 Sampling Technique

By taking into consideration the nature of the study and organizational structure, the study employed stratified sampling technique so as to get a representative sample for each stratum in the organization. Simple random sampling technique used to decide study participants from each stratum by giving equal chance of participation in the study.

3.6 Data Collection Procedure and Tools

The study used questionnaire as the main source of data collection tool. The questionnaire for this study comprised contents which are displayed to measure the organizational performance of Ethio-Telecom with respect to the four independent variables. The questionnaire have three parts i.e., items to collect demographic data of participants, Likert scale items to evaluate DM

implementation of the company under study, and finally, organizational performance of the company was measured.

As much as possible, the study tried to involve employees of the company from different position as the nature of the study requires that level of distribution. Hence, selected employees holding low, middle or senior management positions and other non-manager participants/employees were target participants. In this regard, the study has better representatives of population and allow researcher to use this methods (Hair, et al., 2002). Employee participants were contacted through their human resource department of the company as they were assured about the confidentiality and anonymous of their details, and it was entirely voluntary.

3.7 Data Analysis

Respondent's attitude towards the area under study gathered through questionnaire as it has been depicted above. After collecting data from respondents the next task ahead was editing and checking the responses to see if they are fit to be coded and analyzed. Afterwards the data from the questionnaire was coded to the Statistical Process for Social Science (SPSS). The results from the SPSS were displayed in tabular (table) form to give a clear image on the information about the respondent's response to each variable. The data from SPSS was analyzed using descriptive statistical tools such as frequency, minimum, maximum, mean and SD (standard deviation). The relationship between Digital Marketing strategies and organizational performance was analyzed with the help of inferential statistic through correlation and regression.

3.8 Validity and Reliability

3.8.2 Validity

The degree to which a test or assessment measures what we actually want to measure is referred to as its validity. (Kothari, 2004) To assess the validity, an extensive examination of the literature was conducted first, and survey questions were adapted and tested for validity. Before data collection, the instrument and research approach was revised and commented on by a professional advisor. In addition, the research purpose was publicized, and sample questionnaire was distributed to some selected employees at different positions of headquarter of Ethio-Telecom.

3.8.3 Reliability

The reliability of an experiment, assessment or any assessment process is determined by the consistency in the outcomes obtained during multiple attempts (Carmines and Richard, 1979). A study's reliability is “a pre-requirement for the result to be interpretable and help for generalization” (Ghiselli, 1981). Cronbach's coefficient alpha was employed to assess the internal consistency (reliability). Cronbach’s alpha was used to check the reliability of the main tool of data collection for this study, which is questionnaire. Cronbach’s alpha regarding each variable was above 0.70. Thus, it is possible to conclude that the data for this study is reliable.

Table 3.1 1 Reliability analysis results

Reliability Statistics		
Variables	Cronbach's Alpha	N of Items
M-Commerce	.711	7
Web-Marketing	.803	7
Social-Media Marketing	.811	8
E-mail Marketing	.839	6
Organizational Performance	.841	7
Overall Cronbach’s alpha	.757	5

Source: Own Survey, 2023

3.9 Ethical considerations

The researcher was followed ethical ways in undertaking this study. Participants signed prepared informed consent. Employees or study participants were guaranteed about the confidentiality of information and identity of individuals will not be mentioned in the study.

CHAPTER FOUR

4 DATA PRESENTATION, INTERPRETATION AND DISCUSSION

4.1 Response Rates

316 questionnaires were distributed to employees and managers of Ethio-Telecom at the Head quarter. However, after having screened the collected questionnaires for missing data and other discrepancy, it was found 297 valid and usable questionnaires for statistical analysis. According to Mugenda (2003); Cooper and Schindler (2014), 50% response rate is adequate for analysis, while 60% is good and 70% excellent response rate for analysis. Therefore, the response rate of 94% is excellent to proceed with data analysis.

4.2 Demographic Information of Respondents

The general background information about the respondents is presented here. Respondents were studied for their gender, age, experience being an employee of the company, qualification, and department they are working in.

Table 4.1 1 Profile of respondents

Characteristics of respondents		Frequency	Percentage
Gender	Male	136	45.8
	Female	161	54.2
	Total	297	100.0
Age	20 - 27	4	1.3
	28 - 35	199	67.0
	36 - 45	61	20.5
	46 - 55	33	11.1
	Total	297	100.0
Experience	1 – 5	13	4.4
	6 – 10	146	49.2
	11 - 15	78	26.3
	16 and Above	60	20.2
	Total	297	100.0

Qualification	First Degree	142	47.8
	Masters	155	52.2
	Total	297	100.0
Working Position	Top manager	135	45.5
	Customer service manager	38	12.8
	IT technical	115	38.7
	Front-line Employee	9	3.0
	Total	297	100.0

Source: Own Survey, 2023

The table above essentially portrays a part of 45.8:54.2 between male and female respondents separately. This study result appears that most of the respondents of the study are females. This shows that there is no huge difference among female and male employees and presence of large number of female employees in the company.

The lion's share (67.0%) of the respondents is between the age of 28 and 35 years. The table over appears that most of the participants are youthful within the head office of Ethio-Telecom. Another significant rate of 20.5% of the respondents are between of 36 and 45. This still appears that the park is built with essentially high number of youthful employees as only 11.1% of them are in between 46 and 55. This shows that the company have a huge advantage in creating Digital Marketing Platforms as majority of its employees are young could easily be exposed to latest technologies and trends of Digital Marketing in helping their company triumph in the business undertakings.

As can be seen from the above table, the lion's share of respondents stayed much longer in the company. Particularly, 49.2% of the respondents have an involvement between 6 - 10 years, while 26.3% of the respondents have been employed for 11 - 15 years, and 20.2% of the respondents have been working within the company from 16 and above years. This shows that the current employees in the company are capable of reflecting on the emotional intelligence of leaders and on the motivation of employees taking consideration from their company's perspective.

Majority of the respondents are Master’s degree holders and they are counted for 52.2%. The remaining 47.8% of employee participants of the company are first degree holders. This result suggest that majority of the employees in the company have a good educational background.

4.3 Data Analysis related to the Study

4.3.2 Descriptive Statistics

Descriptive statistics in this study is employed to capture employee’s perception towards each variable/factor in the study and their respective effect on their performance. Each variable is subject to 5-scale Likert measurement aiming to measure the responses in range of 1-5. As it has been discussed in the questionnaire, 1 represents strong disagreement, 2 is for disagree, neutral is represented with 3, 4 stands for agree, and 5 for strong agreement level. Mean and standard deviations have been used to reflect the perception of employee of the organization towards each variable as it is displayed in the table below. In this regard, the mean value can be interpreted as;

Table 4.2 1 Interpretation of Mean Score

Mean Score	Interpretation
4.51 – 5	Very good/excellent
3.51 – 4.50	Good
2.51 – 3.50	Average/moderate
1.51 – 2.50	Poor
1 – 1.50	Very Poor

Source: Norasmah and Sabariah, (2011)

Table 4.3 1 Descriptive Analysis of Digital Marketing Strategies

Descriptive Statistics			
	N	Mean	Std. Dev.
M Commerce	297	3.66	.52
Web Marketing	297	3.50	.47
Social Media Marketing	297	3.92	.52
Email Marketing	297	3.45	.47

Source: Own Survey, 2023

The Study aimed to assess the level of Digital Marketing strategies in Ethio-Telecom and in this regard, this study used the grand mean of each Digital Marketing strategy. Accordingly, M-Commerce has registered large amount of respondent's agreement on its application as Digital Marketing strategy. The grand mean value of 3.66 shows that M-commerce application has been at a good level in the company. The result is expected considering the recent campaigns regarding M-Commerce applications such as tele-birr and other different applications delivered by Ethio-Telecom. This shows the company's involvement in Digital Marketing activities. Commercial operations have recently been impacted by mobile phones. This is evident in multiple domains such as promotions, sales, introduction of fresh merchandise, and innovative payment approaches. The most recent innovation in Ethiopia has been the usage of mobile phones to make payments, which has completely changed how commerce is done among commercial entities. According to Anurag, Tyagi and Raddi (2009) As a more convenient way to transmit money to their suppliers and business partners, mobile payments offer a system that is portable, inexpensive, and usable anywhere.

Web-Marketing is also assessed descriptively and the grand mean value of 3.50 if found to indicate that web marketing was not as satisfactory as M-commerce. The study finding indicate that there is moderate activities regarding web-marketing for many different reasons such as the tradition of using websites by organizations and individuals is not effective and websites mostly being used for advertisements and give information to customers which might well suit highly civilized society. Thus, the observation is that the findings from this study are in contradictory to previous studies of Wandaka (2009) and Costa (2010) who observed that websites presented a chance for businesses to promote their goods, provide details, and amusement to prospective clients. It was further noted that, the descriptions of websites were advantageous in providing an overview of a company's online footprint, while online marketing had a favorable impact on the efficacy of advertising and the reach of these businesses. (Constantinides, 2006).

Social media marketing one of the Digital Marketing strategies with huge acceptance in view of participants earning average response mean of 3.92. The result is expected as the nature of current business undertakings are highly dependent on using social media as a medium to create large of share of customers through advertisement and challenges aiming to introduce the product/services of a company. In this regard, Ethio-Telecom is one of most well-drilled companies in Ethiopia in having active engagement on different social media platforms.

Similarly, previous literatures such as Chaffey, (2007) said that social media has a powerful role to play when it comes to marketing an enterprise's brand online. Additionally it is mentioned that social marketing means building a business through social sites, like viral videos, blogs, twitter and Facebook, because this strategy gives the enterprise exposure (Costa, 2010).

E-mail marketing in Ethio-Telecom found to be in the moderate level as justified by the average mean value of 3.45. E-mail marketing mostly conducted in B2B (business to business) and involving transmission of product/service information via email to existing and potential customers. And, considering the nature of the product/service that Ethio-Telecom delivers to its customer's one could easily understand that the use of Email-Marketing is not as effective as the rest Digital Marketing strategies of the company and the study also revealed that the E-mail Marketing strategies of the company is at the moderate level. But, studies such as MacPherson, (2001) pointed out that since email marketing can be customized for each recipient specifically, many people consider it to be their preferred and most economical form of communication. It enables straightforward and easy interaction is measurable, and its outcomes are effortlessly calculated. On the other end, Tapp (2000), said Email marketing is a type of direct and marketing approach that is employed to attract and keep customers by looking at each one individually. The very nature of direct and interactive marketing to acquire and retain each customer makes e-mail marketing so difficult for companies such as Ethio-Telecom, considering the large base of customers the company acquires.

4.4 Inferential Analysis

4.4.2 Linear Regression Assumption Tests

Prior to conducting inferential analysis, the study looked for to decide if the data gathered abused any fundamental regression assumptions. Collinearity, linearity and normality tests have been employed.

4.4.2.1 Collinearity Test

Study objectives has been kept in mind in conducting Collinearity tests and normality plot has been made on the residuals of the regression model in testing the relationship among the independent i.e. the four leadership styles and employee performance of the organization under study. The motive behind conducting multicollinearity is to point out any inter-dependency

among independent variables of the study. (Saunders, Lewis, & Thornhill, 2009) The rule of thumb is that VIF (Variation Inflation Factor) factors yielded should not exceed 10.

Table 4.4 1 Collinearity Analysis Results

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	M-Commerce	.678	1.476
	Web-Marketing	.659	1.516
	Social-Media Marketing	.948	1.055
	E-mail Marketing	.699	1.430
a. Dependent Variable: Organizational performance			

Source: Own Survey, 2023

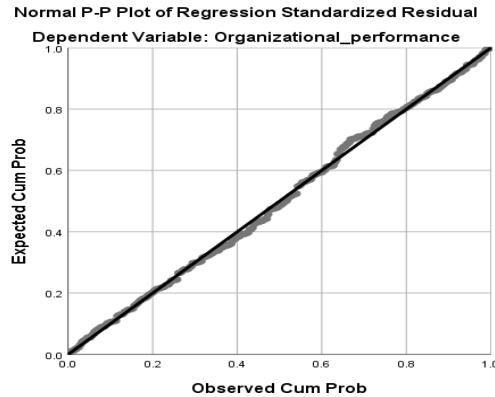
The results from the collinearity analysis in the model above shows all variables with VIF factor below 10; M-Commerce (VIF = 1.476), Web-Marketing (VIF = 1.516), Social-Media Marketing (VIF = 1.055), and E-mail Marketing (VIF = 1.430). Accordingly, a collinearity assumption has met by the study. Since no issue of collinearity is observed, it possible to run the regression analysis.

4.4.2.2 Linearity Test

The researcher conducted normality test to check if eth data which is being used for regression is gathered from normally distributed population.

As it can be seen from the Normal Probability plot it is possible to say the data is obtained from normally distributed population as all the points on the plot are close to the diagonal or normality line.

Figure 4.1 1 Normal Probability Plot

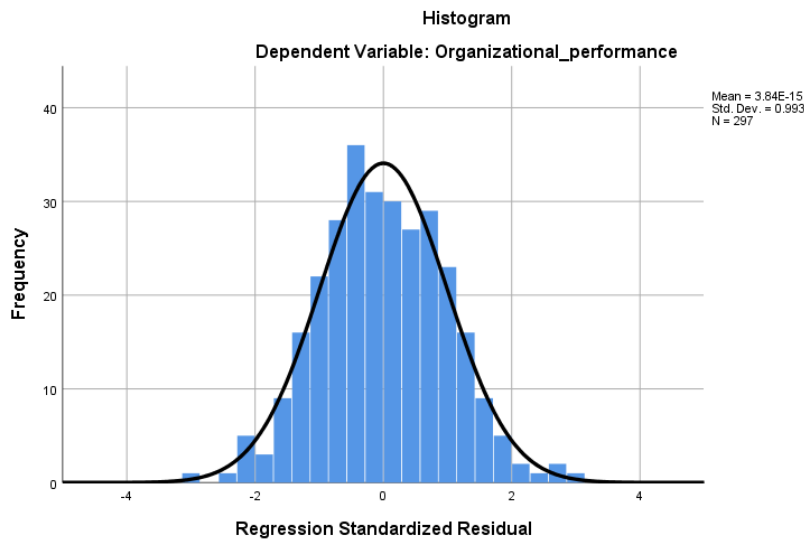


Source: Own Survey, 2023

4.4.2.3 Normality Test

Normality test is conducted to check the data which has been used in the regression analysis is extracted from normally distribution of the population. The result has been shown in the following table. The fundamental criterion is that “if either of these values for skewness or kurtosis are less than ± 1.0 , then the skewness or kurtosis for the distribution is not outside the range of normality, so the distribution can be considered normal. If the values are greater than ± 1.0 , then the skewness or kurtosis for the distribution is outside the range of normality, so the distribution cannot be considered normal” (Ababio, 2022).

Figure 4.2 1 Normality Plot



Source: Own Survey, 2023

The most obvious way to tell if a distribution is approximately normal is to look at the histogram itself. As it can be seen from the graph above the graph is approximately bell-shaped and symmetric about the mean, it is usually assumed normality. So, the distribution can be considered normal.

4.4.3 Correlation Analysis

The study conducted Pearson correlation to identify the type of association/ correlation i.e. positive or negative among the predictor or independent variables (M-Commerce, Web-Marketing, Social-Media Marketing, and E-mail Marketing) which are correlated with the dependent variable (Organizational performance).

Table 4.5 1 Correlation Analysis Results

Correlations						
		MC	WM	SMM	EM	OP
MC	Pearson Correlation	1				
	Sig. (2-tailed)					
WM	Pearson Correlation	.502 ^{**}	1			
	Sig. (2-tailed)	.000				
SMM	Pearson Correlation	.205 ^{**}	.089	1		
	Sig. (2-tailed)	.000	.126			
EM	Pearson Correlation	.448 ^{**}	.489 ^{**}	.169 ^{**}	1	
	Sig. (2-tailed)	.000	.000	.004		
OP	Pearson Correlation	.098	-.293 ^{**}	.539 ^{**}	-.184 ^{**}	1
	Sig. (2-tailed)	.002	.000	.000	.001	
	N	297	297	297	297	297
**. Correlation is significant at the 0.01 level (2-tailed).						
Key: MC - M-Commerce, WM - Web-Marketing, SMM - Social-Media Marketing, EM - E-mail Marketing, and OP - Organizational Performance						

Source: Own Survey, 2023

The findings above show that there is significant and negative correlation in between the two independent variables such as web-marketing and e-mail marketing and organizational performance with the value of $r = -.293^{**}$ and $-.184^{**}$ and $p = .000 < 0.05$. Whereas, M-

commerce and Social-media marketing found to have significant and positive association with employee motivation. The correlation is justified by r value of .098 and .539** and p = .002 and 0.000 respectively.

4.4.4 Regression Analysis

The correlation analysis above showed the association among dependent and independent variables of the study and in conducting the regression analysis the study identifies the magnitude of relationship among Digital Marketing strategies and Organizational Performance.

Table 4.6 1 Summary for Regression

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 ^a	.707	.694	.29399
a. Predictors: (Constant), Email Marketing, Social Media Marketing, M Commerce, Web Marketing				
b. Dependent Variable: Organizational Performance				

Source: Own Survey, 2023

The model fitness table above shows that multiple correlation coefficients(R) of all predictors together is .841 or 84.1%. This implies that the presence of large relationship among predictor variables like Email Marketing, Social Media Marketing, M Commerce, Web Marketing and organizational performance of Ethio-Telecom. R Square is .707 (70.7%) and adjusted R square is .694 that is driven or predicted from organizational performance of Ethio-Telecom. This value suggests that the data in the regression is a good fit.

4.4.4.1 Regression Coefficients

Table 4.7 1 Multiple linear regression model of the Digital Marketing Strategies

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.728	.217		12.546	.000
	M-Commerce	.242	.047	.267	5.165	.000
	Web-Marketing	-.370	.052	-.371	-7.078	.000
	Social-Media Marketing	.500	.039	.554	12.680	.000
	E-mail Marketing	-.214	.050	-.215	-4.234	.000
a. Dependent Variable: Organizational performance						

Source: Own Survey, 2023

Table above uncovers the result of multiple regression analysis between dependent variable (Organizational Performance) and Email Marketing, Social Media Marketing, M Commerce, Web Marketing).

Starting with M-commerce, the regression result shows that M-commerce has positive and significant effect on organizational performance. This is justified by ($\beta = .242$, $p = 0.000$). This can be explained as change in a unit of M-commerce result in increment in the organizational performance by .242 units keeping other variables constant. This result is congruent with the result from Arunga and Kahora (2007) who concluded that the mobile phone revolution has been highly advantageous for individual business owners and small enterprises in Kenya. This is due to the fact that they can currently economize, expand their customer outreach, and access innovative services. Additionally, “there have been relatively few studies focusing directly on the way mobile phones are used in enhancing productivity among the users in the developing world” Donner (2005).

Regarding web marketing, negative and significant relationship is appeared with organizational performance with $\beta = -.370$, $p = 0.000$. Consequently, change in a unit of web marketing result in a decrement in the organizational performance by .370 units keeping other variables constant. The findings of this study found in contradiction to most previous studies such as Rita et al., (2003), Wandaka (2009), and Costa (2010) who noted that web pages provide a chance for businesses to promote their merchandise, furnish details and amusement to prospective customers. It was additionally noted that, web site profiles served as valuable descriptive elements of a company's digital existence, while online marketing had a favorable impact on these businesses' ability to reach new markets (Constantinides, 2006).

Positive and significant relationship is registered for social-media marketing and organizational performance with ($\beta = .500$, $p = 0.000$). As a result, change in unit of social-media marketing result in an increase in the employee motivation by .500 unit keeping other variables constant. Similarly, a study conducted by Kimani (2014) States that the utilization of social media marketing has a constructive impact on a company's overall performance. This can be achieved through the strategic placement of ads on different social media platforms, as well as the creation of Facebook, Twitter, and Instagram pages for companies. These pages allow for increased

interaction between the company and its audience, enabling the promotion of products and services.

Finally, the relationship between e-mail marketing and organizational performance found to be negative and significant with ($\beta = -.214$, $p = .000$). This meant that a change in unit of e-mail marketing result in a decrease in the organizational performance by $-.214$ units keeping other variables constant. Again this study found to be inconsistent with the findings of previous studies as most of them reported that the use of email marketing has been very successful for enterprises in Europe and USA (Booth, 2009; Brodie, Winklhofer, Coviello & Johnston, 2007).

4.5 Model Specification

The researcher employed the following model to measure the effect of Digital Marketing strategies on the performance of the organization.

$$Y = (\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4) + \text{error term}$$

Where: Y = the outcome variable (dependent variable)

β_0 = the coefficient of the constant or y-intercept,

β_1 = the coefficient of the M-Commerce (X_1)

β_2 = the coefficient of the Web-Marketing (X_2),

β_3 = the coefficient of the Social-Media Marketing (X_3),

β_4 = the coefficient of the E-mail Marketing (X_4).

Error term = the difference between the predicted and observed value of Y

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \text{error term}$$

$$Y = .242 * \text{M-Commerce} - .370 \text{ Web-Marketing} + .500 * \text{Social-Media Marketing} - .214 \text{ E-mail Marketing}$$

As it can be seen from the regression model, social-media marketing of leaders found to be the most significant factor that affects the organizational performance of Ethio-Telecom.

4.6 Summary of Hypotheses

The study hypothesized that all variables would have significant effect on organizational performance of Ethio-Telecom and accordingly, the study accepted all hypotheses 1 and 3 and rejected hypotheses 2 and 4. The result from hypothesis has been summarized as follows;

Table 4.8 1 Summary of Hypothesis Result

Description	Result	Decision
Hypothesis 1	Sig (.000) & positive (.242)	Accepted
Hypothesis 2	Sig (.000) & negative (-.370)	Not accepted
Hypothesis 3	Sig (.000) & positive (.500)	Accepted
Hypothesis 4	Sig (.000) & negative (-.214)	Not accepted

Source: Own Computation, 2023

CHAPTER FIVE

5 SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Summary of Findings

The study identified four Digital Marketing strategies and their effect on the performance of Ethio-Telecom. Accordingly the independent variables were M-Commerce, Web-Marketing, Social-Media Marketing, and E-mail Marketing. Identification of these factors has been made on the basis of various researches and dissertations in acquiring more insights about Digital Marketing and organizational performance.

The study used descriptive analysis to assess the level of Digital marketing strategies in Ethio-Telecom. Accordingly, the result from descriptive analysis shows that m-commerce and social-media marketing strategies are on a good level in Ethio-telecom each registering an average mean value of 3.66 and 3.92 respectively. On the other hand web-marketing and e-mail marketing strategies of Ethio-Telecom found in medium level. The average mean value of 3.50 and 3.45 respectively.

Additionally, aiming to identify the relationship between the independent variables (Digital marketing strategies) and organizational performance in Ethio-Telecom the study conducted inferential analysis in terms of correlation and regression analysis. The findings from correlation analysis shows that web-marketing and e-mail marketing have significant and negative with the dependent variable organizational performance while m-commerce and social-media marketing strategies found to have significant and positive correlation with organizational performance.

Regression analysis is conducted to identify the magnitude of the relationship among independent variables and dependent variable. Accordingly, the study was able to identify that m-commerce and social-media marketing strategies have positive and significant effect on organizational performance in Ethio-Telecom. Web-marketing and e-mail marketing strategies on the other end, found to have negative and significant effect on the motivation employees in the company.

5.2 Conclusions

The study aimed to examine the effect of Digital Marketing strategies on the performance of Ethio-Telecom. Accordingly, the study collected data from both managers and employees of the company at the head office.

Descriptive analysis was conducted to identify the level of Digital Marketing strategies in the Ethio-Telecom and the result shows that the company has good experience of conducting m-commerce and social-media marketing strategies. The study revealed that Digital Marketing strategy such as Web-marketing and e-mail marketing are in the medium level. Regression analysis of the study yielded that m-commerce and social-media marketing strategies have positive and significant effect on organizational performance while web-marketing and e-mail marketing found to have negative and significant effect on the organizational performance.

5.3 Recommendations

- The study was able to show that the M-commerce and Social-media marketing strategies have a significant impact on the performance of the company. Therefore, the company should pay more attention to these two strategies of digital marketing.
- The study also revealed that Web-marketing and E-mail marketing are not on the satisfactory level in the company. Thus, marketers in the company should find a way to make sure that customers are adopted to such kinds of marketing platforms as they thought less costly.
- Furthermore, understanding the effect of digital marketing and organizational performance has a number of implications for human resource development in the company. The findings of this study delivered considerable evidence for the relationship among digital marketing and organizational performance in the telecom sector. Therefore, the researcher recommends that the knowledge obtained from this study should be used by the company under study to produce powerful tools for the selection, training and development of capable employees.
- To finalize future researches can be done by including additional digital marketing variables in different sectors which are adopting DM as a marketing tool.

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APPENDIX: SURVEY QUESTIONNAIRE

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

MASTERS OF BUSINESS LEADERSHIP PROGRAM

Dear Respondents,

I am a post graduate student of Business Leadership at Addis Ababa University, School of Commerce and conducting a research on “**The Effect of Digital Marketing Strategies on Organizational Performance; Taking Evidence from Ethio-Telecom**”. The research contributes towards the fulfillment of the Master of Arts in Business Leadership.

The validity of your response has great contribution for the success of my thesis. Thus, I would like to ask with due respect to give me the right response. All responses that you provide are strictly confidential and will be used only for academic purpose.

Instruction

- In filling the questionnaire you are not expected to write your name,
- put \surd or \times marks in the box provided
- Write your brief answers in the space provided

Thanks for your cooperation.

Sincerely,
Sinework Taye

SECTION A: DEMOGRAPHIC CHARACTERISTICS

- i. **Gender:** Male Female
- ii. **Age Group:** 20 –27 28-35
 36 –45 46-55
 56 and above
- iii. **Experience:** 0 –5 6 – 10
 11-15 16 and above
- iv. **Qualification:** First degree
 Masters PHD
- v. **Which division are you in?**
 - **Technical division**
 - **Commercial division**
 - **Support division**
 - **Others**

SECTION B: Digital Marketing Strategies Related Questionnaire

Please indicate the extent to which you agree with the following statements regarding the use of the following Digital Marketing strategies =in your firm

Where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree

No.	Digital Marketing Strategies	Rating Scale				
		1	2	3	4	5
	Mobile Telephony/M-Commerce					
1	We have a database of all the phone contacts of our clients					
2	Our customers get in touch with us through phone contacts					
3	Our mobile communication is reliable					
4	We inform customers of our existing stock through short text messages					
5	We get orders and feedback from clients over the phone					
6	We remind our clients of our operations through phone calls and SMSs					

7	Volume of clients who rely on our m-commerce platform are many					
Website marketing						
1	The Company has a functional website					
2	The website is interactive and friendly to the users and clients					
3	All our products and services are posted on the website					
4	Client feedback and orders are responded to on the website					
5	The website allows interaction between the firm employees and clients					
6	Clients place orders on the website					
7	The management posts updates on new products, location and promotions on the website					
Social Media Marketing						
1	The firm has an account in all the common social media platforms					
2	Firm products are advertised on the social media walls					
3	The firm interacts with clients on the social media platforms					
4	Orders are placed by clients through chats and posts					
5	The firm responds to client requests in time					
6	Social media accounts have improved the interaction of clients with staff					
7	Social media use has enhanced customer service					
8	The firm accounts are always updated					
Email Marketing						
1	The firm has an active email account					
2	The enterprise corresponds with clients via emails					
3	Email use by clients is high					
4	Most orders are place via email					
5	New products and services are marketed to clients through email					
6	Email use promotes effective interaction between employees and clients					

SECTION C: Organizational Performance Related Questionnaire

Using the scale below, please indicate to what extent each of the following items corresponds to the performance of Ethio-Telecom

Where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree

No.	Organizational Performance	Rating Scale				
		1	2	3	4	5
	Items					
1	The volume of sales of the firm has increased with employment of digital marketing					
2	The number of clients has significantly increased					
3	Customer service has increased with digital marketing					
4	Our market share has gone up Firm profitability has increased					
5	With digital marketing our firm is highly competitive					
6	Customer loyalty has improved					
7	Our capacity to handle more clients has improved with digital marketing					

Thank You!!!