



Available online at <http://jeasiq.uobaghdad.edu.iq>
DOI: <https://doi.org/10.33095/gp4dc927>

Digital Marketing and Its Impact on Organizational Attraction: An Analytical Study of the Opinions of a Sample of Administrative Leaders in the Public Telecommunications and Information Technology Company

Zaid Hamza Khalaf *

Department of Public Administration
College of Economics and Administration
University of Baghdad
Baghdad Iraq

Zaid.Hamza2104m@coadec.uobaghdad.edu.iq

*Corresponding author

Amer Fadous Atheeb

Department of Public Administration
College of Economics and Administration
Baghdad University
Baghdad Iraq

aamer.azib@coadec.uobaghdad.edu.iq

<https://orcid.org/0000-0001-7837-473X?lang=en>

Received:1/11/2023 Accepted:4/12/2024 Published Online First: 1 /10/ 2024



This work is licensed under a [Creative Commons Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc/4.0/)

Abstract:

The main purpose of this research is to understand the role of digital marketing in the Public Telecommunications and Information Company by exploring its four dimensions (communication channels, social media, digital relations, and digital technologies) in enhancing its organizational attractiveness. The problem of the research, the company is struggling how to cover all consumer needs and preferences, comprehend their behavior, and set specific objectives to improve organizational attraction, whether to increase subscribers or enhance interactions with other companies. Digital marketing requires sustained time and effort for long-term success, which is why this research aims to provide a set of marketing mechanisms to address the problem, potentially through electronic platforms or social media. To achieve objective of the research, the descriptive-analytical approach was used. A questionnaire was the main tool used to collect data and information was distributed to a sample of the company's middle management leaders (119) in the Public Telecommunications and Information Company. the researchers employed a series of descriptive statistical techniques that included the arithmetic mean, standard deviation, coefficient of variation, and simple regression coefficient by using the statistical program (SPSS. V.26). The results confirmed the significant impact of digital marketing on enhancing the leaders' ability to increase organizational attractiveness, enabling them to execute their assigned activities and tasks more effectively.

Paper type: Research paper.

Keywords: Digital Marketing, Organizational Attraction, Administrative Leadership.

1. Introduction:

Digital marketing is one of the essential tools that can be relied upon to enhance the company's ability and its top management's capacity to adapt to technological advancements happening in the external environment for making suitable strategic decisions. Additionally, understanding the role of management in bolstering its capabilities in communication channels practiced within the Public Telecommunications and Information Company plays a vital role in achieving customer satisfaction and loyalty, as well as attracting them. This involves organizing social media platforms to ensure effective customer interaction and understanding their future needs and delivering them in the best possible ways. Furthermore, translating their digital relationships into a set of activities and tasks effectively involves mobilizing the human resources within the company to execute the assigned activities and tasks. Digital marketing contributes to the ability to build a range of activities and strategies that utilize digital tools and electronic platforms to market products and services and build customer relationships. It's an integral part of modern management strategies and relies on modern technology and the internet for communicating with the target audience and increasing the brand's online presence. Social media and electronic communication are considered fundamental tools in digital marketing, representing the company's online presence. Websites should be responsive and user-friendly to deliver information and services efficiently. Social media platforms allow interaction with customers and building strong relationships, which can be used for content distribution, advertisements, and listening to their opinions... The research aims to achieve multiple objectives, including diagnosing the organization's interest in applying digital marketing and organizational attraction, as well as leveraging the relationship between the variables. After designing the research hypothetical framework, two primary hypotheses were formulated, leading to eight subsidiary hypotheses.

1.1 Literature review:

There are many studies on the Digital marketing:

Trainmen, and Karjaluo (2015) examined the factors that affect the adoption and utilization of digital marketing channels by small and medium-sized companies. The study community included large, medium, and small companies in Finland, and the sample represented 16 managers and 421 participants. A descriptive analytical approach and a questionnaire were used to collect data. One of the most significant findings was that small and medium-sized companies do not seem to fully utilize the potential of new digital marketing tools, and therefore, they do not take advantage of the opportunities they offer.

Herhausen et al (2020) sought to examine integrated insights to understand how digital marketing knowledge and practices are structured and configured. The study community consisted of industrial companies, and the sample represented 169 managers of industrial companies. A descriptive analytical approach and a questionnaire were used to collect data. The most significant findings include the presence of two gaps: the first is a practice gap that highlights the disparity between current managerial practices and their ideal digital marketing capabilities, and the second is a knowledge gap that reveals a significant disparity between digital marketing transformations in industrial companies and the existing scientific knowledge that aims to bridge this gap.

Peter et al (2021) obtained insights to understand how digital marketing knowledge and practices are structured and configured, and then bridging the knowledge gap and providing small and medium-sized companies with an overview of the most important digital marketing tools. The study community involved a literature review of nineteen relevant articles, and the study sample included 162 citations of tools, channels, platforms, and methods that small and medium-sized companies can use to bridge the knowledge gap.

The key findings of the researcher include the compilation of all the tools and their inclusion in a set of digital marketing tools. Those that appeared in more than 25% of all articles (meaning they had five citations or more) were defined and briefly described in Category 5 to provide contextual information. The 25% threshold was set because significant variation could be observed at this point."

Salih and Fakhri (2022) measured the impact of digital marketing practices and their role in the marketing organization's performance and determining which of them will be more important. The study community was represented by Asia Cell Telecommunications Company. The sample included 57 managers and officials in the company. A descriptive analytical approach and a questionnaire were used to collect data. The key findings include the presence of a correlation between the dimensions of digital marketing and marketing performance, with the exception of two dimensions: engagement and retention. Priority is given to the remaining dimensions, including attraction, learning, and communication."

There are many studies on Organizational attraction:

Joseph et al (2014) impacted of Organizational Attraction on Employee Retention a Case Study in the Indian Branch of the World Bank" was the research community, and the sample consisted of 200 employees working in the bank. The researcher used a descriptive-analytical approach and a questionnaire for data collection. One of the most significant findings of the study was that organizational attraction emerged as a crucial indicator of employee retention.

Slåtten et al (2019) explained the Role and Impact of Organizational Attraction in Market-Oriented Internal Culture in Public Hospitals Located in Southeast Norway" was the research focus, with the research community comprising public hospitals in Southeast Norway. The study's sample included 1104 employees working in these public hospitals in Southeast Norway. The researcher used a descriptive-analytical approach and a questionnaire for data collection. Among the most significant findings of the study were a significant positive impact on frontline employees' engagement, service quality they provide to hospital patients, and a substantial reduction in their turnover rate.

Brunner and Baum (2014) impacted role of Brand Stewardship Effectiveness and Its Advertisement Conditions on Organizational Attraction" was the research topic, with the research community represented by the Technical University of Kaiserslautern in Germany. The research sample consisted of 173 postgraduate students in Germany. The researcher used a descriptive-analytical approach and a questionnaire for data collection. Among the most important findings of the study was that brand stewards have an impact on organizational attraction and that they also attract talented and qualified individuals.

Mohammed (2022) identified the behaviors of magnetic leadership and their relationship with organizational attraction and organizational creativity among the leaders and members of sports unions and clubs in Diyala Province. The research community consisted of 16 sports unions and 14 sports clubs, and the sample was represented by 186 individuals who represented the leaders and members of sports unions in Diyala. The descriptive-analytical approach and a questionnaire were used for data collection. The results showed a correlation between magnetic leadership behaviors, organizational attraction, and organizational creativity."

There are several studies linked between Digital marketing and organizational attraction:

Zaid and Al-Manasra. (2013) impacted of Corporate Social Responsibility Dimensions on Organizational Attraction from Two Perspectives: Signaling Theory and Person-Organization Fit. The study population consisted of Jordanian commercial banks, with a sample of 103 students enrolled in a training course in commercial banks. The reliability and validity of the structures were measured, and hypotheses were tested using hierarchical regression analysis. One of the key findings of the researcher is the alignment between the individual and the organization and its positive effect on organizational attraction.

Rafique et al (2020) examined and Registration of Researchers' Perception of Social Media Sites in Facilitating Public and Credible Activities' Access and their Influence on Organizational Attraction in the Field of Employment. the sample community represented the universities in Pakistan, with a sample size of 200 students studying at the bachelor's and master's levels. One of the key findings of the researcher is that social media sites have now become readily available and easy to use for job searching, job advertising, and recruiting individuals. Organizations and job seekers use these social media platforms to meet their needs.

The problem of this research can be summarized by studying the research through conducting a series of interviews with the research sample participants during the distribution of questionnaires, as well as through field observations. Therefore, the research problem can be summarized as the company's lack of understanding consumer needs and preferences, as well as comprehending their behavior, and setting specific goals to improve organizational attraction, whether to increase the number of subscribers or enhance interactions with other companies. The lack of clarity in social media platforms to identify the target audience and your organizational activities may pose significant challenges for the company, making it difficult to develop appropriate strategies to enhance digital marketing effectiveness for improving the organizational attraction of the company. Digital marketing requires sustained time and effort for long-term success. Furthermore, the research raises the question of whether the organization's management recognizes the importance of employing digital marketing to enhance its organizational attraction. This question can be further reinforced by posing the following sub-questions:

- 1- To what extent does the company understand consumer needs and preferences?
- 2- How does the company perceive the behavior of its customers?
- 3- What specific objectives are set for enhancing organizational attraction?
- 4- What strategies can be developed to improve digital marketing effectiveness?

The main objectives that the current research aims to achieve can be summarized as follows:

- 1- Discuss a range of cognitive and intellectual propositions to formulate the theoretical aspect and clarify the concept of digital marketing and organizational attraction.
- 2- Assess the degree of the organization's interest in applying digital marketing when promoting and distributing its products.
- 3- Evaluate the organization's level of interest in achieving organizational attraction to attract valuable human resources.
- 4- Examine the organization's level of interest in leveraging the relationship between digital marketing and organizational attraction when performing its tasks and duties.

1. Material and Methods:

After identifying the research problem, understanding its significance, and delving into the theoretical and practical aspects, the researchers aimed to build the theoretical framework and formulate hypotheses within the context of the relationships and influences that connect them. To achieve this, a descriptive-analytical methodology was employed for the sample of the company's middle management leaders (119) in the Public Telecommunications and Information Company. This methodology focuses on gathering data that allows the researchers to test the validity of the research theoretical framework and subsequently test the hypotheses after uncovering the relationships and influences that connect the researched variables. The primary tool for data collection was the questionnaire, and device measures were used to assess the research variables.

2.1. The hypothetical scheme of the research:

The theoretical framework of the research encapsulates the main idea, which the researcher aims to test by ensuring the validity of both the primary and subsidiary hypotheses. These hypotheses primarily seek to diagnose the importance of the role played by digital marketing (the independent variable) in influencing organizational attraction (the dependent variable) within the context of the relationships and influences that connect them.

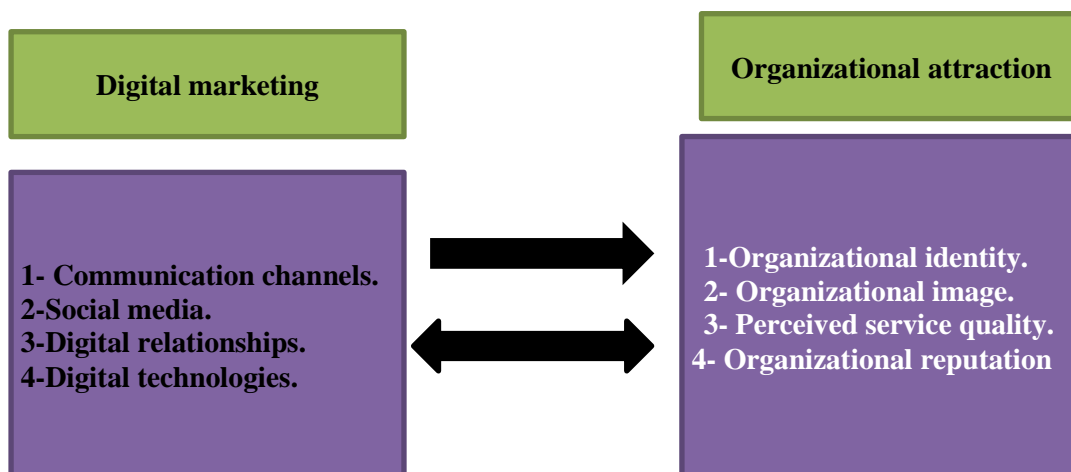


Figure 1: Hypothetical scheme of this research

2.2 The Research hypotheses:

The first primary hypothesis states that there is a statistically significant and meaningful relationship between digital marketing and organizational attraction within the context of the researched organization.

The second primary hypothesis states that digital marketing has a statistically significant and meaningful impact on enhancing organizational attraction within the context of the researched organization.

2.3 Study data collection tools:

According to the descriptive-analytical methodology that will be adopted by the researcher in preparing the research, a questionnaire has been designed and utilized for data collection. This choice aligns with the objectives of the current research and the allotted time for its completion, encompassing both theoretical and practical aspects. The researcher has formulated questionnaire items based on a number of globally recognized measurement concepts, which have been adapted to suit the research context and the nature of the relationships between its variables, which are digital marketing and organizational attraction.

2.5 The concept of Digital marketing:

Digital marketing revolves around the value that can be achieved through the use of the internet and contemporary technology for both the organization and its customers simultaneously. In today's complex and diverse environment, the experience with a new brand has become a contemporary feature. Here, the importance that contemporary technology works to implement is changing the entire marketing model, and consequently achieving the potential advantage behind digital marketing. As a marketing entity, we can target the right customer segment and track and measure the return on investment for the organization and its customers (Duggal, 2015). Initial, approaches to digital marketing played a crucial role in adapting principles related to traditional marketing, its tools, and strategies. This was done by using the internet to execute marketing tasks. However, the unique characteristics of the digital world, dedicated to marketing, have enhanced the development of channels, forms, and languages that have led to the adoption of a set of tools and strategies that cannot be conceived outside the internet today. As a result, traditional marketing has been replaced by digital marketing. Therefore, digital marketing has become a phenomenon that combines customization and comprehensive distribution to achieve marketing objectives. Technological convergence and the proliferation of devices have opened up new ways of thinking about online marketing. This has pushed the boundaries towards a new concept of digital marketing centered around the user, more measurable, and omnipresent, regardless of location and time (Pineiro and Martinez, 2016). Marketing can be expressed as comprising new marketing techniques relevant to the current market situation, which are based on information and communication technologies. Organizations can access more effective customer relationship management tools and provide a higher level of customer satisfaction (Veleva and Tsvetanov, 2020).

2.5.1 Dimensions of digital marketing:

2.5.1.1. Communications channels:

It contributes to the growth of many economic, social, and cultural aspects (Hafez and Razzaq, 2018). It refers to communication channels through which organization members interact and share knowledge among them. Various communication channels available within the organization include both traditional and technology-supported channels. These channels encompass common means of communication such as face-to-face conversations, written documents (like memos and guides), telephone, email, electronic discussion forums, and video conferences. The suitability and effectiveness of a channel in conveying a message are related to its media richness (Chua, 2001). Communication can be understood as the process of transmitting messages, ideas, or information to other people using specific means to influence or alter the behavior of the message recipient. Mass media consists of printed media and non-printed media. Printed media includes newspapers and magazines, while non-printed media encompasses radio, television, the internet, and films (Valdiani, 2018).

2.5.1.2. Social media:

By 1979, Tom Truscott and Jim Ellis from Duke University had established the Usenet system, a global discussion system that allowed internet users to post public messages. However, what we understand as social media today perhaps began around 20 years ago when Bruce and Susan Abelson founded the "Open Diary" website, an early social networking site that brought online diary authors together in one community. The term "weblog" was first used around the same time, and it was shortened to "blog" a year later when a blogger playfully turned the name "weblog" into the phrase "we blog." The availability of high-speed internet access contributed to the popularity of this concept, leading to the creation of social networking sites like MySpace (in 2003) and Facebook (in 2004), which, in turn, coined the term "social media" and contributed to its prominence today. However, it has also been noted that despite the benefits of social media use by marketers in industrial marketing, research in this area is still said to be in its infancy (Salo, 2017).

In recent years, scholars have shown increasing interest in the technology tools shared between sales representatives and customers, generally referred to as social media technology, by discussing the role of technology in the interface between sales representatives and customers and customer engagement, which represents a revolutionary change in contemporary sales practices. Three out of every four B2B buyers use social media for purchasing decisions and final buying choices (Ogilvie et al., 2018).

2.5.1.3. Digital relationships:

Digital marketing capabilities are largely derived from dedicated resources for interpersonal relationships and relationships with marketing management employees. This includes managing the digital supply chain, virtual network management, collaboration markets, governance mechanisms, customer relationship management, as relationship-related capabilities. Relationship management within the organization, sales representative training, and digital sales interfaces as human resource capabilities at the individual employee level. Originally, scientific interest was dedicated to building strong capabilities in their initial digital relationships with the goal of improving the relationship between buyers and suppliers (Macdonald and Smith, 2004). Building relationships through interactions relies on digital technologies that have provided the means to enhance research, selection, and communication with stakeholders, thereby facilitating greater coordination between them. Digital technologies have also enabled organizations to create rudimentary capabilities for beneficial purposes, primarily designed to enhance information exchange within supply chains (Bharadwaj and Anandhi, 2013).

2.5.1.4 Digital technologies:

Digital technologies are considered one of the key components for the success of digital marketing. they refer to the fundamental information technology capabilities of organizations used to engage in markets and navigate the dynamic environment that often characterizes the digital world. As with any introduction of new technology, it is important for organizations to be prepared to embrace such technologies (Vize et al, 2013). It is evident that some organizations have been more prepared for technology than others, as reflected in their ability to harness these new opportunities. Subsequent publications have demonstrated the evolving and increasing advancements in e-commerce, later known as digital technologies. These sales resources are essential for managing potential customer sales in online channels, as well as designing systems for sales operations that allow for more efficient information management by the sales team. Consequently, organizations have transitioned from traditional external sales forces (field sales) to structures that facilitate online sales management (Thaichon et al, 2018).

2.6 The concept of organizational attraction:

Organizational attraction, from the perspective of the organization or owners, can be defined as a set of perceived benefits that current and potential human resources see within the organization in the future. Therefore, organizational attraction is considered one of the sources of strength that captures the attention of job seekers to focus on the employer's brand and encourages current employees to stay within their organizations (Bakanauskiene et al, 2017). As a result, the process of attracting job seekers to work within the organization plays a crucial role in evaluating potential employers. Consequently, the selection of job applicants with the appropriate skills that fit the organization's work is a challenging process. Their selection is based on scientific criteria that play a more important and crucial role in their recruitment, as it significantly influences their job choice in the end (Held and Bader, 2018). Thus, organizational attraction can be seen as organizational activities that impact both the number and types of job applicants and their acceptance of job offers. In this context, organizational attraction is linked to the organization's reputation and the information openly circulated about the organization's final outcome (Bohlmann et al, 2018).

2.6.2 Dimensions of Organizational attraction:

2.6.2.1 Organizational identity:

The organizational identity has increasingly become a significant field of interest for researchers and a crucial issue for managers. Interest in identities at the organizational level has been evident since Albert and Whetten (1985) published an article on the subject, accompanied by a strong focus on collectivist and particularly organizational identity and its effects on theory and practice. Organizational identity was recognized as a key to managing the necessary efforts for understanding strategic change, decision-making, addressing internal conflicts, supporting communication, problem interpretation, and response (He and Brown, 2013). The term 'organizational identity' can be used to refer to the perceptions of members (internals), while the term 'organizational image' can be used to indicate the perceptions of stakeholders (externals). It is also possible to distinguish between the fleeting impressions left by a specific action or event on stakeholders and the organization's reputation, which is understood to be relatively stable and long-term, forming collective judgments by outsiders. However, this distinction is not universally accepted (Robinson and Bawden, 2017). Furthermore, organizational identity can be expressed as the degree to which working under it requires completing a task comprehensively and in a definable manner. It also involves starting a task from the beginning to achieve its short-term or long-term goals (Mahmuud and Mahibes, 2020).

2.6.1.2. Perceived service quality:

In 1982, Grönroos indicated that customers assess service quality by comparing their perceptions of expected service with the service received (performance). Perceptions pass through the core senses and other user-related factors, such as memory, personality, and culture. Through this, cognitive structures involved in the performance evaluation process were investigated, revealing consistent structures related to evaluation. Performance equaling or exceeding expectations indicates good service quality, while low performance indicates perceived poor quality by customers (Godeiro et al., 2018). It was also noted that perceived service quality is the organization's concern in developing an organizational culture that enhances the quality of services it provides. Quality becomes a motto believed in by the organization's employees, who work to achieve and implement it. In other words, perceived service quality becomes one of the organizational values through which satisfaction and motivation are generated among both internal and external human resources (Abu-Nahel et al., 2020). Perceived quality can be defined as the value attributed to a specific product or service by the customer. It is everything the customer perceives in relation to it (Al-Zubaidi and Fadel, 2018) or a specific product or service benefit that one organization can offer to another organization or a consumer to meet their expectations (Saeed and Kazem, 2016).

2.6.1.3 Organizational image

Organizational image can be described as a general impression based on facts, beliefs, and feelings about the organization. Despite various operational processes for organizational image in the literature, such as reputation and brand image, all of them focus on the discovery that perceptions of organizational image are positively linked to the outcomes of applicants (Lyons and Marler, 2011). Organizational image plays a vital role in the recruitment phase of human resource selection systems. It is crucial for organizations to convey information to applicants during the recruitment phase to assist them in their job search (Matamala, 2014). Additionally, organizational image can be defined as the set of meanings through which an entity is defined, described, remembered, and associated with. In other words, it is the final result of the interaction between a person's beliefs, thoughts, feelings, and impressions about something (Frandsen, 2017).

2.6.1.4 Organizational reputation:

Organizational reputation is considered one of the most crucial dimensions of organizational attraction because it reflects the intuitive appeal of the organization. Over time, an organization can become well-known, and a general understanding of what is known about it can accumulate in the minds of human resources, who then pass judgment on it, either positively or negatively. Therefore, organizational reputation is rooted in the behavior and historical connections of the organization. It can be suddenly altered if new information about the organization's past behavior emerges or if its recent actions or affiliates provoke public anger. Consequently, the organization's reputation and changes in its reputation affect its relationships with stakeholders and, subsequently, its organizational attraction (Lange et al, 2011). In other words, organizational reputation can be described as a set of beliefs adopted by members of the community regarding the roles, capabilities, and performance of the organization in response to actions by the actors within it. An entity with a good reputation can withstand criticism since most criticisms will not tarnish that reputation. In contrast, a person with a weak or unconfirmed reputation may vigorously fight to protect it (Maor et al, 2013)

2.7 Presentation of descriptive analysis and interpretation of results for the digital marketing variable and dimensions:

The table below illustrates the key findings of digital marketing and its dimensions. To determine the overall percentage agreement on the digital marketing variable, it reached 89.44%, which is a very good percentage, exceeding the standard agreement rate. This confirms that the management within the company, as a research field, utilizes contemporary information technology applications based on online communication channels to enhance the social relationships between the organization and its customers. This, in turn, enhances its ability to retain them, foster their loyalty, and promote their affiliation towards its products. This strategy enables the company to generate the necessary profits to fund its various projects. The mean value of digital marketing was 4.10, indicating the company's high statistical ability to invest in its digital marketing. This value exceeded the hypothetical mean value of 3. The standard deviation value for digital marketing was 0.69, reflecting good harmony among the surveyed sample when answering the digital marketing items. This result is consistent with the digital marketing difference coefficient of 0.17, confirming the low dispersion in responses. Furthermore, the digital relationships ranked first with a difference coefficient of 0.152, followed by digital technologies with a difference coefficient of 0.161. Social media came in third place with a difference coefficient of 0.164. Finally, communication channels were in the fourth and last place with a difference coefficient of 0.193.

Table 1: Table Ranking of the relative importance of digital marketing dimensions

Dimension	Percentage of agreement	Arithmetic Mean	Standard Deviation	Coefficient Of variation	Order of importance
Digital relationships	91,36	4,12	0,64	0,152	1
Digital technologies	86,9	4,19	0,67	0,161	2
Social media	84,45	4,11	0,67	0,164	3
communication channels	95,05	3,98	0,77	0,193	4
Digital marketing	89.44	4.10	0.69	0.17	

2.8. Presentation of descriptive analysis and interpretation of results for the organizational attraction variable and its dimensions:

As indicated in the Table 1, organizational attraction a percentage agreement of 80.7%, which is a very good percentage and exceeded the standard agreement rate of 66.7%. The mean value was 3.02, which is slightly less than the hypothetical mean value of 3. These results clearly suggest that the company, as a research field, possesses organizational characteristics to a moderate or somewhat weak statistical extent that sets it apart and helps it attract human resources with distinctive abilities, knowledge, and skills. This is a result of the reputation it possesses, aiding in building a positive image in society, and thereby achieving its unique identity, specifically through the quality of services it offers. The standard deviation value for organizational attraction was 0.73, confirming an acceptable level of agreement among the individuals in the research sample when answering the items related to organizational attraction. The difference coefficient aligns with the standard deviation value, as it reached 0.24, affirming a low dispersion in responses regarding organizational attraction. Quality of services provided ranked first with a difference coefficient of 0.208, followed by organizational identity in second place with a difference coefficient of 0.235. Organizational reputation came in third place with a difference coefficient of 0.238. Finally, organizational image was in the fourth and last place with a difference coefficient of 0.296.

Table 2: Ranking of the relative importance of the dimensions of attraction

Dimension	Percentage of agreement	Arithmetic Mean	Standard Deviation	Coefficient Of variation	Order of importance
Quality of service provided	85,3%	3,05	0,64	0,208	1
Organizational identity	84,2%	3,21	0,75	0,235	2
Organizational reputation	79,3%	2,98	0,70	0,238	3
Organizational image	74,12%	2,83	0,83	0,296	4
Organizational attraction	80.7%	3.02	0.73	0.24	

2.9 Hypothesis testing:

2.9.1 Testing the first main hypothesis:

As in the Table 2, the values for the relationships between digital marketing and the dimensions of organizational attractiveness in were as follows: (0.55**, 0.59**, 0.57**, 0.58**). These are strong positive relationships with statistical significance at the 0.01 level, and with a confidence interval of 0.99. Furthermore, the relationship between digital marketing and the total organizational attraction was (0.58**), indicating a strong positive relationship with statistical significance at the 0.01 level. This relationship confirms that digital marketing, as practiced within the organization in the research field, plays a crucial role in enhancing its organizational attraction. It does so by promoting information exchange among its employees and customers to sustain relationships for as long as possible. When looking at the sub-dimensions, the strongest relationship was found between digital marketing and organizational image, reaching (0.59**). This means that the organizational image responds more strongly to digital marketing within the company in the research field compared to the other indicators of organizational attraction. On the other hand, the weakest relationship was between digital marketing and organizational identity, with a value of (0.55**), which is also a strong positive relationship.

These results provide statistical justification for the researcher to support the primary hypothesis, which stated that there is a statistically significant relationship between digital marketing and organizational attraction within the organization in the research field.

Table 3: Results of correlations between digital marketing and organizational attraction and dimensions

	Organizational identity	Organizational image	Quality of service provided	Organizational reputation	Organizational attraction
Digital marketing	**0.55	**0.59	**0.57	**0.58	0.58

2.9.2 Testing the second main hypothesis:

From Table 3, it is evident that the computed F-value explaining the impact of digital marketing on organizational attraction is 31.28. This value surpasses the tabulated F-value of 7.08, with statistical significance at the 0.01 level and a confidence interval of 99%. These results confirm the statistical significance of the impact of digital marketing according to the perspective of the research sample within the applied company. The value (a=0.90) indicates that the company in the research field possesses organizational attraction to the extent of 0.90, even when digital marketing equals zero. The value (B=0.82) affirms that a change in digital marketing by one unit will lead to a change in the research company's ability to achieve organizational attractiveness by 0.82. The value of R-squared (R²) reached 0.34, meaning that 34% of the variation in the research company's ability to achieve organizational attractiveness is explained by the influence of digital marketing. The remaining 66% of the variation is attributed to other factors not included in the regression model that explains the relationship between digital marketing and organizational attractiveness. Therefore, the discussed results provide a logical justification for accepting the second primary hypothesis of the research, which states that digital marketing has a statistically significant impact on enhancing organizational attractiveness within the research organization. After accepting the second primary hypothesis, the researcher can formulate the causal relationship between digital marketing and organizational attractiveness as follows:

Table 4: The impact of digital marketing on organizational attractiveness

The explanatory variable and its dimensions	a	B	R ²	F	sig	
Digital marketing	0.90	0.82	%34	31.28	0.01	There is an effect

2. Discussion of results:

1- The communication channels achieved a percentage of agreement of 95.05%, which is an excellent percentage, surpassing the standard agreement rate of 66.7%. Additionally, the mean value reached 3.98, which is higher than the hypothetical means of 3. These results clearly indicate that the research-oriented company possesses, to a high statistical extent, a range of visual and non-visual communication means that directly rely on information technology-based communication, specifically the internet. The organization uses these means to enhance the exchange of information among its employees at various organizational levels on one hand, and between itself and its customers who interact with it in the external environment on the other hand, with the purpose of enhancing its reputation and market position.

2- Social media achieved an agreement percentage of 84.45%, which is very good and surpasses the standard agreement rate of 66.7%. Additionally, the mean value reached 4.11, which is higher than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a high statistical extent, possesses a range of communication channels that directly rely on the internet and contemporary technologies. The organization uses these channels in marketing and sales promotion efforts by engaging with as many customers as possible on a global scale.

3- Digital relationships achieved an agreement percentage of 91.36%, which is an excellent percentage and exceeds the standard agreement rate of 66.7%. Additionally, the mean value reached 4.12, which is higher than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a high statistical extent, possesses a set of relationships that connect the organization with its stakeholders, whether internal or external. These relationships directly rely on electronic communication means, contributing to achieving the highest levels of coordination and collaboration among them.

4- Digital technologies achieved an agreement percentage of 86.9%, which is very good and surpasses the standard agreement rate of 66.7%. Additionally, the mean value reached 4.19, which is higher than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a high statistical extent, possesses a set of technological tools that directly rely on the internet. The organization employs these tools in marketing and selling its products to both current and potential customers with the aim of enhancing its reputation in the market.

5- The organizational identity, as one of the primary dimensions of organizational attractiveness, achieved an agreement percentage of 84.2%, which is very good and surpasses the standard agreement rate of 66.7%. Additionally, the mean value reached 3.21, which is higher than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a moderate statistical extent, possesses an independent identity that outperforms its competitors. This identity sets the most important principles and standards that its human resources must adhere to in order to achieve various benefits and advantages resulting from their presence within the organization.

6- The organizational structure, as one of the primary dimensions of organizational attractiveness, achieved an agreement percentage of 74.12%, which is good and exceeds the standard agreement rate of 66.7%. Additionally, the mean value reached 2.83, which is lower than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a moderate or somewhat weak statistical extent, possesses a level of awareness and cognitive understanding of the working human resources within the organization and the customers who interact with its products. This includes the distinctive features and values they possess, which contribute to generating added value for them.

7- The quality of service provided, as one of the primary dimensions of organizational attractiveness, achieved an agreement percentage of 85.3%, which is very good and exceeds the standard agreement rate of 66.7%. Additionally, the mean value reached 3.05, which is slightly lower than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a moderate statistical extent, possesses the capability to provide a range of services that align with global standards and indicators. These services are capable of meeting the needs and preferences of customers in a way that aligns with their expectations.

8- Organizational reputation, as one of the primary dimensions of organizational attractiveness, achieved an agreement percentage of 79.3%, which is good and exceeds the standard agreement rate of 66.7%. Additionally, the mean value reached 2.98, which is slightly lower than the hypothetical means of 3. These results clearly indicate that the research-oriented company, to a moderate or somewhat weak statistical extent, possesses a positive image within the community in which it operates. This positive image affirms its ability to adhere to its social responsibility standards.

3. Conclusions:

1-The company moderately utilizes contemporary information technology applications in the field of research by employing online communication channels to enhance the social relationships between the organization and its customers. This approach enhances its ability to retain them, foster their loyalty, and promote their affiliation towards its products, enabling it to generate the necessary profits to finance its diverse projects.

2-The analysis results indicate that the company, in the field of research, places a high degree of emphasis on providing a variety of visual and non-visual communication tools that are directly dependent on information technology-based communication means, specifically the internet. The organization uses these means to enhance the exchange of information among its employees at various organizational levels on the one hand, and between itself and its customers who interact with it in the external environment on the other hand. This is done with the aim of enhancing its reputation and market position.

3-The analysis results confirm that the company, in the field of research, employs a range of communication channels that are directly reliant on the internet and contemporary technologies. The organization utilizes these channels in its marketing and sales promotion efforts by engaging with as many customers as possible on a global scale.

4-The analysis results reveal that the research-oriented company places great importance on a set of relationships that connect the organization with its stakeholders, whether internal or external. These relationships directly rely on electronic communication means, contributing to achieving the highest levels of coordination and collaboration among them.

5-It is evident from the analysis results that the research-focused company utilizes a range of technological tools that directly leverage the internet. The organization employs these tools in marketing and selling its products to both current and potential customers with the aim of enhancing its reputation in the market.

6-The research-oriented company, to a moderate or somewhat weak statistical extent, possesses organizational characteristics that distinguish it and help in attracting human resources with exceptional capabilities, knowledge, and skills. This is a result of the reputation it enjoys, which assists in building a positive image within the community and, consequently, in establishing its unique identity, particularly through the quality of services it provides.

7-The analysis results affirm that the research-focused company has an independent identity that surpasses its competitors. This identity sets the most important principles and standards that its human resources must adhere to in order to achieve various benefits and advantages resulting from their presence within the organization.

8-The analysis results indicate that the research-oriented company possesses, to a moderate or somewhat weak statistical extent, the level of awareness and cognitive understanding of its working human resources and the customers who interact with its products. This includes the distinctive features and values they possess, which contribute to generating added value for them.

Authors Declaration:

Conflicts of Interest: None

-We Hereby Confirm That All The Figures and Tables In The Manuscript Are Mine and Ours. Besides, The Figures and Images, Which are Not Mine, Have Been Permitted Republication and Attached to The Manuscript.

- Ethical Clearance: The Research Was Approved By The Local Ethical Committee in The University.

References:

1. Hafez, A.A. and Abdel Razzaq, M.F., (2018). Integrated marketing communication and its impact on activating marketing performance. Field research. *Journal of Economics and Administrative Sciences*, Vol. 24, No. 105, pp. 103.
2. Abu-Nahel, Z. O. Alagha, W. H. Al Shobaki, M. J. Abu-Naser, S. S. and El Talla, S. A., (2020). Strategic Flexibility and Its Relationship to the Level of Quality of Services Provided in Non-Governmental Hospitals, Vol. 4, No. 10, pp. 57-84.
3. Al-Tamimi, M.M., (2015). The impact of economic influences on development attractiveness through the development of financial economies, an exploratory study of technical opinions from service providers in two companies and the National Insurance, a master's thesis.
4. Bakanauskiene, I. Bendaravičienė, R. and Barkauskė, L., (2017). Organizational attractiveness: an empirical study on employees' attitudes in Lithuanian business sector. *Problems and Perspectives in Management*, Vol. 15, No. 2, pp. 4-18.
5. Bharadwaj, A. and Elsayy, O.A., (2013). Digital business strategy: toward a next generation of insights. *MIS quarterly*, Vol. 37, No. 2, pp. 471-482.
6. Bohlmann, C. Krumbholz, L., and Zacher, H., (2018). The triple bottom line and organizational attractiveness ratings: The role of pro-environmental attitude. *Corporate Social Responsibility and Environmental Management*, Vol. 25, No. 5, pp. 912-919.
7. Brunner, C. B. and Baum, M., (2020). The impact of brand portfolios on organizational attractiveness. *Journal of Business Research*, Vol. 106, pp. 182-195.
8. Chua, A., (2001). Relationship between the types of knowledge shared and types of communications channels used. *Journal of Knowledge Management Practice*, Vol. 2, pp. 1-3.
9. Duggal, K., (2015). Uncovering the Best Practices in Digital Marketing. *International Journal of Science Technology and Management*, Vol. 4, No. 1, pp. 180-183.
10. Frandsen, S., (2017). Organizational image. *The international encyclopedia of organizational communication*, Vol. 4, pp. 1795-1804.
11. Godeiro, D. P. D. O., Dantas, M. L. R., Silva, D. C. D. and Celestino, M. D. S., (2018). Application of importance and performance matrix to assess the quality of services provided by business incubators. *Iberoamerican Journal of Entrepreneurship and Small Business*, Vol. 7, No. 2, pp. 01-30.
12. He, H. and Brown, A. D., (2013). Organizational identity and organizational identification: A review of the literature and suggestions for future research. *Group & Organization Management*, Vol. 38, No. 1, pp. 3-35.
13. Held, K. and Bader, B., (2018). The influence of images on organizational attractiveness: Comparing Chinese, Russian and US companies in Germany. *The International Journal of Human Resource Management*, Vol. 29, No. 3, pp. 510-548.
14. Herhausen, D., Miočević, D., Morgan, R. E. and Kleijnen, M. H., (2020). The digital marketing capabilities gap. *Industrial Marketing Management*, Vol. 90, pp. 276-290.
15. Joseph, S., Sahu, S. and Khan, K. A. U. Z., (2014). Organizational attractiveness as a predictor of employee retention. *IOSR Journal of Business and Management*, Vol. 16, No. 9, pp. 41-44.
16. Kaplan, A. M. and Haenlein, M., (2010). Users of the world, unite! The challenges and opportunities of Social Media. *Business Horizons*, Vol. 53, No. 1, pp. 59-68.
17. Lange, D., Lee, P. M. and Dai, Y., (2011). Organizational reputation: A review. *Journal of Management*, Vol. 37, No. 1, pp. 153-184.

18. Lyons , B. D.and Marler, J. H., (2011). Got image? Examining organizational image in web recruitment. *Journal of managerial psychology*,Vol. 26,No. 1, pp58-76.
19. MacDonald , J. B.and Smith, K., (2004). The effects of technology-mediated communication on industrial buyer behavior. *Industrial marketing management*,Vol. 33,No. 2, pp.107-116.
20. Mahmoud, H. A.and Mahibes, H. A., (2020). The impact of empowerment strategies on the characteristics of work enrichment An exploratory research to the views of a sample of the leaders of the Ministry of Oil in Iraq. *journal of Economics And Administrative Sciences*,Vol. 26,No. 119.
21. Maor , M., Gilad, S.and Bloom, P. B. N., (2013). Organizational reputation, regulatory talk, and strategic silence. *Journal of public administration research and theory*,Vol. 23,No. 3, pp.581-608
22. Mohammed, W. Y., (2022). Magnetic leadership behaviors and their impact on organizational attractiveness and organizational creativity among the heads and members of sports federations and clubs in Diyala Governorate. *journal mustansiriyah of sports science*,Vol. 4,No. 2,pp. 69.
23. Al-Zaidi,N.J. and Fadel,A.R.A., (2018). Training Programs And Their Impact On The Quality Of Municipal Services/Field Research In The Municipality Of Baghdad. *journal of Economics And Administrative Sciences*,Vol. 24,No.103.
24. Ogilvie , J., Agnihotri, R., Rapp, A.and Trainor, K., (2018). Social media technology use and salesperson performance: A two study examination of the role of salesperson behaviors, characteristics, and training. *Industrial Marketing Management*,Vol. 75,pp. 55-65.
25. Peter, M. K.and Dalla Vecchia, M., (2021). The digital marketing toolkit: a literature review for the identification of digital marketing channels and platforms. *New trends in business information systems and technology: Digital innovation and digital business transformation*,pp. 251-265.
26. Pineiro -Otero , T.and Martínez-Rolán, X., (2016). Understanding digital marketing—basics and actions. *MBA: Theory and application of business and management principles*,pp. 37-74.
27. Robinson , L.and Bawden, D., (2017). “The story of data”: A socio-technical approach to education for the data librarian role in the CityLIS library school at City, University of London. *Library Management*,Vol. 38,No. 6/7,pp. 312-322.
28. Rafique, T., Asif, M. F., Afridi, J. R., Rehman, N. U., and Mahmood, K., (2020). Credibility of social networking sites: Impact on organizational attraction in recruitment filed. *Sarhad Journal of Management Sciences*, 6(2), 279-294.
29. Salih, M.and Fakhri, N., (2022). Digital marketing practices and their role in improving the organization’s marketing performance - applied research. *Journal of Al-Rafidain University College For Sciences (Print ISSN: 1681-6870, Online ISSN: 2790-2293)*,No. 2, pp.192-205.
30. Salo , J., (2017). Social media research in the industrial marketing field: Review of literature and future research directions. *Industrial Marketing Management*,Vol. 66,pp. 115-129.
31. Saeed,S.A.R.and Kazem,A.H., (2016). Quality, nursing service quality, accreditation standards, standards of nursing practice. *journal of Economics And Administrative Sciences*,Vol. 22,No. 88.
32. Slåtten, T., Lien, G.and Svenkerud, P. J., (2019). The role of organizational attractiveness in an internal market-oriented culture (IMOC): a study of hospital frontline employees. *BMC health services research*, Vol.19,pp. 1-15.

33. Taiminen, H. M., and Karjaluoto, H., (2015). The usage of digital marketing channels in SMEs. *Journal of small business and enterprise development*, Vol. 22, No. 4, pp. 633-651
34. Thaichon, P., Surachartkumtonkun, J., Quach, S., Weaven, S., and Palmatier, R. W., (2018). Hybrid sales structures in the age of e-commerce. *Journal of Personal Selling & Sales Management*, Vol. 38 No. 3, pp. 277-302.
35. Valdiani, D., (2018). Saluran Komunikasi Massa Sebagai Penyampai Pesan Pembangunan Bagi Masyarakat. *Media Bahasa, Sastra, Dan Budaya Wahana*, Vol. 1, No. 10.
36. Veleva, S. S., and Tsvetanova, A. I., (2020, September). Characteristics of the digital marketing advantages and disadvantages. In *IOP Conference Series: Materials Science and Engineering* (Vol. 940, No. 1, pp. 012065). IOP Publishing.
37. Vize, R., Coughlan, J., Kennedy, A., and Ellis-Chadwick, F., (2013). Technology readiness in a B2B online retail context: An examination of antecedents and outcomes. *Industrial Marketing Management*, Vol. 42, No. 6, pp. 909-918.
38. Zaid, M. K. S. A., and Al-Manasra, E. A., (2013). The impact of corporate social responsibility dimensions on organizational attractiveness in Jordanian commercial banks. *European Journal of Business and Management*, Vol. 5, No. 2, pp. 175-183.

التسويق الرقمي وتأثيره في الجاذبية التنظيمية بحث تحليلي لآراء عينة من القيادات الادارية في الشركة العامة للاتصالات والمعلوماتية

عامر فدعوس عذيب
جامعة بغداد / كلية الادارة والاقتصاد
قسم الادارة العامة

aamer.azib@coadec.uobaghdad.edu.iq
<https://orcid.org/0000-0001-7837-473X?lang=en>

زيد حمزة خلف
جامعة بغداد / كلية الادارة والاقتصاد
قسم الادارة العامة

Zaid.Hamza2104m@coadec.uobaghdad.edu.iq

Received:1/11/2023 Accepted:4/12/2024 Published Online First: 1 /10/ 2024

هذا العمل مرخص تحت اتفاقية المشاع الابداعي نسب المُصنّف - غير تجاري - الترخيص العمومي الدولي 4.0

[Attribution-NonCommercial 4.0 International \(CC BY-NC 4.0\)](https://creativecommons.org/licenses/by-nc-sa/4.0/)



مستخلص البحث:

الهدف الرئيسي من هذا البحث هو فهم الدور التسويقي الرقمي في الشركة العامة للاتصالات والمعلوماتية من خلال استكشاف أبعاده الأربعة (قنوات الاتصال، وسائل التواصل الاجتماعي، العلاقات الرقمية، التقنيات الرقمية) في تعزيز جاذبيتها التنظيمية. وتتمثل مشكلة البحث في أن الشركة تكافح في كيفية تغطية جميع احتياجات المستهلكين وتفضيلاتهم وفهم سلوكهم ووضع أهداف محددة لتحسين الجاذبية التنظيمية سواء لزيادة المشتركين أو تعزيز التفاعل مع الشركات الأخرى. يتطلب التسويق الرقمي وقتًا وجهدًا متواصلين لتحقيق النجاح على المدى الطويل، ولهذا السبب يهدف هذا البحث إلى توفير مجموعة من آليات التسويق لمعالجة المشكلة، ربما من خلال المنصات الإلكترونية أو وسائل التواصل الاجتماعي. ولتحقيق هدف البحث تم استخدام المنهج الوصفي التحليلي. وكانت الاستبانة هي الأداة الرئيسية المستخدمة لجمع البيانات والمعلومات، وتم توزيعها على عينة من قيادات الإدارة الوسطى في الشركة (119) في الشركة العامة للاتصالات والمعلوماتية. واستخدم الباحثون سلسلة من الأساليب الإحصائية الوصفية التي شملت الوسط الحسابي، والانحراف المعياري، ومعامل التباين، ومعامل الانحدار البسيط من خلال استخدام البرنامج الإحصائي (SPSS.V.26) وأكدت النتائج الأثر الكبير للتسويق الرقمي في تعزيز قدرة القادة على زيادة الجاذبية التنظيمية، وتمكينهم من تنفيذ الأنشطة والمهام الموكلة إليهم بشكل أكثر فعالية.

نوع البحث: ورقة بحثية.

المصطلحات الرئيسية للبحث: التسويق الرقمي ، الجاذبية التنظيمية .