

Digital marketing's impact on improving marketing performance - a case study of Algeria Telecom- Batna city

التسويق الرقمي وآثره في تحسين الأداء التسويقي-دراسة حالة اتصالات الجزائر ولاية باتنة

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Received: 10/01/2022

Accepted: 31/03/2022

Published:31/03/2022

Abstract:

The aim of the study was to identify digital marketing's impact on improving the marketing performance of economic institutions, this study was applied on Algeria Telecom customers - Batna – city, in order to achieve the study's objectives a questionnaire was designed and distributed (70 questionnaires were distributed on study samples). data were analysed through a statistical analysis process the Statistical Analysis Program for Social Sciences, (SPSS:V20),and relying upon some tests : Cronbach's alpha reliability coefficient, frequencies, percentages, arithmetic mean, standard deviation, Pearson correlation coefficient, Columgrove test. Smirnov (Kolmogorov-Smirnov), test for permissible variance and simple linear regression coefficient The study showed that there is a strong correlation between digital marketing and marketing performance in Algeria Telecom -Batna -city according to specific indicators (market share, profitability and customer loyalty) in addition to the presence of other influencing factors. Based on the study results a set of recommendations were presented.

Keywords: digital marketing, marketing performance, market share, profitability, Algerian communications.

classification JEL: M31, L25

ملخص:

هدفت هذه الدراسة للتعرف على أثر التسويق الرقمي في تحسين الاداء التسويقي للمؤسسات الاقتصادية، حيث طبقت هذه الدراسة على زبائن اتصالات الجزائر-ولاية باتنة-ومن أجل تحقيق أهداف الدراسة تم الاعتماد على المنهج الوصفي بالنسبة للجانب النظري والمنهج التحليلي بالنسبة للجانب التطبيقي حيث تم تصميم استبيان وتوزيعها على عينة الدراسة المتمثلة في 70 استبانة.

تم إخضاع البيانات إلى عملية التحليل الإحصائي باستخدام برنامج التحليل الإحصائي للعلوم الاجتماعية، (SPSS:V20)، حيث تم الاعتماد على بعض الاختبارات بالإضافة إلى الأساليب الإحصائية: معامل الثبات ألفا كرونباخ التكرارات والنسب المتوية المتوسط الحسابي، الإنحراف المعياري، معامل الارتباط بيرسون، إختبار كولومغروف سميرنوف (Kolmogorov-Smirnov)، إختبار التباين المسموح، معامل الانحدار الخطي البسيط وتوصلت الدراسة ان هناك علاقة ارتباط قوية بين التسويق الرقمي والاداء التسويقي لشركة اتصالات الجزائر بولاية باتنة- وفقا مؤشرات محددة (الحصة السوقية والربحية و ولاء الزبائن)، بالإضافة الى وجود عوامل أخرى مؤثرة، ومن خلال النتائج تم تقديم مجموعة من

التوصيات

كلمات مفتاحية: التسويق الرقمي، الأداء التسويقي، الحصة السوقية، الربحية، اتصالات الجزائر.

تصنيفات JEL : M31, L25

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Introduction

Information and communication technology development, especially web technology, has led to several changes in the business world. Today, many new concepts have appeared such as digital revolution, digital economy and electronic business, which all express the sweeping of technology across all areas of economic activity, marketing, as the other functions of the institution, was not in away from this new revolution in communication world. Digital marketing emergence is an evidence of the spread of information and communication technology in all marketing activities. Now, the internet has provided complete new marketing tools, and greatly contributed in communication methods improvement. Especially with the fact that modern marketing has become more customer-oriented, after realizing that customers are a source of profitability and survival. So that, institutions seek to reach distinction in marketing and develop a marketing concept based on everything new in technology world. “Digital Marketing” has become a basic fact that determines companies’ success or failure, and an important point to success, distinction and creativity in the world of modern companies. Now, marketing performance is one of the most important concerns of the organizations due to the competitive advantages it gain to ensure their survival and continuity, in the light of digital transformations. Therefore, we rely on digital marketing to improve marketing performance level, which is one of the most important tools helping organizations to share information with their customers interactively. It contributes in reducing costs, improving customer relations, raising business operations competitiveness, efficiency and competency, also approximating geographical borders, and saving time and effort to improve their marketing performance levels to ensure their survival and its continuity.

- 1- The problem of the study:** Based on the great competition between service companies in general and Algeria Telecom companies in particular. Each one of them seeks to provide the best service using strategies that contribute to improve their marketing performance levels, though reaching customer satisfaction by understanding their needs and providing services in an effective and qualitative way by applying digital marketing.

Based on the foregoing, the problem of the study can be raised as follows:

How does digital marketing contribute to improve marketing performance - a case study of Algeria Telecom, Batna city -?

Hypothesis of the study: The main hypothesis of the study was formulated as follows:

- There is an impact of digital marketing on improving the marketing performance of Algeria Telecom - Batna city -. There are three sub-hypotheses:

- 2- Importance of the study:** its importance includes both sides scientific and professional.

It can be summarized in the following points:

- Identifying the most important digital transformations in the marketing field, in which the digital marketing issue is the most important one;
- Identifying the marketing performance and the ways to improve it to ensure distinction and survival in an imposed competition environment;
- Highlighting the digital marketing’s role in improving marketing performance by measuring marketing efficiency and competency.

3- Objectives of the study:

- Diagnosing the level of digital marketing adoption in Algeria Telecom Company under study in Batna city ;
- Diagnosing marketing performance levels and the different ways of improving them in Algeria Telecom Company under study in Batna city
- Determining the nature of the relationship between digital marketing and marketing performance and the ways of improving it in the Algeria Telecom Company under study in Batna city.

4- Study Methodology: The descriptive analytical method was used since it is the suitable one to the nature of the study. The research tool was a questionnaire.

5- Previous Studies:

The study of (Hossam El Din Abdel Hafeed, E-Marketing and its Impact on Improving Marketing Performance in IRIS Corporation for Electronic Devices Industry, Administrative and Economic Research Journal, 2019).

Its aim was to determine E-marketing' s role in raising marketing performance in IRIS Corporation for electronics industry by determining the effect of the constituent dimensions of E-marketing fields on marketing performance indicators: profitability, market share, customer satisfaction.

A set of results were reached, the most important of which was the availability of the fields of electronic marketing, especially the official websites and well-known social media, in addition to the positive impact of electronic marketing on supporting institution's marketing activity by highly approving it to be applied.

The study of (Laith Ali Youssef Al-Hakim, Zain Muhammad Saeed Al-Hamami, Digital Marketing and its Role to Achieve Customer Happiness, an exploratory study of a sample of customer' s opinions on mobile telecommunications companies in Iraq, College of Administration and Economics / University of Kufa, Al-Ghari Journal of Economic and Administrative Sciences, Volume 14, Issue 4 , 2017)

The research tries to reduce or bridge knowledge gap between the main variables, which are digital marketing and customer happiness, by identifying the nature of relationship combining them.

The study found that there is a direct impact of digital marketing on customer happiness, as well as on emotional human engineering effect, as a moderating variable, on the relationship between digital marketing and customer happiness.

The study of (Mamdouh Abdel-Fattah Ahmed Mohamed, the Impact of Digital Marketing on the Perceived Value of the Customer, applied study on Egyptian Airlines Customers, Egypt).

The study aims at highlighting digital marketing' s role in influencing the perceived value of Egyptian Airlines customers, and the extent of differences in opinions regarding the preference of digital marketing tools or the perceived value .

The study concluded that it is necessary to pay attention to digital marketing dimensions (attraction, absorption, retention, learning, and communication), or to maintain its digital tools (website marketing, social media marketing, e-mail, or telemarketing).

The study of (Zidane Karima, digital marketing 's contribution in developing the relationship with the customer, a case study of mobile phone customers in Algeria, PhD thesis, Bouira, 2019.)

The study's aim was to highlight the digital marketing's contribution in developing the relationship with the customer through the perceived value, a case study of a sample of mobile phone customers in Algeria.

The study found that customers actually have a positive opinion about the use of digital marketing tools, and it affects their perceived value, as it provides many benefits and avoids many costs.

6- Structure of the study: it consisted of three axes:

- **First:** The conceptual framework of digital marketing and marketing performance.
- **Second:** The effect of applying digital marketing on improving marketing performance.
- **Third:** the field study (statistical) study.

First: The conceptual framework of digital marketing and marketing performance:

1- Conceptual framework of digital marketing:

The digital revolution contributed to develop the communication between the institution and its market in the form of (interactive dialogue).As these modern technologies in communication have stimulated institutions to move from targeted and mutual mass communication to digital marketing, which aimed at improving their performance, maximizing the customer's role in the marketing process and achieving multiple marketing goals. From the above we will discuss the conceptual framework of digital marketing:

1.1. The concept of digital marketing: There are many definitions of digital marketing, the most important of which are the following:

- Digital marketing is defined as “a direct mean of communication and selling that allows interaction and personalization of the offer for each customer” (Kotler, Keller, & Manceau , 2015, p. 291)
- Digital marketing is defined as using digital means to achieve marketing activities, it expresses digital and modern means of communication that have developed with the emergence of information technology and the Internet. When speaking about digital means of communication it comes to our mind the use of social media and other social networks such as websites, blogs and search engines as a virtual floors (online and virtual platform) (Zidan, 2019, p. 20)
- Digital marketing is defined as the promotion of the obtained products from databases using on-line distribution channels in order to reach customers in a personalized, effective and timely manner” (Palak, 2012, p. 1)
- Digital marketing is defined as “using digital technologies such as Internet, digital media or phones in order to promote the products and the brands also to target the customers” (Zidan, 2019, p. 20)
- Digital marketing “represents a strategic channel to manage the relationship with the customer that allows developing and maintaining the relationship through listening to him. It means that digitalization represents a real opportunity to develop customer loyalty and knowledge” (Emmanuelle, Eric , & André-Benoît , 2017, p. 9)

The American Marketing Association had defined it as, “Digital marketing is the activities and actions facilitated by digital technologies to create and deliver a value to customers and other partners” (P.K & Hongshuang, 2016, p. 2)

From the above, a procedural definition can be given as “the use of digital means of communication, including the Internet and interactive channels (social media) to develop marketing operations methods and attract new customers as well as to retain corporate customers, and enhance the brand and increase sales.

1.2. The close concepts to digital marketing: (Fiona , 2013, p. 671)

- **Marketing via the Internet or the Web:** The Internet as a mean that opens several channels to communicate with customers and meet their needs.
- **E-Marketing:** refers to the use of information technology and the Internet to achieve marketing objectives and rapprochements between customers and suppliers. The term digital marketing is used as a synonym of e-marketing, because of the great similarity in the adopted means and the achieved goals in both of them. However, e-marketing literature review shows that it contains in addition to digital means: software for data management, electronic and software payment techniques and electronic protection. Therefore, we can say that digital marketing is a tool or a pillar for e-marketing or the part that the customer perceives and the window for communication and interaction with him.

1.3. Dimensions of digital marketing: Through the previous definitions, digital marketing dimensions can be identified, as follows: (Youssef , Laith , Zain , & Saeed , 2017, p. 6)

- a. Attraction:** A method that works based on consumer interactions, it requires to visit its interactive application voluntarily (such as visiting websites to search for things they want).
- b. Engage:** Is the user's involvement to participate, interact, or complete other business procedures, as it is considered as a major factor to create demand.
- c. Retention:** Is to provide a valuable relevant and interactive content in order to develop relationships with customers and the durability of the commitment over time, means that digital marketing is not a one-time project.
- d. Learning:** It is a method that marketers use through communication interactive means to obtain more data about customers (their attitudes, behaviors and demographic information), these information are collected from a surveys, questionnaires or registration processes, as it can be used in the application of digital marketing.
- e. Communication:** It is a marketing opportunity to personalise the interaction and focus it on a target market, as it helps in learning more about the individual consumer, providing personal services, and information about the availability of other services.

1.4. Importance of digital marketing:

It is important for both the organization and the customer, as it gives them the opportunity to display their products anywhere and at any time, which provides them with a

greater opportunity to make profits, as well as effective communication with partners and customers, as it is an effective way to exchange information. In addition to relationship dynamism and continuity with customer, which increases the effectiveness of (marketing performance) marketing functions.

1.5. Digital Marketing Challenges: The challenges facing digital marketing are varied, among which the following: (Mamdouh & Ahmed , 2020, p. 6)

- Unavailability of sufficient guarantees to preserve all transacting parties rights;
- Lack of confidentiality and security.
- Poverty spread in societies, especially in developing ones decreases the demand for it.
- The urgent need of developing the applicable systems and policies in the field of digital marketing.
- Organizational challenges as a result of: high costs of setting up websites, development of website technology, privacy and security, language and culture barriers, electronic payment methods trustless.

2- Conceptual framework of marketing performance:

Business organizations seek to achieve distinct levels of marketing performance to achieve survival and continuity requirements; in addition, performance distinction has become a necessity, which was imposed by competitive environment variables and digital transformations. In this section, we will discuss the conceptual framework of marketing performance:

2.1. Marketing performance concept: Is defined as “the extent of marketing functions efficiency and competency, that is, the extent to which it is able to achieve its objectives (increasing sales, raising its market share, achieving customer satisfaction) through the optimal use of its resources.” (Ben Nawar, 2006, p. 197)

2.2. Marketing performance components (marketing competency, marketing efficiency): we will focus in our study on both of them

- **Marketing competency:** In economic institution, the term competency has been associated with costs. Marketing is one of the most important activities in the institution nowadays; it means increasing marketing costs; which are product design, pricing, promotion and distribution. In this context, marketing competency is defined as "the optimal use of inputs to obtain the best output".

Reducing input costs, taking into account insurance and achieving customer satisfaction is an important way to increase marketing competency. The expected goal is to reduce input costs and improve output ones and it can be expressed by the following relationship: (Farhan Talib & others, 2012, p. 30)

$$\text{Marketing competency} = \frac{\text{output (giving products and services when necessary)}}{\text{input (marketing resources)}}$$

- **Marketing efficiency:** is the ability to achieve the institution goals by increasing sales volume and market share, achieving customer satisfaction, developing the human resources working in marketing field, and achieving the desired growth of the organization. (Boukrita, 2011, p. 87)

Marketing efficiency can be measured using the following ratio:

$$\text{Marketing efficiency} = \frac{\text{Achieved resultsoncreated results(seted objectives)}}{\text{outpt}}$$

We notice here that there is a convergence between the concepts of marketing competency and marketing efficiency. The organization may can be effective in achieving its marketing objectives, but not competent in using its resources, or the opposite, yet competency is an important element to achieve efficiency. On this basis, a satisfactory level of both competency and efficiency must be achieved to reach a good performance of the marketing function.

2.3. Marketing Performance Indexes:

Specialists have come up with several indicators to measure marketing performance, but we will focus on the most important ones.

- a. Business number profitability index:** This index expresses the levels of profits contributed by the business number to measure institution efficiency, it also reflects its goal to grow and expand.
- b. Marketing function efficiency Index:** can be studied by comparing the planned business number with the accomplished one.
- c. Competitiveness Index:** Can be calculated by dividing the business number of the comparison years by the one of the base year.
- d. Market share index:** Is one of the important and effective indexes that enhance the competitive position of the organization. As organizations, seek to achieve distinct and high market share in their market and maintain it by providing products suitable in their quality and prices. The market share can be measured using Three ways: (Mustafa Kafi, 2017, p. 119)
 - **The total market share:** It is calculated by dividing the organization's sales by the entire total sales in the market.
 - **The Relative market share:** It is calculated by dividing the total sales of the organization by the sales of the greatest competitors in the market.
 - **The target market share:** Is the organization's sales as a percentage of total sales in the target market sector.

2.4. The importance of marketing performance: Is highlighted in that it is directly related to the achieved objectives of the organization, which are to increase the market share and the achieved profits, achieving customer satisfaction and raising its efficiency to the required level. On one hand, the organization's marketing performance is linked to the community goals achievement, which are determined According to three foundations: "the economic basis, the legal basis, and the moral basis." (Mustafa Kafi, 2017, p. 114)

Second: Digital Marketing's Impact on Improving Marketing Performance:

1. Digital marketing contribution to achieve customer satisfaction: Digital marketing allows measuring customer satisfaction, their opinions about the institution and the brand. In the following some indicators that enable measuring it (Zidan, 2019, p. 66)

1.1. Re-visit rate: It means the number of revisiting the site in a certain period; this is a clear indication of the membership in the digital platform;

1.2. The rate and frequency of clicking on the email: It measures the extent to which the proposed offers or services are preferred over time;

1.3. Frequency and Quantity purchases rate: purchasing behavior gives a loyalty indication over time and according to the customer's life cycle;

1.4. “Voice of the customer”: There are qualitative data sources that some marketers call “the voice of the customer.” The customer is allowed to express his opinion through online satisfaction questionnaires, or from other free solutions, such as collecting customer’s opinions in an automatic way through closed or opened questions.

2. Digital marketing contribution to achieve profits and expand the market share of the institution: Digital marketing contributes in increasing profits, sales and market share of the institution through: (Abdel Hafeez, 2017, p. 5)

2.1. Digital advertising: Via digital marketing platforms and search engines to promote and advertise the marketing mix elements.

2.2. E-mail: To exchange digital messages using the Internet.

2.3. Making websites easy to use: Designing websites or a web page easy to access and with benefits.

2.4. Distinguished marketing performance: Through goals achievement and the optimal use of available financial and human resources.

2.5. Opening new markets: Breaking down time and space barriers and attracting new customers.

2.6. Reduce costs: Digital marketing allows controlling the costs, reducing the need for infrastructure to invest, and reduces logistical barriers.

2.7. Improving the quality of service: By correctly design and deliver the service the first time and in a better way the next time, while achieving customer satisfaction and competitive advantage in quality, speed of delivery, and improved added-value.

2.8. Strengthening the relationship with customers: Through adopting policies that would bring customers closer, using effective and integrated channels of communication.

Third: the Empirical Study

Methods and procedures: it includes a curriculum preface, study population and its sample, validity and reliability indicators, demographic variables of the study sample, and the statistical analysis used in the study.

1. Preface: This part includes the methodology used, the study population and its sample, a description of the demographic variables of the study sample members, the study tools, information sources, and the statistical method used, as well as examining the validity and reliability of the study tools.

2. Study method: the study’s goal is to identify digital marketing’s impact on improving marketing performance in economic institutions. The researcher followed the descriptive analytical approach to achieve the study’s goal, obtain data from its original sources, test hypotheses validity and answer the research questions. In order to identify applying digital marketing’s impact on improving marketing performance on Algeria Telecom in Batna city, we designed a questionnaire according to the agreed scientific steps.

3. Study population and sample:

The study population were Algeria Telecom (Batna Agency) customers, to conduct the study a random sample of 102 individuals was taken, it was fully retrieved, i.e., 97.05%, only three of them were excluded because they did not conform to the required conditions, so the study

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was conducted on 99 questionnaires. An electronic questionnaire was used and distributed via e-mail.

4. **Study tools:** the researcher relied on electronic questionnaire as the most used tool to collect data, which was designed after reviewing the previous related studies to the research topic; it includes two parts as follows:

The first section: general information about the study sample members' characteristics, namely gender, age, educational level, and social status.

The second section: variables of the study, which was in turn divided into two axes as follows:

The first axis: devoted to the independent variable "digital marketing", which contained (30) phrases, and it was divided into four main dimensions as follows:

- The first dimension: represents the attraction.
- The second dimension: represents the engage.
- The third dimension: represents retention.
- The fourth dimension: represents communication.

The second axis: devoted to the dependent variable "marketing performance", which contained (9) expressions.

Five-degrees Likert scale was used to measure respondents' responses, respectively: 1- Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5- Strongly agree.

5. Validity and constancy indexes

We relied on Cronbach's alpha coefficient to verify the stability of the questionnaire, the value reached 0.955 for digital marketing, 0.856 for marketing performance; it is accepted for the scientific research purposes.

6. Demographic variables of the study sample (describe the characteristics of the study sample):

The general data of the study sample will be described, gender, age, educational level, income level and frequency of purchases, as follows:

Table (1): Description of the characteristics of the study sample

Demographic variables		Frequencies	Ratio
Gender	Male	48	68,6
	Female	22	31,4
Age	26 to 33	11	15,7
	34 to 41	49	70,0
	42 to 49	9	12,9
	50 and above	1	1,4
Educational level	middle and secondary	14	20,0
	university	38	54,3
	Postgraduate	18	25,7
		4	4,5
Social Situation	single	15	21,4
	married	55	78,6

Source: Prepared by the researcher based on SPSS results

We notice that the study sample is distributed as follows 68.6% males and 31.4% females, which means that males percentage is more than females one. The study sample showed that the highest age rates percentage ranged (from 34 to 41 years) 70.0%, followed by the range (from 26 to 33 years old) 15.7%, then the last one (from 42 to 49 years old) 12.9%. These results indicate that they are interested in electronic purchases. In addition having great potentials and energies as well as technology mastering. Educational levels distribution showed that 54.3% of university degrees members, as those with master degrees, were ranked at first level, followed by middle and secondary level 25.7%. 20%. The social state distribution showed that the greatest percentage was of married individuals, i.e. 78.6%, and 21.4 % single individuals.

7. The statistical analysis: Data was analysed statistically using (SPSS: V20) , in addition to statistical methods we relied on some tests : Cronbach's alpha reliability coefficient, frequencies, percentages, Arithmetic average, standard deviation, Pearson correlation coefficient, test of Kolmogorov-Smirnov, test of permissible variance, simple linear regression coefficient.

8. Descriptive analysis of study members sample answers: The descriptive analysis focuses on determining the degree of the sample members' approval on each of the questionnaire phrases, in order to know the effect of electronic customer relationship management on customer value creation, Algeria Telecom – Batna Agency; this is illustrated in the following

Table (2): analysis of the study members answer

Expressions	Arithmetic Average	Standard Deviation
Attraction	3 ,8510	0,52075
Engage	3,5531	0,58872
Retention	3,7762	0,59580
Communication	3,4102	0.75785
Marketing performance	3, 6089	0, 65071

Source: Prepared by the researcher based on SPSS output

Through Table. (2), the highest arithmetic mean of digital marketing expressions is, which falls within the approval sentences. where the arithmetic average value was 3,4102 with standard deviation of 0.75785. It indicates that total respondents were done efficiently and effectively. while the rest of the expressions with varying values, reflecting the importance of each expression and the opinion of all the respondents in one hand, and the competency and efficiency of each expression in the other hand .For marketing performance, the sample members agreed on **Algeria Telecom, Batna Agency**, has an acceptable marketing performance.

1- Testing the study hypotheses: We test the hypotheses after testing the normal distribution Z (Smirnov Kolmogorov) instead of wilkshapiro, because the sample size is greater than 51. Where the Z value for each of them is 1.520 and 1.848 respectively at significant levels 0.201 and 0.469, which is greater than the statistically approved level of significance of 0.05, then the distribution is normal.

Testing principal hypothesis: the F test was used to find out the effect of digital marketing on improving the marketing performance of the Algeria Telecom Company in Batna.

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H0: There is no statistically significant effect of digital marketing on improving the marketing performance of Algeria Telecom Company in Batna at 0.05 level of significance.

H1: There is a statistically significant effect of digital marketing on improving the marketing performance of Algeria Telecom Company in Batna at 0.05 level of significance.

To explain correlation coefficient, we used R, determination coefficient R^2 and the modified coefficient of determination \bar{R}^2 that provides more accurate and closer explanation to the validity.

Table (3): Regression variance analysis of digital marketing and marketing performance

Correlation coefficient R	Determination coefficient R ²	Modified coefficient of determination \bar{R}^2	F value	Level of significance.
0.772	0.596	0.590	100,281	0.000

Source: Prepared by the researcher based on SPSS output

The table shows that the correlation coefficient between the two variables was estimated 0.772, this indicates that there is a positive medium correlation between digital marketing and improving the marketing performance of Algeria Telecom. Determination coefficient reached 0.590, which means that digital marketing explains 59% of the dependent variable (performance marketing); the remaining 41% of the variance represents other unstudied factors. It turns out that F value amounted 100,281 at 0.000 level of significance that is less than 0.05. Therefore the null hypothesis is rejected, however the alternative one is accepted. So there is an effect of digital marketing on improving the marketing performance in Algeria Telecom Company -Batna, simple linear regression equation can be formed as follows:

$$y=0,299+0.907x$$

Where x represents attraction dimension, y marketing performance.

Testing the first hypothesis

H0: There is no statistically significant effect of attraction dimension on improving the marketing performance of Algeria Telecom Company in Batna at 0.05 level of significance.

H1: There is a statistically significant effect of attraction dimension on improving the marketing performance of Algeria Telecom Company in Batna at a level of significance of 0.05.

Table (4): Regression variance analysis of the attraction dimension in improving marketing performance

Correlation coefficient R	Determination coefficient R ²	Modified coefficient of determination \bar{R}^2	F value	Level of significance.
0.621	0.386	0.377	42,771	0.000

Source: Prepared by the researcher based on SPSS output

The above table shows that the correlation coefficient was estimated 0.621, means that there is a positive medium correlation between the dimension of attraction and the importance

of marketing performance. Determination coefficient reached 38, 6% the remaining 61,4 % of the variance represents other unstudied factors. F value amounted 42,771 at a significant level of 0.00it is less than 0.05, which means accepting the alternative hypothesis H1 that states that there is an effect of the attraction dimension on improving the marketing performance of Algeria Telecom, Batna agency. Simple regression equation can be formed as follows:

$$Y=0.461+0,119x_1$$

where x_1 represents the attraction dimension, Y marketing performance.

Testing the second hypothesis

H0: There is no statistically significant effect of absorption dimension on improving the marketing performance of Algeria Telecom Company in Batna at the 0.05 level of significance.

H1: There is a statistically significant effect of absorption dimension on improving the marketing performance of Algeria Telecom Company in Batna at a level of significance of 0.05.

Table (5): Regression variance analysis of engage dimension in improving marketing performance

Correlation coefficient R	Determination coefficient R ²	Modified coefficient of determination \bar{R}^2	F value	Level of significance.
0.648	0.420	0.412	49.335	0.000

Source: Prepared by the researcher based on SPSS output

The above table shows that correlation coefficient was estimated 0.648, which means there is a positive medium correlation between engage dimension and the importance of marketing performance. Determination coefficient reached 0.420, it means that engage dimension express 42% of marketing performance variable, while the remaining percentage of the variance 58% represent the unstudied factors. It also shows that F value amounted to 49.335at 0.00 level of significance that is less than 0.05, which means the alternative hypothesis **H₁** is accepted, so there is an effect of engage dimension on improving the marketing performance of **Algeria Telecom, Batna agency**. Simple regression equation can be formed as follows:

$Y=0,367+0.102X_2$ / where X_2 represents absorption dimension, Y is the marketing performance

Testing the third hypothesis

H0: There is no statistically significant effect of retention dimension on improving the marketing performance of Algeria Telecom Company in Batna at the 0.05 level of significance.

H1: There is a statistically significant effect of retention dimension on improving the marketing performance of Algeria Telecom Company in Batna at 0.05 level of significance.

Table (6): Regression variance analysis of retention dimension in improving marketing performance

Correlation coefficient R	Determination coefficient R ²	Modified coefficient of determination \bar{R}^2	F value	Level of significance.
0.676	0.457	0.449	57,200	0.000

Source: Prepared by the researcher based on SPSS output

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The above table shows that correlation coefficient was estimated 0.676, means that there is a positive medium correlation between retention dimension and the importance of marketing performance it represents 45,7% of it, while the remaining percentage of the variance 54,3% represent other unstudied factors. It also shows that F-value amounted 57,2 at 0.00 significant level which is less than 0.05, it means accepting the alternative hypothesis H1, so there is an effect of retention dimension on improving the marketing performance of Algeria Telecom ,Batna agency. Simple regression equation can be formed as follows:

$$y=0,373+0.98x_3$$

Where x_3 represents retention dimension, y marketing performance.

Testing the fourth hypothesis

H0: There is no statistically significant effect of communication dimension on improving marketing performance of Algeria Telecom Company in Batna at 0.05 level of significance.

H1: There is a statistically significant effect of communication dimension on improving marketing performance of Algeria Telecom Company in Batna at 0.05 level of significance.

Table (7): Regression variance analysis of communication dimension in improving marketing performance

Correlation coefficient R	Determination coefficient R²	Modified coefficient of determination \bar{R}^2	F value	Level of significance.
0.793	0.629	0.624	115,535	0.000

Source: Prepared by the researcher based on SPSS output

The above table shows that correlation coefficient was estimated 0.793, it means that there is a positive medium correlation. Determination coefficient reached 0.629, it means that communication dimension express 62.9% of marketing performance variable, the remaining 37,1% of the variance represent the other unstudied factors. It also shows that F value amounted 115,535 at 0.00 level of significance that is less than 0.05, so the alternative hypothesis H1 is accepted, which states that there is an effect of communication dimension on improving marketing performance of Algeria Telecom, Batna agency. Simple regression equation can be formed as follows:

$$y=0,221+0.63x_4$$

Where x_4 represents the communication dimension, y is the marketing performance.

Comparison between previous studies and our research study: Through reviewing the previous studies, we notice that the similarities between both studies were related to digital marketing's four dimensions, and marketing performance by studying each variable separately. Whereas, the fundamental difference is in the link between the two variables: digital marketing's four dimensions (attraction, engage, retention, communication) and marketing performance's indicators (market share, profitability and customer loyalty). We concluded that there is strong correlation relationship between digital marketing and marketing performance in Algeria Telecom-Batna - according to specific indicators (market share, profitability and customer loyalty) and the presence of other influencing factors.

Conclusion:

Based on the study results, a set of recommendations can be given:

- 1- Paying attention to digital marketing and its tools because of its positive impact on marketing performance.
- 2- The necessity of activating the use of digital marketing in business organizations, especially in Algeria Telecom Corporation in Batna city.
- 3- The need for a continuous marketing performance improvement based on digitization in light of the imposed competition to ensure survival and continuity.
- 4- Fostering the relationship with customers through digital marketing to ensure improving marketing performance levels.
- 5- Conducting continuous training for Algeria Telecom workers to enable them to master digitization techniques to improve their marketing performance.

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