

Dimensions of Digital Marketing and its Impact on Enhancing the Mental Image of the Organization

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Abstract : A conceptual and intellectual framework was presented to present this study through two main variables: digital marketing (as an independent variable) and the mental image of the organization (as a dependent variable). The independent variable included five dimensions, namely (Attractive, Communication, Engagement, Learning, and Relating), while four dimensions were chosen for the dependent variable, namely (perception, influence, motivation, and desire), and was included in the questionnaire form. The study aimed to explore the level of digital marketing adopted by Zain Telecommunications Company as well as the level of the company's mental image. The questionnaire was adopted as the main tool for collecting data from the selected sample, as (75) valid questionnaires were analyzed using the Statistical Program for Social Sciences (SPSS), and many statistical tools and tests were adopted to analyze the results. The results showed that there is a significant impact of digital marketing and its dimensions (Communication, Engagement, Relating) in enhancing the mental image of the organization, while the two dimensions of digital marketing (attractiveness and learning) did not have a significant impact. Based on the results obtained, the researcher presented a number of recommendations for relevant organizations to avoid obstacles and improve performance, as well as for researchers regarding future research.

Keywords: Digital marketing, Mental image, Zain Telecommunications Company.

Introduction: The digital revolution that the world is currently experiencing mostly involves commercial, economic, and even marketing principles. Economic institutions, particularly telecommunications corporations, now face new obstacles in figuring out how to employ digital technology to achieve their goals in light of the transformation the world has witnessed in numerous industries in the last few years due to its widespread use. Due to its ability to obtain information quickly and facilitate direct and efficient customer communication, e-marketing has become the most popular trend in the modern period, and these organizations have started using it. In addition to being a supplementary revenue stream, digital marketing is now a tool for building and preserving enduring connections with different market participants. All market participants are now able to communicate on a new level because to the Internet's fundamental property of interactivity (Batinic, 2015). E-marketing enables institutions to achieve excellence in their performance and meet customer demands immediately, and attract them to leave a good image of themselves for their external and internal audience alike. In addition to getting closer to each customer and gradually reaching their depths, and being well-positioned in their mind. Digital media's function in business is thought to be an alluring marketing tool that can mold brand perceptions in order to communicate brand value to customers (Zahira and Prasetyo, 2021). As a result, the idea of mental image has drawn the interest of numerous scholars since it represents the collection of knowledge and concepts that consumers and clients hold in their brains and that are expressed in their behaviors and emotions towards a particular good, service, or organization. As a result, most successful institutions now strive to project a positive image because they understand how crucial it is to research and gauge the mental image that their target audience has of them.

2. Study problem

The study tackles a significant issue about how to create an impression of the corporation in the minds of people by utilizing digital marketing aspects in the investigated company.

Owing to the rapid advancements in information and communications technology and the global shift to a digital economy, businesses are searching for cutting-edge marketing strategies and tools that can keep up with this change and effectively meet the needs of both present and future clients, taking into account their evolving preferences and needs, in order to enhance their mental image and create a kind of loyalty to their brand.

Through the questionnaire conducted by the researcher, the following questions can be asked to express the content of the problem as follows:

- Do the company's customers have a clear vision of the dimensions of digital marketing?
- How do the dimensions of digital marketing affect the enhancement of the mental image of the organization under study?
- Which dimension of digital marketing has the greatest impact in establishing the mental image of the organization?

3. The importance of the study

The following highlights the study's significance:

- Using electronic marketing initiatives to enhance the mental image of the studied institution.
- Developing fresh, more efficient strategies and tactics to draw clients and initiate trades, transactions, and services.
- Making clear the connection between digital marketing and building the mental image of the institution, which provides the organization under investigation with a range of options for customer service based on dependable scientific principles.

4. Study Objective:

This study seeks to explore the following:

- The level of digital marketing adopted by Zain Company.
- The level of mental image among Zain Company's customers.
- The impact of digital marketing dimensions in enhancing Zain's mental image.

5. Study model: Using the studied literature as a guide, the study model depicted in Figure 1 below was developed:

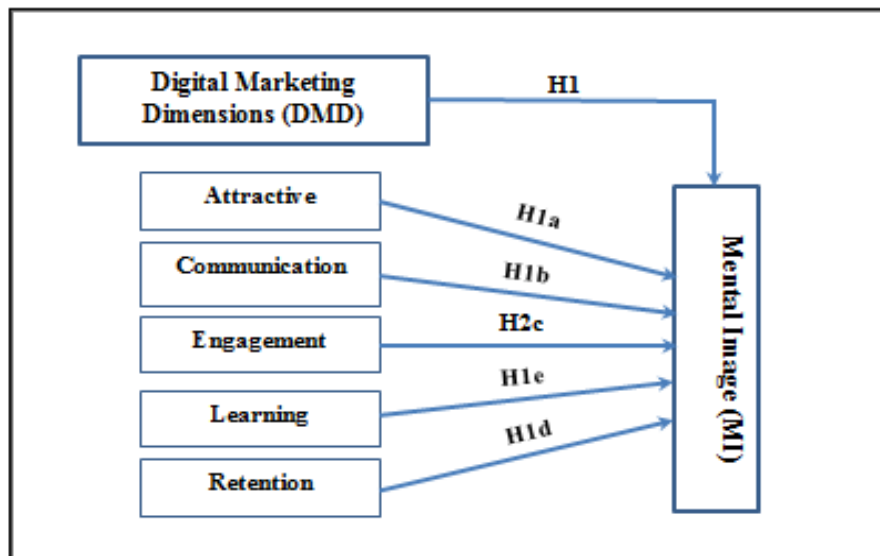


Figure 1: Study model

6. Study hypothesis

Based on the study problem and its objectives, the study hypotheses were formulated as follows:

a- Main hypothesis (H1): There is a statistically significant impact of digital marketing in consolidating the mental image of the organization.

b- Sub-hypotheses:

H1a- There is a statistically significant impact of attraction in consolidating the mental image of the organization at a significance level of 0.05.

H1b- There is a statistically significant impact of communication in consolidating the mental image of the organization at a significance level of 0.05.

H1c- There is a statistically significant impact of Engagement in consolidating the mental image of the organization at a significance level of 0.05.

H1d- There is a statistically significant impact of learning in consolidating the mental image of the organization at a significance level of 0.05.

H1e- There is a statistically significant impact of retention in consolidating the mental image of the organization at a significance level of 0.05.

7. Zain Telecommunications Company

In 2003, Zain Telecommunications Company formally began operations in Iraq. It was created when Al-Atheer and MTC, a division of Kuwait Mobile Telecommunications Company, merged to form the Kuwaiti Zain Group, which operates in the Middle East and Africa. With this combination, the company is taking the first step toward becoming a worldwide enterprise and breaking into the top ten global mobile communications clubs. It is the second-biggest business in the regional Zain Group, which has operations in 22 Middle Eastern and African nations.

This partnership represents a huge driving force for the Iraqi economy, as Zain provides its services to a customer base in Iraq, which is estimated at about 16 million subscribers, which indicates the market share owned by the company under study.

Zain Iraq has provided a distinguished group of services to all subscribers (customers), such as the BlackBerry service and attractive offers for Internet service such as the TikTok package, unlimited open Internet, the open Internet gift, the Internet package recharge card for prepaid lines, the Internet Pioneers package and third generation services, benefiting from its possession of a high-quality infrastructure. The number of employees of both genders (males and females) in the company is more than (300) employees with different qualifications (Alwan & Awad, 2022).

8. Study methodology and data collection methods

8.1. Study methodology

This study is classified as a descriptive study since it focuses on explaining a scientific problem, determining its origins, and then establishing precise scientific findings that help determine suitable solutions. In order to accurately and locally describe the current state of the phenomenon under study, as well as to represent the entirety of the systematic scientific steps that describe the problem or phenomenon and then analyze it to extract the most significant findings, we have determined that the descriptive analytical method is the best approach for our research.

8.2. Study community and sample

Customers of Zain Telecommunications Company, one of the top providers of Internet services in the Babil Governorate of Iraq, were represented in the study community. A random sample of Zain Telecommunications Company customers was chosen for the study, and out of the 65 questionnaires that were sent out, 60 (92%) were deemed legitimate for statistical analysis.

8.3. Statistical tools used

The statistical program (SPSS) was used to describe and diagnose the study variables and find the relationships of influence and correlation between them by adopting a set of statistical tools (frequency distributions, percentages, arithmetic means, standard deviation, and correlation coefficients).

8.4. Study limitations

- 1- **Time limits:** The study limits were limited to the period from September to November 2024.
- 2- **Spatial boundaries:** Zain Telecommunications Company in Babil Governorate - Iraq.
- 3- **Objective Limits:** It covered both the dimensions of digital marketing and the dimensions of the organization's perception.

9. Literature review

9.1. Digital marketing concept

Today, science and technology are more integrated into our daily lives due to the rapid advancement of advanced technology. Information technology is used extensively in many different fields, particularly digital marketing (Mjla et al., 2001).

A new concept known as digital marketing has emerged as a process adopted by the institution to achieve its goals. This is because modern technological trends have dominated the marketing activities of institutions, increasing competition among them in the virtual world. The biggest challenge facing these institutions is creating an interactive brand with the customer to evaluate their products and services (Djouad and Farid, 2024).

Digital marketing is the strategic process of creating, publishing, and advertising a product or service to a particular audience via the Internet or digital media (Boone et al., 2001). (Chaffey, 2012) also defined digital marketing as "The process of using digital means such as the Internet in addition to traditional forms of communication to achieve marketing goals". According to (Sokolova and Titova, 2020), it is a collection of practices and actions that incorporate all facets of the business's conventional marketing strategy with the goal of managing relationships with target consumers using digital information, electronic devices, and communications technology. It involves applying general marketing science principles to a physical market using a variety of methods and strategies as well as contemporary technological resources, particularly the Internet (Hafidi, 2023).

Notwithstanding the fact that marketing functions have evolved into a new, more successful idea thanks to digital technology, they have not rejected or disregarded conventional marketing theories; rather, they have been able to capitalize on them and create creative solutions to their issues by creating new tools and methods known as digital marketing (Al-Dajah, 2019).

9.2. Why digital marketing is important?

Significant advancements and modifications in the information and communications sector have given rise to fresh, creative ways to meet customer demands. The most noticeable of these developments is the rapid expansion of digital commerce and the Internet. Digital marketing and commerce are predicted to grow as a result of customers' increased use of these technologies (Ferrell and Hartline, 2011).

The importance of digital marketing differs for commercial organizations, as each organization's level of interest changes based on its needs and entity (Landry, 2012). There are several factors that contribute to the significance of successful digital marketing in businesses (Grewal and Levy, 2014):

- 1- Use digital means to exchange business documents and information between brokers, suppliers, and organizations.
 - 2- Using digital channels, the company and customers exchange product information, specifications, sales, and purchase orders.
 - 3- Discuss pricing and electronically exchange product details and photos, as well as how those items are delivered to clients.
- Furthermore, Digital marketing helps businesses better utilize their financial resources and raise their brand visibility in the eyes of consumers. In addition, digital marketing allows businesses to reach clients they might not otherwise be able to reach because of the time and location restrictions placed by existing distribution techniques (Sheth and Sharma, 2005). Additionally, businesses can utilize digital marketing to analyze marketing performance and gather data on client behavior (Hennig et al., 2010). Moreover, businesses that use digital media may now gather information on consumer behavior and analyze marketing effectiveness. Additionally, businesses can more efficiently employ interactive forms to convey product information (Thaichon et al., 2012).

Accordingly, the following demonstrate the significance of digital marketing as a way to boost the institution's competitiveness and improve its reputation with clients (Sabeeh et al., 2024):

- 1- Concentrate on bringing down the prices of the services these organizations offer.
- 2- Improving the effectiveness of the services offered to clients and ensuring that they are delivered on schedule and with the required speed.
- 3- Removing or reducing the barriers between international markets to facilitate consumer mobility and market entry through various digital channels.

9.3. Digital marketing dimensions

Many researchers have discussed the dimensions of digital marketing in many publications under several different names (components, elements, and dimensions). This study adopted the dimensions (attraction, communication, engagement, learning, and retention) adopted in the (McQuade et al., 1996) model as the most widely accepted model for digital marketing elements. Some of the researchers' opinions on these dimensions are shown in the **Table 1** below (Al-Shammari, 2017):

Table 1. Digital marketing dimensions according to the views of some researchers

Dimensions Resources	Attractive	Participation	Retention	Learning	Communication
(Teo & Tan, 2002)	+	+	+	+	+
(Teo, 2005)	+	+	+	+	+
(Simmons, 2007)	+	+	+	+	+
(Chong et al., 2010)	+	+	+	+	+
(Kian, 2011)		+	+		+
(Peretti & Cauli, 2012)	+	+	+	+	+
(Ollila, 2012)	+	+	+	+	+
(Gardeback & Lannehed, 2013)	+	+	+	+	+
(Campana, 2014)		+	+		+
(Demishkevich, 2015)	+	+	+	+	+

Source: Al-Shammari, M.A.J. (2017). Digital marketing and its role in enhancing the organization's mental image.

To comprehend all of these dimensions' facets, a description of each is provided below.

9.3.1. Attractive

This dimension describes the methods used to draw clients to the company's website (Waitman, 1996). This is achieved by placing the brand name or reference to it in a specific URL or website on the Internet, rather than using billboards, other people's websites, or the marketing communications infrastructure (Teo and Tan, 2002). In contrast to traditional and direct marketing, digital marketing uses ads or pertinent links to entice users to visit interactive online applications, such as websites, as well as to become subscribers or website visitors (Chan and Guillet, 2011).

9.3.2. Engagement or (Content Marketing)

In order to achieve interaction with the services offered, marketers must continue to draw customers to the company's website through the Internet and engage them in the marketing process. This is because, on the one hand, mastering creative programming for interactive media is crucial to drawing customers in, and on the other hand, offering customers valuable content (Kian Chong et al., 2010). This makes it easier for consumers to interact with businesses that advertise their services, which in turn helps them engage and keep clients through competitions. This is crucial for many businesses that have not been able to do so (Chan and Guillet, 2011).

9.3.3. Retention

Organizations want to keep clients and encourage them to make repeat purchases through their website in order to establish pleasant, comfortable, and long-lasting relationships with them. This calls for businesses to have long-term fixed commitments and resources (Teo and Tan, 2002). It is advised that marketers maintain websites if creating and maintaining superior customer communications is a crucial factor that businesses should consider when putting digital marketing strategies into practice. So, it is advised that marketers maintain recently developed websites and update them frequently by adding fresh content or dynamic information, such stock prices, weather updates, and other dynamic, interactive, and exciting content (Campbell, 2022).

In addition to offering fast downloads of information from their websites and online purchase order tracking, they also install security measures to safeguard the privacy of their clients and deliver the information and goods they require in the quickest amount of time and at the most affordable price, which encourages them to use another digital tool to make their next purchase (Mayer, 2019).

9.3.4. Learning

Marketers may monitor and discover more about the demographics, habits, and interests of their customers by using social media platforms. To ascertain their preferences and wishes and to keep track of their registrations and transaction records, this information can be gathered in a number of ways, including through the use of web page tracking technologies (Al-Khalifa, 2018). The majority of businesses use chat systems to facilitate communication and exchange ideas in order to learn about their customers' preferences for products replace them with items they desire, and explain features and benefits that they might not be aware of (Chan and Guillet, 2011).

9.3.5. Communication

Since it allows for interaction between the service offered or the marketing campaign for multiple customers at once, communication is one of the most crucial ways to add value in digital marketing (Ghieselli and Ma, 2015). Through communication and distribution, social media offers musicians a good way to connect with customers. It also enables them to learn more about a single customer through ongoing interaction, offering any individual service, and reporting any new offers or available individual services (Ghieselli, 2015). It is the process of passing along knowledge and common understanding from one person to another and is one of the most crucial components required for the success of digital marketing (Fred and Lunenburg, 2010).

10. Mental Image

One of the more recent ideas and phrases in marketing science is the organization's mental image. According to (Kunanusorn and Puttawong, 2015), it first emerged in the second half of the nineteenth century when businesses started employing a novel strategy to sway consumers' decisions to buy: reaching their minds by boosting the brand's reputation and creating a unique image for it through the advantages it offers to customers. The mental image is a collection of images that are created as a result of a number of experiences, emotions, connections, and prior impressions in the interactions of stakeholders with the organization (Brahimi and Mardawi, 2019). In terms of concepts, feelings, and memories, the mental image reflects the psychological process via which an individual's working memory depicts a sensory or cognitive product (MacInnis and Price, 1987). According to the principle of mental imaging, we visualize in our minds anything that was shown to us prior to any experience or information being offered (Lee and Gretzel, 2012). Stated differently, consumers who possess a high degree of mental imagery may be able to obtain sufficient information to decide whether to buy a product without actually seeing it (Yo and Kim, 2014).

According to Kotler, the offers that a company makes in order to gain a favorable reputation with customers and accomplish its marketing objective constitute the mental picture of the company's brand (Brahimi and Mardawi, 2019). As stated above, because of the latent power in these consumers' brains and perceptions, the mental image is regarded as a key aspect in the thorough evaluation of every institution, regardless of its size or type (Abd-El-Salam, 2015).

10.1. How important is mental imagery?

Every firm may boost sales and improve its reputation in the eyes of the public by cultivating a favorable mental image of itself, which is a good indicator of obtaining the satisfaction of both the external and internal public (employees) (Ferjan et al., 2010). Given the current globalization trend, intense competition among businesses and quick access to markets, the organization's mental image has grown in importance and effectiveness for the following reasons (Kuvykaite, 2013):

- 1- Its role in ensuring the organization's existence, continuing operations, and survival in a cutthroat market.
- 2- Ensuring the organization's effective performance as a result of its separation from the pressures brought on by a negative reputation or image.
- 3- Its role in raising awareness within the company and helping people develop a favorable opinion of it (Bronn et al., 2002)

In addition to the aforementioned, (Lendrevie and Mercator, 2000) contend that the distinct qualities and attributes that the organization offers—mental recall, personality or subjectivity, selectivity, simplicity, and relative stability—are what make the organization's mental image so important, as illustrated in Figure (2) below:

10.2. Mental image dimensions

It is evident from examining various works of literature that different titles are used in relation to the dimensions of the mental image since the nature and goals of the research varied. It should be noted that the researcher chose to use the (perception, influence, motives, and desire) dimensions shown in Figure 2 below, which are mentioned in the models of (Al-Amiri, 2015) and (Al-Bakri, 2010). In this study because he felt they were compatible with the goals of his study and could be applied and measured with ease.

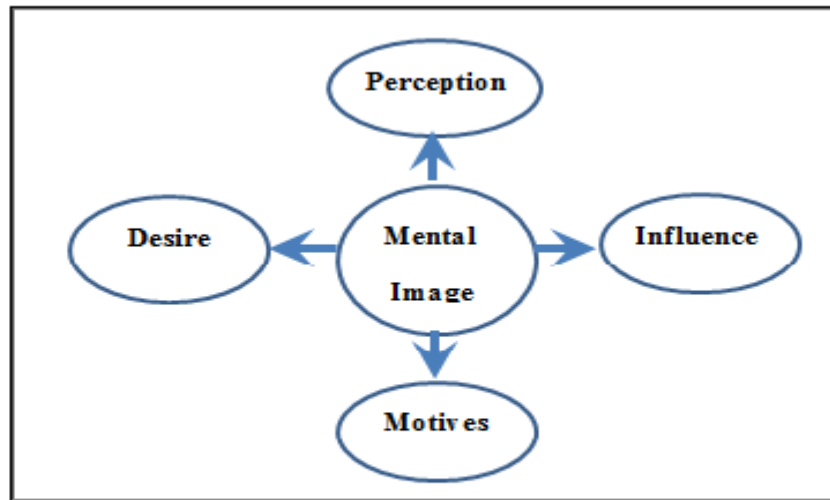


Figure 2 . Mental image dimensions

Source: Prepared by the researcher, derived from administrative literature.

10.2.1. Perception

Perception is the process by which people organize and interpret their sensory experiences in order to determine the significance of their environment (Robbins, 2009). According to (Morris, 2001), perception can be summed up as the ability to identify significant patterns within a tumultuous mass of sensory data.

Put differently, every individual will perceive and interpret the phenomena that exist in his environment and the surroundings in which he lives in his own unique way and in accordance with his understanding of them. As a result, he will act in a particular way based on his perception and interpretation of these phenomena (Robbins, 2001). Perception is one of the most crucial fundamental elements required to construct the institution's mental image (Mcshane and Glinow, 2010).

10.2.2. Influence

Influence, which is the capacity to influence target clients and win their allegiance, arises from social interaction between two or more people (Larson et al., 2009). There are six fundamental elements of persuasion, according to (Cialdini, 2005): (scarcity, authority, adoration, commitment and consistency, social proof, and reciprocity). As for the methods of persuasion and influence that can be used to enhance the mental image of the organization, they were explained by (Lussier, 2005) as follows:

- 1- Flattery: It is the practice of a customer courting a business before placing an order, and vice versa.
- 2- Rationality: Persuading the opposing party that his actions accomplish the intended outcome through objective bargaining.
- 3- Spiritual petition: When the petitioner has a lot of power, it is thought to be the most suitable tool for influencing the logical party.

10.2.3. Motives

Motivation is the energy that propels individuals to act in a specific manner. Getting employees to do things that will benefit the company the most is the aim of employee motivation, according to management. It is the power responsible for human locomotion. Actually, every behavior that stimulates a living organism's internal or exterior activity is regarded as a form of motivation (Daniel et al., 2005). Since everyone has varied motives, it is important to understand the traits of the driving forces that are easier to identify before acting on them. Generally speaking, motivation helps people perform at high levels and get past obstacles to change (Tohidi, 2011).

When it comes to workplace motivation, motivation is the inherent force that propels someone to do or not do something, and it relates to the underlying causes of an individual's behavior and conduct in a particular way (Lai, 2011).

10.2.4. Desire

In accordance with their living conditions, which are marked by constant change and variation between nations and even within the same nation, people have desires, which are personal goals they want to fulfill. The strong impact of society, traditions, conventions, family, etc., is to blame (Al-Bakri, 2012).

In his research, (Al-Shammari, 2017) noted that every person has a unique set of needs and desires that vary depending on how much he or she is aware of them and how much he or she wants to meet them. There are various categories of desires, however the following are the most significant (Al-Amiri, 2005):

- 1- Having personal aptitude: People want to perform well and seem competent, they have a wide range of abilities that enable them to succeed and assume responsibility.
- 2- Social Contribution: Whether on an individual or group level, people always strive to achieve a high social standing and desire to be regarded as leaders and contributors.
- 3- Self-esteem and social acceptance: refers to people's need for respect, morals, and a sense of social acceptance.

10.3. Digital marketing's impact on mental image

Good internet reviews and comments can improve a company's brand image, impact consumers' readiness to make a purchase and improve how prospective customers evaluate services (Krach and Wang, 2010). Furthermore, a proficient digital marketing strategy can offer clients several advantages, such as improving the company's or product's reputation, influencing customer behavior, and increasing service sales (Xu and Pratt, 2018).

For instance, in the tourism industry, a study (Navio et al., 2018) revealed that destinations advertise or distribute their travel offers using various digital marketing platforms as communication channels, they provide prospective clients with a variety of information. Businesses that reply appropriately and promptly to instructions and reviews from prior visitors can increase online market capacity, inspire confidence in new guests, and discuss and explain their faults (Wei et al., 2013).

In addition, customers can share ideas, images, and videos with other customers across a range of online platforms, such as blogs and social networks, which ultimately enhances the company's mental image (Munar and Jacobsen, 2014).

11. Data analysis

11.1. The study sample's description (demographic variables)

Table 2. Demographic variables of the sample

The factor	The details	The number	%
Gender	Male	43	57.3
	Female	32	42.7
Age	30-18	19	25.3
	50-31	31	41.3
	More than 50	25	33.3
Educational level	High school diploma or less	16	21.3
	College student	18	24.0
	Bachelor's	24	32.0
	Higher university degree	17	22.7
Function	Government employee	18	24.0
	Student	10	13.3
	Freelancer	30	40.0
	Owner of a company/ project	17	22.7

It is clear from the Table (2) above, which describes the demographic characteristics of the study sample according to (gender, age, educational level, and profession), that the majority of the study sample members are males, numbering (43) individuals, at a rate of (57.3%). Most of the sample members are within the age group (31-50), numbering (31) or (41.3%), followed by the age group (over 50), numbering (25) individuals, at a rate of (33.3%), and in last place comes the age group (18-30), numbering (19) individuals, at a rate of (25.3%). Regarding the educational level, it was found that those who hold a bachelor's degree are the vast majority of the sample, as their number reached (24) individuals, representing (32%), and in last place was the category of those who hold a high school diploma or less, as their number reached (16) individuals, representing (21.3%). As for the profession, most of the sample members were self-employed, as their number reached (30) individuals, representing (40%), and in last place was the category of students, as their number reached (10) individuals, representing (13.3%). From the above, it is clear that there is a kind of balance in selecting the random sample, which achieves greater credibility and comprehensiveness.

11.2. Reliability

Research findings' credibility or dependability is referred to as reliability (Kothari, 2012). The survey instrument's reliability was assessed using Cronbach's alpha, one of the most popular measures of item internal consistency (Sekaran, 2003). Cronbach's alpha value was calculated for the research variables separately and combined as shown in the table () below, where it is clear that the results were greater than 0.6 indicating high reliability of the research instrument (questionnaire).

Table 3. Cronbach's Alpha Coefficient Values

Variables	Number of paragraphs	Cronbach's alpha value
Digital marketing	25	.815
Metal image	20	.707
Total	45	.804

11.3. Descriptive analysis

To test the hypotheses and investigate the effects of the independent variable (digital marketing) and its sub-dimensions (attractive, participation, retention, learning, and communication) on the dependent variable (the organization's mental image), the study employed both linear regression analysis and Pearson correlation analysis. The results were as follows:

Table 4. Correlation analysis of study variables

		Correlations						
		Attractive	Communication	Engagement	Learning	Relating	Digital Marketing	Mental Image
Attractive	Pearson Correlation	1	-.074-	-.201-	.095	.020	.409**	-.028-
	Sig. (2-tailed)		.525	.083	.417	.862	.000	.814
	N	75	75	75	75	75	75	75
Communication	Pearson Correlation	-.074-	1	.059	.371**	.077	.436**	.244*
	Sig. (2-tailed)	.525		.617	.001	.510	.000	.035
	N	75	75	75	75	75	75	75
Engagement	Pearson Correlation	-.201-	.059	1	.258*	.455**	.544**	.235*
	Sig. (2-tailed)	.083	.617		.025	.000	.000	.043
	N	75	75	75	75	75	75	75
Learning	Pearson Correlation	.095	.371**	.258*	1	.101	.621**	-.035-
	Sig. (2-tailed)	.417	.001	.025		.390	.000	.768
	N	75	75	75	75	75	75	75
Relating	Pearson Correlation	.020	.077	.455**	.101	1	.614**	.488**
	Sig. (2-tailed)	.862	.510	.000	.390		.000	.000
	N	75	75	75	75	75	75	75
Digital Marketing	Pearson Correlation	.409**	.436**	.544**	.621**	.614**	1	.341**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.003
	N	75	75	75	75	75	75	75
Mental Image	Pearson Correlation	-.028-	.244*	.235*	-.035-	.488**	.341**	1
	Sig. (2-tailed)	.814	.035	.043	.768	.000	.003	
	N	75	75	75	75	75	75	75

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

12. Hypothesis testing

a- (Main hypothesis) H1: There is a statistically significant effect of Digital marketing in enhancing the mental image of the organization at a significance level of 0.05.

Through the results of the Pearson correlation analysis shown in Table 4 above, and the results of the regression analysis shown in the tables below, the following is clear:

1- From the ANOVA Table No. (5) below, it is shown that the value of the F test between Digital marketing and mental image is a significant, as it reached (9.629) which is greater than the tabular value of (3.92), and its probability value is sig.= (.003) which is lower than the significance level of 0.05.

2- From Table (4) above, it is clear that the value of the correlation coefficient is (.341), which indicates the presence of a weak positive correlation between the variables.

3- From Table (6) below, the value of the interpretation coefficient R^2 reached (.117) meaning that the regression explains a percentage of (11.7%) of the changes that occur in the variable (Mental image) and the remaining percentage (88.3%) may be due to the contribution of other variables not included in the current study.

We conclude from the results shown above that the alternative hypothesis is acceptable, which states that **"There is a statistically significant impact of digital marketing in enhancing the mental image of the organization at a significance level of 0.05 "**.

Table 5. ANOVA analysis

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.537	1	.537	9.629	.003 ^b
	Residual	4.072	73	.056		
	Total	4.609	74			

a. Dependent Variable: Mental Image

b. Predictors: (Constant), Digital Marketing

Table 6. The interpretation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.341 ^a	.117	.104	.23619

a. Predictors: (Constant), Digital Marketing

b- Sub-hypotheses:

H1a: There is a statistically significant impact of Attraction in consolidating the mental image of the organization at a significance level of 0.05.

Through the results of the Pearson correlation analysis shown in Table 4 above, and the results of the regression analysis shown in the tables below, the following is clear:

1- From ANOVA Table No. (7) below, it is shown that the value of the F test between attraction and mental image is not significant, as it reached (.056) which is lower than the tabular value of (3.92), and its probability value is sig.= (.814) which is greater than the significance level of 0.05.

2- From Table (4) above, it is clear that the value of the correlation coefficient is (-.028), which indicates the presence of a negative (weak) correlation between the variables.

3- From Table (8) below, the value of the interpretation coefficient R^2 reached (.001) meaning that the regression explains a percentage of (0.1%) of the changes that occur in the variable (Mental image) and the remaining percentage (99.9 %) may be due to the contribution of other variables not included in the current study.

We conclude from the above that the alternative hypothesis that states **"There is a statistically significant impact of attraction in consolidating the mental image of the organization at a significance level of 0.05"** is not acceptable.

Table 7. ANOVA analysis

		ANOVA				
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.004	1	.004	.056	.814 ^b
	Residual	4.606	73	.063		
	Total	4.609	74			

a. Dependent Variable: Mental Image
b. Predictors: (Constant), Attractive

Table 8. The interpretation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.028 ^a	.001	-.013-	.25119
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a. Predictors: (Constant), Attractive

H1b: There is a statistically significant impact of Communication in consolidating the mental image of the organization at a significance level of 0.05.

Through the results of the Pearson correlation analysis shown in Table 4 above, and the results of the regression analysis shown in the tables below, the following is clear:

1- From the ANOVA Table No. (9) below, it is shown that the value of the F test between communication and mental image is a significant, as it reached (4.639) which is greater than the tabular value of (3.92), and its probability value is sig.= (.035) which is lower than the significance level of 0.05.

2- From Table (4), above, it is clear that the value of the correlation coefficient is (.244), which indicates the presence of a weak positive correlation between the variables.

3- From Table (6) below, the value of the interpretation coefficient R^2 reached (.060) meaning that the regression explains a percentage of (6%) of the changes that occur in the variable (Mental image) and the remaining percentage (94%) may be due to the contribution of other variables not included in the current study.

We conclude from the results shown above that the alternative hypothesis is acceptable, which states that **"There is a statistically significant impact of communication in consolidating the mental image of the organization at a significance level of 0.05"**.

Table 9. ANOVA analysis

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.275	1	.275	4.639	.035 ^b
	Residual	4.334	73	.059		
	Total	4.609	74			

a. Dependent Variable: Mental Image

b. Predictors: (Constant), Communication

Table 10. The interpretation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.244 ^a	.060	.047	.24366

a. Predictors: (Constant), Communication

H1c: There is a statistically significant impact of Engagement in consolidating the mental image of the organization at a significance level of 0.05.

Through the results of the Pearson correlation analysis shown in Table 4 above, and the results of the regression analysis shown in the tables below, the following is clear:

1- From the ANOVA Table No. (11) below, it is shown that the value of the F test between Engagement and mental image is a significant, as it reached (4.253) which is greater than the tabular value of (3.92), and its probability value is sig.= (.043) which is lower than the significance level of 0.05.

2- From Table (4), above, it is clear that the value of the correlation coefficient is (.235), which indicates the presence of a weak positive correlation between the variables.

3- From Table (12) below, the value of the interpretation coefficient R^2 reached (.055), meaning that the regression explains a percentage of (5.5%) of the changes that occur in the variable (Mental image) and the remaining percentage (94.5%) may be due to the contribution of other variables not included in the current study.

We conclude from the results shown above that the alternative hypothesis is acceptable, which states that **"There is a statistically significant impact of Engagement in consolidating the mental image of the organization at a significance level of 0.05"**.

Table 11. ANOVA analysis

ANOVA ^a						
	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.254	1	.254	4.253	.043 ^b
	Residual	4.356	73	.060		
	Total	4.609	74			

a. Dependent Variable: Mental Image

b. Predictors: (Constant), Engagement

Table 12. The interpretation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.235 ^a	.055	.042	.24427

a. Predictors: (Constant), Engagement

H1d: There is a statistically significant impact of Learning in consolidating the mental image of the organization at a significance level of 0.05.

Through the results of the Pearson correlation analysis shown in Table 4 above, and the results of the regression analysis shown in the tables below, the following is clear:

1- From the ANOVA Table No. (13) below, it is shown that the value of the F test between learning and mental image is a significant, as it reached (.087) which is lower than the tabular value of (3.92), and its probability value is sig.= (.768) which is greater than the significance level of 0.05.

2- From Table (4) above, it is clear that the value of the correlation coefficient is (-.035), which indicates the presence of a weak negative correlation between the variables.

3- From Table (14) below, the value of the interpretation coefficient R^2 reached (.001) meaning that the regression explains a percentage of (0.1%) of the changes that occur in the variable (Mental image) and the remaining percentage (99.9%) may be due to the contribution of other variables not included in the current study.

We conclude from the above that the alternative hypothesis that states "**There is a statistically significant impact of learning in consolidating the mental image of the organization at a significance level of 0.05**" is not acceptable.

Table 13. ANOVA analysis

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.006	1	.006	.087
	Residual	4.604	73	.063	
	Total	4.609	74		

a. Dependent Variable: Mental Image

b. Predictors: (Constant), Learning

Table 14. The interpretation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.035 ^a	.001	-.012	.25113

a. Predictors: (Constant), Learning

H1e: There is a statistically significant impact of Retention in consolidating the mental image of the organization at a significance level of 0.05.

Through the results of the Pearson correlation analysis shown in Table 4 above, and the results of the regression analysis shown in the tables below, the following is clear:

1- From the ANOVA Table No. (15) below, it is shown that the value of the F test between retention and mental image is a significant, as it reached (22.877) which is greater than the tabular value of (3.92), and its probability value is sig.= (.000) which is lower than the significance level of 0.05.

2- From Table (4), above, it is clear that the value of the correlation coefficient is (.488), which indicates the presence of a weak positive correlation between the variables.

3- From Table (16) below, the value of the interpretation coefficient R^2 reached (.239), meaning that the regression explains a percentage of (23.9%) of the changes that occur in the variable (Mental image) and the remaining percentage (76.1%) may be due to the contribution of other variables not included in the current study.

We conclude from the results shown above that the alternative hypothesis is acceptable, which states that "**There is a statistically significant impact of retention in consolidating the mental image of the organization at a significance level of 0.05**".

Table 15. ANOVA analysis

ANOVA ^a					
Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1.100	1	1.100	22.877
	Residual	3.510	73	.048	
	Total	4.609	74		

a. Dependent Variable: Mental Image

b. Predictors: (Constant), Retention

Table 16. The interpretation coefficient

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.488 ^a	.239	.228	.21926

a. Predictors: (Constant), Retention

13. Conclusion

The results of the statistical analysis of the study data showed the following:

- 1- The second hypothesis was not accepted, which indicates that the attractiveness dimension does not affect the mental image of the organization because some paragraphs of this dimension did not achieve a high degree of agreement according to the opinions of the studied sample. For example, The company's brand reminder site in search engines did not contribute to attracting customers' attention. It was also clear from the respondents' answers that the company relied weakly on interactive advertisements on other websites and pages to attract and entice customers, in addition to the company's failure to take into account its brand reminder feature.
- 2- The fourth hypothesis was not accepted, which indicates that learning does not affect the mental image of the organization, as the respondents' responses showed that the company did not conduct sufficient research and surveys via the Internet to identify its customers' preferences, and it did not take into account customer preferences in designing the company's website, in addition to the company's weak use of blogs and interactive channels to help its customers in how to experience its digital services.
- 3- There is an impact of digital marketing and its dimensions (communication, Engagement, Relating) in enhancing the mental image of the organization, which was confirmed by not rejecting the hypothesis (H1, H1b, H1c, H1e), as it came in first place in the impact the dimension of (Relating), followed by the variable (digital marketing) and then the dimension of (Engagement) in last place.

14. Recommendations and future directions

The researcher sees that the telecommunications company under study should focus more on digital marketing as a crucial element in its marketing plan, and the company must implement a number of appropriate procedures, the most important of which are:

- 1- Working to attract customers' attention by paying attention to the company's brand reminder feature, as well as relying on interactive advertisements on other websites and pages.
- 2- Conducting sufficient research and surveys via the Internet to identify customers' preferences and gain their loyalty.
- 3- Working on designing the company's websites on the World Wide Web according to customers' preferences, In addition to the company's use of blogs and interactive channels to support its customers in how to experience its digital services.
- 4- Taking into account the thoughts and feelings of clients in order to cultivate a positive perception of the business.
- 5- Regarding directions for future research, the researcher recommends reconducting the research in production organizations.
- 6- Future research can consider linking the brand personality variable to other variables such as marketing awareness or informed marketing.

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