

Marketing Mix Strategies and Its Impact on Organizational Performance Efficiency in The Jordanian Company for Investment and Supply-Safeway: An Empirical Study

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ABSTRACT: Recent era, the world have been witnessed the Information Technology development in various industrial sectors. This has led to change in organization performance, where many researchers are motivated to investigate in reasoning that effect in organization performance and Marketing mix strategies. Hence, this study aims to identify the impact of Marketing mix strategies on organization performance in Safeway Company. Therefore, the methodology of this study follows appropriate analyzing descriptive approach. The achieved result signify a significant influence of Marketing mix strategies on organization performance in Safeway Company. In the light of the before mentioned findings, the study recommend to such glossary industry some supportive operations to encourage creativity in various functional departments.

KEYWORDS: *Marketing mix strategies; Product; Promotion; Organization performance Efficiency.*

I. INTRODUCTION

At the present time unprecedented technological developments have occurred in the field of software, systems and applications. Companies are confronted with tough competition in both local and global markets. Due to this rapid growth in the technological fields, business lives a competitive life (Shukla, et al. 2014). Rapid development in technology led to the emergence of terms that have changed the organizations dynamical operating patterns and changed work principals. Enterprises knew the dimensions of the competition and knew how to work. But this stability met tremendous and accelerating technological developments that adopt a massive amount of knowledge and information accumulation which created un-understandable competition. Therefore, the continuity of these enterprises depends on the level of applying and activating technology in different organizational, operational and administrative domains and to identify the technological dimensions of the organization and its optimal usage to achieve efficacy for continuity and goals achievement (Galli, et al, 2014).

Because of systems technological development, traditional marketing methods no longer focus on acquiring a competitive advantage for the organization as the twentieth century where products were commodities. Brands emerged to compensate for this minor perception, but soon they were abandoned because of inflexibility for mass marketing era. This led organizations to develop new strategies that fit the current interactive era to gain a sustainable competitive advantage from the information collected from customers. Organizations determined to build successful comfortable relations with customers by valuing them. This process starts with an ongoing strategy that transforms organization focus from traditional selling and manufacture to the customer with an increase in revenues and profits on current and long terms (Constantinides, 2006).

Statement of Research Problem: Service sector is considered as one of the most important business investment in Jordan. As a result of globalization, technology, and the increasing of competitors; service sector faces many challenges particularly with the conflicts and non-stable situation in countries around Jordan. Because of that, Safeway Company has some problems in production process, resources managing and dealing with suppliers and customers.

Therefore, managers started to think seriously in the performance to find the solutions that meet the challenges of High cost production, wasted recourses and competitors. For these reasons above the researcher suggest the role of Marketing mix strategies for solve these problems Therefore, this study will highlight the importance of Marketing mix strategies on organization performance at Safeway Company.

Study questions

Q1: What is the role of Marketing mix strategies in organizational performance efficiency?

Q2: What is the level of applying Marketing mix strategies at Safeway Company?

Q3: What is the impact of Product on organizational performance efficiency?

Q4: What is the impact of Promotion on organizational performance efficiency?

Significance of Study: The importance of this study is derived from the importance of Marketing mix strategies on business sector performance. In addition, service sector is one of the most important business sectors in the world. Marketing mix strategies plays an important role in improving the performance in service sector; therefore, this research explores how Marketing mix strategies can improve the organization performance. Finally, this research aims to fill the lack of literature related to the effect of Marketing mix strategies on the organization performance.

This can be done by learning the following:

- 1- Benefits of researchers in the Marketing mix strategies studies that provide findings and recommendations.
- 2- Explaining the active role of working on Marketing mix strategies in the organization performance support.

Study objectives: The main objectives of this study are to investigate issues as following:

1. The level of applying Marketing mix strategies at Safeway Company.
2. The impact of Marketing mix strategies on organizational performance efficiency at Safeway Company.
3. The impact of Product on organizational performance efficiency?
4. The impact of Promotion on organizational performance efficiency.

The Study Model: The proposed model of this study with four independent variables represents Marketing mix strategies and its dimensions in addition to, the model include one dependent variable represents Organization Performance efficiency as shown in Figure 1.

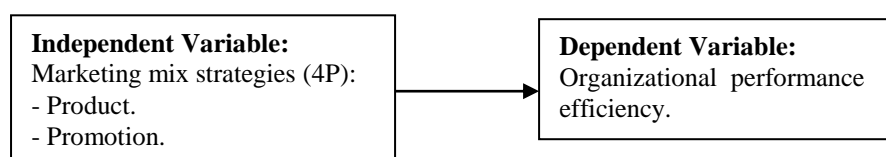


Figure 1: Proposed Research Model

Study Hypotheses

H1: There is a significant influence for electronic Marketing mix strategies in Organizational performance efficiency.

The sub-hypotheses that can be derived from the previous hypothesis are:

H1_a: There is a significant influence for Product in Organizational performance efficiency.

H1_c: There is a significant influence for Promotion in Organizational performance efficiency.

II. LITERATURE REVIEW

Marketing mix: Kotler (2003) has determined that the marketing mix is the familiar selling tool to support companies to focus targeted marketing clients. The most common marketing strategy tools are Model 4BS. McCarthy and Perreault (1994) proposed Model 4b that marketing strategy includes four factors, such as product, price, promotion, and location. Kotler, (2009) identified price dimensions that include the different component, such as diversity, quality, design, features, brand name, packaging, size, service, warranty and

return. Kotler et al. (2009) noted that price dimensions include the different element, such as price list, discount, allowance, payment period, and credit. In addition, Kotler et al. (2009) noted that the dimensions of promotion include the different element, such as sales promotion, advertising, sales force, and overall relationship. Finally, the dimensions of the place included the different element, such as the channel, coverage, formation, location, inventory and transport (Kotler et al., 2009). Direct marketing strategies increase the base of potential customers and profitability. It points out that sales should be made directly through farmers' markets, roadside markets, local retail outlets, restaurants and consumers (Shukla, et al. 2014). Self-help groups are often away from markets and therefore have incurred a transaction cost and labor cost to market their products and thus lower profits. The market-leading product is a strong competitor to its products (Stanton, 2005). The main constraints among self-help group members are the lack of marketing information and the type of procurement agencies (Yoo, 2000).

Stages of development and selection of promotion strategy: The promotional strategy can be considered as including the promotion objectives to be achieved through the overall marketing substitution program of the organization through a suitable and specific promotional mix (Kotler, 2009). The stages of development the promotion strategy must include a clear definition of the targeted markets, with full knowledge of the characteristics of the consumers to deliver the promotional message, conditions and appropriate times. These stages must include the objectives of the promotional message and the appropriate promotional mix to be followed to implement the contribution of the promotion element in the marketing strategy of the institution (O'Cass, & Julian 2003).

Product: In its narrow concept, the product means everything material, or has physical characteristics that are sold to the buyer in the market, but the product in its broad sense, in the context of marketing science, is all tangible or intangible material received by the individual through exchanges, The product is a package of concrete and intangible properties that have functional, social and psychological benefits or benefits. In this context, the product may be a commodity, service, idea or any combination of them (Kotler, 1998).

Stanton, (2005) believes that the product is a set of tangible and intangible qualities including packaging, shape, color, price, reputation and prestige of the product and the seller as well as the after-sales services that are provided to the prospective buyer in order to satisfy his needs and desires. Cathy & Perreault (1996) consider the product to be everything that is offered to the market by a particular organization to be used to satisfy a particular need through the benefits that can be obtained from it.

Organizational performance: Given the diversity and difference in the concept of organizational performance in theory and practice, there is the impact of the definition of measurement indicators, as there are economic indicators that measure the performance of the organization, there are measures based on non-physical indicators, and there are measures based on physical and intangible indicators in the measurement of institutional performance, These measures determine the efficiency and effectiveness of organizational performance and are measured by the so-called Balance Scorecard, a tool used to measure organizational performance and efficiency in terms of internal processes, learning and growth, financial dimension, customer satisfaction and also as an organizational framework for the implementation of management strategy Successful, as measured by a significant impact on managers and staff performance and behaviour and contribute to improving the organization's performance (Kaplan & Norton, 1996), and the orientations of writers and researchers differ in identifying ways of measuring performance Organizational (Cheng, 2014: Jayachandran, 2013).

Jayachandran (2013) emphasizes the need to look for dimensions that do not depend on the financial dimension to fit new strategies. Zhang (2013) argues that reliance on financial performance only gives a narrow vision of the organization, on different metrics showing the operational performance of the organization such as: market share of the organization, maintaining customers, achieving market competitive advantage, effective marketing and other metrics that measure the performance of the organization .Anderson, et al., (1994: 57) also argues that if management is concerned with overall and overall performance, it will strike a balance between operational and financial performance .An important indicator that shows and measures the level of organizational performance is the quantity of production and the quality of production in the business organizations. These organizations are dedicated to providing customers with specific products and commodities to satisfy their needs. The quantity of production represents the volume of production, the quality of production represents the quality of production, the success of the organizations and their ability to assume the responsibilities entrusted to them by adhering to the production schedule and the costs allocated to them (Cheng, 2014).

III. METHODOLOGY

This study focuses on the analysis of the methods and procedures that would be used in carrying out the research on Marketing mix strategies and its impact on the organizational performance efficiency in the Jordanian Company for Investment and Supply-Safeway: an Empirical Study. It also outlined the methods and sequences by which data for this study is collected in order to be analyzed, and to test the hypothesis for this work. The collection of data for this research study is done through the use of primary data source attached in a questionnaire.

Research sample: the population of the study are equal to 532 employees who are included in all branches of the Safeway Company in Jordan, (15 branches). The study sample consists of 237 marketing mix strategies employees in Safeway Company from the employees of the following functional departments: marketing, HR, Accounting and administration.

Tests related to study instrument: First: validity of the tool: This process aims at checking whether the tool used in this study measures actually the construct it was developed to measure (Sekaran, 2013). Validity tests employed in this study included: Face validity: which is the process of ascertaining that the items contained in the tool of the study results in collecting accreted data (Sekaran & Bougie, 2014, p268)? In order to achieve this, the researcher sent the questionnaire to a number of referees to check the clarity of the items, their ease and comprehensiveness. The researcher under took the adjustments for the items which are difficult to understand. Content validity: Attention was focused on ascertaining that each dimension is represented accurately by its items appropriately and that the items measure their dimensions (Sekaran & Bougie, 2014) and the content validity of the questionnaire through measuring the relation between the items and the dimensions they represent by using Pearson correlation coefficient. The confidents higher than (30%) were employed with the significance level at $(0.05 \geq \alpha)$ (AL-Shwiyat, 2013). Table (1) shows the presence of statistically significant relation $(0.05 \geq \alpha)$ among the items of the Variable which indicates the construct validity of the items.

Table (1): Pearson correlation coefficients to the variables

Part	Variable	No. of items	Correlations oefficients'	significant
First	Product	5	.0816	0.000
	Promotion	4	.0752	0.000
Second	Organizational performance	13	0.894	0.000

Factor analysis: The factor analysis was applied with the principal comment on the responses of the study sample on the items, the loading and communalities values of each factor was calculated for each variable. Table (2) revealed that all loadings and communalities for all factors were high and pointed out that most of statistical resource accepted these results in case they were higher than (0.35) (Sekaran& Bougie, 2014).

Table (2) the value of loadings and communalities

Marketing mix strategies %of Variance: (41.25%)			Organizational performance efficiency. %of Variance: (51.12%)					
No.	Loadings	Communalities	No.	Loadings	Communalities	No.	Loadings	Communalities
1	0.648	0.445	1	0.712	0.692	10	0.612	0.598
2	0.726	0.542	2	0.677	0.621	11	0.841	0.821
3	0.591	0.562	3	0.489	0.462	12	0.796	0.766
4	0.482	0.465	4	0.726	0.712	13	0.771	0.754
5	0.547	0.524	5	0.691	0.662			
6	0.745	0.491	6	0.495	0.475			
7	0.812	0.716	7	0.456	0.442			
8	0.598	0.435	8	0.712	0.704			
9	0.543	0.521	9	0.726	0.712			

Second: Reliability test: Researcher used internal consistency coefficient (Cronbach alpha), to assure the consistency and stability of the questionnaire items. The acceptable value is (70%) and more (Sekaran & Bougie, 2014, p268). Table (3) revealed that correlation values were high and ranged from (0.812) to (0.892) with average (0.926) which is above (0.70). This leads to accept reliability of the study instrument.

Table (3): Cronbach's Coefficient Alpha

Part	Variable	No. of items	Cronbach's Coefficient Alpha
one	Product	5	0.812
	Promotion	4	0.863
	marketing mix strategies	9	0.892
two	Organization performance	13	0.904
	Total average	22	0.926

Characteristics of the sample of the study: Table (4) revealed that number of males respondents is (139), represented (58.6%) while the number of female is (98), represented (41.4%). and the highest percentage of sample (39.7%) to group experience (from 11 years to 15 years), and the second ranked in the group experience (More than 15 years) represented (27%). So, the highest percentage of the sample (61.2%) to Bachelor's degree holders, and the second ranked to Master's degree holders which represented (24.5%), while the lowest percentage to a PhD degree, which represented (5.5%) of total study sample. and the highest percentage of sample (33.3%) to group Job description (marketing), and the second ranked in the group Job description (Accounting), represented (27%). The results indicate that most of participants are mature enough to limit the relation Between Marketing mix strategies and organizational performance efficiency in Safeway Company in Jordanian.

Table (4): demographical characteristics of the respondents (n=237)

Variable (categories)	Frequency	Percentage
Gender		
Male	139	58.6
Female	98	41.4
Experience		
Less than 5 years	18	7.6
From 5 years to 10 years	61	25.7
From 11 years to 15 years	94	39.7
More than 15 years	64	27.0
Qualification		
Diploma	21	8.9
Bachelor	145	61.2
Master	58	24.5
PhD	13	5.5
Job description		
HR	32	13.5
Accounting	64	27.0
marketing	79	33.3
Administrative	62	26.2
Total	237	100.0

IV. RESULTS AND DISCUSSION

First: marketing mix strategies

1. Product: Table (5) showed the means and standard of the Product variable at Safeway Company in Jordan as perceived by employees at Safeway Company

Table (5): The attitudes concerning Product

Order	NO.	Items	Mean	SD	Degree
1	1	Safeway Company is constantly developing product quality	4.23	0.77	High
2	5	Safeway Company develops product planning	4.19	0.79	High
3	3	Safeway Company delivers clear information about product quality	4.14	0.75	High
4	4	Safeway Company is characterized by maintaining the quality level of the product	3.96	0.72	High
5	2	Safeway Company is interested in treating defects in the product	3.91	1.02	High
		General tendency	4.08	0.73	High

Table 5 shows also that the attitudes of the participants in the study sample were very high towards all the items related to the Product which ranged between (3.91-4.23); reviewing the order of the items shows that the item (1) stating that “Safeway Company is constantly developing product quality” which was ranked first with a mean of (4.23) by high agreement degree with (0.77) standard deviation. then for item (5)" Safeway Company develops product planning" which was ranked second with a mean of (4.19) by high agreement degree with (0.79) standard deviation, then the lowest mean for item (2)"Safeway Company is interested in treating defects in the product" which was ranked final with a mean of (3.91) by high agreement degree with (1.02) standard deviation, In general, the total results suggest the presence of a high level of marketing mix strategies related to Product at Safeway Company in Jordanian, The average mean was (4.08), and low standard deviation (0.73),, indicating that the attitudes are similar with the absence of variance among the responses of the participants of the study concerning at this variable.

2. Promotion: Table (6) showed the means and standard of the Promotion variable at Safeway Company in Jordan as perceived by employees at Safeway Company.

Table (6): The attitudes concerning Promotion

Order	NO.	Items	Mean	SD	Degree
1	2	Safeway Company is interested in maintaining consumer awareness about the product.	4.16	0.83	High
2	4	Safeway Company is characterized by a change in negative views about the product.	4.12	0.78	High
3	1	Safeway Company is keen to diversify the parties concerned with the product.	4.08	0.92	High
4	3	Safeway Company seeks to allocate the necessary financial resources to promote the product.	4.03	0.82	High
General tendency			4.10	0.72	High

Table 5 shows that the attitudes of the participants in the study sample were very high towards all the items related to the Promotion which ranged between (4.03-4.16); reviewing the order of the items shows that the item (2) stating that “Safeway Company is interested in maintaining consumer awareness about the product” which was ranked first (Mean = 4.16, SD=0.83). then for item (4)"Safeway Company is characterized by a change in negative views about the product" which was ranked second with a mean of (4.12) by high agreement degree with (0.78) standard deviation, then the lowest mean for item (3) stating that "Safeway Company seeks to allocate the necessary financial resources to promote the product" which was ranked final with a mean of (4.03) by high agreement degree with (0.82) standard deviation.

In general, the total results suggest the presence of a high level of marketing mix strategies related to Promotion at Safeway Company in Jordanian, The average mean was (4.10), and low standard deviation (0.72),, indicating that the attitudes are similar with the absence of variance among the responses of the participants of the study concerning at this variable.

Second: Organization performance efficiency: Table (7) showed the means and standard of the Organization performance efficiency at Safeway Company in Jordan as perceived by employees at Safeway Company

Table (7): The attitudes concerning Organization performance efficiency

Order	NO.	Items	Mean	SD	Degree
1	4	The management of company keen to simplify procedures Continuously.	4.32	0.64	High
2	11	The company is keen to provide different products to customers.	4.27	0.73	High
3	3	The management of company keen to achieve a state of Creativity in business performance.	4.26	0.69	High
4	2	The management of company keen to improve operations research and development.	4.22	0.76	High
5	13	Directors are keen to improve process Efficiency for	4.19	0.74	High

		different operations.			
6	7	Directors are keen to develop Efficiencies and maintain them.	4.17	0.81	High
7	10	The company is keen to build a special relationship with Customers.	4.15	0.81	High
8	5	Directors are keen to promote the concept of learning and knowledge sharing.	4.11	0.84	High
9	9	The management is keen to develop the Internal system to achieve goals.	4.09	0.91	High
10	6	The company provides training courses to improve employee's performance.	4.06	0.92	High
11	1	The management of company used new approaches to design of Processes and procedures for work.	4.02	0.71	High
12	12	The company is keen to achieve customer needs.	3.96	0.97	High
13	8	The company characterized in the optimal utilization of resources.	3.85	1.04	High
General tendency			4.13	0.63	High

Table 7 shows that the attitudes of the participants in the study sample were very high towards all the items related to the efficiency of the Organization performance which ranged between (3.85- 4.32); reviewing the order of the items shows that the item (4) stating that “The management of company keen to simplify procedures Continuously” which was ranked first (Mean= 4.32, SD=0.64). then for item (11) "The company is keen to provide different products to customers" which was ranked second with (Mean= 4.27, SD=0.73), then the lowest mean for item (8) stating that "The company characterized in the optimal utilization of resources" which was ranked final with a mean of (3.85) by high agreement degree with (1.04) standard deviation.

In general, the total results suggest the presence of a high level of efficiency for the Organization performance at Safeway Company in Jordanian, The average mean was (4.13), and low standard deviation (0.63),, indicating that the attitudes are similar with the absence of variance among the responses of the participants of the study concerning at this variable.

Hypotheses Test: Testing the first hypothesis: To investigate the first hypothesis, which state that “There is a significant influence for electronic Marketing mix strategies in Organizational performance efficiency” the Multiple Linear Regression applied to find out the effect of Marketing mix strategies on Organizational performance efficiency. Table (8) revealed a positive relationship between the EMMS and the OPE with a value of (0.64) and statistically significant on (0.05≥α). This can be interpreted that if EMMS, a positive affective OPE from the followers will be reached. The R^2 reached (0.404) which indicated that the independent variables (Product, and Promotion) could explain (40.4%) of the changes that occur in the dependent variable (OPE) which implied that the variables are important in the OPE. The table also revealed that the F-statistic value reached (80.736) at statistically Prob. (0.000) which showed moral regression at (0.05≥α).

Table (8): multiple Linear Regression for effect of the EMMS on OPE

Variables	Expected sign	Coefficient	t-Statistic	Prob	Tolerance	VIF
(Constant)		2.161	14.703	0.000		
Product	+/-	.0392	5.609	0.000	.0519	.1928
Promotion	+/-	.0302	4.321	0.000	.0519	1.928
R	0.640	F-statistic		80.736		
R-squared	0.409	Prob (F-statistic)		0.000		
Adjusted R Square	0.404	Durbin-Watson statistic		2.046		

Dependent Variable: Organizational performance efficiency

According to the results in Table (8), There is a positive effect of statistically significant at level ($\alpha \leq 0.05$) of Product on OPE, (at Coefficient=0.392, $p > 0.000$), This indicates that the increase of one degree in Product leads to improving the OPE by (39.2%), this also ensures the t-Statistic Value (5.609) was positive value and

statistically significant at level ($\alpha \leq 0.05$). So There is a positive effect of statistically significant at level ($\alpha \leq 0.05$) of Promotion on OPE, (at Coefficient=0.302, $p > 0.000$), This indicates that the increase of one degree in Promotion leads to improving the OPE by (30.2%), this also ensures the t-Statistic Value (4.321) was positive value and statistically significant at level ($\alpha \leq 0.05$). Accordingly, accordingly, we accept the first hypothesis which state that “There is a significant influence for electronic Marketing mix strategies in Organizational performance efficiency”. Test the Second hypothesis: The Second hypothesis, which state that “There are significant statistical differences among electronic Marketing mix strategies referred to demographic variables (Gender, Experience, Qualification, and Job description)”, To investigate it the means and standard deviation were conducted for EMMS followed by demographical variables, and used Multivariate Analysis of Variance (MANOVA).

Table (9): The means and standard deviation of EMMS depending on (demographic variables)

Variables	Description	Numbers	Mean	Std.
Gender	Male	139	4.112	.0311
	Female	98	4.070	.0345
Experience	Less than 5 years	18	4.065	0.321
	From 5 years to 10 years	61	4.141	0.298
	From 11 years to 15 years	94	4.125	0.361
	More than 15 years	64	4.034	0.284
Qualification	Diploma	21	4.142	0.421
	BA	145	4.085	0.392
	Master	58	3.915	0.472
	PhD	13	4.223	0.652
Job description	HR	32	4.292	0.412
	Accounting marketing	64	3.872	0.465
	marketing	79	4.216	0.386
	Administrative	62	3.987	0.504

Table (9) revealed that there is apparent differences in respondents about EMMS depending on (Gender, Experience, Qualification, and Job description), in order to verify the significant of these differences, the MANOVA was applied to find out the differences, table (10) shows that:

Table (10): MANOVA of EMMS depending on (demographic variables)

Source	Sum of Squares	Df	Mean Square	F	Sig.
Gender	0.114	1	0.056	0.319	0.726
Experience	1.480	3	0.370	2.060	0.092
Qualification	1.112	3	0.372	2.065	0.110
Job description	3.321	3	0.830	4.621	*0.002
Error	27.249	226	0.181		
Total	33.272	236			

Note: Significance levels at 5% (*).

It can be noted many results from table (10). There is an insignificant difference in respondents about EMMS depending on (Gender, Experience, and Qualification) variable, where (F) value was not statistically significant at the level of ($\alpha \leq 0.05$). While there is a significant difference in respondents about EMMS variable depending on Job description at level of ($\alpha \leq 0.05$), where (F) value reached (4.621) was significant (sig = 0.002). Therefore, Scheffe test was applied to find out the differences. Table (11) shows that:

Table (11) Scheffe test for variances of EMMS depending on (Job description)

Job description	Mean	HR	Accounting	marketing	Administrative
		4.292	3.872	4.216	3.987
HR	4.292		-0.420**	-0.076	-0.305
Accounting	3.872	0.420**		0.344**	0.115
Marketing	4.216	0.076	-0.344**		-0.229
Administrative	3.987	0.305	-0.115	0.229	

** The mean difference is significant Significance levels at 5%.

It can be seen that there is a significant difference in respondents about EMMS depending on Job description (Accounting) and (HR, marketing), where the Scheffe value reached 0.420, 0.344) related to (HR, marketing) by Mean (4.292, 4.216) respectively. Test the third hypothesis: The third hypothesis, which state that “There are significant statistical differences among Organizational performance efficiency referred to demographic variables (Gender, Experience, Qualification, and Job description)”, To investigate it the means and standard deviation were conducted for OPE followed by demographical variables, and used Multivariate Analysis of Variance (MANOVA).

Table (12): The means and standard deviation of OPE depending on (demographic variables)

Variables	Description	Numbers	Mean	Std.
Gender	Male	139	4.171	.0374
	Female	98	4.085	.0613
Experience	Less than 5 years	18	4.225	0.532
	From 5 years to 10 years	61	4.102	0.378
	From 11 years to 15 years	94	4.062	0.435
	More than 15 years	64	4.123	0.657
Qualification	Diploma	21	3.952	0.621
	BA	145	4.126	0.249
	Master	58	4.225	0.175
	PhD	13	4.209	0.412
Job description	HR	32	4.342	0.231
	Accounting	64	3.853	0.706
	marketing	79	4.122	0.452
	Administrative	62	4.195	0.261

Table (12) revealed that there is an apparent difference in respondents about OPE depending on (Gender, Experience, Qualification, and Job description), in order to verify the significant of these differences, the MANOVA was applied to find out the differences, table (13) shows that:

Table (13): MANOVA of OPE depending on (demographic variables)

Source	Sum of Squares	Df	Mean Square	F	Sig.
Gender	0.683	1	0.224	0.798	0.493
Experience	0.476	3	0.237	1.201	0.306
Qualification	0.864	3	0.287	1.456	0.231
Job description	3.924	3	0.981	4.956	*0.001
Error	19.014	226	0.197		
Total	24.961	236			

Note: Significance levels at 5% (*).

It can be noted many results from table (13). There is insignificant differences in respondents about OPE depending on (Gender, Experience, Qualification) variable, where (F) value was not statistically significant at the level of ($\alpha \leq 0.05$). While there is a significant differences in respondents about OPE variable depending on Job description at level of ($\alpha \leq 0.05$), where (F) value reached (4.956) was significant (sig = 0.001). Therefore, Scheffe test was applied to find out the differences. Table (14) shows that:

Table (14) Scheffe test for variances of OPE depending on (Job description)

Job description	Mean	HR	Accounting	marketing	Administrative
		4.342	3.853	4.122	4.195
HR	4.342		-0.489**	-0.220	-0.147
Accounting	3.853	0.489**		0.269	0.342**
Marketing	4.122	0.220	0.269		0.073
Administrative	4.195	0.147	-0.342**	-0.073	

** The mean difference is significant Significance levels at 5%.

It can be seen that there is a significant difference in respondents about OPE depending on Job description (Accounting) and (HR, Administrative), where the Scheffe value reached (0.489, 0.342) related to (HR, Administrative) by Mean (4.342, 4.195) respectively.

V. CONCLUSION

The results of the first question showed that marketing mix strategies level at Safeway Company and its dimension from Safeway Company employee's perspective was high. The results of the second question showed that organization performance level at Safeway Company and its dimension from Safeway Company employee's perspective was high. The results of the third question showed that Marketing mix strategies and organization performance at Safeway Company from employee's perspective was functional at ($\alpha \leq 0.05$).

RECOMMENDATIONS: The employees of Safeway Company should be distributed in different work teams. As well, it is necessary to create a new strategy to facing the most important challenges in the future. In other words, creating new approaches in marketing mix strategies will help Safeway company to design a new processes and procedures to improve organization performance. Therefore, it will develop the internal system to achieve its long-term goals.

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