

The Mediating Role of Digital Marketing in the Relationship Between Sustainable Performance and Sustainable Competitive Advantage

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Abstract: This study undertakes an analytical inquiry into the intermediary role assumed by digital marketing within the relational framework connecting sustainable performance to long-term competitive supremacy. The principal objective is to equip contemporary enterprises with the capacity to actualize a sustainability-oriented operational paradigm—one distinguished by continuity and strategic robustness, thereby culminating in a non-replicable competitive identity. The core research question revolves around evaluating the magnitude of sustainable performance's influence on sustainable competitive advantage through the mediating mechanism of digital marketing. The significance of the investigation is anchored in its meticulous deconstruction of the interrelations and causative linkages among the examined variables, given their pivotal contribution to organizational resilience via a transition toward ecologically responsible production—an orientation that simultaneously enhances market standing and reinforces competitive longevity. The empirical component relied on a methodologically structured survey instrument distributed to a purposive cohort of 145 employees across the Diwaniya Tires Factory. Hypotheses were crafted in alignment with the research model and empirically scrutinized using rigorous statistical procedures via SPSS v24 and AMOS v24. The findings accentuate the instrumental function of digital marketing as an intervening variable, revealing that its integration significantly amplifies the affirmative association between sustainable performance and sustainable competitive advantage. Enterprises that deliberately leverage digital marketing frameworks demonstrate elevated sustainability outcomes, thereby augmenting their long-range potential to cultivate a defensible and differentiated market stance.

Keywords: : *digital marketing, sustainable performance, sustainable competitive advantage, value creation, strategic scarcity, dynamic capabilities.*

1. Introduction:

In the midst of intensifying environmental, climatic, and socio-cultural pressures, a global reorientation has emerged toward the imperatives of sustainability. Within this redefined strategic landscape, sustainable performance has materialized as a critical imperative—endeavoring to reconcile economic efficacy with ecological responsibility and societal well-being. It embodies a comprehensive organizational doctrine that facilitates the generation of long-lasting value while concurrently attenuating ecological degradation and uplifting social welfare. Thus, sustainable performance has evolved beyond its theoretical foundation to serve as an indispensable component of institutional robustness, adaptive strategic capacity, and existential continuity amid turbulent and multifaceted market realities. The realization of such balance mandates a cohesive alignment of economic, environmental, and social objectives, supported by integrative strategies and operative frameworks (Rosen & Kishawy, 2012). Within this milieu, digital marketing has surfaced as a vital enabler capable of intensifying the correlation between sustainable performance and enduring competitive advantage. By cultivating favorable stakeholder perceptions of organizational outputs, digital marketing functions as a pivotal mechanism in consolidating competitive positioning (Lim, 2020). Furthermore, it serves as a potent apparatus for reinforcing sustainable competitive advantage through persistent, dynamic engagement with consumers, thereby fostering loyalty and deepening insights into sustainability-related market trajectories (Kumar et al., 2020). Empirical evidence suggests that embedding digital marketing within a sustainability framework enhances internal efficiency, fosters consumer allegiance, and catalyzes novel avenues for growth in volatile markets-positioning it as a key mediating construct in realizing robust, sustainable performance (Dwivedi et al., 2021). In view of these dynamics, it becomes imperative to intensify strategic investment in digital marketing and engineer approaches that interlace sustainability imperatives, recognizing it as an essential tool in advancing sustainable development and fortifying competitive advantage.

METHODOLOGY

A .Study Problem

The research problem lies in determining the impact of sustainable performance on achieving a sustainable competitive advantage through the mediating variable of digital marketing. This problem can be further broken down into the following questions:

- Does sustainable performance have an impact on digital marketing?
- Does digital marketing have an impact on achieving a sustainable competitive advantage?
- Does sustainable performance have an impact on achieving a sustainable competitive advantage through the mediating role of digital marketing?

B. Study objective

This study aims to analyze the role of digital marketing as a mediator in the relationship between sustainable performance and sustainable competitive advantage, through a study of theoretical literature and applied practices in modern business environments.

C. Study Importance

Integrating digital marketing strategies with sustainability principles increases the efficiency of internal processes, enhances customer loyalty, and creates new growth opportunities in evolving markets, making it a crucial intermediary in achieving effective and sustainable performance.

D. Study Hypothesis

In light of the study problem and objectives, the following hypotheses were formulated:

- **H1:** A statistically significant and direct associative linkage exists between the construct of sustainable performance and the digital marketing dimension.
- **H2:** A statistically robust and positive correlation is present between the digital marketing construct and the dimension of sustainable competitive advantage.
- **H3:** A statistically validated and positive direct association exists between the sustainable performance construct and sustainable competitive advantage.
- **H4:** There exists a consequential and measurable causal influence exerted by sustainable performance on the digital marketing dimension.
- **H5:** A discernible and significant effectual relationship exists between digital marketing practices and the attainment of sustainable competitive advantage.
- **H6:** A statistically significant mediating influence of digital marketing exists in the causal pathway linking sustainable performance with sustainable competitive advantage.

E. Sample and Community of the Study (Rephrased):

The empirical context of this research was situated within the operational landscape of the Diwaniya Tires Factory, selected due to its strategic significance in supplying high-quality products to the domestic market. The sample comprised employees spanning various administrative and operational divisions, thereby ensuring a comprehensive representation of the organizational workforce for the purposes of robust analytical generalization.

F. Statistical Methods Used:

To empirically validate the study's hypotheses and ensure analytical rigor, a suite of advanced statistical methodologies was employed. These encompassed:

- **Descriptive Measures:** Arithmetic Mean, Standard Deviation, and Coefficient of Variation to gauge central tendency and dispersion.

- **Inferential Techniques:** T-Test and F-Test to assess statistical significance and model adequacy.
- **Reliability and Validity Checks:** Cronbach's Alpha to verify internal consistency, alongside Confirmatory Factor Analysis (CFA) for construct validation.
- **Analytical Frameworks:** Correlation and Regression Analyses to explore associative and causal relationships among the study constructs.

G. Study Model

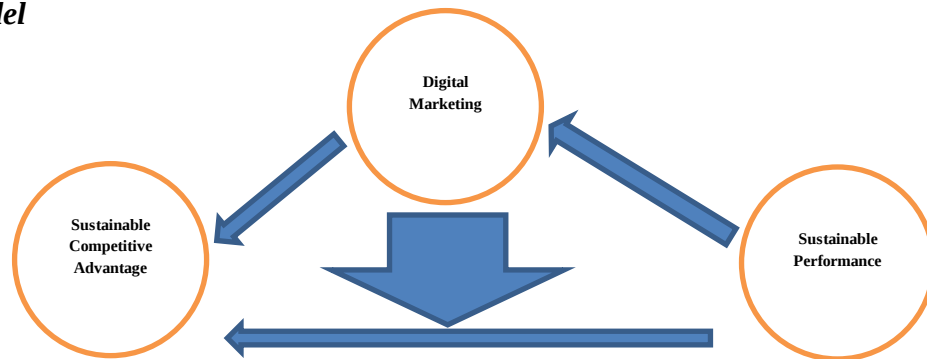


Figure (1) Study Model

LITERATURE REVIEW

First: Sustainable Performance (SP):

Sustainable performance is increasingly construed as a multidimensional strategic trajectory through which organizations navigate emergent socio-economic and ecological complexities. It encapsulates a deliberate confluence of foresight, systemic integration, and organizational resolve aimed at fostering a resilient developmental paradigm. Elkington (1997) conceptualized sustainable performance as an enterprise's capacity to concurrently fulfill its economic, social, and environmental imperatives in a harmonized manner that ensures institutional continuity and enduring relevance.

Nhamo et al., (2021) posited sustainable performance as a foundational metric employed by economic entities to appraise operational efficacy, thus enhancing the strategic acumen of executive leadership in steering pivotal decisions. Similarly, Mohamed (2021) articulated it as a spectrum of procedural orientations undertaken by organizations to engineer short- and long-term value creation, while rigorously aligning with environmental stewardship, socio-ethical accountability, and economic viability.

Accordingly, sustainable performance transcends mere operational metrics to constitute a normative benchmark for organizational excellence. It is emblematic of a proactive strategic orientation aimed at achieving a symbiotic equilibrium among economic productivity, environmental integrity, and social inclusion—thereby reinforcing institutional agility, competitiveness, and long-term survivability.

Dimensions of the Sustainable Performance

Sustainable performance includes three interconnected dimensions: (Lozano, 2015)

- Economic dimension: includes financial efficiency, achieving profits, reducing costs, and increasing value for shareholders.
- Environmental dimension: includes reducing pollution, using renewable resources, and reducing waste and emissions.

- Social dimension: Responsibility towards employees and the local community, such as providing a safe work environment, supporting human rights, and contributing to community development.

Benefits of the Sustainable Performance

Miller et al., (2011) believes that there are many benefits achieved from adopting the concept of sustainable performance, including: (Mohamed, 2021)

- It helps the organization predict the potential outcomes of the activity and enables it to deal with problems that may stand in the way of achieving the organization's goals. It delineates a lucid and integrative strategic foresight for the organization, encompassing the intrinsic nature of its operations and product offerings, along with their longitudinal ramifications across temporal horizons.
- It serves as a pivotal mechanism for optimizing energy utilization, minimizing systemic resource dissipation, and mitigating ecological externalities, thereby fostering an enhanced ecological footprint and elevating the socio-environmental quality of life within the organizational milieu.
- It enables the attraction and long-term retention of high-caliber human capital, thereby reinforcing organizational intellectual assets.
- It cultivates a fertile environment conducive to innovation-driven paradigms and developmental trajectories, particularly in the ideation, deployment, and market introduction of novel products and services.

Second: Digital Marketing (DM) –Conceptual Framework

Digital marketing constitutes a transformative paradigm that functions as a catalytic mediating construct in fortifying the interplay between sustainable performance and sustained competitive advantage. Unlike its conventional marketing antecedents, it operates on a dynamic, real-time engagement framework that allows organizations to acquire granular behavioral insights from consumers, thereby enabling the personalization of user experiences, the refinement of strategic targeting, and the fortification of brand allegiance (Chaffey & Ellis-Chadwick, 2019). Hawkins and Mothersbaugh (2010) conceptualize digital marketing as a strategic modality that leverages digital communication infrastructures to disseminate and embed brand narratives across expansive consumer ecosystems. Wymbs (2011) underscores its essence as the deployment of digital technologies to facilitate the marketing of products and services through direct, behavior-driven interaction-tailoring content to individual user profiles while fostering enduring relational capital with the customer base. Kokt and Koelane (2013) articulate it as a strategic endeavor that utilizes digitized dissemination channels to optimize consumer reach, ensuring both temporal precision and communicative efficacy in promotional efforts. Todor (2016) advances this view by framing digital marketing as a quantifiable, integrative construct that enables interactive marketing executions across digital touch points-aimed at acquiring, engaging, converting, and retaining customers through measurable and responsive mechanisms. Jar Allah (2017) further elaborates that digital marketing involves leveraging digital interfaces to facilitate direct, personalized engagement with clientele through the marketing function of the organization, with the objective of discerning and addressing consumer preferences in a resource-efficient and temporally agile manner. In synthesis, digital marketing epitomizes a holistic and interactive marketing doctrine that engenders profound consumer engagement, nurtures relational depth, and consolidates consumer retention. Through the strategic utilization of advanced digital technologies, it amplifies product value, extends market reach via diversified digital channels, and undergirds the organization's long-term strategic positioning in volatile competitive environments.

Digital Marketing Importance

Jar Allah (2017) pointed out that the importance of digital marketing for organizations lies in the benefits it achieves, as it is a primary means of increasing its competitiveness and enhancing its mental image with the customer through:

- Its focus is on reducing the costs that organizations provide.
- His relentless pursuit to enhance the efficiency of the service provided to the customer and deliver it with the necessary speed and on time.
- It contributes to narrowing or eliminating the boundaries between global markets, allowing customers to move and enter different markets through the use of various digital channels.

The Researchers adds that it enables organizations to adopt a vision linked to social and environmental responsibility, which contributes to creating a positive image of the organization among consumers and investors alike, making it an influential factor in achieving a sustainable competitive advantage.

Digital Marketing Challenges

Al-Zoubi (2009) identified a set of challenges represented by:

- Organizational and administrative challenges.
- High costs of website development.
- Evolution of website technologies.
- Challenges of culture and language. Systemic vulnerabilities pertaining to data security and informational privacy constitute formidable impediments to the seamless integration of digital platforms.
- Consumer apprehension regarding the integrity and reliability of electronic payment ecosystems undermines trust in digital transaction modalities.
- In developing economies, the digitization trajectory is further hindered by a constellation of structural and behavioral constraints, including:
 - Underdeveloped technological infrastructure;
 - Strategic myopia among managerial echelons regarding the trajectory and potential of digital marketing paradigms;
 - Substantial capital expenditures associated with the migration toward digitalized platforms;
 - Consumer reluctance rooted in traditionalist predispositions—specifically the aversion to purchasing products absent physical inspection or quality verification;
 - Limited access to computational resources and unstable internet bandwidth, both of which severely encumber the user's ability to navigate online environments efficiently.

Dimensions of Digital Marketing

Al-Hamami (2017) categorizes the constituent facets of digital marketing into five synergistic dimensions:

- Customer Attraction: Strategies designed to draw prospective users through targeted and value-laden messaging;
- Interactive Communication: Bidirectional engagement mechanisms that transcend conventional one-way messaging paradigms;
- Participation: Enabling consumers to actively co-create content or experiences;
- Organizational Learning: Deriving actionable insights from digital engagement metrics and consumer behaviors;
- Retention: Formulating mechanisms to prolong consumer engagement and foster brand loyalty through sustained value delivery.

Third: Sustainable Competitive Advantage (SCA)

In an era characterized by hypercompetitive markets, systemic volatility, and strategic indeterminacy, organizational entities relentlessly pursue sustainable competitive advantage as a mechanism for differentiation and survival. This pursuit is anchored in the aspiration to deliver persistent, high-order value propositions that are difficult to replicate by contemporaneous or prospective rivals.

Barney (1991) defines sustainable competitive advantage as the deployment of a distinctive strategic framework that yields value in ways that are inherently inimitable—thus shielding the organization from competitive erosion over time. Al-Kamri (2018) frames it as the firm's aptitude for strategic distinctiveness, accomplished through the effective mobilization of internal assets, capitalization on exogenous opportunities, and transmutation of environmental threats into competitive footholds—culminating in the delivery of high-value offerings that transcend conventional imitation. Musa (2020) emphasizes the salience of creativity-infused value generation as a catalyst for market leadership. Through preemptive insight into both manifest and latent consumer needs, firms bolster loyalty, expand their consumer base, and realize enhanced profitability. Al-Gharbawi et al. (2021) conceptualize it as the aggregated output of sustained innovation, adaptive evolution, and strategic recalibration, wherein firms attain a unique market posture and actively defend it against obsolescence through perpetual development in sync with environmental shifts.

Collectively, these conceptualizations underscore sustainable competitive advantage as a deliberate and future-oriented organizational doctrine, predicated on the generation of singular value and the enduring maintenance of strategic exclusivity amid fluid market dynamics.

Strategic Significance of Sustainable Competitive Advantage

As articulated by (Al-Naimi, 2018)

- It emanates from idiosyncratic organizational capabilities that resist duplication by market competitors.
- It operates as a yardstick of institutional excellence, allowing high-performing entities to differentiate themselves through exceptional and exclusive competencies.
- It constitutes a fundamental pillar of operational resilience and strategic supremacy in diverse organizational settings.
- It functions as a determinant variable of long-term business success and adaptability.
- It symbolizes a market signal of preeminence, empowering firms to secure superior market positioning, heightened consumer preference, and increased sales volume in competitive arenas.

Dimensional Construct of Sustainable Competitive Advantage

Hart (1995) delineates the **defining dimension** of sustainable competitive advantage as:

- **Sustainable Innovation:** The organization's enduring capability to architect and disseminate novel, future-proof solutions—products and services that are ecologically responsible, socially aligned, and dynamically responsive to evolving consumer expectations and market exigencies.
- **Operational Efficiency:** Improving internal processes to achieve the highest quality at the lowest cost and environmental impact.
- **Organizational reputation:** By building a positive image of the organization that highlights its commitment to social and environmental responsibility.
- **Stakeholder Relationships:** By maintaining strong relationships with customers, suppliers, and the community, which supports business continuity.

Others add that they are (quality, strategic flexibility, information technology, core capabilities, creativity, cost, market share, and customer responsiveness) (Al-Naimi, 2018);(Al-Ibrahimi,2019); (Zalan,2017) ; (Al-Hamri&Abdul-Mahdi,2019);(Al-Kamri,2018);(Saleh,2017).

Musa,(2020) indicates that it is a set of dimensions that include (customer orientation and price premium) through which organizations can gain customer satisfaction and loyalty by understanding their current and latent needs and thus obtaining a higher price.

Challenges Facing Building Sustainable Competitive Advantage

Organizations face several challenges in achieving a sustainable competitive advantage, including: (Hart & Dowell, 2011)

- Difficulty integrating sustainability with traditional profit objectives.
- Rapid changes in customer preferences and markets.
- Limited financial and technical resources for some organizations.
- Resistance to change within the organization and the absence of a culture of sustainability.

RESULTS AND DISCUSSION

The research instrument was disseminated among a targeted cohort of 145 employees, with the resultant empirical data subsequently encoded and processed utilizing advanced statistical software suites, namely SPSS Version 24 and AMOS Version 24. These platforms facilitated the execution of a comprehensive statistical analysis encompassing both descriptive and inferential methodologies.

The descriptive analytics encompassed computations of frequency distributions, relative percentages, arithmetic means, standard deviations, and coefficients of variation-aimed at elucidating central tendencies and dispersion patterns across questionnaire components. Meanwhile, the inferential framework employed correlational and regression-based models to extrapolate the nature and magnitude of both **direct and** mediated causal linkages among the study's principal variables.

Instrument Reliability and Validity

The reliability assessment of the research instrument constitutes a pivotal determinant of data integrity, as it gauges the temporal stability and internal coherence of the responses elicited when the instrument is reapplied under methodologically analogous conditions. Among the prevailing psychometric techniques used to appraise this dimension, Cronbach's Alpha Coefficient stands as a preeminent measure-quantifying the degree of inter-item consistency within each construct-specific section of the questionnaire. Elevated alpha values are indicative of robust internal homogeneity, thereby reinforcing the statistical and conceptual reliability of the measurement tool employed in the present study. This index is considered statistically acceptable whenever it approaches one, indicating a high level of internal consistency.

Table (1) Cronbach's alpha coefficients

Items	N of Items	Cronbach's Alpha
SEP	5	0.92
SSP	5	0.88
SCP	5	0.86
SP	15	0.92
At	5	0.82
Com	5	0.94
Pa	5	0.88
Le	5	0.91
Re	5	0.91
DM	25	0.94
Cor	10	0.95
PPr	10	0.95
SCA	20	0.96
All Items	60	0.97

The tabulated results reveal that all thematic constructs encapsulated within the questionnaire exhibited exceptionally robust internal consistency, as evidenced by elevated values of Cronbach's alpha coefficient. Specifically, the Sustainable Environmental Performance (SEP) axis registered a coefficient of (0.92), denoting a highly coherent internal structure. Similarly, the Sustainable Social Performance (SSP) axis attained a value of (0.88), while the Sustainable Economic Performance (SCP) axis recorded (0.86), both of which further underscore the psychometric integrity and dimensional cohesion of their respective

item clusters. With regard to the Digital Marketing (DM) construct, the reliability coefficients ranged from (0.82) to (0.95), reflecting a pronounced degree of internal consistency and structural coherence across its respective dimensions. The Communication (Com) component exhibited a reliability value of (0.94), attesting to the internal uniformity of its constituent indicators. The aggregate DM axis, encompassing (25) individual items, also recorded a coefficient of (0.94), further evidencing the robustness of its psychometric configuration. Additionally, both the Correlation (Cor) and Participation and Promotion (PPr) subdimensions attained reliability scores of (0.95), denoting a high degree of alignment and internal congruence within their respective sets of items. The Sustainable Competitive Advantage (SCA) dimension, comprised of (20) questionnaire items, yielded a Cronbach's alpha of (0.96), signifying the presence of a methodologically rigorous and semantically transparent construct, as reflected in respondent interpretations.

In aggregate, the comprehensive reliability index calculated across the entire battery of (60) questionnaire items amounted to (0.97), which denotes an exceptionally elevated level of measurement precision and internal scale integrity. These findings provide conclusive support for the psychometric soundness and methodological dependability of the instrument utilized in this research, thereby reinforcing the credibility and interpretive strength of the empirical results obtained.

Frequency and Percentage Analysis of Questionnaire Responses

Frequency analysis elucidates the repetitive incidence of individual response categories, thereby uncovering latent patterns and respondent tendencies embedded within the dataset. When these frequencies are translated into proportional percentages relative to the overall respondent pool, they yield a granular and statistically illustrative portrayal of opinion distribution across the survey population.

Accordingly, this statistical articulation empowers the Researchers to extrapolate meaningful behavioral inferences, facilitating a more nuanced and exhaustive interpretation of the empirical data. The subsequent table delineates the frequency counts and relative percentages pertaining to the items comprising the Sustainable Performance (SP) axis, thus serving as a foundational element in the broader analytical framework of the study.

Table No. (2) Frequencies and percentages of the (SP) axis items

	item	strongly disagree	disagree	neutral	agree	strongly agree
Frequency	SEP1	0	2	0	87	56
Percent		0	1.4	0	60.0	38.6
Frequency	SEP2	0	6	0	76	63
Percent		0	4.1	0	52.4	43.4
Frequency	SEP3	0	4	0	54	87
Percent		0	2.8	0	37.2	60.0
Frequency	SEP4	0	0	1	55	89
Percent		0	0	0.7	37.9	61.4
Frequency	SEP5	0	0	0	60	85
Percent		0	0	0	41.4	58.6
Frequency	SEP	0	12	1	332	380
Percent		0	2	0	46	52
Frequency	SSP1	0	0	6	77	62
Percent		0	0	4.1	53.1	42.8
Frequency	SSP2	0	0	12	80	53
Percent		0	0	8.3	55.2	36.6
Frequency	SSP3	0	1	0	78	66
Percent		0	0.7	0	53.8	45.5
Frequency	SSP4	0	3	0	63	79
Percent		0	2.1	0	43.4	54.5
Frequency	SSP5	0	4	1	75	65

Percent		0	2.8	0.7	51.7	44.8
Frequency	SSP	0	8	19	373	325
Percent		0	1	3	51	45
Frequency	SCP1	0	0	4	81	60
Percent		0	0	2.8	55.9	41.4
Frequency	SCP2	0	0	10	66	69
Percent		0	0	6.9	45.5	47.6
Frequency	SCP3	0	0	16	68	61
Percent		0	0	11.0	46.9	42.1
Frequency	SCP4	0	0	6	68	71
Percent		0	0	4.1	46.9	49.0
Frequency	SCP5	0	1	0	83	61
Percent		0	0.7	0	57.2	42.1
Frequency	SCP	0	1	36	366	322
Percent		0	0	5	50	44

The following graph was drawn to show the percentages of answers to the scale for the dimensions of the SP axis:



Figure (2) shows the percentages of responses for each scale for the dimension items.

The (SEP) axis consists of five paragraphs. The results showed that most participants agreed with the contents of these paragraphs, as the percentages of those who chose "agree" and "strongly agree" ranged between (97%) and (100%) across all paragraphs. For example, for paragraph SEP5, (100%) of respondents expressed agreement (41.4%) agreed, and (58.6%) strongly agreed). As for the axis as a whole, the percentage of agreement reached (46%) and strong agreement (52%). These results reflect a positive trend among participants regarding the organization's commitment to sustainable environmental practices. As for the (SSP) axis, which also included five items, the results showed that responses were generally positive, but contained a small percentage of neutrality and rejection. For example, (SSP2) showed that (8.3%) of respondents were neutral, (55.2%) agreed, and (36.6%) strongly agreed. Regarding the axis as a whole, the

percentage of "agree" was (51%) and "strongly agree" was (45%), while the percentage of neutrality was (3%) and rejection was (1%). Therefore, we conclude that there is clear acceptance among individuals of the organization's social efforts, albeit to a lesser degree than the environmental dimension, which may reflect variations in the visibility of these social efforts. Responses to the (SCP) axis also fell in the positive direction, with (50%) generally agreeing with the axis, (44%) strongly agreeing, 5% neutral, and less than (1%) disagreeing. In (SCP2), for example, (6.9%) of respondents expressed a neutral position, but the majority, (93.1%), agreed to varying degrees. (SCP5) also showed that (99.3%) of survey participants agreed with the content of the axis. These results indicate participants' satisfaction with the institution's sustainable economic performance.

In summary, the results reflect a high level of positive perception among respondents regarding the organization's practices in the three areas of sustainability: environmental, social, and economic. The environmental dimension had the highest levels of support, followed by the economic dimension, then the social dimension. This highlights the need for greater awareness of the organization's social responsibility within its programs.

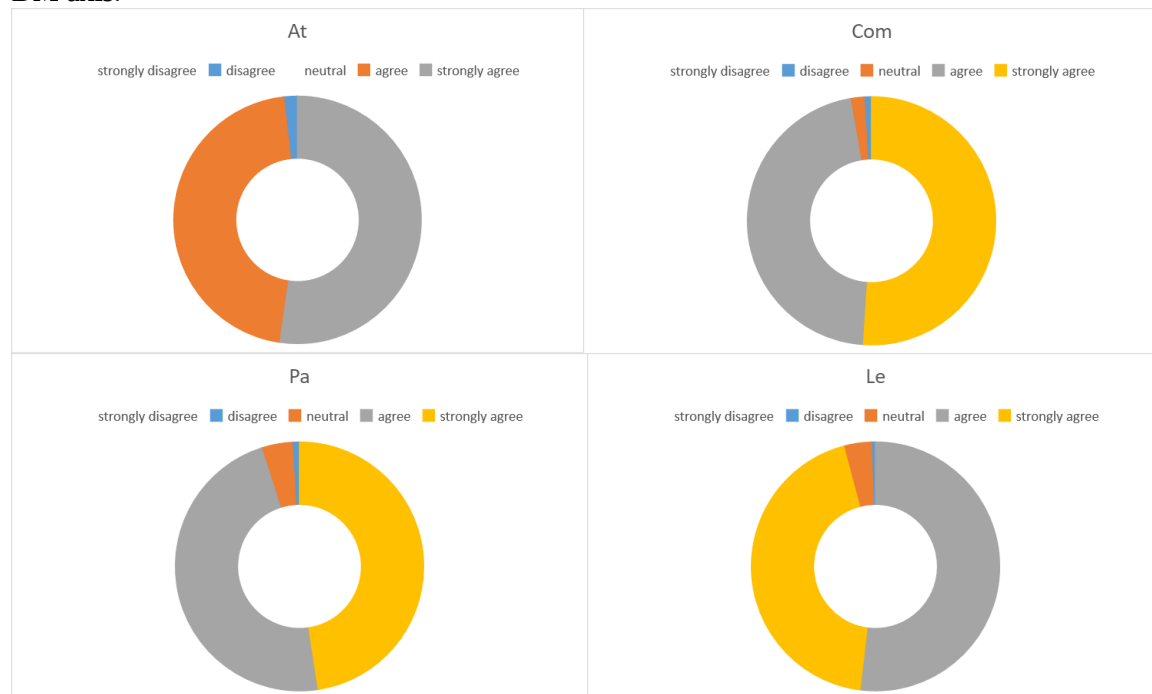
The following table includes the results of the repetitions and their percentages for the paragraphs of the (DM) axis:

Tale No. (3) Frequencies and percentages of the DM axis items

	Item	strongly Disagree	disagree	neutral	Agree	strongly agree	Item	strongly disagree	disagree	neutral	agree	strongly Agree
Frequency	At1	0	7	0	78	60	Lel	0	0	1	76	68
Percent		0	4.8	0	53.8	41.4		0	0	0.7	52.4	46.9
Frequency	At2	0	5	0	62	78	Le2	0	1	6	85	53
Percent		0	3.4	0	42.8	53.8		0	0.7	4.1	58.6	36.6
Frequency	At3	0	1	0	52	92	Le3	0	3	11	66	65
Percent		0	0.7	0	35.9	63.4		0	2.1	7.6	45.5	44.8
Frequency	At4	0	0	0	57	88	Le4	0	0	7	67	71
Percent		0	0	0	39.3	60.7		0	0	4.8	46.2	49.0
Frequency	At5	0	0	0	84	61	Le5	0	0	1	82	62
Percent		0	0	0	57.9	42.1		0	0	0.7	56.6	42.8
Frequency	At	0	13	0	333	379	Le	0	4	26	376	319
Percent		0	2	0	46	52		0	1	4	52	44
Frequency	Com1	0	7	2	65	71	Re1	0	8	0	62	75
Percent		0	4.8	1.4	44.8	49.0		0	5.5	0	42.8	51.7
Frequency	Com2	0	0	11	73	61	Re2	0	1	0	69	75
Percent		0	0	7.6	50.3	42.1		0	0.7	0	47.6	51.7
Frequency	Com3	0	0	0	51	94	Re3	0	4	0	46	95
Percent		0	0	0	35.2	64.8		0	2.8	0	31.7	65.5
Frequency	Com4	0	0	0	66	79	Re4	0	0	0	64	81
Percent		0	0	0	45.5	54.5		0	0	0	44.1	55.9
Frequency	Com5	0	0	0	80	65	Re5	0	0	0	65	80
Percent		0	0	0	55.2	44.8		0	0	0	44.8	55.2
Frequency	Com	0	7	13	335	370	Re	0	13	0	306	406

Percent		0	1	2	46	51		0	2	0	42	56
Frequency	Pal	0	0	2	89	54						
Percent		0	0	1.4	61.4	37.2						
Frequency	Pa2	0	4	6	69	66						
Percent		0	2.8	4.1	47.6	45.5						
Frequency	Pa3	0	0	12	69	64						
Percent		0	0	8.3	47.6	44.1						
Frequency	Pa4	0	3	7	54	81						
Percent		0	2.1	4.8	37.2	55.9						
Frequency	Pa5	0	0	2	63	80						
Percent		0	0	1.4	43.4	55.2						
Frequency	Pa	0	7	29	344	345						
Percent		0	1	4	47	48						

The following graph was drawn to show the percentages of responses to the scale for the dimensions of the DM axis:



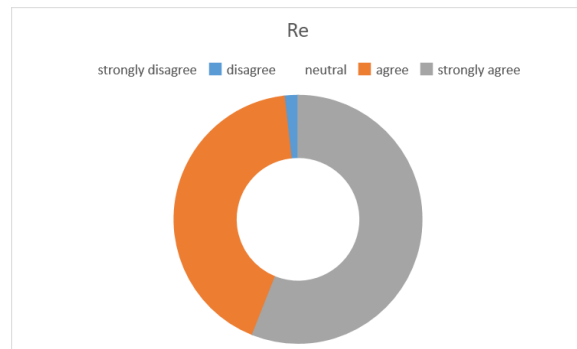


Figure No. (3) The percentages of answers for each scale for the axis paragraphs

The responses to the digital marketing dimensions (At, Le, Com, Re, and Pa) revealed a positive trend among the sample. For the (At) dimension, the approval rate was high, with (46%) agreeing and (52%) strongly agreeing. For the (Le) dimension, the responses tended toward agreement, with (96%) agreeing and (4%) being neutral. The (Com) dimension also showed high levels of agreement, with (46%) agreeing, (51%) strongly agreeing, and a low level of neutrality, at (2%). The (Re) dimension showed (56%) strongly agreeing and (42%) agreeing. Finally, the (Pa) dimension showed a positive trend, with an overall agreement rate of (95%), (47% agreeing, 48% strongly agreeing) and a level of neutrality of (4%). The results generally indicate that participants expressed a high degree of satisfaction with the organization's digital marketing practices, which is an indicator of the organization's success in employing digital marketing tools in an effective manner that contributes to enhancing its image and competitive advantage.

The following table includes the results of the repetitions and their percentages for the SCA axis items:

Table No. (4) Repetitions and percentages of the SCA axis items

	item	strongly disagree	disagree	neutral	agree	strongly agree	item	strongly disagree	disagree	neutral	agree	strongly agree
Frequency	Cor1	0	0	10	79	56	PPr1	0	5	2	77	61
Percent		0	0	6.9	54.5	38.6		0	3.4	1.4	53.1	42.1
Frequency	Cor2	0	4	0	65	76	PPr2	0	0	10	73	62
Percent		0	2.8	0	44.8	52.4		0	0	6.9	50.3	42.8
Frequency	Cor3	0	0	0	64	81	PPr3	0	0	14	59	72
Percent		0	0	0	44.1	55.9		0	0	9.7	40.7	49.7
Frequency	Cor4	0	0	0	55	90	PPr4	0	0	7	67	71
Percent		0	0	0	37.9	62.1		0	0	4.8	46.2	49.0
Frequency	Cor5	0	0	0	77	68	PPr5	0	0	1	72	72
Percent		0	0	0	53.1	46.9		0	0	0.7	49.7	49.7
Frequency	Cor6	0	0	5	79	61	PPr6	0	2	9	96	38
Percent		0	0	3.4	54.5	42.1		0	1.4	6.2	66.2	26.2
Frequency	Cor7	0	0	23	79	43	PPr7	0	7	0	59	79
Percent		0	0	15.9	54.5	29.7		0	4.8	0	40.7	54.5
Frequency	Cor8	0	0	5	65	75	PPr8	0	0	0	64	81
Percent		0	0	3.4	44.8	51.7		0	0	0	44.1	55.9
Frequency	Cor9	0	0	0	62	83	PPr9	0	0	0	58	87
Percent		0	0	0	42.8	57.2		0	0	0	40.0	60.0
Frequency	Cor10	0	0	0	94	51	PPr10	0	0	1	75	69
Percent		0	0	0	64.8	35.2		0	0	0.7	51.7	47.6
Frequency	Cor	0	4	43	719	684	PPr	0	14	44	700	692
Percent		0	0	3	50	47		0	1	3	48	48

The following graph was drawn to show the percentages of responses to the scale for the dimensions of the SCA axis:



Figure (4) The percentages of answers for each scale for the axis paragraphs

An analysis of participants' responses to the (Cor) and (PPr) dimensions reflects a strong positive trend toward their items. For the ten-item (Cor) dimension, the results showed that the majority of participants expressed agreement with the items in this dimension, with (50%) agreeing, (47%) strongly agreeing, and (3%) being neutral. For the (PPr) dimension, the results were also positive, with (48%) agreeing, (48%) strongly agreeing, (3%) being neutral, and (1%) disagreeing.

General Statistics for Questionnaire Items:

In order to discern the prevailing orientation among respondents, evaluate the degree of dispersion or heterogeneity within the dataset, and assess the overall constancy and reliability of participant responses, the Researchers undertook a comprehensive computation of aggregate descriptive statistics across each principal axis of the instrument.

Specifically, a suite of summary statistical indicators- encompassing central tendency, variability, and consistency metrics-was calculated for the dimensions comprising the Sustainable Performance (SP) construct. These computations were systematically tabulated and presented to illuminate the dominant response patterns, the extent of intra-sample variability, and the relative structural stability of the dataset with respect to each subdimension.

The subsequent table encapsulates the composite statistical profile pertaining to the SP axis, thereby offering an empirical foundation for inferential interpretation and comparative analysis across constructs:

Table No. (5) General statistics for the paragraphs of the SP axis

Item	Mean	Std. Deviation	CV	Item	Mean	Std. Deviation	CV	Item	Mean	Std. Deviation	CV
SEP1	4.36	0.561	13	SSP1	4.39	0.567	13	SCP1	4.39	0.542	12
SEP2	4.35	0.693	16	SSP2	4.28	0.609	14	SCP2	4.41	0.618	14
SEP3	4.54	0.645	14	SSP3	4.44	0.538	12	SCP3	4.31	0.662	15
SEP4	4.61	0.504	11	SSP4	4.50	0.614	14	SCP4	4.45	0.577	13
SEP5	4.59	0.494	11	SSP5	4.39	0.647	15	SCP5	4.41	0.534	12
SEP	4.4897	0.40134	9	SSP	4.4000	0.49046	11	SCP	4.3917	0.42221	10

The aforementioned table presents the arithmetic means, standard deviations, and coefficients of variation (CV) for the items constituting the Sustainable Performance (SP) axis. The recorded mean values were uniformly elevated, with the Sustainable Environmental Performance (SEP) dimension attaining the highest average of (4.49), followed by Sustainable Social Performance (SSP) at 4.40, and Sustainable Economic Performance (SCP) at (4.39). These figures collectively denote a strong degree of concordance among participants concerning the evaluated items. Furthermore, the CV values remained within a narrow and low range of (9%) to (11%), signifying pronounced homogeneity and a high degree of stability in response patterns. The chart below graphically illustrates the CV values corresponding to each individual item within the axis:

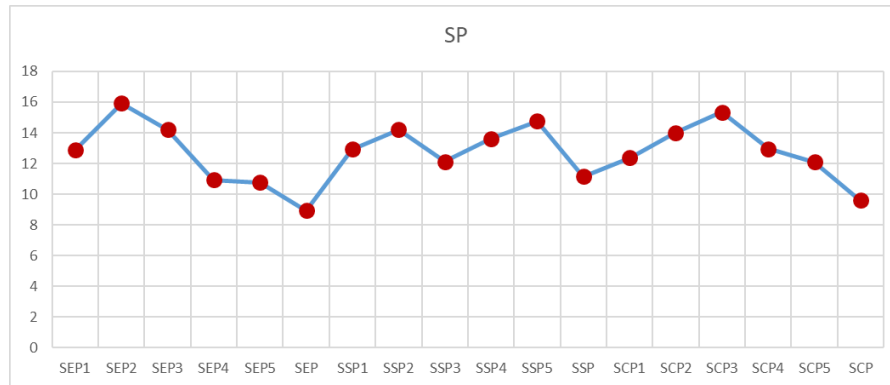


Figure (5) The coefficient of variation for the SP axis paragraphs

The Researchers also computed the overall descriptive statistics for the items under the Digital Marketing (DM) axis, which are presented in the following table:

Table No. (6) General statistics for the paragraphs of the (DM) axis

Item	Mean	Std. Deviation	CV	Item	Mean	Std. Deviation	CV	Item	Mean	Std. Deviation	CV
At1	4.32	0.714	17	Com1	4.38	0.746	17	Pa1	4.36	0.509	12
At2	4.47	0.678	15	Com2	4.34	0.617	14	Pa2	4.36	0.694	16
At3	4.62	0.528	11	Com3	4.65	0.479	10	Pa3	4.36	0.631	14
At4	4.61	0.490	11	Com4	4.54	0.500	11	Pa4	4.47	0.688	15
At5	4.42	0.495	11	Com5	4.45	0.499	11	Pa5	4.54	0.527	12
At	4.4869	0.40264	9	Com	4.4731	0.45388	10	Pa	4.4166	0.44877	10
Item	Mean	Std. Deviation	CV	Item	Mean	Std. Deviation	CV				
Le1	4.46	0.514	12	Re1	4.41	0.759	17				
Le2	4.31	0.584	14	Re2	4.50	0.542	12				
Le3	4.33	0.708	16	Re3	4.60	0.639	14				
Le4	4.44	0.588	13	Re4	4.56	0.498	11				
Le5	4.42	0.509	12	Re5	4.55	0.499	11				
Lee	4.3931	0.44498	10	Re	4.4517	0.39183	9				

The findings reveal that the arithmetic means for the items within the Digital Marketing (DM) axis and its sub-dimensions (Attraction, Communication, Participation, Learning, and Retention) were consistently high, ranging from (4.31) to (4.65), reflecting a strong level of consensus among respondents. Additionally, the coefficients of variation (CV) were notably low, falling between (9%) and (17%), which indicates a considerable degree of response uniformity and stability. Among these, the Attraction and Retention dimensions exhibited the highest consistency. The graph below illustrates the (CV) values corresponding to the individual items within the (DM) axis:

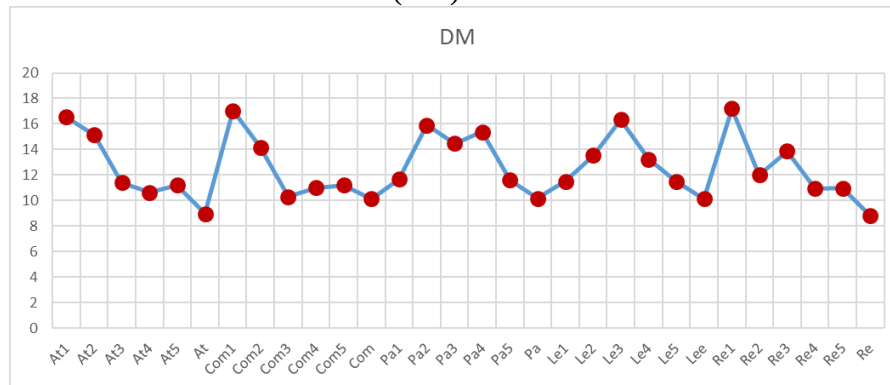


Figure (6) The coefficient of variation for the paragraphs of the (DM) axis

The Researchers also found the general statistics for the SCA axis paragraphs and included them in the following table:

Table No. (7) General statistics for the SCA axis paragraphs

Item	Mean	Std. Deviation	CV	Item	Mean	Std. Deviation	CV
Cor1	4.32	0.597	14	PPr1	4.34	0.679	16
Cor2	4.47	0.646	14	PPr2	4.36	0.609	14
Cor3	4.56	0.498	11	PPr3	4.40	0.660	15
Cor4	4.62	0.487	11	PPr4	4.44	0.588	13
Cor5	4.47	0.501	11	PPr5	4.49	0.515	11
Cor6	4.39	0.555	13	PPr6	4.17	0.593	14
Cor7	4.14	0.663	16	PPr7	4.45	0.735	17
Cor8	4.48	0.566	13	PPr8	4.56	0.498	11
Cor9	4.57	0.496	11	PPr9	4.60	0.492	11
Cor10	4.35	0.479	11	PPr10	4.47	0.514	12
Cor	4.4366	0.38780	9	PPr	4.4276	0.41907	9

The arithmetic means of the (SCA) axis items in its two dimensions, (Cor and PPr), were high, ranging between (4.14) and (4.60), indicating that the survey participants agreed with the axis items. The coefficient of variation (CV) values were low, ranging between (9%) and (17%), indicating homogeneity in the responses. Furthermore, we note that both dimensions had similar overall means (4.43 and 4.42, respectively), indicating a general positive agreement regarding the organization's enjoyment of a sustainable competitive advantage. The following graph represents the values of the coefficients of variation for the (SCA) axis paragraphs:

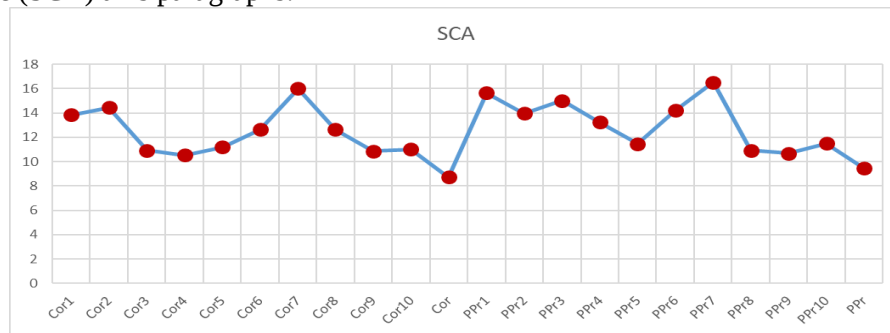


Figure (7) The coefficient of variation for the (SCA) axis paragraphs

Confirmatory Factor Analysis of the Questionnaire Axes:

A structural model was constructed to evaluate the extent to which the items effectively represent their underlying dimensions using confirmatory factor analysis (CFA). The Researchers derived the corresponding regression weights through the (AMOS) software, as presented below:

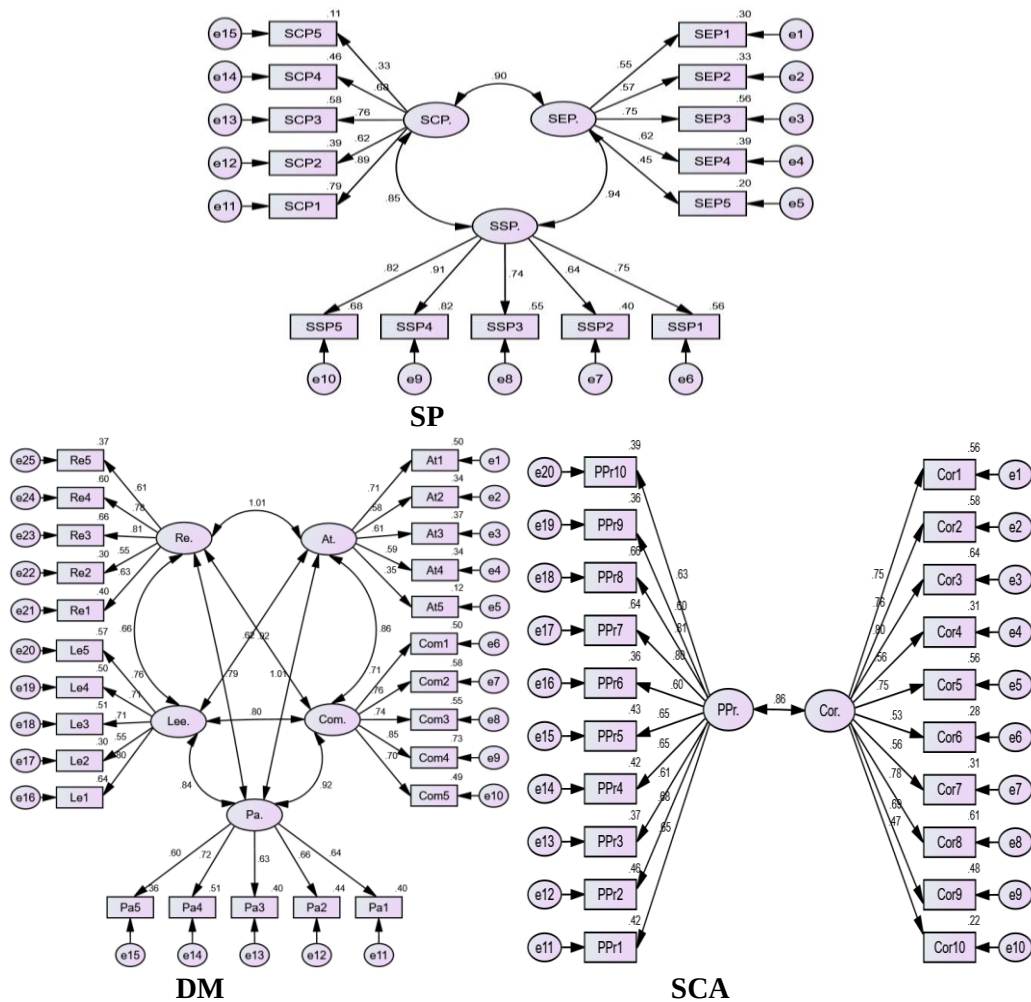


Figure (8) The structural plan of the axes dimensions

Based on the standardized regression weights, it is evident that the items corresponding to each dimension adequately accounted for the construct they represent. These weights are displayed along the direct paths connecting each dimension to its respective items. The following table presents the standardized regression weights for both axes:

Table No. (8) Standard Regression Weights for each paragraph

	Estimate		Estimate		Estimate
SEP1 <--- SEP.	.552	At1 <--- At.	.707	Cor1 <--- Cor.	.750
SEP2 <--- SEP.	.574	At2 <--- At.	.582	Cor2 <--- Cor.	.759
SEP3 <--- SEP.	.747	At3 <--- At.	.609	Cor3 <--- Cor.	.802
SEP4 <--- SEP.	.625	At4 <--- At.	.586	Cor4 <--- Cor.	.561
SEP5 <--- SEP.	.448	At5 <--- At.	.346	Cor5 <--- Cor.	.747
SSP1 <--- SSP.	.750	Com1 <--- Com.	.708	Cor6 <--- Cor.	.532
SSP2 <--- SSP.	.635	Com2 <--- Com.	.763	Cor7 <--- Cor.	.559
SSP3 <--- SSP.	.745	Com3 <--- Com.	.739	Cor8 <--- Cor.	.783
SSP4 <--- SSP.	.908	Com4 <--- Com.	.854	Cor9 <--- Cor.	.693
SSP5 <--- SSP.	.824	Com5 <--- Com.	.698	Corlo <--- Cor.	.466
SCP1 <--- SCP.	.889	Pal <--- Pa.	.635	PPr1 <--- PPr.	.650

	Estimate		Estimate		Estimate
SCP2 <--- SCP.	.621	Pa2 <--- Pa.	.662	PPr2 <--- PPr.	.680
SCP3 <--- SCP.	.764	Pa3 <--- Pa.	.634	PPr3 <--- PPr.	.609
SCP4 <--- SCP.	.676	Pa4 <--- Pa.	.715	PPr4 <--- PPr.	.646
SCP5 <--- SCP.	.327	Pa5 <--- Pa.	.598	PPr5 <--- PPr.	.652
		Le1 <--- Lee.	.799	PPr6 <--- PPr.	.604
		Le2 <--- Lee.	.552	PPr7 <--- PPr.	.803
		Le3 <--- Lee.	.712	PPr8 <--- PPr.	.814
		Le4 <--- Lee.	.708	PPr9 <--- PPr.	.602
		Le5 <--- Lee.	.756	PPrlo <--- PPr.	.626
		Re1 <--- Re.	.630		
		Re2 <--- Re.	.550		
		Re3 <--- Re.	.814		
		Re4 <--- Re.	.776		
		Re5 <--- Re.	.605		

Correlation Test:

To examine the relationship between the (SSM) and (EPO) axes, the following null hypothesis was formulated: There is no statistically significant correlation between (SSM) and (EPO) at the (5%) significance level. To assess this hypothesis, correlation coefficients and their corresponding significance levels were calculated, with the results summarized in the table below:

Table No. (9) Correlation between the axes

Correlations														
		SEP	SSP	SCP	SP	At	Com	Pa	Le	Re	DM	Cor	PPr	SCA
SEP	Pearson Correlation	1	.752**	.760**	.906**	.749**	.647**	.667**	.836**	.850**	.833**	.681**	.829**	.803**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
SSP	Pearson Correlation	.752**	1	.765**	.925**	.713**	.631**	.732**	.641**	.684**	.758**	.554**	.596**	.610**
	Sig. (2-tailed)	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
SCP	Pearson Correlation	.760**	.765**	1	.916**	.753**	.755**	.713**	.696**	.776**	.823**	.630**	.642**	.674**
	Sig. (2-tailed)	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
SP	Pearson Correlation	.906**	.925**	.916**	1	.805**	.737**	.770**	.784**	.835**	.875**	.674**	.745**	.754**
	Sig. (2-tailed)	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
At	Pearson Correlation	.749**	.713**	.753**	.805**	1	.693**	.728**	.730**	.827**	.881**	.662**	.662**	.702**
	Sig. (2-tailed)	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
Com	Pearson Correlation	.647**	.631**	.755**	.737**	.693**	1	.780**	.720**	.727**	.879**	.643**	.529**	.619**
	Sig. (2-tailed)	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
Pa	Pearson Correlation	.667**	.732**	.713**	.770**	.728**	.780**	1	.703**	.769**	.890**	.632**	.633**	.671**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
Le	Pearson Correlation	.836**	.641**	.696**	.784**	.730**	.720**	.703**	1	.896**	.902**	.668**	.683**	.716**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
Re	Pearson Correlation	.850**	.684**	.776**	.835**	.827**	.727**	.769**	.896**	1	.936**	.836**	.774**	.852**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145	145
DM	Pearson Correlation	.833**	.758**	.823**	.875**	.881**	.879**	.890**	.902**	.936**	1	.763**	.727**	.789**

	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	145	145	145	145	145	145	145	145	145	145	145	145
Cor	Pearson Correlation	.681**	.554**	.630**	.674**	.662**	.643**	.632**	.668**	.836**	.763**	1	.780**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	N	145	145	145	145	145	145	145	145	145	145	145	145
PPr	Pearson Correlation	.829**	.596**	.642**	.745**	.662**	.529**	.633**	.683**	.774**	.727**	.780**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145	145	145	145	145	145	145
SCA	Pearson Correlation	.803**	.610**	.674**	.754**	.702**	.619**	.671**	.716**	.852**	.789**	.939**	.948**
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	
	N	145	145	145	145	145	145	145	145	145	145	145	145

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

The correlation coefficient matrix indicates that all inter-variable relationships were positive and statistically significant at the (5%) significance level, signifying strong associations among the model's core constructs. Notably, a strong correlation was observed between the Sustainable Performance (SP) axis and the Digital Marketing (DM) axis, with a coefficient of (0.875), while the correlation between (DM) and Sustainable Competitive Advantage (SCA) reached (0.789). These findings provide empirical support for the research model's mediating hypothesis, which posits that digital marketing serves as a critical conduit in reinforcing sustainable competitive advantage.

The Impact of SP Dimensions on SCA through the Mediating Role of DM:

Figure (8) illustrates the structural model depicting the interrelationships among the key variables, as analyzed through Path Analysis within the framework of Structural Equation Modeling (SEM). The model delineates the influence exerted by the three sustainability dimensions-Environmental Performance (SEP), Social Performance (SSP), and Economic Performance (SCP) on Digital Marketing (DM), as well as the mediating effect of (DM) on enhancing Sustainable Competitive Advantage (SCA).

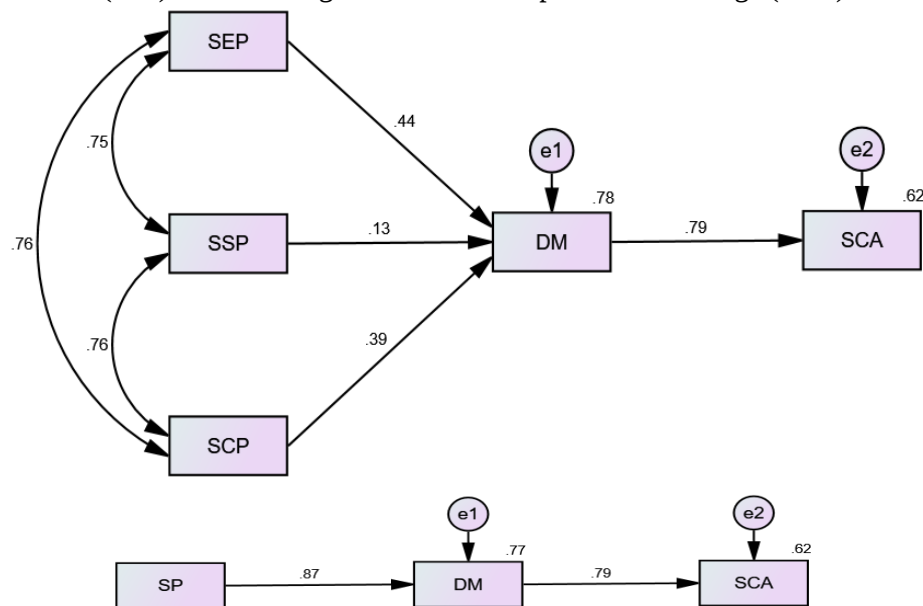


Figure (9) The structural diagram of the direct and indirect effect between the research Based on the structural diagram presented above, a series of statistical hypotheses have been formulated to examine the presence or absence of both direct and indirect effects among the studied variables. These hypotheses are outlined as follows:

I. Hypotheses Concerning Direct Effects

- Primary Null Hypothesis 1 (H_0): There is no statistically significant direct effect of the Sustainable Performance (SP) variable on the Digital Marketing (DM) variable.
- Primary Null Hypothesis 2 (H_0): There is no statistically significant direct effect of the Digital Marketing (DM) variable on the Sustainable Competitive Advantage (SCA) variable.

II. Hypothesis Concerning Indirect Effect

- Main Null Hypothesis (H_0): There is no statistically significant indirect effect of the Sustainable Performance (SP) variable on the Sustainable Competitive Advantage (SCA) variable.

The results corresponding to the hypotheses above, as derived from the structural model, are presented in the following table.

Table No. (10) Results of the analysis of direct and indirect impact

Dependent Variable	Predictors	Indirect Estimate	S.E.	t test	Indirect Estimate	Sig.	R Square
DM	<--- SCP	.391	.061	5.867		.000	.785
DM	<--- SSP	.129	.052	1.968		.049	
DM	<--- SEP	.438	.062	6.713		.000	
DM	<--- SP	.839	.039	21.687		.000	
SCA	<--- DM	.789	.051	15.404		.000	.622
SCA	<--- SCP				.309	.012	
SCA	<--- SSP				.102	.168	
SCA	<--- SEP				.345	.004	
SCA	<--- SP				.690	.018	

The model results showed that the (SP) variable had a significant positive effect on (DM), with a coefficient of (0.839). The (SEP) variable is one of the strongest variables influencing digital marketing, with a standardized path coefficient of (0.44), indicating the impact of environmental sustainability in supporting an organization's digital orientation. Sustainable Economic Performance (SCP) also had a positive and direct effect on digital marketing, amounting to (0.39). The effect of Sustainable Social Performance (SSP) was relatively weak (0.13), but statistically significant, indicating that the social dimension contributes to a relatively smaller degree to shaping the digital marketing strategy. Furthermore, the results showed that digital marketing is an intervening variable in achieving sustainable competitive advantage, with its impact coefficient on (SCA) reaching (0.79), one of the highest effects in the model. This indicates that adopting effective digital strategies can directly contribute to enhancing an organization's ability to achieve a sustainable advantage in its competitive market. The coefficients of determination (R^2) also showed that the variables (SEP, SSP, and SCP) explain (78%) of the variance in digital marketing, while digital marketing explains (62%) of the variance in sustainable competitive advantage. These high explanation ratios support the strength of the structural model and its suitability to the data. The reciprocal relationships between the three sustainability dimensions (SEP, SSP, and SCP) revealed strong correlations between them, with values ranging between (0.75) and (0.76), indicating the overlap and structural interconnectedness of these dimensions, which enhances the effectiveness of their combined interaction in influencing the organization's digital trajectory.

Regarding the results of the importance of digital marketing (DM) as a mediating variable in the relationship between the dimensions of sustainability (environmental, social, and economic) and sustainable competitive advantage (SCA), it was found that the indirect effect of (SP) on (SCA) via digital marketing showed a high and significant value of 0.690. The indirect effects of (SEP and SCP) on (SCA) via digital marketing also showed high and significant values (0.345 and 0.309, respectively). The indirect effect of (SSP) was lower, reaching (0.102), but remained within acceptable limits. This reinforces the research hypothesis that digital marketing functions not only as an independent implementation tool, but also as an interactive channel linking sustainable practices to their market impact. Furthermore, the ratio of explained

variance in sustainable competitive advantage ($R^2 = 0.62$) shows that digital marketing explains more than 60% of its potential. This confirms the strength of the mediating effect of digital marketing and calls for focusing on it as a key development area for organizations to enhance their competitiveness within sustainability frameworks.

Conclusion

Sustainable Performance (SP) manifests a statistically significant and quantifiable influence on Digital Marketing (DM). Among its constituent dimensions, Sustainable Environmental Performance (SEP) exhibited the most pronounced impact, underscoring the paramount importance of ecologically responsible practices in constructing and elevating an organization's digital persona. Sustainable Economic Performance (SCP) similarly imparted a discernible effect, highlighting the contribution of financial austerity and operational efficiency to the optimization of digital marketing efficacy. By contrast, Sustainable Social Performance (SSP) yielded only a negligible and statistically marginal influence, signifying its insufficient assimilation into the organization's comprehensive digital framework.

Furthermore, (DM) was identified as the most consequential mediating variable in the realization of Sustainable Competitive Advantage (SCA). A meaningful indirect pathway was established between (SP) and (SCA) through (DM), while both (SEP) and (SCP) exerted substantial mediated effects via this channel, thereby reaffirming the instrumental role of digital marketing in transmitting the strategic value of sustainability into tangible competitive gains. Conversely, SSP's indirect impact on (SCA) was deemed statistically non-significant, thereby accentuating the imperative to reengineer the organization's social digitization strategies.

These empirical insights reinforce the imperative of repositioning (DM) as a strategic enabler, rather than relegating it to a mere promotional function, thereby allowing it to act as a bridge between sustainability imperatives and enduring competitive advantage.

Recommendations

- Institutionalize comprehensive sustainable social performance protocols, encompassing both environmental and community-centered initiatives that ensure workplace safety, promote inclusivity, drive social investment, and facilitate equitable labor opportunities.
- Transition organizational culture from one of regulatory compliance to one of perpetual enhancement, thereby fostering an ethos of innovation, responsiveness, and progressive adaptation.
- Integrate into global environmental accords and sustainable development frameworks, while simultaneously catalyzing regional strategic alliances and cooperative platforms.
- Expand the empirical scope of future investigations to encapsulate diverse service-oriented industries, such as healthcare and transport sectors to reinforce the external validity and sectoral applicability of the study's conclusions.

In this context, digital marketing has become a crucial factor that can play a mediating role in strengthening the relationship between sustainable performance and a sustainable competitive advantage. Digital marketing is not limited to promoting goods and services online; it also encompasses customer relationship management, data analytics, and brand enhancement across multiple channels, making it a vital tool for building a lasting image in the minds of consumers.

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Appendix (1) Questionnaire form

First: Sustainable Performance (SP)

1. Sustainable Environmental Performance (SEP)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	Our organization follows a standard indicator of sustainable performance such as (emissions, resource consumption, recycling).					
2	The organization adopts practices to preserve the environment and reduce pollution.					
3	The organization uses environmentally friendly techniques and technologies.					
4	The organization is committed to compliance with environmental regulations and standards.					
5	The organization promotes recycling and sustainable waste management initiatives.					

2. Sustainable Social Performance (SSP)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	The organization cares about the rights and welfare of employees and provides a safe working environment.					
2	The organization is committed to fair and ethical practices with customers and partners.					
3	The organization supports the local community through initiatives and donations.					
4	The organization promotes diversity and equality in the workplace.					
5	Employee well-being and professional development are a priority for the organization.					

3. Sustainable Economic Performance (SCP)

NO	Paragraphs	completely	Agreed	agreed to	do not	do not agree
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		agree		some extent	agree	completely
1	The organization develops long-term plans to ensure business sustainability.					
2	The organization balances profit making with social and environmental responsibility.					
3	The organization invests in technologies and methods to improve efficiency and innovation.					
4	The organization is committed to transparency in financial and non-financial performance reporting.					
5	The organization sets clear goals for achieving sustainable growth.					

Second: Digital Marketing (DM)

1 Attraction (At) : (Jar Allah,2017)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	The organization uses banner advertising on its websites to attract its customers.					
2	Brand recognition on search engines helps attract customers' attention.					
3	The organization relies on interactive advertisements appearing on other people's websites and pages to attract and engage customers.					
4	The organization resorts to providing additional services to customers, such as internet service, to attract them and encourage them to deal with it.					
5	The organization takes into account the recall feature of its brand.					

2. Communication (Com)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	The organization relies on emails to update information about its new services.					
2	The organization allocates employees to communicate directly with customers through its website.					
3	The Internet is the most prominent digital channel used by an organization to communicate with customers.					
4	The organization uses mobile advertising messages to communicate with customers.					
5	The organization publishes specialized pages to inform customers of its services.					

3. Participation (Pa)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	The organization adopts a policy of engaging customers through digital channels in completing its marketing operations.					
2	The organization uses creative programs to encourage customers to participate in its marketing activities.					
3	The organization uses virtual communities to communicate with customers and with each other.					
4	The organization adopts a policy of holding competitions and offering prizes via digital applications.					
5	The organization is keen to provide a multilingual website to encourage customers to communicate and participate in completing its marketing operations.					

4. Learning (Le)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	The organization conducts online research and surveys to learn about its customers' preferences.					
2	The organization relies on customer feedback to develop and improve its services.					
3	The organization's website is designed according to the preferences and desires of customers.					
4	The organization uses virtual communities and websites to learn about customer insights and preferences.					
5	The organization uses blogs and interactive channels to help its customers experience its digital services.					

5. Retention (Re)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	The organization is constantly updating the content of its website.					
2	The organization takes customer security into consideration when marketing its services digitally.					
3	The organization's website loads information quickly, which encourages customers to repeat business with it.					
4	The organization provides hyperlinks to other sites that enable customers to obtain information available from it.					
5	The organization gives incentive rewards to customers.					

Third: Sustainable Competitive Advantage (SCA)**1. Customer Orientation (CO_r): (Musa,2020)**

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	Our organization has the flexibility to address the specific needs of clients.					
2	Our organization has the ability to adapt to changing market trends.					
3	Our organization is keen to coordinate with the community to meet common needs.					
4	Our organization provides customers with confidence in the products it offers.					
5	Our organization emphasizes agile response to its customers.					
6	Our organization is keen to measure its customers' satisfaction on a regular basis.					
7	Our organization is committed to delivering products on time agreed with customers.					
8	Our organization sustains customer relationships by maintaining ongoing business with them.					
9	Our organization strives to achieve the best value for customers.					
10	Our organization is committed to after-sales services.					

2. Price Premium (PP_r)

NO	Paragraphs	completely agree	Agreed	agreed to some extent	do not agree	do not agree completely
1	Our organization is distinguished by providing customers with products of higher quality than competing products.					

2	Our organization is committed to constantly testing its products against competitors.					
3	Our organization has many quality certificates in the field of best production.					
4	Our organization motivates customers to pay a higher price for our products than those of competing organizations.					
5	Our organization builds confidence among its customers through the accurate performance of its products.					
6	Our organization is unique in exceeding customer expectations.					
7	Our organization has a brand that has a unique combination of features in the customer's mind.					
8	Our organization is committed to embodying environmental sustainability practices.					
9	Our organization strives to design its products in a way that ensures waste reduction.					
10	Our organization has modern waste disposal technologies.					